

# **APPENDIX B: EMPLOYER SURVEY SUMMARY WESTERN NEVADA**

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# EXHIBIT B-1: WESTERN NEVADA EMPLOYER SURVEY SUMMARY

MARCH-APRIL 2009

## SURVEY SUMMARY

### Responding employers

Please describe your primary product or service:

Responses
123
123

See Exhibit B-2

	Responses	Average	Median
How long has your company had operations in western Nevada?	122	29.2 years	20 years

	Responses
Why is your operation located in western Nevada?	102

See Exhibit B-3

## EMPLOYMENT PROFILE

	Responses	Average	Median	Total
Current number of full-time employees	122	117	35	14,544
Current number of part-time employees	70	47	5	3,226
Current number of temporary employees	35	38	4	1,823
Number of workers at your facility that are employed by an outside contractor	20	16	3	306
Estimated full-time employees in one year	98	121	40	12,182
Estimated part-time employees in one year	58	59	5	3,369
% of company's labor force represented by one or more unions	19	58.8%	64.0%	
Exempt employees average one-way commuting distance (in minutes)	110	21.3	20	
Hourly employees average one-way commuting distance (in minutes)	108	21.4	20	

## BASIC SKILLS OF JOB APPLICANTS

(5=Excellent/1=Poor)

Please rate the basic skill levels you see among your non-managerial and non-professional job applicants.

	Responses	Average Rating	Median Rating
Overall basic skills of all applicants	120	3.3	3
Written communication	119	2.7	3
Reading comprehension	117	3.0	3
Math	116	2.9	3
Thinking and judgment/problem-solving	116	3.0	3
Verbal communication/comprehension	118	3.1	3
Team and cooperative skills	117	3.2	3

Distribution of ratings:				
1	2	3	4	5
0.8%	15.8%	45.8%	30.8%	6.7%
8.4%	32.8%	39.5%	15.1%	4.2%
5.1%	26.5%	38.5%	25.6%	4.3%
6.0%	28.4%	43.1%	17.2%	5.2%
5.2%	23.3%	44.8%	20.7%	6.0%
3.4%	24.6%	38.1%	28.8%	5.1%
4.3%	16.2%	40.2%	29.9%	9.4%

## EASE OF LOCATING AND RELOCATING MANAGEMENT AND PROFESSIONALS

(5=Excellent/1=Poor)

Please indicate your experience with recruiting workers from outside the area.

	Responses	Average Rating	Median Rating
Ease of relocating managers/professionals from outside area	80	2.9	3
Employment opportunities for 'trailing' spouses	78	2.3	2
Suitable housing availability for relocatees/transferees	82	3.1	3
Quality of life as perceived by job candidates from outside area	81	3.5	4

Distribution of ratings:				
1	2	3	4	5
13.8%	22.5%	33.8%	23.8%	6.3%
25.6%	32.1%	33.3%	6.4%	2.6%
6.1%	18.3%	40.2%	29.3%	6.1%
6.2%	7.4%	27.2%	45.7%	13.6%

# EXHIBIT B-1: WESTERN NEVADA EMPLOYER SURVEY SUMMARY

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(5=Excellent/1=Poor)

## PRODUCTIVITY AND WORK ETHIC OF COMPANY EMPLOYEES

	Responses	Average Rating	Median Rating
Work ethic	119	3.5	4
Productivity	119	3.5	4
Productivity compared to company's other sites	87	3.5	4
Willingness to work overtime	118	3.9	4
Punctuality	119	3.5	4
Overall employer/employee relations	119	3.8	4

Distribution of ratings:				
1	2	3	4	5
0.8%	14.3%	30.3%	43.7%	10.9%
0.8%	9.2%	37.0%	44.5%	8.4%
2.3%	9.2%	34.5%	43.7%	10.3%
0.8%	7.6%	16.9%	50.8%	23.7%
0.0%	11.8%	36.1%	41.2%	10.9%
0.0%	5.9%	26.1%	47.1%	21.0%

## RETIRING RESIDENTS WITHIN THE WORKFORCE

Does your company or organization have a strategy to meet an increase in retirement rates due to aging Baby Boomers?

Responses	Yes	No
112	30	82

Yes	No
26.8%	73.2%

Approximately what percent of your employees are eligible for retirement or will become eligible for retirement over the next five years?

Responses	Average %	Median %
95	11.0	8.0

Most common occupations held by employees that are eligible for retirement now or within 5 years:

See Exhibit B-4

Are you confident you will be able to successfully hire new employees to fill those positions being vacated by retiring

Responses	No	Not Sure	Yes
214	11	36	167

See Exhibit B-4

Do you actively recruit people of retirement age?

Responses	Full-time	Part-time	No	Distribution of ratings:		
				FT	PT	No
118	33	18	67	28.0%	15.3%	56.8%

If yes, what are the three most common jobs these older individuals hold in your company?

Responses	
Full-time	34
Part-time	20

See Exhibit B-5

See Exhibit B-5

Has your overall experience employing retired residents been: satisfactory or unsatisfactory?

Responses	Satisfactory	Unsatisfactory	N/A	Distribution of ratings:		
				Sat.	Unsat.	N/A
102	57	1	44	55.9%	1.0%	43.1%

Please elaborate

See Exhibit B-6

# EXHIBIT B-1: WESTERN NEVADA EMPLOYER SURVEY SUMMARY

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## TRAINING AND EDUCATIONAL RESOURCES

Do you currently use – or have you used – co-op, apprenticeships, internships, or similar programs?

Responses	Yes	No	In Past
117	54	63	29

Yes	No	In Past
46.2%	53.8%	24.8%

If yes, please indicate the value to your company of the program used

*(5=Very high/1=No value)*

Responses	Average Rating	Median Rating
51	3.7	4

1	2	3	4	5
3.9%	5.9%	27.5%	37.3%	25.5%

## RECRUITING METHODS

Please list any high schools, technical schools, colleges, or universities where you recruit.

Responses
60

See Exhibit B-7

Frequency of work with each of the following for training programs, apprenticeships, co-op, or other programs:

*(5=Continuously/1=Never)*

	Responses	Average Rating	Median Rating
Area High Schools	68	1.5	1
Career College of Northern Nevada	68	1.3	1
Truckee Meadows Community College	70	1.9	1
University of Nevada-Reno	72	2.4	2
Morrison University	67	1.1	1
University of Phoenix–Northern Nevada Campus	69	1.3	1
Sierra Nevada College	68	1.2	1
Western Nevada College	69	1.7	1
Private vendors (e.g. training and development consultants)	69	1.7	1

1	2	3	4	5
72.1%	11.8%	7.4%	7.4%	1.5%
83.8%	11.8%	0.0%	2.9%	1.5%
52.9%	20.0%	17.1%	7.1%	2.9%
34.7%	22.2%	20.8%	13.9%	8.3%
89.6%	6.0%	4.5%	0.0%	0.0%
81.2%	14.5%	1.4%	2.9%	0.0%
85.3%	11.8%	0.0%	2.9%	0.0%
68.1%	11.6%	10.1%	5.8%	4.3%
65.2%	13.0%	17.4%	0.0%	4.3%

Opinion of the quality of the following educational programs and graduates:

*(5=Excellent/1=Poor)*

	Responses	Average Rating	Median Rating
Area High Schools	87	2.8	3
Career College of Northern Nevada	81	3.1	3
Truckee Meadows Community College	83	3.5	3
University of Nevada-Reno	88	3.8	4
Morrison University	79	3.1	3
University of Phoenix–Northern Nevada Campus	80	3.5	4
Sierra Nevada College	80	3.3	3
Western Nevada College	82	3.5	4
Private vendors (e.g. training and development consultants)	79	3.3	3

1	2	3	4	5
10.9%	21.9%	46.9%	20.3%	0.0%
12.5%	12.5%	37.5%	31.3%	6.3%
0.0%	7.0%	44.2%	44.2%	4.7%
1.6%	1.6%	27.4%	51.6%	17.7%
13.3%	6.7%	40.0%	40.0%	0.0%
4.2%	12.5%	25.0%	45.8%	12.5%
0.0%	14.3%	50.0%	28.6%	7.1%
0.0%	12.5%	37.5%	37.5%	12.5%
4.5%	9.1%	45.5%	31.8%	9.1%

# EXHIBIT B-1: WESTERN NEVADA EMPLOYER SURVEY SUMMARY

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## IMPROVEMENTS NEEDED AMONG LOCAL TRAINING AND EDUCATIONAL PROGRAMS

Programs that need to be strengthened or instituted to better meet employers' requirements.	High schools	Community Colleges	Universities and Four-year Colleges
	Responses	Responses	Responses
No opinion	28	33	34
None	2	1	2
Basic skills	46	17	8
Communication/speaking	56	32	23
Computer/software	25	15	12
Critical thinking	52	36	27
Job Interview skills	46	32	25
Job Preparedness	57	31	28
Life Skills	48	23	26
Math	43	18	13
Reading/writing	59	25	15
Vocational training	44	26	14
Work ethic	67	38	34
Other (specify)	<i>See Exhibit B-8</i>		

	Responses	YES	NO
Do you have current training needs that are unavailable locally?	113	26	87
If yes, please describe the training need	25	<i>See Exhibit B-9</i>	

## COMPANY-OFFERED BENEFITS

	Whole Responses	%	Partial Responses	%
Subsidized daycare program	1	33.3%	2.0	66.7%
On-site daycare program	1	50.0%	1.0	50.0%
Life insurance	69	85.2%	12.0	14.8%
Health insurance	86	76.8%	26.0	23.2%
Dental care	76	72.4%	29.0	27.6%
Vision care	61	70.1%	26.0	29.9%
Wellness Program	27	87.1%	4.0	12.9%
Employee Assistance Program (EAP)	47	94.0%	3.0	6.0%
Health savings account (HSA)	25	80.6%	6.0	19.4%
Long-term disability	43	76.8%	13.0	23.2%
Short-term disability	43	76.8%	13.0	23.2%
Accidental Death/Dismemberment	51	82.3%	11.0	17.7%
125 (cafeteria) plan	45	88.2%	6.0	11.8%
Tuition reimbursement	43	70.5%	18.0	29.5%
Retirement Plan	61	83.6%	12.0	16.4%

Other:	Responses
401(k)	8
Employee Stock Purchase Plan	3
Bonus	2
IRA	1
Profit sharing	1
Dependent life/A.D.D.	1
3 wks paid leave after 1 year	1

# EXHIBIT B-1: WESTERN NEVADA EMPLOYER SURVEY SUMMARY

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## TURNOVER AND ABSENTEEISM

(1=0-10%, 2=10%-20%,  
3=20%-30%, 4=over 30%)

	Responses	Average Rating	Median Rating
First-Year/New-Hire Turnover	109	1.7	1

(1=0-5%, 2=6%-9%,  
3=10%-14%, 4=over 15%)

	Responses	Average Rating	Median Rating
Thereafter, average annual turnover rate	107	1.7	1
Average daily absenteeism rate	105	1.3	1
Annual percent retiring (2006-2007)	105	1.1	1

1	2	3	4
54.1%	29.4%	11.9%	4.6%

1	2	3	4
57.0%	24.3%	8.4%	10.3%
75.2%	20.0%	1.9%	2.9%
93.3%	3.8%	0.0%	2.9%

## QUALITY OF LIFE

(5=Excellent/1=Poor)

	Responses	Average Rating	Median Rating
Public education (K-12)	107	3.2	3
Private education (K-12)	85	3.5	4
Availability of affordable homes	110	2.8	3
Availability of homes for transferred or relocating personnel	90	3.3	3
Availability of childcare services	97	3.1	3
Healthcare services	109	3.5	4
Safety from crime	109	3.4	4
Traffic/road congestion	113	3.3	3

1	2	3	4	5
6.5%	17.8%	33.6%	34.6%	7.5%
5.9%	9.4%	25.9%	50.6%	8.2%
12.7%	25.5%	32.7%	24.5%	4.5%
6.7%	12.2%	38.9%	32.2%	10.0%
6.2%	20.6%	36.1%	32.0%	5.2%
2.8%	15.6%	25.7%	42.2%	13.8%
4.6%	14.7%	27.5%	46.8%	6.4%
4.4%	19.5%	31.9%	34.5%	9.7%

## LABOR AVAILABILITY, COST, DEMAND

See Exhibit B-10

	Responses
Which skills/positions are most difficult to find?	79

See Exhibit B-11

## COMMENTS

If you have any additional comments or detailed information, please add them here or attach a separate sheet.

Responses
19

See Exhibit B-12

## EXHIBIT B-2: WESTERN NEVADA EMPLOYER SURVEY SUMMARY

MARCH-APRIL 2009

### *Primary product or service:*

3PL warehousing and distribution, freight forwarding
Air transportation
Airport transportation
Automobile sales & service
Automotive dealership
Banking
Casino
Casino/hotel
Casino/hotel/restaurant
Caterpillar distributor
Certified public accounting firm
Clothing
Commercial banking
Commercial printer
Commercial construction
Composite decking manufacturer
Construction
Construction and mapping surveying services
Construction management & general contractor
Construction: sitework and underground utilities
Contract carrier, trucking company
Contractor
Contractor
Design & manufacture computer enclosures from sheetmetal
Distribute foodstuffs - wholesale
Distribution
Distribution of auto parts
Drinking fountains and eye wash/showers
Elder care
Electrical Contractor - material and labor for electrical wiring projects
Electricity and natural gas
Emissions monitoring equipment
Energy storage systems
Fast food packaging
Fasteners, nuts, bolts, screws mfg
Fencing contractor

## EXHIBIT B-2: WESTERN NEVADA EMPLOYER SURVEY SUMMARY

MARCH-APRIL 2009

### *Primary product or service:*

Financial services
Financial services
Fireplace & garage doors sales, service, install
Flooring installation
Food and bar
Food manufacturer
Food manufacturing
Furnish & install floor covering
General engineering contractor
Golf course & restaurant & banquet facility
Government
Grading, pit materials
Granite fabricator & installer
graphic design
Gypsum manufacturing
Healthcare
Healthcare
Healthcare
Healthcare
Heating, ventilation and air-conditioning subcontracting
High lift rentals/service
High tech sails for ocean-going racing yachts.
Hospice
Housecleaning
Human services
HVAC contractor
Hyster/Bobcat dealer/service/parts
Industrial equipment manufacturing
Industrial service contractor/fabricators
Investment castings primarily for aerospace industry
Janitorial - hood cleaning in restaurants
Janitorial services
Legal services
Lumber sales to homebuilders
Manufacture hydraulic control valves and components
Manufacture of cement

## EXHIBIT B-2: WESTERN NEVADA EMPLOYER SURVEY SUMMARY

MARCH-APRIL 2009

### *Primary product or service:*

Manufacture signs
Manufacturer of aluminum hardware, display equipment, and custom furniture.
Manufacturer of pressure monitoring and control instrumentation
Manufacturer/supplier - electronic bingo equipment
Manufacturing
Manufacturing
Manufacturing aluminum springboards
Manufacturing job shop
Manufacturing sunglasses
Manufacturing of private label cereals
Manufacturing pitching machines/batting cages
Masonry, concrete placement, concrete pavers installation, excavation
Medical billing services
Medical imaging services
Metallic powder used primarily in the electronics industry
Mortgage broker
Moving, warehouse storage, records management
Municipality
Newspaper, magazine, online publishing
Nonprofit charitable
Not-for-profit, community-owned water utility, overseen by elected officials and citizen appointees from Reno, Sparks and Washoe County.
Overhead rail systems primarily for the red meat industry and industrial laundries.
Petroleum construction & service
Plumbing, heating, air conditioning and drain service and repair
Precision gears and components
Printing
Radio advertising
Real estate sales
Rehabilitation
Restaurant food service
Retail
Roll-formed aluminum

## EXHIBIT B-2: WESTERN NEVADA EMPLOYER SURVEY SUMMARY

MARCH-APRIL 2009

### ***Primary product or service:***

Roofing - commercial and industrial
Sales and installation of window products, glass and glazing.
Sand & gravel
Security guard services
Skilled nursing facility
Solder mask manufacturing
Stucco subcontracting
Television home shopping network
Temporary and temporary-to-full-time staffing
Regional sales and marketing support to all [Company Name] dealerships west of the Colorado Rockies.
Third-party logistics
Tile & stone installation
Transportation and warehousing
Uniform rentals
Water engineering and design
Welding wire manufacturing
Wholesale electrical distribution
Wholesale electrical distributor
Wood treatment
Workforce development

***Why is your operation located in Western Nevada?***

Acquisition of technology
Another location to service the West Coast
Area of service
Assigned territory
At the time we relocated, the tax structure favored business. However the legislature is now anti-business so we will probably leave within the next few years.
Availability of facility at time of purchase, number of seniors in area
Better lifestyle/business friendly
Born here
Business was here
Central shipping location servicing west - within 2-3 days
Centralized location to customers.
Climate
Climate, taxes, available workforce, proximity to Reno airport (for world-wide distribution of our product), proximity to Douglas County airport (for our corporate aircraft and our customers' aircraft).
Close to other owner-operated businesses
Company expansion
Cost-cutting
Customer base, business opportunity, home for owners.
Customer need
Desirable geographic location on West Coast; supportive business environment, good lifestyle in area
Evolved from an independent distributor to part of a national company
Family business
Family run business and the family lives here
Family started business here
Favorable tax climate, business friendly environment
Founded here by locals
Founded here, owner lives here
Founders live in the area
Founders located here
Franchise location
Friendliest people and tax structure in state of Nevada
Get away from California

## EXHIBIT B-3: WESTERN NEVADA EMPLOYER SURVEY SUMMARY

MARCH-APRIL 2009

### *Why is your operation located in Western Nevada?*

Good advertising market
Good location
Government
Great logistical shipping point
Great opportunity
Great place to live
Grew up in area, family located here
Has been a good market for our business
Home
Home of the ownership. Good tax structure. Was a good business climate for construction...hope it will be again soon!
Inexpensive land and better tax structure than California
Is there any better place to work & live?
It is a core part of our service territory.
It is where the owners reside
It is where we do business and it is who we do business with.
It's where we live.
Lake Tahoe - tourist destination
Live and work in the Reno area since 1977. Most of time in restaurants.
Live here
Located a plant here; low taxes
Location for distribution
Location of inception. Selection purpose & reason unknown.
Location of utilities - clients, climate, history
Location to client facilities
Lower overhead; no union
Managed the company since 1986, and did an asset purchase when it became available for purchase.
Market need for services we provide
Moved from Sacramento for business reasons
Nevada born & raised
Nevada's environmental controls are different than California's.
Opportunity
Opportunity
Our raw materials are obtained from our nearby quarry
Owner has resided in the area his entire life

## EXHIBIT B-3: WESTERN NEVADA EMPLOYER SURVEY SUMMARY

MARCH-APRIL 2009

### ***Why is your operation located in Western Nevada?***

Owner lived in Reno.
Owner lives here
Owner location
Owner resides in Reno
Owners reside here
Part of nationwide distribution network
Provide healthcare to Mineral County residents.
Proximity to Lake Tahoe and good business environment
Relocated from southern California
Residence
Residential choice of locations. Investment opportunities of a high growth area.
Serves northern Nevada as a transportation hub
Started here
State capital
Tax incentives in locating to Nevada
That's where I live
The owner started up the business (he has lived here).
The owner was born and raised here.
This is area for which our mission is dedicated
This is where we started and are across the entire state of Nevada
This is where I live
This is where it was founded over 30 years ago.
This is where the services are needed
To better support our dealers in the west.
To meet the healthcare needs of our community.
To provide recreation to Western Nevada residents
To service the 11 western states
Tourism-based economy needed more air service, so <i>[Company Name]</i> began in Oct 1986
Water distribution to Northern Nevada residents
We are the regional newspaper/information company
We live here
We moved from S. Lake Tahoe, CA, to Reno area for more opportunities.

***Why is your operation located in Western Nevada?***

We moved here to escape CA. They were trying to force manufacturing out of the state at the time. Regulating everything you can imagine. It was becoming to hard to function as a manufacturing business with all the regulations being implemented weekly.
We purchased an existing plant
We're a local government.
West coast markets for distribution to regional distribution centers
Where owners are from

## EXHIBIT B-4: WESTERN NEVADA EMPLOYER SURVEY SUMMARY

MARCH-APRIL 2009

### *Most common occupations eligible for retirement:*

Occupation	Confidence Level of Replacement		
	No	Unsure	Yes
<b><i>Architecture and Engineering</i></b>			
Electronic engineering tech			1
Engineering		1	
Engineers		1	1
Licensed Professional Surveyor			1
Operating Engineers			1
Party Chief, unlicensed surveyor			1
Quality Analyst			1
Technicians		1	2
<b><i>Business and Financial</i></b>			
Accountant		1	7
Lending officers			1
Teller			1
<b><i>Computer and Mathematical</i></b>			
Computer support -technicians			1
MIS			1
<b><i>Construction and Extraction</i></b>			
Construction and Building Trades		1	5
Construction supervisor		1	
Electricians		1	
Supervisor of construction trades	1	2	
<b><i>Healthcare Practitioners and Technical</i></b>			
Caregivers		1	1
Case Managers			2
Nurse	1		1
Nurse, registered	1		
<b><i>Hospitality/Casino</i></b>			
Card dealers			1
Housekeepers			2
Porters			1
Waiter			1

## EXHIBIT B-4: WESTERN NEVADA EMPLOYER SURVEY SUMMARY

MARCH-APRIL 2009

### *Most common occupations eligible for retirement:*

Occupation	Confidence Level of Replacement		
	No	Unsure	Yes
<b><i>Installation, Maintenance, and Repair</i></b>			
Custodian			1
Electrical and electronic repairers	1		
Industrial machinery mechanic	1	1	2
Installation, Maintenance and Repair			2
Installer			2
Mechanic			1
Mechanic/technician	1		
PDC Tech			1
Service Technician		1	2
Skilled Facility Maintenance Worker		1	
Unskilled labor			2
<b><i>Management</i></b>			
Administrative			4
Administrative service manager		1	7
CEO			1
COO			1
Corp Management		1	
Engineering manager		1	1
General manager			1
Human Resources manager			1
Industrial production manager		1	2
Management		2	11
Office management		1	
Operational			1
President		1	1
Project management		1	1
Store Director	1		
Supervisor			3
Transportation manager			1
Vice President, Operations			1

## EXHIBIT B-4: WESTERN NEVADA EMPLOYER SURVEY SUMMARY

MARCH-APRIL 2009

### *Most common occupations eligible for retirement:*

Occupation	Confidence Level of Replacement		
	No	Unsure	Yes
<b>Office and Administrative Support</b>			
Bookkeeping/accounting	1		5
Clerical			2
Customer service rep		2	4
Human Resources			1
Office and Admin Support			2
Office clerks		1	7
Stock Clerks - warehouse			5
Supervisor of Office Support			1
Support Staff			1
Exec Secretary/administrative assistant	1	1	3
<b>Production</b>			
Assemblers & fabricators		1	2
Building supervisor			1
Helpers, production workers			1
Machinist		1	
Manufacturing			1
Operators			1
Press operators		1	1
Production	1	1	3
Production operator		1	
Production Supervisor			1
Production Worker			3
Production--Machinists			1
SCADA Technicians			1
Supervisor of production			1
Tool & die maker		1	
Water Treatment Operators		1	
Working Foreman			1
Computer-Contolled machine tool operators			2
<b>Sales and Related</b>			
Sales			7
Sales Account Executive			1
Sales representative		1	5

## EXHIBIT B-4: WESTERN NEVADA EMPLOYER SURVEY SUMMARY

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### *Most common occupations eligible for retirement:*

Occupation	Confidence Level of Replacement		
	No	Unsure	Yes
<b><i>Transportation and Material Moving</i></b>			
Fork lift operators			1
Packers		1	1
Parts	1		
Supervisor of trucking			1
Transportation and Material Movers			1
Truck driver			4
<b><i>Other</i></b>			
Add/on replacement			1
Attorneys			1
Deputy sheriff			1
Fire			1
Firefighter		1	
Legal Assistants			1
Newsroom Personnel			1
Paralegals			1
Police			1
Research			1
Retail Journeyman			1
Safety officer			1
Spiritual care			1
<b>Total</b>	<b>11</b>	<b>36</b>	<b>167</b>

# EXHIBIT B-5: WESTERN NEVADA EMPLOYER SURVEY SUMMARY

MARCH-APRIL 2009

## *Most common jobs held by retirement-age individuals:*

Full time	Part time
Administrative Services Managers, Bookkeepers/Accounting, Customer service reps	Bindery machine operators, bindery hand workers
Call Center Rep	Bookkeepers/Accounting, Office clerks, Customer service reps
Case Managers, Supervisors	Call Center Rep
Controller, casino manager	Equipment managers
Executives, dealers, porters	Management, customer service, packagers
Machinist	Marriage and Family Therapists
Management, customer service, packagers	Nursing
Manager, Skilled technicians, Project managers	Office Clerk
Managers	On air board ops
Managers, Supervisors	Production / Office
Mechanic, managerial, sales	Production Work
Nurse	Project Engineers
Nursing, administration	Receptionist, Office Staff
Office and Clerical	Registered Nurses, Environmental Services, Food Services
Office clerk	Sales, Office, Management
Office/clerical	Shuttle drivers, dealer trade drivers
PDC Tech	Soale master
Process Operator, Scientist, Laboratory personnel	Starter, Marshal, Outside services
Production / Office	Transportation and Material Movers
Production workers, production supervisors, technicians	Truck Driver
Project managers	
Recreation specialist, transportation specialist, food specialist	
Registered Nurses, Environmental Services, Food Services	
Safety trainer, technical assembler	
Sales	
Sales	
Sales dept management	
Sales, Office, management	
Sales, on air board ops	
Shuttle drivers, salespeople, dealer trade drivers	
Transportation and Material Movers	
Truck driver	
Truck Driver	
Upper Management or Laborers	

***Overall experience employing retired residents:***

Commitment to company and quality of product.
Computers are all new to them, and there is very little that can be done in today's workplace that does not involve computers.
Easier to train; better work ethic; better punctuality; more professionalism
Good workers but screws up group health care costs
In the past when we have hired these people, they have been very hard working, resourceful and dedicated.
Many of our employees have been with the company for 30 plus years.
Most have better work ethic and common sense
Most retirees like to have a 2nd career selling real estate
Our scope of work is very physically demanding. People of retirement age have never applied with this company.
Reliable, dependable
The individuals who are of retirement age are more concerned about the bottom line and have a better work ethic than the younger employees. They understand the meanings of hard work and earning a living.
They are hard workers and on time.
They are punctual, reliable, have knowledge on how to meet a deadline and have great communication skills.
They have an enormous amount of experience and knowledge
This group has a superb work ethic
Use of attorneys who have retired from full-time practice of law
Usually bring more experience and strong work ethic to the job.
We do not hire based on age for any positions--anyone can be considered for any position.
We hire primarily people who have retired from here
We just want the best qualified candidate
We recruit based on meeting position qualifications, skill and experience. Not age or any other criteria.
Works hard, enjoys his/her job, wants to be here

# EXHIBIT B-7: WESTERN NEVADA EMPLOYER SURVEY SUMMARY

MARCH-APRIL 2009

## ***Institutions recruited:***

### **As reported by employers**

WNCC College; UTI (Sacramento) Toyota T Ten Program
ACE High School; University of Nevada; TMCC; all local high schools.
ACE; TMCC; UNR
All - UNR; TMCC; Morrison; Univ. of Phoenix; Sierra Nevada College; Western Nevada College and High Schools
Cal Poly San Luis Obispo
Cannot recruit due to 18 years minimum age to work in manufacturing
Career College of Northern Nevada; Morrison College; TMCC; UNR
Douglas County High School; Carson High School; WNCC; TMCC; UNR.
Great Basin Community College
In-House Training
local
Local 350 Apprenticeship
Newspapers; job websites; Lyon County website
Real estate school and TMCC
Sierra Nevada Job Corps
TMCC
TMCC; UNR
Truckee Meadows Community College
Truckee Meadows Community College; Area high schools
Truckee Meadows Community College--Machinist Program
Union
University of Nevada - Reno
University of Nevada - Reno
University of Nevada Reno
University of Nevada; Reno
University of Nevada; Reno; Truckee Meadows Community College
University of Nevada; Airport Trade organizations
University of Nevada; Western Community College
University of Nevada-Reno
University of Nevada-Reno
University of Nevada-Reno
University of Nevada-Reno
University of Nevada-Reno; Galena High School; Damonte Ranch High School
University of Nevada-Reno; Truckee Meadows Community College

### **Frequency of mention:**

University of Nevada-Reno	35
Truckee Meadows Community College	23
Local high schools	11
Western Nevada College	5
Western Nevada Community College	5
ACE High School	3
Career College of Northern Nevada	2
Morrison College	2

## **EXHIBIT B-7: WESTERN NEVADA EMPLOYER SURVEY SUMMARY**

MARCH-APRIL 2009

### ***Institutions recruited:***

#### **As reported by employers**

University of Nevada-Reno; Truckee Meadows Community College
University of Nevada-Reno; Truckee Meadows Community College
University of Reno
UNK; University of Oregon
UNR
UNR
UNR
UNR; ACE HS; TMCC; WNC
UNR; TMCC
UNR; UNLV; BYU; UC-San Luis Obispo; SDSU; U of U
UNR; Montana State University; University of Montana
UNR; TMCC
UNR; TMCC
UNR; TMCC; and Reno Job Connect
UNR; TMCC; WNC; Boise St. Univ; CCNN; other colleges and universities throughout the US.
UNR; WNC
Walk-ups
Washoe County School District metals program; Truckee Meadows Community College
We look for managers within our industry
We use many high schools and technical schools across the state to recruit.
Western Nevada College
Western Nevada Community College; University of Nevada; Truckee Meadows Community College
Western Nevada Community College; University of Nevada-Reno

***Other improvements needed:***

Machine shop
Multiple Languages
New equipment in the classroom to train on.
Nursing education
Real estate
Respect/common sense
Sales

## EXHIBIT B-9: WESTERN NEVADA EMPLOYER SURVEY SUMMARY

MARCH-APRIL 2009

### ***Current training needs that are not available locally:***

An in-depth HVAC refrigeration and service technician program.
Applications to food prep and care in produce, bakery, deli, meat/seafood areas and loss prevention
Blueprint reading, calibration
Commercial printing production workers; i.e., pressman, folder operators, cutter operators
CNC repair
Forklift technical training
ISO Training, root cause analysis (i.e., Kepppor-Trago)
Law school
Leadership training
Legal labor force that speaks and writes clearly in English
Manufacture specific tech training
Mechanical aptitude, how to use tools, how to read and write. Basic communication skills.
Medical Billing Applications to Collections
New models of CNC machines.
Palliative care
Personnel Management
Physical & Occupational therapists
Respiratory Therapy training, Physical Therapy/Occupational Therapy Training, Pharmacy programs, Ultrasound/Imaging programs
Specialized Water Training
specialty welding on stainless steel materials.
The number of qualified nursing-school applicants far outweigh the number that are able to go through school
Training for industrial maintenance mechanics; training for industrial instrumentation technicians (PLC's)
Vocational blue-collar
We send students to a technical diesel school program in Arizona
Work ethics at area high schools

**EXHIBIT B-10: WESTERN NEVADA EMPLOYER SURVEY SUMMARY**

MARCH-APRIL 2009

**Occupation**

**Office and Administrative Support**

Occupation	Availability		Cost			Demand								
	RATING: Experience Recruiting Quality Applicants 5=Plentiful, 1=Unavailable		Starting Rate			Currently needed				Needed in 1 year				
Responses	Average	Median	Responses	Average	Median	Responses	TOTAL NEEDED	Maximum	Minimum	Responses	TOTAL NEEDED	Maximum	Minimum	
Bookkeeping, accounting and auditing clerks	50	3.5	3.5	44	\$32,696	\$31,200	11	21	7	-	18	38	15	1
Executive secretaries and administrative assistants	42	3.6	4.0	38	\$31,658	\$31,200	10	12	4	-	10	14	4	1
Computer operators	21	3.3	3.0	17	\$30,976	\$31,200	6	16	5	1	7	19	6	1
Customer service representatives	33	3.6	4.0	26	\$26,202	\$24,960	8	45	19	1	11	77	30	1
Word processors and typists	18	3.7	4.0	11	\$23,682	\$22,880	2	4	2	2	4	13	10	1
Office clerks	27	3.9	4.0	25	\$23,520	\$21,840	5	18	10	2	7	25	10	1
Stock clerks – stockroom, warehouse and storage yard	32	3.4	3.0	32	\$24,234	\$22,880	8	80	68	1	14	36	5	1
Supervisors of office and administrative support workers	32	3.3	3.0	30	\$38,355	\$37,095	8	28	11	1	8	24	12	1

**Management**

Administrative service/accounting managers	28	3.6	4.0	18	\$55,679	\$52,000	5	8	3	1	10	18	4	1
Computer and information systems managers	22	3.3	3.0	14	\$59,534	\$52,000	2	2	1	1	8	11	4	1
Engineering managers	17	2.1	2.0	14	\$74,925	\$74,326	2	4	3	1	6	9	3	1
Industrial production managers	15	3.0	3.0	10	\$50,064	\$47,880	1	2	2	2	6	10	5	1
Maintenance managers	12	3.3	3.5	8	\$40,439	\$39,760	-	-	-	-	3	2	1	1
Transportation, warehouse and distribution managers	23	2.9	3.0	16	\$52,369	\$45,000	3	4	2	1	6	6	2	1

**Architecture and Engineering**

Associate engineers (2-year degree)	10	2.5	2.5	6	\$39,757	\$45,380	1	1	1	1	2	2	1	1
Drafters	13	2.3	2.0	11	\$36,995	\$35,000	3	4	2	1	6	7	2	1
Engineering technicians, electronic	4	1.3	1.0	1	\$37,000	\$37,000	-	-	-	-	-	-	-	-
Engineering technicians, industrial	4	1.8	1.0	1	\$24,960	\$24,960	-	-	-	-	-	-	-	-
Engineering technicians, mechanical	4	1.3	1.0	1	\$24,960	\$24,960	-	-	-	-	-	-	-	-
Engineers	8	2.3	1.5	4	\$56,250	\$57,500	-	-	-	-	3	4	2	1
Engineers, electric and electronic	4	1.5	1.0	1	\$63,000	\$63,000	-	-	-	-	-	-	-	-
Engineers, industrial	5	1.6	1.0	2	\$53,000	\$53,000	-	-	-	-	-	-	-	-
Engineers, mechanical	10	1.9	1.0	6	\$59,913	\$60,000	2	2	1	1	1	1	1	1
Mapping technicians	4	2.0	1.0	1	\$45,760	\$45,760	1	2	2	2	1	2	2	2
Technicians (general)	5	1.8	1.0	2	\$27,040	\$27,040	-	-	-	-	-	-	-	-

**Business and Financial**

Accountants	27	3.4	4.0	24	\$50,208	\$46,000	8	12	2	1	11	16	2	1
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**Sales and Related**

Sales representatives	27	2.8	3.0	24	\$46,273	\$39,520	12	23	4	1	10	23	5	1
Telemarketers	2	1.0	1.0	-	-	-	-	-	-	-	-	-	-	-

# EXHIBIT B-10: WESTERN NEVADA EMPLOYER SURVEY SUMMARY

MARCH-APRIL 2009

## Occupation

Occupation	Availability			Cost			Demand							
	RATING: Experience Recruiting Quality Applicants						Currently needed				Needed in 1 year			
	Responses	5=Plentiful, 1=Unavailable		Responses	Starting Rate		Responses	TOTAL NEEDED	Maximum	Minimum	Responses	TOTAL NEEDED	Maximum	Minimum
		Average	Median		Average	Median								
<b>Construction and Extraction</b>														
Construction and building trades	15	3.9	4.0	12	\$34,941	\$32,240	3	19	10	1	5	57	25	2
Electricians	7	3.3	4.0	5	\$42,632	\$41,600	1	3	3	3	1	2	2	2
Supervisors of construction trades	10	3.4	4.0	8	\$55,701	\$61,000	2	2	1	1	4	5	2	1
<b>Production</b>														
Assemblers and fabricators	18	3.3	3.5	17	\$23,648	\$20,800	2	3	2	1	6	44	14	1
Computer-controlled-machine-tool operators, metal and plastic	13	2.8	3.0	10	\$26,920	\$26,000	2	2	1	1	2	6	5	1
Helpers, production workers	20	3.6	3.5	19	\$22,192	\$19,240	4	8	4	1	8	79	50	1
Machinists	13	2.5	2.0	11	\$36,837	\$33,280	1	1	1	1	3	10	8	1
Supervisors of production and operating workers	14	2.9	3.0	11	\$41,177	\$41,600	2	2	1	1	5	11	7	1
Tool and die makers	7	2.0	2.0	4	\$37,310	\$35,360	-	-	-	-	2	2	1	1
Welders	11	2.5	2.0	10	\$34,160	\$32,240	-	-	-	-	3	5	2	1
<b>Installation, Maintenance, and Repair</b>														
Automotive master mechanics	5	1.6	1.0	4	\$42,656	\$40,591	1	1	1	1	2	4	3	1
Automotive specialty technicians	3	1.7	1.0	1	\$41,600	\$41,600	-	-	-	-	-	-	-	-
Electrical and electronic repairers	5	2.6	2.0	4	\$47,143	\$47,840	1	1	1	1	1	1	1	1
Industrial machinery mechanics	9	1.9	2.0	7	\$42,500	\$39,520	1	1	1	1	3	5	2	1
Maintenance workers, machinery	8	2.6	2.5	7	\$36,489	\$32,240	1	2	2	2	2	3	2	1
Supervisors of mechanics, installers and repairers	9	2.7	3.0	6	\$47,770	\$42,350	1	1	1	1	1	1	1	1
Telecommunications equipment installers and repairers	5	2.2	2.0	2	\$36,119	\$36,119	-	-	-	-	2	2	1	1
Telecommunications line installers and repairers	2	1.0	1.0	-	-	-	-	-	-	-	-	-	-	-
Unskilled laborers (manufacturing, repair)	11	3.4	4.0	9	\$21,449	\$20,800	1	1	1	1	5	18	5	2
<b>Transportation and Material Moving</b>														
Industrial truck & tractor (forklift) operators	12	3.6	4.0	9	\$26,520	\$24,960	3	7	3	1	5	12	4	1
Packers and packagers, hand	13	3.8	4.0	10	\$25,594	\$21,580	1	1	1	1	6	10	4	1
Supervisors of laborers and freight, stock, and material movers, hand	11	3.1	4.0	9	\$32,327	\$31,200	2	2	1	1	2	2	1	1
Truck drivers, heavy and tractor trailer	14	2.9	3.0	12	\$34,412	\$33,280	3	11	8	1	4	17	9	1
<b>Computer and Mathematical</b>														
Computer programmers	6	2.5	2.0	3	\$47,972	\$49,837	-	-	-	-	1	1	1	1
Computer security specialists	3	2.0	1.0	1	\$66,810	\$66,810	-	-	-	-	-	-	-	-
Computer support specialists, technicians	8	2.9	3.0	7	\$34,799	\$33,280	2	3	2	1	4	5	2	1
Computer systems analysts	6	2.8	3.0	3	\$43,437	\$43,056	1	1	1	1	2	3	2	1
Computer systems engineers/architects	3	1.7	1.0	1	\$60,590	\$60,590	-	-	-	-	-	-	-	-
Database administrators	4	2.0	2.0	3	\$44,203	\$45,000	-	-	-	-	-	-	-	-
Network and computer systems administrators	7	2.3	3.0	6	\$44,968	\$42,220	-	-	-	-	3	4	2	1

**EXHIBIT B-10: WESTERN NEVADA EMPLOYER SURVEY SUMMARY**

MARCH-APRIL 2009

**Occupation**

**Computer and Mathematical, continued**

Occupation	Availability			Cost			Demand							
	RATING: Experience Recruiting Quality Applicants			Starting Rate			Currently needed				Needed in 1 year			
	Responses	5=Plentiful, 1=Unavailable Average	Median	Responses	Average	Median	Responses	TOTAL NEEDED	Maximum	Minimum	Responses	TOTAL NEEDED	Maximum	Minimum
<b>Computer and Mathematical, continued</b>														
Network designers	3	1.7	1.0	1	\$66,810	\$66,810	-	-	-	-	-	-	-	-
Web administrators	6	2.0	2.0	4	\$42,120	\$36,680	-	-	-	-	1	1	1	1
Web developers	5	1.4	1.0	3	\$47,839	\$38,000	1	1	1	1	2	2	1	1
<b>Other</b>														
Airport Communications Specialist	1	3.0	3.0	1	\$28,912	\$28,912	1	1	1	1	-	-	-	-
Airport Operations Officers	1	1.0	1.0	1	\$51,002	\$51,002	1	1	1	1	-	-	-	-
Attorneys	1	4.0	4.0	1	\$55,000	\$55,000	-	-	-	-	1	2	2	2
Casino cage cashier	1	2.0	2.0	1	\$17,680	\$17,680	-	-	-	-	1	2	-	-
Certified Nurse Assistant	2	3.0	3.0	2	\$26,752	\$26,752	1	11	11	11	1	60	60	60
Chemist	1	1.0	1.0	1	\$80,000	\$80,000	-	-	-	-	-	-	-	-
Facility Manager	1	3.0	3.0	1	\$65,000	\$65,000	1	1	1	1	-	-	-	-
Flooring installers (skilled)	1	4.0	4.0	1	\$53,435	\$53,435	-	-	-	-	-	-	-	-
Instrumentation Technician	1	1.0	1.0	1	\$52,000	\$52,000	1	1	1	1	1	1	1	1
Janitors	3	2.0	2.0	2	\$18,200	\$18,200	-	-	-	-	1	3	3	3
Journeyman Sign Installers	1	2.0	2.0	1	\$45,760	\$45,760	1	2	2	2	1	2	2	2
Journeyman Sign Service Technicians	1	2.0	2.0	1	\$45,760	\$45,760	1	2	2	2	1	2	2	2
Lab technicians	1	4.0	4.0	1	\$40,000	\$40,000	-	-	-	-	1	2	2	2
Lending officers	1	3.0	3.0	1	\$52,000	\$52,000	-	-	-	-	-	-	-	-
Management trainees	1	4.0	4.0	1	\$52,000	\$52,000	-	-	-	-	1	2	2	2
Medical Assistant	1	2.0	2.0	-	-	-	1	1	1	1	-	-	-	-
Medical Imaging Technicians	1	4.0	4.0	1	\$52,000	\$52,000	1	20	20	20	1	20	20	20
Occupational Therapist/Physical Therapist	1	2.0	2.0	1	\$60,590	\$60,590	1	11	11	11	1	25	25	25
Radiology Technologist	1	1.0	1.0	-	-	-	1	1	1	1	-	-	-	-
Registered Nurses	3	2.0	2.0	2	\$58,298	\$58,298	2	100	98	2	2	262	260	2
Security officers	1	3.0		1	\$21,590	\$21,590	1	4	4	4	1	30	30	30
Teller	1	5.0		1	\$21,840	\$21,840	-	-	-	-	1	3	3	3
Tile setters	1	2.0		1	\$37,440	\$37,440	-	-	-	-	-	-	-	-

## EXHIBIT B-11: WESTERN NEVADA EMPLOYER SURVEY SUMMARY

MARCH-APRIL 2009

### ***Most-difficult-to-fill skills/positions:***

911 dispatchers
A respectful individual with work ethic that can pass a drug test and show up to work on time.
Account executives
Admin staff with good common sense and skills
Administrative Assistants/Secretarial
Airport-specific jobs
All production positions for swing shift
Bilingual night workers
Carpenters with experience
Casino auditors, dealers
CNC
CNC lathe/CNC mill programmers/set-up machinist
CNC Machinists with Swiss style experience
CNC mill setup/operators
CNC operators - has been difficult in the past to recruit for position from production to janitor
CNC programmers (sheet metal & machining)
Commercial drivers
Community planners
Construction estimators/salesmen
Corporate controller
Electrician
Electricians
Engineers, mechanical
Experienced cashier (casino)
Experienced industrial maintenance mechanics
Experienced machine operators
Experienced power engineers
Experienced process engineers
Experienced supervisory
Food and beverage director
Foremen and lead men who are willing to "take the lead" on jobsites
Game design engineers
Glazing skills are hard to find in a good economy but are not a problem now.
Golf course superintendent
Head golf professional
Healthcare professionals

## EXHIBIT B-11: WESTERN NEVADA EMPLOYER SURVEY SUMMARY

MARCH-APRIL 2009

### ***Most-difficult-to-fill skills/positions:***

Host - sales experience in television home shopping
HVAC
In the past it has been diesel and power technicians.
Industry specific - chemical, conforval coatings, circuit board manufacturing
Instrumentation Technician
Journeyman Sign Installers
Journeyman Sign Service Technicians
Lending (bank) officers
Lift truck technicians
Loader operators
Machinist
Management/supervisory positions
Managers of industrial equipment manufacturing disciplines
Master technicians
Mechanical engineers with prototype shop background
mSenior aangement staff
Nurse Leaders
Nurses
Other skilled technicians
Personnel managers
Pharmacists
Physical Therapists
Physicians/surgeons
Press brake setup/operators
Production Welders/Fabricators
Production worker for commercial printing
Production workers
Production workers with the temperament to work on small complex assemblies.
Registered Nurses
Respiratory Therapists
Roofers
Seasoned case managers
Senior software engineers
Skilled journeymen
Skilled, experienced production workers.
Strong skills for warehouse personnel, willingness to work

***Most-difficult-to-fill skills/positions:***

Technicians for Bobcats/forklifts/manlifts
Those specifically in the retail store, by department
Ultrasound Techs
Upper management
We hire directly from the union, very easy to find applicants with skills to fill positions
Web Developers
Young people who can remember what they were doing yesterday!!!

# EXHIBIT B-12: WESTERN NEVADA EMPLOYER SURVEY SUMMARY

MARCH-APRIL 2009

## Additional comments:

	Industry Sector
Due to the current economic conditons in the area, questions are difficult to answer	Construction
Human resources should be on your occupation list, as should quality assurance and safety	Construction
Our industry has been hit by a huge drop and we have layed off many employee's over the past 2 years going from 200 to now 45.	Construction
This is a difficult area to give very accurate answers. Two years ago, we needed employees and couldn't hire them and now we don't need any and we get a lot of applications. Cost of living was out of line, now it is reasonable. So everything has changed.	Construction
We are pleased in general with the quality & availability of workers. More training in the trades would be very beneficial to all.	Construction
We struggle with people knowledgeable in taxes, government paperwork, and filing	Construction
We find that people apply for positions that they have no qualifications for.	Finance/Insurance/Real Estate
Have not hired anyone in the last year and a half. Two people will be eligible for retirement in 5 years.	Manufacturing
In better economic times, it has been difficult to recruit individuals into entry level positions in [Company Name] that have decent reading and writing skills; many have difficulty completing an application, and these are high school graduates with English as their primary language. Also, we always have a tough time finding qualified industrial maintenance mechanics, and the employees that are interested in becoming maintenance mechanics have limited options in Lyon County to learn mechanical skills at the college(s).	Manufacturing
Nevada is becoming very anti-business. This is mostly due to the south (Las Vegas area) imposing their radical ideas on the rest of the state. The best thing Nevada could do would be to give Clark County to California and get rid of Harry Reid.	Manufacturing
We have not recruited at all in the last six months; hence the blank spaces.	Manufacturing
We do not actively recruit outside the local area, nor do we pay locating or relocating costs. We are an Equal Opportunity Employer. We have not been actively recruiting over the past 6 months due to budget constraints.	Public Admin
We are down 70% from two years ago and still dropping.	Retail Trade
We've had some challenges with punctuality and attendance with our university/college-aged interns. They seem to consistently feel it's OUR job to follow up with them to make sure they show up.	Retail Trade
Much of this survey does not apply to [Company Name] as we are a hotel/casino/restaurant hiring mostly entry-level, non-skilled labor.	Services
My comments on #32 (affordable homes) is based on the CURRENT situation. This was obviously not so a couple of years ago, when unfortunately a number of us purchased new homes.	Services
We are a golf facility with the following key positions: General Manager, Head golf professional, Golf course superintendent, Food and beverage director, Assistant golf professional, Assistant superintendent, Accountant. All other positions are line positions (hourly)	Services

## EXHIBIT B-12: WESTERN NEVADA EMPLOYER SURVEY SUMMARY

MARCH-APRIL 2009

### *Additional comments:*

	<b>Industry Sector</b>
We have difficulty recruiting healthcare professionals such as nurses, radiology technologists, etc. because of the rural area. Applicants are usually from the midwest or east coast and do not want to live "in the middle of nowhere" or in the desert. Not having nearby shopping is a difficult obstacle to overcome.	Services
As economy has gone south, housing work pool is larger. However, we have not had any attrition in several months. Schools (H.S., 2-year college) need to go back to basics. Reading/writing/math and life skills.	Transportation/Public Utilities