

Economic Development Goal Study

prepared for the

**St. Lucie County
Economic Development Council**

February - 2016

POLICOM Corporation

POLICOM Corporation is an independent economic research firm specializing in analyzing local and state economies. Through its research, it determines if an area is growing or declining, identifies what is causing this to happen, and offers ideas and solutions to improve the situation.

William H. Fruth, its president and researcher for this study, has analyzed the data for more than 800 local economies, created more than 200 community economic studies, and has provided economic presentations and workshops in 40 states.

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Executive Summary

As a result of the current economic downturn nationally, in Florida, and in St. Lucie County, the Economic Development Council of St. Lucie County desires to examine the condition of the county's economy and to identify a path to follow to improve the quality and increase the size of the economy over a period of years.

In order to increase the size and improve the quality of a local economy, a community needs to create more primary industry jobs which pay a wage higher than the area average wage.

This Economic Goal Study provides specific employment milestones for new primary industry jobs which will accomplish this goal.

Over the last 20 years, the St. Lucie County has had relatively fast employment growth, faster than most metropolitan areas in the nation. However, the growth of worker earnings and wages has lagged. Presently the average wage in St. Lucie County is one of the lowest in the nation.

The county is overly dependent upon population growth for economic growth. One source of new residents is working age individuals who have located to St. Lucie County since costs are less than counties to the south. Over 36% of the working population commutes outside the county for employment.

Additionally, retirement aged individuals have relocated to the county on a regular basis, causing the percentage of the population over the age of 65 to be one of the highest in the nation.

As a result, the "retirement industry" is the largest contributor to the economy. This industry provides a consistent flow of money into the area but also simultaneously causes the formation of low-wage service and retail jobs disproportionate to normal market demands.

The percentage of the county's workforce employed in mid to high-wage industrial sectors is well below national norms. As a result, the area is overly dependent upon population growth for economic growth.

POLICOM projected the condition of the county's economy to the year 2031. The county is expected to continue to grow in employment as a result of population growth. However, the quality of the economy will continue to decline as the average wage will continue to be one of the lowest in the nation.

POLICOM has created three alternative economic growth scenarios. They are based upon the formation of new, mid to high-wage primary jobs in industrial sectors not related to population growth.

The chart presents the annual milestones of net, new primary jobs for three economic development efforts. The wage shown is the average wage for the new primary jobs each year.

Annual Primary Job Milestones						
	Minimum		Good		Strong	
	Jobs	Wage	Jobs	Wage	Jobs	Wage
2017	120	53,224	170	58,386	180	59,843
2018	132	53,847	185	59,139	228	60,010
2019	144	54,883	200	60,118	276	60,555
2020	156	55,964	215	61,170	324	61,376
2021	168	57,125	230	62,332	354	62,609
2022	180	58,325	245	63,559	384	63,945
2023	192	60,096	263	65,373	414	66,512
2024	204	61,526	281	66,865	444	68,403
2025	216	62,956	299	68,374	474	70,259
2026	228	64,425	317	69,948	504	72,191
2027	240	65,939	335	71,595	534	74,227
2028	252	67,601	353	73,425	564	76,476
2029	264	69,332	371	75,360	594	78,877
2030	276	71,124	389	77,386	624	81,422
2031	288	72,976	407	79,504	654	84,113
Total	3,060		4,260		6,552	
Avg	204	61,956	284	67,502	437	69,388

Should the milestones be achieved, the following will be the impact upon economic growth in the county.

EMPLOYMENT	2016	2021	2026	2031
Projections	109,455	116,153	122,703	129,680
Minimum	109,455	118,477	128,319	139,556
Good	109,455	119,381	130,466	143,429
Strong	109,455	120,549	134,265	150,827
EARNINGS (000)	2016	2021	2026	2031
Projections	4,113,016	4,676,069	5,329,530	6,098,515
Minimum	4,113,016	4,831,950	5,675,976	6,732,420
Good	4,113,016	4,910,621	5,842,945	7,043,230
Strong	4,113,016	4,989,968	6,093,536	7,583,343
WAGES	2016	2021	2026	2031
Projections	37,577	40,258	43,434	47,028
Minimum	37,577	40,784	44,233	48,242
Good	37,577	41,134	44,785	49,106
Strong	37,577	41,394	45,385	50,279

Achieving the economic goals, especially Strong Effort, will help create a more diversified economy and a higher standard of living for the local population.

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Introduction

As a result of the current economic downturn nationally, in Florida, and in St. Lucie County, the Economic Development Council of St. Lucie County desires to examine the condition of the county's economy and to identify a path to follow to improve the quality and increase the size of the economy over a period of years.

This Economic Goal Study provides specific employment milestones for new primary industry jobs which will accomplish this goal.

This study is composed of four parts:

1. An economic history of St. Lucie County is examined for the growth in quality and size.
2. Economic Baseline Projections to the year 2031 are generated to estimate the future level of the economy based upon a "left to chance" scenario.
3. A reasonable, achievable goal is created to 2031, determining an economic level for which the community can reach if the employment and earnings milestones are achieved. Three different goal scenarios are created.

Databases

Several economic databases have been used to create this study. They include:

1) Regional Economic Information System (REIS) maintained by the Bureau of Economic Analysis, U.S. Department of Commerce. It is composed of “source data” which has been taken from the administrative records of numerous government agencies as opposed to monthly surveys and polls. It is the most accurate data published by the Federal government. The most recent year for which data is available is 2014 which was released in November of 2015.

2) “Covered Workers Data” or “ES-202 data published by the Bureau of Labor Statistics, U.S. Department of Labor. The source of this data is the quarterly “UCT” filings by our nation’s employers and includes data for wage and salaried workers, but not proprietors and most farm enterprises. This set provides data to the five-digit NAICS code level, pending suppression. The most recent year for which data is available is 2014.

Terms

Unless otherwise noted the following shall mean:

Earnings: The total amount of wages and salaries paid to all full and part-time workers, the profits of proprietors, and “other labor income,” which includes the employer’s contributions to private retirement programs, bonuses, and other fringe benefits.

Employment: The total number of full and part-time wage and salaried workers and the number of proprietors.

Wages: The annual earnings per worker, which is derived by dividing the total earnings by total employment. Unless otherwise noted, wages include “other labor income” which includes the employer’s contributions to private retirement programs, bonuses, and other fringe benefits.

How a local economy works

A local economy is a geographic area where a vast majority of the people lives and works, earns and spends. The geographic boundary of a local economy is mainly determined by the commuting patterns of the people in the area. The location and number of “jobs” within an area determines how big geographically the economy will be.

A local economy will grow in size based upon the amount of money being imported to the area. After money enters a local economy, it is mixed and churned, being circulated among the businesses and the people. Money or wealth eventually leaves a local economy as it is “consumed.”

Wealth enters a local economy principally by way of the business activity of the “primary industries.” A primary industry or business sells its goods or services outside the area, thus importing money to the area.

The quality of an economy refers to the amount of money individuals in an area earn each year. The greater the personal earnings, the greater the disposable income and the economic “quality of life” for the individual.

In order to increase the size and improve the quality of a local economy, a community needs to create more primary industry jobs which pay a wage higher than the area average wage.

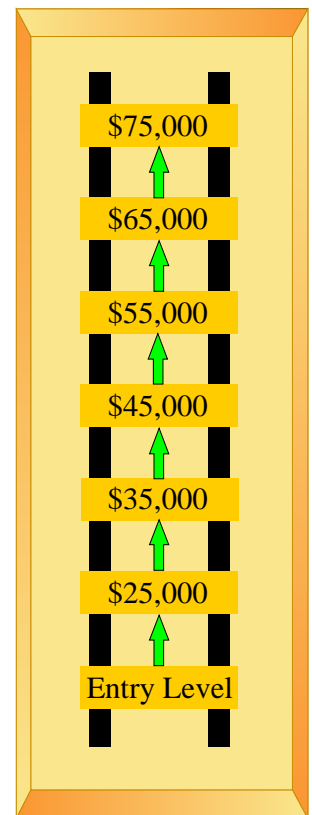
By doing this, more money will flow into the economy and the quality of the economy will improve over time. Not only will the wages for the workers enter the local area, so will all the spending and taxes paid by the companies themselves.

As a result, all businesses will grow, more taxes will flow to local government enabling more and better services, schools will improve, and socio-economic problems will begin to fade.

When a community increases the number of high-wage primary industry jobs, a “force” pulls up the bottom rung of the economic ladder, lifting individuals through a series of wage and skill steps, improving the standard of living for most people.

This “force” causes part-time low paying retail and service jobs to fold into full-time jobs at higher wage levels and with fringe benefits.

The quality of the economy will continue to rise if the new primary jobs created in the area pay a wage higher than the local average.



However, the quality will regress, decline, or dilute if new primary jobs created pay less than the area average.¹

The opposite will also occur if the area loses or declines in the number of primary jobs in the area. Less money will flow into the economy, causing a decline in its size, thus fewer jobs and less economy activity.

St. Lucie County - Port St. Lucie Economy

In 2014, St. Lucie County had an estimated population of 291,028 of which 174,110 (60%) lived in the City of Port St. Lucie.

St. Lucie County is one of two component counties which comprise the Port St. Lucie Metropolitan Statistical Area. Martin County is the second county.

The geographic definitions of metropolitan areas are determined by the Office of Management and Budget based upon commuting patterns. Typically counties are determined to be a contained economy if 75% of the people live and work in the area.

The St. Lucie and Martin counties are linked economically as a result of commuting patterns.

Commuting Workforce

An extremely large percentage of the people who work in St. Lucie County live in St. Lucie County.

Commuting Patterns			
Of those who WORK in St. Lucie - Where do they LIVE?	2010	2000	1990
St. Lucie	84%	84%	86%
Martin	6%	6%	5%
Palm Beach	2%	1%	1%
Indian River	5%	5%	5%

Source: Bureau of Census

¹ For a more detailed explanation on how a local economy works, please review “The Flow of Money” which is a 28 page booklet published by POLICOM. It is available in PDF format at www.policom.com.

With more than 84% of the local workforce comprised of St. Lucie County residents, the county demonstrates it has a sufficient resident workforce to meet the demands of the local employers. This has been the case for many years.

However, a large percentage of area residents have to commute to another county for employment.

Commuting Patterns

Of those who LIVE in St. Lucie - Where do they WORK?	2010	2000	1990
St. Lucie	64%	66%	71%
Martin	17%	20%	18%
Palm Beach	9%	6%	4%
Indian River	5%	6%	5%

Source: Bureau of Census

In 2010, about 36% of St. Lucie County working residents (approximately 36,000 people) traveled to other counties for employment. A much greater percentage of St. Lucie County residents commute out of the county each day than in 1990.

While commuting to Martin County has been traditional, there has been a significant increase in the number of people traveling the much longer distance to Palm Beach County for employment.

There are several reasons for the increase in the number of people commuting outside St. Lucie County. One of these is the choice by the worker to live in St. Lucie County where housing costs are much less than Palm Beach and marginally less than Martin County. A second reason is the absence of high-wage employment opportunities in St. Lucie County.

However, it can be deduced there is an abundant supply of labor available in St. Lucie County for future employers. By intercepting the commuting workforce, skilled and semi-skilled employees can be attracted to existing or new enterprises.

Economic Strength

POLICOM Corporation annually ranks the Micropolitan and Metropolitan areas for “Economic Strength” which is the long-term tendency for an area to consistently grow in both size and quality.²

A Metropolitan Statistical Area must be at least one county (typically multiple counties) and must have an urban center of at least 50,000 people. There are 381 Metropolitan Areas.

In 2016, the Port St. Lucie Metropolitan Area ranked 319 among the 381 areas for economic strength. The economic strength of the area peaked during the residential building boom between 2005 and 2009. It has been on decline since.

There are two reasons the area ranks so low. The first is “inconsistency” in the economy. The boom and bust which occurred in the last fifteen years caused rapid growth then rapid decline in the economy, demonstrating a relatively weak economic foundation. The second reason is the “quality” (earnings per worker) of the economy is relatively low.

Year	Rank
2016	319
2015	331
2014	322
2013	290
2012	262
2011	224
2010	214
2009	178
2008	124
2007	156
2006	141
2005	181
2004	216

Source: POLICOM Corporation

Relative Growth

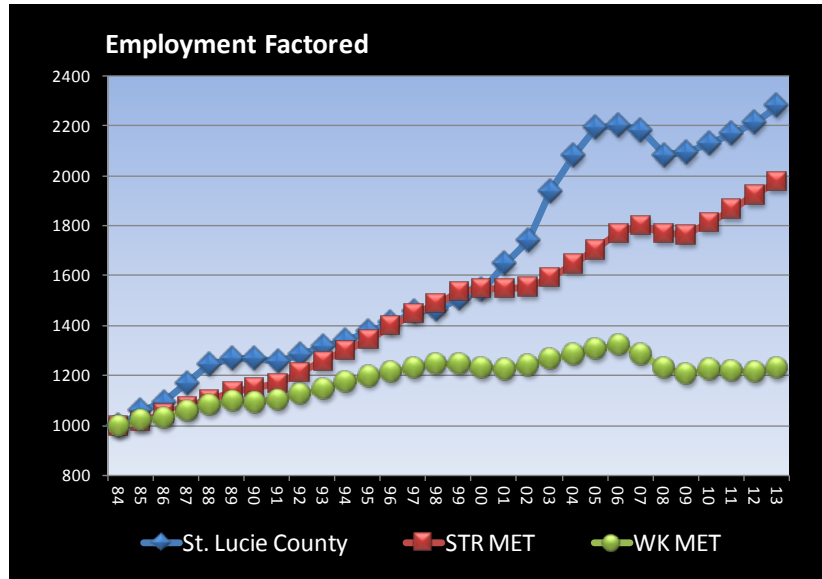
The first step in reviewing the relative growth of St. Lucie County is to visually compare it to the ten strongest and ten weakest Metropolitan Area economies in the United States.³ Employment and Total Worker Earnings are a measure of the size of the economy and Annual Wages a measure of the quality of the economy. Data for just St. Lucie County is used, not the metropolitan area which includes Martin County.

The following graph shows the relative growth in employment from 1984 to 2014.⁴

² For the Economic Strength Rankings for all Metropolitan and Micropolitan Areas, please go to www.policom.com.

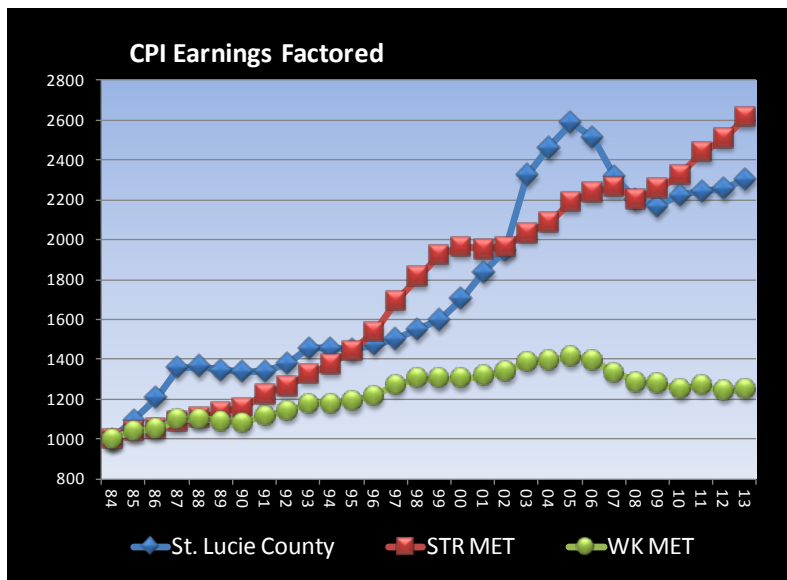
³ A list of the ten strongest and weakest Metropolitan Areas appears in the Appendix.

⁴ To visually compare the growth of the economy of the area to the rest of the nation, much of the data is “factored.” This simply means the data for all the areas is statistically brought to a common denominator for direct visual comparison with the initial data year beginning at “0.” As a result, all areas can be compared, apples to apples, on the same graph.



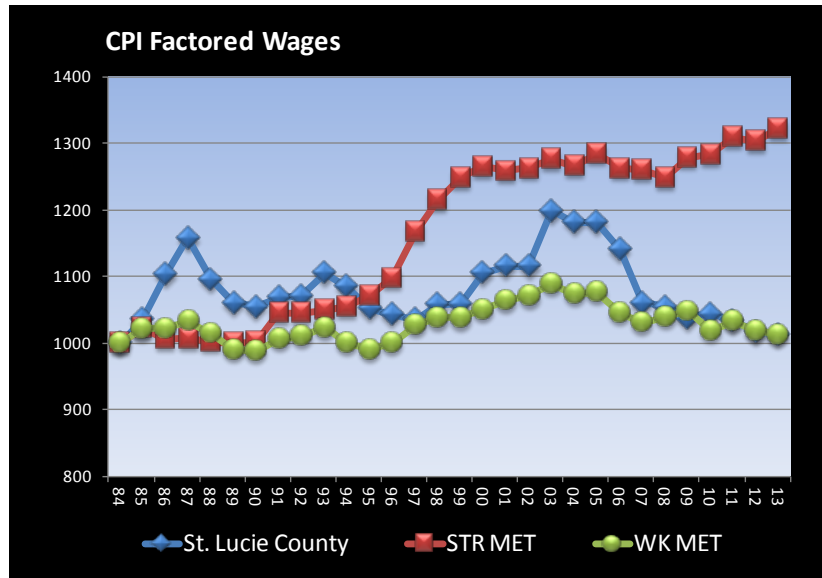
St. Lucie County has increased employment at a rate faster than the ten strongest areas for virtually every year since 1984.

The following graph compares the relative growth of Total Workers Earnings, which have been adjusted for inflation.



The growth in worker earnings has been much slower than the 10 strongest areas except during the residential construction boom.

The following graph shows the relative growth in annual wages.



Except during the residential building boom, wage growth in St. Lucie County has been comparable to the ten weakest areas.

To further examine the relative growth of the economy, data for just the county (not including Martin County) was compared to the 381 Metropolitan Areas for several issues.⁵

These comparisons provide incite regarding the nature of the composition of the economy and its growth.

Growth Ranking	Last 5 Years	Last 10 Years	Prev 10 Years
St. Lucie County	2014	2014	2004
381 Metropolitan Areas	2009	2005	1995
Population	83	14	27
Employment	57	44	14
Earnings	214	282	25
Annual Wages	364	379	278
Number of NF Proprietors	35	21	18
Per Capita Personal Income	219	362	24
Per Capita Government Transfers	88	337	338

⁵ Relative growth comparisons for a large number of issues appear in the Appendix.

For the 20 years from 1995 through 2014, St Lucie County grew in population at one of the fastest rates in the nation although population growth slowed during the last five years.

Additionally, employment increased at a brisk rate compared to the Metropolitan Areas.

However, the growth rate for Earnings (total worker earnings) and Annual Wages was very slow.

In fact the growth rate for Annual Wages was one of the slowest in the nation.

The following chart compares St. Lucie County to the 381 Metropolitan Areas for its actual amount in 2014 and 2004.

Actual Amount St. Lucie County 381 Metropolitan Areas	2014	Rank	2004	Rank
Population	291,028	164	228,548	182
Annual Wages	36,951	372	34,932	316
Per Capita Personal Income	34,129	334	28,179	246
Per Capita Government Transfers	9,539	62	6,088	35
Per Capita Medicare	2,770	20	1,617	14
Per Capita Retire Trans	3,760	43	2,554	28
Per Capita Welfare - Actual	865	141	616	64
Per Capita Medical Transfers	3,942	96	2,439	58
Per Capita Medicaid	1,133	274	796	238

If the county was a defined Metropolitan Area, it would be the 164th largest in population.

There are two key issues in this chart. First, note that Annual Wages in 2014 ranked 372nd.

The second is that Per Capita Medicare is one of the highest in the nation.

Each of these two issues is related to the age demographic of the county which is significantly influencing the economy.

The following chart shows the percentage of the population over the age of 65. Charlotte County has the highest percentage of all counties in the nation.

Percentage of Population Over 65 Years Old	2014
USA	14.5%
Florida	19.1%
St. Lucie County	22.6%
Martin County	29.3%
Indian River County	30.0%
Palm Beach County	22.7%
Charlotte	37.7%
Osceola	12.7%
Orange County	10.8%
Census Bureau	

The percentage over the age of 65 in St. Lucie County is much higher than the USA and higher than Florida. As a result, the economy is affected by the retirement industry.

Typically the retirement industry creates an increased demand on the medical industry. Additionally, the retirement industry causes the formation of lower wage service and retail jobs.

The following chart reviews the composition of the St. Lucie County workforce by industrial sector compared to national norms.

St. Lucie County Employment - All Workers	Area 2014	Area %	USA %	Area Wage
All Workers	105,182			36,951
Wage & Salaried Workers	74,758	71.1%	78.0%	38,282
Nonfarm proprietors	30,147	28.7%	21.0%	10,075
Health Care and Social Assistance	13,558	12.9%	11.2%	46,281
Retail Trade	12,497	11.9%	10.1%	30,528
Local Government	10,508	10.0%	7.5%	65,209
Administrative and Waste Services	8,872	8.4%	6.3%	21,384
Other Services	8,267	7.9%	5.9%	29,562
Accommodation and Food Services	7,561	7.2%	7.3%	20,740
Real Estate, Rental and Leasing	6,744	6.4%	4.4%	8,375
Construction	6,126	5.8%	5.2%	32,733
Professional and Technical Services	5,727	5.4%	6.9%	36,073
Finance and Insurance	3,764	3.6%	5.3%	25,099
Wholesale Trade	3,368	3.2%	3.5%	59,197
Manufacturing	3,339	3.2%	7.0%	49,561
Transportation and Warehousing	2,603	2.5%	3.4%	35,960
Arts, Entertainment, and Recreation	2,280	2.2%	2.2%	27,309
Forestry, Fishing, Agricultural Services	2,160	2.1%	0.5%	28,534
Utilities	2,003	1.9%	0.3%	91,869
Educational Services	1,530	1.5%	2.4%	25,498
State Government	1,432	1.4%	2.8%	58,545
Information	951	0.9%	1.8%	52,156
Farm	825	0.8%	1.4%	32,692
Federal, civilian	736	0.7%	1.5%	94,014
Military	618	0.6%	1.1%	35,390
Management of Companies	302	0.3%	1.3%	36,066
Mining	236	0.2%	0.9%	11,110

The percentage of the workforce in the top five industrial sectors exceeds national norms. Except for Local Government, this is caused by the presence of the retirement community in the county which is the largest economic contributor in the county.

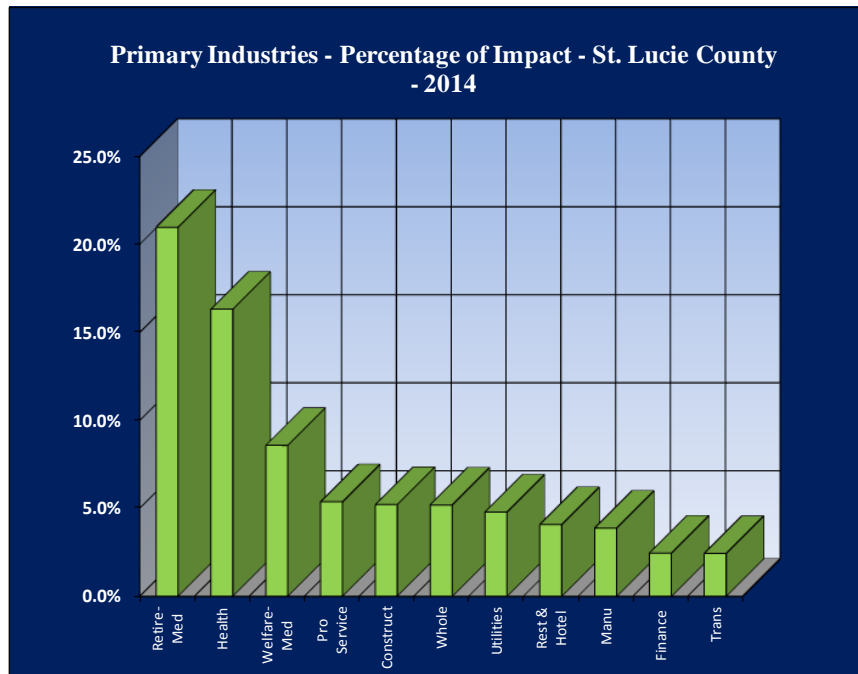
Please note the percentage of the workforce in the high-wage industries of manufacturing, transportation, wholesale trade, and information technology are well below national norms. Nationally, 16% of the workforce is employed in these sectors while in St. Lucie County it is only 10%.

Primary Industries

As previously mentioned, the primary industries import money to an economy. After money enters the area, it circulates until it is consumed and leaves the economy.

An area will grow or decline in direct proportion to the amount of money flowing into an area as a result of the success of the primary industries.

POLICOM estimates the sources of money flowing into an area. The graph below identifies the percentage of contribution by industry in 2014. This estimate is based upon the flow of money entering the economy which is greater than normal levels and the nature of the industrial sector.



The “retirement industry” accounts for about 21% of the imported money to the county. While “retirement” is not an “industry” which involves labor, the county has a net gain in government transfers for retirement benefits.

Retirement causes a consistent flow of money into an area. Social Security checks, Medicare payments, and private retirement accounts regularly come into the economy.

However, there is very little economic growth caused by the retirement industry. If you are familiar with the term “fixed income retirement,” spending by retirees does not automatically increase each year. In fact, spending by the typical retirement household begins to decline as assets are consumed.

Retirement causes economic growth when more retirees move to the area.

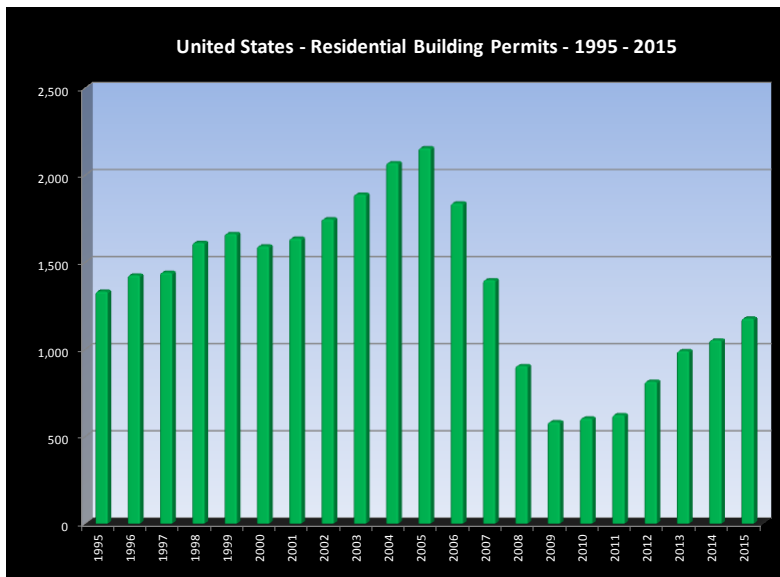
The Healthcare industry is the 2nd largest contributor. Typically healthcare is not a primary industry as in a vast majority of local economies it is a consumptive industry. This means it is dependent upon the local population for its customers. In St. Lucie County Healthcare is a primary industry as it benefits from the retirement industry and it also draws customers from Martin, Indian River, and Okeechobee Counties, thus importing money to the area.

Unfortunately, Welfare is the 3rd largest contributor to the county. This reflects the amount of welfare related money flowing into the county over and above national norms.

Residential Building Boom

Between 2003 and 2008, the nation experienced an anomalous explosion in residential construction. This was the result of the availability of residential real estate loans to individuals who did not have the ability to repay the loan. As a result of defaults on these loans, the finance and real estate industry collapsed in 2008 and 2009.

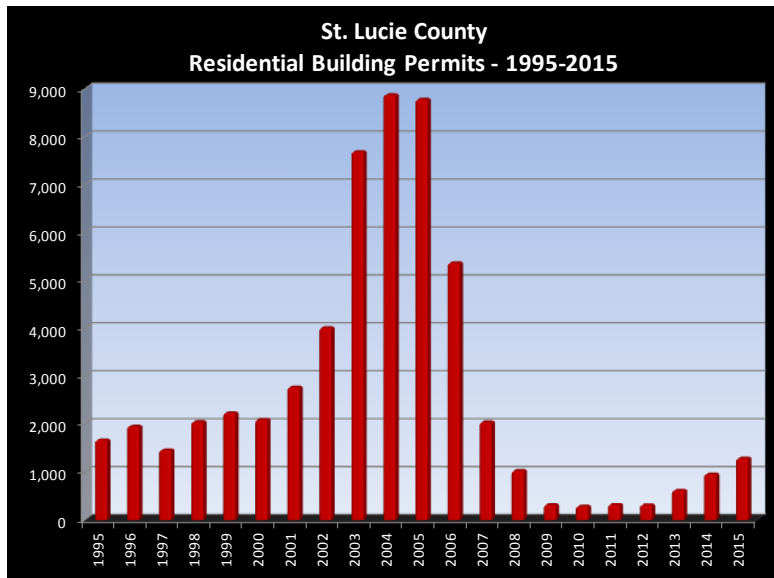
The graph shows the number of residential building permits for the nation. ⁶



During the boom, millions of people were employed not only in construction, but also the manufacturing of building materials and the finance and real estate industries. After the bust, millions of jobs were lost and the national recession began.

St. Lucie County participated in the residential building boom with greater “vigor” than virtually any other county in the United States.

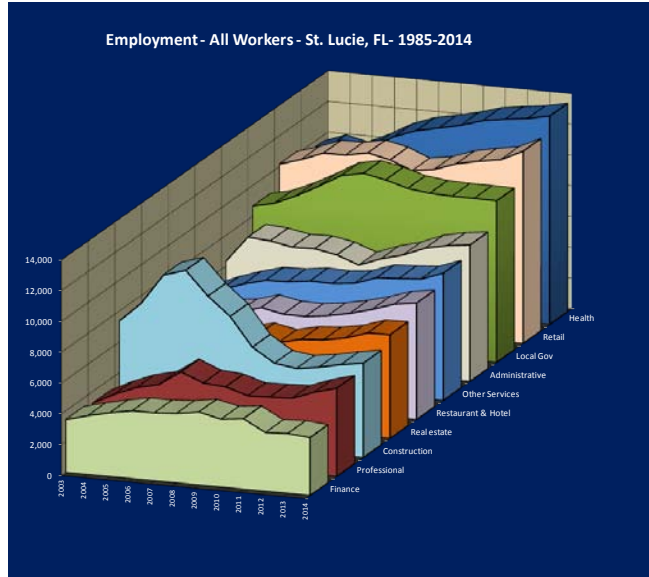
⁶ Bureau of Census. Data reflects the issuance of residential permits including multi-family.



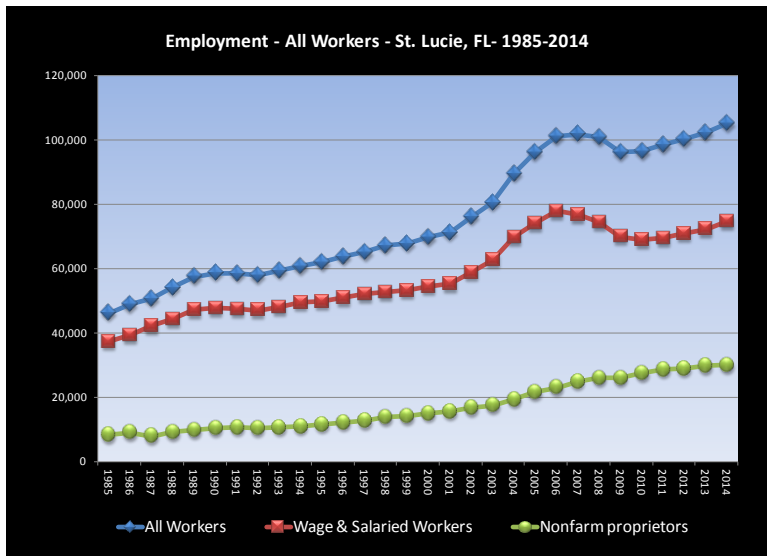
Normal market demand for new homes in St. Lucie County traditionally was about 2,000 units per year (1990-2000). However, between 2002 and 2006, the county and city issued 34,500 residential permits. This is an annual average of 9,600 permits and is equivalent to a 13 year supply of new home permits based on normal absorption.

During this time, home values increased rapidly, employment grew, and taxes to local government increased significantly. After the collapse, home values were “halved,” thousands of jobs were lost, and revenue to cities and the county declined rapidly.

The graph shows employment by industry for St. Lucie County from 2003 - 2014. Virtually every sector lost employment except for Healthcare from 2007 to 2010.⁷ At that point most industries began to gradually recover.

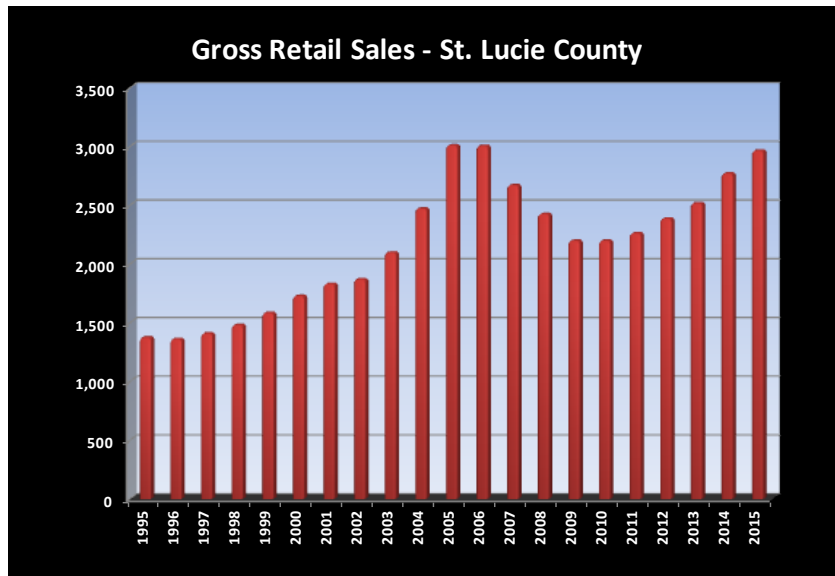


The number of jobs has increased slowly since 2010. The following graph shows the actual number of jobs in the county, separating wage and salaried workers and non-farm proprietors.



⁷ Source: Bureau of Economic Analysis, Region Economic Information System

The boom and bust of the residential construction influenced every sector of the St. Lucie County economy, including local government revenue.

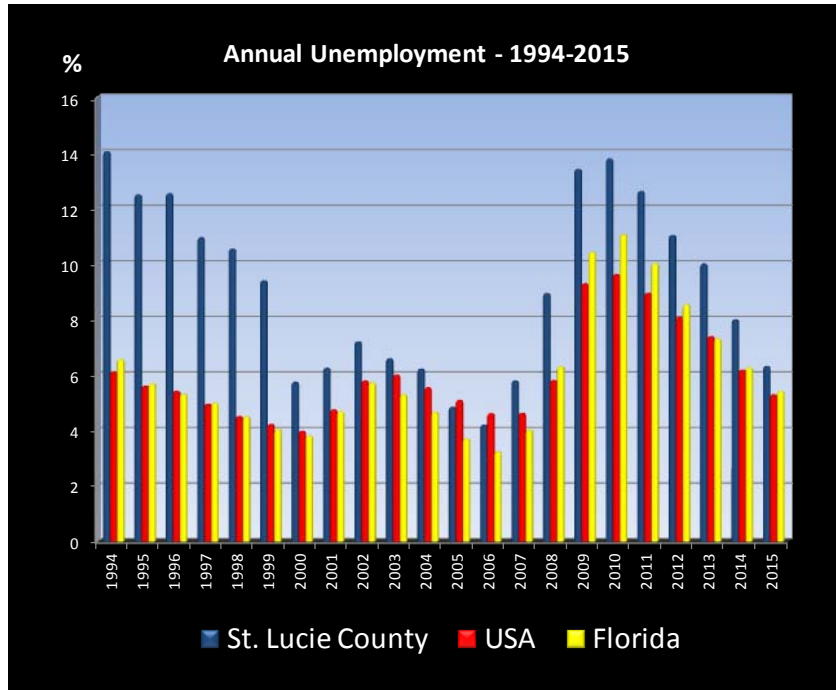


The chart shows Gross Retail Sales prior to and after the boom.

Taxable Retail Sales increased from \$1.8 billion in 2001 to \$3.0 billion in 2005 but fell by \$800 million to \$2.2 billion in 2009. It appears gross retail sales should reach the 2005 level in 2016 or 2017.

Unemployment

Even though the county has had consistent job growth over the last 20 years, save for the years of the residential construction collapse, unemployment has always been chronically high.



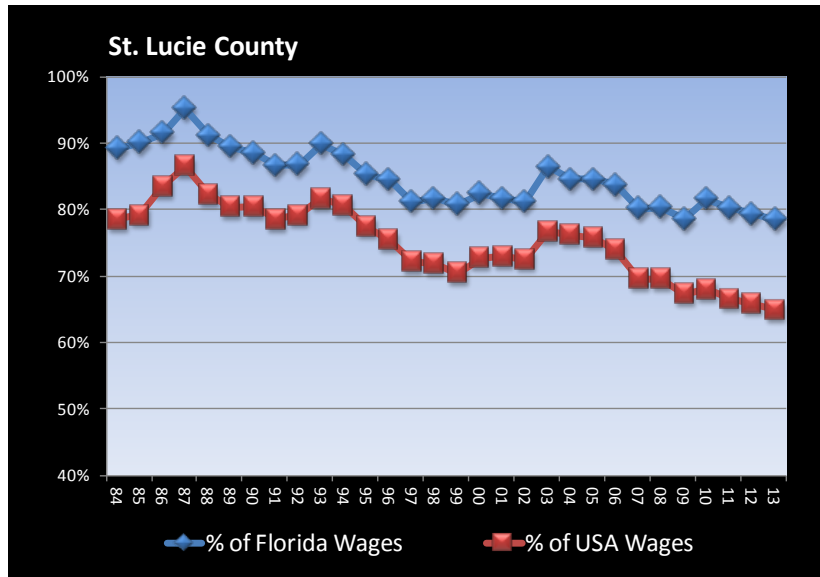
St. Lucie County has traditionally had an unemployment rate much higher than the nation and the state of Florida. Unemployment has been higher than Florida since 1994. Additionally it has been higher than the nation except in 2005 and 2006, during the residential construction boom.

There appears to be a chronically unemployed sector in the county which explains the relatively high level of welfare entitlement money flowing into the area.

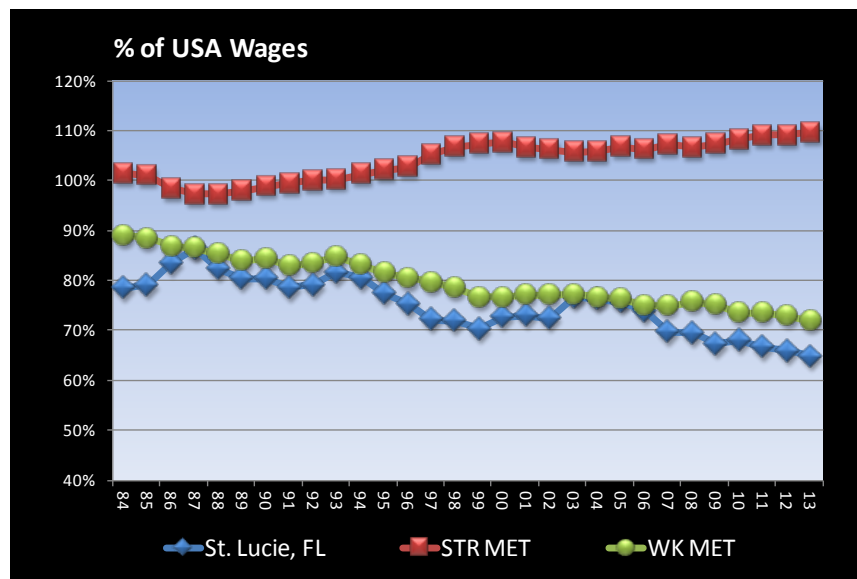
Low-Wage Economy

In addition to having chronically high unemployment, St. Lucie County has traditionally been a “low-wage” economy. The absence of high-wage industries and the retirement industry have contributed to this.

The following graph compares the St. Lucie County wage as a percentage of the national average wage and the Florida average wage since 1984.



Except during the residential building boom, the average wage in the county has declined relative to the nation at a rate faster than the ten weakest areas.



Summary of the Economy

Over the last 20 years, the St. Lucie County has had relatively fast employment growth, faster than most metropolitan areas in the nation. However, the growth of worker earnings and wages has lagged. Presently the average wage in St. Lucie County is one of the lowest in the nation.

The county is overly dependent upon population growth for economic growth. One source of new residents are working age individuals who have located to St. Lucie County since costs are less than counties to the south. Over 36% of the working population commutes outside the county for employment.

Additionally, retirement aged individuals have relocated to the county on a regular basis, causing the percentage of the population over the age of 65 to be one of the highest in the nation.

As a result, the “retirement industry” is the largest contributor to the economy. This industry provides a consistent flow of money into the area but also simultaneously causes the formation of low-wage service and retail jobs disproportionate to normal market demands.

The percentage of the county’s workforce employed in mid to high-wage industrial sectors is well below national norms. As a result, the area is overly dependent upon population growth for economic growth.

Economic Baseline Projections

This study is being created to provide guidelines or a path for St. Lucie County to follow to increase the size and improve the quality of the economy.

The first step in this process is to project the condition of the economy. Baseline Projections have been created for the fifteen years from 2016 through 2031.

The Baseline Projections serve as the foundation upon which the future economy will be built.

The Baseline Projections are created to determine the condition of the economy if little or no effort is made to add new, high-wage primary jobs to the economy.

In essence, the future of the county's economy is left to chance, that there is no direction from the community to influence the outcome.

The Baseline Projections include employment, worker earnings, and wages for each industrial sector for each year.

The Baseline Projections are based upon the following assumptions:

- The national economy will have modest economic growth over the next ten years. This is a result of a significant shift in the structure of the national economy over the last twenty years, going from an economy which produced wealth to one which transfers and borrows wealth.

The nation had an average growth in the Gross Domestic Product (GDP) from 1950 through 2000 of about 7% per year. So far this century, even with the anomalous residential construction boom, the economy has grown an average of less than 4% per year. Over the last six years, growth has been about 2.8%. Over the next four years, annual growth is likely to be less than 3%.

As a result, there will be no "lift" to the St. Lucie economy from the national economy.

- There will be a regular increase in population and jobs in St. Lucie County. This will be the result of retirement aged individuals locating to the county as they have in the past.

The "baby-boom" generation will retire in greater numbers over the next ten years. Florida has always been a retirement destination.

Historically, retirees moving to Florida choose a location based upon finding the warmest location, closest to the water for which they can afford. Housing costs in St. Lucie County are much less than all of the counties to the south.

- There will likely be a continued growth in the low-wage retail and service sectors as a result of population growth.
- The Healthcare industry will continue to grow in the county.
- There will be little if any natural growth in high-wage sectors.

The following chart shows the growth rate for employment, worker earnings, and wages from 2016 to 2031 based upon the Baseline Projections. Also shown for comparison is the average growth rate (**History**) from 2006 to 2015.

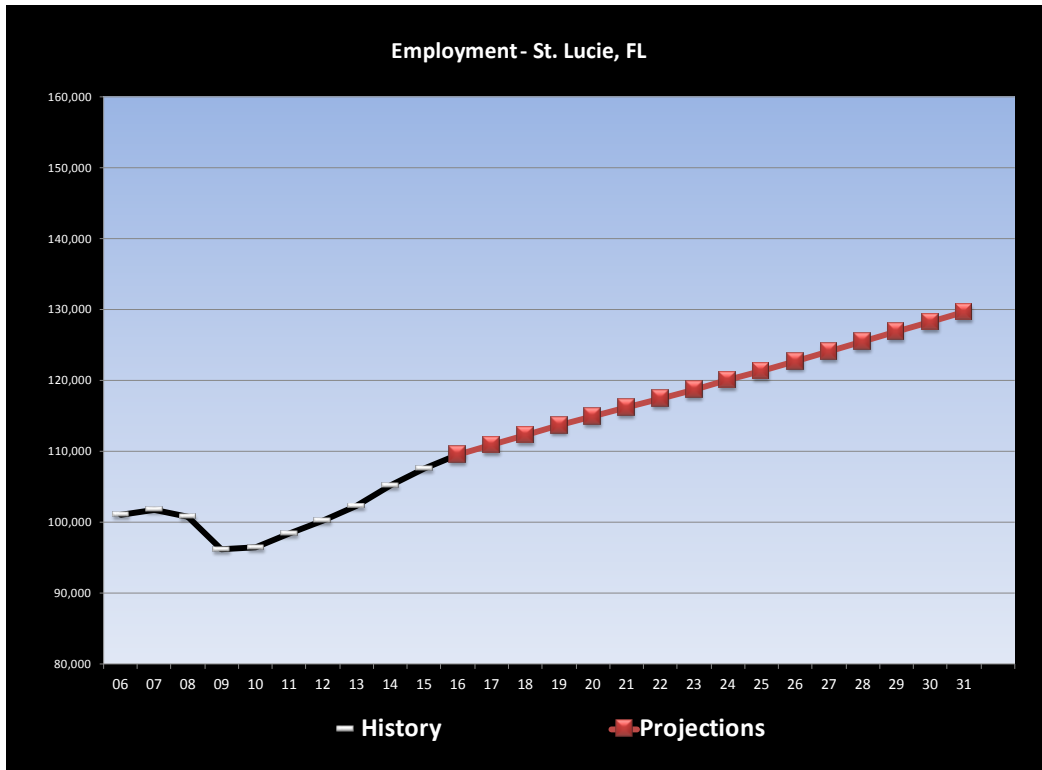
EMPLOYMENT	2016-2020	2021-2025	2026-2030
History (2006-2015)	1.2%		
Projections	1.3%	1.1%	1.1%
EARNINGS (000)	2016-2020	2021-2025	2026-2030
History (2006-2015)	1.7%		
Projections	2.6%	2.6%	2.7%
WAGES	2016-2020	2021-2025	2026-2030
History (2006-2015)	0.5%		
Projections	1.3%	1.5%	1.6%

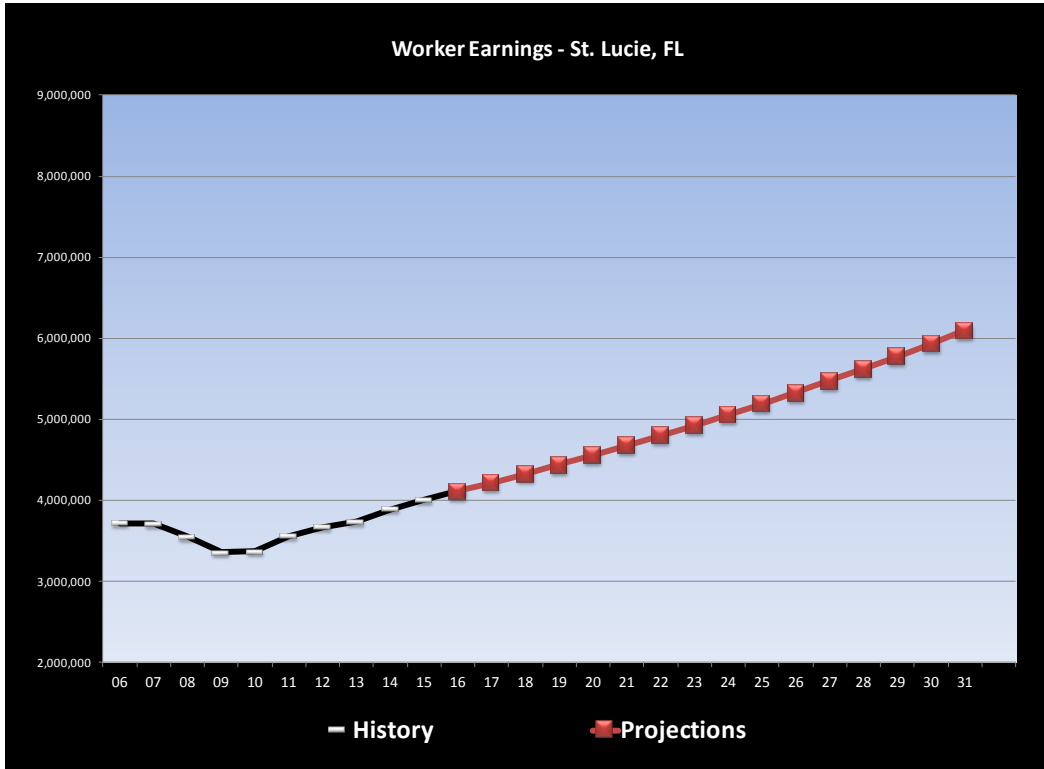
The following chart shows the estimate for employment, worker earnings, and wages from for future years based upon the Baseline Projections.

EMPLOYMENT	2016	2021	2026	2031
Projections	109,455	116,153	122,703	129,680
EARNINGS (000)	2016	2021	2026	2031
Projections	4,113,016	4,676,069	5,329,530	6,098,515
WAGES	2016	2021	2026	2031
Projections	37,577	40,258	43,434	47,028

By 2031, employment in the county should increase by about 20,000 jobs, worker earnings by \$2 billion, and average wage will grow to \$47,028. Unfortunately, the average wage will still be less than about \$10,000 less than the 2014 national average of \$56,965.

The following graphs provide the annual change in employment, worker earnings, and wages.





Economic Goal – Alternative Growth Scenarios

The Projections previously created serve as the baseline for the goal. The projections will likely occur if the community takes no action to prevent them from happening.

However, communities have the ability to direct their economic future through an aggressive economic development program. Economic development programs typically focus on the creation and retention of primary industry jobs which pay a wage higher than the area average.

To improve upon the Projections, the community needs to add new high-wage primary jobs to the economy. This will pour more money into the economy, causing economic growth.

POLICOM has created three goal scenarios based upon the formation of new primary jobs. For each year from 2017 through 2031, POLICOM added new primary jobs from a mixture of the follow sectors:

- Manufacturing
- Wholesale Trade
- Information Technology
- Finance and Insurance
- Professional and Technical Services
- Management of Companies

After adding the primary jobs to the economy, a proportionate number of “spin-off jobs are created.

Spin-off jobs form in almost every consumptive industrial sector such as retailing, other services, construction, and finance. The spin-off jobs are the result of what is known as the “ripple or multiplier effect.”

The ripple effect varies among industries as some have greater impact than others. As an example, a pharmaceutical manufacturing company which purchases locally made materials and pays \$70,000 per worker could easily cause another four jobs to be created for each manufacturing job.

However, a corporate headquarters job paying the same wage might only cause 2 ½ additional jobs to be created.

For this study, an average of 2.8 consumptive jobs per primary job was used. The new consumptive jobs were distributed among the employment sectors based upon typical multiplier ratios.

Three primary job scenarios were created based upon the “effort” made by the community to create them.

When POLICOM creates its goals, it attempts to make them reasonable and achievable. It takes into consideration the current economic condition, the labor force, availability of improved industrial property, and the geographic – economic assets and liabilities of the area.

Additionally, POLICOM reviews previous years relative to the formation of new primary industry jobs to discern if the area performed better or worse than the anticipated goals.

POLICOM has developed formulas which sift through labor data to identify jobs, by industry, which are “primary” in nature. The sifting includes industrial sectors for which an economic development organization would recruit to a community. These do not typically include tourism, agriculture, or mining.

The chart shows the net gain or loss of primary jobs in St. Lucie County from 1995 to 2014. As you can see, in a given year the area had large gains, large losses, modest gains, and modest losses. This is the nature of a local economy.

The average for the 21 years on the chart is an annual gain of 68 primary jobs.

When creating the goal options, this history is taken into consideration regarding reasonableness.

As an example, the county shows it has the ability to create more than 1,300 primary jobs in just one year (2001), but such success was unique. More typically, in the years in which the area has net gains, between 200 and 300 is more reasonable.

St. Lucie County Gain/Loss Primary Jobs	
1995	201
1996	-136
1997	-323
1998	421
1999	214
2000	340
2001	1,357
2002	912
2003	441
2004	512
2005	-1,369
2006	780
2007	-275
2008	-585
2009	-656
2010	-296
2011	587
2012	-874
2013	-91
2014	201

The three Goal scenarios are essentially based upon the effort the community makes toward building the economy.

Minimum Effort: The addition of primary jobs at a rate which will modestly increase the size and quality of the economy.

Good Effort: The addition of primary jobs at a rate which will improve the overall economy of St. Lucie County and place the area on a path which will be less reliant on population growth in the future.

Strong Effort: The addition of primary jobs at the annual rate which improves the quality of the economy as best can be reasonably achieved.

All of the new jobs and associated worker earnings were added to the projections to cause three different growth scenarios.

The chart provides the annual primary job milestones for each scenario along with the estimated wage for the new primary jobs.

	Minimum		Good		Strong	
	Jobs	Wage	Jobs	Wage	Jobs	Wage
2017	120	53,224	170	58,386	180	59,843
2018	132	53,847	185	59,139	228	60,010
2019	144	54,883	200	60,118	276	60,555
2020	156	55,964	215	61,170	324	61,376
2021	168	57,125	230	62,332	354	62,609
2022	180	58,325	245	63,559	384	63,945
2023	192	60,096	263	65,373	414	66,512
2024	204	61,526	281	66,865	444	68,403
2025	216	62,956	299	68,374	474	70,259
2026	228	64,425	317	69,948	504	72,191
2027	240	65,939	335	71,595	534	74,227
2028	252	67,601	353	73,425	564	76,476
2029	264	69,332	371	75,360	594	78,877
2030	276	71,124	389	77,386	624	81,422
2031	288	72,976	407	79,504	654	84,113
Total	3,060		4,260		6,552	
Avg	204	61,956	284	67,502	437	69,388

The annual totals are “net, new primary jobs.” If a company moves to the county and hires 400 people but an existing primary company reduces its workforce by 250 workers, there is a net gain of only 150 primary jobs.

It is not anticipated the annual milestones will be achieved exactly as presented. In one year, the community might create more. In another, fewer or even have a net loss. This was the case in the history provided.

What is important is that over a period of years, say five, the cumulative total is at or about the total of the milestones.

As important as creating the new jobs is the wage paid. The average wage for the new primary jobs each year is very important as these jobs will begin to lift the overall quality of the St. Lucie County economy – the standard of living for the people who live and work in the county.

The average wage provided for the new jobs is based upon the current average for primary jobs in each of the industries for which primary jobs were added. In 2015, the average wage for all targeted primary job industrial sectors in St. Lucie County was approximately \$53,000.

The following chart compares the average annual growth rate from 2016 to 2031 for all scenarios to the History and the Projections.

Employment	2016-2020	2021-2025	2026-2030
History (2006-2015)	1.2%		
Projections	1.3%	1.1%	1.1%
Minimum	1.6%	1.6%	1.7%
Good	1.8%	1.8%	1.9%
Strong	1.9%	2.1%	2.3%
Worker Earnings	2016-2020	2021-2025	2026-2030
History (2006-2015)	1.7%		
Projections	2.6%	2.6%	2.7%
Minimum	3.2%	3.2%	3.4%
Good	3.5%	3.5%	3.8%
Strong	3.7%	4.0%	4.4%
Wages	2016-2020	2021-2025	2026-2030
History (2006-2015)	0.5%		
Projections	1.3%	1.5%	1.6%
Minimum	1.5%	1.6%	1.7%
Good	1.7%	1.7%	1.8%
Strong	1.8%	1.8%	2.0%

If the Strong Effort is achieved, there will be about 40,000 more jobs and \$3.4 billion of worker earnings in the county in 2031 than in 2016. The Projections provide for a job gain of about 20,000 and growth in earnings of \$1.9 over 2016 levels.

EMPLOYMENT	2016	2021	2026	2031
Projections	109,455	116,153	122,703	129,680
Minimum	109,455	118,477	128,319	139,556
Good	109,455	119,381	130,466	143,429
Strong	109,455	120,549	134,265	150,827
EARNINGS (000)	2016	2021	2026	2031
Projections	4,113,016	4,676,069	5,329,530	6,098,515
Minimum	4,113,016	4,831,950	5,675,976	6,732,420
Good	4,113,016	4,910,621	5,842,945	7,043,230
Strong	4,113,016	4,989,968	6,093,536	7,583,343
WAGES	2016	2021	2026	2031
Projections	37,577	40,258	43,434	47,028
Minimum	37,577	40,784	44,233	48,242
Good	37,577	41,134	44,785	49,106
Strong	37,577	41,394	45,385	50,279

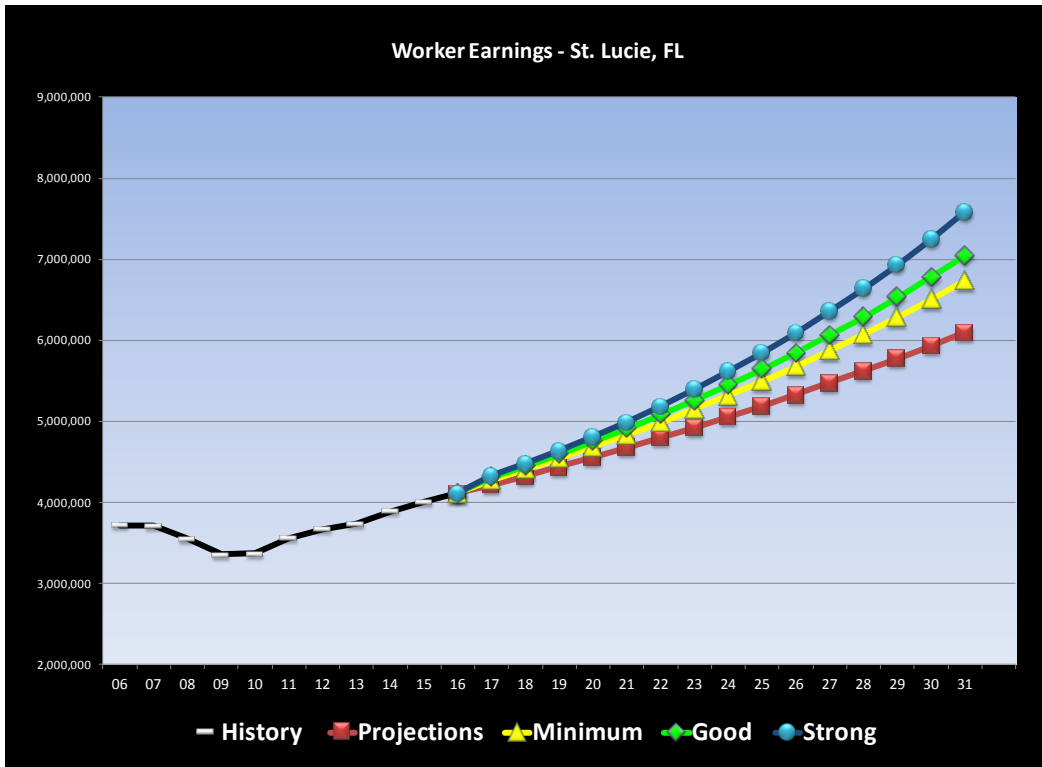
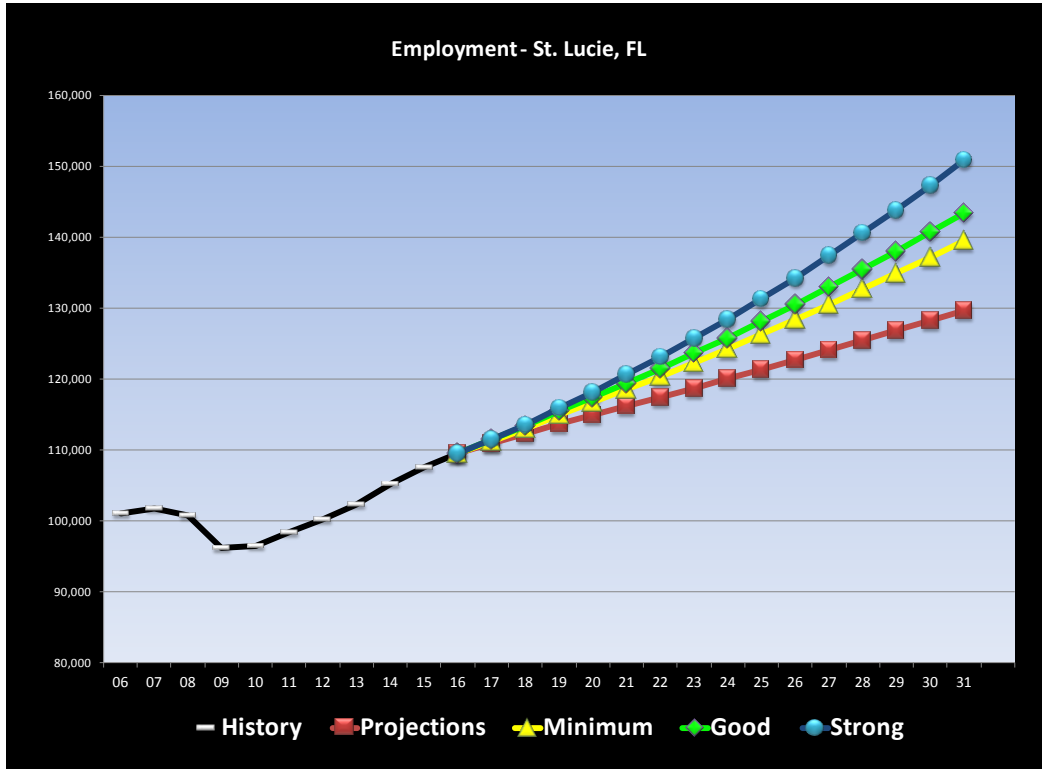
Unfortunately, the average wage in the county will still be very low relative to the nation. In fact, even under the Strong Effort, in 2031 the county average will still be marginally less than the 2014 national average wage.

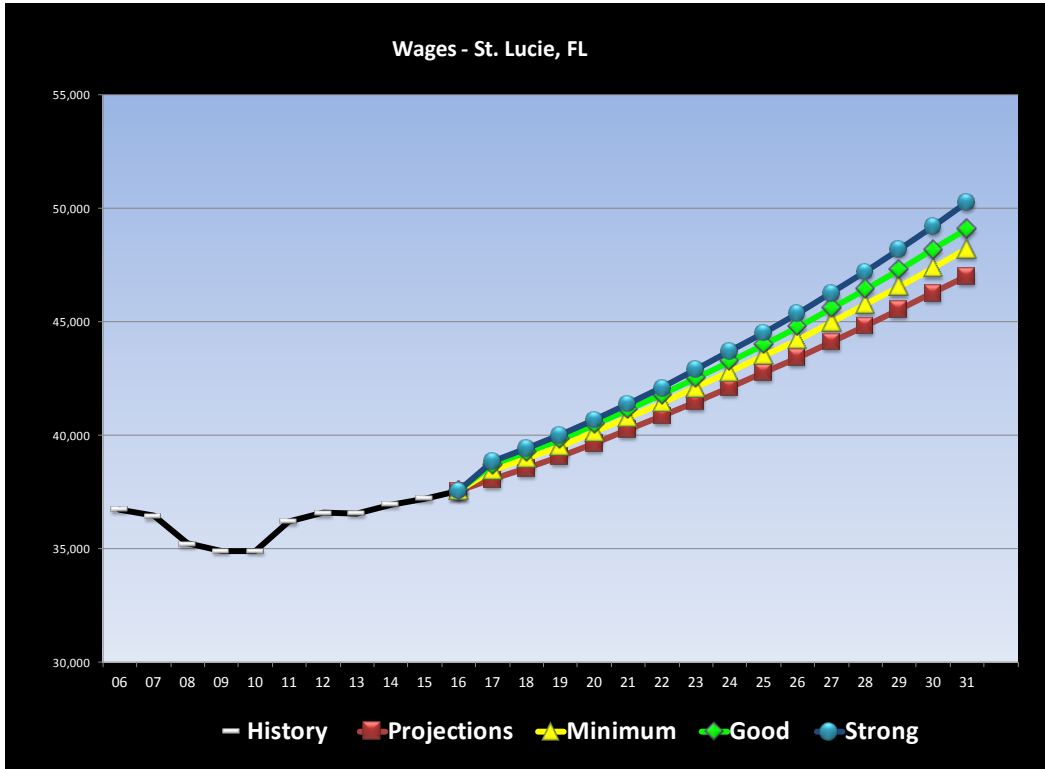
Keep in mind, from 2016 to 2031 a large number of low-wage jobs will form as a result of population increase resulting from retirement age individuals moving to the county. In 2014 the county average wage was 65% of the national average. Even under the Strong Effort, which creates about 6,500 high-wage primary jobs, there still is not enough “pull” or force to draw the county average upward enough to reach the national average wage.

POLICOM tested what it would take to bring the county average wage to the national average wage by 2031 through the force of creating high-wage primary jobs. It determined that over the fifteen year period 35,000 new high-wage primary jobs would need to be created. That goal is not “reasonable.”

However, should either the Good Effort or the Strong Effort milestones be achieved, the economy will be much more diversified as a small, high-wage economy will form parallel to the current low-wage economy.

To visually see the impact of the three goal scenarios on the economy, each appear on the following graphs.





Conclusion

The St. Lucie County economy has grown steadily in size over the last 30 years. However, it is principally dependent upon the retirement industry and population growth and lacks a significant base of industries which are mid to high skilled which pay mid to high wages.

As a result, it is a low wage economy with chronic unemployment and a growing welfare dependent population.

Achieving the economic goals, especially Strong Effort, will help create a more diversified economy and a higher standard of living for the local population.

This study has been created by

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Appendix

Ten Strongest and Weakest Local Economies

St. Lucie County growth comparisons and rankings.

Economic Goal Scenarios

Employment

Earnings (000)

Wages

Strongest – Weakest Local Economies

381 Metropolitan Areas

2016 Ten Strongest Metropolitan Areas

- 1 Seattle-Tacoma-Bellevue, WA (MSA)
- 2 Austin-Round Rock, TX (MSA)
- 3 Salt Lake City, UT (MSA)
- 4 Dallas-Fort Worth-Arlington, TX (MSA)
- 5 Fargo, ND-MN (MSA)
- 6 Houston-The Woodlands, TX (MSA)
- 7 Denver-Aurora-Lakewood, CO (MSA)
- 8 San Antonio-New Braunfels, TX (MSA)
- 9 Washington-Arlington, DC-VA-MD-WV (MSA)
- 10 Nashville-Davidson, TN (MSA)

2016 Ten Weakest Metropolitan Areas

- 381 Rocky Mount, NC (MSA)
- 380 Hickory-Lenoir-Morganton, NC (MSA)
- 379 Sebring, FL (MSA)
- 378 Danville, IL (MSA)
- 377 Flint, MI (MSA)
- 376 Burlington, NC (MSA)
- 375 Grants Pass, OR (MSA)
- 374 Anniston-Oxford-Jacksonville, AL (MSA)
- 373 Pocatello, ID (MSA)
- 372 Pine Bluff, AR (MSA)

536 Micropolitan Areas

2016 Ten Strongest Micropolitan Areas

- 1 Dickinson, ND (McrSA)
- 2 Williston, ND (McrSA)
- 3 Minot, ND (McrSA)
- 4 Concord, NH (McrSA)
- 5 Summit Park, UT (McrSA)
- 6 Elk City, OK (McrSA)
- 7 Durango, CO (McrSA)
- 8 Helena, MT (McrSA)
- 9 Enid, OK (McrSA)
- 10 Claremont-Lebanon, NH-VT (McrSA)

2016 Ten Weakest Micropolitan Areas

- 536 Fitzgerald, GA (McrSA)
- 535 Indianola, MS (McrSA)
- 534 Espanola, NM (McrSA)
- 533 Clarksdale, MS (McrSA)
- 532 Helena-West Helena, AR (McrSA)
- 531 North Wilkesboro, NC (McrSA)
- 530 Middlesborough, KY (McrSA)
- 529 Summerville, GA (McrSA)
- 528 Wauchula, FL (McrSA)
- 527 Connersville, IN (McrSA)

Comparative Data

The following charts compare the growth rate for St. Lucie County to the 381 Metropolitan Statistical Areas for two time periods and the actual amount in 2014 and 2004.

The Average Annual Increase was calculated for the five years from 2009 to 2014 and the ten years from 2005 to 2014 to determine recent trends.

St. Lucie County	2009-2014		2005-2014		2014		2004	
	AAI	Rank	AAI	Rank	Actual	Rank	Actual	Rank
Population	1.2%	83	2.5%	14	291,028	164	228,548	182
Total Personal Income	3.9%	128	4.5%	90	9,932,383	188	6,440,219	194
Per Capita Personal Income	2.7%	219	2.0%	362	34,129	334	28,179	246
Earnings - Place of Residence	3.2%	187	3.4%	119	5,038,392	209	3,656,002	206
Per Capita Earnings by Residence	2.0%	278	0.9%	358	17,312	367	15,997	345
Dividends, Interest, Rent	4.8%	140	4.6%	166	2,117,744	168	1,392,889	166
Per Capita Dividends, Interest, Rent	3.6%	228	2.1%	357	7,277	167	6,095	96
Government Transfers - Personal	4.7%	65	7.3%	77	2,776,247	149	1,391,328	162
Per Capita Personal Government Transfers	3.5%	88	4.7%	337	9,539	62	6,088	35
Earnings - Place of Work (\$000)	3.0%	214	2.3%	282	3,886,606	265	3,125,113	252
Per Capita Total Worker Earnings	1.8%	291	-0.2%	381	13,355	379	13,674	374
Total Full & Part-Time Employment	1.8%	57	1.7%	44	105,182	227	89,462	236
Wages - All Workers	1.1%	364	0.6%	379	36,951	372	34,932	316
Wage and Salary Earnings	3.0%	188	2.7%	227	2,861,881	248	2,212,269	248
Wage and Salary Jobs	1.4%	105	0.8%	129	74,758	244	69,787	246
Wages - Wage and Salaried Workers	1.6%	311	1.9%	355	38,282	310	31,700	234
Nonfarm Proprietors' Income	3.8%	263	-0.6%	358	303,730	293	335,378	247
Number of Nonfarm Proprietors	3.0%	35	4.6%	21	30,147	172	19,380	203
Wages - Non Farm Proprietors	0.8%	326	-4.7%	378	10,075	381	17,305	341
Retirement & Disability Benefits	5.7%	60	6.5%	79	1,094,234	138	583,773	151
Per Capita Retirement	4.5%	88	4.0%	331	3,760	43	2,554	28
Medical Benefits	5.5%	110	7.5%	91	1,147,254	147	557,318	156
Per Capita Medical Transfers	4.2%	174	5.0%	288	3,942	96	2,439	58
Medicare Benefits	4.9%	104	8.2%	114	806,173	121	369,665	127
Per Capita Medicare	3.6%	170	5.6%	330	2,770	20	1,617	14
Public Assistance Medical	7.4%	101	6.3%	169	329,866	195	182,002	205
Per Capita Public Assistance Medical	6.1%	133	3.8%	270	1,133	274	796	238
Income Maintenance	5.0%	42	6.3%	231	251,783	165	140,731	158
Per Capita Income Maintenance	3.8%	76	3.9%	349	865	141	616	64
Earned Income Tax Credit	8.6%	66	9.1%	5	84,963	134	36,260	166
Per Capita Earned Income Tax Credit	7.3%	96	6.5%	70	292	50	159	89
Food Stamps	8.7%	55	17.8%	30	77,880	146	18,920	190
Per Capita Food Stamps	7.4%	63	15.1%	50	268	90	83	208
Unemployment Compensation	-29.2%	344	11.2%	148	16,657	234	21,435	217
Per Capita Unemployment	-30.0%	347	8.6%	208	57	288	94	227
Veterans Benefits	10.7%	128	10.2%	124	98,298	149	37,287	164
Per Capita Veterans Benefits	9.4%	164	7.7%	245	338	117	163	111
Farm Receipts - All	4.3%	275	3.8%	247	161,713	224	116,411	224
Farm Receipts - Crops	1.6%	286	3.3%	269	130,973	144	99,965	139
Farm Receipts - Livestock	28.8%	2	8.9%	47	30,740	278	16,446	296
Government Farm Payments	52.1%	39	9.3%	180	588	321	25,520	48
Per Capita Government Farm Payments	50.4%	40	7.1%	188	2	309	112	40

St. Lucie County	2009-2014		2005-2014		2014		2004	
	AAI	Rank	AAI	Rank	Actual	Rank	Actual	Rank
Forestry & Fishing - Worker Earnings	0.0%	na	0.0%	na	61,633	58	65,416	32
Forestry & Fishing - Jobs	0.0%	na	0.0%	na	2,160	48	2,360	31
Forestry & Fishing - Wages	0.0%	na	0.0%	na	28,534	106	25,625	59
Mining - Worker Earnings	4.4%	106	6.0%	75	2,622	219	2,003	171
Mining - Jobs	13.4%	34	12.7%	18	236	194	80	162
Mining - Wages	-4.8%	118	-9.0%	94	11,110	225	31,853	127
Utilities - Worker Earnings	0.0%	na	0.0%	na	0	na	0	na
Utilities - Jobs	0.0%	na	0.0%	na	0	na	0	na
Utilities - Wages	0.0%	na	0.0%	na	0	na	0	na
Construction - Worker Earnings	0.1%	294	-2.1%	305	200,520	256	286,263	198
Construction - Jobs	-0.8%	206	-2.6%	272	6,126	191	8,651	175
Construction - Wages	0.7%	324	0.0%	314	32,733	348	33,233	331
Construction General - Worker Earnings	2.8%	147	-3.0%	231	34,305	273	59,044	243
Construction Heavy - Worker Earnings	-12.3%	253	-3.2%	220	22,388	241	36,625	197
Construction Trades - Worker Earnings	2.6%	227	-1.4%	317	143,827	246	190,594	194
Manufacturing - Worker Earnings	10.4%	7	2.1%	128	165,485	320	146,905	338
Manufacturing - Jobs	7.5%	4	0.5%	71	3,339	317	3,383	336
Manufacturing - Wages	2.8%	129	1.4%	294	49,561	332	43,984	320
Durable goods - Worker Earnings	10.6%	19	2.8%	61	106,838	322	90,464	252
Nondurable goods - Worker Earnings	10.5%	17	1.2%	129	58,647	327	56,441	239
Wholesale Trade - Worker Earnings	-2.6%	256	1.6%	222	199,376	185	180,655	180
Wholesale Trade - Jobs	-6.4%	259	-1.7%	234	3,368	173	4,115	162
Wholesale Trade - Wages	3.7%	71	3.7%	64	59,197	245	43,283	267
Retail Trade - Worker Earnings	3.1%	138	2.1%	150	381,510	211	313,204	211
Retail Trade - Jobs	3.5%	7	1.7%	23	12,497	216	10,603	245
Retail Trade - Wages	-0.3%	372	-0.3%	367	30,528	173	31,427	36
Transportation & Warehousing - Worker Earnings	0.0%	na	0.0%	na	0	na	0	na
Transportation & Warehousing - Jobs	0.0%	na	0.0%	na	0	na	0	na
Transportation & Warehousing - Wages	0.0%	na	0.0%	na	0	na	0	na
Information - Worker Earnings	0.0%	na	0.0%	na	49,600	231	40,187	279
Information - Jobs	0.0%	na	0.0%	na	951	231	861	287
Information - Wages	0.0%	na	0.0%	na	52,156	221	47,254	191
Finance & Insurance - Worker Earnings	-6.3%	334	-0.9%	322	94,474	273	138,138	217
Finance & Insurance - Jobs	-4.2%	331	0.1%	310	3,764	215	3,821	208
Finance & Insurance - Wages	-1.5%	318	-1.6%	311	25,099	350	38,650	255

St. Lucie County	2009-2014		2005-2014		2014		2004	
	AAI	Rank	AAI	Rank	Actual	Rank	Actual	Rank
Real Estate - Worker Earnings	3.7%	277	-6.1%	335	56,478	233	118,808	149
Real Estate - Jobs	4.0%	16	4.6%	19	6,744	149	4,385	184
Real Estate - Wages	-0.2%	307	-6.1%	331	8,375	350	15,691	262
Professional & Technical - Worker Earnings	3.7%	112	5.6%	80	206,591	195	125,208	229
Professional & Technical - Jobs	2.4%	57	4.1%	12	5,727	162	3,977	213
Professional & Technical - Wages	1.2%	202	1.4%	221	36,073	301	31,880	289
Management - Worker Earnings	17.2%	24	7.8%	74	10,892	264	7,774	292
Management - Jobs	16.2%	12	29.2%	3	302	238	131	296
Management - Wages	50.5%	2	19.5%	5	36,066	273	67,390	160
Administrative Services - Worker Earnings	8.9%	45	2.6%	225	189,723	173	153,510	174
Administrative Services - Jobs	5.2%	44	1.1%	165	8,872	142	8,022	163
Administrative Services - Wages	3.5%	61	0.0%	262	21,384	310	21,599	204
Educational Services - Worker Earnings	14.2%	10	10.0%	22	39,012	203	16,033	261
Educational Services - Jobs	7.8%	7	7.2%	13	1,530	199	797	257
Educational Services - Wages	5.9%	15	3.3%	54	25,498	209	19,638	230
Health Care - Worker Earnings	4.8%	41	4.0%	175	627,482	190	424,391	217
Health Care - Jobs	2.3%	100	3.0%	76	13,558	182	10,149	209
Health Care - Wages	2.5%	39	1.4%	234	46,281	284	41,057	236
Arts & Entertainment - Worker Earnings	-1.9%	298	11.9%	8	62,265	136	28,701	197
Arts & Entertainment - Jobs	0.6%	231	5.6%	5	2,280	183	1,384	243
Arts & Entertainment - Wages	-1.3%	298	5.3%	14	27,309	48	24,620	50
Accommodation & Food Services - Worker Earnings	7.2%	37	4.3%	113	156,817	213	104,146	232
Accommodation & Food Services - Jobs	4.7%	13	3.0%	35	7,561	214	5,683	260
Accommodation & Food Services - Wages	2.4%	267	1.4%	293	20,740	171	18,364	104
Other Services - Worker Earnings	4.3%	67	4.8%	27	244,391	183	157,448	216
Other Services - Jobs	3.7%	7	3.6%	3	8,267	171	5,854	216
Other Services - Wages	0.6%	302	0.5%	303	29,562	298	28,776	116
Federal Civilian - Worker Earnings	1.6%	179	3.5%	107	69,194	269	49,658	275
Federal Civilian - Jobs	-0.5%	128	2.3%	34	736	270	638	287
Federal Civilian - Wages	4.4%	33	1.9%	363	94,014	199	82,941	36
State & Local Gov - Worker Earnings	0.1%	315	3.8%	95	769,053	227	539,132	232
State & Local Gov - Jobs	-1.6%	324	1.4%	43	11,940	236	10,445	255
State & Local Gov - Wages	1.7%	219	2.2%	301	64,410	134	53,168	89
State Government - Worker Earnings	-2.8%	293	1.7%	233	83,837	261	71,922	257
State Government - Jobs	-3.8%	291	0.0%	185	1,432	264	1,451	262
State Government - Wages	1.0%	229	1.5%	268	58,545	206	51,223	125
Local Government - Worker Earnings	0.5%	250	4.1%	60	685,216	172	467,210	175
Local Government - Jobs	-1.2%	250	1.7%	26	10,508	180	9,625	180
Local Government - Wages	1.7%	173	2.3%	215	65,209	100	53,466	69
Military - Worker Earnings	-3.4%	149	3.5%	56	21,871	234	16,025	265
Military - Jobs	0.1%	118	2.1%	14	618	243	507	269
Military - Wages	-3.6%	153	-0.1%	376	35,390	163	36,381	115
Farm - Worker Earnings	7.2%	293	4.8%	271	26,971	263	29,103	235
Farm - Jobs	5.2%	11	3.4%	11	825	322	624	347
Farm - Wages	4.1%	305	-4.6%	338	32,692	155	77,137	8

Economic Goal Scenarios - Impact

The following charts present the impact of the Projections and the three Goal scenarios on Employment, Total Worker Earnings, and Wages for each industrial sector.

Employment

	2016	Projections 2021	Minimum 2021	Good 2021	Strong 2021	Projections 2026	Minimum 2026	Good 2026	Strong 2026	Projections 2031	Minimum 2031	Good 2031	Strong 2031
EMPLOYMENT	109,455	116,153	118,477	119,381	120,549	122,703	128,319	130,466	134,265	129,680	139,556	143,429	150,827
Farm	831	841	841	841	841	841	842	842	842	841	842	843	844
Forestry, Fishing, Agricultural Services	2,283	2,400	2,401	2,401	2,401	2,522	2,524	2,525	2,526	2,651	2,654	2,655	2,657
Mining	254	260	263	264	265	267	273	276	280	274	285	289	297
Utilities	2,020	2,050	2,056	2,058	2,061	2,081	2,095	2,100	2,109	2,112	2,136	2,145	2,163
Construction	6,582	7,125	7,178	7,199	7,226	7,489	7,617	7,667	7,754	7,678	7,904	7,993	8,163
Manufacturing	3,379	3,552	3,756	3,925	4,095	3,659	4,134	4,493	4,930	3,752	4,560	5,143	5,912
Wholesale Trade	3,432	3,607	3,807	3,962	4,080	3,791	4,295	4,642	5,033	3,985	4,896	5,487	6,256
Retail Trade	12,876	13,533	13,753	13,838	13,949	14,224	14,754	14,957	15,316	14,949	15,882	16,248	16,947
Transportation and Warehousing	2,668	2,917	3,041	3,066	3,145	3,190	3,508	3,584	3,851	3,487	4,073	4,236	4,762
Information	974	1,033	1,231	1,297	1,363	1,096	1,553	1,706	1,931	1,163	1,941	2,212	2,657
Finance and Insurance	3,815	3,945	4,023	4,054	4,093	4,080	4,269	4,342	4,470	4,219	4,552	4,683	4,933
Real Estate, Rental and Leasing	6,981	7,193	7,306	7,350	7,407	7,193	7,466	7,570	7,755	7,193	7,673	7,862	8,222
Professional and Technical Services	5,575	6,006	6,227	6,221	6,324	6,470	7,004	7,024	7,369	6,970	7,909	8,002	8,680
Management of Companies	320	337	494	514	535	354	735	797	938	372	1,042	1,179	1,506
Administrative and Waste Services	9,432	10,161	10,240	10,270	10,310	10,947	11,136	11,209	11,337	11,793	12,126	12,257	12,507
Educational Services	1,618	1,700	1,741	1,756	1,776	1,787	1,884	1,921	1,987	1,878	2,049	2,116	2,244
Health Care and Social Assistance	14,044	14,760	15,039	15,147	15,287	15,513	16,187	16,444	16,900	16,304	17,489	17,954	18,841
Arts, Entertainment, and Recreation	2,377	2,560	2,593	2,605	2,621	2,758	2,836	2,866	2,919	2,971	3,109	3,163	3,266
Accommodation and Food Services	8,042	8,844	9,005	9,068	9,149	9,669	10,059	10,208	10,471	10,571	11,256	11,525	12,038
Other Services	8,648	9,689	9,826	9,879	9,948	10,698	11,028	11,154	11,378	11,811	12,392	12,620	13,056
Federal, civilian	714	704	714	718	723	718	742	751	768	736	779	796	828
Military	596	596	596	596	596	596	596	596	596	596	596	596	596
State Government	1,439	1,475	1,479	1,480	1,482	1,513	1,521	1,525	1,531	1,551	1,566	1,572	1,584
Local Government	10,554	10,864	10,869	10,871	10,873	11,249	11,261	11,266	11,274	11,823	11,845	11,853	11,869

Total Worker Earnings

	2016	Projections 2021	Minimum 2021	Good 2021	Strong 2021	Projections 2026	Minimum 2026	Good 2026	Strong 2026	Projections 2031	Minimum 2031	Good 2031	Strong 2031
EARNINGS (000)	4,113,016	4,676,069	4,831,950	4,910,621	4,989,968	5,329,530	5,675,976	5,842,945	6,093,536	6,098,515	6,732,420	7,043,230	7,583,343
Farm	29,395	33,803	34,155	34,364	34,507	37,321	37,733	37,973	38,151	41,205	41,693	41,972	42,198
Forestry, Fishing, Agricultural Services	66,659	75,473	76,253	76,717	77,032	85,453	86,374	86,915	87,305	96,754	97,847	98,481	98,970
Mining	2,916	3,247	3,315	3,350	3,382	3,616	3,747	3,808	3,894	4,026	4,249	4,351	4,518
Utilities	193,040	216,348	219,164	220,737	221,955	242,470	246,651	248,836	251,105	271,746	277,876	280,962	284,838
Construction	221,953	258,842	263,589	266,054	268,256	293,070	301,677	305,799	311,186	323,692	337,697	344,247	354,410
Manufacturing	172,740	200,840	215,744	228,243	240,656	229,597	265,567	294,682	331,517	268,935	337,297	391,393	467,669
Wholesale Trade	211,890	247,569	265,268	279,382	290,158	291,244	337,800	372,327	412,855	342,959	435,747	502,428	595,102
Retail Trade	394,664	432,937	445,138	451,068	457,063	484,419	509,703	521,160	538,394	543,094	586,978	606,814	641,104
Transportation and Warehousing	98,364	116,310	122,949	124,956	129,170	138,888	155,966	161,119	176,312	166,014	199,461	210,645	244,069
Information	52,221	60,279	73,899	79,156	84,312	69,581	104,138	118,003	139,258	80,319	145,543	174,036	225,213
Finance and Insurance	97,868	109,028	112,540	114,219	115,968	121,461	129,054	132,456	137,730	135,311	148,792	154,850	165,585
Real Estate, Rental and Leasing	61,411	80,753	82,929	83,993	85,056	105,041	110,418	112,855	116,502	137,284	148,622	153,729	162,557
Professional and Technical Services	202,122	229,757	241,524	242,878	248,511	264,808	292,240	295,441	314,177	308,837	359,281	367,268	406,996
Management of Companies	12,023	13,951	21,569	22,877	24,123	16,444	38,160	43,190	54,226	19,650	65,708	80,155	116,665
Administrative and Waste Services	203,731	229,532	233,816	236,033	238,027	258,600	266,263	269,930	274,735	291,350	303,613	309,363	318,230
Educational Services	41,559	45,907	47,585	48,378	49,223	50,710	54,353	55,974	58,540	56,015	62,396	65,258	70,405
Health Care and Social Assistance	668,634	760,789	784,418	795,768	807,495	865,644	916,709	939,662	974,926	984,951	1,075,799	1,116,695	1,188,537
Arts, Entertainment, and Recreation	66,206	74,961	76,774	77,674	78,549	84,873	88,453	90,102	92,479	96,097	102,116	104,866	109,449
Accommodation and Food Services	169,301	200,580	206,665	209,596	212,609	236,241	249,346	255,260	264,253	278,244	301,434	311,905	330,078
Other Services	258,214	296,608	304,294	308,071	311,813	335,748	350,929	357,885	368,060	380,054	405,220	416,691	435,982
Federal, civilian	70,548	78,627	80,658	81,656	82,644	90,752	95,100	97,081	100,013	105,271	113,184	116,768	122,898
Military	20,792	20,792	21,000	21,124	21,208	20,792	21,000	21,124	21,208	20,792	21,000	21,124	21,208
State Government	87,742	99,808	101,076	101,789	102,334	113,533	115,399	116,384	117,378	129,147	131,864	133,246	134,927
Local Government	709,024	789,329	797,630	802,538	805,915	889,222	899,195	904,979	909,333	1,016,768	1,029,004	1,035,984	1,041,734

Annual Earnings per Worker (Wages)

	2016	Projections 2021	Minimum 2021	Good 2021	Strong 2021	Projections 2026	Minimum 2026	Good 2026	Strong 2026	Projections 2031	Minimum 2031	Good 2031	Strong 2031
WAGES	37,577	40,258	40,784	41,134	41,394	43,434	44,233	44,785	45,385	47,028	48,242	49,106	50,279
Farm	35,360	40,200	40,603	40,845	41,007	44,384	44,832	45,101	45,284	49,003	49,502	49,802	50,009
Forestry, Fishing, Agricultural Services	29,194	31,450	31,765	31,955	32,081	33,881	34,222	34,427	34,566	36,499	36,869	37,091	37,243
Mining	11,484	12,473	12,611	12,694	12,754	13,548	13,719	13,823	13,920	14,716	14,930	15,061	15,206
Utilities	95,580	105,528	106,612	107,264	107,709	116,512	117,759	118,511	119,075	128,638	130,082	130,957	131,675
Construction	33,722	36,328	36,720	36,957	37,124	39,136	39,604	39,888	40,134	42,160	42,724	43,069	43,419
Manufacturing	51,119	56,550	57,432	58,150	58,774	62,742	64,244	65,580	67,244	71,683	73,966	76,097	79,111
Wholesale Trade	61,735	68,629	69,680	70,509	71,126	76,818	78,657	80,212	82,028	86,068	89,008	91,574	95,123
Retail Trade	30,650	31,991	32,367	32,596	32,768	34,058	34,546	34,844	35,152	36,330	36,958	37,346	37,829
Transportation and Warehousing	36,862	39,867	40,437	40,753	41,073	43,544	44,461	44,949	45,786	47,606	48,973	49,723	51,249
Information	53,626	58,342	60,037	61,047	61,879	63,472	67,051	69,163	72,121	69,054	74,994	78,684	84,766
Finance and Insurance	25,655	27,637	27,971	28,175	28,330	29,773	30,229	30,508	30,812	32,074	32,685	33,066	33,568
Real Estate, Rental and Leasing	8,797	11,227	11,351	11,428	11,484	14,604	14,789	14,907	15,022	19,086	19,369	19,554	19,772
Professional and Technical Services	36,254	38,254	38,787	39,041	39,298	40,927	41,725	42,059	42,636	44,307	45,428	45,899	46,891
Management of Companies	37,522	41,427	43,633	44,513	45,103	46,460	51,936	54,194	57,818	52,822	63,079	67,968	77,472
Administrative and Waste Services	21,599	22,588	22,834	22,982	23,087	23,623	23,909	24,082	24,233	24,706	25,038	25,239	25,444
Educational Services	25,689	27,000	27,340	27,547	27,709	28,377	28,846	29,131	29,458	29,824	30,449	30,837	31,370
Health Care and Social Assistance	47,611	51,544	52,160	52,536	52,821	55,802	56,634	57,143	57,689	60,411	61,513	62,199	63,083
Arts, Entertainment, and Recreation	27,858	29,279	29,613	29,815	29,964	30,773	31,185	31,435	31,679	32,342	32,846	33,155	33,511
Accommodation and Food Services	21,052	22,679	22,949	23,114	23,239	24,432	24,789	25,007	25,237	26,320	26,779	27,064	27,420
Other Services	29,859	30,613	30,969	31,184	31,345	31,386	31,821	32,084	32,348	32,178	32,699	33,017	33,394
Federal, civilian	98,773	111,753	113,020	113,793	114,363	126,438	128,146	129,195	130,240	143,053	145,345	146,780	148,497
Military	34,898	34,898	35,247	35,456	35,596	34,898	35,247	35,456	35,596	34,898	35,247	35,456	35,596
State Government	60,970	67,647	68,339	68,756	69,040	75,054	75,851	76,332	76,688	83,273	84,194	84,752	85,201
Local Government	67,180	72,657	73,387	73,826	74,119	79,047	79,847	80,327	80,655	85,998	86,876	87,403	87,769