

Sedona Lodging Sector Compensation Report 2015

A Report by the YC Regional Economic Development Center



Executive Summary

The hospitality sector has grown exponentially over the past decade, with tourism becoming the nation's top export generating \$2.1 trillion in national economic output and almost 15 million jobs nationwide. Tourism also tops the list in the state of Arizona for exports, pulling in \$7.7 billion in 2013. Due to this, demand for workforce across industry subsectors like lodging and food services has increased substantially. In Sedona alone there has been almost a 25% increase in total jobs for the lodging sector in the past five years.

TOP OCCUPATIONS BY WAGE IN SEDONA 2015

LODGING MANAGERS \$30.58
SALES MANAGERS \$27.69
FOOD SERVICE MANAGERS \$24.29
CHEFS \$22.94
FIRST-LINE SUPERVISORS \$20.67

Out of 28 top occupations in 2015, largest growth over the past five years in Sedona has been seen in the quantity of jobs for hotel, motel, and resort desk clerks with 54% growth, maids and housekeeping cleaners at 38% growth, first-line supervisors of food preparation and service with 33% growth, cooks for institutions and restaurants at 38% and 23% respective growth, and food servers at 33% growth.

Also topping the list for job growth are concierges at 40% growth, lodging managers at 26% growth, and chefs and head cooks with 15% growth, though these occupations have a lower total job count than the aforementioned list.

What does this mean for employers? Increased competition for labor in the region. Employers may strategically approach high demand occupations by looking at the difference between the 25th percentile earnings, median earnings, and 75th percentile earnings. For the top positions of lodging managers and chefs, the 75th percentile earnings are at \$30.58 and \$22.94 respectively.



Increased competition for workers among the clerk, housekeeping, and food service may require employers to aim for median to 75th percentile wages in these occupations. For desk clerks this is in the range of \$9.28 to \$10.58 per hour, for housekeeping this is between \$9.29 and \$10.63 per hour, and for the variety of food service positions this is between \$8.83 and \$11.76 per hour. Given the management experience and

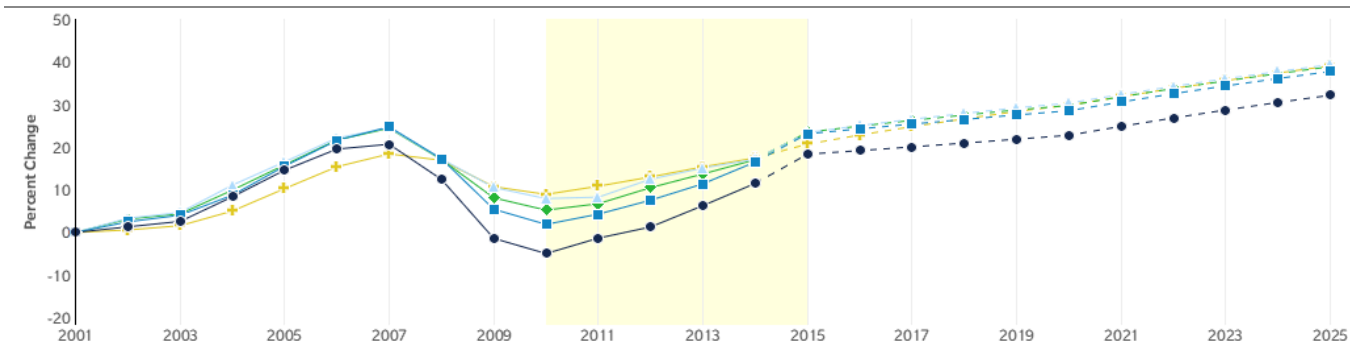
decision-making authority of first-line supervisors, these positions are running in the range of \$15.02 and \$20.67 per for median and 75th percentile earnings.



A relatively recent approach to alleviating the concerns associated hiring is the continual posting of positions irrespective of having an actual open position. Across top industry sectors, including hospitality, job postings have exponentially increased while hires have remained at a steady incline. Average monthly job postings between 2011 and 2015 show the greatest increase in advertising for first-line supervisors, food service managers, and housekeeping. Top average monthly hires during the same time period show housekeeping at 80 positions per month, first-line supervisors at 53 positions, and desk clerks at 42 positions per month.

Overarching conditions across the lodging sector in the state show that the demand for services has increased in Sedona beyond that of the state and the county. While competition for employees will continue to increase, application of innovative workforce development programming like robust internships and registered apprenticeship programs will alleviate this pressures and assist in bring balance to the industry.

Regional Trends



	Region	2010 Jobs	2015 Jobs	Change	% Change
●	Region	2,131	2,654	523	24.5%
●	Greater Verde Valley	3,977	4,807	830	20.9%
●	QuadCityArea	5,426	6,205	779	14.4%
●	Yavapai County, AZ	9,793	11,494	1,701	17.4%
●	Arizona	349,671	387,526	37,855	10.8%

Comparing median hourly earnings across Sedona, Yavapai and Coconino Counties, and the state as a whole may help employers garner a competitive strategy for workforce needs and movement through occupation levels, from entry-level to middle skilled and professional positions.

Occupation Summary for Lodging Staff - Sedona

2,654	24.5%	\$10.59/hr
Jobs (2015)	% Change (2010-2015)	Median Hourly Earnings
131% above National average	Nation: 9.7%	Nation: \$12.80/hr

Occupation Summary for Lodging Staff -Yavapai County

11,494	17.4%	\$11.08/hr
Jobs (2015)	% Change (2010-2015)	Median Hourly Earnings
28% above National average	Nation: 9.7%	Nation: \$12.80/hr

Occupation Summary for Lodging Staff - Coconino County

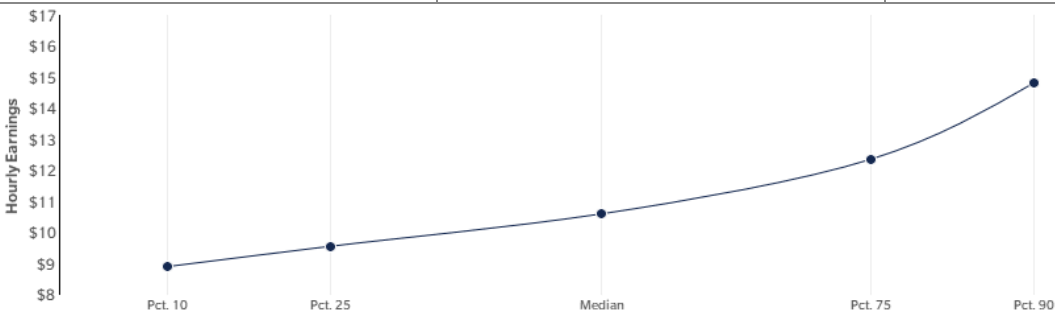
14,155	12.7%	\$11.34/hr
Jobs (2015)	% Change (2010-2015)	Median Hourly Earnings
61% above National average	Nation: 9.7%	Nation: \$12.80/hr

Occupation Summary for Lodging Staff - Arizona State

387,526	10.8%	\$12.84/hr
Jobs (2015)	% Change (2010-2015)	Median Hourly Earnings
4% above National average	Nation: 9.7%	Nation: \$12.80/hr

Sedona Lodging Sector Percentile Earnings

\$9.55/hr 25th Percentile Earnings	\$10.59/hr Median Earnings	\$12.36/hr 75th Percentile Earnings
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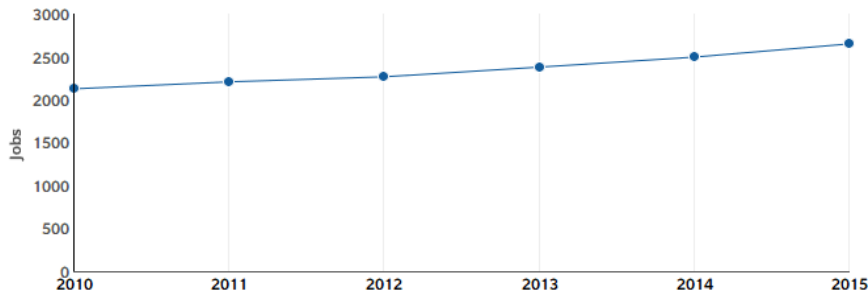


Occupation	25th Percentile Earnings	Median Earnings	75th Percentile Earnings
Sales Managers (11-2022)	\$24.29	\$27.69	\$71.92
Food Service Managers (11-9051)	\$16.49	\$18.13	\$24.29
Lodging Managers (11-9081)	\$20.78	\$23.33	\$30.58
Security Guards (33-9032)	\$10.15	\$11.99	\$15.04
Chefs and Head Cooks (35-1011)	\$14.72	\$17.93	\$22.94
First-Line Supervisors of Food Preparation and Serving Workers (35-1012)	\$11.26	\$15.02	\$20.67
Cooks, Institution and Cafeteria (35-2012)	\$8.97	\$10.31	\$11.65
Cooks, Restaurant (35-2014)	\$10.04	\$10.89	\$11.76
Cooks, Short Order (35-2015)	\$9.31	\$10.40	\$11.75
Food Preparation Workers (35-2021)	\$8.72	\$9.69	\$10.87
Bartenders (35-3011)	\$8.39	\$8.87	\$9.52
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop (35-3022)	\$8.31	\$8.91	\$10.15
Waiters and Waitresses (35-3031)	\$8.41	\$8.92	\$9.63
Food Servers, Nonrestaurant (35-3041)	\$8.31	\$8.83	\$9.82

Occupation	25th Percentile Earnings	Median Earnings	75th Percentile Earnings
Dining Room and Cafeteria Attendants and Bartender Helpers (35-9011)	\$8.35	\$8.79	\$9.24
Dishwashers (35-9021)	\$8.36	\$8.81	\$9.28
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop (35-9031)	\$8.34	\$8.77	\$9.20
First-Line Supervisors of Housekeeping and Janitorial Workers (37-1011)	\$11.46	\$13.18	\$15.44
Maids and Housekeeping Cleaners (37-2012)	\$8.59	\$9.29	\$10.63
Baggage Porters and Bellhops (39-6011)	\$9.42	\$10.34	\$11.88
Concierges (39-6012)	\$11.51	\$14.07	\$16.46
Cashiers (41-2011)	\$8.46	\$8.97	\$9.61
First-Line Supervisors of Office and Administrative Support Workers (43-1011)	\$14.64	\$18.99	\$25.49
Bookkeeping, Accounting, and Auditing Clerks (43-3031)	\$14.32	\$16.72	\$19.18
Hotel, Motel, and Resort Desk Clerks (43-4081)	\$8.61	\$9.28	\$10.58
Reservation and Transportation Ticket Agents and Travel Clerks (43-4181)	\$12.32	\$16.16	\$21.31
Bakers (51-3011)	\$9.70	\$12.25	\$13.44
Transportation Attendants, Except Flight Attendants (53-6061)	\$9.39	\$10.94	\$13.24

Sedona Lodging Sector Job Growth

2,131 2010 Jobs	2,654 2015 Jobs	523 Change (2010-2015)	24.5% % Change (2010-2015)
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Occupation	2010 Jobs	2015 Jobs	Change	% Change
Sales Managers (11-2022)	12	13	1	8%
Food Service Managers (11-9051)	21	20	-1	-5%
Lodging Managers (11-9081)	27	34	7	26%
Security Guards (33-9032)	25	27	2	8%
Chefs and Head Cooks (35-1011)	13	15	2	15%
First-Line Supervisors of Food Preparation and Serving Workers (35-1012)	78	104	26	33%
Cooks, Institution and Cafeteria (35-2012)	16	22	6	38%
Cooks, Restaurant (35-2014)	162	200	38	23%
Cooks, Short Order (35-2015)	9	10	1	11%
Food Preparation Workers (35-2021)	33	37	4	12%
Bartenders (35-3011)	70	86	16	23%

Occupation	2010 Jobs	2015 Jobs	Change	% Change
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop (35-3022)	14	17	3	21%
Waiters and Waitresses (35-3031)	360	430	70	19%
Food Servers, Nonrestaurant (35-3041)	15	20	5	33%
Dining Room and Cafeteria Attendants and Bartender Helpers (35-9011)	59	72	13	22%
Dishwashers (35-9021)	104	129	25	24%
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop (35-9031)	67	80	13	19%
First-Line Supervisors of Housekeeping and Janitorial Workers (37-1011)	26	31	5	19%
Maids and Housekeeping Cleaners (37-2012)	327	450	123	38%
Baggage Porters and Bellhops (39-6011)	6	7	1	17%
Concierges (39-6012)	5	7	2	40%
Cashiers (41-2011)	251	271	20	8%
First-Line Supervisors of Office and Administrative Support Workers (43-1011)	83	91	8	10%
Bookkeeping, Accounting, and Auditing Clerks (43-3031)	85	92	7	8%
Hotel, Motel, and Resort Desk Clerks (43-4081)	237	365	128	54%
Reservation and Transportation Ticket Agents and Travel Clerks (43-4181)	19	13	-6	-32%

Occupation	2010 Jobs	2015 Jobs	Change	% Change
Bakers (51-3011)	8	13	5	63%
Transportation Attendants, Except Flight Attendants (53-6061)	1	2	1	100%

While posting intensity has increased and reached its highest proportions in years in 2015, hiring has remained at a steadily increasing rate, signaling the implementations of hiring strategies seen in healthcare and manufacturing where employers are interested in monitoring the flow of talent for potential hire.

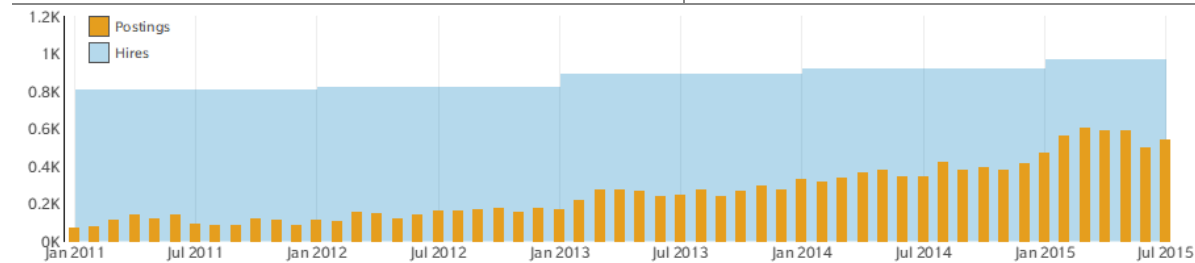
Sedona Postings vs. Hires

259

Avg. Monthly Postings (Jan 2011 - Jul 2015)

881

Avg. Monthly Hires (Jan 2011 - Jul 2015)



Occupation	Avg Monthly Postings (Jan 2011 - Jul 2015)	Avg Monthly Hires (Jan 2011 - Jul 2015)
First-Line Supervisors of Food Preparation and Serving Workers	45	53
Cashiers	41	143
First-Line Supervisors of Office and Administrative Support Workers	28	36
Food Service Managers	24	8
Maids and Housekeeping Cleaners	20	80
Hotel, Motel, and Resort Desk Clerks	12	42
Waiters and Waitresses	10	159

Occupation	Avg Monthly Postings (Jan 2011 - Jul 2015)	Avg Monthly Hires (Jan 2011 - Jul 2015)
Sales Managers	9	5
Cooks, Restaurant	8	72
Security Guards	8	13
Food Preparation Workers	7	17
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	5	30
Dining Room and Cafeteria Attendants and Bartender Helpers	5	24
Dishwashers	5	50
First-Line Supervisors of Housekeeping and Janitorial Workers	4	8
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	4	9
Cooks, Institution and Cafeteria	4	16
Bartenders	3	42
Chefs and Head Cooks	3	5
Bookkeeping, Accounting, and Auditing Clerks	3	45
Lodging Managers	3	4
Food Servers, Nonrestaurant	3	7
Baggage Porters and Bellhops	3	1
Concierges	2	1
Bakers	1	5
Cooks, Short Order	0	5
Reservation and Transportation Ticket Agents and Travel Clerks	0	2
Transportation Attendants, Except Flight Attendants	0	0

The top five occupations by quantity employed in Sedona are all directly related to the lodging industry. This reflects the large impact of industry in the regional economy.

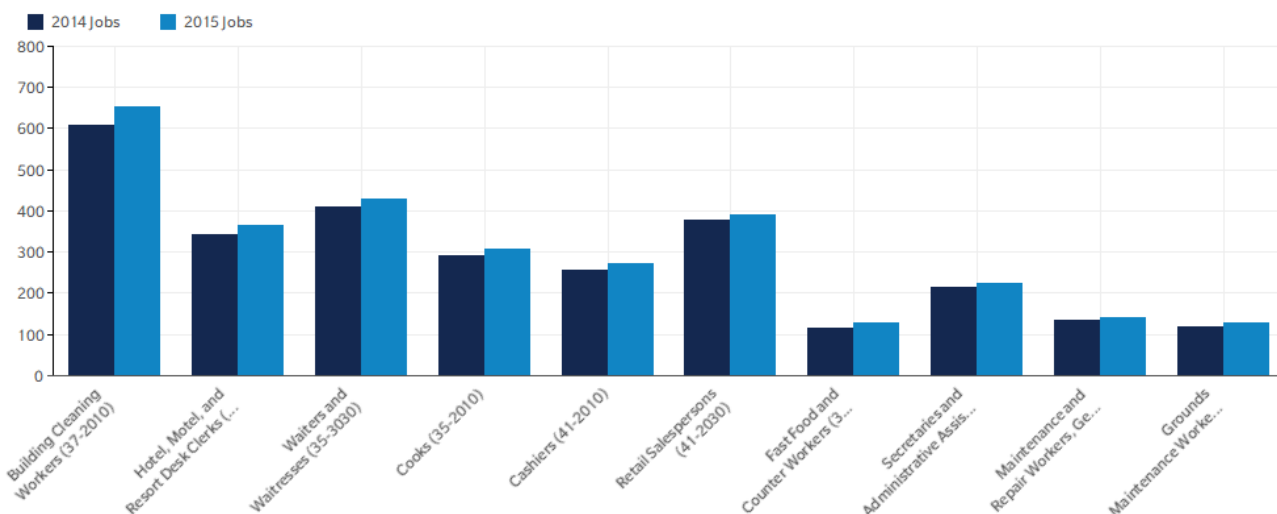
Sedona Largest Occupations



Occupation	2014 Jobs	2015 Jobs	Change in Jobs (2014-2015)	% Change	2014 Median Hourly Earnings
Building Cleaning Workers	608	651	43	7%	\$9.63
Waiters and Waitresses	410	430	19	5%	\$8.92
Retail Salespersons	377	389	12	3%	\$10.82
Hotel, Motel, and Resort Desk Clerks	341	365	23	7%	\$9.28
Cooks	292	307	15	5%	\$10.38
Cashiers	256	271	15	6%	\$8.97
Secretaries and Administrative Assistants	213	224	11	5%	\$15.37
First-Line Supervisors of Sales Workers	179	185	6	3%	\$15.62
Real Estate Brokers and Sales Agents	150	153	3	2%	\$12.91
Office Clerks, General	137	143	6	4%	\$13.88

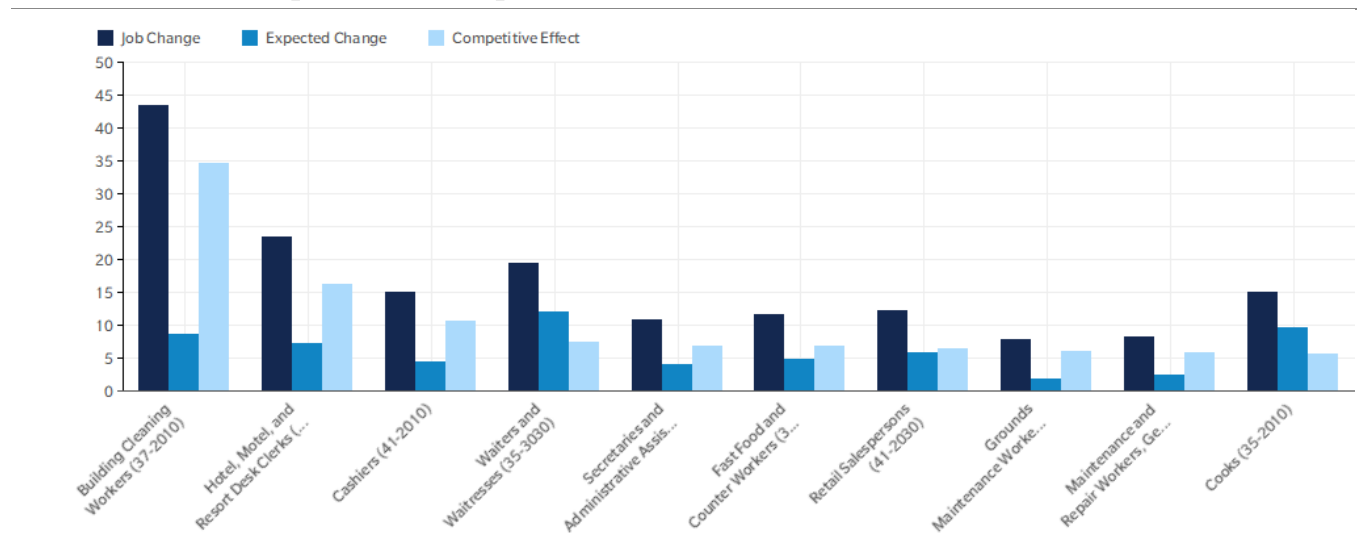
The fastest growing occupations in Sedona are directly related to the lodging industry, reiterating the impact and importance of the lodging sector in the area.

Sedona Fastest Growing Occupations



Occupation	2014 Jobs	2015 Jobs	Change in Jobs (2014-2015)	% Change	2014 Median Hourly Earnings
Building Cleaning Workers	608	651	43	7%	\$9.63
Hotel, Motel, and Resort Desk Clerks	341	365	23	7%	\$9.28
Waiters and Waitresses	410	430	19	5%	\$8.92
Cooks	292	307	15	5%	\$10.38
Cashiers	256	271	15	6%	\$8.97
Retail Salespersons	377	389	12	3%	\$10.82
Fast Food and Counter Workers	116	127	12	10%	\$8.98
Secretaries and Administrative Assistants	213	224	11	5%	\$15.37
Maintenance and Repair Workers, General	134	142	8	6%	\$15.50
Grounds Maintenance Workers	120	127	8	6%	\$10.61

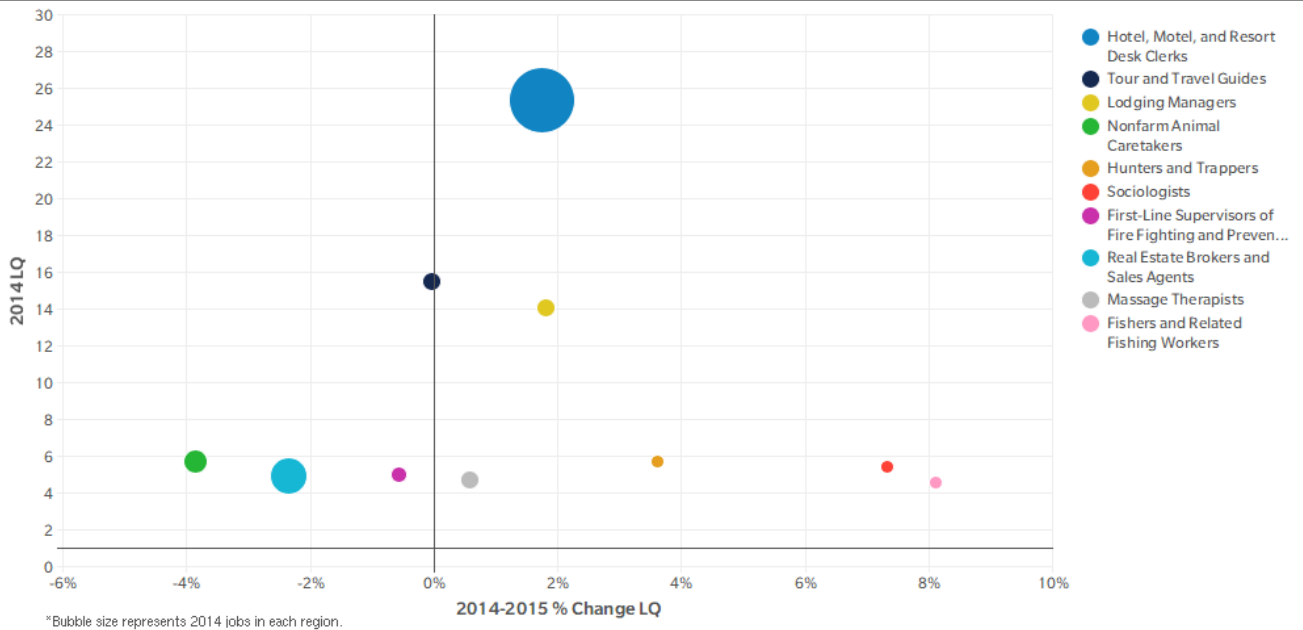
Sedona Most Competitive Occupations



Occupation	Job Change	Occ Mix Effect	Nat Growth Effect	Expected Change	Competitive Effect
Building Cleaning Workers	43	-5	13	8	35
Hotel, Motel, and Resort Desk Clerks	23	0	8	8	16
Cashiers	15	-1	6	5	11
Waiters and Waitresses	19	3	9	12	7
Secretaries and Administrative Assistants	11	-1	5	4	7
Fast Food and Counter Workers	12	2	3	5	7
Retail Salespersons	12	-3	8	5	6
Grounds Maintenance Workers	8	-1	3	2	6
Maintenance and Repair Workers, General	8	-1	3	2	6
Cooks	15	3	6	9	6

Industry location quotient for 2014-2015 verifies the effects seen in job growth data and the potential for growth in the lodging sector. The location quotient gauges how much productivity is occurring in a region per industry sector compared to all regions nationally. Location Quotients (LQs) are ratios that allow an area's distribution of employment by industry to be compared to a reference or base area's distribution (in the case the U.S. as a whole). If an LQ is equal to 1, then the industry has the same share of its area employment as it does in the reference area. An LQ greater than 1 indicates an industry with a greater share of the local area employment than is the case in the reference area. A LQ greater than 1 states that the region is producing more in that sector than other regions and signals a unique character of the region.

Sedona Highest Occupation Location Quotient

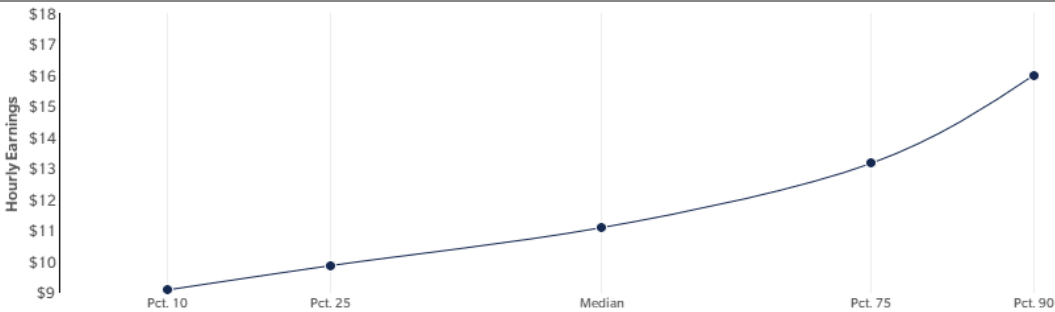


Occupation	2014 Jobs	2015 Jobs	% Change	2014 LQ	2015 LQ	% Change LQ	2014 Median Hourly Earnings
Hotel, Motel, and Resort Desk Clerks	341	365	7%	25.37	25.81	2%	\$9.28
Tour and Travel Guides	42	44	4%	15.47	15.46	0%	\$13.64

Occupation	2014 Jobs	2015 Jobs	% Change	2014 LQ	2015 LQ	% Change LQ	2014 Median Hourly Earnings
Lodging Managers	32	34	6%	14.08	14.33	2%	\$23.33
Nonfarm Animal Caretakers	70	72	3%	5.74	5.52	-4%	\$9.85
Hunters and Trappers	1	1	9%	5.72	5.93	4%	\$17.04
Sociologists	1	1	14%	5.41	5.80	7%	\$24.05
First-Line Supervisors of Fire Fighting and Prevention Workers	17	18	3%	4.99	4.96	-1%	\$30.23
Real Estate Brokers and Sales Agents	150	153	2%	4.95	4.84	-2%	\$12.91
Massage Therapists	42	45	8%	4.71	4.73	1%	\$19.88
Fishers and Related Fishing Workers	9	10	14%	4.55	4.91	8%	\$18.35

Yavapai County Percentile Earnings

\$9.86/hr 25th Percentile Earnings	\$11.08/hr Median Earnings	\$13.16/hr 75th Percentile Earnings
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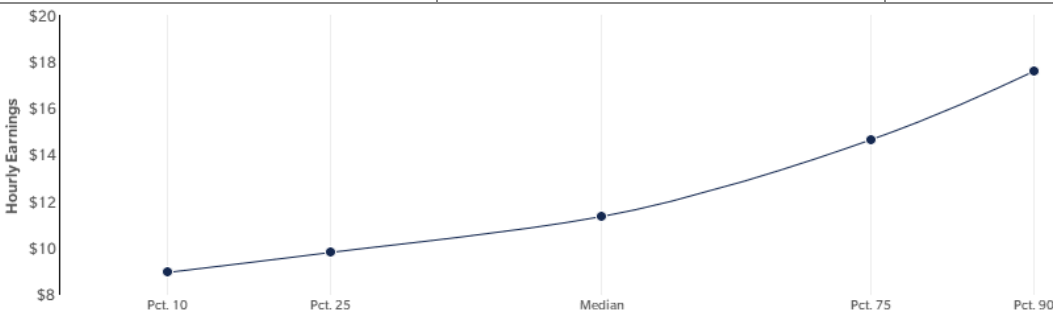


Occupation	25th Percentile Earnings	Median Earnings	75th Percentile Earnings
Sales Managers (11-2022)	\$25.11	\$28.23	\$80.54
Food Service Managers (11-9051)	\$15.11	\$16.56	\$21.97
Lodging Managers (11-9081)	\$20.80	\$23.33	\$30.56
Security Guards (33-9032)	\$10.13	\$11.95	\$15.03
Chefs and Head Cooks (35-1011)	\$14.37	\$17.38	\$21.97
First-Line Supervisors of Food Preparation and Serving Workers (35-1012)	\$11.27	\$15.00	\$20.61
Cooks, Institution and Cafeteria (35-2012)	\$8.94	\$10.27	\$11.59
Cooks, Restaurant (35-2014)	\$10.05	\$10.88	\$11.72
Cooks, Short Order (35-2015)	\$9.29	\$10.38	\$11.72
Food Preparation Workers (35-2021)	\$8.74	\$9.72	\$10.90
Bartenders (35-3011)	\$8.40	\$8.88	\$9.37
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop (35-3022)	\$8.30	\$8.90	\$10.15
Waiters and Waitresses (35-3031)	\$8.40	\$8.90	\$9.49
Food Servers, Nonrestaurant (35-3041)	\$8.29	\$8.80	\$9.72

Occupation	25th Percentile Earnings	Median Earnings	75th Percentile Earnings
Dining Room and Cafeteria Attendants and Bartender Helpers (35-9011)	\$8.35	\$8.79	\$9.24
Dishwashers (35-9021)	\$8.36	\$8.81	\$9.27
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop (35-9031)	\$8.34	\$8.76	\$9.19
First-Line Supervisors of Housekeeping and Janitorial Workers (37-1011)	\$11.43	\$13.12	\$15.31
Maids and Housekeeping Cleaners (37-2012)	\$8.64	\$9.32	\$10.53
Baggage Porters and Bellhops (39-6011)	\$9.47	\$10.41	\$11.98
Concierges (39-6012)	\$11.56	\$14.12	\$16.50
Cashiers (41-2011)	\$8.45	\$8.97	\$9.60
First-Line Supervisors of Office and Administrative Support Workers (43-1011)	\$14.54	\$18.91	\$25.48
Bookkeeping, Accounting, and Auditing Clerks (43-3031)	\$14.41	\$16.77	\$19.19
Hotel, Motel, and Resort Desk Clerks (43-4081)	\$8.61	\$9.28	\$10.58
Reservation and Transportation Ticket Agents and Travel Clerks (43-4181)	\$12.26	\$16.24	\$21.50
Bakers (51-3011)	\$9.57	\$12.35	\$13.56
Transportation Attendants, Except Flight Attendants (53-6061)	\$9.42	\$10.95	\$13.08

Coconino County Percentile Earnings

\$9.80/hr 25th Percentile Earnings	\$11.34/hr Median Earnings	\$14.66/hr 75th Percentile Earnings
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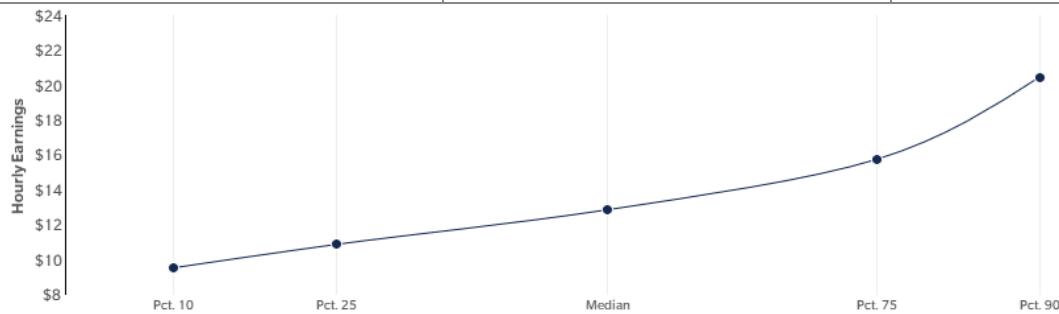


Occupation	25th Percentile Earnings	Median Earnings	75th Percentile Earnings
Sales Managers (11-2022)	\$26.66	\$37.77	\$52.17
Food Service Managers (11-9051)	\$18.87	\$22.26	\$26.27
Lodging Managers (11-9081)	\$18.99	\$23.89	\$34.80
Security Guards (33-9032)	\$9.09	\$11.46	\$14.12
Chefs and Head Cooks (35-1011)	\$15.49	\$20.95	\$32.38
First-Line Supervisors of Food Preparation and Serving Workers (35-1012)	\$10.51	\$13.60	\$20.62
Cooks, Institution and Cafeteria (35-2012)	\$13.10	\$15.52	\$18.64
Cooks, Restaurant (35-2014)	\$9.00	\$10.76	\$13.03
Cooks, Short Order (35-2015)	\$9.55	\$10.82	\$12.57
Food Preparation Workers (35-2021)	\$7.99	\$8.64	\$9.82
Bartenders (35-3011)	\$8.49	\$9.10	\$14.82
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop (35-3022)	\$8.48	\$9.06	\$10.21
Waiters and Waitresses (35-3031)	\$8.67	\$9.61	\$15.16
Food Servers, Nonrestaurant (35-3041)	\$9.03	\$9.65	\$13.12

Occupation	25th Percentile Earnings	Median Earnings	75th Percentile Earnings
Dining Room and Cafeteria Attendants and Bartender Helpers (35-9011)	\$8.33	\$8.75	\$9.18
Dishwashers (35-9021)	\$8.48	\$9.06	\$10.08
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop (35-9031)	\$8.45	\$9.00	\$9.89
First-Line Supervisors of Housekeeping and Janitorial Workers (37-1011)	\$12.34	\$13.82	\$16.68
Maids and Housekeeping Cleaners (37-2012)	\$8.30	\$8.85	\$10.11
Baggage Porters and Bellhops (39-6011)	\$8.49	\$9.07	\$10.03
Concierges (39-6012)	\$9.44	\$11.43	\$14.35
Cashiers (41-2011)	\$8.46	\$9.00	\$10.09
First-Line Supervisors of Office and Administrative Support Workers (43-1011)	\$16.58	\$21.53	\$27.25
Bookkeeping, Accounting, and Auditing Clerks (43-3031)	\$11.79	\$15.49	\$19.42
Hotel, Motel, and Resort Desk Clerks (43-4081)	\$8.63	\$9.34	\$11.08
Reservation and Transportation Ticket Agents and Travel Clerks (43-4181)	\$12.93	\$14.52	\$17.97
Bakers (51-3011)	\$9.19	\$10.93	\$13.38
Transportation Attendants, Except Flight Attendants (53-6061)	\$9.12	\$10.39	\$12.89

Arizona State Percentile Earnings

\$10.86/hr	\$12.84/hr	\$15.75/hr
25th Percentile Earnings	Median Earnings	75th Percentile Earnings



Occupation	25th Percentile Earnings	Median Earnings	75th Percentile Earnings
Sales Managers (11-2022)	\$29.69	\$42.80	\$59.84
Food Service Managers (11-9051)	\$15.79	\$19.60	\$25.87
Lodging Managers (11-9081)	\$24.30	\$29.34	\$47.04
Security Guards (33-9032)	\$9.90	\$11.48	\$14.69
Chefs and Head Cooks (35-1011)	\$15.84	\$20.04	\$27.35
First-Line Supervisors of Food Preparation and Serving Workers (35-1012)	\$11.25	\$15.23	\$20.02
Cooks, Institution and Cafeteria (35-2012)	\$10.07	\$11.79	\$13.90
Cooks, Restaurant (35-2014)	\$9.36	\$10.74	\$12.52
Cooks, Short Order (35-2015)	\$9.28	\$10.35	\$11.40
Food Preparation Workers (35-2021)	\$8.70	\$9.62	\$11.12
Bartenders (35-3011)	\$8.45	\$8.98	\$10.50
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop (35-3022)	\$8.48	\$9.07	\$10.54
Waiters and Waitresses (35-3031)	\$8.40	\$8.90	\$9.49

Occupation	25th Percentile Earnings	Median Earnings	75th Percentile Earnings
Food Servers, Nonrestaurant (35-3041)	\$8.45	\$9.01	\$10.48
Dining Room and Cafeteria Attendants and Bartender Helpers (35-9011)	\$8.41	\$8.92	\$9.60
Dishwashers (35-9021)	\$8.49	\$9.08	\$10.26
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop (35-9031)	\$8.45	\$9.00	\$10.14
First-Line Supervisors of Housekeeping and Janitorial Workers (37-1011)	\$12.61	\$14.76	\$17.69
Maids and Housekeeping Cleaners (37-2012)	\$8.58	\$9.15	\$10.32
Baggage Porters and Bellhops (39-6011)	\$8.46	\$9.02	\$10.09
Concierges (39-6012)	\$10.26	\$12.32	\$14.44
Cashiers (41-2011)	\$8.56	\$9.17	\$10.92
First-Line Supervisors of Office and Administrative Support Workers (43-1011)	\$16.93	\$21.96	\$28.49
Bookkeeping, Accounting, and Auditing Clerks (43-3031)	\$14.09	\$17.13	\$20.73
Hotel, Motel, and Resort Desk Clerks (43-4081)	\$8.71	\$9.61	\$11.39
Reservation and Transportation Ticket Agents and Travel Clerks (43-4181)	\$11.57	\$15.28	\$21.37
Bakers (51-3011)	\$9.46	\$12.10	\$13.87
Transportation Attendants, Except Flight Attendants (53-6061)	\$8.61	\$9.23	\$10.44

Appendix A Parameters

Code	Description
86336	Sedona, AZ (in Yavapai county)
86339	Sedona, AZ (in Coconino county)
86340	Sedona, AZ (in Yavapai county)
86341	Sedona, AZ (in Yavapai county)
86351	Sedona, AZ (in Yavapai county)

Appendix B Sources

Demographic Data

The demographic data in this report is compiled from several sources using a specialized process. Sources include annual population estimates and population projections from the US Census Bureau, birth and mortality rates from the US Health Department, and projected regional job growth. EMSI, Economic Modeling Inc.

Industry Data

(1) For QCEW Employees, EMSI primarily uses the QCEW (Quarterly Census of Employment and Wages), with supplemental estimates from County Business Patterns and Current Employment Statistics. (2) Non-QCEW employees data are based on a number of sources including QCEW, Current Employment Statistics, County Business Patterns, BEA State and Local Personal Income reports, the National Industry-Occupation Employment Matrix (NIOEM), the American Community Survey, and Railroad Retirement Board statistics. (3) Self-Employed and Extended Proprietor classes of worker data are primarily based on the American Community Survey, Nonemployer Statistics, and BEA State and Local Personal Income Reports. Projections for QCEW and Non-QCEW Employees are informed by NIOEM and long-term industry projections published by individual states. U.D. Department of Labor, Bureau of Labor Statistics, Bureau of Economic Analysis, Arizona Department of Administration. EMSI, Economic Modeling Inc.

State Data Sources

This report uses state data from the following agencies: Arizona Department of Administration, Office of Employment and Population Statistics. EMSI, Economic Modeling Inc.

Location Quotient

Location quotient (LQ) is a way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. It can reveal what makes a particular region unique in comparison to the national average.

Institution Data

The institution data in this report is taken directly from the national IPEDS database published by the U.S. Department of Education's National Center for Education Statistics.

Completers Data

The completers data in this report is taken directly from the national IPEDS database published by the U.S. Department of Education's National Center for Education Statistics.

Staffing Patterns Data

The staffing pattern data in this report are compiled from several sources using a specialized process. For QCEW and Non-QCEW Employees classes of worker, sources include Occupational Employment Statistics, the National Industry-Occupation Employment Matrix, and the American Community Survey. For the Self-Employed and Extended Proprietors classes of worker, the primary

source is the American Community Survey, with a small amount of information from Occupational Employment Statistics.

Occupation Data

Wage estimates are based on Occupational Employment Statistics (QCEW and Non-QCEW Employees classes of worker) and the American Community Survey (Self-Employed and Extended Proprietors). Occupational wage estimates also affected by county-level EMSI earnings by industry. EMSI, Economic Modeling Inc. EMSI occupation employment data are based on final EMSI industry data and final EMSI staffing patterns.

Equifax Business-Level Data

Data for individual businesses is provided by Equifax (<http://www.equifax.com/commercial/>), which maintains a database of more than 20 million U.S. business entities. Note that in aggregate it will not be consistent with EMSI labor market data due to differences in definitions, methodology, coverage, and industry/geographic classification.

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