

SAN LUIS OBISPO COUNTY

Phase I: Diagnostic Summary County Cluster Assessment



Economic Vitality Corporation
of San Luis Obispo County

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PREPARED BY
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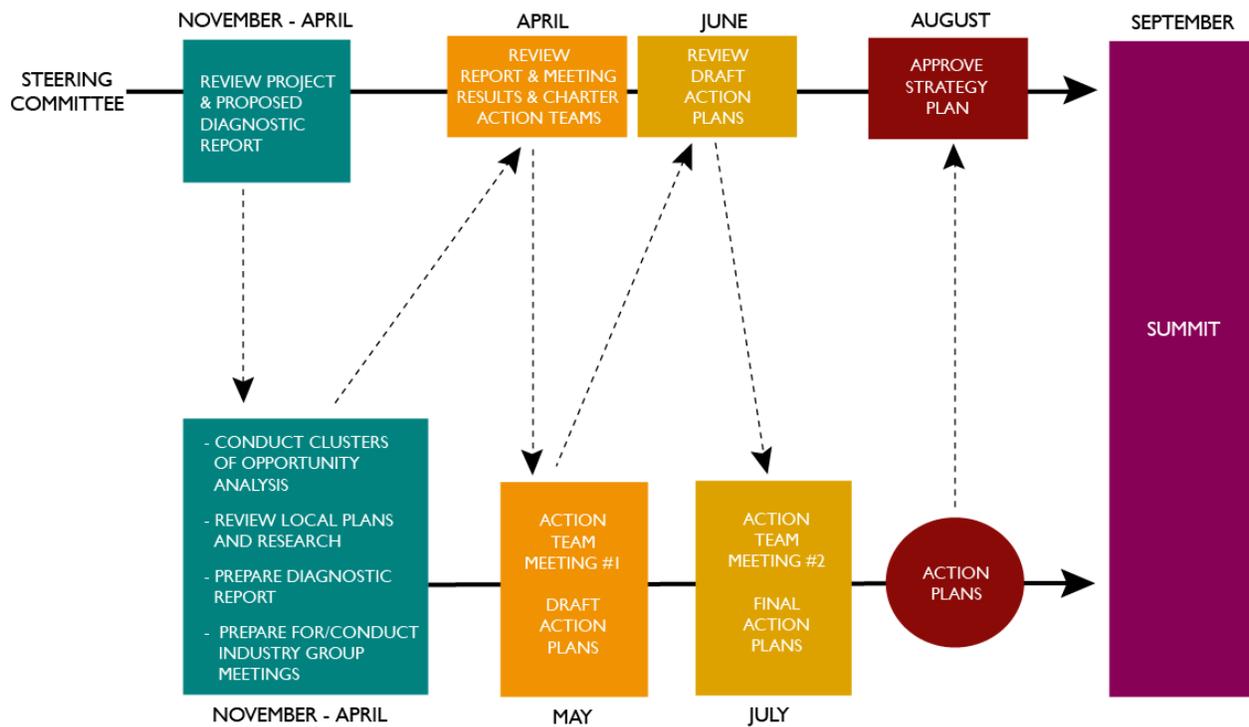
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PROJECT OVERVIEW

The San Luis Obispo County Cluster Assessment serves as foundational document for Phase I of the county’s Economic Strategy Plan process (see project timeline below). Collaborative Economics has identified six clusters of opportunity, as well as a set of providers of green products and services, that drive the County economy. With this information, lists of employers in each area have been developed. The next step in the process to develop an Economic Strategy Plan for San Luis Obispo County will be to convene groups of employers to identify high-priority opportunities and requirements for industry growth, vitality, and competitiveness. Based on these results, the Steering Committee will charter Action Teams to work on key priorities—be they industry specific or common to two or more clusters. Each Action Team will develop an Action Plan, with specific steps, outcomes, and implementation commitments. These Plans, along with this cluster assessment, will be combined into an overall Economic Strategy Plan for public release in Fall 2010, which will also initiate the implementation process.



HIGHLIGHTS

Clusters of Opportunity

Sectors of the economy identified as long-term growth drivers.

Competitive and Growing

- **The County's long term job growth has been driven by clusters of opportunity.** Since 1995, 89 percent of job growth has been in San Luis Obispo County's six clusters of opportunity. These clusters represented 36 percent of the region's total employment in 2008. While local industry data is not yet available for the recent recession (2009-10), there clearly have been considerable job losses across the local, national, and global economies. Nonetheless, despite the recent downturn, the clusters remain important long-term economic drivers for the County.
- **All clusters have experienced robust growth since 1995.** Every cluster has grown at least 36 percent over the last 14 years. Specialized Manufacturing grew the fastest since 1995, with a 105 percent increase in jobs (+2,116 jobs), while Building Design and Construction grew the most since 2003, with a 22 percent increase in jobs (+1,791 jobs).
- **San Luis Obispo County has strong competitive advantages.** All six clusters consist of industries that are more highly concentrated in the region than in California. Specialized Manufacturing is the most concentrated (over four times as concentrated as the state).
- **Uniquely SLO: Specialty Products & Experiences.** As other regions have discovered (e.g., Napa, Sonoma), Recreation & Accommodation and Wine & Agriculture can combine to create an economic synergy based on a unique set of products, such as wine and food, and experiences that not only provide quality of life benefits for residents, but create wealth as visitors are drawn to the region.
- **Department of Defense procurement brings in millions of dollars** to San Luis Obispo County. In 2008, San Luis Obispo received 30 million dollars in defense procurement, which continues to foster and grow much of the Special Manufacturing cluster.

The Core Green Economy

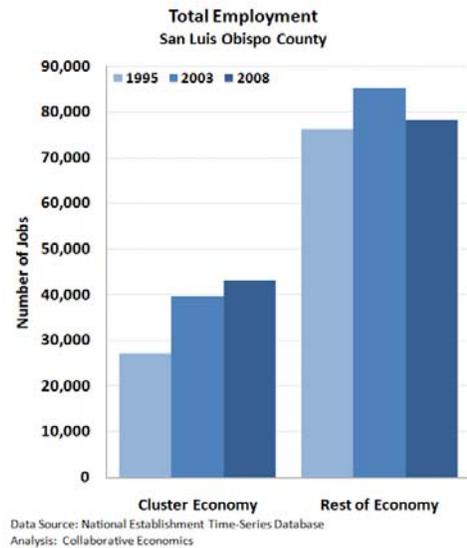
Businesses enabling the transformation toward a cleaner and more efficient economy.

Large and Diverse

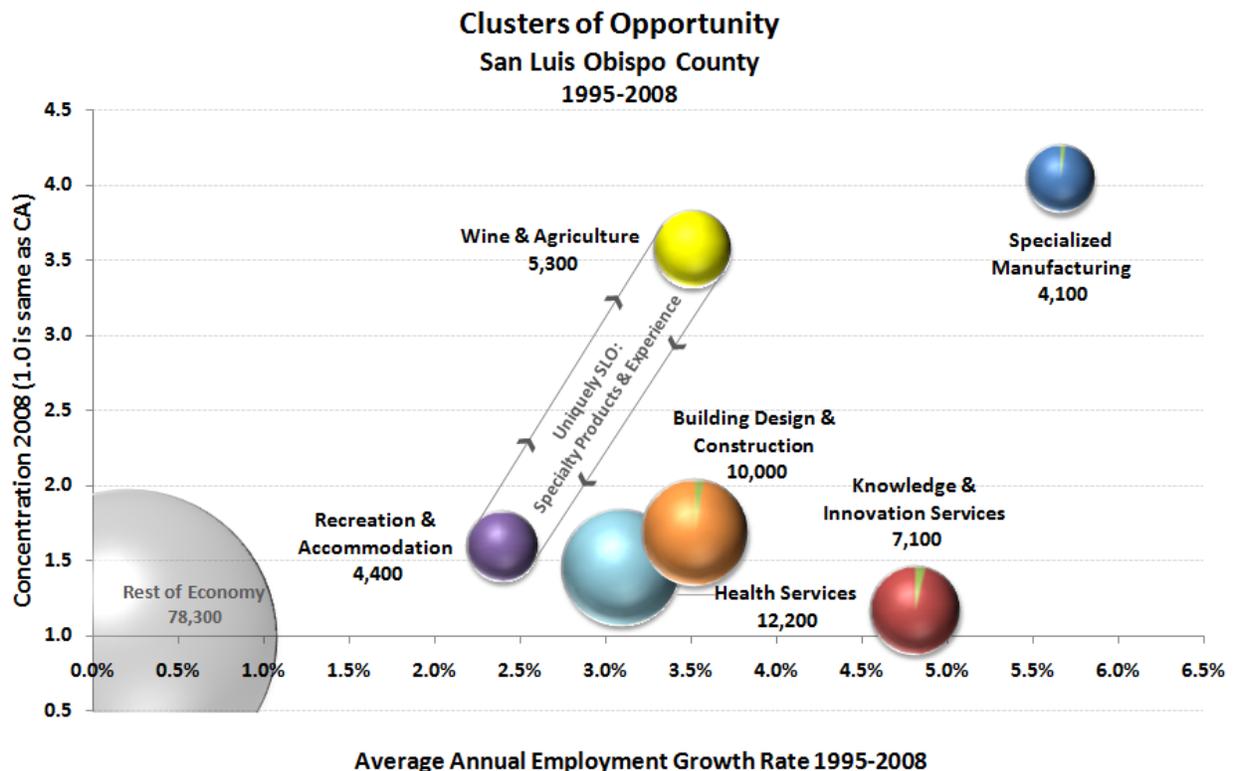
- **San Luis Obispo County's green economy is growing robustly.** The county's mix of businesses that provide products and services that reduce environmental impacts and improve resource efficiency range across 12 different green industry segments over fourteen years. In 2008, the region had 998 jobs in ten different green segments.
- **Green economy growth has far outpaced growth in the entire economy.** Since 1995, employment in green businesses has increased 42 percent while the total number of jobs in the economy has grown 18 percent.
- **Air & Environment and Energy Generation are the largest green segments** with employment of 314 and 288 in 2008, respectively. These two segments combined represent 60 percent of green economy employment in 2008.
- **Energy Generation has also grown the fastest** of any segment since 1995. The segment increased 540 percent in fourteen years (+243 jobs).

1. CLUSTERS OF OPPORTUNITY

San Luis Obispo County has experienced robust growth from 1995 to 2008, especially in its industry clusters of opportunity. During this time period, the total number of jobs in San Luis Obispo County increased 18 percent, while the number of jobs in California only increased 14 percent. The region’s six clusters, which contain 36 percent of the region’s jobs, have driven 89 percent of its job growth. From 1995 to 2008, the number of jobs in San Luis Obispo County’s cluster-based economy grew 59 percent, while the number of jobs in the rest of the region’s economy increased by less than one percent. Moreover, while the number of jobs in non-cluster industries decreased eight percent from 2003 to 2008, the cluster-based economy grew nine percent.



All six of San Luis Obispo County’s clusters are more concentrated than the respective industries in statewide. (See description of each cluster on page 7.) Specialized Manufacturing and Wine & Agriculture reflect the highest levels of specialization of all the clusters. This strong concentration in the Wine & Agriculture cluster compliments the large and relatively concentrated Recreation & Accommodation cluster to create a distinctive wealth engine in San Luis Obispo County, which we call *Uniquely SLO: Specialty Products & Experiences*. The cross-cluster dynamism includes a strong synergy between high value restaurants, farming, specialty products, and tourism, which generates regional wealth and prosperity in a revolving flow of commerce. High value restaurants make up 28 percent of the Recreation & Accommodation cluster and include various ethnic



Data Source: National Establishment Time-Series Database
Analysis: Collaborative Economics

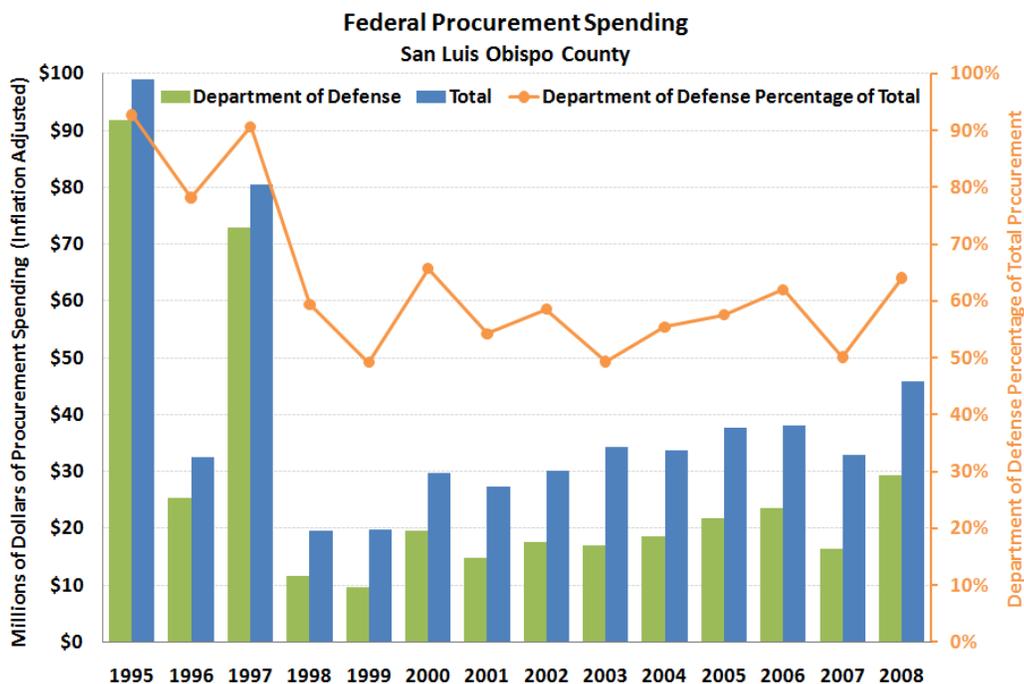
Size of bubble represents employment size in 2008.

and cultural full-service eating places. These restaurants are notable due to their high revenue per employee ratios and represent 14 percent of all restaurants in the region.

Job growth in the six clusters has also far outpaced increases in San Luis Obispo County's entire economy. The number of jobs in every cluster has grown at least 36 percent over the last fourteen years with five of the six clusters experiencing an average annual growth rate of at least three percent since 1995. Specialized Manufacturing and Knowledge & Innovation Services witnessed the strongest increases in jobs with average annual growth rates of 5.7 percent and 4.8 percent, respectively. However, Building Design and Construction has grown the most since 2003 with 1,791 jobs (+22%).

Job growth in Specialized Manufacturing has been aided by Department of Defense federal procurement spending in the region. San Luis Obispo County hosts an Army National Guard base that has grown 38 percent since 1995, which while serving primarily reservists also houses active duty soldiers. The amenities required by the base in part drive the Specialized Manufacturing cluster, which provides good and services for military equipment and operations. While the amount of defense procurement received by San Luis Obispo County decreased with the military's restructuring in the mid-1990s, the region's share of defense spending has increased 291 percent over the previous decade.

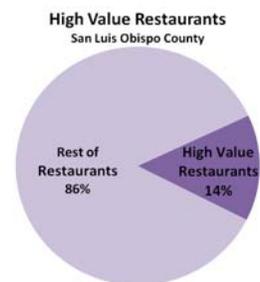
The county's core green economy will be explored in detail in the following section; however, it is important to understand how this growing area of economic activity links to the county's core industry clusters. In 2008, two thirds of employment in San Luis Obispo County's businesses that provide products and services that reduce environmental impacts and improve resource efficiency were represented in the cluster-based economy. These clusters include Building Design and Construction (259 jobs), Knowledge & Innovation Services (294 jobs), and Specialized Manufacturing (101 jobs). Employment in green businesses represents between two to three percent of the total jobs in each cluster.



Data Source: U.S. Census Bureau, Governments Division, Federal, State, and Local Governments Consolidated Federal Funds Report
 Analysis: Collaborative Economics

San Luis Obispo County Clusters of Opportunity:

- **The Building Design and Construction Cluster** is comprised of architectural & engineering services, building construction, building equipment and finishing, foundation, structure, & building exterior contractors, contractors heavy & civil engineering construction, land subdivision, utility system construction, and roadway & bridge construction.
- **The Health Services Cluster** includes home health care services, elderly community care facilities, medical & diagnostic laboratories, outpatient care centers, general & specialty hospitals, doctor's offices, dentist's offices, and ambulatory services.
- **The Knowledge & Innovation Services Cluster** is made up of a range of businesses supporting the companies of San Luis Obispo County. These include computer systems design, software publishers, colleges, universities & professional schools, advertising services, and printing services, as well as general professional, scientific, management and technical services.
- **The Specialized Manufacturing Cluster** contains aerospace product manufacturing, basic & agricultural chemical manufacturing, electrical equipment manufacturing, medical equipment & supply manufacturing, pharmaceutical manufacturing, transportation & navigation equipment manufacturing, agricultural & construction machinery manufacturing, plastics & rubber manufacturing, motor vehicle & parts manufacturing, metalwork manufacturing, and cement & concrete manufacturing.
- **The Wine & Agriculture Cluster** is comprised of animal aquaculture, floriculture production, pig farming, grain farming, sheep & goat farming, sugar product farming, vegetable & melon farming, cattle ranching, fruit & nut farming, animal processing, and beverage manufacturing.
- **The Recreation & Accommodation Cluster** includes higher-value food and drink establishments, traveler accommodations, and amusement & recreation industries. High-value food and drink establishments reflect revenues per employee above the statewide average.



How to Read a Bubble Chart

A bubble chart provides perspective on three dimensions: the size, growth, and employment concentration in a cluster. Bubbles arranged together in a chart help to communicate the overall regional picture. It illustrates what industries make up the region, as well as the size, growth, and relative employment concentration of the individual industries.

The size of the bubble shows the employment size for the cluster. The horizontal axis indicates the average annual growth rate that each cluster grew or declined by between 1995 and 2008. The vertical axis shows the employment concentration of each cluster and its ratio relative to California's corresponding employment cluster. A concentration greater than one indicates that San Luis Obispo County has relatively more employment in that cluster than California.

What are Clusters of Opportunity?

Clusters of opportunity are sectors of the economy identified by growth in one or more areas: value, jobs or wages. A cluster of opportunity elaborates on the concept of an industry cluster – traditionally seen as export-oriented, geographically-concentrated, relationships, as well as shared labor pools and other specialized infrastructure – by including a mix of export and population driven sectors.

What is the Core Green Economy?

The Core Green Economy provides the products and services that enable the transformation toward a cleaner and more efficient economy. Green businesses generally provide alternatives to carbon-based energy sources, conserve the use of energy and all natural resources, and or reduce pollution (including GHG emissions) and repurpose waste.

San Luis Obispo County’s Cluster Workforce:

There are wide varieties of high, medium, and entry-level jobs in each of the six clusters of opportunity. The types of jobs associated with each cluster represent an array of fields, levels of training and earnings potential. Four of the six clusters have average annual earnings that are higher than the County average. Those with average earnings that are lower than the County average (Wine and Agriculture, and Recreation and Accommodation) are diverse sectors, with several occupations that pay medium to higher wages (See following table and Appendix B).

Overall, San Luis Obispo’s clusters of opportunity have a wide range of jobs and substantial number of medium to higher wage positions. In addition, the occupational patterns of the clusters suggest many opportunities for career progression.

Average Annual Earnings, 2008	
Building Design & Construction	\$50,000
Specialized Manufacturing	\$49,000
Knowledge & Innovation Services	\$42,000
Health Services	\$38,000
San Luis Obispo	\$38,000
Wine & Agriculture	\$26,000
Recreation & Accommodation	\$19,000

All values are rounded to the nearest thousand.

Example Occupations in San Luis Obispo County's Clusters of Opportunity

Occupational Title	2008 Median Annual Earnings	Education & Training
Building Design & Construction		
Shipping, Receiving, and Traffic Clerks	\$27,110	Short-Term On-the-Job Training
Structural Metal Fabricators and Fitters	\$39,360	Moderate-Term On-the-Job Training
Carpenters	\$48,440	Long-Term On-the-Job Training
First-Line Sup/Mgrs of Construction Trades and Extraction Workers	\$65,080	Work Experience in a Related Occupation
Architectural and Civil Drafters	\$46,320	Post-Secondary Vocational Education
Civil Engineering Technicians	\$56,870	Associate Degree
Computer Systems Analysts	\$69,360	Bachelor's Degree
Administrative Services Managers	\$82,540	Bachelor's Degree or Higher and Some Work Experience
Market Research Analysts	\$54,320	Master's Degree
Lawyers	\$116,520	First Professional Degree
Health Services		
Human Resources Assistants, Except Payroll and Timekeeping	\$42,130	Short-Term On-the-Job Training
Cooks, Institution and Cafeteria	\$25,500	Moderate-Term On-the-Job Training
Opticians, Dispensing	\$32,700	Long-Term On-the-Job Training
Licensed Practical and Licensed Vocational Nurses	\$47,530	Post-Secondary Vocational Education
Diagnostic Medical Sonographers	\$63,130	Associate Degree
Medical and Clinical Laboratory Technologists	\$75,560	Bachelor's Degree
Medical and Health Services Managers	\$80,730	Bachelor's Degree or Higher and Some Work Experience
Health Educators	\$36,730	Master's Degree
Clinical, Counseling, and School Psychologists	\$80,600	Doctoral Degree
Pharmacists	\$120,650	First Professional Degree
Knowledge & Innovation Services		
Receptionists and Information Clerks	\$26,110	Short-Term On-the-Job Training
Computer Operators	\$39,150	Moderate-Term On-the-Job Training
Compliance Officers, Except Ag, Constr, Health-Safety, and Transportation	\$41,360	Long-Term On-the-Job Training
First-Line Sup/Mgrs of Office and Administrative Support Workers	\$46,210	Work Experience in a Related Occupation
Computer, Automated Teller, and Office Machine Repairers	\$37,020	Post-Secondary Vocational Education
Graphic Designers	\$41,200	Bachelor's Degree
Computer Support Specialists	\$47,580	Associate Degree
Network and Computer Systems Administrators	\$63,110	Bachelor's Degree
Network Systems and Data Communications Analysts	\$66,330	Bachelor's Degree
Sales Managers	\$68,090	Bachelor's Degree or Higher and Some Work Experience
Urban and Regional Planners	\$62,120	Master's Degree

Example Occupations in San Luis Obispo County's Clusters of Opportunity

Occupational Title	2008 Median Annual Earnings	Education & Training
Recreation & Accommodation		
Ushers, Lobby Attendants, and Ticket Takers	\$16,640	Short-Term On-the-Job Training
Reservation and Transportation Ticket Agents and Travel Clerks	\$26,960	Short-Term On-the-Job Training
Data Entry Keyers	\$27,780	Moderate-Term On-the-Job Training
Advertising Sales Agents	\$49,950	Moderate-Term On-the-Job Training
Bakers	\$32,010	Long-Term On-the-Job Training
Self-Enrichment Education Teachers	\$33,030	Work Experience in a Related Occupation
Travel Agents	\$31,860	Post-Secondary Vocational Education
Meeting and Convention Planners	\$47,490	Bachelor's Degree
Training and Development Specialists	\$87,570	Bachelor's Degree
Marketing Managers	\$49,250	Bachelor's Degree or Higher and Some Work Experience
Specialized Manufacturing		
Production, Planning, and Expediting Clerks	\$43,670	Short-Term On-the-Job Training
Cutting, Punching, and Press Machine Operators, Metal and Plastic	\$25,760	Moderate-Term On-the-Job Training
Billing and Posting Clerks and Machine Operators	\$33,660	Moderate-Term On-the-Job Training
Industrial Machinery Mechanics	\$73,930	Long-Term On-the-Job Training
First-Line Supervisors/Managers of Production and Operating Workers	\$53,310	Work Experience in a Related Occupation
Mechanical Drafters	\$56,860	Post-Secondary Vocational Education
Electrical and Electronic Engineering Technicians	\$42,490	Associate Degree
Mechanical Engineers	\$70,280	Bachelor's Degree
Computer Software Engineers, Systems Software	\$76,310	Bachelor's Degree
Engineering Managers	\$112,800	Bachelor's Degree or Higher and Some Work Experience
Wine & Agriculture		
Packaging and Filling Machine Operators and Tenders	\$24,090	Short-Term On-the-Job Training
Order Clerks	\$25,680	Short-Term On-the-Job Training
Weighers, Measurers, Checkers, and Samplers, Recordkeeping	\$28,050	Short-Term On-the-Job Training
Bookkeeping, Accounting, and Auditing Clerks	\$34,020	Moderate-Term On-the-Job Training
Inspectors, Testers, Sorters, Samplers, and Weighers	\$37,000	Moderate-Term On-the-Job Training
Maintenance Workers, Machinery	\$46,960	Long-Term On-the-Job Training
Transportation, Storage, and Distribution Managers	\$90,870	Work Experience in a Related Occupation
Industrial Production Managers	\$92,600	Bachelor's Degree
General and Operations Managers	\$79,370	Bachelor's Degree or Higher and Some Work Experience
Chief Executives	\$136,120	Bachelor's Degree or Higher and Some Work Experience

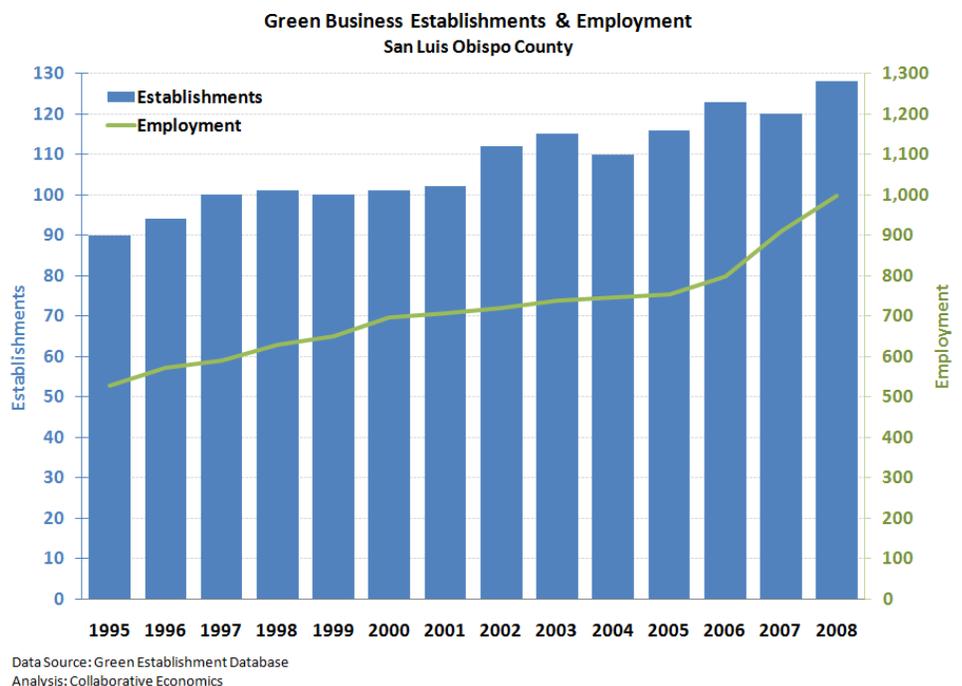
Data Source: California Employment Development Department, Labor Market Information Division, Occupational Employment Statistic (OES)

2. THE COUNTY'S CORE GREEN ECONOMY

As communities face volatile fuel costs, rising prices for natural resources, and tighter budgets in general, households, businesses and public entities are reconsidering the products they purchase and their activities in general. As water shortages and pollution increase, new standards are implemented to protect these vital resources. These changing circumstances create new opportunities for innovative entrepreneurs to help us save money through resource conservation and find clean(er) alternatives for our needs. While the entire economy is shifting away from a carbon-based economy, the businesses that provide the means for this shift make up the “core green economy.” The core green economy consists of businesses that provide products and services that do the following:

- Provide alternatives to carbon-based energy sources
- Conserve the use of energy and all natural resources
- Reduce pollution (including greenhouse gas emissions) and repurpose waste

San Luis Obispo County enjoys a diverse and growing mix of businesses in the core green economy. Between 1995 and 2008, the number of green establishments in San Luis Obispo County grew 42 percent, while the number of green jobs increased 89 percent. During this time period, total employment in San Luis Obispo County grew 18 percent – far less than San Luis Obispo County’s green employment. More recently, from 2005 to 2008, green jobs increased by 33 percent – this represents an average annual growth rate of 10 percent, twice the average annual growth rate from 1995 to 2008.

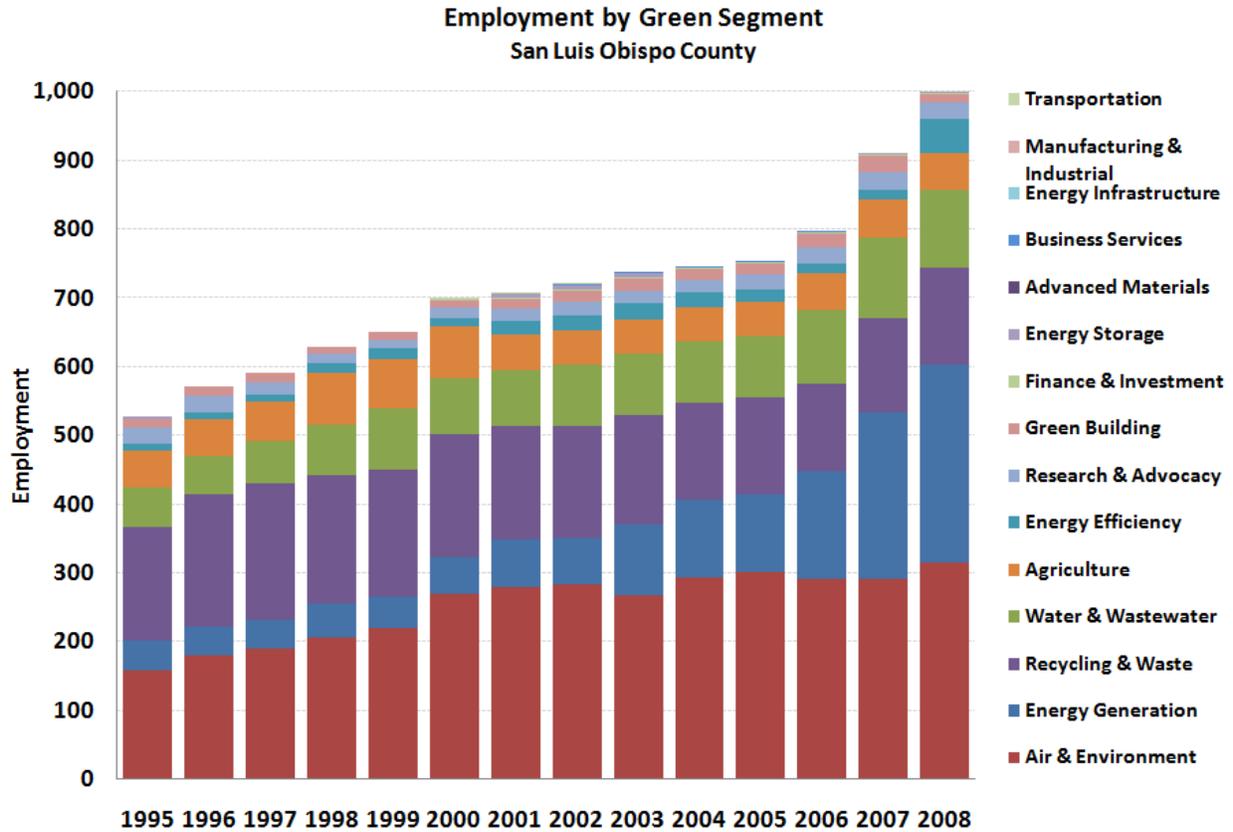


AIR & ENVIRONMENT

Earth System Pacific – <http://www.earthsystems.com>

Headquartered in San Luis Obispo, Earth Systems Pacific has been a premiere geoprofessional services provider for over 40 years. The company’s full range of green consulting services includes environmental site assessments, soil and groundwater remediation, subterranean tank monitoring, landfill investigation and monitoring, methane inspection, and stormwater infiltration reports. Earth Systems Pacific’s success has stemmed from its ability to reduce client liability, while simultaneously providing green, cost-effective solutions. This innovative approach has proven to be an effective business model that the company has leveraged to enter other green segments, such as green building and energy generation. Earth Systems Pacific green building services focus on effective use of existing soil and groundwater resources, while clean energy projects include feasibility and assessment of solar, geothermal and wind energy projects.

In terms of jobs, Air & Environment is the largest green segment in San Luis Obispo County. From 1995 to 2008, Air & Environment grew from 157 jobs to 314 jobs – an increase of 100 percent. The majority of growth in Air & Environment occurred between 1995 and 2002, in which jobs in the segment increased 80 percent. In more recent years, growth has been more modest as the segment has become more consolidated. The total number of firms decreased 15 percent from 2002 to 2008, while jobs increased 11 percent.



Energy Generation has experienced the most robust growth of all green segments. From 1995 to 2008, Energy Generation jobs increased 540 percent, from 45 jobs to 288 jobs. A large share of this growth occurred between 2002 and 2008. In this time jobs grew 324 percent. From 1995 to 2008, the number of establishments increased 136 percent, significantly less than jobs growth. This implies that the growth in Energy Generation has been driven primarily by firm hiring expansions, and not firms opening and moving into San Luis Obispo County.

Recycling & Waste, while still one of the largest segments in San Luis Obispo County, has been shrinking. In 1995, Recycling & Waste was the largest green segment with 165 jobs; however by 2008 the segment had decreased 15 percent to 141 jobs. Changes in the number of establishments in the segment have mirrored this trend. From 1995 to 2008, the number of establishments decreased 22 percent, from 27 establishments to 21 establishments. However, Recycling & Waste continues to be San Luis Obispo County's third largest green segment.

Water & Wastewater has also experienced healthy growth. The green segment grew 104 percent from 1995 to 2008. Water & Wastewater was the fourth largest green segment in 2008 with 114 jobs.

ENERGY GENERATION

REC Solar – <http://www.recsolar.com>

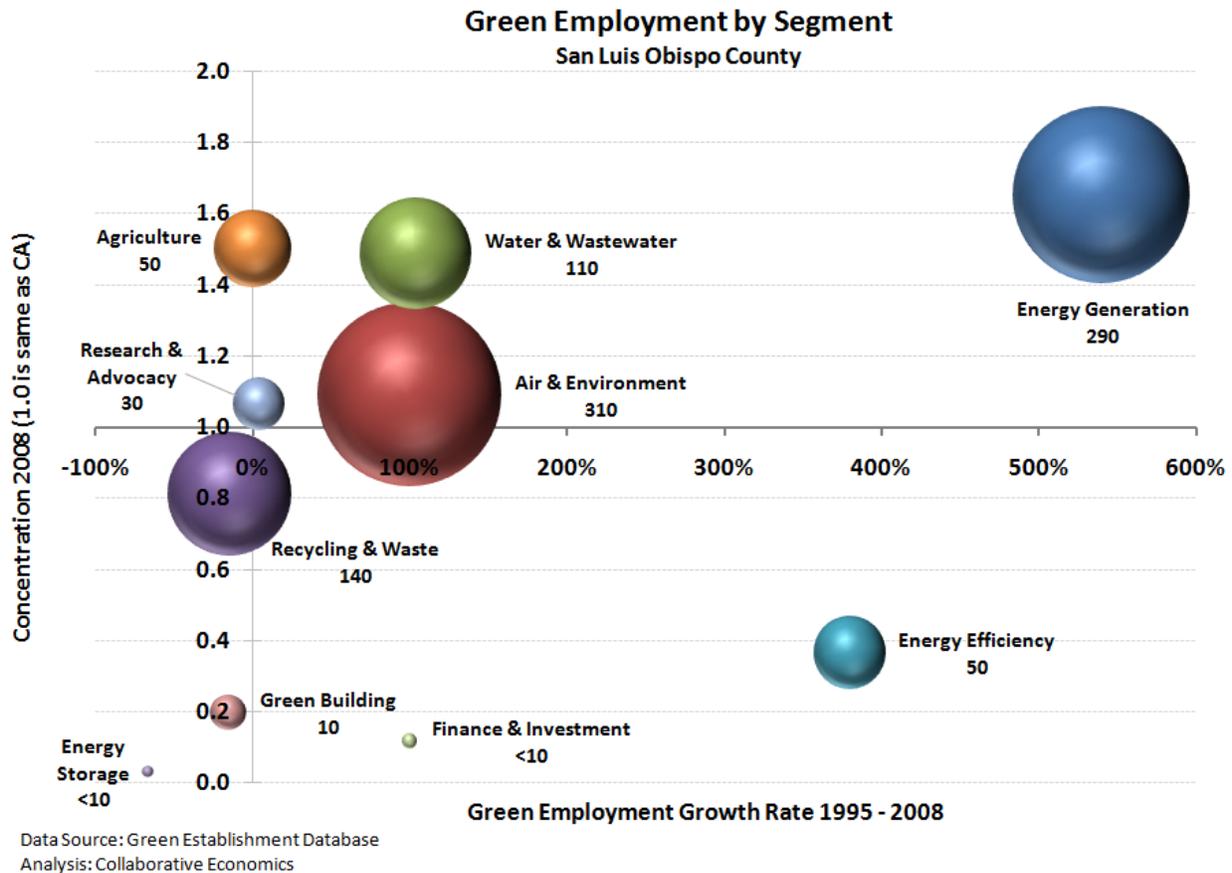
REC Solar specializes in the design and installation of grid-tied solar energy equipment. This San Luis Obispo based company was founded in 1997 and has become a solar systems installation leader in California. In 2006, the California Energy Commission recognized REC Solar as one of the top solar companies in the state. REC Solar is also one of the only solar companies in California with engineering teams certified by the North American Board of Certified Energy Practitioners. The superior quality of service provided by REC Solar has greatly increased the prevalence of grid-tied solar energy generation, while lowering renewable energy costs at the same time. This success led REC Solar to announce in early February that the company plans to nearly double its workforce from 250

AGRICULTURE

EARTHSCAPES – <http://www.earthscapes.biz>

Based out of Los Osos, EARTHSCAPES is a full-service landscape design and maintenance company with over 20 years of experience. EARTHSCAPES is an integrated multi-division company focused on providing all aspects of land management for a comprehensive and cost-effective experience. In particular, EARTHSCAPES is dedicated to efficient water usage and irrigation practices. These services include both responsible irrigation design and auditing. EARTHSCAPES is currently a Certified Landscape Irrigation Auditor, and is also recognized by the EPA as a WaterSense Partner because of the company's commitment to water conservation practices in its landscape designs.

The 12 segments of San Luis Obispo County’s Core Green Economy¹ have experienced different levels of growth. In the chart below, every green segment is represented by a “bubble”, and its size illustrates relative employment size². While Energy Generation has high employment and strong job growth, it is also highly concentrated compared to California. Conversely, Energy Efficiency has moderate employment and strong job growth, but is significantly less concentrated in San Luis Obispo than in California.



ENERGY EFFICIENCY

Xcelaero –<http://www.xcelaero.com>

Xcelaero designs and manufactures thermal management air handling systems for high density computing. The company’s patented designs, such as Flurry 100, deliver nearly twice the efficiency of competing products. These large increases in energy efficiency allow for improved reliability, and reduced energy usage and operating expenses. Despite the company’s narrow focus, the unique and economical nature its products have created strong demand for its systems from both commercial companies and defense contractors. Xcelaero was founded in 2006 in San Luis Obispo and has since expanded to include facilities in New York and Texas.

¹ Between 1995 and 2008, no employment was reported in San Luis Obispo County in three green segments: Advanced Materials, Energy Infrastructure, and Manufacturing & Industrial. In 2008, Business Services and Transportation green segments reported zero employment. These segments do not include establishments associated with nuclear power, which if included would increase the overall totals.

² The jobs number reported in this analysis reflect all jobs at these business locations. In the case of multi-establishment companies, only the green establishments are included. While this approach does not examine specifically green occupations that are appearing across the entire

GREEN SEGMENT	DESCRIPTION	
1. Energy Generation	<ul style="list-style-type: none"> Renewable energy generation (all forms of solar, wind, geothermal, biomass, hydro, marine & tidal, hydrogen, co-generation) Research & Testing in renewable energy 	<ul style="list-style-type: none"> Renewable energy consulting services Associated equipment, controls, and other management software and services
2. Energy Efficiency	<ul style="list-style-type: none"> Energy conservation consulting and engineering Building efficiency products and services Energy efficiency research 	<ul style="list-style-type: none"> Alternative energy appliances (solar heating, lighting, etc.) Energy efficiency meters & measuring devices
3. Transportation ¹	<ul style="list-style-type: none"> Alternative fuels (biodiesel, hydrogen, feedstock-neutral ethanol infrastructure) Motor vehicles & equipment (electric, hybrid, and natural gas vehicles, diesel technology) 	
4. Energy Storage	<ul style="list-style-type: none"> Advanced batteries (Li-Ion, NiMH) Battery components & accessories 	<ul style="list-style-type: none"> Fuel cells
5. Air & Environment	<ul style="list-style-type: none"> Environmental consulting (environmental engineering, sustainable business consulting) 	<ul style="list-style-type: none"> Emissions monitoring & control Environmental remediation
6. Recycling & Waste	<ul style="list-style-type: none"> Consulting services Recycling (paper, metal, plastics, rubber, bottles, automotive, electronic waste and scrap) 	<ul style="list-style-type: none"> Recycling machinery manufacturing Waste treatment
7. Water & Wastewater	<ul style="list-style-type: none"> Water conservation (control systems, meters & measuring devices) Development and manufacturing of pump technology 	<ul style="list-style-type: none"> Research and testing Consulting services Water treatment & purification products/services
8. Agriculture	<ul style="list-style-type: none"> Sustainable land management and business consulting services 	<ul style="list-style-type: none"> Sustainable supplies and materials Sustainable aquaculture
9. Research & Advocacy	<ul style="list-style-type: none"> Organizations and research institutes focused on advancing science and public education in the areas of: renewable energy and alternative fuels and transportation. 	
10. Business Services ¹	<ul style="list-style-type: none"> Environmental law legal services Green business portals 	<ul style="list-style-type: none"> Green staffing services Green marketing and public relations
11. Finance & Investment	<ul style="list-style-type: none"> Emission trading and offsets Venture capital and private equity investment 	<ul style="list-style-type: none"> Project financing (e.g. solar installations, biomass facilities, etc.)
12. Advanced Materials ¹	<ul style="list-style-type: none"> Bioplastics New materials for improving energy efficiency 	
13. Green Building	<ul style="list-style-type: none"> Design & construction Building materials 	<ul style="list-style-type: none"> Site management Green real estate & development
14. Manufacturing & Industrial ¹	<ul style="list-style-type: none"> Advanced packaging Process management 	<ul style="list-style-type: none"> Industrial surface cleaning

economy (such as Chief Sustainability Officer), it does account for the businesses behind the products and services that these new professionals need to use in their jobs (such as advanced metering devices, co-generation equipment, and various high-efficiency materials)

**15. Energy
Infrastructure¹**

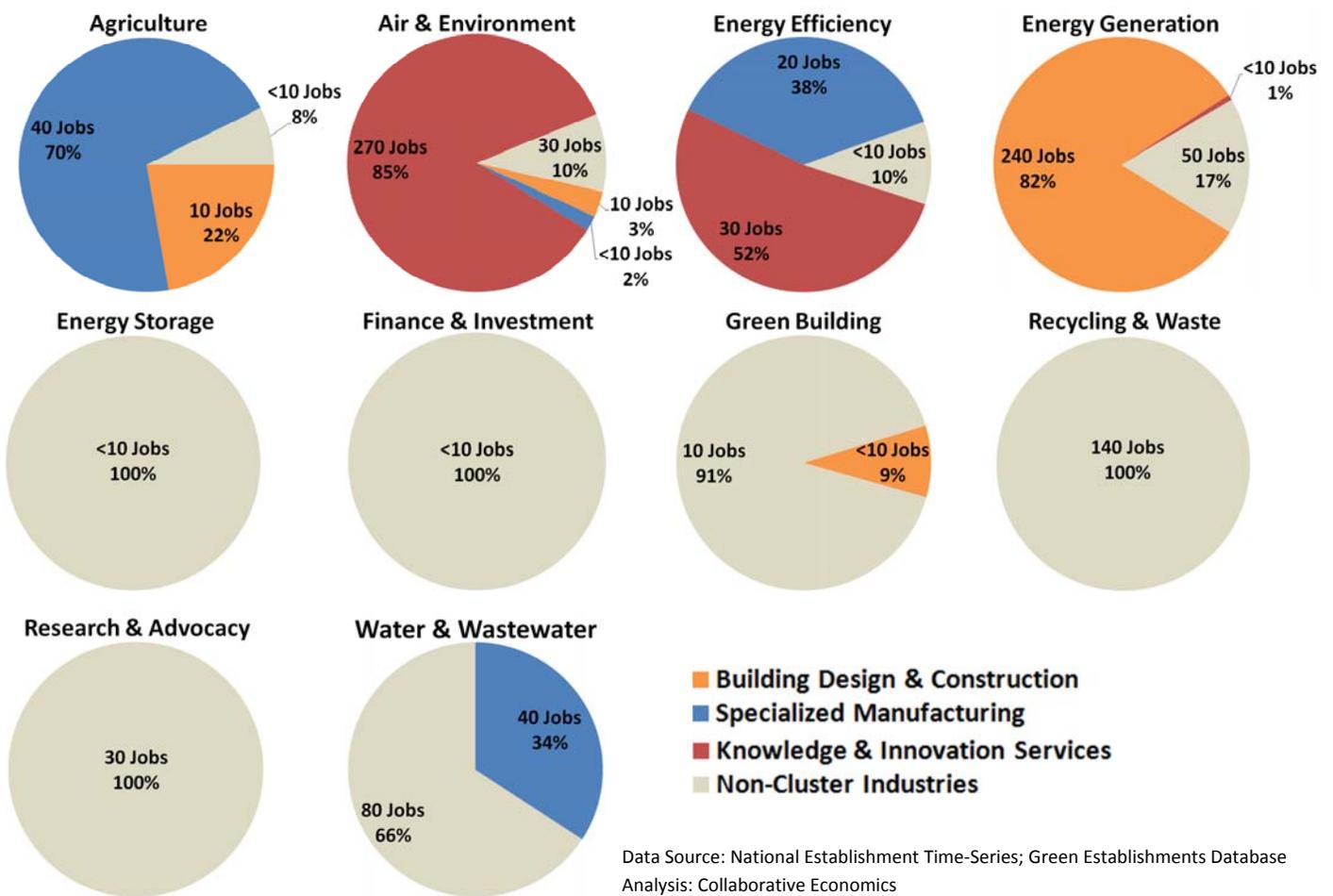
- Consulting and management services
- Cable & equipment

Distribution of Green Economy Employment by Cluster

While the green economy cannot be examined using standard industry data, the business establishments in San Luis Obispo’s growing core green economy can be mapped to standard industry data in order to reveal their distribution across the county’s clusters. As explained earlier, two thirds of employment in San Luis Obispo County’s core green economy was represented in the county’s core industry clusters in 2008. These clusters include Building Design and Construction (259 jobs), Knowledge & Innovation Services (294 jobs), and Specialized Manufacturing (101 jobs). Employment in green businesses represents between two to three percent of the total jobs in each cluster.

Each pie chart below represents one of San Luis Obispo County’s green economy segments reporting employment in 2008. The sections of each pie display the distribution of green employment across the cluster industries from the preceding analysis.³

In San Luis Obispo County six of the ten green segments contain cluster-based economy jobs, with four of these segments being comprised primarily of such jobs. The largest share of cluster jobs in the green economy comes from Knowledge & Innovation Services, followed closely by Building Design and Construction. In total, two thirds of green employment is in the cluster-based economy.



³ The Health Services, Recreation & Accommodation, and Wine & Agriculture clusters have no green jobs in 2008.

APPENDIX A

Federal Procurement Spending

Data is provided by the U.S. Census Bureau, Governments Division: Federal, State, and Local Governments Consolidated Federal Funds Report. Procurement spending values are inflation-adjusted and reported in first half 2009 dollars, using CPI for the U.S. City Average from the Bureau of Labor Statistics. All data is in U.S. federal government fiscal years.

National Establish Time-Series Database

The National Establishment Time-Series Database (NETS), prepared by Walls & Associates using Dun & Bradstreet establishment data, was sourced for jobs data and establishment counts.

Green Business Establishments Database

Collaborative Economics has developed an approach for identifying and tracking the growth of businesses with primary activities in the core green economy. This methodology was originally developed for work carried out on behalf of Next 10, a California-based nonprofit, and published in the *California Green Innovation Index* (2008, 2009, 2010 forthcoming). Building on this work, CEI designed and conducted the nationwide analysis of green business activity on behalf of the Pew Charitable Trusts. The Pew Center on the States reformatted the results of the analysis and developed the report, *The Clean Energy Economy* (June 2009).

The accounting of green business establishments and jobs is based on multiple data sources (including New Energy Finance and the Cleantech Group™, LLC) for the identification and classification of green businesses and also leveraged a sophisticated internet search process. Collaborative Economics designed the parameters of the internet search platform which was engineered by QL2, a Seattle-based developer of business intelligence tools. The National Establishments Time-Series (NETS) database based on Dun & Bradstreet business-unit data was sourced to extract business information such as jobs. The operational definition of green is based primarily the definition of cleantech defined by the Cleantech Network. This sample offers a conservative estimate of the industry.

The Green Establishments Database is a composite database that draws information from multiple sources (including New Energy Finance and the Cleantech Group™, LLC) for the identification and classification of green businesses and also leverages a sophisticated internet search process. CEI designed the parameters of the internet search platform which was engineered by QL2, a Seattle-based developer of business intelligence tools. The National Establishments Time-Series (NETS) database based on Dun & Bradstreet business-unit data was sourced to extract business information such as jobs.

The jobs numbers reported in the database reflect all jobs at each business location. In the case of multi-establishment companies, only the green establishments are included. While this approach does not examine specifically green occupations that are appearing across the entire economy (such as Chief Sustainability Officer), it does account for the businesses behind the products and services that these new professionals need to use in their jobs (such as advanced metering devices, co-generation equipment, and various high-efficiency materials).

The multilayered process involves both automated and manual verification steps of business establishments and their activities. In cases where the results were uncertain and the activities of a business establishment could not be verified (e.g. on a company's website), the establishment was dropped from the database. Therefore, the database offers a conservative estimate for the numbers of establishments and jobs in the core green economy.

Example Occupations in San Luis Obispo County's Clusters of Opportunity

Employment and wage data are from the Occupational Employment Statistics (OES) provided by the California Employment Development Department, Labor Market Information Division (LMID) and is the survey dated May 2008. The OES survey is a semiannual survey, measuring occupational wage rates and employment in nonfarm establishments. The California occupational staffing pattern provided by LMID was used to analyze the occupations in the clusters.

APPENDIX B

Example Occupations in San Luis Obispo County's Clusters of Opportunity			
Occupational Title	2008 Median Annual Earnings		Education & Training
	San Luis Obispo County	California	
Building Design & Construction			
Maids and Housekeeping Cleaners	\$18,840	\$20,130	Short-Term On-the-Job Training
Counter and Rental Clerks	\$19,560	\$21,360	Short-Term On-the-Job Training
File Clerks	\$19,850	\$26,160	Short-Term On-the-Job Training
Stock Clerks and Order Fillers	\$21,840	\$22,120	Short-Term On-the-Job Training
Helpers--Painters, Paperhangers, Plasterers, and Stucco Masons	\$22,980	\$23,390	Short-Term On-the-Job Training
Laborers and Freight, Stock, and Material Movers, Hand	\$22,980	\$23,040	Short-Term On-the-Job Training
Telemarketers	\$23,700	\$25,850	Short-Term On-the-Job Training
Helpers--Carpenters	\$24,060	\$28,480	Short-Term On-the-Job Training
Landscaping and Groundskeeping Workers	\$24,310	\$24,190	Short-Term On-the-Job Training
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	\$25,180	\$23,040	Short-Term On-the-Job Training
Office Clerks, General	\$25,280	\$28,020	Short-Term On-the-Job Training
Helpers--Installation, Maintenance, and Repair Workers	\$25,650	\$24,620	Short-Term On-the-Job Training
Order Clerks	\$25,680	\$29,460	Short-Term On-the-Job Training
Receptionists and Information Clerks	\$26,110	\$26,680	Short-Term On-the-Job Training
Shipping, Receiving, and Traffic Clerks	\$27,110	\$28,330	Short-Term On-the-Job Training
Truck Drivers, Light or Delivery Services	\$27,690	\$29,020	Short-Term On-the-Job Training
Industrial Truck and Tractor Operators	\$30,490	\$31,360	Short-Term On-the-Job Training
Helpers--Brickmasons, Blockmasons, Stonemasons, and Tile and Marble Setters	\$32,790	\$29,620	Short-Term On-the-Job Training
Bill and Account Collectors	\$33,070	\$35,260	Short-Term On-the-Job Training
Procurement Clerks	\$41,300	\$36,880	Short-Term On-the-Job Training
Human Resources Assistants, Except Payroll and Timekeeping	\$42,130	\$40,460	Short-Term On-the-Job Training
Production, Planning, and Expediting Clerks	\$43,670	\$44,490	Short-Term On-the-Job Training
Security Guards	\$56,300	\$23,550	Short-Term On-the-Job Training
Customer Service Representatives	\$29,670	\$34,000	Moderate-Term On-the-Job Training
Secretaries, Except Legal, Medical, and Executive	\$30,780	\$33,660	Moderate-Term On-the-Job Training
Billing and Posting Clerks and Machine Operators	\$33,660	\$33,420	Moderate-Term On-the-Job Training
Bookkeeping, Accounting, and Auditing Clerks	\$34,020	\$36,950	Moderate-Term On-the-Job Training
Construction Laborers	\$35,410	\$34,250	Moderate-Term On-the-Job Training
Drywall and Ceiling Tile Installers	\$35,900	\$47,700	Moderate-Term On-the-Job Training
Dispatchers, Except Police, Fire, and Ambulance	\$36,110	\$35,720	Moderate-Term On-the-Job Training
Truck Drivers, Heavy and Tractor-Trailer	\$37,110	\$40,310	Moderate-Term On-the-Job Training
Sales Rep, Wholesale and Manuf, Except Technical and Scientific Products	\$38,650	\$55,970	Moderate-Term On-the-Job Training
Excavating and Loading Machine and Dragline Operators	\$39,090	\$50,650	Moderate-Term On-the-Job Training
Structural Metal Fabricators and Fitters	\$39,360	\$35,410	Moderate-Term On-the-Job Training
Payroll and Timekeeping Clerks	\$39,500	\$39,260	Moderate-Term On-the-Job Training
Executive Secretaries and Administrative Assistants	\$41,170	\$43,950	Moderate-Term On-the-Job Training
Painters, Construction and Maintenance	\$45,750	\$39,020	Moderate-Term On-the-Job Training
Roofers	\$45,900	\$45,410	Moderate-Term On-the-Job Training
Paving, Surfacing, and Tamping Equipment Operators	\$46,780	\$47,320	Moderate-Term On-the-Job Training
Operating Engineers and Other Construction Equipment Operators	\$50,370	\$63,010	Moderate-Term On-the-Job Training
Maintenance and Repair Workers, General	\$32,430	\$37,330	Long-Term On-the-Job Training
Tile and Marble Setters	\$32,720	\$45,850	Long-Term On-the-Job Training
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	\$37,180	\$45,730	Long-Term On-the-Job Training
Cement Masons and Concrete Finishers	\$44,000	\$48,040	Long-Term On-the-Job Training
Carpenters	\$48,440	\$51,230	Long-Term On-the-Job Training
Plumbers, Pipefitters, and Steamfitters	\$53,180	\$50,050	Long-Term On-the-Job Training
Electricians	\$53,210	\$52,690	Long-Term On-the-Job Training
Telecommunications Line Installers and Repairers	\$54,200	\$52,370	Long-Term On-the-Job Training

Occupational Title	2008 Median		Education & Training
	San Luis Obispo County	California	
First-Line Sup/Mgrs of Helpers, Laborers, and Material Movers, Hand	\$40,680	\$43,490	Work Experience in a Related Occupation
First-Line Supervisors/Managers of Non-Retail Sales Workers	\$42,360	\$70,030	Work Experience in a Related Occupation
First-Line Sup/Mgrs of Office and Administrative Support Workers	\$46,210	\$50,630	Work Experience in a Related Occupation
First-Line Sup/Mgrs of Trans and Material-Moving Vehicle Operators	\$46,860	\$56,010	Work Experience in a Related Occupation
First-Line Sup/Mgrs of Landscaping, Lawn Service, and Groundskeeping Wrks	\$49,760	\$44,330	Work Experience in a Related Occupation
First-Line Supervisors/Managers of Production and Operating Workers	\$53,310	\$52,290	Work Experience in a Related Occupation
Construction and Building Inspectors	\$62,220	\$66,540	Work Experience in a Related Occupation
First-Line Sup/Mgrs of Construction Trades and Extraction Workers	\$65,080	\$70,410	Work Experience in a Related Occupation
First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	\$67,200	\$63,500	Work Experience in a Related Occupation
Welders, Cutters, Solderers, and Brazers	\$38,150	\$33,310	Post-Secondary Vocational Education
Automotive Service Technicians and Mechanics	\$42,150	\$39,190	Post-Secondary Vocational Education
Bus and Truck Mechanics and Diesel Engine Specialists	\$44,350	\$45,290	Post-Secondary Vocational Education
Architectural and Civil Drafters	\$46,320	\$52,200	Post-Secondary Vocational Education
Mobile Heavy Equipment Mechanics, Except Engines	\$48,690	\$53,520	Post-Secondary Vocational Education
Mechanical Drafters	\$56,860	\$51,460	Post-Secondary Vocational Education
Real Estate Sales Agents	Not Available	\$52,730	Post-Secondary Vocational Education
Electrical and Electronic Engineering Technicians	\$42,490	\$57,620	Associate Degree
Computer Support Specialists	\$47,580	\$48,160	Associate Degree
Civil Engineering Technicians	\$56,870	\$59,370	Associate Degree
Graphic Designers	\$41,200	\$50,520	Bachelor's Degree
Architects, Except Landscape and Naval	\$51,370	\$79,580	Bachelor's Degree
Purchasing Agents, Except Wholesale, Retail, and Farm Products	\$56,990	\$58,690	Bachelor's Degree
Loan Officers	\$62,670	\$65,570	Bachelor's Degree
Network and Computer Systems Administrators	\$63,110	\$74,790	Bachelor's Degree
Computer Programmers	\$65,690	\$80,220	Bachelor's Degree
Network Systems and Data Communications Analysts	\$66,330	\$75,410	Bachelor's Degree
Cost Estimators	\$68,770	\$64,620	Bachelor's Degree
Computer Systems Analysts	\$69,360	\$78,290	Bachelor's Degree
Accountants and Auditors	\$69,850	\$64,660	Bachelor's Degree
Mechanical Engineers	\$70,280	\$85,530	Bachelor's Degree
Property, Real Estate, and Community Association Managers	\$72,960	\$39,670	Bachelor's Degree
Employment, Recruitment, and Placement Specialists	\$77,820	\$52,690	Bachelor's Degree
Civil Engineers	\$81,920	\$84,620	Bachelor's Degree
Training and Development Specialists	\$87,570	\$60,830	Bachelor's Degree
Construction Managers	\$93,750	\$100,160	Bachelor's Degree
Marketing Managers	\$49,250	\$127,680	Bachelor's Degree or Higher and Some Work Experience
Sales Managers	\$68,090	\$101,720	Bachelor's Degree or Higher and Some Work Experience
Financial Managers	\$78,690	\$109,440	Bachelor's Degree or Higher and Some Work Experience
Computer and Information Systems Managers	\$79,340	\$126,080	Bachelor's Degree or Higher and Some Work Experience
General and Operations Managers	\$79,370	\$104,900	Bachelor's Degree or Higher and Some Work Experience
Administrative Services Managers	\$82,540	\$81,590	Bachelor's Degree or Higher and Some Work Experience
Engineering Managers	\$112,800	\$130,520	Bachelor's Degree or Higher and Some Work Experience
Chief Executives	\$136,120	Not Available	Bachelor's Degree or Higher and Some Work Experience
Market Research Analysts	\$54,320	\$66,400	Master's Degree
Lawyers	\$116,520	\$131,810	First Professional Degree

Occupational Title	2008 Median		Education & Training
	San Luis Obispo County	California	
Health Services			
Dining Room and Cafeteria Attendants and Bartender Helpers	\$17,710	\$17,980	Short-Term On-the-Job Training
Waiters and Waitresses	\$17,920	\$18,240	Short-Term On-the-Job Training
Dishwashers	\$18,080	\$18,310	Short-Term On-the-Job Training
Combined Food Preparation and Serving Workers, Including Fast Food	\$18,200	\$18,290	Short-Term On-the-Job Training
Packers and Packagers, Hand	\$18,490	\$18,900	Short-Term On-the-Job Training
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	\$18,750	\$18,650	Short-Term On-the-Job Training
Amusement and Recreation Attendants	\$18,840	\$18,770	Short-Term On-the-Job Training
Maids and Housekeeping Cleaners	\$18,840	\$20,130	Short-Term On-the-Job Training
Food Preparation Workers	\$19,240	\$19,260	Short-Term On-the-Job Training
Child Care Workers	\$19,450	\$21,490	Short-Term On-the-Job Training
Cashiers	\$19,740	\$19,540	Short-Term On-the-Job Training
File Clerks	\$19,850	\$26,160	Short-Term On-the-Job Training
Pharmacy Aides	\$20,170	\$21,110	Short-Term On-the-Job Training
Taxi Drivers and Chauffeurs	\$21,050	\$24,550	Short-Term On-the-Job Training
Retail Salespersons	\$21,290	\$21,010	Short-Term On-the-Job Training
Personal and Home Care Aides	\$21,720	\$21,120	Short-Term On-the-Job Training
Stock Clerks and Order Fillers	\$21,840	\$22,120	Short-Term On-the-Job Training
Physical Therapist Aides	\$22,160	\$25,490	Short-Term On-the-Job Training
Laborers and Freight, Stock, and Material Movers, Hand	\$22,980	\$23,040	Short-Term On-the-Job Training
Home Health Aides	\$23,490	\$20,830	Short-Term On-the-Job Training
Teacher Assistants	\$24,280	\$28,420	Short-Term On-the-Job Training
Landscaping and Groundskeeping Workers	\$24,310	\$24,190	Short-Term On-the-Job Training
Switchboard Operators, Including Answering Service	\$24,500	\$26,460	Short-Term On-the-Job Training
Nursing Aides, Orderlies, and Attendants	\$24,630	\$25,550	Short-Term On-the-Job Training
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	\$25,180	\$23,040	Short-Term On-the-Job Training
Office Clerks, General	\$25,280	\$28,020	Short-Term On-the-Job Training
Order Clerks	\$25,680	\$29,460	Short-Term On-the-Job Training
Receptionists and Information Clerks	\$26,110	\$26,680	Short-Term On-the-Job Training
Shipping, Receiving, and Traffic Clerks	\$27,110	\$28,330	Short-Term On-the-Job Training
Cooks, Short Order	\$27,190	\$22,470	Short-Term On-the-Job Training
Truck Drivers, Light or Delivery Services	\$27,690	\$29,020	Short-Term On-the-Job Training
Interviewers, Except Eligibility and Loan	\$32,080	\$33,160	Short-Term On-the-Job Training
Medical Equipment Preparers	\$32,560	\$29,780	Short-Term On-the-Job Training
Bill and Account Collectors	\$33,070	\$35,260	Short-Term On-the-Job Training
Bus Drivers, School	\$33,990	\$31,860	Short-Term On-the-Job Training
Procurement Clerks	\$41,300	\$36,880	Short-Term On-the-Job Training
Human Resources Assistants, Except Payroll and Timekeeping	\$42,130	\$40,460	Short-Term On-the-Job Training
Production, Planning, and Expediting Clerks	\$43,670	\$44,490	Short-Term On-the-Job Training
Security Guards	\$56,300	\$23,550	Short-Term On-the-Job Training
Concierges	\$18,590	\$26,900	Moderate-Term On-the-Job Training
Laundry and Dry-Cleaning Workers	\$20,540	\$19,510	Moderate-Term On-the-Job Training
Cooks, Institution and Cafeteria	\$25,500	\$26,760	Moderate-Term On-the-Job Training
Social and Human Service Assistants	\$25,890	\$31,500	Moderate-Term On-the-Job Training
Data Entry Keyers	\$27,780	\$28,480	Moderate-Term On-the-Job Training
Medical Assistants	\$29,650	\$29,650	Moderate-Term On-the-Job Training
Customer Service Representatives	\$29,670	\$34,000	Moderate-Term On-the-Job Training
Secretaries, Except Legal, Medical, and Executive	\$30,780	\$33,660	Moderate-Term On-the-Job Training
Dental Assistants	\$31,850	\$32,260	Moderate-Term On-the-Job Training
Word Processors and Typists	\$31,880	\$36,030	Moderate-Term On-the-Job Training
Billing and Posting Clerks and Machine Operators	\$33,660	\$33,420	Moderate-Term On-the-Job Training
Bookkeeping, Accounting, and Auditing Clerks	\$34,020	\$36,950	Moderate-Term On-the-Job Training
Pharmacy Technicians	\$36,080	\$35,830	Moderate-Term On-the-Job Training
Dispatchers, Except Police, Fire, and Ambulance	\$36,110	\$35,720	Moderate-Term On-the-Job Training
Payroll and Timekeeping Clerks	\$39,500	\$39,260	Moderate-Term On-the-Job Training
Executive Secretaries and Administrative Assistants	\$41,170	\$43,950	Moderate-Term On-the-Job Training
Painters, Construction and Maintenance	\$45,750	\$39,020	Moderate-Term On-the-Job Training
Maintenance and Repair Workers, General	\$32,430	\$37,330	Long-Term On-the-Job Training
Opticians, Dispensing	\$32,700	\$36,590	Long-Term On-the-Job Training
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	\$37,180	\$45,730	Long-Term On-the-Job Training
Compliance Officers, Except Ag, Constr, Health-Safety, and Transportation	\$41,360	\$54,700	Long-Term On-the-Job Training
First-Line Supervisors/Managers of Food Preparation and Serving Workers	\$26,570	\$27,120	Work Experience in a Related Occupation
First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	\$31,140	\$37,170	Work Experience in a Related Occupation
First-Line Supervisors/Managers of Personal Service Workers	\$31,140	\$37,640	Work Experience in a Related Occupation
Self-Enrichment Education Teachers	\$33,030	\$33,980	Work Experience in a Related Occupation
First-Line Supervisors/Managers of Retail Sales Workers	\$35,600	\$36,860	Work Experience in a Related Occupation
First-Line Sup/Mgrs of Helpers, Laborers, and Material Movers, Hand	\$40,680	\$43,490	Work Experience in a Related Occupation
Food Service Managers	\$45,570	\$47,280	Work Experience in a Related Occupation
First-Line Sup/Mgrs of Office and Administrative Support Workers	\$46,210	\$50,630	Work Experience in a Related Occupation
First-Line Sup/Mgrs of Trans and Material-Moving Vehicle Operators	\$46,860	\$56,010	Work Experience in a Related Occupation
First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	\$67,200	\$63,500	Work Experience in a Related Occupation
Emergency Management Specialists	\$74,310	\$71,720	Work experience in a related occupation

Occupational Title	2008 Median		Education & Training
	San Luis Obispo County	California	
Hairdressers, Hairstylists, and Cosmetologists	\$20,370	\$21,130	Post-Secondary Vocational Education
Preschool Teachers, Except Special Education	\$27,810	\$27,920	Post-Secondary Vocational Education
Fitness Trainers and Aerobics Instructors	\$30,860	\$37,370	Post-Secondary Vocational Education
Medical Secretaries	\$33,030	\$30,380	Post-Secondary Vocational Education
Medical Transcriptionists	\$38,930	\$41,080	Post-Secondary Vocational Education
Surgical Technologists	\$39,460	\$46,170	Post-Secondary Vocational Education
Chefs and Head Cooks	\$40,390	\$42,730	Post-Secondary Vocational Education
Licensed Practical and Licensed Vocational Nurses	\$47,530	\$47,470	Post-Secondary Vocational Education
Medical Records and Health Information Technicians	\$33,600	\$34,290	Associate Degree
Medical and Clinical Laboratory Technicians	\$37,950	\$38,280	Associate Degree
Computer Support Specialists	\$47,580	\$48,160	Associate Degree
Radiologic Technologists and Technicians	\$60,580	\$61,340	Associate Degree
Diagnostic Medical Sonographers	\$63,130	\$72,690	Associate Degree
Registered Nurses	\$76,900	\$80,980	Associate Degree
Dental Hygienists	\$84,650	\$87,460	Associate Degree
Recreation Workers	\$19,540	\$22,840	Bachelor's Degree
Child, Family, and School Social Workers	\$40,400	\$47,590	Bachelor's Degree
Public Relations Specialists	\$48,140	\$58,700	Bachelor's Degree
Clergy	\$49,590	\$51,960	Bachelor's Degree
Special Education Teachers, Preschool, Kindergarten, and Elementary School	\$55,330	\$60,990	Bachelor's Degree
Purchasing Agents, Except Wholesale, Retail, and Farm Products	\$56,990	\$58,690	Bachelor's Degree
Medical and Public Health Social Workers	\$59,010	\$57,560	Bachelor's Degree
Social and Community Service Managers	\$59,310	\$62,750	Bachelor's Degree
Elementary School Teachers, Except Special Education	\$60,560	\$59,850	Bachelor's Degree
Physician Assistants	\$61,660	\$87,870	Bachelor's Degree
Network and Computer Systems Administrators	\$63,110	\$74,790	Bachelor's Degree
Computer Programmers	\$65,690	\$80,220	Bachelor's Degree
Network Systems and Data Communications Analysts	\$66,330	\$75,410	Bachelor's Degree
Computer Systems Analysts	\$69,360	\$78,290	Bachelor's Degree
Accountants and Auditors	\$69,850	\$64,660	Bachelor's Degree
Property, Real Estate, and Community Association Managers	\$72,960	\$39,670	Bachelor's Degree
Medical and Clinical Laboratory Technologists	\$75,560	\$72,800	Bachelor's Degree
Employment, Recruitment, and Placement Specialists	\$77,820	\$52,690	Bachelor's Degree
Training and Development Specialists	\$87,570	\$60,830	Bachelor's Degree
Construction Managers	\$93,750	\$100,160	Bachelor's Degree
Education Administrators, Preschool and Child Care Center/Program	\$35,730	\$44,890	Bachelor's Degree or Higher and Some Work Experience
Marketing Managers	\$49,250	\$127,680	Bachelor's Degree or Higher and Some Work Experience
Management Analysts	\$66,190	\$77,890	Bachelor's Degree or Higher and Some Work Experience
Financial Managers	\$78,690	\$109,440	Bachelor's Degree or Higher and Some Work Experience
Computer and Information Systems Managers	\$79,340	\$126,080	Bachelor's Degree or Higher and Some Work Experience
General and Operations Managers	\$79,370	\$104,900	Bachelor's Degree or Higher and Some Work Experience
Medical and Health Services Managers	\$80,730	\$94,050	Bachelor's Degree or Higher and Some Work Experience
Administrative Services Managers	\$82,540	\$81,590	Bachelor's Degree or Higher and Some Work Experience
Education Administrators, Elementary and Secondary School	\$98,880	\$102,890	Bachelor's Degree or Higher and Some Work Experience
Chief Executives	\$136,120	Not Available	Bachelor's Degree or Higher and Some Work Experience
Rehabilitation Counselors	\$28,520	\$35,500	Master's Degree
Mental Health and Substance Abuse Social Workers	\$31,250	\$40,430	Master's Degree
Health Educators	\$36,730	\$40,700	Master's Degree
Instructional Coordinators	\$51,290	\$67,760	Master's Degree
Market Research Analysts	\$54,320	\$66,400	Master's Degree
Librarians	\$60,480	\$63,940	Master's Degree
Educational, Vocational, and School Counselors	\$64,010	\$56,580	Master's Degree
Speech-Language Pathologists	\$66,890	\$77,140	Master's Degree
Physical Therapists	\$67,410	\$80,040	Master's Degree
Mental Health Counselors	Not Available	\$41,280	Master's Degree
Clinical, Counseling, and School Psychologists	\$80,600	\$73,770	Doctoral Degree
Pediatricians, General	\$84,300	\$148,190	First Professional Degree
Pharmacists	\$120,650	\$120,700	First Professional Degree
Family and General Practitioners	\$149,430	\$140,330	First Professional Degree
Dentists, General	Not Available	\$124,030	First Professional Degree

Occupational Title	2008 Median		Education & Training
	San Luis Obispo County	California	
	Knowledge & Innovation Services		
Packers and Packagers, Hand	\$18,490	\$18,900	Short-Term On-the-Job Training
Maids and Housekeeping Cleaners	\$18,840	\$20,130	Short-Term On-the-Job Training
Counter and Rental Clerks	\$19,560	\$21,360	Short-Term On-the-Job Training
Cashiers	\$19,740	\$19,540	Short-Term On-the-Job Training
File Clerks	\$19,850	\$26,160	Short-Term On-the-Job Training
Veterinary Assistants and Laboratory Animal Caretakers	\$21,050	\$24,590	Short-Term On-the-Job Training
Retail Salespersons	\$21,290	\$21,010	Short-Term On-the-Job Training
Stock Clerks and Order Fillers	\$21,840	\$22,120	Short-Term On-the-Job Training
Laborers and Freight, Stock, and Material Movers, Hand	\$22,980	\$23,040	Short-Term On-the-Job Training
Helpers--Production Workers	\$23,080	\$20,320	Short-Term On-the-Job Training
Telemarketers	\$23,700	\$25,850	Short-Term On-the-Job Training
Landscaping and Groundskeeping Workers	\$24,310	\$24,190	Short-Term On-the-Job Training
Switchboard Operators, Including Answering Service	\$24,500	\$26,460	Short-Term On-the-Job Training
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	\$25,180	\$23,040	Short-Term On-the-Job Training
Office Clerks, General	\$25,280	\$28,020	Short-Term On-the-Job Training
Electrical and Electronic Equipment Assemblers	\$25,420	\$27,210	Short-Term On-the-Job Training
Helpers--Installation, Maintenance, and Repair Workers	\$25,650	\$24,620	Short-Term On-the-Job Training
Order Clerks	\$25,680	\$29,460	Short-Term On-the-Job Training
Receptionists and Information Clerks	\$26,110	\$26,680	Short-Term On-the-Job Training
Shipping, Receiving, and Traffic Clerks	\$27,110	\$28,330	Short-Term On-the-Job Training
Truck Drivers, Light or Delivery Services	\$27,690	\$29,020	Short-Term On-the-Job Training
Weighers, Measurers, Checkers, and Samplers, Recordkeeping	\$28,050	\$25,030	Short-Term On-the-Job Training
Industrial Truck and Tractor Operators	\$30,490	\$31,360	Short-Term On-the-Job Training
Library Technicians	\$32,000	\$35,290	Short-Term On-the-Job Training
Interviewers, Except Eligibility and Loan	\$32,080	\$33,160	Short-Term On-the-Job Training
Bill and Account Collectors	\$33,070	\$35,260	Short-Term On-the-Job Training
Procurement Clerks	\$41,300	\$36,880	Short-Term On-the-Job Training
Human Resources Assistants, Except Payroll and Timekeeping	\$42,130	\$40,460	Short-Term On-the-Job Training
Production, Planning, and Expediting Clerks	\$43,670	\$44,490	Short-Term On-the-Job Training
Security Guards	\$56,300	\$23,550	Short-Term On-the-Job Training
Proofreaders and Copy Markers	\$25,400	\$35,230	Moderate-Term On-the-Job Training
Bindery Workers	\$26,060	\$24,750	Moderate-Term On-the-Job Training
Data Entry Keyers	\$27,780	\$28,480	Moderate-Term On-the-Job Training
Team Assemblers	\$28,290	\$23,580	Moderate-Term On-the-Job Training
Customer Service Representatives	\$29,670	\$34,000	Moderate-Term On-the-Job Training
Secretaries, Except Legal, Medical, and Executive	\$30,780	\$33,660	Moderate-Term On-the-Job Training
Word Processors and Typists	\$31,880	\$36,030	Moderate-Term On-the-Job Training
Billing and Posting Clerks and Machine Operators	\$33,660	\$33,420	Moderate-Term On-the-Job Training
Bookkeeping, Accounting, and Auditing Clerks	\$34,020	\$36,950	Moderate-Term On-the-Job Training
Construction Laborers	\$35,410	\$34,250	Moderate-Term On-the-Job Training
Dispatchers, Except Police, Fire, and Ambulance	\$36,110	\$35,720	Moderate-Term On-the-Job Training
Printing Machine Operators	\$36,680	\$32,360	Moderate-Term On-the-Job Training
Inspectors, Testers, Sorters, Samplers, and Weighers	\$37,000	\$31,080	Moderate-Term On-the-Job Training
Truck Drivers, Heavy and Tractor-Trailer	\$37,110	\$40,310	Moderate-Term On-the-Job Training
Computer-Controlled Machine Tool Operators, Metal and Plastic	\$37,610	\$31,030	Moderate-Term On-the-Job Training
Sales Rep, Wholesale and Manuf, Except Technical and Scientific Products	\$38,650	\$55,970	Moderate-Term On-the-Job Training
Computer Operators	\$39,150	\$37,990	Moderate-Term On-the-Job Training
Payroll and Timekeeping Clerks	\$39,500	\$39,260	Moderate-Term On-the-Job Training
Executive Secretaries and Administrative Assistants	\$41,170	\$43,950	Moderate-Term On-the-Job Training
Sales Rep, Wholesale and Manuf, Technical and Scientific Products	\$49,560	\$77,060	Moderate-Term On-the-Job Training
Surveying and Mapping Technicians	\$49,900	\$55,900	Moderate-Term On-the-Job Training
Advertising Sales Agents	\$49,950	\$46,620	Moderate-Term On-the-Job Training
Maintenance and Repair Workers, General	\$32,430	\$37,330	Long-Term On-the-Job Training
Machinists	\$36,980	\$36,030	Long-Term On-the-Job Training
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	\$37,180	\$45,730	Long-Term On-the-Job Training
Compliance Officers, Except Ag, Constr, Health-Safety, and Transportation	\$41,360	\$54,700	Long-Term On-the-Job Training
Cement Masons and Concrete Finishers	\$44,000	\$48,040	Long-Term On-the-Job Training
Plumbers, Pipefitters, and Steamfitters	\$53,180	\$50,050	Long-Term On-the-Job Training
Electricians	\$53,210	\$52,690	Long-Term On-the-Job Training
Industrial Machinery Mechanics	\$73,930	\$51,180	Long-Term On-the-Job Training

Occupational Title	2008 Median		Education & Training
	San Luis Obispo County	California	
First-Line Supervisors/Managers of Retail Sales Workers	\$35,600	\$36,860	Work Experience in a Related Occupation
First-Line Sup/Mgrs of Helpers, Laborers, and Material Movers, Hand	\$40,680	\$43,490	Work Experience in a Related Occupation
First-Line Supervisors/Managers of Non-Retail Sales Workers	\$42,360	\$70,030	Work Experience in a Related Occupation
First-Line Sup/Mgrs of Office and Administrative Support Workers	\$46,210	\$50,630	Work Experience in a Related Occupation
First-Line Sup/Mgrs of Trans and Material-Moving Vehicle Operators	\$46,860	\$56,010	Work Experience in a Related Occupation
First-Line Supervisors/Managers of Production and Operating Workers	\$53,310	\$52,290	Work Experience in a Related Occupation
Construction and Building Inspectors	\$62,220	\$66,540	Work Experience in a Related Occupation
First-Line Sup/Mgrs of Construction Trades and Extraction Workers	\$65,080	\$70,410	Work Experience in a Related Occupation
First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	\$67,200	\$63,500	Work Experience in a Related Occupation
Transportation, Storage, and Distribution Managers	\$90,870	\$81,030	Work Experience in a Related Occupation
Medical Secretaries	\$33,030	\$30,380	Post-Secondary Vocational Education
Computer, Automated Teller, and Office Machine Repairers	\$37,020	\$38,530	Post-Secondary Vocational Education
Welders, Cutters, Solderers, and Brazers	\$38,150	\$33,310	Post-Secondary Vocational Education
Architectural and Civil Drafters	\$46,320	\$52,200	Post-Secondary Vocational Education
Mobile Heavy Equipment Mechanics, Except Engines	\$48,690	\$53,520	Post-Secondary Vocational Education
Mechanical Drafters	\$56,860	\$51,460	Post-Secondary Vocational Education
Veterinary Technologists and Technicians	\$29,830	\$33,600	Associate Degree
Chemical Technicians	\$37,590	\$43,020	Associate Degree
Electrical and Electronic Engineering Technicians	\$42,490	\$57,620	Associate Degree
Paralegals and Legal Assistants	\$46,950	\$54,800	Associate Degree
Computer Support Specialists	\$47,580	\$48,160	Associate Degree
Civil Engineering Technicians	\$56,870	\$59,370	Associate Degree
Registered Nurses	\$76,900	\$80,980	Associate Degree
Industrial Engineering Technicians	\$100,750	\$50,200	Associate Degree
Wholesale and Retail Buyers, Except Farm Products	\$38,550	\$49,660	Bachelor's Degree
Graphic Designers	\$41,200	\$50,520	Bachelor's Degree
Meeting and Convention Planners	\$47,490	\$47,740	Bachelor's Degree
Public Relations Specialists	\$48,140	\$58,700	Bachelor's Degree
Editors	\$50,490	\$51,740	Bachelor's Degree
Architects, Except Landscape and Naval	\$51,370	\$79,580	Bachelor's Degree
Purchasing Agents, Except Wholesale, Retail, and Farm Products	\$56,990	\$58,690	Bachelor's Degree
Social and Community Service Managers	\$59,310	\$62,750	Bachelor's Degree
Network and Computer Systems Administrators	\$63,110	\$74,790	Bachelor's Degree
Environmental Scientists and Specialists, Including Health	\$63,460	\$69,700	Bachelor's Degree
Computer Programmers	\$65,690	\$80,220	Bachelor's Degree
Network Systems and Data Communications Analysts	\$66,330	\$75,410	Bachelor's Degree
Cost Estimators	\$68,770	\$64,620	Bachelor's Degree
Computer Systems Analysts	\$69,360	\$78,290	Bachelor's Degree
Accountants and Auditors	\$69,850	\$64,660	Bachelor's Degree
Mechanical Engineers	\$70,280	\$85,530	Bachelor's Degree
Budget Analysts	\$71,780	\$73,690	Bachelor's Degree
Property, Real Estate, and Community Association Managers	\$72,960	\$39,670	Bachelor's Degree
Personal Financial Advisors	\$73,700	\$68,750	Bachelor's Degree
Surveyors	\$76,180	\$74,210	Bachelor's Degree
Computer Software Engineers, Systems Software	\$76,310	\$103,670	Bachelor's Degree
Employment, Recruitment, and Placement Specialists	\$77,820	\$52,690	Bachelor's Degree
Landscape Architects	\$80,620	\$66,870	Bachelor's Degree
Civil Engineers	\$81,920	\$84,620	Bachelor's Degree
Chemists	\$83,120	\$77,050	Bachelor's Degree
Electrical Engineers	\$85,920	\$92,980	Bachelor's Degree
Training and Development Specialists	\$87,570	\$60,830	Bachelor's Degree
Industrial Production Managers	\$92,600	\$88,530	Bachelor's Degree
Construction Managers	\$93,750	\$100,160	Bachelor's Degree
Sales Engineers	\$96,720	\$93,590	Bachelor's degree
Electronics Engineers, Except Computer	\$98,340	\$94,320	Bachelor's Degree
Marketing Managers	\$49,250	\$127,680	Bachelor's Degree or Higher and Some Work Experience
Management Analysts	\$66,190	\$77,890	Bachelor's Degree or Higher and Some Work Experience
Sales Managers	\$68,090	\$101,720	Bachelor's Degree or Higher and Some Work Experience
Financial Managers	\$78,690	\$109,440	Bachelor's Degree or Higher and Some Work Experience
Computer and Information Systems Managers	\$79,340	\$126,080	Bachelor's Degree or Higher and Some Work Experience
General and Operations Managers	\$79,370	\$104,900	Bachelor's Degree or Higher and Some Work Experience
Administrative Services Managers	\$82,540	\$81,590	Bachelor's Degree or Higher and Some Work Experience
Engineering Managers	\$112,800	\$130,520	Bachelor's Degree or Higher and Some Work Experience
Chief Executives	\$136,120	Not Available	Bachelor's Degree or Higher and Some Work Experience
Instructional Coordinators	\$51,290	\$67,760	Master's Degree
Market Research Analysts	\$54,320	\$66,400	Master's Degree
Librarians	\$60,480	\$63,940	Master's Degree
Urban and Regional Planners	\$62,120	\$70,470	Master's Degree
Lawyers	\$116,520	\$131,810	First Professional Degree

Occupational Title	2008 Median		Education & Training
	San Luis Obispo County	California	
Recreation & Accommodation			
Ushers, Lobby Attendants, and Ticket Takers	\$16,640	\$19,410	Short-Term On-the-Job Training
Driver/Sales Workers	\$17,680	\$19,550	Short-Term On-the-Job Training
Dining Room and Cafeteria Attendants and Bartender Helpers	\$17,710	\$17,980	Short-Term On-the-Job Training
Waiters and Waitresses	\$17,920	\$18,240	Short-Term On-the-Job Training
Dishwashers	\$18,080	\$18,310	Short-Term On-the-Job Training
Combined Food Preparation and Serving Workers, Including Fast Food	\$18,200	\$18,290	Short-Term On-the-Job Training
Cooks, Fast Food	\$18,280	\$18,070	Short-Term On-the-Job Training
Packers and Packagers, Hand	\$18,490	\$18,900	Short-Term On-the-Job Training
Bartenders	\$18,650	\$18,700	Short-Term On-the-Job Training
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	\$18,750	\$18,650	Short-Term On-the-Job Training
Amusement and Recreation Attendants	\$18,840	\$18,770	Short-Term On-the-Job Training
Maids and Housekeeping Cleaners	\$18,840	\$20,130	Short-Term On-the-Job Training
Food Preparation Workers	\$19,240	\$19,260	Short-Term On-the-Job Training
Child Care Workers	\$19,450	\$21,490	Short-Term On-the-Job Training
Counter and Rental Clerks	\$19,560	\$21,360	Short-Term On-the-Job Training
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	\$19,640	\$18,720	Short-Term On-the-Job Training
Cashiers	\$19,740	\$19,540	Short-Term On-the-Job Training
File Clerks	\$19,850	\$26,160	Short-Term On-the-Job Training
Food Batchmakers	\$20,780	\$24,210	Short-Term On-the-Job Training
Taxi Drivers and Chauffeurs	\$21,050	\$24,550	Short-Term On-the-Job Training
Retail Salespersons	\$21,290	\$21,010	Short-Term On-the-Job Training
Hotel, Motel, and Resort Desk Clerks	\$21,390	\$22,230	Short-Term On-the-Job Training
Stock Clerks and Order Fillers	\$21,840	\$22,120	Short-Term On-the-Job Training
Parking Lot Attendants	\$22,100	\$19,200	Short-Term On-the-Job Training
Laborers and Freight, Stock, and Material Movers, Hand	\$22,980	\$23,040	Short-Term On-the-Job Training
Telemarketers	\$23,700	\$25,850	Short-Term On-the-Job Training
Landscaping and Groundskeeping Workers	\$24,310	\$24,190	Short-Term On-the-Job Training
Switchboard Operators, Including Answering Service	\$24,500	\$26,460	Short-Term On-the-Job Training
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	\$25,180	\$23,040	Short-Term On-the-Job Training
Office Clerks, General	\$25,280	\$28,020	Short-Term On-the-Job Training
Helpers--Installation, Maintenance, and Repair Workers	\$25,650	\$24,620	Short-Term On-the-Job Training
Order Clerks	\$25,680	\$29,460	Short-Term On-the-Job Training
Receptionists and Information Clerks	\$26,110	\$26,680	Short-Term On-the-Job Training
Reservation and Transportation Ticket Agents and Travel Clerks	\$26,960	\$30,590	Short-Term On-the-Job Training
Shipping, Receiving, and Traffic Clerks	\$27,110	\$28,330	Short-Term On-the-Job Training
Cooks, Short Order	\$27,190	\$22,470	Short-Term On-the-Job Training
Truck Drivers, Light or Delivery Services	\$27,690	\$29,020	Short-Term On-the-Job Training
Procurement Clerks	\$41,300	\$36,880	Short-Term On-the-Job Training
Human Resources Assistants, Except Payroll and Timekeeping	\$42,130	\$40,460	Short-Term On-the-Job Training
Security Guards	\$56,300	\$23,550	Short-Term On-the-Job Training
Laundry and Dry-Cleaning Workers	\$20,540	\$19,510	Moderate-Term On-the-Job Training
Cooks, Institution and Cafeteria	\$25,500	\$26,760	Moderate-Term On-the-Job Training
Data Entry Keyers	\$27,780	\$28,480	Moderate-Term On-the-Job Training
Customer Service Representatives	\$29,670	\$34,000	Moderate-Term On-the-Job Training
Secretaries, Except Legal, Medical, and Executive	\$30,780	\$33,660	Moderate-Term On-the-Job Training
Bus Drivers, Transit and Intercity	\$30,980	\$39,510	Moderate-Term On-the-Job Training
Billing and Posting Clerks and Machine Operators	\$33,660	\$33,420	Moderate-Term On-the-Job Training
Bookkeeping, Accounting, and Auditing Clerks	\$34,020	\$36,950	Moderate-Term On-the-Job Training
Sales Rep, Wholesale and Manuf, Except Technical and Scientific Products	\$38,650	\$55,970	Moderate-Term On-the-Job Training
Computer Operators	\$39,150	\$37,990	Moderate-Term On-the-Job Training
Payroll and Timekeeping Clerks	\$39,500	\$39,260	Moderate-Term On-the-Job Training
Executive Secretaries and Administrative Assistants	\$41,170	\$43,950	Moderate-Term On-the-Job Training
Advertising Sales Agents	\$49,950	\$46,620	Moderate-Term On-the-Job Training
Separating, Filtering, Machine Setters, Operators, and Tenders	\$51,570	\$45,210	Moderate-Term On-the-Job Training
Tour Guides and Escorts	Not Available	\$26,230	Moderate-Term On-the-Job Training

Occupational Title	2008 Median		Education & Training
	San Luis Obispo County	California	
Cooks, Restaurant	\$24,340	\$23,710	Long-Term On-the-Job Training
Motorboat Mechanics	\$28,600	\$36,870	Long-Term On-the-Job Training
Coaches and Scouts	\$29,890	\$34,400	Long-Term On-the-Job Training
Bakers	\$32,010	\$24,670	Long-Term On-the-Job Training
Maintenance and Repair Workers, General	\$32,430	\$37,330	Long-Term On-the-Job Training
Compliance Officers, Except Ag, Constr, Health-Safety, and Transportation	\$41,360	\$54,700	Long-Term On-the-Job Training
Musicians and Singers	Not Available	Not Available	Long-Term On-the-Job Training
First-Line Supervisors/Managers of Food Preparation and Serving Workers	\$26,570	\$27,120	Work Experience in a Related Occupation
First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	\$31,140	\$37,170	Work Experience in a Related Occupation
First-Line Supervisors/Managers of Personal Service Workers	\$31,140	\$37,640	Work Experience in a Related Occupation
Self-Enrichment Education Teachers	\$33,030	\$33,980	Work Experience in a Related Occupation
First-Line Supervisors/Managers of Retail Sales Workers	\$35,600	\$36,860	Work Experience in a Related Occupation
First-Line Supervisors/Managers of Non-Retail Sales Workers	\$42,360	\$70,030	Work Experience in a Related Occupation
Food Service Managers	\$45,570	\$47,280	Work Experience in a Related Occupation
First-Line Sup/Mgrs of Office and Administrative Support Workers	\$46,210	\$50,630	Work Experience in a Related Occupation
First-Line Sup/Mgrs of Landscaping, Lawn Service, and Groundskeeping Wrkrs	\$49,760	\$44,330	Work Experience in a Related Occupation
First-Line Supervisors/Managers of Production and Operating Workers	\$53,310	\$52,290	Work Experience in a Related Occupation
First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	\$67,200	\$63,500	Work Experience in a Related Occupation
Fitness Trainers and Aerobics Instructors	\$30,860	\$37,370	Post-Secondary Vocational Education
Travel Agents	\$31,860	\$33,680	Post-Secondary Vocational Education
Chefs and Head Cooks	\$40,390	\$42,730	Post-Secondary Vocational Education
Automotive Service Technicians and Mechanics	\$42,150	\$39,190	Post-Secondary Vocational Education
Computer Support Specialists	\$47,580	\$48,160	Associate Degree
Recreation Workers	\$19,540	\$22,840	Bachelor's Degree
Wholesale and Retail Buyers, Except Farm Products	\$38,550	\$49,660	Bachelor's Degree
Graphic Designers	\$41,200	\$50,520	Bachelor's Degree
Meeting and Convention Planners	\$47,490	\$47,740	Bachelor's Degree
Public Relations Specialists	\$48,140	\$58,700	Bachelor's Degree
Editors	\$50,490	\$51,740	Bachelor's Degree
Purchasing Agents, Except Wholesale, Retail, and Farm Products	\$56,990	\$58,690	Bachelor's Degree
Network and Computer Systems Administrators	\$63,110	\$74,790	Bachelor's Degree
Computer Programmers	\$65,690	\$80,220	Bachelor's Degree
Network Systems and Data Communications Analysts	\$66,330	\$75,410	Bachelor's Degree
Computer Systems Analysts	\$69,360	\$78,290	Bachelor's Degree
Accountants and Auditors	\$69,850	\$64,660	Bachelor's Degree
Employment, Recruitment, and Placement Specialists	\$77,820	\$52,690	Bachelor's Degree
Training and Development Specialists	\$87,570	\$60,830	Bachelor's Degree
Marketing Managers	\$49,250	\$127,680	Bachelor's Degree or Higher and Some Work Experience
Management Analysts	\$66,190	\$77,890	Bachelor's Degree or Higher and Some Work Experience
Sales Managers	\$68,090	\$101,720	Bachelor's Degree or Higher and Some Work Experience
Financial Managers	\$78,690	\$109,440	Bachelor's Degree or Higher and Some Work Experience
Computer and Information Systems Managers	\$79,340	\$126,080	Bachelor's Degree or Higher and Some Work Experience
General and Operations Managers	\$79,370	\$104,900	Bachelor's Degree or Higher and Some Work Experience
Administrative Services Managers	\$82,540	\$81,590	Bachelor's Degree or Higher and Some Work Experience
Chief Executives	\$136,120	Not Available	Bachelor's Degree or Higher and Some Work Experience
Market Research Analysts	\$54,320	\$66,400	Master's Degree

Occupational Title	2008 Median		Education & Training
	San Luis Obispo County	California	
Specialized Manufacturing			
Packers and Packagers, Hand	\$18,490	\$18,900	Short-Term On-the-Job Training
File Clerks	\$19,850	\$26,160	Short-Term On-the-Job Training
Machine Feeders and Offbearers	\$19,940	\$22,610	Short-Term On-the-Job Training
Retail Salespersons	\$21,290	\$21,010	Short-Term On-the-Job Training
Stock Clerks and Order Fillers	\$21,840	\$22,120	Short-Term On-the-Job Training
Laborers and Freight, Stock, and Material Movers, Hand	\$22,980	\$23,040	Short-Term On-the-Job Training
Helpers--Production Workers	\$23,080	\$20,320	Short-Term On-the-Job Training
Packaging and Filling Machine Operators and Tenders	\$24,090	\$22,480	Short-Term On-the-Job Training
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	\$25,180	\$23,040	Short-Term On-the-Job Training
Office Clerks, General	\$25,280	\$28,020	Short-Term On-the-Job Training
Electrical and Electronic Equipment Assemblers	\$25,420	\$27,210	Short-Term On-the-Job Training
Helpers--Installation, Maintenance, and Repair Workers	\$25,650	\$24,620	Short-Term On-the-Job Training
Order Clerks	\$25,680	\$29,460	Short-Term On-the-Job Training
Receptionists and Information Clerks	\$26,110	\$26,680	Short-Term On-the-Job Training
Shipping, Receiving, and Traffic Clerks	\$27,110	\$28,330	Short-Term On-the-Job Training
Truck Drivers, Light or Delivery Services	\$27,690	\$29,020	Short-Term On-the-Job Training
Industrial Truck and Tractor Operators	\$30,490	\$31,360	Short-Term On-the-Job Training
Bill and Account Collectors	\$33,070	\$35,260	Short-Term On-the-Job Training
Procurement Clerks	\$41,300	\$36,880	Short-Term On-the-Job Training
Human Resources Assistants, Except Payroll and Timekeeping	\$42,130	\$40,460	Short-Term On-the-Job Training
Production, Planning, and Expediting Clerks	\$43,670	\$44,490	Short-Term On-the-Job Training
Security Guards	\$56,300	\$23,550	Short-Term On-the-Job Training
Molding, Coremaking, and Casting Machine Operators, Metal and Plastic	\$20,350	\$22,090	Moderate-Term On-the-Job Training
Grinding, Lapping, Polishing, Buffing Machine Operators, Metal and Plastic	\$24,310	\$25,410	Moderate-Term On-the-Job Training
Cutting, Punching, and Press Machine Operators, Metal and Plastic	\$25,760	\$26,930	Moderate-Term On-the-Job Training
Woodworking Machine Setters, Operators, and Tenders, Except Sawing	\$27,670	\$24,440	Moderate-Term On-the-Job Training
Data Entry Keyers	\$27,780	\$28,480	Moderate-Term On-the-Job Training
Team Assemblers	\$28,290	\$23,580	Moderate-Term On-the-Job Training
Extruding and Drawing Machine Operators, Metal and Plastic	\$29,150	\$28,390	Moderate-Term On-the-Job Training
Customer Service Representatives	\$29,670	\$34,000	Moderate-Term On-the-Job Training
Secretaries, Except Legal, Medical, and Executive	\$30,780	\$33,660	Moderate-Term On-the-Job Training
Parts Salespersons	\$32,990	\$32,230	Moderate-Term On-the-Job Training
Billing and Posting Clerks and Machine Operators	\$33,660	\$33,420	Moderate-Term On-the-Job Training
Bookkeeping, Accounting, and Auditing Clerks	\$34,020	\$36,950	Moderate-Term On-the-Job Training
Printing Machine Operators	\$36,680	\$32,360	Moderate-Term On-the-Job Training
Inspectors, Testers, Sorters, Samplers, and Weighers	\$37,000	\$31,080	Moderate-Term On-the-Job Training
Truck Drivers, Heavy and Tractor-Trailer	\$37,110	\$40,310	Moderate-Term On-the-Job Training
Computer-Controlled Machine Tool Operators, Metal and Plastic	\$37,610	\$31,030	Moderate-Term On-the-Job Training
Sales Rep, Wholesale and Manuf, Except Technical and Scientific Products	\$38,650	\$55,970	Moderate-Term On-the-Job Training
Computer Operators	\$39,150	\$37,990	Moderate-Term On-the-Job Training
Structural Metal Fabricators and Fitters	\$39,360	\$35,410	Moderate-Term On-the-Job Training
Payroll and Timekeeping Clerks	\$39,500	\$39,260	Moderate-Term On-the-Job Training
Executive Secretaries and Administrative Assistants	\$41,170	\$43,950	Moderate-Term On-the-Job Training
Sales Rep, Wholesale and Manuf, Technical and Scientific Products	\$49,560	\$77,060	Moderate-Term On-the-Job Training
Dental Laboratory Technicians	\$31,700	\$37,900	Long-Term On-the-Job Training
Maintenance and Repair Workers, General	\$32,430	\$37,330	Long-Term On-the-Job Training
Machinists	\$36,980	\$36,030	Long-Term On-the-Job Training
Compliance Officers, Except Ag, Constr, Health-Safety, and Transportation	\$41,360	\$54,700	Long-Term On-the-Job Training
Maintenance Workers, Machinery	\$46,960	\$34,970	Long-Term On-the-Job Training
Water and Liquid Waste Treatment Plant and System Operators	\$47,080	\$55,580	Long-Term On-the-Job Training
Electricians	\$53,210	\$52,690	Long-Term On-the-Job Training
Industrial Machinery Mechanics	\$73,930	\$51,180	Long-Term On-the-Job Training

Occupational Title	2008 Median		Education & Training
	San Luis Obispo County	California	
First-Line Sup/Mgrs of Helpers, Laborers, and Material Movers, Hand	\$40,680	\$43,490	Work Experience in a Related Occupation
First-Line Supervisors/Managers of Non-Retail Sales Workers	\$42,360	\$70,030	Work Experience in a Related Occupation
First-Line Sup/Mgrs of Office and Administrative Support Workers	\$46,210	\$50,630	Work Experience in a Related Occupation
First-Line Sup/Mgrs of Trans and Material-Moving Vehicle Operators	\$46,860	\$56,010	Work Experience in a Related Occupation
First-Line Supervisors/Managers of Production and Operating Workers	\$53,310	\$52,290	Work Experience in a Related Occupation
First-Line Sup/Mgrs of Construction Trades and Extraction Workers	\$65,080	\$70,410	Work Experience in a Related Occupation
First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	\$67,200	\$63,500	Work Experience in a Related Occupation
Transportation, Storage, and Distribution Managers	\$90,870	\$81,030	Work Experience in a Related Occupation
Welders, Cutters, Solderers, and Brazers	\$38,150	\$33,310	Post-Secondary Vocational Education
Mobile Heavy Equipment Mechanics, Except Engines	\$48,690	\$53,520	Post-Secondary Vocational Education
Mechanical Drafters	\$56,860	\$51,460	Post-Secondary Vocational Education
Chemical Technicians	\$37,590	\$43,020	Associate Degree
Electrical and Electronic Engineering Technicians	\$42,490	\$57,620	Associate Degree
Computer Support Specialists	\$47,580	\$48,160	Associate Degree
Industrial Engineering Technicians	\$100,750	\$50,200	Associate Degree
Wholesale and Retail Buyers, Except Farm Products	\$38,550	\$49,660	Bachelor's Degree
Graphic Designers	\$41,200	\$50,520	Bachelor's Degree
Meeting and Convention Planners	\$47,490	\$47,740	Bachelor's Degree
Public Relations Specialists	\$48,140	\$58,700	Bachelor's Degree
Editors	\$50,490	\$51,740	Bachelor's Degree
Purchasing Agents, Except Wholesale, Retail, and Farm Products	\$56,990	\$58,690	Bachelor's Degree
Network and Computer Systems Administrators	\$63,110	\$74,790	Bachelor's Degree
Environmental Scientists and Specialists, Including Health	\$63,460	\$69,700	Bachelor's Degree
Computer Programmers	\$65,690	\$80,220	Bachelor's Degree
Network Systems and Data Communications Analysts	\$66,330	\$75,410	Bachelor's Degree
Cost Estimators	\$68,770	\$64,620	Bachelor's Degree
Computer Systems Analysts	\$69,360	\$78,290	Bachelor's Degree
Accountants and Auditors	\$69,850	\$64,660	Bachelor's Degree
Mechanical Engineers	\$70,280	\$85,530	Bachelor's Degree
Budget Analysts	\$71,780	\$73,690	Bachelor's Degree
Computer Software Engineers, Systems Software	\$76,310	\$103,670	Bachelor's Degree
Employment, Recruitment, and Placement Specialists	\$77,820	\$52,690	Bachelor's Degree
Civil Engineers	\$81,920	\$84,620	Bachelor's Degree
Chemists	\$83,120	\$77,050	Bachelor's Degree
Electrical Engineers	\$85,920	\$92,980	Bachelor's Degree
Training and Development Specialists	\$87,570	\$60,830	Bachelor's Degree
Industrial Production Managers	\$92,600	\$88,530	Bachelor's Degree
Sales Engineers	\$96,720	\$93,590	Bachelor's Degree
Electronics Engineers, Except Computer	\$98,340	\$94,320	Bachelor's Degree
Marketing Managers	\$49,250	\$127,680	Bachelor's Degree or Higher and Some Work Experience
Management Analysts	\$66,190	\$77,890	Bachelor's Degree or Higher and Some Work Experience
Sales Managers	\$68,090	\$101,720	Bachelor's Degree or Higher and Some Work Experience
Financial Managers	\$78,690	\$109,440	Bachelor's Degree or Higher and Some Work Experience
Computer and Information Systems Managers	\$79,340	\$126,080	Bachelor's Degree or Higher and Some Work Experience
General and Operations Managers	\$79,370	\$104,900	Bachelor's Degree or Higher and Some Work Experience
Administrative Services Managers	\$82,540	\$81,590	Bachelor's Degree or Higher and Some Work Experience
Engineering Managers	\$112,800	\$130,520	Bachelor's Degree or Higher and Some Work Experience
Chief Executives	\$136,120	Not Available	Bachelor's Degree or Higher and Some Work Experience
Market Research Analysts	\$54,320	\$66,400	Master's Degree
Lawyers	\$116,520	\$131,810	First Professional Degree

Occupational Title	2008 Median		Education & Training
	San Luis Obispo County	California	
Wine & Agriculture			
Cleaners of Vehicles and Equipment	\$18,120	\$19,490	Short-Term On-the-Job Training
Combined Food Preparation and Serving Workers, Including Fast Food	\$18,200	\$18,290	Short-Term On-the-Job Training
Packers and Packagers, Hand	\$18,490	\$18,900	Short-Term On-the-Job Training
Cashiers	\$19,740	\$19,540	Short-Term On-the-Job Training
Food Batchmakers	\$20,780	\$24,210	Short-Term On-the-Job Training
Retail Salespersons	\$21,290	\$21,010	Short-Term On-the-Job Training
Stock Clerks and Order Fillers	\$21,840	\$22,120	Short-Term On-the-Job Training
Laborers and Freight, Stock, and Material Movers, Hand	\$22,980	\$23,040	Short-Term On-the-Job Training
Packaging and Filling Machine Operators and Tenders	\$24,090	\$22,480	Short-Term On-the-Job Training
Office Clerks, General	\$25,280	\$28,020	Short-Term On-the-Job Training
Order Clerks	\$25,680	\$29,460	Short-Term On-the-Job Training
Receptionists and Information Clerks	\$26,110	\$26,680	Short-Term On-the-Job Training
Shipping, Receiving, and Traffic Clerks	\$27,110	\$28,330	Short-Term On-the-Job Training
Truck Drivers, Light or Delivery Services	\$27,690	\$29,020	Short-Term On-the-Job Training
Weighers, Measurers, Checkers, and Samplers, Recordkeeping	\$28,050	\$25,030	Short-Term On-the-Job Training
Industrial Truck and Tractor Operators	\$30,490	\$31,360	Short-Term On-the-Job Training
Production, Planning, and Expediting Clerks	\$43,670	\$44,490	Short-Term On-the-Job Training
Customer Service Representatives	\$29,670	\$34,000	Moderate-Term On-the-Job Training
Secretaries, Except Legal, Medical, and Executive	\$30,780	\$33,660	Moderate-Term On-the-Job Training
Bookkeeping, Accounting, and Auditing Clerks	\$34,020	\$36,950	Moderate-Term On-the-Job Training
Inspectors, Testers, Sorters, Samplers, and Weighers	\$37,000	\$31,080	Moderate-Term On-the-Job Training
Sales Rep, Wholesale and Manuf, Except Technical and Scientific Products	\$38,650	\$55,970	Moderate-Term On-the-Job Training
Executive Secretaries and Administrative Assistants	\$41,170	\$43,950	Moderate-Term On-the-Job Training
Separating, Filtering, Machine Setters, Operators, and Tenders	\$51,570	\$45,210	Moderate-Term On-the-Job Training
Maintenance and Repair Workers, General	\$32,430	\$37,330	Long-Term On-the-Job Training
Maintenance Workers, Machinery	\$46,960	\$34,970	Long-Term On-the-Job Training
Electricians	\$53,210	\$52,690	Long-Term On-the-Job Training
Industrial Machinery Mechanics	\$73,930	\$51,180	Long-Term On-the-Job Training
First-Line Supervisors/Managers of Retail Sales Workers	\$35,600	\$36,860	Work Experience in a Related Occupation
First-Line Sup/Mgrs of Helpers, Laborers, and Material Movers, Hand	\$40,680	\$43,490	Work Experience in a Related Occupation
First-Line Sup/Mgrs of Office and Administrative Support Workers	\$46,210	\$50,630	Work Experience in a Related Occupation
First-Line Supervisors/Managers of Production and Operating Workers	\$53,310	\$52,290	Work Experience in a Related Occupation
First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	\$67,200	\$63,500	Work Experience in a Related Occupation
Transportation, Storage, and Distribution Managers	\$90,870	\$81,030	Work Experience in a Related Occupation
Wholesale and Retail Buyers, Except Farm Products	\$38,550	\$49,660	Bachelor's Degree
Purchasing Agents, Except Wholesale, Retail, and Farm Products	\$56,990	\$58,690	Bachelor's Degree
Industrial Production Managers	\$92,600	\$88,530	Bachelor's Degree
Sales Managers	\$68,090	\$101,720	Bachelor's Degree or Higher and Some Work Experience
Financial Managers	\$78,690	\$109,440	Bachelor's Degree or Higher and Some Work Experience
Computer and Information Systems Managers	\$79,340	\$126,080	Bachelor's Degree or Higher and Some Work Experience
General and Operations Managers	\$79,370	\$104,900	Bachelor's Degree or Higher and Some Work Experience
Chief Executives	\$136,120	Not Available	Bachelor's Degree or Higher and Some Work Experience