

**THINKING STRATEGICALLY ABOUT ECONOMIC DEVELOPMENT IN
DALLAS: WHY A HIGH-WAGE RECRUITMENT STRATEGY MAKES SENSE**

Prepared for the Greater Dallas Chamber of Commerce

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I. Introduction

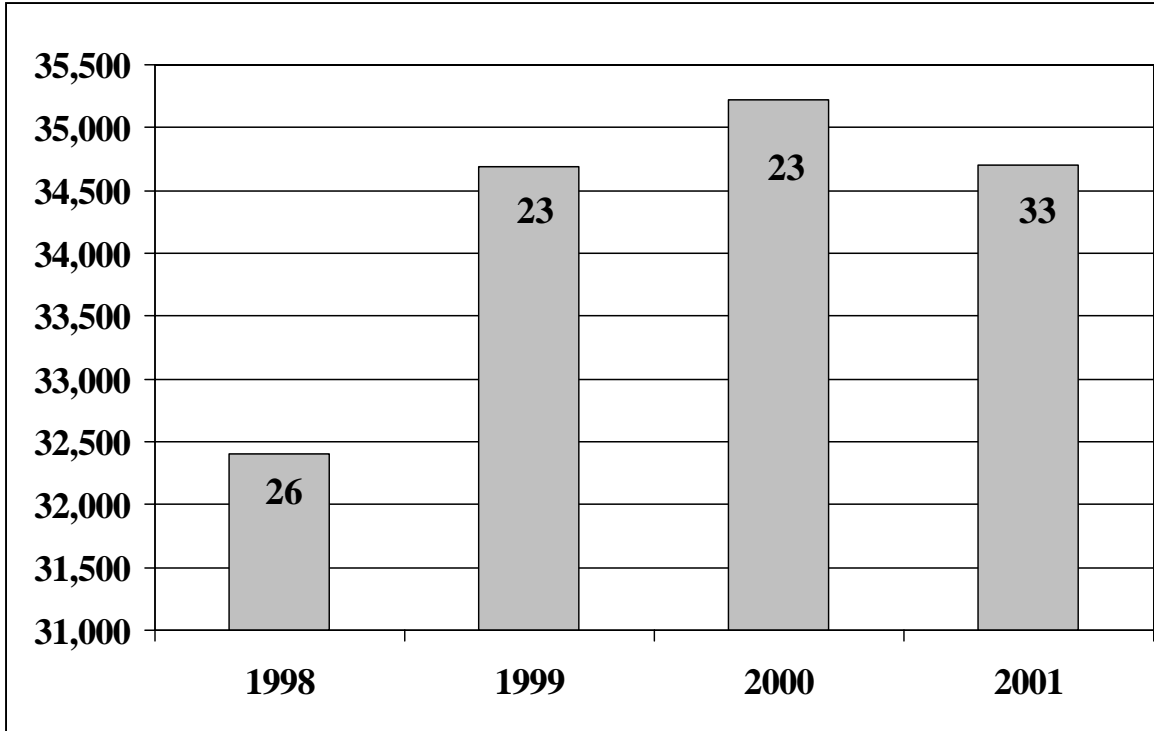
Over the past three years, the Dallas-Fort Worth Metropolitan Area*—along with most other regions of the country—has witnessed some tough economic times. Telecom layoffs, the aftermath of the September 11th terrorist attacks, and the national economic downturn have reduced the region’s employment by about 100,000 since 2000. (We should keep in mind, however, that current payroll employment is about 2.8 million—indicating a fairly small job loss in percentage terms.)

Dallas’ current economic stress is best evidenced by its declining per capita income. Between 2000 and 2001, the latest year for which data are available, per capita income in the Dallas metropolitan region fell from \$35,383 to \$34,697 (see Figure 1). In 2000, the Dallas area was ranked 23rd nationally in the PCI sweepstakes; by 2001, we were number 33. Given the severity of the recent local recession, Dallas’ per capita income probably continued to decline in 2002 and 2003.

*The DFW metropolitan region is comprised of two metropolitan areas: Dallas and Fort Worth-Arlington. All references to “Dallas” in this report relate to the Dallas half of the Metroplex, which includes Dallas, Collin, Denton, Rockwall, Kaufman, and Ellis counties.

Figure 1

**Per Capita Income (\$) and Rank Among Metropolitan Areas
Dallas, TX**



Still, as the discussion below will illustrate, even allowing for the region's current economic vicissitudes, the Dallas-Fort Worth Metroplex has been one of the most dynamic urban areas in the nation since 1990. What's more, as the national economic recovery gains steam the DFW Metroplex is likely to rebound in tandem. But a return to the dynamic growth for which Dallas has been accustomed will require renewed efforts by the area's chambers and business leaders to retain and attract high wage industries. It is only through the growth of high wage industries that the Dallas area can once again move up the income ranks of the nation's large metropolitan region (see discussion below).

II. An Economic and Demographic Overview of the Dallas-Fort Worth Metropolitan Region

According to the latest population estimates from the U.S. Bureau of the Census, Dallas-Fort Worth, with a 2001 population of 5.4 million, is the ninth largest urbanized area in the United States (see Table 1). But since 1990 it's been the *fastest growing* among all the nation's mega cities. Only Los Angeles and New York have added more people than DFW over the past decade.

Table 1

Population Growth: The Most Populated Metropolitan Areas in the Country, Ranked by their Growth Rates from 1990 to 2001 (in thousands).

	1990 Population	2001 Population	% Change
1. Dallas-Fort Worth	4,037	5,401	33.8%
2. Houston-Galveston-Brazoria	3,731	4,796	28.5%
3. Washington-Baltimore	6,726	7,760	15.4%
4. Los Angeles-Riverside-Orange County	14,531	16,701	14.9%
5. San Francisco-Oakland-San Jose	6,289	7,073	12.5%
6. Chicago-Gary-Kenosha	8,239	9,233	12.1%
7. New York-No. New Jersey-Long Island	19,566	21,560	10.2%
8. Detroit-Ann Arbor-Flint	5,187	5,478	5.6%
9. Philadelphia-Wilmington-Atlantic City	5,893	6,216	5.5%
10. Boston	5,455	5,597	2.6%

Source: U. S. Census Bureau

DFW has also led the nation in employment growth with a 28 percent gain since 1990, even after allowing for recessionary job losses (see Table 2). In absolute terms, the Metroplex added more than 600,000 jobs (net) during the 1990-2002 time span, a number exceeded only by Los Angeles. Considering DFW ranks ninth in population, job gains of this magnitude attest to the underlying economic strengths of the region. Significantly, area job losses slowed markedly during 2002 (see Table 3). Indeed, DFW lost fewer jobs than any other large metropolitan region.

Table 2**Employment Growth 1990-2002 (in thousands)**

Metro Area	1990 Employment	2002 Employment	Absolute Growth 1990-2002	Growth Rate 1990-2002
Dallas-Fort Worth	2,189.5	2,793.0	603.5	27.6%
Los Angeles-Riverside- Orange County	5,958.6	7,422.5	1,463.9	24.6%
Houston-Galveston- Brazoria	1,919.1	2,361.4	442.3	23.0%
New York-no. New Jersey-Long Island	3,747.9	4,107.5	359.6	9.6%
Boston	2,096.3	2,287.7	191.4	9.1%
Chicago-Gary-Kenosha	4,039.1	4,351.0	311.9	7.7%
Philadelphia-Wilmington- Atlantic City	2,758.6	2,964.5	205.9	7.5%
Detroit-Ann Arbor-Flint	2,379.4	2,553.5	174.1	7.3%
San Francisco-Oakland- San Jose	2,781.3	2,973.3	192.0	6.9%
Greater Washington DC	3,543.1	3,605.9	62.8	1.8%

Source: U. S. Bureau of Labor Statistics

Table 3**Top U.S. Job Loss (Growth) Markets: Dec. 2001 - Dec. 2002**

Metropolitan Area	Jobs Created
1. Chicago	-57,400
2. New York	-45,100
3. Detroit-Ann Arbor	-37,400
4. Washington, DC	-31,300
5. Boston	-29,300
6. San Francisco	-22,700
7. Los Angeles	-18,200
8. Philadelphia	-11,400
9. Dallas/Fort Worth	-10,500
10. Houston-Galveston	3,600

Source: U. S. Bureau of Labor Statistics

Though the Dallas-Fort Worth region has recorded explosive population growth over the past decade or so, several important demographic shifts are underway.

First, population and job growth have not been spread evenly across the region, with the northern half of the Metroplex growing much faster than the southern half. What's more, most of the northern sector's population and employment gains have occurred along major highway vectors: US 75, the North Dallas Tollway, Interstates 35E, 35W and 635 (western extension), and State Highways 114 and 121.

A second important demographic trend is the tremendous growth in the region's Hispanic population, especially in Dallas and Tarrant Counties (see Table 4). During the 1990s, these two counties gained nearly a half-million Hispanic residents. For the most part, the region's Hispanic population resides in the central cities of Dallas and Fort Worth.

Table 4

Hispanic Population Growth by County, 1990-2000

	2000	1990	Number Change	Percent Change
Dallas	662,729	315,631	347,098	110.0%
Tarrant	285,290	139,876	145,414	104.0
Denton	52,619	19,013	33,606	176.8
Collin	50,510	18,158	32,352	178.2

Source: U. S. Census Bureau

Perhaps the most significant demographic trend is the acceleration of domestic out-migration from Dallas County (see Table 5). During the 1990s, almost 129,000 persons emigrated from Dallas County to other U.S. locations. Preliminary data and analysis from the Census indicate most of these out-migrants formerly resided in the City

of Dallas and relocated to other cities in the Metroplex, as opposed to moving to other states.

Dallas County’s huge domestic out-migration was nearly offset by net international in-migration of 111,000 persons with most migrants arriving from Mexico and Central America. Again, preliminary data and analysis from the Census suggest most of these international migrants have located in the central cities of Dallas and Fort Worth. The fact that Hispanics constitute more than 60 percent of the Dallas Independent School District’s enrollment bolsters this conclusion.

Table 5

Population Growth by Selected Texas Counties, 1990-2000

	2000	1990	Number Change	Percent Change	NDM	NIM
Dallas	2,218,899	1,852,810	366,089	19.8%	-123,810	111,106
Tarrant	1,446,219	1,170,103	276,116	23.6	43,235	42,174
Denton	432,976	273,525	159,451	58.3	85,334	6,159
Collin	491,675	264,036	227,639	86.2	139,219	11,357
Harris	3,400,578	2,818,101	582,477	20.7	-122,506	190,775
Travis	812,280	576,407	235,873	40.9	55,570	22,964
Bexar	1,392,931	1,185,394	207,537	17.5	18,912	34,936
El Paso	679,622	591,610	88,012	14.9	-66,877	64,748

NDM = net domestic migration; NIM=net international migration

Source: U. S. Census Bureau

Because recent immigrants to the Dallas area have lower skill and educational attainment levels than out-migrants, a tremendous challenge faces the region in terms of attracting high-wage, high-skill industry.

III. Why High Wage Job Growth is Critical to Dallas' Economic Future

Common sense tells us that high wages result in high incomes. This is true not only for individuals but for regions as well. For the past thirty years, the Dallas area has ranked among top 5 to 10 percent of all metropolitan regions ranked by per capita income, though in recent years the region has lost some ground. Being a high-wage, high-income region has enabled Dallas to offer an outstanding quality of life to the area's citizens and businesses. High and rising incomes also facilitate wealth accumulation; and it is this accumulation of wealth that manifests itself in public and private amenities including parks, concert halls, international airports, good restaurants, and upscale shopping venues. High incomes lead to greater spending, which in turn generates larger tax revenues for local governments to help finance public amenities and good schools.

From an economic development perspective, the logical strategy for sustaining high incomes in Dallas or any community is to retain and recruit industries that pay high wages. To this end, in recent years the Greater Dallas Chamber has focused its economic development efforts on attracting high wage industries to the region. To guide these efforts, a "target industry" study was conducted in 2001 that identified seven high wage clusters for emphasis in the Chamber's regional marketing activities: data and computer management; global financial services firms; medical device and biopharmaceutical firms; semiconductor equipment and supplies; headquarters; data centers; and logistics centers.

Because of growing national expenditures for defense and homeland security, and because the industry already has a sizable presence in the Metroplex, we have added aerospace to the list. (In 2001, according to the Bureau of the Census, the four core

counties of the Metroplex—Collin, Dallas, Denton, and Tarrant—were home to 70 aerospace companies employing 30,000 workers with an annual payroll of \$1.7 billion).

Recent wage data (June 2003) from the U.S. Bureau of Labor Statistics suggest the Chamber is on the right track. Appendix A presents a ranking of industries by average wages paid to production workers, using the North American Industry Classification System (NAICS). Only industries paying in excess of \$19 per hour are listed. For comparative purposes, the end of Appendix A shows average wages paid by broad industrial classifications such as all manufacturing, construction, transportation, etc. None of these broad averages exceed \$19 per hour.

Of the 134 industries making the \$19 cut, 58 fall within the Chamber's targeted clusters (shown in bold). What's more, these are industries that will be expanding as the national economic recovery picks up steam. For the reasons discussed in the next section, the Dallas area is well positioned to capture a sizable number of corporate expansions and relocations in the years ahead.

One of the keys to ensuring the region's high-wage future is access to higher education. Several decades of scholarly research has documented the link between educational attainment and individual incomes. In short, higher levels of educational attainment result in higher current income and greater lifetime earnings. Fortunately, the north Texas area is well-endowed with institutions of higher learning. According to the Alliance for Higher Education, 42 colleges and universities are located between Waco and Denton. From community colleges, to technical schools, to Ph.D. programs in engineering and science, the higher education options in the Dallas-Fort Worth region clearly equal those in Boston or the San Francisco Bay area.

IV. Long Term Outlook for the Dallas Area

Recent reports at the national level indicate the economy is gaining strength, albeit slowly. Most forecasters expect the recovery to pick up steam during the last quarter of 2003 and into 2004. Because business spending on plant and equipment is running 50 percent higher than a year ago, the net job growth that's occurred since August 2003 should continue. Importantly, the national economy has worked off most of the excesses of the late 1990s, thereby setting the stage for higher levels of investment spending and sustainable long-term growth.

As the national economy recovers and expands, growth will return to the Metroplex—and probably at a pace that exceeds the national rate. This has been the case in the past and should be in the future as well. DFW suffered mightily from the energy, banking, and real estate collapse of the mid-1980s. In fact, job losses as a percent of the working population were larger than they've been in the 2000-2003 downturn, and the unemployment rate was as high as it is today. But by 1990, all of the job losses from the mid-1980s had been regained. And, as discussed above, DFW led the nation in employment growth during the succeeding decade. In fact, even allowing for the 100,000 jobs that disappeared between mid-2000 and mid-2003, the DFW region has still added more jobs than any other metropolitan area in the U.S. since 1990.

The factors that attracted people and businesses to the Metroplex during the booming 1990s are still here: a geographically central location, excellent transportation infrastructure, a low cost-of-living and cost-of-doing-business, a favorable tax climate, and a large and productive workforce just to name a few. Lots of inexpensive Class A

office space is available both in downtown Dallas and the suburbs, and competitively-priced industrial space is also available across the region.

Significantly, the region’s human capital has been upgraded tremendously over the past decade as a result of thousands of engineers, technicians and scientists flocking to the area to work in the fast-growing information technology industries. Interviews with several placement and staffing companies indicate the vast majority of the area’s tech workers have stayed put despite the downturn in the IT sectors. Indeed, anecdotal evidence suggests tech workers continue to migrate to the Dallas area because they perceive the economic prospects to be brighter here than elsewhere. Though many of these highly skilled workers are currently unemployed or underemployed, they will prove to be a huge asset in luring new and expanding technology-based companies to the Metroplex in the years ahead.

Also of note, the Dallas area’s overall labor force has continue to grow during the past three years while it has contracted in other high-tech regions (see Table 6). Atlanta’s labor force has also grown at a rapid clip while San Francisco and San Jose have recorded dramatic drops in their workforce. True, the number of unemployed in Dallas has risen sharply since 2000, but the rise has been much greater in San Francisco, San Jose and Boston.

Table 6

Labor Force

	<i>Oct 2000</i>	<i>Oct. 2001</i>	<i>Oct. 2002</i>	<i>Oct. 2003</i>	<i>% change 00-03</i>
Dallas	2,003,245	2,038,451	2,045,482	2,068,519	3.2%
Fort Worth	972,394	943,552	963,869	974,680	0.2%
Atlanta	2,343,787	2,335,408	2,390,429	2,450,307	4.5%
San Francisco	990,751	967,867	938,969	942,334	-4.9%
San Jose	1,018,910	998,134	952,854	916,969	-10.0%
Boston	1,857,034	1,889,732	1,927,212	1,896,540	2.1%

Unemployment

	<i>Oct 2000</i>	<i>Oct. 2001</i>	<i>Oct. 2002</i>	<i>Oct. 2003</i>	<i>% change 00-03</i>
Dallas	57,909	115,873	140,772	132,714	129%
Fort Worth	27,374	43,560	56,440	55,470	102%
Atlanta	68,252	96,048	133,012	109,867	61%
San Francisco	20,703	50,226	56,745	48,547	134%
San Jose	16,612	71,269	85,142	69,349	317%
Boston	36,275	70,980	92,521	91,590	152%

Source: Bureau of Labor Statistics.

Recent projections from the North Central Texas Council of Governments (COG) confirm this optimistic scenario. Between now and 2010, the Metroplex population is projected to expand by 19.2% (see Table 7). Dallas County will grow at a slower pace while Collin and Denton Counties grow at more than twice the regional rate. The concomitant growth in households will continue to fuel the demand for new single and multi-family housing across the region. Employment growth is also projected to remain strong, though the suburban counties will likely capture much of the increase. Looking out even further, the COG expects the DFW region to boast 9.1 million residents and 5.4 million jobs by the year 2030.

Table 7

Population, Employment, and Household Forecasts, 2000-2030

Population Forecasts:

	<i>Forecast 2010</i>	<i>Forecast 2030</i>	<i>Change 2000-2010</i>	<i>Change 2000-2030</i>	<i>% Change 2000-2010</i>	<i>% Change 2000-2030</i>
DFW	6,328,200	9,107,900	1,018,973	3,798,673	19.2%	71.5%
Dallas County	2,486,989	2,817,191	254,513	584,715	11.4%	26.2%
Collin County	749,343	1,166,645	257,067	674,369	52.2%	137.0%
Denton County	643,572	1,085,343	215,493	657,263	50.3%	153.5%

Employment Forecasts:

	<i>Forecast 2010</i>	<i>Forecast 2030</i>	<i>Change 2000-2010</i>	<i>Change 2000-2030</i>	<i>% Change 2000-2010</i>	<i>% Change 2000-2030</i>
DFW	3,897,000	5,416,700	738,800	2,258,500	23.4%	71.5%
Dallas County	2,055,686	2,529,371	310,577	784,262	17.8%	45.0%
Collin County	292,533	517,264	88,473	313,207	43.3%	153.5%
Denton County	228,191	413,453	75,373	206,635	49.3%	135.2%

Households Forecasts:

	<i>Forecast 2010</i>	<i>Forecast 2030</i>	<i>Change 2000-2010</i>	<i>Change 2000-2030</i>	<i>% Change 2000-2010</i>	<i>% Change 2000-2030</i>
DFW	2,350,300	3,396,100	463,600	1,509,400	24.6%	80.0%
Dallas County	929,713	1,059,800	96,849	226,936	11.6%	27.2%
Collin County	276,980	431,137	92,769	246,926	50.3%	134.0%
Denton County	239,712	406,614	78,322	245,224	48.5%	152.0%

Sources: U.S. Bureau of the Census; North Central Texas Council of Governments.

V. Conclusion

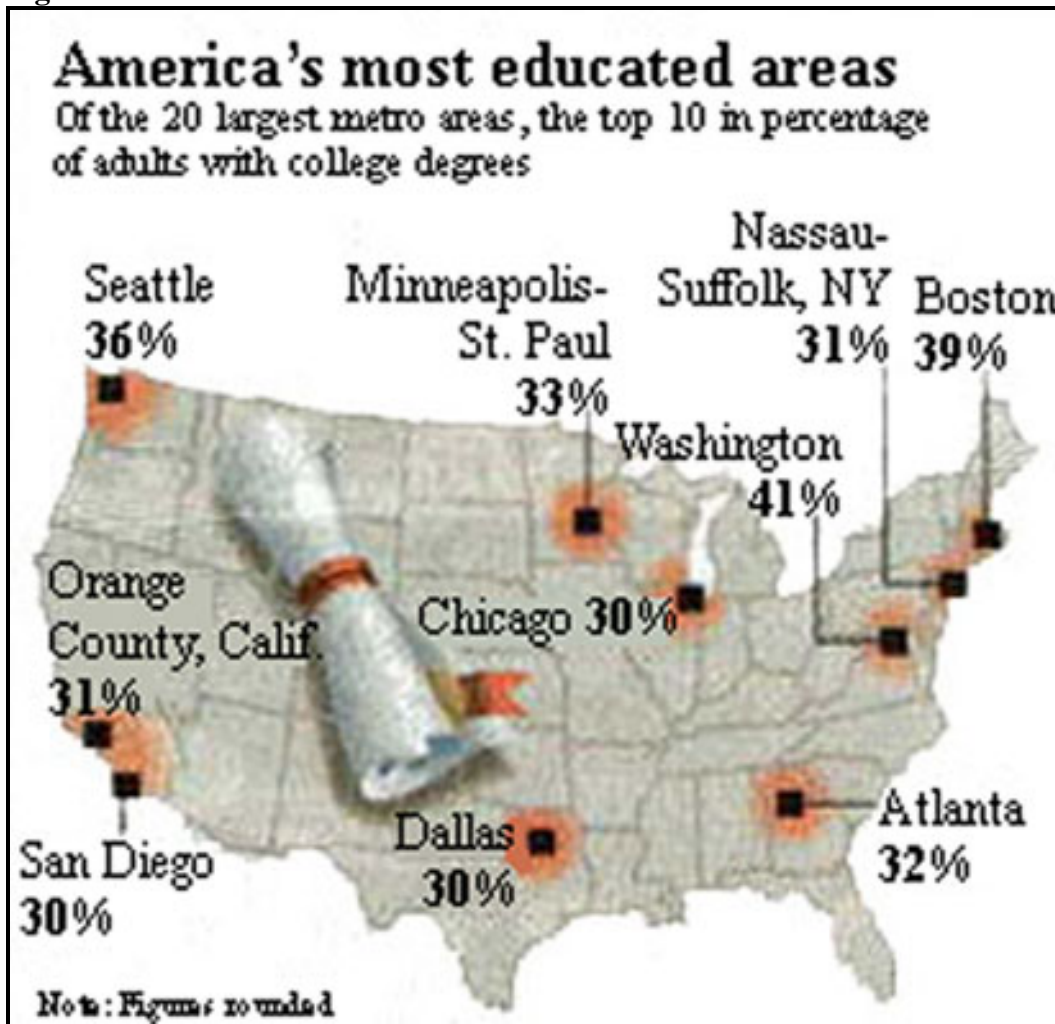
As the above discussion has illustrated, the Dallas-Fort Worth area has been among the most dynamic major metropolitan regions in the country over the past 30 years. Despite the vicissitudes of the recent recession, the telecom meltdown, and the aftermath of September 11th, the Metroplex has nonetheless added more jobs than any other region of the nation since 1990.

Like all regions, Dallas faces both internal and external challenges. The changing demographic makeup of the region will necessitate greater emphasis of improving educational outcomes, especially for the more than 500,000 migrants to the region over the past decade for whom English is a second language. A general upgrading of the skills of the resident workforce is also an imperative for keeping the region competitive.

Externally, the Dallas area is facing growing competition, not only from other metropolitan regions but from other countries as well. Like it or not, Dallas now competes in the global economy—a challenge that should be welcomed rather than feared. Given the region’s industrial mix, and its rich endowment of human capital, we should have no difficulty marketing technology-intensive products and services to the rest of the world. A little known fact is that Dallas ranks among the top 10 metros in the country in the percentage of adults with college degrees (see Figure 2).

As in the past, the region’s economic prosperity will hinge on its ability to retain and add jobs in industries paying above-average wages. The Greater Dallas Chamber’s focus on recruiting such industries will not only help to maintain the quality of life to which we’ve become accustomed; it will also help keep the region competitive in the brave new world of global competition.

Figure 2



Source: U.S. Census Bureau; USA Today

Appendix A

Average Hourly Earnings of Production Workers

Industry Code	Industry Name	June 2003
43488310	Port and harbor operations	\$35.67
50511200	Software publishers	\$32.85
60541512	Computer systems design services	\$31.07
60541511	Custom computer programming services	\$30.97
60541370	Computer systems design and related services	\$29.98
31336111	Automobiles	\$29.31
50512110	Motion picture and video production	\$28.67
31336110	Automobiles and light trucks equipment	\$28.33
31336100	Motor vehicles equipment	\$27.84
60541618	Other management consulting services	\$27.83
44221110	Electric power generation	\$26.86
55522292	Real estate credit	\$26.85
44221112	Fossil fuel electric power generation	\$26.81
31336112	Light trucks and utility vehicles	\$26.68
41423430	Computer and software	\$26.18
31336350	Motor vehicle power train components	\$25.97
60541519	Other computer-related services	\$25.76
31336330	Motor vehicle steering and suspension parts	\$25.68
60541612	Human resource consulting services	\$25.50
60541710	Physical, engineering and biological research	\$25.46
44221100	Power generation and supply	\$25.40
55523920	Portfolio management	\$25.37
44221121	Electric bulk power transmission and control	\$25.31
31336411	Aircraft	\$25.15
60541700	Scientific research and development services	\$25.03
43488320	Marine cargo handling	\$24.76
31333315	Photographic and photocopying equipment	\$24.74
50518100	ISPs and web search portals	\$24.69
43488300	Support activities for water transportation	\$24.63

(appendix continues)

Appendix A (continued)

Industry Code	Industry Name	June 2003
44220000	Utilities	\$24.58
80813930	Labor unions and similar labor organizations	\$24.50
60541340	Engineering and drafting services	\$24.16
55523900	Other financial investment activities	\$24.13
44221200	Natural gas distribution	\$23.98
60541610	Management consulting services	\$23.62
55523000	Securities, commodity contracts, investments	\$23.55
60541600	Management and technical consulting services	\$23.50
31336120	Heavy duty trucks	\$23.35
31336412	Aircraft engines and engine parts	\$23.34
20238120	Steel and precast concrete contractors	\$23.32
55523200	Securities and commodity contracts brokerages and exchanges	\$23.26
60541690	Other technical consulting services	\$23.23
44221120	Electric power transmission and distribution	\$23.21
43486000	Pipeline transportation	\$22.95
31333611	Turbine and turbine generator set units	\$22.86
31336312	Gasoline engine and engine parts	\$22.83
60541110	Offices of lawyers	\$22.83
55522290	Other nondepository credit intermediation	\$22.81
44221122	Electric power distribution	\$22.79
60541620	Environmental consulting services	\$22.75
60540000	Professional and technical services	\$22.67
31336400	Aerospace product and parts	\$22.66
31331100	Iron and steel mills and ferroalloy production	\$22.61
31336370	Motor vehicle metal stamping	\$22.59
60541611	Administrative management consulting services	\$22.59
55523930	Investment advice	\$22.58
60541300	Architectural and engineering services	\$22.33
60541100	Legal services	\$22.32
55523120	Securities brokerage	\$22.28

(appendix continues)

Appendix A (continued)

Industry Code	Industry Name	June 2003
50517100	Wired telecommunications carriers	\$22.23
60562910	Remediation services	\$22.20
31336310	Motor vehicle gasoline engine and parts	\$22.10
55525000	Funds, trusts, and other financial vehicles	\$22.06
41423400	Commercial equipment	\$22.00
60551112	Offices of bank holding companies and of other holding companies	\$22.00
55524126	Direct property and casualty insurers	\$21.96
50518000	ISPs, search portals, and data processing	\$21.94
55524120	Direct insurers, except life and health	\$21.91
60541720	Social science and humanities research	\$21.89
60541613	Marketing consulting services	\$21.87
50511000	Publishing industries, except Internet	\$21.82
60541614	Process and logistics consulting services	\$21.82
20238290	Other building equipment contractors	\$21.80
60541820	Public relations agencies	\$21.71
55524128	Direct title insurance and other direct insurance carriers	\$21.65
10212200	Metal ore mining	\$21.60
50517300	Telecommunications resellers	\$21.59
31334517	Irradiation apparatus	\$21.24
80813920	Professional organizations	\$21.22
31336000	Transportation equipment	\$21.20
50515120	Television broadcasting	\$21.19
55522310	Mortgage and nonmortgage loan brokers	\$21.18
10212112	Bituminous coal underground mining and anthracite mining	\$21.15
60541310	Architectural services	\$21.12
41425120	Wholesale trade agents and brokers	\$21.09
41423690	Electric appliances and other electronic parts	\$21.04
50000000	Information	\$21.03
55524291	Claims adjusting	\$21.00

(appendix continues)

Appendix A (continued)

Industry Code	Industry Name	June 2003
60541810	Advertising agencies	\$20.99
20238210	Electrical contractors	\$20.89
55524130	Reinsurance carriers	\$20.88
50517000	Telecommunications	\$20.73
10212100	Coal mining	\$20.69
41425000	Electronic markets and agents and brokers	\$20.66
55524100	Insurance carriers	\$20.64
80813211	Grantmaking foundations	\$20.63
20238200	Building equipment contractors	\$20.61
50512000	Motion picture and sound recording industries	\$20.58
50512100	Motion picture and video industries	\$20.51
10212390	Other nonmetallic mineral mining	\$20.50
50518200	Data processing and related services	\$20.48
31336300	Motor vehicle parts	\$20.46
41423450	Medical equipment	\$20.40
20236210	Industrial building	\$20.37
50515100	Radio and television broadcasting	\$20.33
55522200	Nondepository credit intermediation	\$20.29
20238310	Drywall and insulation contractors	\$20.25
20238220	Plumbing and HVAC contractors	\$20.16
41423600	Electric goods	\$20.15
10212111	Bituminous coal and lignite surface mining	\$20.08
55524113	Direct life insurance carriers	\$20.07
55524000	Insurance carriers and related activities	\$20.04
41424690	Other chemicals	\$20.03
55524290	Other insurance-related activities	\$19.87
20236200	Nonresidential building	\$19.86
20236220	Commercial building	\$19.68
20237300	Highway, street, and bridge construction	\$19.64
55524110	Direct life and health insurance carriers	\$19.58

(appendix continues)

Appendix A (continued)

Industry Code	Industry Name	June 2003
60541910	Marketing research and public opinion polling	\$19.55
41424600	Chemicals	\$19.51
60561920	Convention and trade show organizers	\$19.46
20237900	Other heavy construction	\$19.45
55524292	Third-party administration of insurance funds	\$19.43
31334511	Search, detection, and navigation instruments	\$19.41
50515000	Broadcasting, except Internet	\$19.39
31331420	Rolled, drawn, extruded, and alloyed copper	\$19.34
31336211	Motor vehicle bodies	\$19.31
31331511	Iron foundries	\$19.24
65622100	General medical and surgical hospitals	\$19.24
65622000	Hospitals	\$19.14
41423610	Electrical equipment and wiring	\$19.12
50511120	Periodical publishers	\$19.09
50515110	Radio broadcasting	\$19.03
55524114	Direct health and medical insurance carriers	\$19.03
20000000	Construction	\$18.90
10000000	Natural resources and mining	\$17.52
41000000	Wholesale trade	\$17.33
60000000	Professional and business services	\$17.25
55000000	Financial activities	\$17.16
43000000	Transportation and warehousing	\$16.29
30000000	Manufacturing	\$15.69
65000000	Educational and health services	\$15.61
80000000	Other services	\$13.97

Source: U. S. Bureau of Labor Statistics