



Job Access in the Cranberry Area

Critical issues affecting workforce and economic development
in southwestern Pennsylvania

Dear Colleague:

A quality workforce is a key ingredient to southwestern Pennsylvania's economic prosperity. The private-sector-led Three Rivers Workforce Investment Board (TRWIB) strives to ensure that our region's employers are able to attract and retain qualified workers and that our region's workers are able to access and retain quality jobs. We have long recognized that making this match between workers and jobs relies on more than whether workers' skills and attitudes match those needed by the region's employers. Other factors, including transportation, childcare, and affordable housing, can play critical roles in meeting employers' workforce needs and enabling individuals to obtain and retain good jobs.

As southwestern Pennsylvania's development patterns have mirrored national suburban growth trends, the issues of accessible transportation, childcare, and affordable housing have increasingly surfaced as potential barriers to matching workers and jobs. Just north of the City of Pittsburgh, the Cranberry area in particular has experienced tremendous residential and employment growth. In light of this growth, in 2001 TRWIB began a project aimed at increasing access for Allegheny County's transit-dependent workers to jobs in the Cranberry area. Despite a weak economy, initial efforts were not overwhelmingly successful. In the summer of 2003, TRWIB began a study of the Cranberry area to better understand its employment opportunities, employer needs, and potential barriers to job access. This publication presents the findings of this research.

Many individuals, businesses, and organizations helped immensely. In particular we would like to acknowledge TRWIB staff members Maureen Frumen and Theodora Finn, TRWIB summer interns Joanlin Hsu and Amanda McKendree, and Bill Ceriani of the Pennsylvania Department of Labor and Industry's Center for Workforce Information and Analysis. We would also like to thank Chuck Imbrogno and Carol Uminski of the Southwestern Pennsylvania Commission, Dan Santoro of Cranberry Township, Christy McSorley Bell of the Port Authority of Allegheny County, John Paul of Butler Township-City Joint Municipal Transit Authority, TRWIB Board Member Robert Grom, President and CEO of Heritage Health Foundation, Inc., and the members of the Access to Work Taskforce of Allegheny County.

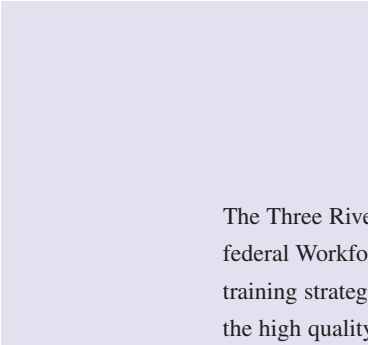
Based on the study findings and analysis, we offer several sets of recommendations for: Cranberry area employers; transportation planners and providers; land use and economic development planners and policymakers; and workforce development professionals. Ultimately, we hope this study will contribute to a policy and planning environment that will promote greater economic success for individuals and businesses in the Greater Pittsburgh Region.

David J. Malone

Chair, Three Rivers Workforce Investment Board

Contents

Premise and Approach	3
Findings	5
Implications	16
Recommendations	18
Appendices	
A: Data Sources	25
B: Occupations in the Cranberry Area	26
C: Residents versus Jobs	27
D: Employer Interviews	28



The Three Rivers Workforce Investment Board (TRWIB) was established under the federal Workforce Investment Act of 1998 to oversee and coordinate employment and training strategies in Pittsburgh and Allegheny County. TRWIB envisions a region where the high quality of the workforce is a key asset in attracting and retaining business, and where the workforce is supported by a market-driven, user-friendly workforce development system.

This study was conducted under TRWIB’s Cranberry Job Access Reverse Commute project and was partially funded through a Community Audit Demonstration Grant provided by the U.S. Department of Labor.

Premise and Approach

Across the United States, low-income people seeking to get and keep jobs face formidable transportation barriers. Increasingly, the jobs they seek are located in suburban areas with little or no public transit service.

For urban and rural low-income people without access to reliable cars, many jobs—in some cases entire professions—are out of reach. At the same time, growing numbers of suburban business owners are finding it difficult to recruit and retain workers for entry-level jobs—precisely the jobs that fit the skills profiles of many low-income people.

In short, a “spatial mismatch” is separating public-transit-dependent people from much-needed suburban jobs, and businesses from much-needed workers. The U.S. Department of Transportation’s JARC program (Job Access/Reverse Commute)¹ was established to address this mismatch, as well as other transportation challenges faced by welfare recipients and low-income people seeking to get and keep quality jobs. Expansions of public, paratransit, and transit management services into suburban workplaces are examples of programs that have been funded by JARC grants.

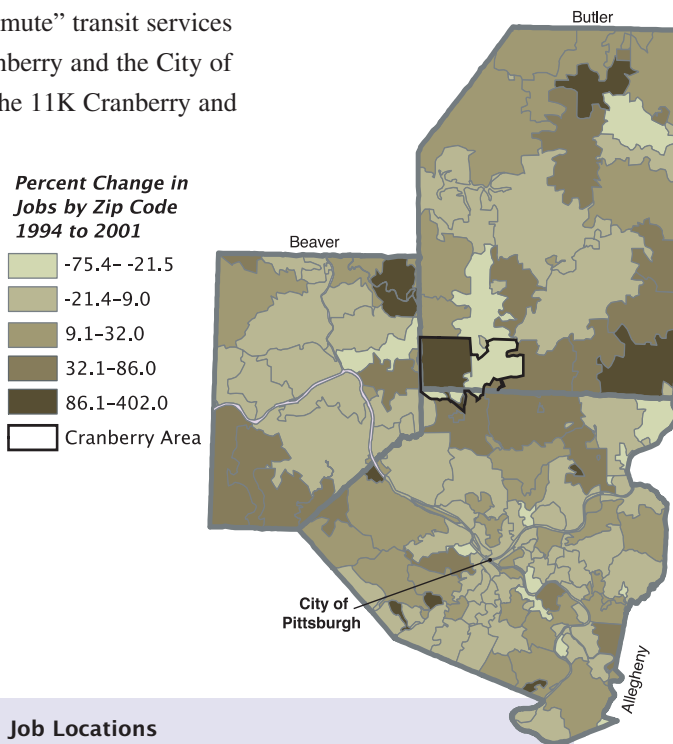
This study—conducted in 2003 by TRWIB—focuses on how job access barriers affect a specific employer community: the Cranberry area north of Pittsburgh. While this particular study focuses on the Cranberry area, investigators note there is compelling evidence that the study’s findings are representative of many southwestern Pennsylvania communities.

Why Cranberry?

The “Cranberry area”—encompassing Cranberry Township, Mars, and Warrendale²—mirrors national trends in suburban growth. It has experienced significant population and employment growth in recent years, and it is almost exclusively designed for vehicular traffic.

Jobs in the Cranberry area are not easily accessible by public transit. Seeking to engage inner-city workers in suburban job opportunities, the Port Authority of Allegheny County applied for and received JARC funding to develop new “reverse commute” transit services between Cranberry and the City of Pittsburgh. The 11K Cranberry and

13K Cranberry Express routes were created in September 2000. In 2001, another JARC grant funded a project through TRWIB, in partnership with Port Authority of Allegheny County, to identify barriers impeding job access in the Cranberry area and to develop strategies to address these barriers. A Mobility and Workforce Development Specialist was hired to lead the project.



Changing Job Locations

Nationwide, two-thirds of all new U.S. jobs are being created in the suburbs. Yet three-quarters of low-income people moving from welfare to work live in inner cities and rural areas.³ Strong suburban job growth trends are evident in Allegheny, Beaver, and Butler counties.

During the first two years of the 11K and 13K bus operations, relatively few city residents used the service to travel to jobs in Cranberry; the 11K bus was eliminated in 2003. The 13K express buses bringing people from Cranberry into the City of Pittsburgh for jobs have operated at full capacity. However, the reverse commute back to Cranberry, with limited scheduled stops, continues to have low ridership.

Research Scope, Method, and Data

This study was designed to determine what impact job access has on employers and transit-dependent workers in the Cranberry area. In addition, the study could help identify barriers that impede employer-employee matches. Finally, study results could be used to develop strategies to help eliminate job-access barriers.

To conduct the study, TRWIB dedicated staff and hired two interns. Beginning in summer 2003, the team set out to gain a better understanding of:

- The types of employment opportunities in the Cranberry area
- Workforce challenges faced by Cranberry area employers
- Characteristics of the workforce in the Cranberry area and surrounding communities

- Transportation, childcare, and affordable housing options currently available to workers wishing to access jobs in the area.

This study has broader purposes:

- The results will inform Cranberry Township's upcoming comprehensive planning process as well as the 2004 Cranberry Area Transit Study.
- The Access to Work Taskforce of Allegheny County⁴ intends to draw on the study in developing methods for collecting and analyzing information about workforce and supportive services that could be used in other parts of the region.

In addition, while findings are specific to the Cranberry area, the study includes broader recommendations related to transportation planning, land use, and development.

Research methods and data sources included four main components:

- 1) **An analysis of available secondary data** to identify job opportunities that exist in the Cranberry area; the workforce characteristics of residents in the Cranberry area and surrounding three counties; and transportation, childcare, and affordable housing options that are in place to support workers in accessing jobs in the Cranberry area. (See Appendix A.)

- 2) **Telephone interviews** with a representative sample of 100 Cranberry area employers to determine:

- If they are having difficulty attracting and retaining workers and why;
- If so, what kinds of workers they have trouble attracting and retaining;
- If they perceive a lack of transportation, childcare or affordable housing as playing a role in their inability to attract and retain workers;
- The geographic areas from which they recruit employees;
- Their reasons for locating in the Cranberry area and whether workforce and job access issues were considerations;
- Characteristics of their employees including education levels and commuting patterns;
- And, their perceptions of the need for initiatives aimed at increasing the transportation, childcare, and housing opportunities available to their employees.

- 3) **Survey information**, from Pittsburgh CareerLink job seeker surveys and Cranberry employee surveys conducted by TRWIB in 2002 under the Cranberry JARC project.

- 4) **Research** into strategies and best practices for addressing job access issues.

¹ JARC grants assist states and localities in developing flexible transportation services that connect welfare recipients and other low-income individuals to jobs and employment-related services. Reverse commute projects provide transportation services to suburban employment centers from urban, rural and suburban locations for all populations. All projects funded through JARC must entail collaborative regional planning.

² Included in zip codes 15086, 16046, and 16066 and census tracts 9120, 9121.01, 9121.02, 9122, 9123, and portions of 9123, 4110 and 4090.

³ *The Long Journey to Work*, FT Policy for Working Families, USC 49, Sec.3037 (a) (2); and Sec. 3037 (9).

⁴ This multi-disciplinary public/private group originally came together due to a combination of welfare-to-work legislation, suburban economic development, and the need for public transportation planning to address changing worker commute patterns. The Task Force develops solutions for transportation-related issues that affect many communities, i.e., disconnections between workers and workplaces.

Findings

Finding 1. The Cranberry area exemplifies national trends in the suburbanization of population and job growth.

Reflecting national and statewide trends, the Pittsburgh region's development patterns have led to the movement of middle-class families out of older urban communities to suburban communities.

Jobs have also become more decentralized. As the Brookings Institution pointed out in a recent study, almost 57 percent of new private-sector jobs created in the Pittsburgh region between 1994 and 2001 were located 10 miles outside of the region's central business districts. In 2000, 71 percent of Pittsburgh residents commuted to jobs in the suburbs.⁵

Meanwhile, many entry-level workers remain in older urban areas and often rely on public transportation to get to work.

Transit-dependent workers have difficulty accessing jobs in the suburbs; and, conversely, many suburban employers face problems in recruiting and retaining entry-level workers.

Pittsburgh's minority residents are especially hard hit by this "spatial mismatch" between workers and jobs. According to the Brookings Institution, Pittsburgh ranked 43rd out of 50 metropolitan areas nationally that displayed the greatest spatial mismatch between black workers and jobs in 2000.⁶ In fact, Pittsburgh was not the state's only example—five other metropolitan areas in Pennsylvania were included among the top 50 metropolitan areas in this measure of spatial mismatch.⁷

These regional trends are particularly evident in the Cranberry area, a Pittsburgh suburb where job and population growth have been explosive. Between 1990 and 2001, Cranberry Township experienced a 59 percent increase in population. Between 1994 and 2001 the Cranberry area witnessed an 80 percent increase in jobs, with Cranberry Township alone realizing a 402 percent increase in jobs during this period.⁸ In 1998, the Cranberry area had over 1,000 employers and over 19,000 jobs.⁹

The Cranberry area is typical of fast-growing, relatively wealthy U.S. suburbs. It is highly car-dependent, with limited public transit and little infrastructure to serve pedestrians. Traffic congestion is becoming an increasing concern to



Suburban communities such as the Cranberry area accounted for almost all the population and job growth the Pittsburgh region experienced in the last decade. Second-class townships were the only class of municipalities that grew in the 1990s, with population increases of 6.5%. In contrast, the region as a whole lost population (-1.5%) in the 1990s.¹⁰

⁵ *Back to Prosperity: A Competitive Agenda for Renewing Pennsylvania—A Profile of the Pittsburgh Area*, Brookings Institution Center on Urban and Metropolitan Policy: 2003.

⁶ Steven Raphael and Michael Stoll, *Modest Progress: The Narrowing Spatial Mismatch between Blacks and Jobs in the 1990s*, Brookings Institution: 2002.

⁷ *Back to Prosperity*, Brookings Institution.

⁸ U.S. Census Bureau: County Business Patterns.

⁹ Representing approximately 2.4 percent of the jobs in Allegheny, Beaver, and Butler counties combined.

¹⁰ *Back to Prosperity*, Brookings Institution.

municipal officials. Cranberry Township, Butler Transit, the Southwestern Planning Commission, and PENNDOT are funding a transit study to look for possible solutions. The Cranberry area is also notable for its relatively high housing costs and scarce affordable housing options.

Meanwhile, Cranberry Township strives to manage growth through proactively combining development policy and municipal regulation. Zoning, subdivision, and land development ordinances direct concentration of commercial retail development in the southern portion of the township, accessible to the major roads. Retail development is limited in other areas of the township.

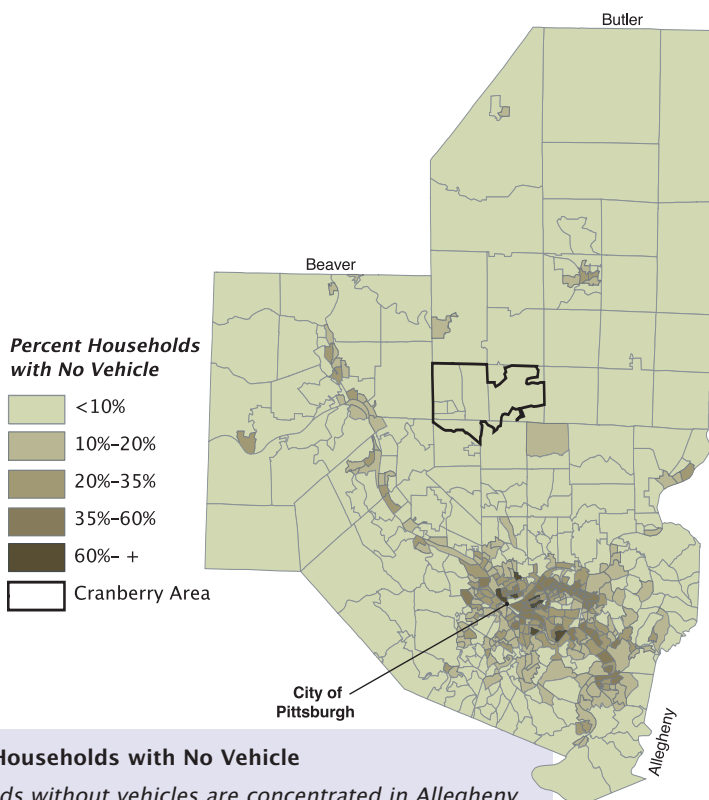


Having a car can make a tremendous difference in getting and keeping a job. The Urban Institute's National Survey of American Families found that twice as many welfare recipients with cars were working as those without cars. Yet many welfare recipients and low-income workers do not have a car. 10% of all U.S. households lack vehicles, and those without vehicles are more likely to be in the lowest income brackets. Households with incomes below \$25,000 constitute 65% of households without vehicles.¹¹

¹¹ U.S. Census Bureau: Census 2000.

“I tried to recruit employees from a company that closed its downtown Pittsburgh office, but people felt Cranberry was too far and had no good transit options.”

—Cranberry area human resources director



Percent Households with No Vehicle
Households without vehicles are concentrated in Allegheny County. Transit-dependent job seekers have few options for gaining access to available jobs in the Cranberry area.

Source: U.S. Census 2000, census tracts in Allegheny, Butler, and Beaver Counties

Finding 2. There is evidence of a “spatial mismatch” between entry-level jobs and workers in the Cranberry area.

It is not unusual for people in southwest Pennsylvania to travel across municipal boundaries for work. The Cranberry area is no exception. Although the area has nearly the same number of jobs as working residents, about 75 percent of working residents commute to jobs outside the Cranberry area each day—many to municipalities in Allegheny County. In turn, about 75 percent of jobs in the Cranberry area are filled by workers who commute into the area.¹² The area draws large numbers of workers from Butler, Beaver, and Allegheny Counties.¹³

The Cranberry area has a large number of entry-level jobs relative to its local population of entry-level workers.

An estimated 60 percent of jobs have average annual wages of less than \$30,000 based on state wage trends, and approximately 12 percent have average annual wages of less than \$20,000. Based on state patterns, only about 8 percent of the jobs in the Cranberry area that are classified by the U.S. Census—1,126 jobs—require a bachelor’s degree. Yet 46 percent of the people over 25 living in the Cranberry area—10,138 people—possess at least a bachelor’s degree.¹⁴

Since the number of jobs in the Cranberry area is approximately the same as the number of working residents in the area (19,000 jobs versus 17,000 working residents), it is possible to do a side-by-side

comparison by job category (Appendix C). As the data indicate, Cranberry area residents in managerial, professional, and related occupations find the vast majority of these positions outside the area. On the other side of the equation, job categories where the Cranberry area needs to attract workers from outside the area include production, food preparation, and service.¹⁵

“People living in this area are more educated than what’s needed for the jobs in this area.”
—Cranberry area retailer

Table 1. Southwestern Pennsylvania Workers Commuting to Jobs Outside County of Residence

Counties	# of Workers Commuting Outside County of Residence
Allegheny	417,598
Beaver	70,135
Butler	66,370
Armstrong	25,961
Fayette	48,826
Greene	11,975
Indiana	27,939
Lawrence	29,992
Washington	75,025
Westmoreland	13,565

Table 1 shows the sheer volume of workers in southwestern Pennsylvania’s 10-county region who commuted across county lines for work in 2000. Since 1970, the number of Allegheny County residents who commute to Butler County for work has increased by 33%. This situation underscores the need to transcend county and municipal boundaries with regional transportation solutions.

Source: U.S. Census 2000 (Home Residence vs. Work Location)

¹² U.S. Census Bureau: Census 2000.

¹³ Lacking the ability to cross-tabulate this data with census data about the occupations that residents hold, the researchers cannot say what kinds of workers are coming from where.

¹⁴ Figures based on U.S. Census 2000.

¹⁵ Job estimates shown here are based on modeling by the Center for Workforce Information and Analysis. The estimates exclude jobs that fall outside the occupational categories used by Census 2000. In 1998, about 28% of jobs in the Cranberry area—5,434 jobs—fell outside these occupational categories.

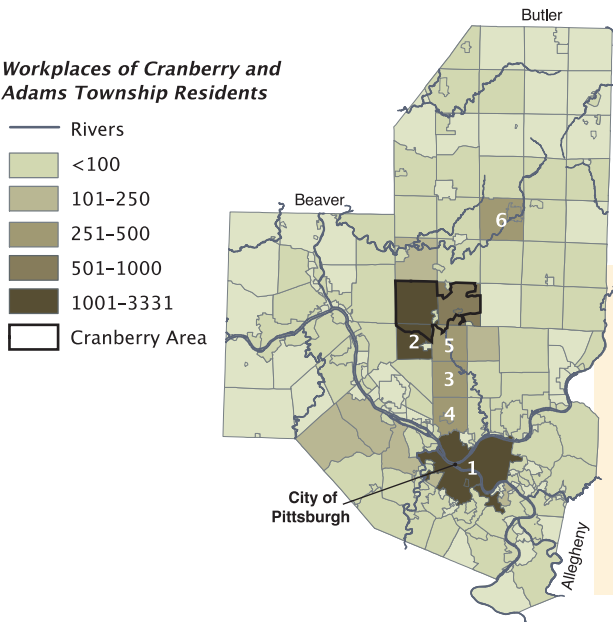
Cranberry Area Commuting Patterns

According to 2000 U.S. Census data, 75% of working Cranberry area residents commute to jobs outside the area. Allegheny County municipalities absorb the largest numbers of these residents. Conversely, 75% of jobs in the Cranberry area are filled by workers from outside the area.

“Cranberry is saturated with entry-level jobs. We can’t get people to work in this area.”

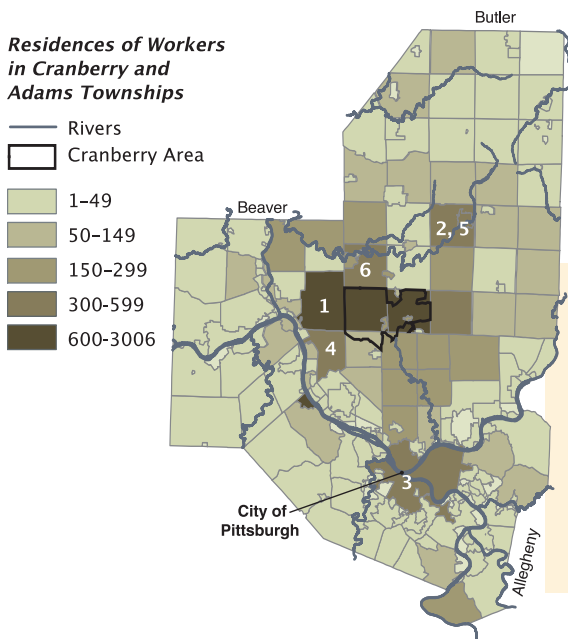
—Cranberry area employer

Workplaces of Cranberry and Adams Township Residents



Municipality of Workplace	# of Cranberry Area Residents
1 City of Pittsburgh (Allegheny County)	3,242
2 Marshall Township (Allegheny County)	1,059
3 McCandless Township (Allegheny County)	402
4 Ross Township (Allegheny County)	388
5 Pine Township (Allegheny County)	351
6 Butler Township (Butler County)	269

Residences of Workers in Cranberry and Adams Townships



Municipality of Residence	# of Cranberry Area Workers
1 New Sewickley (Beaver County)	617
2 Butler Township (Butler County)	525
3 City of Pittsburgh (Allegheny County)	524
4 Economy (Beaver County)	455
5 Butler City (Butler County)	390
6 Jackson Township (Butler County)	340

Table 2. Number of Employers and Jobs by Major Industry Sector, Cranberry Area, 1998*

Industry Group	# of Employers	% of Total Employers	# of Jobs	% of Total Jobs
Wholesale trade	153	13.5	2,814	14.2
Manufacturing—durable goods	56	4.9	2,876	14.1
Retail trade (excl. eating & drinking places)	132	11.7	2,452	12.3
Other services	198	17.5	2,196	11.4
Business services	87	7.7	2,131	10.5
Eating and drinking places	58	5.1	1,571	8.0
Mining and construction	136	12.0	1,193	6.6
Transportation	34	3.0	877	4.8
Health services	73	6.4	969	4.7
Educational services (public and nonpublic)	16	1.4	628	3.2
Finance, insurance, and real estate	83	7.3	577	2.9
Manufacturing—nondurable goods	22	1.9	557	2.8
Personal services	34	3.0	302	1.5
Government	6	0.5	193	1.0
Public utilities	8	0.7	126	0.6
Agriculture, forestry, and fishing	24	2.1	98	0.5
Legal services	8	0.7	18	0.1
Communications	5	0.4	4	0.0
TOTAL	1,133	100	19,582	100

Six industry sectors—wholesale, manufacturing, retail, business services, restaurants, and other services—provide about 75% of the jobs in the Cranberry area. Across Butler, Beaver, and Allegheny counties combined, these same sectors represent about 50% of employment.

Prepared by Center for Workforce Information and Analysis, Pennsylvania Department of Labor and Industry, May 2003

Table 3. Prevalent Occupations, Educational Requirements and Wages, Cranberry Area, 1998*

Occupation	% of total Cranberry jobs	% of these requiring bachelor's degree	Average annual wage
Sales and related	11.8%	3%	\$22,459
Office & administrative support	11.7%	0%	\$25,023
Production	8.8%	0%	\$28,588
Food preparation & serving related	7.7%	0%	\$16,599
Professional & related	7.2%	56%	\$47,979
Management, business, & financial operations	6.1%	94%	\$73,514

According to a model prepared by Center for Workforce Information and Analysis, jobs paying under \$30,000 are prevalent in the Cranberry area. Few of these jobs require a bachelor's degree.

* The majority of information on employers and employment in the Cranberry area is based on estimates conducted by the Pennsylvania Department of Labor and Industry's Center for Workforce Information and Analysis using 1998 ES202 data.

Finding 3. The “spatial mismatch” between entry-level jobs and workers in the Cranberry area imposes costs on area employers as well as on prospective employees.

Telephone interviews¹⁶ of a representative sample of 100 Cranberry area employers showed that, despite a weak economy, employers are having trouble filling entry-level positions. Of employers contacted, 62 percent said they had positions for which hiring qualified workers was difficult, while 42 percent said they had positions for which retaining qualified workers was difficult. Those most often cited were:

- Restaurant and hotel staff
- Retail and specialty sales persons
- Technicians
- Nurses
- Drivers

Employers reporting difficulty with recruitment and retention represented the following industries:

- Retail
- Restaurants
- Health services
- Business services
- Hotels
- Personal services
- Mining and construction

Several Cranberry area employers reported having particular difficulty in meeting their corporation’s goals for hiring minority workers in their locations.

More detailed interview results are shown in Appendix D.

Replacing employees is expensive. Employers bear the costs of advertising, recruiting, and training for the position, as well as the costs of productivity downtime. All told, a rule of thumb used by human resources professionals is that it costs 25 to 50 percent more than the annual salary to replace an employee.¹⁷

Pools of workers who might be qualified for entry-level positions are concentrated in Allegheny County. Across the three-county area, 44 of the 50 census tracts that have the highest concentrations of persons with less than a bachelor’s degree are located in Allegheny County.

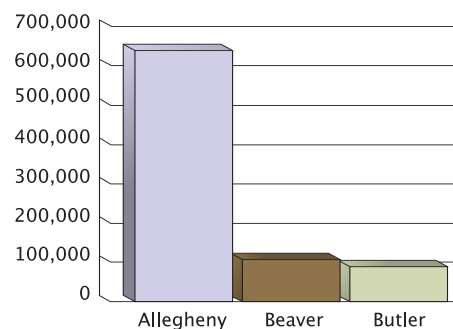
Cranberry area employers appear to face significant disadvantages in competing for entry-level workers from Allegheny County because of transportation issues and other barriers, as outlined in Findings 4 and 5. As a result, the Cranberry area employers interviewed tend to recruit entry-level workers from municipalities north and west of Cranberry, not from the south (Allegheny County). These municipalities have higher levels of car ownership even in lower income households, making it more feasible for entry-level workers to get to jobs in the Cranberry area.



“I realized I should have built an ‘eat-in’ restaurant. I can’t find workers to drive delivery service.”

—Cranberry area food service owner

Residents with less than a College Degree



Allegheny County has approximately six times as many residents over 25 years of age with less than a bachelor’s degree than Beaver and Butler counties.

¹⁶ Conducted by TRWIB, August through November 2003. See Appendix D.

¹⁷ Arlington Transportation Partners, *Commuter Benefits Resources Guide*, Arlington, Virginia.

Finding 4. Employers report that insufficient transportation options represent one of the barriers keeping transit-dependent Allegheny County workers from filling entry-level jobs in the Cranberry area.

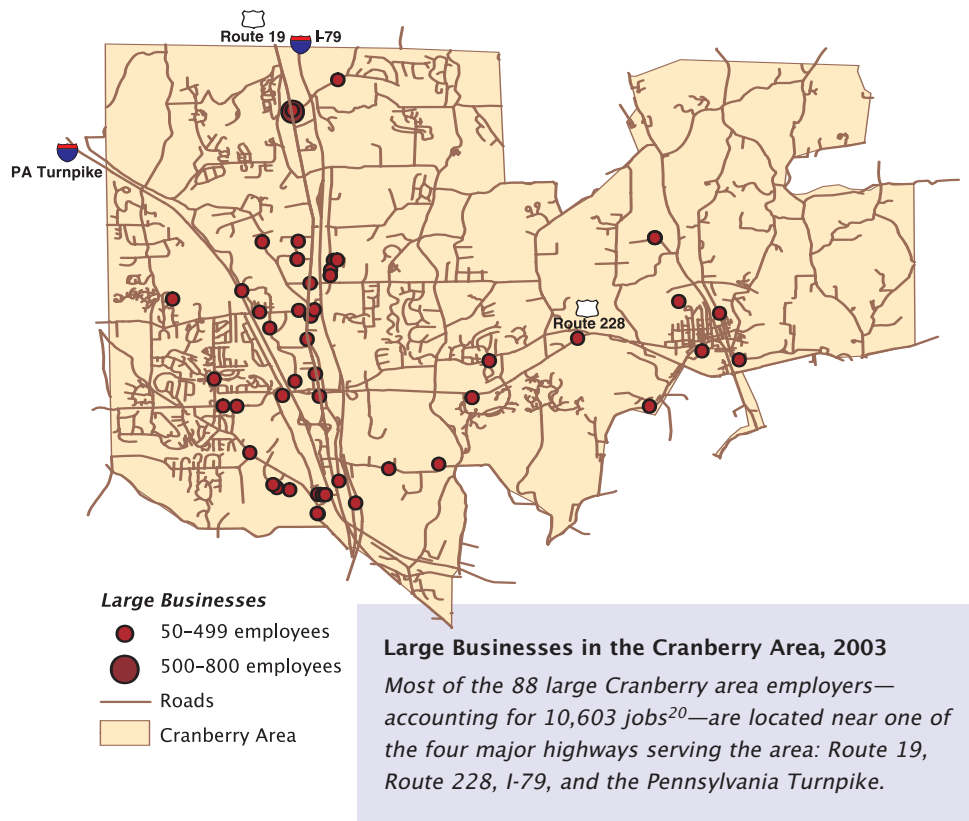
Interviews with Cranberry area employers and surveys of Cranberry area employees and Allegheny County job seekers indicate that inadequate public transportation is perceived as a barrier to accessing jobs and filling positions in the Cranberry area. While the Cranberry area is predominantly outside the service area of the Port Authority of Allegheny County, the Authority has implemented bus service from downtown Pittsburgh. Still, only a few stops are scheduled, and the majority of jobs in the Cranberry area are not public-transit-accessible.

In addition, bus schedules do not accommodate “non-traditional”¹⁸ work hours. The 13K Express bus runs only during traditional peak hours, and the 12A “North Hills Shopper” bus, via McKnight Road and Perry Highway, entails a one hour and 10-minute one-way run to Cranberry. These schedule limitations are significant, as 71 percent of employers interviewed for this study had positions requiring non-traditional work hours.

Of the Cranberry area employers interviewed, 26 percent cited transportation barriers as contributing to difficulty in hiring and retaining qualified workers. Other factors mentioned included strong competition for these kinds of employees in the Cranberry area, as well as the nature of the entry-level jobs (low-paying and non-traditional hours).

In attracting entry-level workers from Allegheny County, Cranberry area employers also face competition from businesses closer to or in the urban core, with better transit services. An informal survey of several national retailers showed that entry-level jobs are available in East Liberty, the Waterfront, Robinson Township, and North Hills, all areas better served by public transit than the Cranberry area and, in many cases, offering a shorter commute for Allegheny County residents.

Transit costs also may put Cranberry area businesses at a disadvantage in recruiting and retaining entry-level job seekers. A round trip from downtown Pittsburgh (Zone 1) to the Cranberry area is \$5.50 per day, a significant expense for entry-level workers especially if jobs are available closer to home. If the trip originates in an area other than downtown, then transfers would be required at higher costs.¹⁹ While discounted monthly or yearly transit passes can be purchased, the cost is often beyond the reach of entry-level workers.



¹⁸ In this study, defined as Monday through Friday between 6:30 p.m and 6:00 a.m., and all hours Saturday and Sunday.

¹⁹ Each \$.50 transfer buys a one-zone ride on connecting buses.

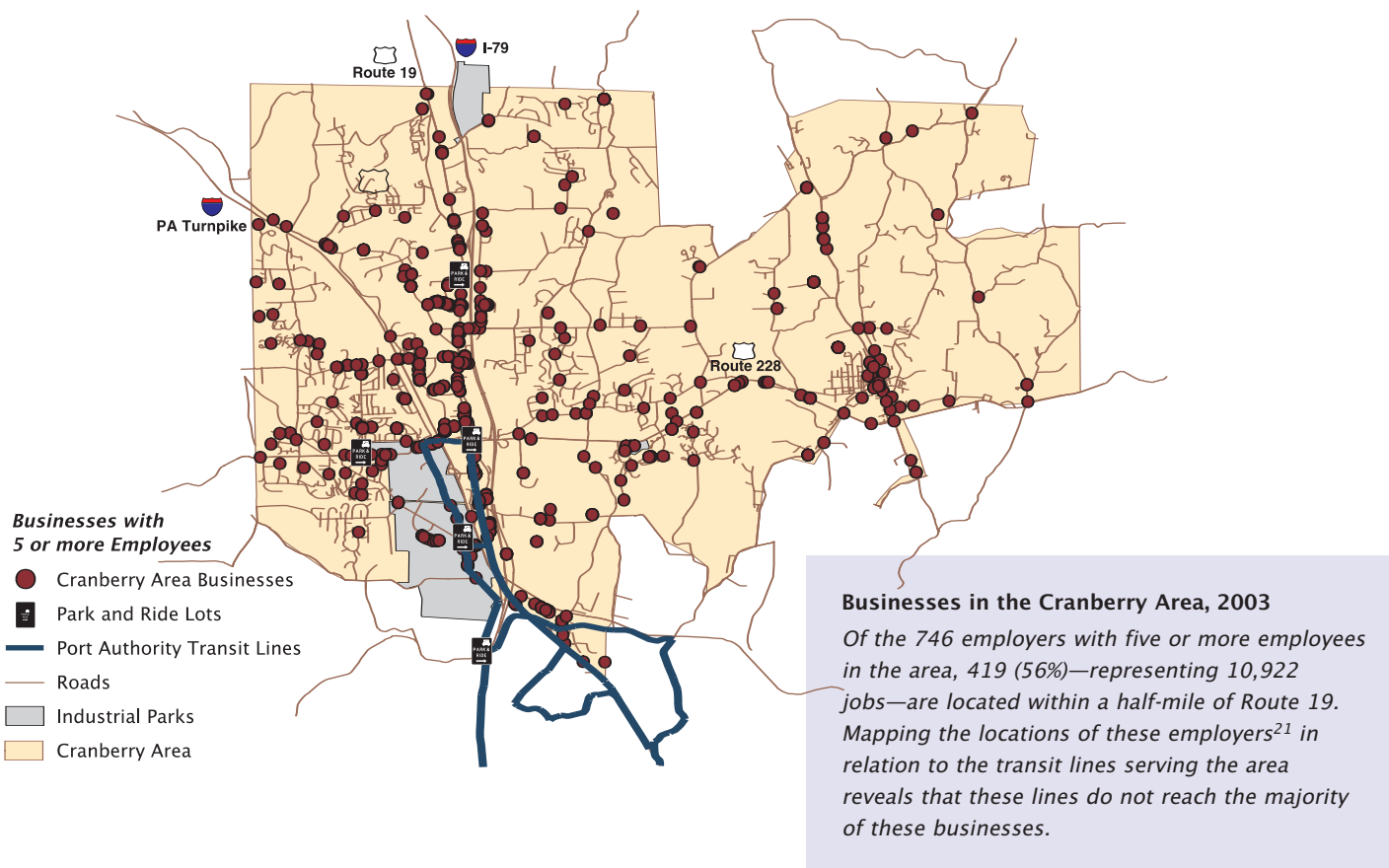
²⁰ Based on Dun and Bradstreet data, second quarter 2003.

Commuting convenience is an important factor as well. Since many entry-level workers hold two jobs, they must have access to transit services that get them from one job to another in a timely manner. Others must rely on public transit to reach childcare facilities before and after work on a schedule that meets the facilities' requirements.

TRWIB surveyed job seekers at the downtown Pittsburgh CareerLink Center in 2002 and found that only 26 percent of job seekers who relied on public transit said they would commute as much as 30 to 60 minutes one-way to work. Further, only 3.5 percent of those willing to make a lengthy commute listed Cranberry as a potential work site, suggesting that many were unfamiliar with the area and its job opportunities.

CareerLink is a "one-stop shop" that takes a proactive approach to connecting job seekers to jobs and employers to qualified potential employees. Employers' services include:

- Obtaining referrals of candidates for employment
- Identifying training needs and resources
- Addressing strategic planning issues relating to the labor market
- Accessing qualified candidates.



²¹ Based on Dun and Bradstreet data, second quarter 2003.

Finding 5. Along with public transportation limitations, employers cited other significant barriers to job access in the Cranberry area, including low wages associated with entry-level jobs, undesirable hours, lack of benefits, and lack of affordable housing and accessible childcare.

Some Cranberry area employers interviewed cited low wages and unattractive hours as barriers in recruiting and retaining workers. Other employers mentioned a scarcity of certain skills required for technical positions (e.g., AC/HV, refrigeration, mechanical, and specialty sales). This finding suggests the need to better integrate Cranberry area employers with regional training initiatives in these technical fields.

Several employers cited the lack of affordable housing in the Cranberry area as another barrier to entry-level job seekers. As noted in studies by the Brookings Institution as well as the University of Illinois at Chicago’s Urban Transportation Center, the gap between inner-city residents who need jobs and suburban employers may be narrowed in three ways: job creation near low-income/economically depressed neighborhoods; affordable housing development near job-rich areas;

or adequate transportation connections between low-income communities and job-rich areas.^{22, 23} Housing experts have emphasized the importance of workforce housing in recent debates over affordable housing in the United States. The National Association of Home Builders (NAHB) recently characterized affordable housing as a workforce issue, and has partnered with Fannie Mae in a pledge to address this need. Their intention is to help ensure that teachers, firefighters, and police officers can afford to live in communities where they serve.

Currently, housing in the Cranberry area is out of reach for entry-level workers who want to live close to their jobs. The area—which has experienced rapid

residential development over the past decade—is one of the least affordable areas in the Beaver, Butler, and Allegheny County region in terms of owner-occupied housing. It also has a much smaller proportion of renter-occupied units compared to the rest of the three-county region (14 percent versus 31 percent). According to 2000 U.S. Census data, the median monthly rent in the Cranberry area is 34 percent higher than in the three counties (\$590 versus \$438).

In the *2020 Strategic Transit Visioning* study for the Cranberry area, the public cited a lack of affordable housing, including high cost and limited rental units, as a community weakness.²⁴

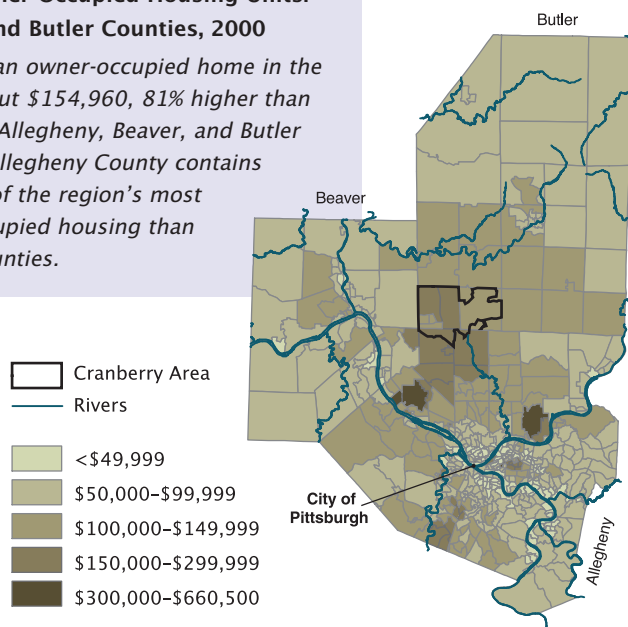
²² Bruce Katz and Katherine Allen, *Help Wanted: Connecting Inner-City Job Seekers with Suburban Jobs*, Brookings Review: Fall 1999.

²³ Ortega, Juan F. and Piyushimita (Vonu) Thakuria, *Cross-Sectoral Conceptualization of Job Accessibility Projects: A Spatial Multi-Criteria Decision Support System Application*, Urban Transportation Center, University of Illinois at Chicago, presented to the Regional Science Association International, Philadelphia, November 2003.

²⁴ The strategic regional visioning initiative of 2001-02 was part of a cooperative regional effort, led by the Southwestern Pennsylvania Commission, Port Authority of Allegheny County, regional public transit agencies, and a variety of other community partners. The study focused on determining—with significant input from residents, stakeholders, business and community leaders—potential public transportation investments by identifying transportation needs and recommending transportation improvements.

Median Value of Owner Occupied Housing Units: Allegheny, Beaver, and Butler Counties, 2000

The median value of an owner-occupied home in the Cranberry area is about \$154,960, 81% higher than the median value for Allegheny, Beaver, and Butler counties combined. Allegheny County contains a much larger share of the region’s most affordable owner-occupied housing than Beaver and Butler Counties.



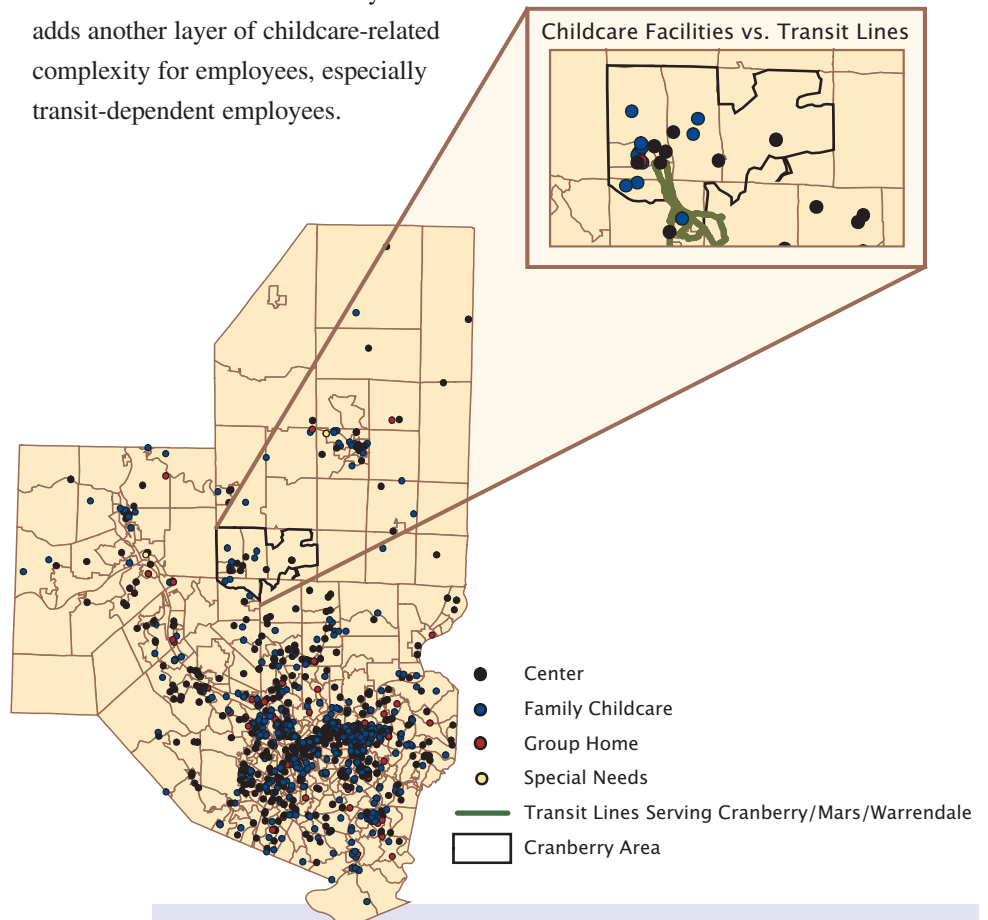
Finally, lack of access to affordable, quality childcare can prevent job-seeking parents from obtaining and retaining jobs in the Cranberry area. Transit-dependent workers can find it especially difficult to access childcare. Mapping childcare facilities in Allegheny, Beaver, and Butler Counties²⁵ versus the transit lines serving the Cranberry area reveals that the majority of childcare facilities in the Cranberry area are not accessible by public transportation.

Finding childcare during non-traditional hours is particularly problematic. Childcare facilities in the Cranberry area offer very limited services outside of traditional working hours (i.e., 6:00 a.m. to 6:30 p.m.) In June 2003, a study by the Early Care and Education Council of Butler County identified a lack of non-traditional care (evening, weekend, overnight care, and care for children with special needs) as one of five areas of concern related to childcare availability

in Butler County. Another concern identified by the council was transportation between childcare and school settings. By and large, school buses do not cross district lines to transport children from school to daycare and, for many children in kindergarten, buses travel only one way. The responsibility of parents to transport their children from school to daycare adds another layer of childcare-related complexity for employees, especially transit-dependent employees.

“We spend so much time competing in the marketplace that we can’t feel responsible for employee transportation or childcare.”

—Cranberry area employer



Childcare Facilities in Allegheny, Beaver, and Butler Counties, 2000

Within the Cranberry area, 19 childcare facilities are recognized or licensed by Child Care Information Services. These facilities, which can accommodate a total of approximately 750 children, reported about 100 openings in late October 2003. Most of these facilities are not accessible by transit lines, nor do they tend to offer non-traditional hours.

²⁵ Using data from the Pennsylvania Department of Public Welfare and Child Care Information Services of Beaver County.

Finding 6. Workforce availability and job access were not considered by most employers in their decision to locate in the Cranberry area.

In interviewing 100 Cranberry area employers, most expressed the view that how employees get to jobs is not their responsibility. Nevertheless, job-access barriers do impose competitive disadvantages on area employers. By eliminating significant numbers of transit-dependent candidates from the Cranberry area labor market, these barriers increase recruitment costs, and result in downtime and lost business. Some Cranberry area employers report paying higher wage rates—as much as 39 percent more than comparable franchises in the region—to fill entry-level positions.

Despite the business implications and costs, workforce issues have not been a factor in most Cranberry area employers' location decisions. When asked about their reasons for locating in the area, only one employer of the 100 interviewed cited the available workforce as a factor. When asked if they conducted any kind of analysis regarding where they would recruit workers before deciding to locate in the Cranberry area, only four employers answered "yes."

Many employers interviewed showed little knowledge of ride-share options. When asked whether carpooling or van-pooling might benefit their employers, a few said "no" because their employees lived in many different areas. Yet ride-sharing is most applicable in exactly such situations, where transportation needs are decentralized and not easily met by mainline public transit services.

Table 4. Reasons for Locating in the Cranberry Area

	% of Employers Interviewed
Proximity to customers/suppliers	53%
Road access	32%
Property taxes	7%
Land value	3%
Available workforce	1%

"There is too much competition in the area. Workers just move from job to job because they have nothing to lose. A new business will pay 25 cents more an hour and they're gone."

—Cranberry area employer

Employers are not alone in neglecting the competitive importance of workforce issues. In the Pittsburgh region—as in many other regions of the country—workforce issues are very seldom reflected in land use planning and development decisions. State policies do not require consideration of workforce issues in development reviews, for example.

Implications

Alleviating the job-access problem in the Cranberry area—and minimizing such problems in Cranberry and elsewhere in the future—will require action by employers, as well as by public agencies at local, regional, state, and federal levels.

Even in a weak economy, Cranberry area businesses report difficulties in recruiting and retaining entry-level and some skilled workers. As the regional economy improves, these difficulties are likely to worsen, resulting in increased competition for workers and even higher costs to employers in lost business, recruitment, and training costs.

Within the regional labor market, the largest pools of entry-level candidates are concentrated in Allegheny County municipalities. Yet transit-dependent workers in Allegheny County face substantial barriers in trying to gain access to Cranberry area jobs, especially jobs requiring non-traditional hours. Cranberry area businesses experience difficulty competing effectively for these workers against businesses better served by public transit. Existing bus lines serving the Cranberry area do not meet the needs of most transit-dependent workers in their hours of operation, proximity to workplaces, and proximity to childcare services. Finally, fares are higher than those closer to the urban core.

Establishing effective public transit service to provide job access to the Cranberry area would entail substantial costs. Major investments would be required to extend routes and operating hours. Optimal routes may fall outside the center-city hub model, in order to provide a more direct connection between the Cranberry area and workers in specific communities. They also may involve a mix of mass transit and paratransit. Implementing these services would likely require joint efforts and investments by the Port Authority of Allegheny County, as well as the Beaver and Butler County transit authorities.

To make public transportation viable, Cranberry area municipalities will need to invest in pedestrian and transit infrastructure, which currently do not exist. While the Cranberry area transit study presently under way will quantify recommended infrastructure additions, it is already clear that creating a pedestrian-friendly Cranberry business area will be costly.

Improved public transit services alone cannot fix the job-access problem in the Cranberry area. Nationally, policy-makers expect that meeting job-access needs of low-income workers will require a mix of transportation solutions, which may include expanded mass transit services, connector services to mass transit, organized vanpools and other paratransit approaches, and employer-supported transportation benefits. In addition, federal, state, and local policy makers have adopted several relatively new programs to assist low-income families with car ownership.^{26, 27} Research by the Brookings Institution suggests that in cases where job access is limited by combined factors of commuting time and distance, non-traditional hours, and childcare needs, car ownership may be the best transportation solution for low-income workers.

Affordable housing initiatives, which would allow workers to live closer to their jobs in the area, are one promising avenue. Transportation solutions are also key. And, as the study highlights, targeted workforce development investments in training are an important response.

²⁶ Evelyn Blumenberg and Margy Waller, *The Long Journey to Work: A Federal Transportation Policy for Working Families*, The Brookings Institution Series on Transportation Reform: July 2003.

²⁷ Sinha, Avinash K., *Car Ownership Programs in the U.S.A.*, UTC-UIC Information Brief IB-10B-02, Urban Transportation Center, University of Illinois at Chicago, Fall 2002.

Even if all the required investments were made, it is not clear that low-income workers would take advantage of public transit services to the Cranberry area because of the relatively expensive fares, the travel time, and lack of access to childcare. A subsidy program may be required to help low-income workers afford public transportation services, and expanded childcare solutions may be needed in the vicinity of Cranberry area workplaces.

The Cranberry area’s job-access challenges are one consequence of shortcomings in current land use planning and development practices.

In a no-growth region such as southwestern Pennsylvania, suburban job and population growth have occurred at the cost of established communities. The infrastructure built by established communities over many generations becomes underutilized, while new communities are faced with recreating these infrastructures to some degree. In this job-access situation, for instance, transit routes and associated pedestrian infrastructures in established communities are being underutilized as population declines, while the Cranberry area is evaluating the need to construct similar infrastructures.

At a time when all regions need to maximize their resources, the Pittsburgh region does not have the financial or human capital resources to support the sprawling development patterns experi-

enced in recent years. These patterns not only result in fiscally wasteful duplications of infrastructure, but also in underutilization of human capital. When employers have difficulty attracting workers and when workers cannot access needed jobs, the costs to individuals, families, businesses, and communities can be incalculable.

Preventing similar problems in the future will require new approaches to land use and development decisions.

One of the most significant realities in today’s economy is the regional nature of labor markets. Yet this reality generally is not reflected in the way land use planning and economic development are now practiced in Pennsylvania.

Today, more than 2,500 municipalities in Pennsylvania make most development decisions in isolation, even though the impacts of those decisions affect entire regions, often imposing unintended consequences and unanticipated costs on others in the region. Further, many municipalities do not factor workforce issues into their planning—for instance whether a pool of qualified workers is located in proximity to a development project. Nor do they consider how the availability of public transportation, childcare, training, and affordable housing will affect the recruitment and retention of those workers.

The results of these planning shortfalls include the kinds of mismatches between jobs and workers that are now evident in the Cranberry area.

Recommendations

Recommendations for Employers

Cranberry area employers will need to think creatively in order to stay competitive in recruiting and retaining good employees. Several options can help: providing some type of transit benefit (flex time, transit subsidies, ride-sharing options); childcare benefits (childcare subsidies, childcare resources and referrals, onsite childcare); housing benefits (home-buyer education, downpayment assistance, or matching savings plans); and developing collaborative marketing strategies for the Cranberry area.

Specifically, employers are encouraged to:

- **Raise awareness among employees and potential employees about the transportation and childcare resources and services available to them.** For instance, information on transportation and childcare services could be included as part of a new employee orientation package. Another avenue is participation in existing programs or initiatives that would benefit both employees and businesses in the long run. Some possibilities include:
 - EZ GOLD, a transportation tax incentive program that allows employers to provide tax-free transportation benefits to employees by purchasing transit passes with pre-tax dollars. Employees save all federal and social security taxes on the price of transit passes. At the same time, employers reduce costs because they pay no FICA or unemployment taxes on the pre-tax dollars used to purchase the passes.

- Commute Info Program, which is a free, comprehensive, region-wide ride-sharing program.
- Creative ways to reduce commuting costs for individuals who are employed or seeking employment in the Cranberry area. Employers could offer one-month transit passes or partially paid transit passes for new employees. And, employers should support opportunities to create Transportation Demand Management (TDM) initiatives, including Transportation Management Associations (TMAs).

- **Align with workforce development organizations** such as CareerLink on issues regarding recruitment, training, and employee support services. Many recruitment issues could be handled early on if workforce development professionals were included in planning decisions, prior to relocation.
- **Recognize that national employee policies—e.g., benefits and scheduling practices—may need to be tailored to suit local operations’ needs.** As transportation planners strive to address the needs of diverse communities, national companies could also consider adapting scheduling and benefits policies to optimize job access.

- **Take a leadership role in promoting development decisions that will ultimately enhance the competitiveness of individual employers and the southwestern Pennsylvania region.**

The private sector can play a critical role in advocating for public policies that promote healthy communities as well as healthy businesses. This has been exemplified in Chicago, where a business-backed organization, Chicago 2020, advocates for better regional planning in promoting private-sector interests. In 2001, more than 100 Chicago-area business leaders pledged to make access to affordable housing and mass transit a significant factor when making a business location decision. The effort has helped communicate the message that affordable housing and mass transit are important components of business development. Currently, Chicago 2020 is working on a state legislative proposal that would utilize state economic development programs to support business investments that are “location efficient.”

Only 4 employers among 100 interviewed considered workforce availability in deciding to locate in the Cranberry area.

Recommendations for Transportation Planners, Providers, and Policymakers

Traditionally associated with urban environments, public transit has played a minor role in suburban areas. But transit and other alternative transportation modes are becoming more attractive for suburbs such as the Cranberry area in response to growing traffic congestion. Public transit is seen as a way to increase the mobility of residents within the community and to facilitate commuting to jobs outside the area, as well as to bring workers, clients, and customers into the area.

These recommendations address transportation planners, providers, and decision-makers at federal, state, and local levels.

Federal and State Levels

Congress should appropriate a reliable and consistent funding stream for public transit and other multi-modal solutions. As the trend toward suburban growth continues, the spatial mismatch between jobs and workers will deepen, and the need for access to work will be a continuing problem.

- **Allow more flexibility in transportation funding**, which will help support a more integrated transportation system. For instance, programs that are specifically designed to connect workers to jobs, such as Job Access Reverse Commute (JARC) and Congestion Mitigation and Air Quality (CMAQ), would be better supported. Such a strategy could also assist in the development of a local TMA.
- **Require more equitable matching between public transit and highways funding**, enabling better transportation decision-making at local levels. Currently, federal highway projects require a lower percentage match than public transit projects. Because local communities must find a significantly higher match for local transit projects, decisions are often driven by this uneven funding formula rather than by cost-effectiveness or good land-use planning.²⁸

- **Encourage the application of state transportation money across a more diversified range of programs.** Local communities should be allowed to develop regional transportation strategies to address local job access solutions. This would be particularly helpful for entry-level workers who need to commute by public transportation to jobs that require evening, night, and weekend hours. Also, state and local officials should continue to provide non-transportation funds such as TANF money for use in matching local JARC projects.
- **Provide an incentive for local transit operators to coordinate operations.** The Governor and state officials should encourage a set-aside of money for Metropolitan Planning Organizations to provide technical assistance to local transit operators for coordination of planning and service delivery.

²⁸ In *Highways and Transit: Leveling the Playing Field in Federal Transportation Policy*, the Brookings Institution contends that federal policies governing highway and transit projects are inconsistent, even though federal law is predicated on these two transportation modes working together in the development of a balanced multi-modal system.

Regional Level

- **Begin developing TDM initiatives designed specifically for the needs of the Cranberry area.** One way this can be implemented is to form a TMA for the Cranberry area, or dedicate an individual to coordinate a variety of commuting options specifically for the needs of the Cranberry community. This study has shown that Cranberry area employees reside across a broad geographic area, and many Cranberry area jobs extend into evening and weekend hours. An optimum commuter plan for the region would provide several transportation options, including organized van pools, car pools, shuttle, and fixed-route services. A TMA dedicated to transportation coordination for employers and employees could have a significant impact on the effort to establish a job-access-friendly area.

- **Promote regional transportation planning and some coordination of systems so that people can cross boundaries to get to jobs.** When seeking jobs, transit-dependent individuals are often limited to the operating jurisdictions of their local transit provider. Transit providers will need to create better interconnections among transportation systems if transit-dependent workers are to access jobs across county lines. The *2020 Strategic Transit Visioning Study* for the Cranberry area included recommendations from public meetings and community focus groups to develop a regional public transit plan and create a multi-modal center for the Cranberry area. The Southwestern Pennsylvania Commission (SPC), a 10-county government board charged with regional transportation and economic development planning, is in a unique position to take the lead in coordinating this regional transportation effort.

Transportation Demand Management is a general term for strategies that result in more efficient use of transportation systems and resources. TDM strategies emphasize the movement of people and goods rather than motor vehicles, and can provide a variety of economic, social, and environmental benefits.

A Transportation Management Association is a nonprofit membership organization of employers, developers, and other businesses working together with public agencies on local transportation-related problems. Typically, they focus on congestion relief and job access.

Recommendations for Land Use, Economic Development, and Workforce Development Planners and Policymakers

Because public transit resources are limited, it becomes difficult to solve transportation and workforce issues in suburban business areas after development occurs. By bringing transportation and workforce issues to the table prior to development decisions, costly new or retrofitted infrastructure could be avoided, making development more cost-effective.

These recommendations address land use, economic development, and workforce development planners and policymakers at the state and regional levels.

State Level

- **Strengthen linkages among state transportation, economic development, and workforce development agencies.** Formal mechanisms at the state level for promoting interagency cooperation between these agencies, whose functions are systemically connected, can help ensure better alignment of their policy goals and better coordination among the programs they fund.
- **Develop incentives for municipal planning and land use that link new development, transit, and other issues such as childcare to support workers in accessing jobs.** Transit-oriented development—which links public transportation, housing, and services such as childcare with land use decisions—can offer advantages to both individuals and businesses. Through transit-oriented development, Pennsylvania can help ensure that employers are able to attract employees and that jobs are accessible to workers across the region.
- **Revise eligibility criteria for receiving state economic development subsidies to address workforce issues, including the kinds of jobs a project will create, where the workers will come from, and how they will get to the site.** According to the Keystone Research Center, the Commonwealth of Pennsylvania spends approximately \$200 million in grants and loans to businesses annually. Pennsylvania ranks 5th out of 50 states in per capita economic development funding (\$22.59 versus \$7.76 on average nationally.) As a recent study by the Keystone Research Center points out, despite these relatively large investments in economic development, there is a lack of systematic evaluation about the number and types of jobs created through this funding or the proximity of these jobs to the workers who would fill them.
- **Explore opportunities to expand eligible uses of state economic development grants and loans to allow for public transportation and workforce solutions.** For example, Pennsylvania’s Infrastructure Development Program (IDP) supports public and private infrastructure improvements for publicly-owned infrastructure, including water and sewer line installation and road and rail access. However, this program cannot be used for improvements that support public transportation to a developed site, e.g., bus stops. Expanding the eligible uses of IDP grants and loans (and other similar programs) is one way of enabling planners and developers to ensure that a new development is accessible to transit-dependent workers.
- **Decrease incentives for municipalities within Pennsylvania’s regions to engage in “go it alone” planning and service delivery activities.** Proven in numerous applications over the past 30 years, tax base sharing is one way to discourage autonomous municipal planning. In 1971 the Minnesota legislature enacted regional tax base sharing. Using a formula that distributes revenue to 188 municipalities based on their populations and per capita market value of property compared to the regional average, this program has reduced the fiscal disparities among towns within

the region and reduced the tendency toward sprawling development patterns. Tax revenue sharing also has been used to address disparities in funding for public education that ultimately contribute to uneven development patterns within a region. In 1997, the State of Vermont adopted Act 60, the Equal Educational Opportunity Act, aimed at equalizing educational funding levels for school districts throughout Vermont. This law was created in response to a Vermont Supreme Court decision that Vermont's educational funding system was unconstitutional; the court concluded that the state must provide "substantially equal access" to education for all Vermont students regardless of where they reside. This program includes a statewide property tax system to fund education, replacing local property tax funding.

- **Create a policy to address the workforce impacts of economic development projects during the development review process and explore opportunities for injecting more county-level input into the development review processes.**

In Pennsylvania, counties are granted planning functions, including the function of creating comprehensive county plans that promote a broader vision for development than those created by smaller municipalities.

Regional Level

Cranberry Township, in collaboration with several local and regional partners, is proactively seeking ways to channel growth and development patterns to serve community and regional needs. For instance, private development and public road improvements are tied through a transportation impact fee, which enables more substantial road improvements that benefit the entire township. And, zoning ordinances for large developments require that parallel road systems be built along arterial roads. A recently commissioned transit study will examine transit issues in preparation for the development of a comprehensive transit plan within the Cranberry area as well as other interconnecting areas. The workforce and job access issues identified in this report will be among those taken into account.

It is recommended that Cranberry area planners, as well as other regional municipalities and counties:

- **Address workforce issues in comprehensive planning and local land use controls.** Comprehensive plans and their associated local land use controls can have a significant impact on the ability to implement economic development projects that are accessible to transit-dependent workers. Comprehensive planning and zoning should consider the impacts that pedestrian walkways, affordable housing, and childcare will have on job accessibility, which can be critical to the ultimate success of a new development.
- **Adopt development review processes that formally address workforce-related impacts,** including the quality of jobs that will be created and the additional "costs" related to the development (e.g., increased public investment in public transit that may be needed to support workers in accessing these jobs).

- **Take advantage of inter-municipal planning and tax base sharing opportunities.** Pennsylvania’s Municipalities Planning Code, the state legislation that sets the framework for planning by the state’s local, county, and regional governments, was recently amended to provide incentives, including grant opportunities, to municipalities engaging in multi-municipal planning. In southwestern Pennsylvania, the Local Government Academy offers technical assistance to municipalities that wish to engage in multi-municipal planning as a means of addressing community issues that cross municipal boundaries.

In addition to fragmented planning, competition among local governments for tax revenues can encourage poorly planned development and uneven service delivery within a region. Through regional tax base sharing, municipalities can mitigate these impacts by streamlining and redistributing resources without changing the jurisdictional boundaries or organization of government. In the Twin Cities region, Minnesota’s tax sharing program has helped reduce the resources gap between municipalities and has helped foster a more economically competitive region. In southwestern Pennsylvania, the Waterfront development in Homestead has successfully demonstrated how neighboring municipalities can share tax revenues to promote development that ensures mutual community benefit.

- **Encourage infill development²⁹, and development along existing transportation corridors and near existing transit lines.** One successful technique is transit-oriented development, which focuses on clustering housing and commercial activity along transit routes. Ballston Station in Arlington, Virginia, is an example where the area around the transit station houses residential, retail, and other services. Until 1984, Ballston Station was a low-density suburban area. Since then more than 2,000 residential units and nearly 4 million square feet of commercial space have been built within a third of a mile of the station. Another technique to direct growth is the use of adequate public utilities ordinances. These ordinances tie development approval to the availability and adequacy of public facilities and services, including water and sewer lines, roadway networks, surface water management, regional and local parks, school sites, and fire and police protection.

Workforce Development Professionals

- **Establish regional coordination of workforce development activities.** Just as a seamless transportation service delivery system will help promote job access within the southwestern Pennsylvania region, workforce development agencies must pursue opportunities for collaboration across service areas. This study underscores

the fact that labor markets move across arbitrary boundaries; systems of service delivery should better address the needs of a regional labor market.

- **Workforce developers should improve their knowledge of the labor market to better inform economic development.** This expertise, as well as formal linkages between regional workforce and economic development efforts, is required for new development to be viable. In southwestern Pennsylvania, the projects put forth by elected officials can be enhanced through a deeper understanding of the existing labor market and the cost of remediation to fill gaps.
- **Workforce development agencies should follow a market-driven approach to employment and training activities.** Several employers interviewed for this study cited a lack of workers with specific skills, including skills needed for technical positions, as contributing to their challenges in attracting and retaining a qualified workforce. Workforce development agencies should continue to gather information directly from employers about their workforce needs and make training investments in response to employer demand.

²⁹ Infill development refers to housing, commercial, and industrial development on land that is often vacant or underused within built-up areas of existing communities where infrastructure is in place.

Suggested Additional Research

This study has uncovered several areas in which further inquiry could prove valuable in containing spatial mismatch and its impacts on the southwestern Pennsylvania region.

- 1) A number of questions related to the comparative and hidden costs of development surfaced. A better understanding of the “true costs” associated with retrofitting the physical infrastructure and the human capital needed to support new development would be useful. To this end, a study of the potential cost savings associated with addressing job-access issues as an integral part of economic development and land use planning should be considered.
- 2) Too often within a region, new development does not result in net growth in jobs. Shifting the location of jobs within a region creates workforce and new infrastructure costs that ultimately impact the regional economy. Research to better understand these trends in southwestern Pennsylvania would allow for more informed development decisions.

Appendix A

This report used the following data sources to create a picture of employment (industries, firms, jobs, and occupations) and workforce characteristics in the Cranberry area and the surrounding three counties.

County Business Patterns

County Business Patterns is a series produced by the U.S. Census Bureau that provides employment data at the county, state, metropolitan statistical area (MSA), or zip code level. The data excludes information about self-employed individuals, employees of private households, railroad employees, agricultural production employees, and most government employees. County Business Patterns data were used to create the map on page 3 showing the change in jobs in Allegheny, Beaver, and Butler County by zip code between 1994 and 2001.

ES202 Data

Published by the U.S. Department of Labor's Bureau of Labor Statistics, the Quarterly Census of Employment and Wages (ES202) publishes quarterly information on employment and wages reported by employers covering 98 percent of U.S. jobs, available by industry at the county, MSA, state, and national levels. The occupational analysis used in this report is based on 1998 ES202 data collected by the Pennsylvania Department of Labor and Industries' Center for Workforce Information and Analysis (CWIA). CWIA applied state staffing patterns to 1998 ES202³⁰ data to model the profile of the jobs in the Cranberry area.

Dun and Bradstreet Business Information

Dun and Bradstreet is a commercial database that provides specific information on employers within an area, including specific address information. Dun and Bradstreet data from the 2nd quarter of 2003 were used for purposes of mapping the location of individual employment establishments (with five or more employees) located in the Cranberry area.

Employer Interviews

In the fall of 2003, employer interviews were conducted with a representative sample of 100 Cranberry area employers to understand their workforce-related needs. See Appendix D for more detailed information about employer interview results.

Workforce Information

U.S. Census 2000 provided data used to determine the characteristics of the workforce in the geographic study area, including educational attainment levels, occupations, and commuting patterns.

Job seeker surveys were conducted in 2002 at the CareerLink centers in Downtown Pittsburgh, the Carnegie Library of Pittsburgh, and the Northside Leadership Conference as part of the Cranberry JARC project.

Cranberry employee surveys were conducted at various businesses in the Cranberry area in 2002 as part of the Cranberry JARC project.

³⁰ Latest available data at the time of research.

Appendix B

Profile of Occupations in the Cranberry Area*

Statistical modeling by Center for Workforce Information and Analysis (CWIA)

Occupational Clusters Based on U.S. Census 2000	# of Jobs**	Percent of Total Jobs	Average Annual Wage
Management, professional, and related occupations	2,640	13.48	\$61,225
Management, business, and financial operations occupations	1,198	6.12	\$73,514
Management occupations, except farmers and farm managers	913	4.66	\$78,359
Farmers and farm managers	106	0.54	INA
Business and financial operations occupations	179	0.92	\$46,952
Business operations specialists	77	0.39	\$48,776
Financial specialists	103	0.52	\$46,479
Professional and related occupations	1,442	7.37	\$47,979
Computer and mathematical occupations	169	0.86	\$53,608
Architecture and engineering occupations	236	1.20	\$55,123
Architects, surveyors, cartographers, and engineers	165	0.84	\$62,398
Drafting, engineering, and mapping technicians	71	0.36	\$41,492
Life, physical, and social science occupations	9	0.05	\$38,532
Community and social services occupations	131	0.67	\$29,253
Legal occupations	28	0.15	\$67,091
Education, training, and library occupations	382	1.95	\$48,356
Arts, design, entertainment, sports, and media occupations	73	0.37	\$44,788
Healthcare practitioners and technical occupations	414	2.12	\$41,676
Health diagnosing and treating practitioners and technical occupations	248	1.27	\$46,466
Health technologists and technicians	166	0.85	\$32,665
Service occupations	2,620	13.38	\$17,694
Healthcare support occupations	183	0.94	\$20,623
Protective service occupations	167	0.85	\$48,548
Fire fighting, prevention, and law enforcement workers, including supervisors	24	0.12	\$54,458
Other protective service workers, including supervisors	144	0.73	\$17,519
Food preparation and serving related occupations	1,517	7.75	\$16,599
Building and grounds cleaning and maintenance occupations	380	1.94	\$19,745
Personal care and service occupations	372	1.90	\$18,671
Sales and office occupations	4,590	23.44	\$23,641
Sales and related occupations	2,302	11.75	\$22,459
Office and administrative support occupations	2,288	11.69	\$25,023
Farming, fishing, and forestry occupations	137	0.70	\$20,904
Construction, extraction, and maintenance occupations	1,119	5.71	\$33,555
Construction and extraction occupations	645	3.29	\$39,985
Supervisors, construction and extraction workers	68	0.35	\$47,728
Construction trades workers	558	2.85	\$39,019
Extraction workers	19	0.10	\$27,714
Installation, maintenance, and repair occupations	474	2.42	\$33,555
Production, transportation, and material moving occupations	3,042	15.54	\$28,588
Production occupations	1,716	8.76	\$28,588
Transportation and material moving occupations	1,327	6.77	\$26,098
Supervisors, transportation and material moving workers	11	0.06	\$42,543
Aircraft and traffic control occupations	0	0.00	INA
Motor vehicle operators	750	3.83	\$28,780
Rail, water and other transportation occupations	69	0.35	\$20,858
Material moving workers	496	2.53	\$22,822
Miscellaneous occupations—not assigned to any cluster	5,434	27.75	INA
TOTAL JOBS	19,582	100.00	—

* In this table, Pennsylvania state staffing patterns were applied to 1998 ES202 data to model the occupational profile of the jobs in the Cranberry area.

** Estimated jobs by major occupational cluster—1998

INA = Information Not Available

Appendix C

Percent of Total Jobs by Occupational Category vs. Percent of Residents by Occupational Category, Cranberry Area 2000

Statistical modeling by Center for Workforce Information and Analysis (CWIA)

	CWIA Projected Jobs	Actual Working Population
Management, professional, and related occupations	18.7%	46.5%
Management, business, and financial operations occupations	8.5%	21.8%
Management occupations, except farmers and farm managers	6.5%	16.0%
Farmers and farm managers	0.7%	0.2%
Business and financial operations occupations	1.3%	5.6%
Business operations specialists	0.5%	2.9%
Financial specialists	0.7%	2.7%
Professional and related occupations	10.2%	24.7%
Computer and mathematical occupations	1.2%	3.9%
Architecture and engineering occupations	1.7%	3.8%
Architects, surveyors, cartographers, and engineers	1.2%	3.4%
Drafting, engineering, and mapping technicians	0.5%	0.4%
Life, physical, and social science occupations	0.1%	0.7%
Community and social services occupations	0.9%	0.8%
Legal occupations	0.2%	1.5%
Education, training, and library occupations	2.7%	5.0%
Arts, design, entertainment, sports, and media occupations	0.5%	1.8%
Healthcare practitioners and technical occupations	2.9%	7.3%
Health diagnosing and treating practitioners and technical occupations	1.8%	6.4%
Health technologists and technicians	1.2%	1.0%
Service occupations	18.5%	9.9%
Healthcare support occupations	1.3%	1.0%
Protective service occupations	1.2%	1.0%
Fire fighting, prevention, and law enforcement workers, including supervisors	0.2%	0.7%
Other protective service workers, including supervisors	1.0%	0.4%
Food preparation and serving related occupations	10.7%	3.9%
Building and grounds cleaning and maintenance occupations	2.7%	1.9%
Personal care and service occupations	2.6%	2.0%
Sales and office occupations	32.4%	29.7%
Sales and related occupations	16.3%	16.3%
Office and administrative support occupations	16.2%	13.4%
Farming, fishing, and forestry occupations	1.0%	0.1%
Construction, extraction, and maintenance occupations	7.9%	6.0%
Construction and extraction occupations	4.6%	3.0%
Supervisors, construction and extraction workers	0.5%	0.5%
Construction trades workers	3.9%	2.5%
Extraction workers	0.1%	0.0%
Installation, maintenance, and repair occupations	3.4%	3.0%
Production, transportation, and material moving occupations	21.5%	7.8%
Production occupations	12.1%	3.4%
Transportation and material moving occupations	9.4%	4.4%
Supervisors, transportation and material moving workers	0.1%	0.3%
Aircraft and traffic control occupations	0.0%	0.2%
Motor vehicle operators	5.3%	2.1%
Rail, water and other transportation occupations	0.5%	0.1%
Material moving workers	3.5%	1.6%

Note: Percentage of jobs is based on a total of approximately 19,000 jobs reported and the percentage of residents is based on a total of approximately 17,000 working residents. While these numbers do not exactly match, they are close enough to roughly estimate whether the occupational profile of residents in the Cranberry area matches the kinds of jobs located in the area.

Appendix D

100 Cranberry area employers were selected for telephone interviews from a representative sample based on industry sector and size of business. The interviews were conducted in the fall of 2003. Their responses are aggregated below.

Employer Sample Characteristics

Company size

5–9 employees	29
10–49 employees	44
50 + employees	27
	100 Employers

Business location

Company's reasons for locating in the Cranberry area

Proximity to customers/suppliers	53%
Road access	32%
Property taxes	7%
Land value	3%
Available workforce	1%

28% of employers reported the business had located in the area more than 20 years ago (before 1984)

Hours of operation

Employers with positions that required non-traditional* work hours	71%
Evening hours (between 6:30 p.m. and 12:00 a.m.)	63%
Night hours (between 9:00 p.m. and 6:00 a.m.)	25%
Saturday hours	57%
Sunday hours	38%

* Non-traditional work hours are between 6:30 p.m. and 6:00 a.m. on weekdays and all hours on Saturday and Sunday

Workforce analysis conducted?

- **Four** employers conducted some type of workforce analysis to determine where to recruit workers before locating in the Cranberry area.
- **Three** employers (Health Services and Retail) looked at where to recruit employees after locating in the Cranberry area.
- **One** employer (Retail) conducted a recruitment analysis two months prior to locating. The analysis pointed to north and west of Cranberry.

Employee Benefits Offered by Employers

34% offered various transportation benefits, including

Flexible work schedules	24%
Telecommuting	7%
Subsidies for transportation expenses	5%
Company-owned vehicles for work-related travel	4%

14% provided various childcare benefits, including

Childcare at work site (2 employers were daycare facilities)	3%
Childcare subsidies including childcare discounts at local childcare provider	4%
Flexible work hours	8%
Childcare resources and information	7%

Note: Two employers recently conducted surveys to determine the childcare needs of their employees.

3% provided various housing benefits, including

Home buyer education; loan management program	2%
Legal and closing services	1%
Matching savings plans	1%

Appendix D (cont.)

Recruitment and Retention

Employers citing recruitment and retention problems

	% Recruitment Problems	% Retention Problems
All Employers	62	42
By Industry Sector		
Business services	100	25
Eating & drinking establishments	89	89
Retail	74	74
Legal & personal services	75	50
Mining & construction	66	66
Other services	66	33
Health services	64	45
Wholesale trade	60	10
Finance, insurance, & real estate	50	33
Transportation & public utilities	40	40
Manufacturing	37	37
Government	33	0
Educational services	0	0

Reasons given for recruitment and retention problems

- Too much employee competition in the area; not enough workers
- Shortage of skilled and qualified workers in the area
- Area too affluent—lack of high school students needing work
- Not enough individuals with detail or multi-tasking skills
- Demographics—hard to find individuals living in this area to recruit
- Lack of public transportation to this area
- Heavy labor
- Low paying
- Unattractive work hours
- Lack of applicants

Positions most frequently cited as difficult to recruit and retain

- Restaurant positions, including servers and cooks
- Drivers and specialized hauling
- Retail sales, management, stocking
- Specialty sales (sales plus special skills, e.g., kitchen design, flooring, millwork, etc.)
- Technical experts
- Customer service
- Hotel work (housekeeping, food preparation)
- Engineering technicians
- Information technology programmers
- Skilled technicians (refrigeration, HV/AC, mechanical, electrical, certified asbestos abatement)
- Nurses (RNs, LPNs, aides, long-term care)
- Physical therapists
- Dental assistants
- Licensed insurance agents

Also mentioned: General laborers, receptionists, licensed cosmetologists, photographers, bank tellers, machine workers, teacher's aides, evening and night shifts

Employer-selected factors that affect their ability to recruit and retain qualified workers

Shortage of qualified workers	54%
Transportation barriers	26%
Employee work hours	20%
Lack of affordable housing in the area	16%
Inadequate and/or unaffordable childcare facilities	9%

Geographic Areas of Recruitment and Employee Residence

Many of the employers interviewed were not sure of, or reluctant to divulge, the geographic focus of their recruitment efforts as well as their employees' residential addresses. However, several patterns emerged during conversations, which are summarized below.

Recruiting primarily in Butler and Beaver	Recruiting across all counties	
<ul style="list-style-type: none"> Eating & drinking establishments Retail trade Business services Government Manufacturing Transportation Wholesale trade 	<ul style="list-style-type: none"> Educational services Healthcare services Communications 	
Employees residing mostly in Butler and Beaver Counties	Employees residing mostly in Allegheny County	Employees residing across all counties
<ul style="list-style-type: none"> Eating & drinking establishments Retail Business services Government 	<ul style="list-style-type: none"> Communications 	<ul style="list-style-type: none"> Educational services Financial services Healthcare Mining & construction

Transportation

Employer-perceived transportation problems for employees

Traffic congestion	54%
Lack of public transit	34%
Lack of ride-sharing options	11%
Inadequate parking	9%

Employer-perceived useful transportation options for employees

Public transit from major population areas (Butler, Pittsburgh, Robinson Twp, Oakland)	42%
Carpool	21%
Vanpool	20%
Walkways near and around work site and Cranberry business area	10%
Bike lanes	3%



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