



# Transforming Moon Township: An Economic Development Action Plan to Attract Talent and Investment

February 5, 2019

Prepared for the:



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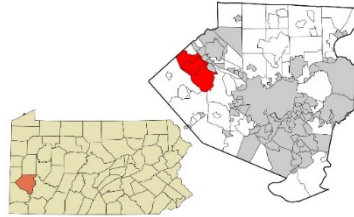
## CHAPTER 1: EXECUTIVE SUMMARY

In October 2018, Moon Township retained Garner Economics, LLC to help craft an Economic Development Strategy to guide its economic development efforts.

This engagement was focused on compiling data, analyzing qualitative and quantitative factors that impact the area's competitiveness as a business location, and offering observations for the Township to understand the optimal targets that exist for the area and the value the region offers to those targets.

**Transforming Moon Township: An Economic Development Action Plan to Attract Talent and Investment** details the marketing, product improvement, and organizational changes the Township must make to ensure that area strengthens its competitive position. The goal of the Action Plan is to help Moon Township attract and retain businesses that will create jobs by focusing efforts that leverage the community's assets and strengths.

Moon Township, Pennsylvania



Specifically, the scope of services for the overall project included:

- A comprehensive and holistic assessment of key forces driving Moon Township's economy;
- An **Assets and Challenges Assessment (A&C)** of Moon Township from the perspective of a site location consultant that facilitates investment decisions;
- Recommendations for business targets suitable for Moon Township to pursue based on our research and analysis; and finally,
- A set of implementable recommendations that the Township's leadership can take to define and refine its strengths as a desirable business location, enhance the economic well-being of the area, and strengthen the Township's quality of place.

FIGURE 1.1: PROJECT PROCESS



### ***Assets and Challenges Assessment***

The first part of this engagement was to conduct an Assets and Challenges Assessment of Moon Township. This was done through a windshield tour of the area that assessed the Township against a pre-determined list of investment factors. The evaluation was taken from a site-selection perspective. Garner Economics assessed the area based on the qualities, elements, and infrastructure that a business will examine when evaluating a location as a place for its operations or as an investment. The Assets and Challenges Assessment is both an objective and subjective evaluation of the area. The assessment allows us to document challenges that exist in the region that constitute potential barriers for successful targeted business recruitment to occur. By knowing what challenges or gaps exist, the Township can take the steps necessary to mitigate the situation, strengthen its overall “product,” and be a more attractive business location for the targets. Likewise, by knowing its strengths, Moon Township can better leverage them in efforts to attract businesses.

### ***Stakeholder Input***

As a complement to the assessment of the physical structure of the region, Garner Economics conducted three focus groups of the Township’s key economic development stakeholders. The purpose was to solicit perceptions of the area’s business climate from the region’s economic development partners’ perspective. The input from the focus groups was augmented by a survey that was distributed to a larger group of Moon Township residents, workers, and business operators.

### ***Labor Analysis and Local Specialization***






To understand the existing industries and the labor within the Township, Garner Economics undertook a quantitative analysis of the labor and current industry composition. Coupled with the A&C and stakeholder engagement, these “building blocks” are the basis upon which the business targets and recommendations are built.

### ***Target Industries Strategy (TIS)***

The analysis in the above three workstreams revealed that the Township and region have many assets upon which to build. The **TIS** identifies and provides the rationale for the target sectors that will both diversify the industry mix in the Township, as well as build on current areas of strengths. These targets are “best fits” for the area and are recommended, given the attributes and assets of Moon Township as a whole.

The description of and rationale for the targets detailed in Chapter 9 will help the Township prioritize marketing resources and will identify areas where policymakers can act to increase the area’s competitive position in attracting and retaining these business sectors.

The identified target business sectors are:

-  High-Value Office Operations
-  Department of Defense Critical Contract Support
-  Aviation Technology
-  Logistics & Distribution
-  Building Placemaking Assets

Recommendations

In conducting this analysis, Garner Economics found that Moon Township has a strong foundation upon which to build, but that a more proactive and organized approach to economic development is needed. Additionally, while stakeholders lauded the family-friendly and safe environment of the Township, their comments validated calls for more placemaking and initiatives to set Moon Township apart—both to retain the talent in the community and attract others to live and work there.

Chapter 10 offers a set of implementable recommendations that will help the Township focus efforts to attract high-quality companies and talent. The recommendations reflect items that the Township should undertake to highlight its value proposition to companies looking to invest in the Pittsburgh metro area as well as tactics the Township can use to leverage strengths and effectively market the area to the recommended targets.

The recommendations are broken into three categories:

- **Re-imagining Moon Township:** Investments to support the community’s desire to attract and grow more high-quality economic activities and retain and attract talent;
- **Execute Effectively:** Organizational recommendations and tactics to build a focused economic development service delivery mechanism; and
- **Tell the Story:** Tactics Moon Township can use to tell the area’s economic development story better.

FIGURE 1.2: RECOMMENDATIONS

Re-imagining Moon Township
<div>1. Create a live, work, play environment (walkable urbanism) – either as a greenfield, or by re-purposing a set aside section of an existing, yet vacant office park.</div> <div>2. Develop a sports destination complex for local use and destination attraction in amateur sports.</div> <div>3. Enhance the entrepreneurial ecosystem in Moon Township with an incubator or accelerator.</div> <div>4. Create a Keystone Innovation Zone (KIZ).</div>
Execute Effectively
<div>1. Create a Department of Economic &amp; Community Development (DECD)<div><div>a. Hire an economic development director.</div><div>b. Rename the Community Development Department to its actual functions of Planning and Building Regulations.</div></div></div>
Telling the Story
<div>1. Undertake focused external outreach efforts.<div><div>a. Conduct a focused, targeted outreach to Pittsburgh area real estate brokers and developers.</div><div>b. Develop a relationship and partner with the Pittsburgh Regional Alliance for an external marketing effort.</div></div></div> <div>2. Create a website page/portal for economic development efforts to better tell the story of what Moon Township has to offer as a vibrant business location.</div> <div>3. Create a value proposition promotional brochure/prospectus for each of the four targeted business sectors.</div>

## CHAPTER 2: WHAT STAKEHOLDERS THINK

Community input is a vital part of the economic development planning process. Feedback from stakeholders provides a context around the data accumulated and is a way to validate conclusions made therein. Similarly, the input often raises issues or nuances that are critical to understanding the community. These insights may or may not be discernible through desktop research and onsite tours.

Given this, Garner Economics held three focus group sessions on December 11, 2018, in Moon Township with thirty-nine people (39) participating. The focus groups were organized into the following categories: *Large Employers, Small Business & Entrepreneurs, Government & Academia*. Participants were invited by the Township.

An electronic survey was built based on feedback garnered from the focus groups. It was distributed by the Township. The survey was open January 7–16, 2019, and it was completed by 339 people.

### Key Themes

The following summarizes the key themes emerging from the focus group discussions and survey results. Garner Economics recognizes that these are not necessarily statements of fact, but rather opinions and perceptions. A list of participants, the focus group questions, and detailed results are included in Appendices A, B, and C. Results of the survey are included in Appendix D.

### Need for placemaking

Both focus group participants and survey respondents frequently noted the strong schools and safe community of Moon Township as strengths of the community. However, both groups noted the lack of a distinct “place” for the Township, especially given the growth in neighboring communities in the Pittsburgh metro area. In addition to more retail and dining opportunities, the focus group participants and survey respondents called on the Township’s leadership to create and implement a stronger vision for the community. This would include placemaking initiatives to create and encourage more mixed-use developments (especially given the Township’s lack of a Central Business District).

“Half of Moon Township doesn’t know the other half exists or where to find it.”  
—Survey Respondent

“We have a problem with the perception of who we are as a community. People think we are just the airport or just Robert Morris University.”  
—Focus Group Participant

Addressing growth

There was a slight tension among groups within both the focus group participants and survey respondents around the pace of growth in the area. Some focus group participants and survey respondents welcomed the growth and efforts to recruit business and create more opportunity for residents; others want to limit the growth and maintain and nurture the small-town feel of Moon Township. Several on both sides of the debate encourage the Township to make decisions and to be more proactive in dealing with growth. Some concerns include addressing the need of all demographic groups in the area—not only catering to Millennials and young professionals, but creating amenities for young families and seniors.

Average Business Climate

When asked, focus group participants gave the Township a mixed review in terms of business climate. Small businesses and entrepreneurs ranked the Township slightly below average; whereas large employers scored the Township rather highly (both focus group participants and survey respondents were asked to rank the Township on a scale of 1-5 with 3 being average).

Survey respondents ranked the business climate in Moon Township as average (Figure 2.1). Comments to this question (in both groups) noted the perceived lack of a growth plan in the Township, as well as high taxes and few resources for entrepreneurs as issues that are negatively impacting the Township’s business climate. The lack of amenities to encourage young professionals to move to the Township was also noted as an inhibitor to a stronger business climate.

FIGURE 2.1: BUSINESS CLIMATE RANKINGS

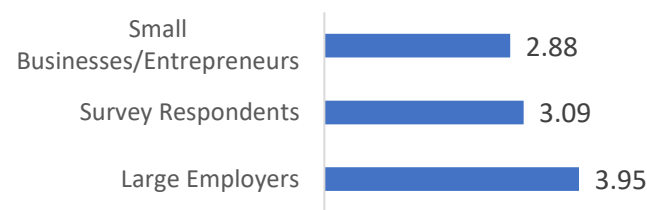
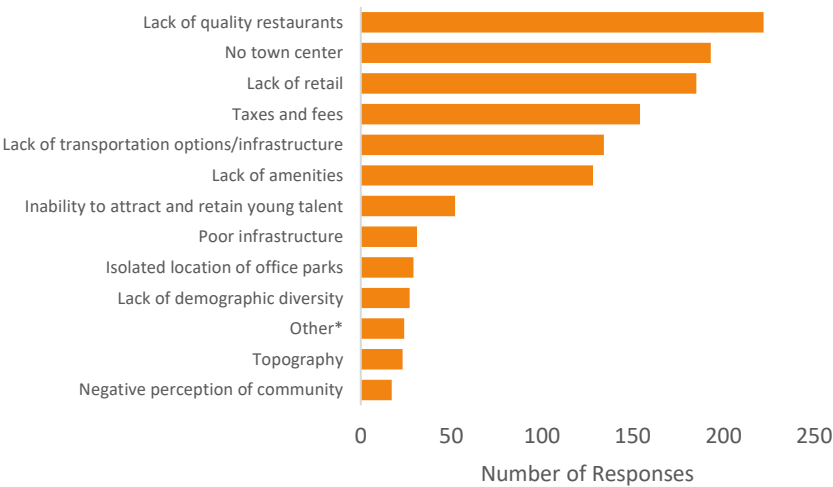


Figure 2.2 highlights the stakeholder feedback provided by survey respondents on the competitive position of Moon Township. This data and a detailed summary of the focus group input are provided in the appendix.



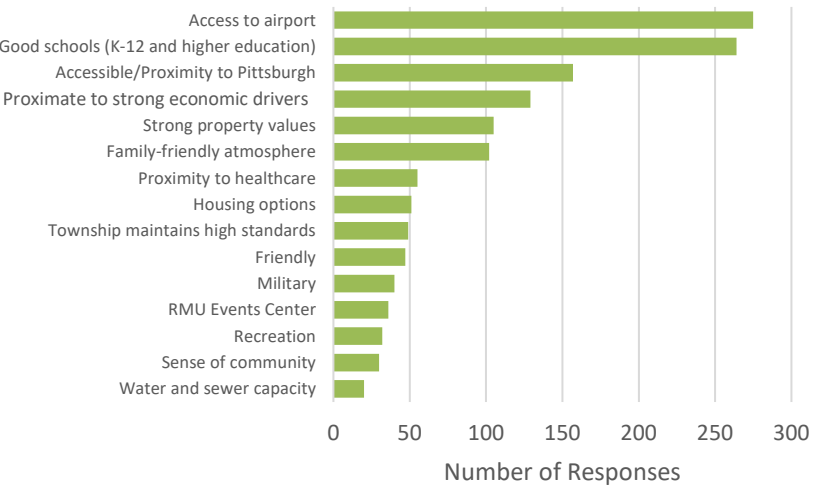
FIGURE 2.2: SAMPLE OF SURVEY RESPONSES

What do you think are some of the biggest obstacles that inhibit the Township in its ability to attract,

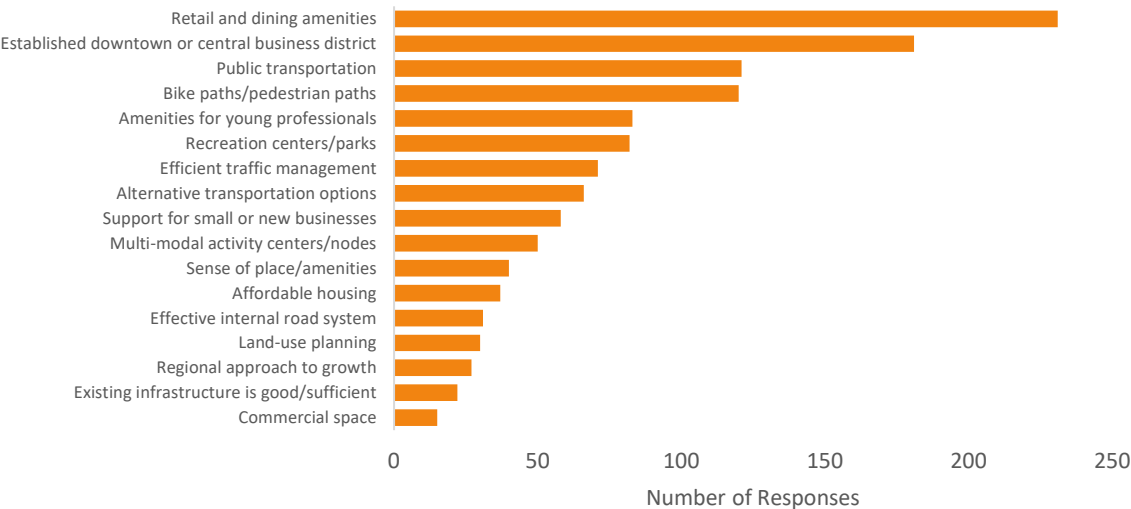


“Other” responses included local Government restrictions (e.g., zoning, overly restrictive building requirements); County taxes too high; high cost of retail space; lack of planning; unreliable electrical power.

What do you see as the Township's strengths?



For the purposes of this question, hard infrastructure is defined as the physical networks such as roadways, sewer, broadband internet, airports, and/or ports; soft infrastructure refers to institutions or places that support the economic, health, and cultural climate of a place, such as the education system, the healthcare system, system of government, and/or parks. What hard or soft infrastructure is weak or missing in the area?



## CHAPTER 3: ASSETS & CHALLENGES ASSESSMENT



Moon Township offers a unique mix of assets for businesses that are contemplating relocation, expansion, or a startup. Our approach in conducting the Assets and Challenges Assessment (A&C) is to employ the same criteria and methodology we use when

we conduct a community evaluation for our corporate clients when exploring locations for investment. By understanding its assets and challenges from a location strategy perspective, we believe that the Township will be better positioned to compete more effectively and to resolve area challenges that are likely inhibitors to investment projects. By recognizing and understanding strengths and opportunities, the Township will ultimately be able to determine the proper target audience of companies to which it should effectively communicate the area's assets.

Garner Economics analyzed 45 community factors as part of the assessment. Ratings were identified by evaluating the Township's position for each of the factors against the Commonwealth of Pennsylvania and the United States. However, many of these ratings are more qualitative rather than quantitative. In the next chapter of analyzing the economic and demographic characteristics of the Township (quantitative), the community fares exceptionally well. Within this chapter are more qualitative factors, the Township does not rate as favorably.

We define a Neutral rating as normal in the realm of economic development opportunity and competitiveness. An Asset rating indicates a positive feature of the Township that would be evaluated and rated as a competitive strength versus the benchmark locations.

A Challenge rating identifies a factor that is considered a relative deficiency compared to other locations (or from the perspective of the consultants), which should be addressed with future remediation and may be an impediment to economic development if not resolved over time.

Of the 45 variables analyzed, 15 are considered an Asset and 19 a Challenge (11 rated as Neutral). With 19 challenge rankings, Moon Township has too many in the negative column based on the ratio of an economically and socially dynamic community. The goal in the future will be for those policymakers engaged in local economic development to move the bar with the neutral rankings from neutral to an asset and the challenge ranking to neutral (or better).

To enable a summary overview of the report's main findings for readers, a set of dashboard icons is presented. Each finding has an accompanying icon to assist with interpretation. Readers are encouraged to review the supporting data as endnotes in the Appendix to gain a more complete understanding of those areas of interest in the full report.

### REPORT DASHBOARD



Indicates the Township is better (more positive) compared to the benchmarked geographies or points to a positive trend or asset within the area.



Indicates the Township is neutral or normal, neither positive nor negative. Indicator may represent an observation or be in the middle of the benchmarked geographies.



Indicates the Township is worse compared to the benchmarked geographies or points to a negative trend or challenge within the area.

### Access to Markets

Geographic location and the Townships' transportation infrastructure are a positive for the Township. Of the eight variables analyzed, six are rated as an asset, with only two as a challenge (rail service and no inland or intermodal port facilities). These challenges will prevent Moon from having any significant targets within the industrial sector (along with no industrial sites). Assets include being within a day's drive of over 140 million people, close proximity to Pittsburgh International Airport, a nearby Foreign Trade Zone, Interstates 79 and 376, and fast broadband speeds.

Attribute	Rank
Centrally located for major regional market	1
Centrally located for national market	2
Well positioned to serve international markets (FTZ)	3
Interstate highways	4
Rail service	
Port facilities (inland and/or water)	
Within 1 hour of commercial air passenger service	5
Broadband availability and speeds	6

### Labor

Of the eight variables measured, Moon Township performs well in many categories related to labor. The Township has a high location quotient (LQ) in occupations related to computer and mathematical personnel. It has an average or normal LQ in skilled admin support workers and technicians & scientists. Robert Morris University is located in the Township, which offers engineering degrees.

Attribute	Rank
Availability of computer and mathematical personnel	7
Availability of skilled admin support workers	8
Availability of technicians and scientists	9
Availability of managerial personnel	10
Cost of labor	11
Availability of post-secondary vocational training	12
Within 1/2 hour of major university/college	13
Availability of engineering program	14

### Access to Space

Two variables were measured for this category: office space and industrial/distribution/flex space. Moon Township's economy is heavily dependent on the office sector. The Parkway West area of Pittsburgh, which includes Moon Township (as defined by CBRE), has more than 10.7 million square feet of office space, with a vacancy rate of 14.5%. As such, office space options are considered an asset. There are very limited existing properties in Moon Township for the industrial market. As such, it is rated a challenge.

Attribute	Rank
Availability of suitable industrial/distribution space (bldgs./sites.)	15
Availability of suitable office space (Class A and B space/sites) (Moon Township as surveyed by CoStar)	16

### Township's Economic Development Program

Moon Township has no economic development department or proactive, related development programs. As such, all six of the variables evaluated under this category are rated as a challenge. The existing community development department, which is mostly a planning function, serves as the de facto economic development arm. Because there is no consistent dialog about economic development initiatives in Moon Township, both public- and private-sector involvement is limited. Few elected officials attended the focus groups as part of this discovery process. Also, during the focus groups, there were a number of comments from respondents that showed a lack of understanding of how the economic development process works. The Township has appropriated \$100,000 in both FY' 18 and '19 for general economic development purposes, which is a good start.

Attribute	Rank
Adequate level of professional staff	<sup>17</sup> ↓
Involvement of both public and private sectors	<sup>18</sup> ↓
Local economic development organization has a strategic plan	↓
Level of public and private leadership support of economic development program	↓
Level of awareness of community regarding economic development	<sup>19</sup> ↓
Level of funding for local economic development program	<sup>20</sup> ↓







### Access to Capital

Access to capital includes programs and resources available for small businesses (from non-conventional sources), the availability of venture capital for startups and early stage companies, and the ability for the Township to offer tax exempt financing for qualified projects. Funding for startups, early stage companies, small business and lack of venture capital for these types of business are noted as a challenge. The Township does have the Moon Industrial Development Authority which can provide tax exempt financing to qualifying projects.

Attribute	Rank
Availability of low interest loans for small business from non-conventional sources	↓
Availability of venture capital from local sources for business startups or early stage funding	↓
An entity exists that offers tax exempt financing for qualifying projects	<sup>21</sup> ↔













### Government Impact on Business

Of the six variables evaluated, the quality of the local K-12 system is considered an asset. This is from feedback from the focus groups and survey, and from our evaluation of the SAT test scores. Local property taxes are also low. Moon has one of the lowest millage rates in all of Allegheny County, at 2.7400. Local incentives are non-existent, and as such receives a challenge rating. Other factors noted in this section are all rated neutral.

Attribute	Rank
Condition and maintenance of local streets	22 
Availability and type of local incentives	23 
Quality of local elementary and secondary education (test scores)	24 
Ranking of post-secondary education (RMU)	25 
Business permitting procedures and costs	26 
Local property taxes	27 

### Quality of Place

Quality of place (QOP) is defined as those qualitative factors that attract and retain people. QOP differentiates a community and makes each community distinct. Of the 12 items reviewed, seven are considered a challenge, four are neutral, and one is an asset. Challenges were determined based on feedback during our stakeholder engagement process and from our own observations given our work throughout the United States. Challenges include limited supply of executive level housing, lack of apartments, cultural/entertainment activity, major shopping facilities in Moon Township proper, medical facilities, four or five star accommodations, and a central business district. The one asset noted is the Township's level of crime, which is low.

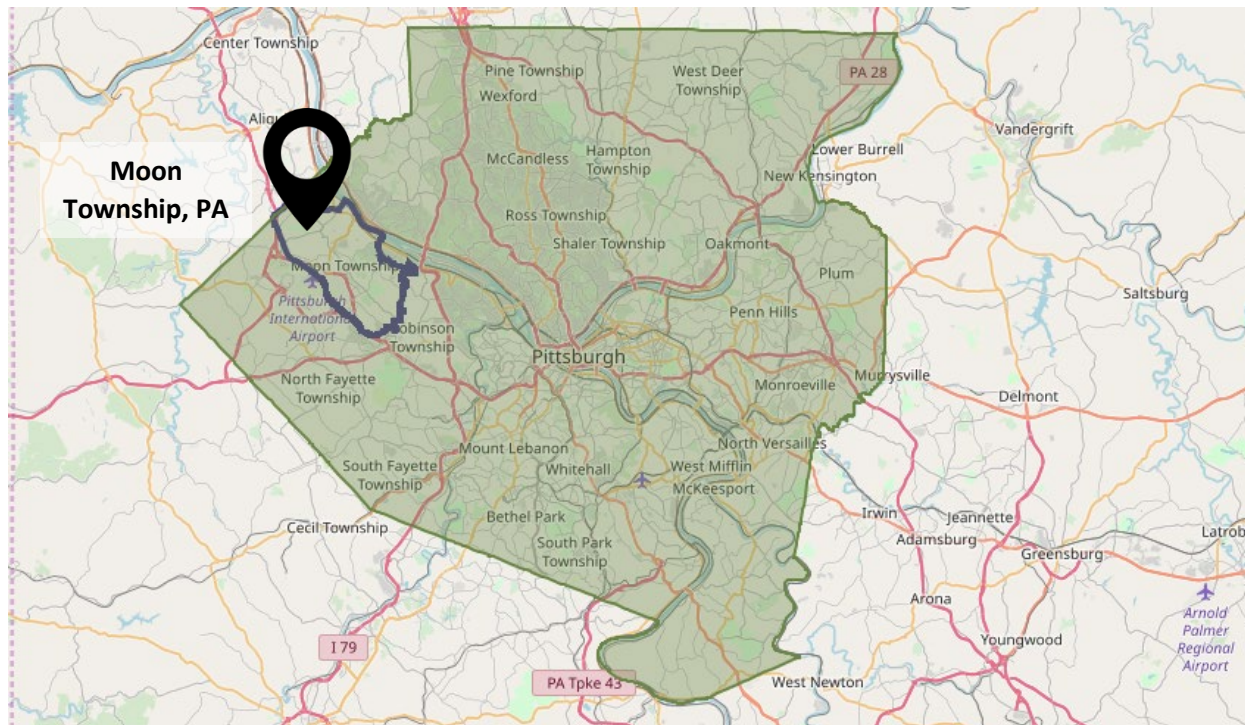
Attribute	Rank
Availability of executive-level housing	28 
Availability of moderate cost housing	29 
Availability of apartments	30 
Cost of living index	31 
Level of crime	32 
Availability of cultural/entertainment activity	33 
Availability of recreational opportunities	34 
General appearance of the community	
Availability of major shopping facilities	35 
Availability of adequate medical facilities	36 
Availability of four and/or five star, or five diamond hotels, motels, and resorts	
Appearance of the Central Business District(s)	37 



## CHAPTER 4: DASHBOARD INDICATORS SUMMARY

The following analysis examines the economic position and competitiveness of Moon Township located in Allegheny County, Pennsylvania. Part of the Pittsburgh Metropolitan Statistical Area (Pittsburgh Metro), Moon Township sits east of Pittsburgh International Airport with part of the airport property inside township boundaries. For this report, Moon Township geography is used wherever possible for analysis, however several metrics were gathered at the zip code, county, or metro level depending on the data source.

For context, Moon Township is compared to itself over time, Allegheny County, the Pittsburgh Metro, the Commonwealth of Pennsylvania, and the nation. This analysis relies heavily on raw objective data collected by governmental or impartial third-party agencies. In all cases, the original and most current available data for all geographies included in the report (as of December 2018) is used. Garner Economics conducted all unique calculations and computations from the original data.



### Measurements






- Population Trends
- Age Distribution
- Diversity
- New Residents
- Educational Attainment
- Secondary School Performance
- Household & Individual Income
- Per Capita Income
- Poverty
- Crime Rate
- Cost of Living
- Labor Force Draw
- Labor Force Participation
- Commuting Patterns
- Enrollment & Degrees Granted
- Industry Sector Composition
- Estimated Average Annual Wage
- New Firms Employment
- Self-Employment
- Broadband Access
- Airport Statistics
- Military Impact
- Retail Demand & Leakage
- Major Industry Sector Change
- Industry Earnings
- Occupational Change
- Occupational Earnings
- Local Specialization, Competitiveness & Growth



Demographic & Community Trends





Population Change		Moon Township is growing at a rate outpacing the county, metro, commonwealth, and nation with a 5.2 percent increase over the past five years. Population increases have been steady since 1990 with the 2017 population estimate at 25,490. Adding 1,259 new residents, this the township represents 26 percent of Allegheny County’s population growth in the past five years.
Age Distribution		Moon Township has a median age of 37.9 years, younger than all benchmarks. The township has the highest percentage of population between the ages of 10 through 19 years as well as those 40 through 49 years. The number of young children has increased with a 1.9 percent growth rate between 2012 and 2017.

## Demographic & Community Trends (continued)



New Residents		Moon Township's population includes 15 percent new residents who reported moving within the past year. Half of these new residents moved from within the county and most of the remaining new residents migrated from a different county within Pennsylvania (21.3 percent) or from a different state (22.7 percent). Moon Township gained new residents from more diverse locations than the rest of the benchmarks. The 2017 median age of new residents to Moon Township was 39.2, much younger than the county, region, and metro.
Educational Attainment		<p>Educational attainment among Moon Township's population age 25 years and over is fairly high with 74.2 percent receiving some higher education experience. In fact, the percent of those with a <i>Bachelor's</i> degree and <i>Graduate or Professional</i> degree is highest amongst the benchmarks. Higher education levels for Moon Township have increased since 2012 across the board. Those with Bachelor's degrees increased 4.5 percent and Graduate level education rose 2.6 percent since 2012.</p> <p>New residents mirror the whole population with 74.2 percent who move to Moon Township have some college or higher. Those with <i>Bachelor's</i> degrees are 32.4 percent of new residents, which is the highest among all comparisons</p>
Secondary School Performance		Moon Township has approximately 3,800 students enrolled in the public school system and has consistently achieved a high graduation rate for the past five years. The average SAT score for 2017 is 1141, well above Pennsylvania and the nation.
Household Income		Moon Township's household income distribution has an emphasis on more affluent income ranges with the highest percentage of households making \$100,000 and over. The township has significantly fewer households making under \$50,000 annually. The median household income in 2017 was \$78,264, higher than all benchmarks and increased \$8,551 (12.3 percent) since 2012.
Personal Income		<p>Moon Township's average individual income of \$83,146 ranks well above all benchmarks and increased 17 percent from 2012 to 2017, a rate significantly above all others.</p> <p>The 2017 personal income distribution for Moon Township shows a spike in the \$35,000-\$50,000 category with 21 percent of the working population earning an average income in that range (Figure 5.16). Once again, the higher income range (people earning \$100,000 or more) also has a sizable concentration (17.3 percent).</p>







## Demographic & Community Trends (continued)

Per Capita Income		Moon Township's 2017 per capita income was \$42,235, ranking above all benchmarks. Per capita income increased an impressive 17.2 percent over the past five years.
Poverty		Moon Township has an extremely low poverty rate of 7 percent. <i>Children Under Age 18</i> identified as living in poverty is only 5.9 percent.
Crime Rate		Moon Township's 2017 Property Crime Rate is relatively low at 1,134.9 property crimes reported per 100,000 residents. The Violent Crime Rate is extremely low with only 15 violent crimes reported per 100,000.
Cost of Living		Moon Township has a lower cost of living than Pennsylvania and the nation as a whole with an estimated composite Cost-of-Living Index of 99 compared with 100 for the state and nation. Several categories have a higher than average cost including <i>Healthcare</i> and <i>Utilities</i> .






## Labor Market Analysis & Employment Trends



Labor Force Participation		Among residents aged 16 and over in Moon Township in 2017, 70.9 percent participate in the labor force, a figure above all other benchmarks. The township's participation rate in 2012 was also the highest of the comparative geographies, with a rate of 67.7 percent. Moon Township outpaced every benchmark with an astounding growth of 3.2 percent.
Labor Force Participation - Families		Moon Township has a strong presence of working families with 85.5 percent of the families in the township participating in the workforce. Ranking the highest among two income earners, <i>Married-Couple Families—Dual Income</i> comprises nearly 50 percent of total families in the jurisdiction. Moon Township is also the highest for <i>Married-Couple Families—Husband in Labor Force, Wife Not</i> (17.5 percent) and <i>Single Males in Labor Force</i> (7 percent) compared to all geographies examined.

## Labor Market Analysis & Employment Trends (continued)

Labor Force		<p>The 2017 labor force of Moon Township was 14,317 according to the Bureau of Labor Statistics and is growing at a rate of 2.4 percent, a rate that is higher than all benchmarks except at the national level (which grew 3.4 percent).</p> <p>Unemployment has been less dramatic than the nation over the past seven years. The latest preliminary labor force figures released for October 2018 report Moon Township's unemployment rate at a very low 2.8 percent.</p>
Labor Draw		<p>The 30-minute drive-time area labor force was 270,681 for 2017, a number significantly larger than the Township's own resident labor force. When expanded to 45 minutes, the drive-time labor force reaches 717,682 for 2017. Both analyses reach into the populous core of Pittsburgh, though Moon Township may not be able to draw as many commuters from the center city or east of the city.</p>
College Enrollment & Degrees Granted		<p>Robert Morris University is located in Moon Township and offers resources in both students for the future workforce and partnership opportunities. Total enrollment for the Fall of 2017 at Robert Morris University was approximately 5,000 students. The Pittsburgh region is home to 64 schools and conferred more than 38,000 degrees and certificates in 2017.</p>
Commuting Patterns		<p>Moon Township is an employment center drawing in more than 20,000 workers into town for work. This in-commuting group represents 91 percent of Moon Township's employment base. On the other hand, about 8,100 of the Township's residents (80 percent) commute out of town for work.</p> <p>There is a net loss of 12,020 workers that leave Moon Township. With a labor force of 14,000 people living in the township and an employment base of 30,000, there will continue to be an imbalance of commuting patterns.</p> <p>Commuting patterns have not altered a great deal over the past decade, though there is a declining trend with In-Commuters and increase of Out-Commuters from 2005 to 2015. The average commuting time for residents of Moon Township is 24.8 minutes.</p>

## Labor Market Analysis & Employment Trends (continued)

Average Wage		<p>In 2017, the estimated average wage per job in Moon Township equaled \$64,469, or \$1,239.79 weekly. The annual average earnings for all residents, whether they stay in town for work or out-commute, is \$71,340 for 2017.</p> <p>Moon Township's average annual wage is the highest among the benchmark geographies for both 2012 and 2017. Wages grew 6.76 percent over the past five years, which was the lowest growth rate of those studied. For income, this is the first instance of witnessing comparatively low growth for Moon Township.</p>
Major Industry Composition		<p>Moon Township's largest sector of employment in 2018 was <i>Educational Services</i> with 16.7 percent of the total employment. The two additional sectors with over ten percent of employment are <i>Management of Companies &amp; Enterprises</i> (12.7 percent) and <i>Professional, Scientific &amp; Technical Services</i> (10.1 percent).</p> <p>The township has a larger proportion of its workforce in these sectors compared to the all other geographies. This area also has the highest percentage employed in <i>Finance &amp; Insurance, Information, and Mining, Quarrying, Oil &amp; Gas Extraction</i> than the other benchmarks.</p>
New Firm Employment		<p>A good indicator to consider for measuring startup success is the employment created by new firms. At the local level, the number of people employed at firms which were newly established (0-1-year-old) illustrates how startups add to the economy. Allegheny County, the smallest area available for this study, has declined in the number of people employed by new firms since 2005, trending with Pennsylvania and the nation as a whole.</p>
Self-Employment		<p>As of 2017, 7.2 percent of workers in Moon Township were self-employed. The proportion is below all other benchmarks examined. Of those self-employed, a much higher share is in the category of <i>Not Incorporated</i>, which includes unpaid family workers versus <i>Incorporated</i> ventures, for all geographies. Moon Township was the only area that saw growth in self-employment over the past five years, albeit very minor, at 0.4 percent.</p>
Broadband		<p>Moon Township has no issue gaining internet access for almost all of its citizens. Moon has a much higher rate of availability (94.4 percent) compared to the county, metro, state, and nation at the 250 mbps level. Average download speed for the county is 48.77 mbps, which is higher than the state and nation.</p>

<p><b>Airport Service</b></p>		<p>Moon Township is fortunate to have the Pittsburgh International Airport (PIT) in their backyard. Pittsburgh is the 47<sup>th</sup> busiest airport in the United States just behind Indianapolis and ahead of Cincinnati airports according to 2017 passenger traffic statistics. PIT offers nonstop service on 16 airlines to 70 destinations with an average of 178 daily flights during the work week.</p>
<p><b>Military Presence &amp; Impact</b></p>		<p>The Pittsburgh Air Reserve Station is home to the 911<sup>th</sup> Airlift Wing of the Air Force Reserve and 171<sup>st</sup> Air Refueling Wing of the Pennsylvania Air National Guard. Total personnel at the base is 2,864 with a combined impact of more than \$212.5 million.</p> <p>Purchases by these divisions largely come from outside <i>Moon Township</i> offering an opportunity to grow military-related business.</p> <p>Veteran population in the metro tops 162,000, however, the most prominent group is comprised of those ages 65-84. Veteran population is expected to decline in all geographies studied.</p>

## Local Specialization, Competitiveness & Growth

*Below are general observations from an in-depth analysis of industry sectors and occupational groups in Moon Township/Zip Code. This information is not benchmarked.*

Major Industry Sector Change	<ul style="list-style-type: none"> <li>Between 2013 and 2018, the largest absolute industry job gains in <i>Moon Township</i> came from <i>Retail Trade</i>, which increased by 197 jobs, followed closely by <i>Accommodation &amp; Food Services</i>, which grew by 170 jobs. Together, these two similar industry sectors added 367 jobs in the past five years.</li> <li>Overall, <i>Moon Township</i> shows a net increase of 352 jobs which includes employment that is considered covered, non-covered, and self-employed individuals.</li> <li>Gains were made in most industry categories with the exception of <i>Finance &amp; Insurance</i>, which lost 300 jobs; <i>Health Care &amp; Social Services</i> (-157 jobs); <i>Wholesale Trade</i> (-80 jobs); and <i>Government</i> (-37).</li> </ul>
Industry Earnings	<ul style="list-style-type: none"> <li>Overall, the average earnings per job in <i>Moon Township</i> of \$64,469 is 21 percent above the national average of \$53,258.</li> <li>More than half of the industry sectors wages reported for <i>Moon Township</i> are above national averages.</li> <li>Two categories had significantly lower averages when compared to the national level, <i>Finance &amp; Insurance</i> (-29.3 percent) and <i>Professional, Scientific &amp; Technical Services</i> (-14.5 percent).</li> </ul>
Major Occupational Change	<ul style="list-style-type: none"> <li>Ten occupational groups added jobs, led by <i>Computer and Mathematical</i> (+177 jobs) and <i>Transportation and Material Moving</i> (+167 jobs).</li> <li>Over the last five years, <i>Moon Township</i> saw an almost equal number of occupational group losses compared to those which experienced growth.</li> <li>The two groups with significant contraction were <i>Office and Administrative Support</i> (-190 jobs) and <i>Healthcare Support</i> (-127).</li> </ul>

<p><b>Occupational Earnings</b></p>	<ul style="list-style-type: none"> <li>• A comparison of the same-occupation average hourly earnings for <i>Moon Township</i> to the national average wage revealed that most occupations earned close to the national average.</li> <li>• The average wage for all occupations in <i>Moon Township</i> was \$26.46, compared to \$23.85 for the national average hourly wage, lower by 9.9 percent.</li> <li>• Ten Occupations earned more and thirteen groups earned less than the national average.</li> <li>• <i>Military</i> occupations in <i>Moon Township</i> pay 27.7 percent more than the national average of \$18.52 per hour.</li> <li>• At the other end of the spectrum, <i>Protective Service</i> workers are paid on average 26.4 percent less than national levels.</li> </ul>
<p><b>Major Industry Sector Specialization &amp; Growth</b></p>	<ul style="list-style-type: none"> <li>• Five industry sectors have a local specialization greater than 1 and experienced job growth in the past five years in <i>Moon Township</i>. These comprise the Competitive category and are: <ul style="list-style-type: none"> <li>→ <i>Information</i> (LQ of 1.36)</li> <li>→ <i>Educational Services</i> (LQ of 6.41)</li> <li>→ <i>Professional, Scientific &amp; Technical Services</i> (LQ of 1.57)</li> <li>→ <i>Mining, Quarrying, Oil &amp; Gas Extraction</i> (LQ of 5.25)</li> <li>→ <i>Management of Companies &amp; Enterprises</i> (LQ of 8.97)</li> </ul> </li> <li>• Seven industry sectors had local specialization below 1 but experienced job growth within the past five years and are considered Emerging.</li> <li>• One industry is thought to be <i>At-Risk</i> due to job losses over the past five years and an LQ higher than one: <i>Finance &amp; Insurance</i> lost 300 jobs since 2013 and has an LQ of 1.65.</li> <li>• Five sectors are classified as <i>Declining</i>, due to job loss and low local specialization: <i>Real Estate, Rental &amp; Leasing, Other Services, Government, Wholesale Trade, and Health Care &amp; Social Assistance</i>.</li> </ul>

<p><b>Industry Competitiveness</b></p>	<ul style="list-style-type: none"> <li>• No industries ranked as Competitive at this time.</li> <li>• Three industries have local growth and national decline: <i>Information; Retail Trade; as well as Mining, Quarrying, Oil &amp; Gas Extraction;</i></li> <li>• Ten industry sectors had a positive industry effect with national growth while experiencing local job loss. Based on 2018 employment, the biggest sectors in this category are <i>Educational Services; Health Care &amp; Social Assistance; Management of Companies; Professional, Scientific &amp; Technical Services; and Accommodation &amp; Food Services.</i></li> <li>• This analysis suggests the least competitive sectors are <i>Government, Wholesale Trade, Finance &amp; Insurance, Manufacturing, and Other Services.</i></li> </ul>
<p><b>Major Occupational Sector Specialization and Growth</b></p>	<ul style="list-style-type: none"> <li>• Seven occupational groups are <i>Competitive</i>: <ul style="list-style-type: none"> <li>→ <i>Computer and Mathematics</i> (LQ of 1.96)</li> <li>→ <i>Legal</i> (LQ of 2.74)</li> <li>→ <i>Business and Financial Operations</i> (LQ of 1.51)</li> <li>→ <i>Protective Service</i> (LQ of 1.13)</li> </ul> </li> <li>• Eight occupational categories had local specialization below 1 but experienced job growth within the past five years and are considered <i>Emerging</i>.</li> <li>• Four occupations are thought to be <i>At-Risk</i> due to job losses over the past five years and an LQ higher than one: <i>Management; Education, Training and Library; Architecture and Engineering; and Office and Administrative Support.</i></li> <li>• Finally, eight sectors are classified as <i>Declining</i> due to job loss and low local specialization: <i>Farming, Fishing, and Forestry; Production; Life, Physical and Social Science; Building, Grounds Cleaning &amp; Maintenance; Community and Social Service; Sales and related; and Healthcare Support.</i></li> </ul>

## CHAPTER 5: DEMOGRAPHIC & COMMUNITY TRENDS



This chapter focuses on the residents of Moon Township, Pennsylvania. The analysis explores population demographics, new residents, educational attainment, and secondary school performance. Income for households and individuals, per capita income and poverty rates are key indicators of residents' economic standing. Also included in this chapter are several indicators affecting residents' quality of life and opportunity, such as crime rates and cost of living.

### Population Trends

Population growth can be a significant factor in local economic health and is often a key consideration in business expansion and site selection decisions. Population declines, very slow growth rates, or significant domestic out-migration cause companies to be wary of an area in favor of those locations that are dynamic and growing.

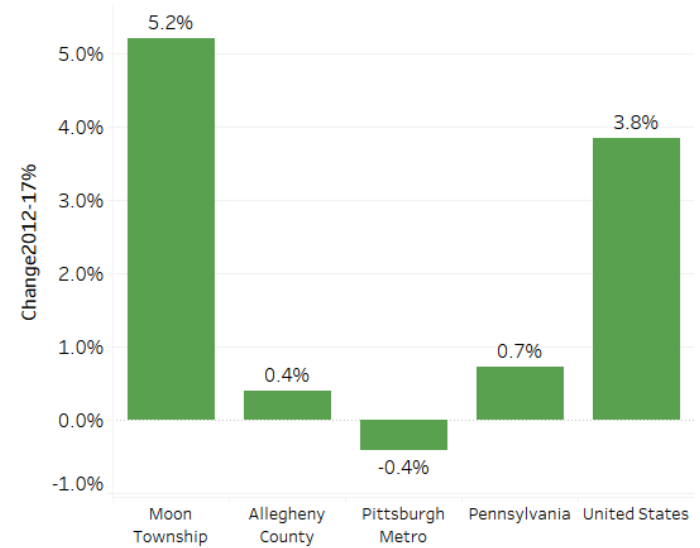
Moon Township is growing at a rate outpacing the county, metro, commonwealth, and nation with a 5.2 percent increase over the past five years (Table 5.1, Figure 5.1). Population increases have been steady since 1990 with the 2017 population estimate at 25,490 (Figure 5.2). Adding 1,259 new residents, the township represents 26 percent of Allegheny County's population growth in the past five years.

**Table 5.1**  
**Net Population Change**  
**Highest Growth Rate Shaded**

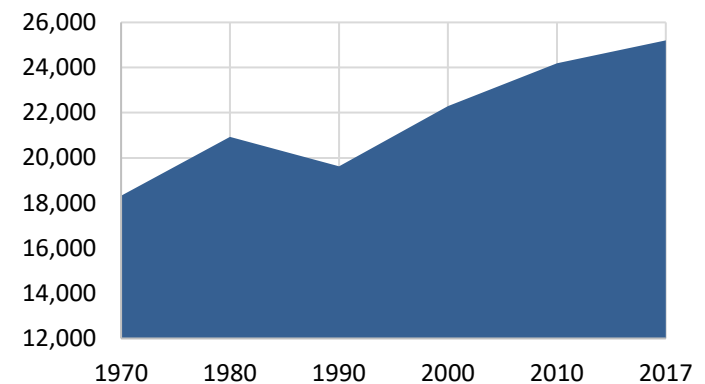
Geography	2012	2017	Change 2012-2017	% Change 2012-2017
Moon Township	24,231	25,490	1,259	5.2%
Allegheny County	1,224,772	1,229,605	4,833	0.4%
Pittsburgh Metro	2,357,981	2,348,143	-9,838	-0.4%
Pennsylvania	12,699,589	12,790,505	90,916	0.7%
United States	309,138,711	321,004,407	11,865,696	3.8%

Source: US Census Bureau 5-year Estimates, Garner Economics

**Figure 5.1**  
**Comparative Population Change,**  
**2012-2017**



**Figure 5.2**  
**Population Growth,**  
**1970-2017**





## Age

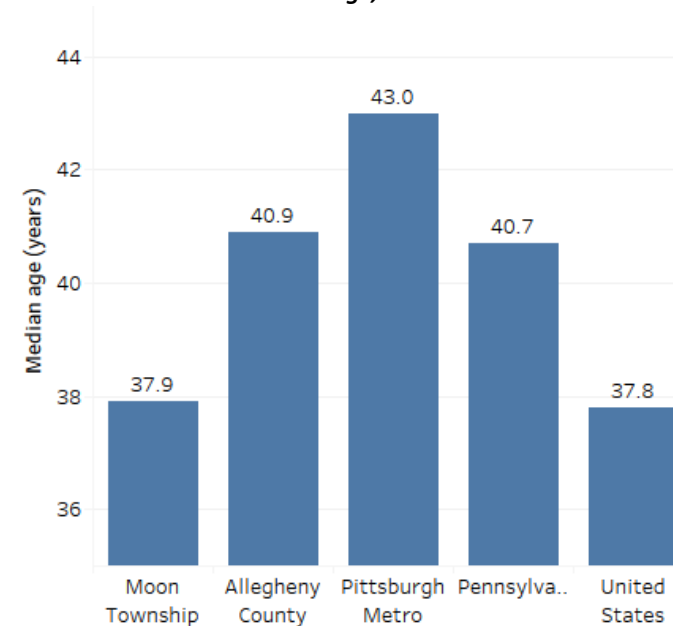
The age composition of a local population can be an important determinant in business decisions and competitiveness. The lack or underrepresentation of younger workers may deter firms from considering some communities for their long-term plans. Low proportions of middle-age workers may prevent firms from initiating expansions requiring quick start-up operations.

A high proportion of older workers may indicate certain incumbent skills or the need to replace soon-to-retire workers. With many communities across the nation focusing on retaining and attracting talent, an existing pool of younger people for both current and future workforce participation is essential in making a community attractive for companies and people alike.

Moon Township has a median age of 37.9 years, younger than all benchmarks and just slightly older than the national median age of 37.8 (Figure 5.3). Regionally, Allegheny County and the Pittsburgh Metro have significantly older median ages.

Moon Township has the highest percentage of population between the ages of 10 through 19 years as well as those 40 through 49 years when compared to all benchmarks (Table 5.2). These age groups tend to show families with school-age children living within the township (Figure 5.4). Regionally, the Pittsburgh Metro has an older population and ties with Allegheny County in the oldest age range of 80 plus years.

**Figure 5.3**  
**Median Age, 2017**



**Table 5.2**  
**Percent of Population by Age Groups 2017**  
**Highest Percentage Shaded**

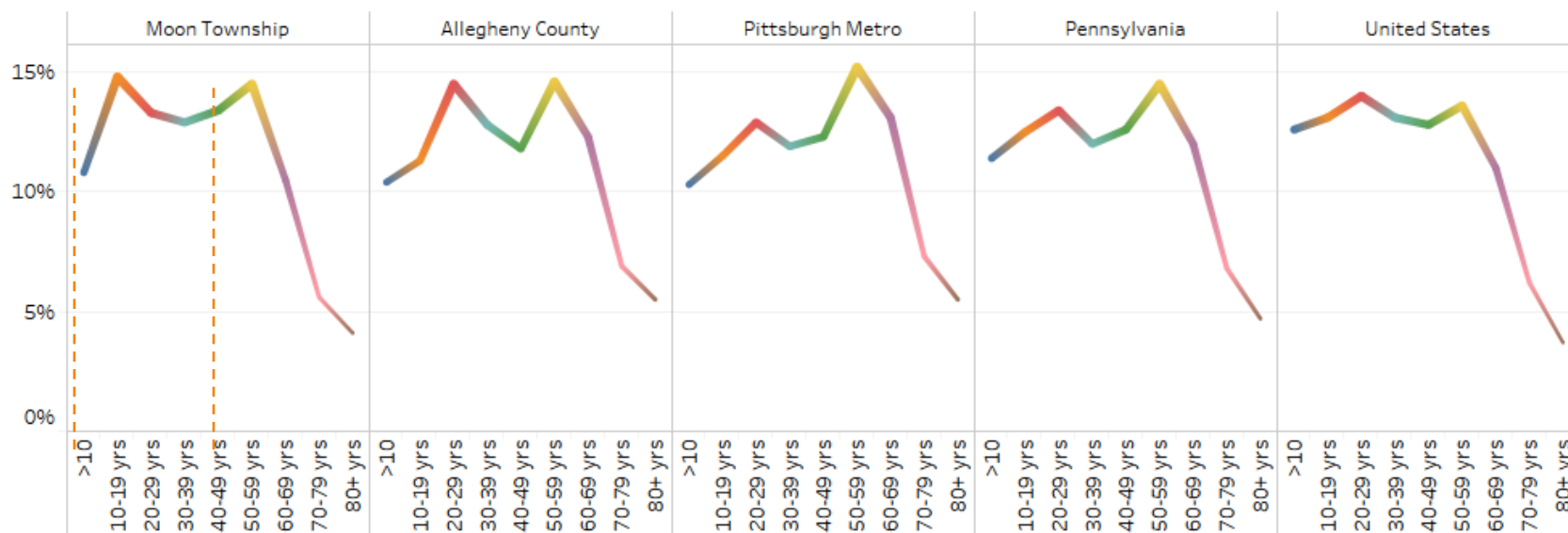
Geography	<10 yrs	10-19 yrs	20-29 yrs	30-39 yrs	40-49 yrs	50-59 yrs	60-69 yrs	70-79 yrs	80+ yrs
Moon Township	10.8%	14.8%	13.3%	12.9%	13.4%	14.5%	10.5%	5.6%	4.1%
Allegheny County	10.4%	11.3%	14.5%	12.8%	11.8%	14.6%	12.3%	6.9%	5.5%
Pittsburgh Metro	10.3%	11.5%	12.9%	11.9%	12.3%	15.2%	13.1%	7.3%	5.5%
Pennsylvania	11.4%	12.5%	13.4%	12.0%	12.6%	14.5%	12.0%	6.8%	4.7%
United States	12.6%	13.1%	14.0%	13.1%	12.8%	13.6%	11.0%	6.2%	3.7%

Source: US Census Bureau 5-year Estimates, Garner Economics

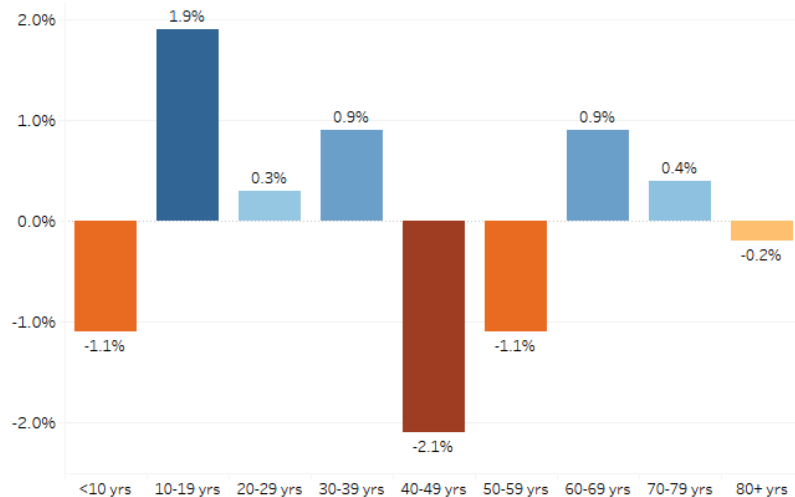
**37.9**

Moon Township  
2017 Median Age

**Figure 5.4: 2017 Age Distribution**



**Figure 5.5: Change in Age Groups, 2012-2017**



The number of young children has been increasing within Moon Township showing a 1.9 percent growth rate between 2012 and 2017 (Figure 5.5). Conversely, the age group of 40 to 49 years is declining by 2.1 percent. Younger populations are increasing between the school-age children and those in their 40s.

Source: US Census Bureau 5-year Estimates, Garner Economics

## Diversity

Moon Township is primarily comprised of those who identify themselves as *White* with 87.4 percent of the total population (Table 5.3). Nearly five percent of Moon’s residents identify as Asian and 4.3 percent as Black or African American. From this perspective, Moon Township is the least diverse of all geographies studied. As a whole, the nation picture showed the most racial diversity. A growing number of people respond with *Two or More Races* as their ethnic identity with the township mirroring other benchmarks with about two percent of the population.

By itself, racial diversity is not a determining factor in local economic competitiveness, although some firms may prefer higher rates of diversity to attract and retain certain workers. This is particularly true for multinational firms looking to attract workers from outside the United States. As talent attraction and retention are key factors in economic development today, an increasing number of companies cultivate corporate cultures that emphasize diversity. In turn, these companies often seek areas that reflect and support inclusiveness and tolerance among many groups of people.

**Table 5.3**  
**Population Diversity, 2017**

	White	Black or African American	American Indian or Alaska Native	Asian	Two or More Races	Other	Hispanic or Latino*
Moon Township	87.4%	4.3%	0.2%	4.9%	2.6%	0.6%	2.5%
Allegheny County	80.3%	12.9%	0.1%	3.5%	2.7%	0.4%	2.0%
Pittsburgh Metro	86.9%	8.1%	0.1%	2.2%	2.3%	0.4%	1.6%
Pennsylvania	81.1%	11.1%	0.2%	3.3%	2.3%	2.0%	6.8%
United States	73.0%	12.7%	0.8%	5.4%	3.1%	5.0%	17.6%

*\* Note: Hispanic or Latino is not counted as a race, but rather an origin of any race.*

*Source: US Census Bureau 5-year Estimates, Garner Economics*

## New Residents

Attracting new residents from diverse outside locations can reflect an area's broader appeal and provide an indicator of economic dynamism. This measure of new residents reflects the population that has moved into Moon Township (an average annual number for the past five years) and *not a net migration figure*.

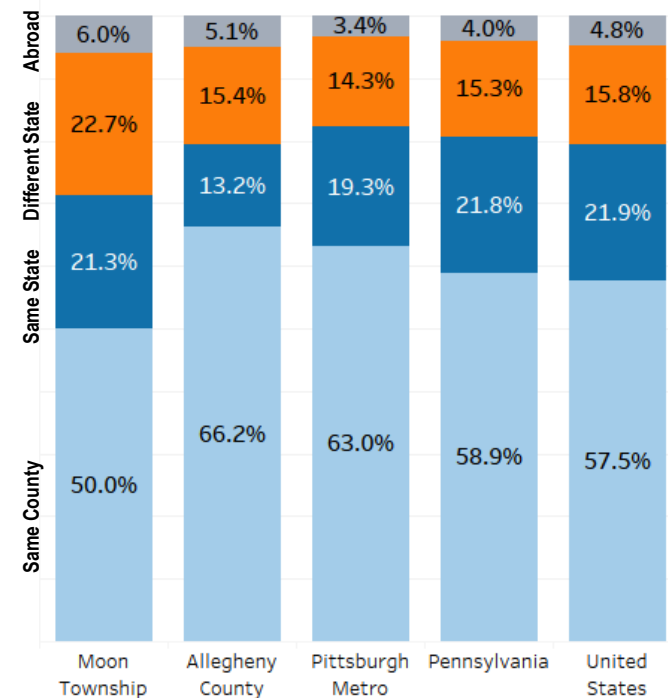
Moon Township's population includes 15 percent new residents who reported moving within the past year (Table 5.4). Half of these new residents moved from elsewhere within the county. Most of the remaining new residents migrated from a different county within Pennsylvania (21.3 percent) or from a different state (22.7 percent) (Figure 5.6). Moon Township gained new residents from more diverse locations than the rest of the benchmarks. The proximity to the Pittsburgh International Airport and the Shell project construction may be attracting workers that chose to settle in Moon Township. The 2017 median age of new residents in Moon Township was 39.2, much younger than the county, region and state (Figure 5.7). The national median age of new residents is 38.3.

**Table 5.4**  
**New Residents 2017**  
**Highest Percentage Shaded**

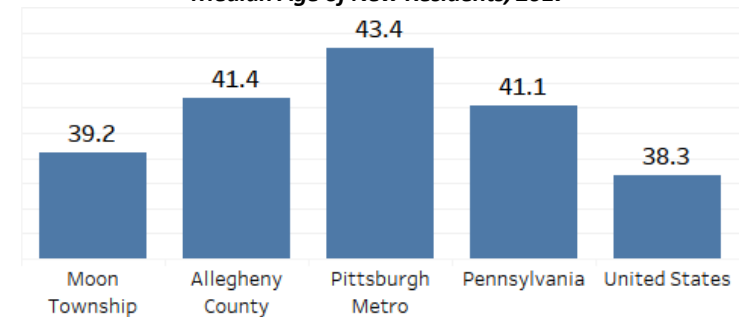
	Same County	Same State	Different State	Abroad	New Residents as % of Total
Moon Township	50.0%	21.3%	22.7%	6.0%	15.0%
Allegheny County	66.2%	13.2%	15.4%	5.1%	13.6%
Pittsburgh Metro	63.0%	19.3%	14.3%	3.4%	11.9%
Pennsylvania	58.9%	21.8%	15.3%	4.0%	12.4%
United States	57.5%	21.9%	15.8%	4.8%	14.6%

Source: US Census Bureau 5-year Estimates, Garner Economics

**Figure 5.6**  
**Sources of New Residents, 2017**



**Figure 5.7**  
**Median Age of New Residents, 2017**



## Educational Attainment

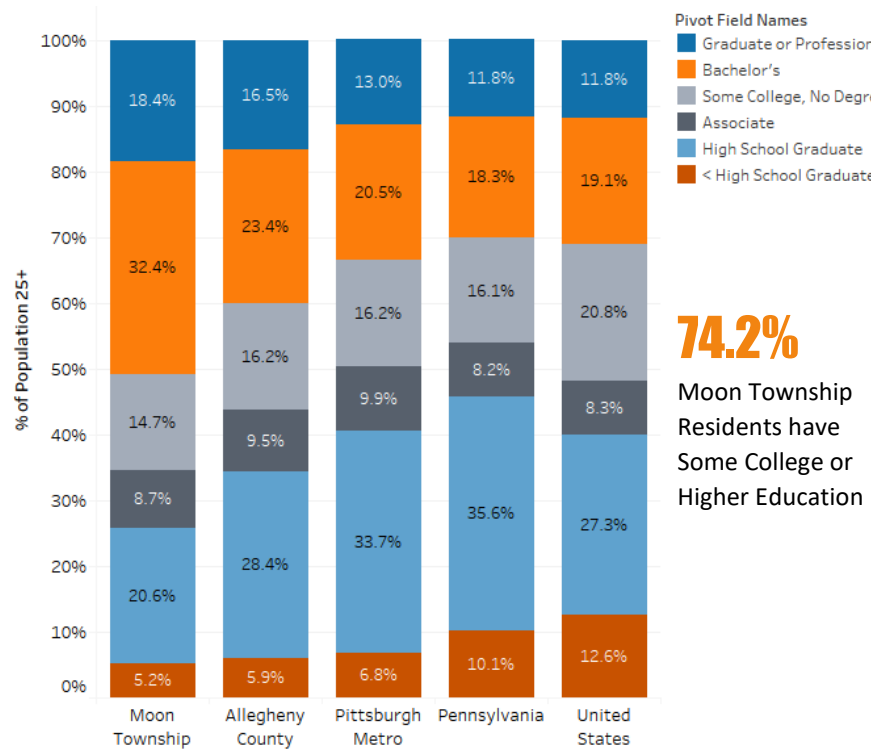
The level of education of an area's population is often a decisive factor in economic competitiveness. Firms understand the need to operate in areas with a sufficient supply of workers that meet or exceed their demands. They also know that the lack of an educated workforce can significantly affect business performance.

Educational attainment among Moon Township's population age 25 years and over is fairly high with 74.2 percent receiving some higher education experience (Figure 5.8). In fact, the percent of those with a *Bachelor's*

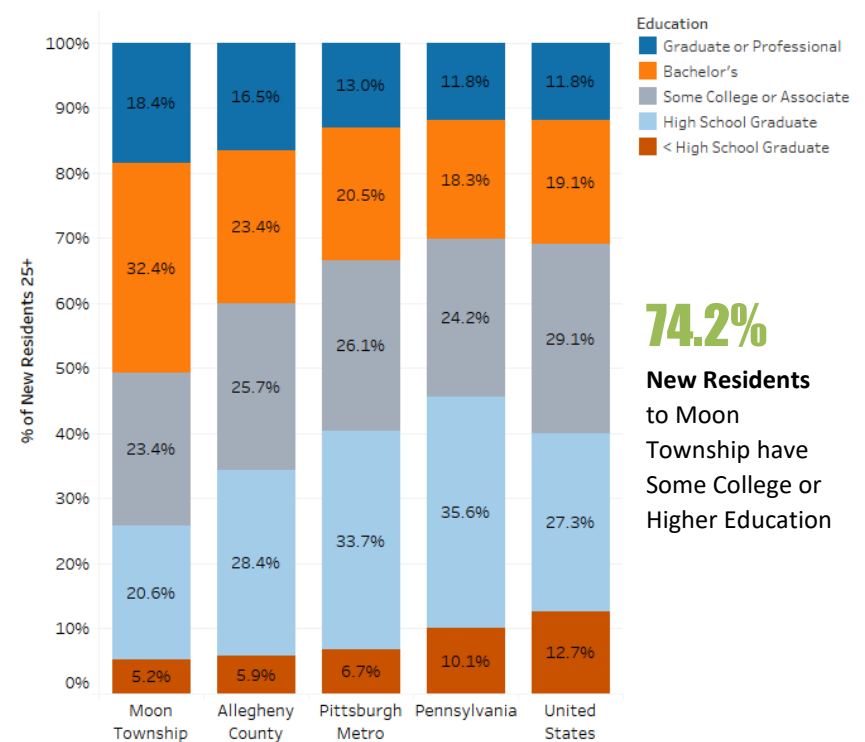
degree and *Graduate or Professional* degree is highest amongst the benchmarks. Higher education levels for Moon Township have increased since 2012 across the board. Those with Bachelor's degrees increased 4.5 percent and Graduate level education rose 2.6 percent since 2012.

New residents mirror the whole population with 74.2 percent who move to Moon Township have some college or higher. Those with *Bachelor's* degrees are 32.4 percent of new residents, which is the highest among all comparisons.

**Figure 5.8**  
**Educational Attainment, 2017**



**Figure 5.9**  
**Educational Attainment of New Residents, 2017**



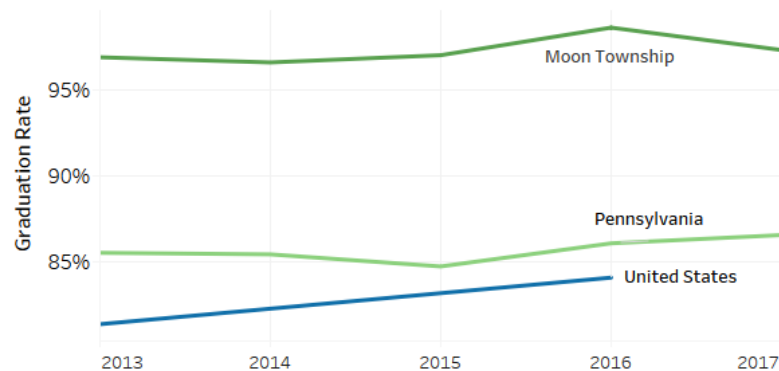
Source: US Census Bureau 5-year Estimates, Garner Economics

## Secondary School Performance

### Graduation Rate

The share of high school students that graduate within four years of beginning 9<sup>th</sup> grade is an important measure of the performance of local school districts. Moon Township has approximately 3,800 students enrolled in the public school system and has consistently achieved a high graduation rate for the past five years (Figure 5.10, Table 5.5). This is well above all benchmarks and illustrates the quality of the K-12 school system.

**Figure 5.10**  
**4-Year Graduation Rates**



**Table 5.5**  
**4-Year Graduation Rates**  
**Highest Rate Shaded**

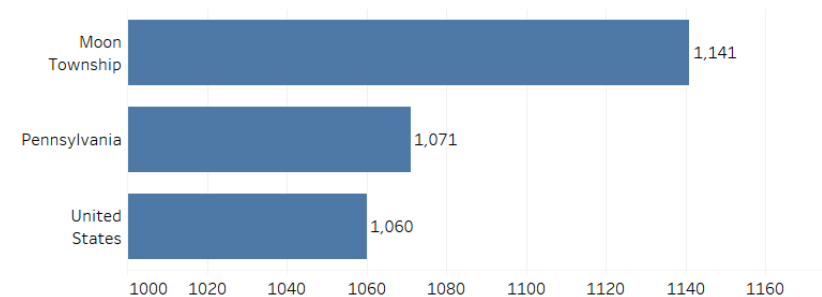
	2013	2014	2015	2016	2017
Moon Township	96.9%	96.6%	97.0%	98.6%	97.3%
Pennsylvania	85.5%	85.5%	84.8%	86.1%	86.6%
United States	81.4%	82.3%	83.2%	84.1%	n/a

### SAT Scores

The SAT standardized test, utilized for college admissions in the United States, is a widely accepted measure of education quality. Scores are especially relevant to businesses because they provide a measure of the “final product” of public schools and secondary school performance.

Moon Township had an average score for 2017 of 1141, well above Pennsylvania and the nation (Figure 5.11, Table 5.6). Though the changes to the SAT make the latest year of SAT scores not directly comparable to those of previous years, the trend still illustrates high performance by Moon Township school district.

**Figure 5.11**  
**SAT Average Scores, 2017**



**Table 5.6**  
**SAT Average Scores**  
**Highest Score Shaded**

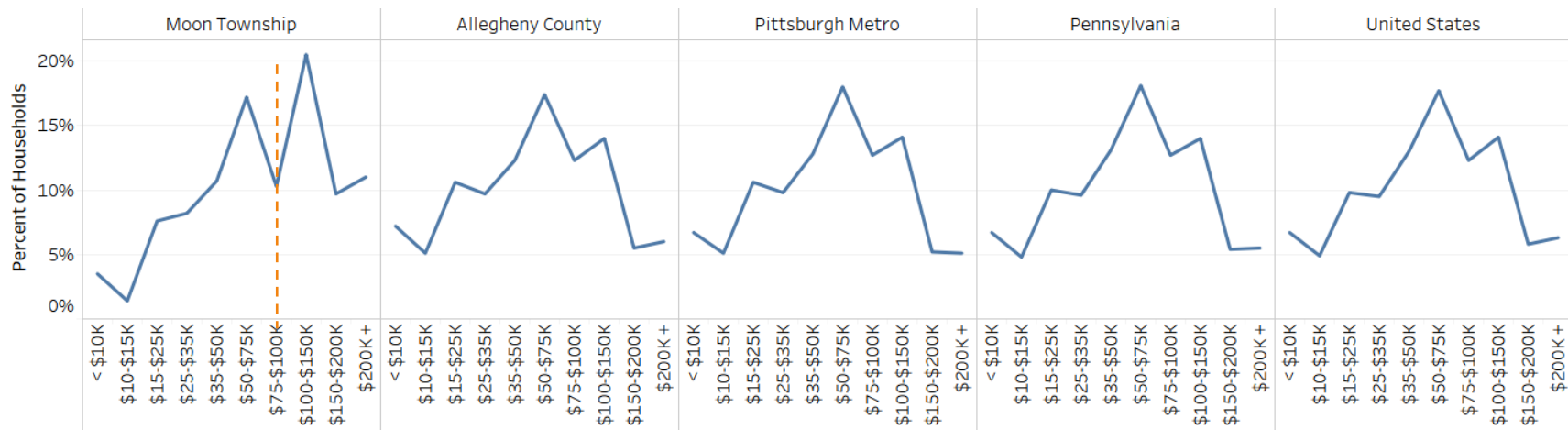
	2013	2014	2015	2016	2017
Moon Township	1578	1563	1618	1563	1141
Pennsylvania	1464	1478	1479	1486	1071
United States	1498	1498	1490	1484	1060

Source: Pennsylvania Department of Education, Garner Economics (2017 SAT scores are not comparable to previous year scores due to changes in the assessment design.)

## Household Income

Household income reflects income for residents regardless of where they work. Moon Township's household income distribution has an emphasis on more affluent income ranges with the highest percentage of households making \$100,000 and over (Figure 5.12, Table 5.7). The township has significantly fewer households making under \$50,000 annually. Moon Township shows a very different income distribution than all other benchmarks from Allegheny County up to the national level.

**Figure 5.12**  
**Household Income Distribution, 2017**



**Table 5.7**  
**Household Income Distribution, 2017**  
**Highest Percentage Shaded**

	< \$10K	\$10-\$15K	\$15-\$25K	\$25-\$35K	\$35-\$50K	\$50-\$75K	\$75-\$100K	\$100-\$150K	\$150-\$200K	\$200K +
Moon Township	3.5%	1.4%	7.6%	8.2%	10.7%	17.2%	10.3%	20.5%	9.7%	11.0%
Allegheny County	7.2%	5.1%	10.6%	9.7%	12.3%	17.4%	12.3%	14.0%	5.5%	6.0%
Pittsburgh Metro	6.7%	5.1%	10.6%	9.8%	12.8%	18.0%	12.7%	14.1%	5.2%	5.1%
Pennsylvania	6.7%	4.8%	10.0%	9.6%	13.1%	18.1%	12.7%	14.0%	5.4%	5.5%
United States	6.7%	4.9%	9.8%	9.5%	13.0%	17.7%	12.3%	14.1%	5.8%	6.3%

Source: US Census Bureau 5-year Estimates, Garner Economics

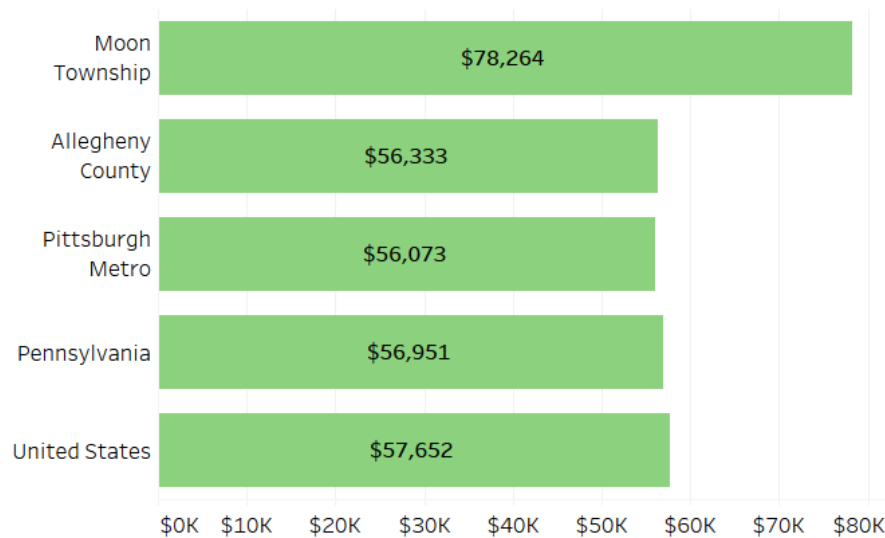
Moon Township's median household income in 2017 was \$78,264, higher than all benchmarks (Table 5.7, Figure 5.13). Median household incomes have remained strong increasing \$8,551 (12.3 percent) since 2012.

The trend toward higher household incomes is also illustrated in Figure 5.14, which shows an increase in household incomes above \$100,000 annually. Only households making \$25,000-\$34,999 annually saw an increase in the middle to lower income ranges.

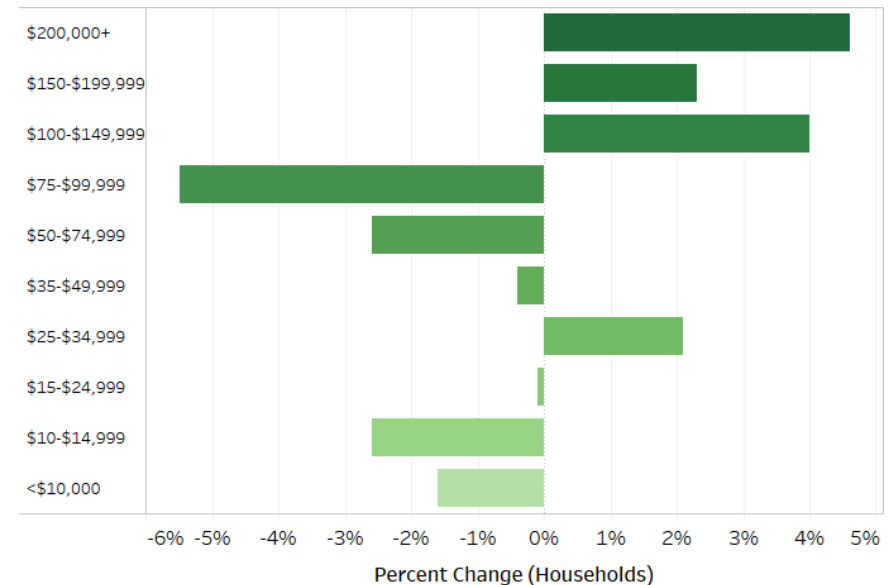
**Table 5.8**  
**Household Income Distribution, 2017**  
**Highest Relative Value Shaded**

	2012	2017	# Change	% Change
Moon Township	\$69,713	\$78,264	\$8,551	12.3%
Allegheny County	\$50,664	\$56,333	\$5,669	11.2%
Pittsburgh Metro	\$50,182	\$56,073	\$5,891	11.7%
Pennsylvania	\$52,267	\$56,951	\$4,684	9.0%
United States	\$53,046	\$57,652	\$4,606	8.7%

**Figure 5.13**  
**Median Household Income, 2017**



**Figure 5.14**  
**Change in Household Income Distribution Moon Township, 2012-2017**



Source: US Census Bureau 5-year Estimates, Garner Economics



## Personal Income

Earnings for individuals reflect the income for residents regardless of where they work or others' earnings in their household. The data capture individuals ages 16 or over who are full-time, year-round workers with earnings.

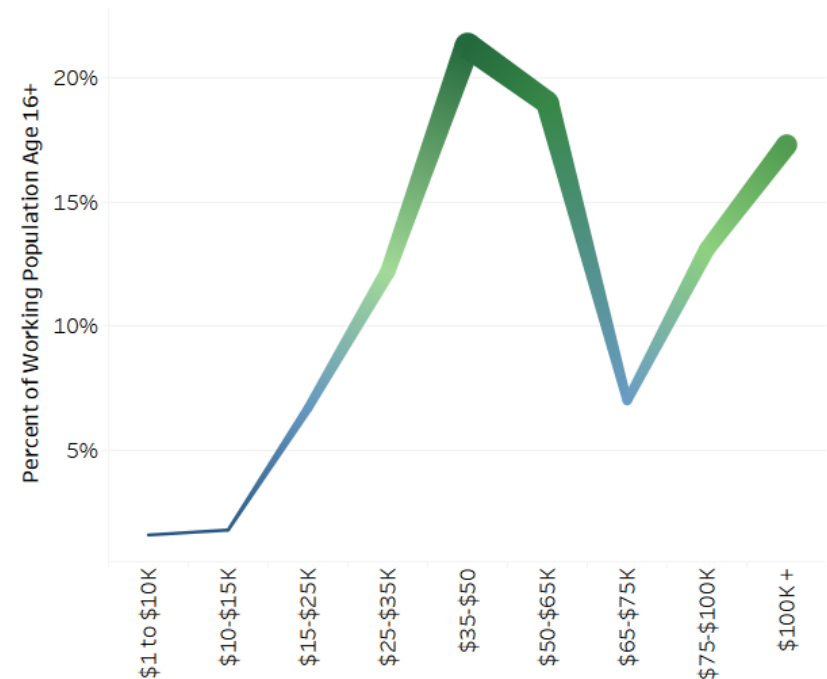
Moon Township's average individual income of \$83,146 ranks well above all benchmarks (Table 5.9). Personal income increased 17 percent from 2012 to 2017, a rate significantly above all others.

The 2017 personal income distribution for Moon Township shows a spike in the \$35,000-\$50,000 category with 21 percent of the working population earning an average income in that range (Figure 5.16). Once again, the higher income range also has a sizable concentration of people earning \$100,000 or more (17.3 percent).

**Table 5.9**  
**Average Personal Income**  
**Highest Relative Figure Shaded**

	2012	2017	# Change	% Change
Moon Township	\$71,340	\$83,146	\$11,806	17%
Allegheny County	\$61,195	\$67,054	\$5,859	10%
Pittsburgh Metro	\$57,440	\$63,737	\$6,297	11%
Pennsylvania	\$57,323	\$62,657	\$5,334	9%
United States	\$57,906	\$62,905	\$4,999	9%

**Figure 5.15**  
**Moon Township Personal Income Distribution, 2017**



Source: US Census Bureau 5-year Estimates, Garner Economics

Per Capita Income

Per capita income is the average annual income computed for every man, woman, and child. It is derived by dividing aggregate income by total population. Per capita income is a measure for all residents regardless of where they work, their age, or whether they derive any income.

Moon Township’s 2017 per capita income was \$42,235, ranking above all benchmarks (Table 5.10). Per capita income increased an impressive 17.2 percent over the past five years.

Table 5.10  
Per Capita Income  
Highest Relative Figure Shaded

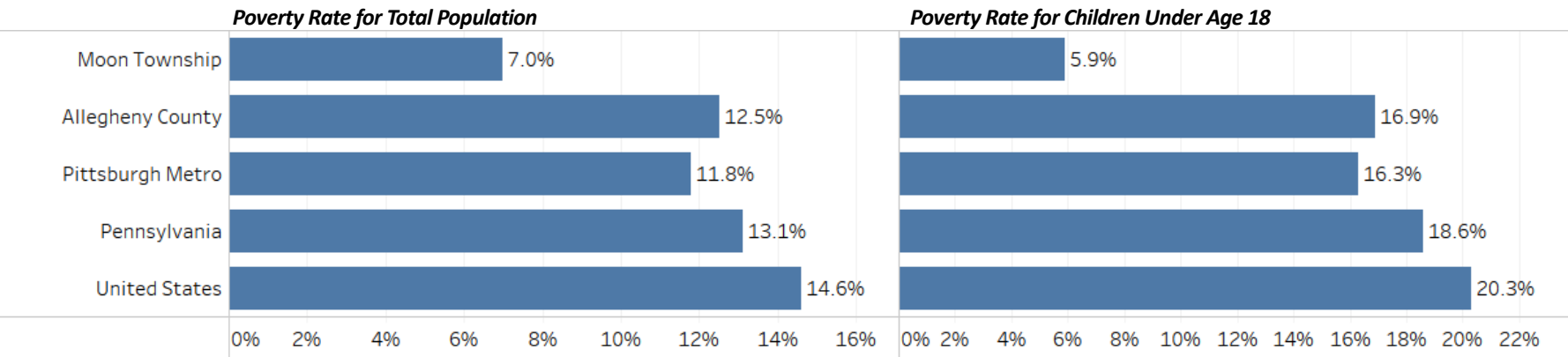
	2012	2017	% Change in Per Capita
Moon Township	\$36,035	\$42,235	17.2%
Allegheny County	\$31,173	\$35,280	13.2%
Pittsburgh Metro	\$28,991	\$33,182	14.5%
Pennsylvania	\$28,190	\$31,476	11.7%
United States	\$28,051	\$31,177	11.1%

Source: US Census Bureau, Garner Economics

Poverty

The measurement of poverty in an area helps to evaluate the well-being of its citizens and the state of the economy. Moon Township has an extremely low poverty rate (7 percent) in comparison to benchmarks (Figure 5.16). The better figure is that *Children Under Age 18* identified as living in poverty is only 5.9 percent. The national rate is twice as high for poverty rates and more than three times the child poverty rate for Moon Township.

Figure 5.16  
Population in Poverty



Source: US Census Bureau, Garner Economics

## Crime

Crime rates may seem outside the typical measures of economic competitiveness, but these represent a widely accepted, objective gauge used by firms. Crime rates may reflect underlying economic conditions and may signal deeper systemic problems more than standard economic measures show.

Moon Township's 2017 Property Crime Rate is relatively low at 1,134.9 property crimes reported per 100,000 residents (Table 5.11, Figure 5.17). The Violent Crime Rate is extremely low with only 15 violent crimes reported per 100,000 residents (Table 5.11, Figure 5.17).

For a unilateral view of crime rates, research is based on crimes reported and published in the FBI Uniform Crime Report for 2017. Allegheny County's rates include the various reporting agencies for the County including Moon Township, City of Pittsburgh, etc.

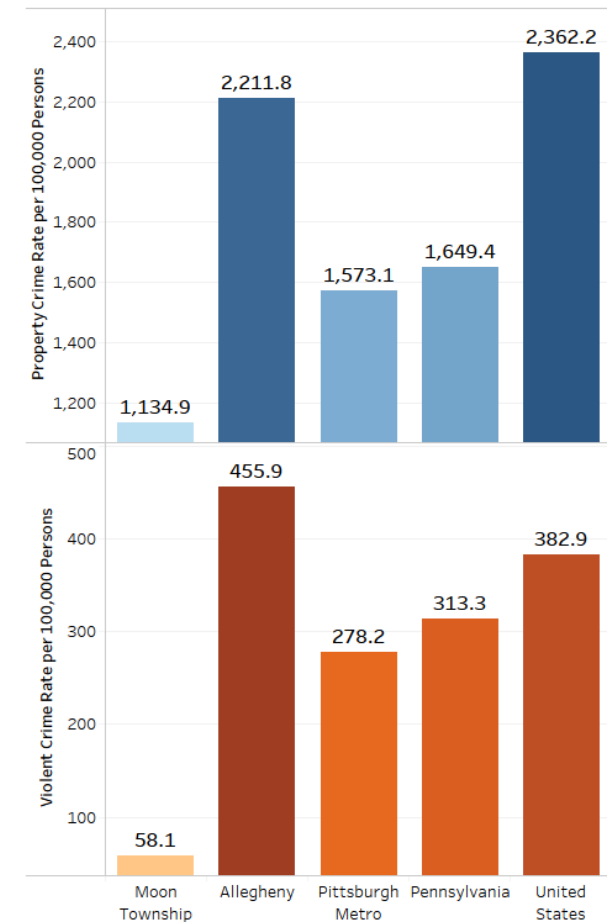
**Table 5.11**  
**Crime Rates per 100,000 Residents, 2017**  
**Lowest Rate Shaded**

	Property Crime		Violent Crime	
	Crimes Reported	Crime Rate	Crimes Reported	Crime Rate
Moon Township	293	1,134.9	15	58.1
Allegheny	27,196	2,211.8	5,606	455.9
Pittsburgh Metro	36,833	1,573.1	6,514	278.2
Pennsylvania	211,220	1,649.4	40,120	313.3
United States	7,694,086	2,362.2	1,247,321	382.9

**Table 5.12**  
**Moon Township Crime Rates per 100,000 Residents**

	Property Crime Rate	Violent Crime Rate
2012	1,174.20	86.5
2017	1,134.90	58.1
2012-2017 Change	-3%	-33%

**Figure 5.17**  
**Crime Rates per 100,000 Residents**



Sources: Uniform Crime Reports, FBI, Garner Economics

## Cost of Living

Cost of Living indicators for cities reflect the general cost of mid-management level living in that area. The Cost of Living Index uses the national average of 100 for measuring the cost for a set basket of goods and services. Moon Township has a lower cost of living than Pennsylvania and the nation as a whole (Table 5.13, Figure 5.18).

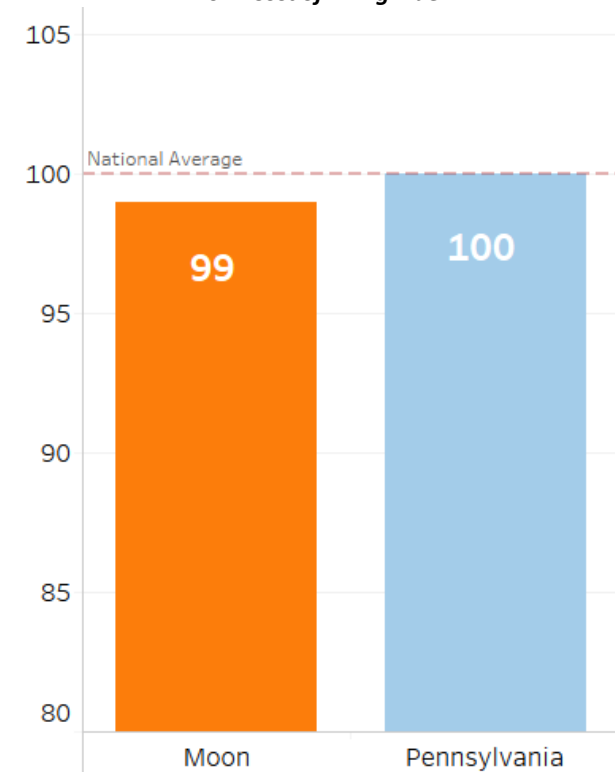
The estimated composite Cost-of-Living Index for Moon Township is 99 compared with 100 for the state and nation. Several categories have a higher than average cost including *Healthcare and Utilities*.

**Table 5.13**  
**Cost of Living Index, 2017**

Index	Moon	Pennsylvania
<b>Cost of Living Index</b>	<b>99</b>	<b>100</b>
Goods & Services Index	99	100
Grocery Index	97	100
Healthcare Index	110	105
Housing Index	94	92
Transportation Index	92	91
Utilities Index	107	108

Source: AreaVibes.com derived from C2ER Index for 2017, Garner Economics

**Figure 5.18**  
**2017 Cost of Living Index**





## CHAPTER 6: ECONOMIC DYNAMICS & EMPLOYMENT TRENDS

*This chapter focuses on the labor market of Moon Township, Pennsylvania beginning with the residents within the township, then exploring commuting patterns with the surrounding area and the full labor force draw of 45-minute drive time. The data then transitions to employer-based information, including employment, industry composition, wage comparisons, and additional workplace statistics for those working in Moon Township.*

### Labor Force Participation

Among residents aged 16 and over in Moon Township in 2017, 70.9 percent participate in the labor force, a figure above all other benchmarks (Table 6.1). The township's participation rate in 2012 was also the highest of the comparative geographies with a rate of 67.7 percent.

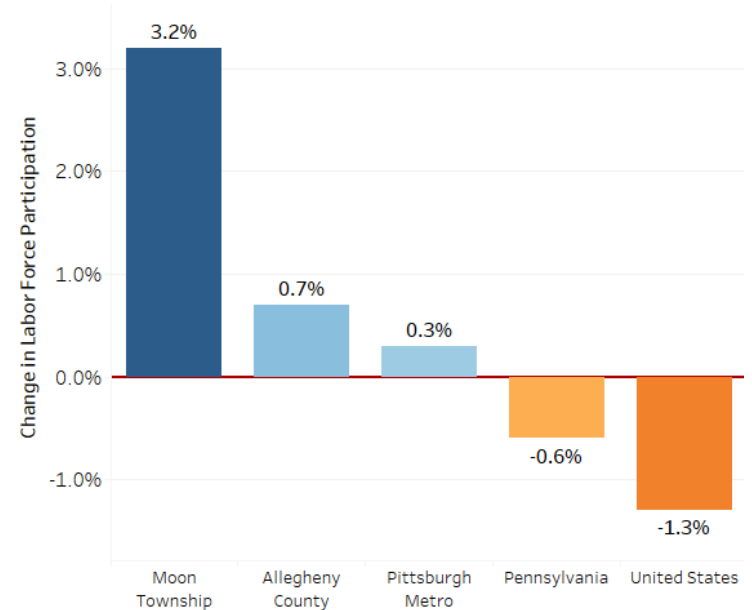
Moon Township outpaced every benchmark with an outstanding growth of 3.2 percent (Figure 6.1). The nation dropped 1.3 percent during the same time period.

**Table 6.1**  
**Labor Force Participation Rate**  
**Highest Rate Shaded**

	2012	2017	Change 2012-2017
Moon Township	67.7%	70.9%	3.2%
Allegheny County	64.0%	64.7%	0.7%
Pittsburgh Metro	62.5%	62.8%	0.3%
Pennsylvania	63.2%	62.6%	-0.6%
United States	64.7%	63.4%	-1.3%

**Figure 6.1**

**Change in Labor Force Participation, 2012-2017**



Source: US Census Bureau 5 year averages, Garner Economics

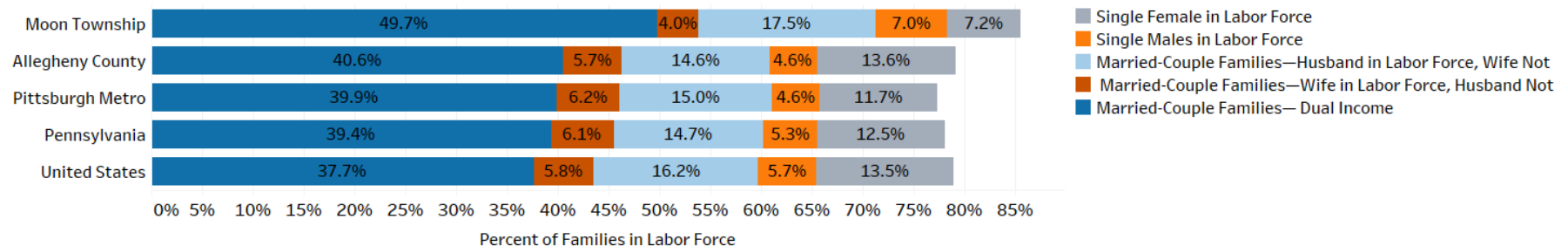
## Labor Force Participation—Families<sup>1</sup>

Moon Township has a strong presence of working families with 85.5 percent of the families in the township participating in the workforce (Table 6.2). Ranking the highest among two income earners, *Married-Couple Families—Dual Income* are nearly 50 percent of total families in the jurisdiction. Moon Township is also the highest for *Married-Couple Families—Husband in Labor Force, Wife Not* (17.5 percent) and *Single Males in Labor Force* (7 percent) compared to all geographies examined.

**Table 6.2**  
**Labor Force Participation of Families, 2017**  
**Highest Rate Shaded**

	Moon Township	Allegheny County	Pittsburgh Metro	Pennsylvania	United States
<b>Married-Couple Families</b>					
Married-Couple Families—Dual Income	49.7%	40.6%	39.9%	39.4%	37.7%
Married-Couple Families—Husband in Labor Force, Wife Not	17.5%	14.6%	15.0%	14.7%	16.2%
Married-Couple Families—Wife in Labor Force, Husband Not	4.0%	5.7%	6.2%	6.1%	5.8%
<b>Other Families</b>					
Single Female in Labor Force	7.2%	13.6%	11.7%	12.5%	13.5%
Single Males in Labor Force	7.0%	4.6%	4.6%	5.3%	5.7%
<b>Total Families in Labor Force</b>	<b>85.5%</b>	<b>79.1%</b>	<b>77.4%</b>	<b>78.0%</b>	<b>78.9%</b>

**Figure 6.2**  
**Labor Force Participation of Families, 2017**



Source: US Census Bureau 5 year averages, Garner Economics

<sup>1</sup> A family consists of a householder and one or more other people living in the same household who are related to the householder by birth, marriage, or adoption. Other families include unmarried related persons such as single parents.

## Labor Force

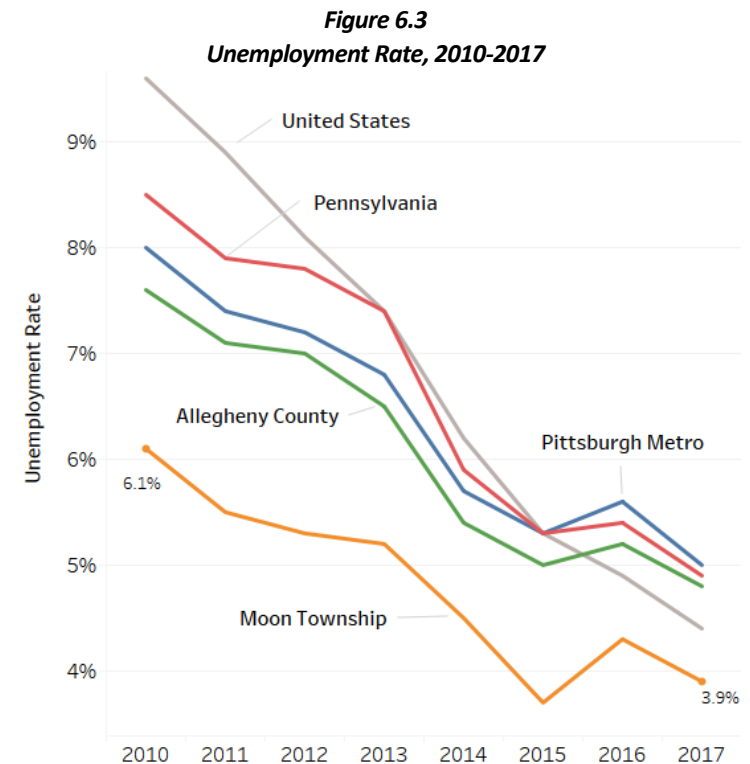
The 2017 labor force of Moon Township was 14,317 according to the Bureau of Labor Statistics (Table 6.3). The labor force is growing at a rate of 2.4 percent, a rate that is higher than all benchmarks except at the national level which grew 3.4 percent.

Unemployment, shown in Figure 6.3, has been less dramatic than the nation over the past seven years while mirroring the change across all geographies. The highest annual unemployment rate was 6.1 percent in 2010 compared to the United States unemployment rate of 9.6 percent that same year.

The latest preliminary labor force figures released for October 2018 report Moon Township's unemployment rate at very low 2.8 percent (Table 6.4).

**Table 6.3**  
**Labor Force**  
**Highest Rate of Change Shaded**

	2012	2017	5-year Change
Moon Township	13,986	14,317	2.4%
Allegheny County	653,215	645,906	-1.1%
Pittsburgh Metro	1,227,306	1,207,953	-1.6%
Pennsylvania	6,462,939	6,427,370	-0.6%
United States	154,975,000	160,320,000	3.4%



**Table 6.4**  
**Moon Township Labor Force, October 2018**

Moon Township	October 2018
Labor Force	14,386
Employment	13,977
Unemployment Rate	2.8%

Source: Bureau of Labor Statistics, Garner Economics (October 2018 Figures are Preliminary Release)



## Labor Force Draw

The effective labor draw considers the documented labor pool for a location based on the existing residential workforce and local road network. The analysis considers the pool of active workers residing within a representative drive time from a site.

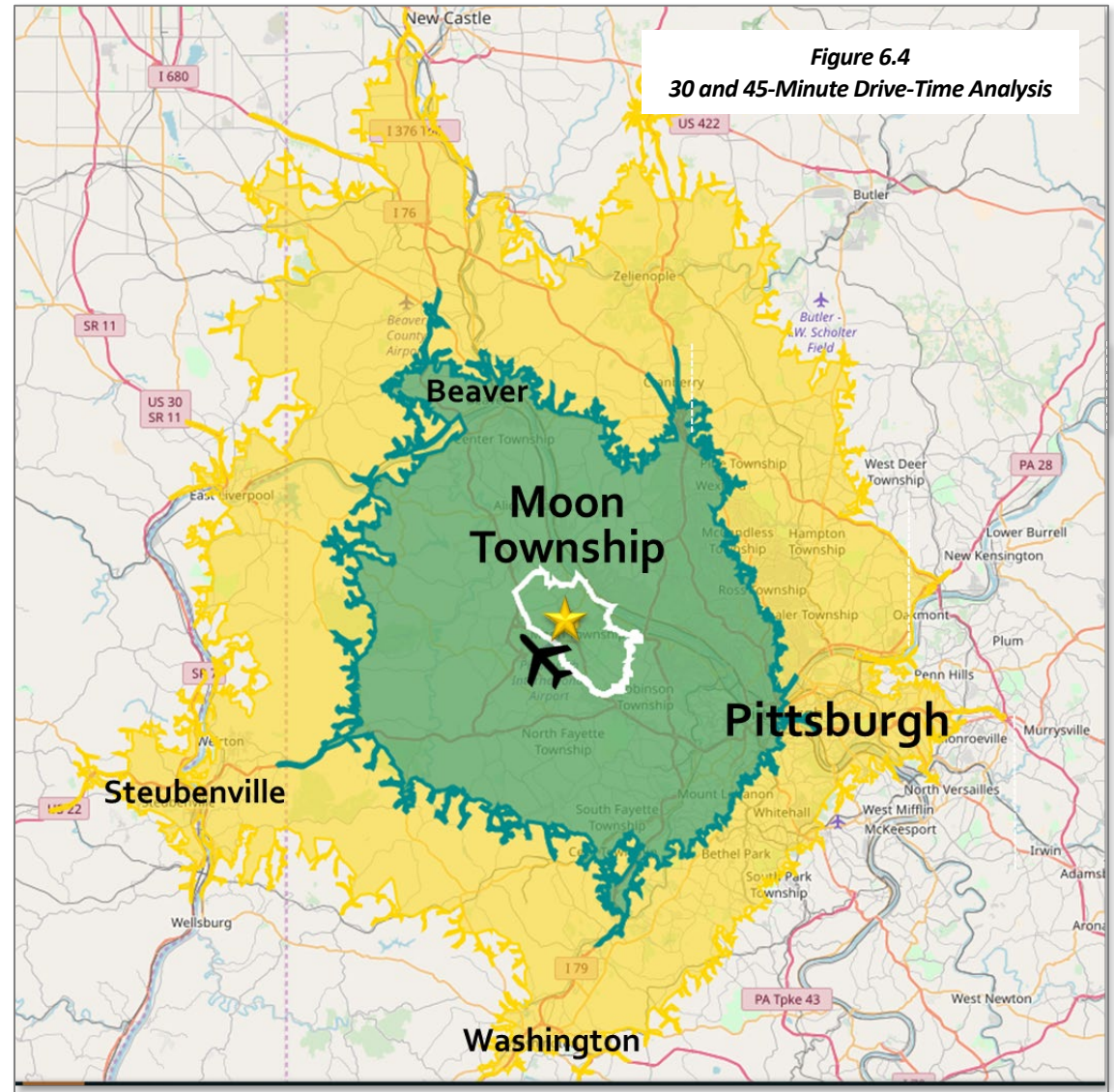
This study looks at a 30 and 45-minute drive time analysis from the Moon Township to enlarge the reach of possible commuters (Figure 6.4). The 30-minute drive-time area labor force was 270,681 for 2017, a number significantly larger than the Township's own resident labor force. When expanded to 45 minutes, the drive-time labor force reaches 717,682 for 2017. Both analyses reach into the populous core of Pittsburgh, though Moon Township may not be able to draw as many commuters from the center city or east of the city.

**270,681**

2017 Labor Force  
30-Minute Drive Time

**717,682**

2017 Labor Force  
45-Minute Drive Time



Source: ESRI, Garner Economics



College Enrollment & Degrees Granted

As important as the existing workforce, those who will join the ranks of the labor force with degrees or certifications enhance the opportunity for companies to relocate or expand in the area. Robert Morris University is located in Moon Township and offers resources in both students for the future workforce and partnership opportunities.

With a strong business school, it is no surprise that 58 percent of students enrolled are studying business majors (2016 latest figures reported) (Figure 6.5). Twenty-three percent of students have enrolled in engineering programs and the remainder are divided amongst education, mathematics, and biological sciences. Total enrollment for the Fall of 2017 at Robert Morris University was approximately 5,000 students (Figure 6.6).

Figure 6.5  
Robert Morris University Enrollment by Area of Study, 2016

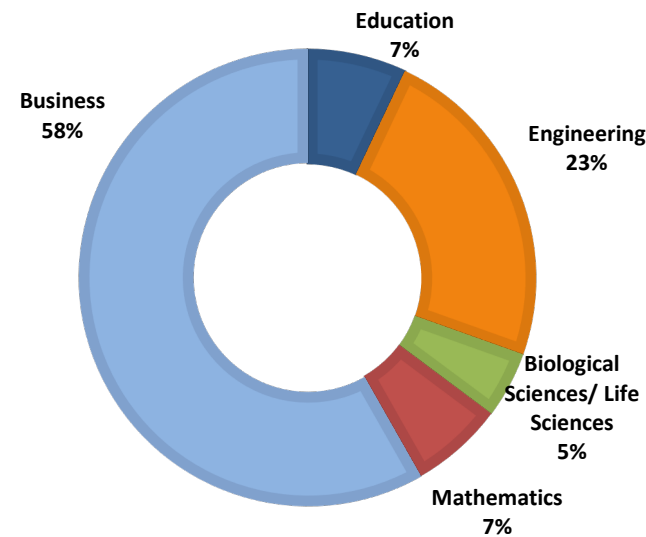
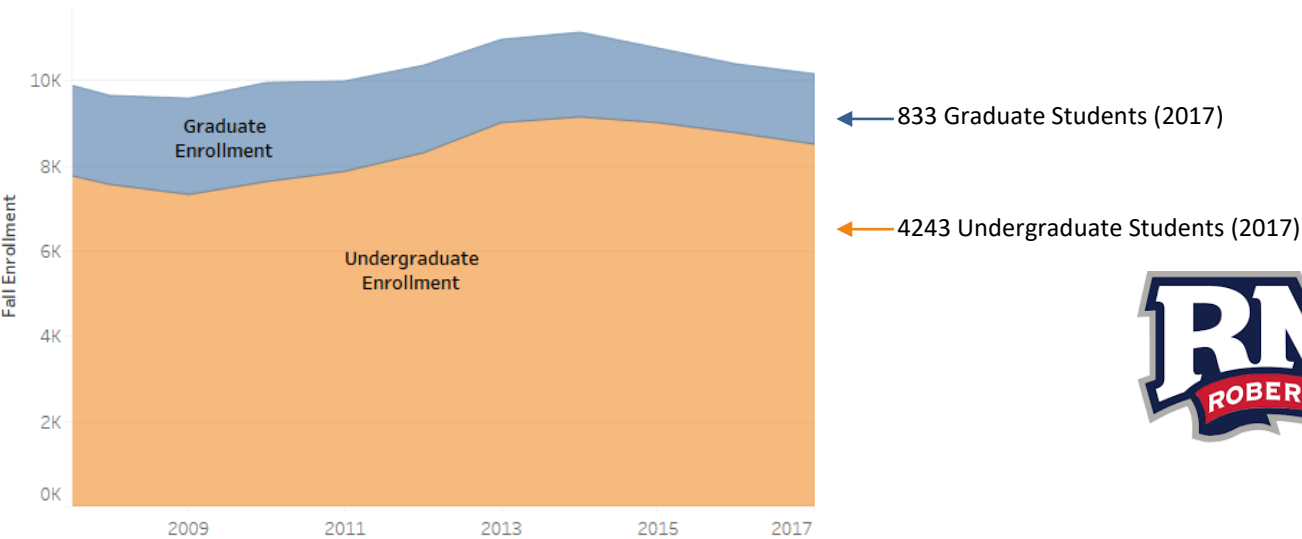


Figure 6.6  
Fall Enrollment at Robert Morris University by Type



Source: National Center for Education Statistics

### Areas of Study

Within the Pittsburgh Metro area in 2017, more than 38,093 degrees and certificates were awarded (Table 6.5). Nearly half of these degrees or certificates were for Bachelor's level accomplishments with 15,453 granted. *Health Professions; Business, Management, and Marketing; Engineering; and Computer & Information Science* were the most popular areas of study (Table 6.6). Students received degrees for a wide variety of subjects from Psychology to Precision Production.

The pool of programs and graduates in the greater region is a tremendous asset to Moon Township. Closer to Moon are Robert Morris University and several technical college campuses opportunities for attracting graduates into the workforce and staging training.

**Table 6.5**  
***Degrees or Certificates Awarded in Region by Level, 2017***

Award Level	Completions
Associate	5,825
Certificates	4,921
Bachelor's	15,453
Post-Baccalaureate Certificates	682
Master's	9,062
Doctoral	2,150
<b>Grand Total</b>	<b>38,093</b>

Source: National Center for Educational Statistics, Garner Economics

**Table 6.6**  
***Degrees or Certificates Awarded in Region by Top Areas of Study, 2017***

Area of Study	Completions
Health Professions & Related Programs	7,930
Business, Management, Marketing, & Related	5,192
Engineering	2,716
Computer, Information Sciences & Support Services	2,418
Education	2,113
Visual & Performing Arts	1,949
Biological & Biomedical Sciences	1,337
Psychology	1,222
Social Sciences	1,073
Engineering Technologies & Engineering-related Fields	939
Public Administration & Social Service Professions	914
Liberal Arts & Sciences, General Studies & Humanities	861
Parks, Recreation, Leisure & Fitness Studies	849
English Language & Literature/Letters	776
Multi/Interdisciplinary Studies	731
Homeland Security, Law Enforcement, Firefighting, & Related Protective Service	725
Personal & Culinary Services	719
Transportation & Materials Moving	696
Communication, Journalism & Related Programs	646
Physical Sciences	581
Mathematics & Statistics	473
Legal Professions & Studies	445
Mechanic & Repair Technologies/Technicians	430
Construction Trades	402
Precision Production	389
<b>Total of All Degrees/Certificates</b>	<b>38,093</b>

Commuting Patterns

Worker flows help define the size of a local economy’s labor draw, and trends help describe attraction and regional competition. Worker flows represent both daily commuters and short-term, away-from-home assignments (major construction projects, on-site consulting, etc.).

Moon Township is an employment center drawing in more than 20,000 workers into town for work (Figure 6.7). This in-commuting group represents 91 percent of Moon Township’s employment base. On the other hand, about 8,100 of the Township’s residents (80 percent) commute out of town for work.

Commuting patterns have not altered a great deal over the past decade, though there is a declining trend with In-Commuters and increase of Out-Commuters from 2005 to 2015 (Figure 6.8). The average commuting time for residents of Moon Township is 24.8 minutes (Figure 6.9).

Figure 6.8  
Moon Commuting Patterns, 2005-2015

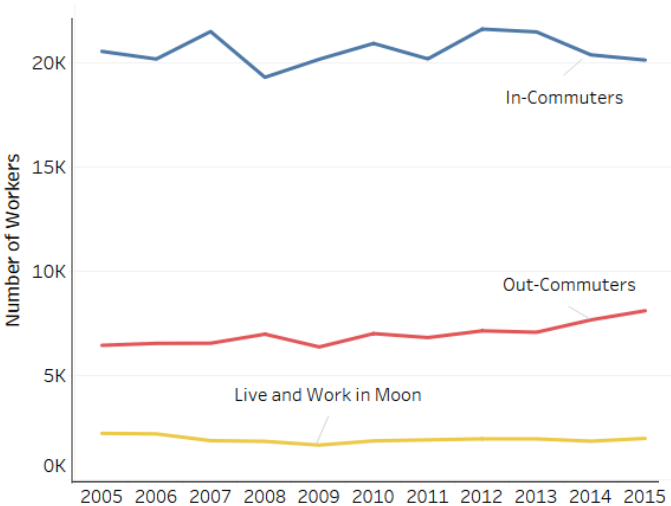


Figure 6.7  
Moon Township 2015 Commuting Patterns

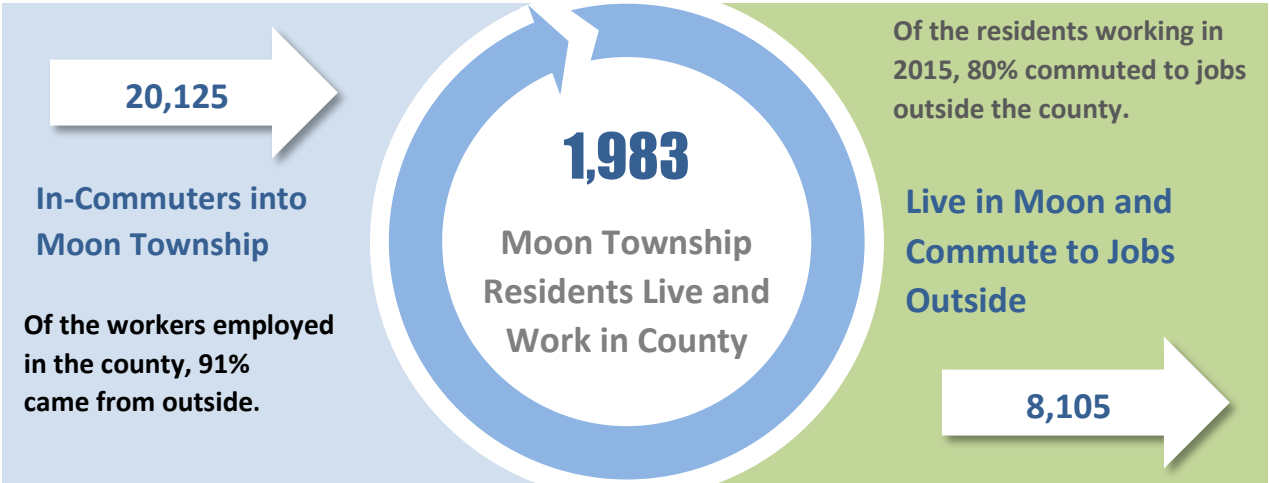


Figure 6.9

**24.8**

Average Travel Time to Work  
Moon Township, 2017

Source: US Census Bureau 5 year average

\*The U.S. Census Bureau counts one primary job per worker.

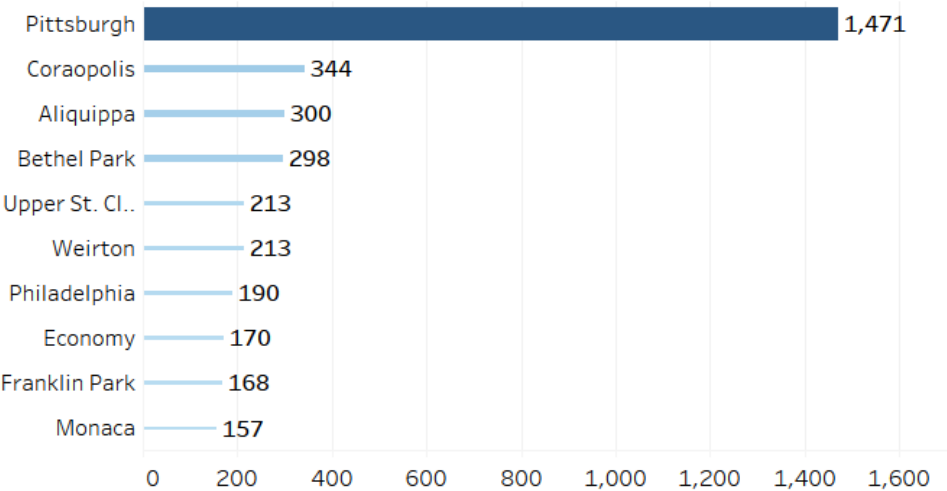
Source: U.S. Census Bureau, Longitudinal Employer-Household Dynamics (LEHD), Garner Economics

*In-Commuter and Out-Commuter Counties*

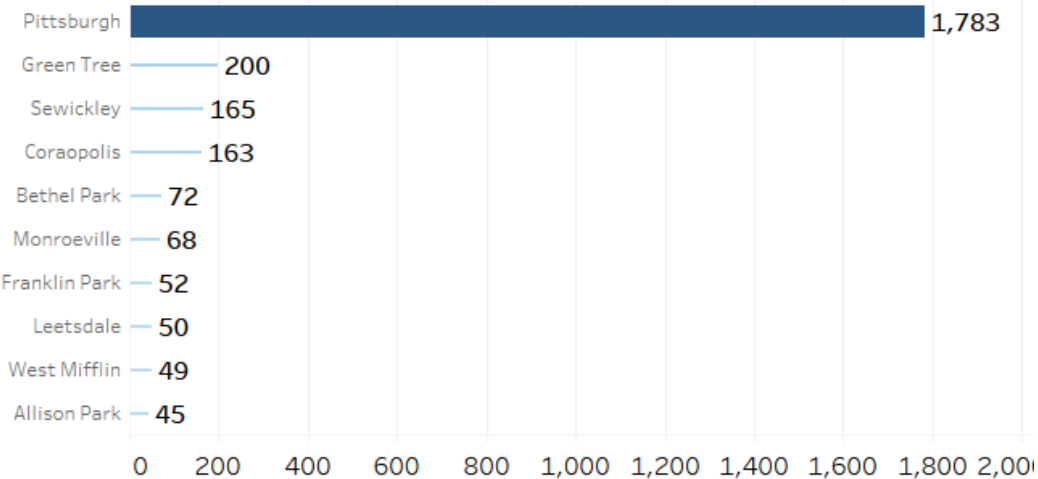
The majority of commuting is between Pittsburgh and Moon Township. Approximately 1,471 In-Commuters come in from Pittsburgh for work in Moon Township (Figure 6.10). For Out-Commuters, 1,783 travel outside of Moon Township for their work in Pittsburgh (Figure 6.11). These results in a net loss of 312 workers traveling to Pittsburgh. The remainder of commuters are traveling to a variety of surrounding cities and townships in the greater region.

There is a net loss of 12,020 workers that leave Moon Township. With a labor force of 14,000 people living in the township and an employment base of 30,000, there will continue to be an imbalance of commuting patterns.

**Figure 6.10**  
**Moon Township In-Commuters, 2015**



**Figure 6.11**  
**Moon Township Out-Commuters, 2015**



Source: U.S. Census Bureau, Longitudinal Employer-Household Dynamics (LEHD), Garner Economics

Estimated Annual Wages

In 2018, the estimated average wage per job in Moon Township equaled \$64,469 (Figure 6.12), or \$1,239.79 weekly. It should be noted that wage applies only to **employment in Moon Township** and does not measure wages for those workers who live in town but commute elsewhere to work (See “Commuting” earlier). The annual average earnings for all residents, whether they stay in town for work or out-commute, is \$71,340 for 2017 (See Personal Income in Chapter 5).

Moon Township’s average annual wage is the highest among the benchmark geographies for both 2012 and 2017 (Table 6.7). Wages grew 6.76 percent over the past five years, which was the lowest growth rate of those studied. For income, this is the first instance of witnessing comparatively low growth for Moon Township.

Figure 6.12  
Estimated Annual Average Wages

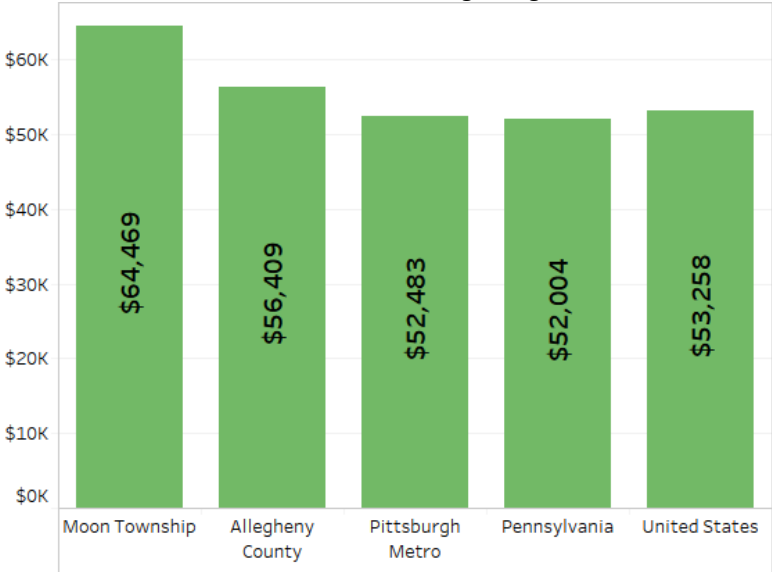


Table 6.7  
Average Wages, 2013-2018  
Highest Figure Shaded

	2013	2018	# Change	% Change
Moon Township	\$60,385	\$64,469	\$4,084	6.76%
Allegheny County	\$51,454	\$56,409	\$4,954	9.63%
Pittsburgh Metro	\$47,455	\$52,483	\$5,028	10.60%
Pennsylvania	\$46,961	\$52,004	\$5,043	10.74%
United States	\$47,593	\$53,258	\$5,665	11.90%

Source: EMSI, Garner Economics

## Major Industry Sector Composition

A comparison of major industry employment composition provides a broad relative assessment of differences among economies. Moon Township's largest sector of employment in 2018 was *Educational Services* with 16.7 percent of the total employment (Table 6.8). For this study, total employment includes covered and uncovered employment as well as self-employed individuals. It is important to note that the Moon Township's exact footprint is not available with current employment data and the nearest geographic area is the 15108 zip code which includes Coraopolis but not the airport.

The two additional sectors with over ten percent of employment are *Management of Companies & Enterprises* (12.7 percent) and *Professional, Scientific & Technical Services* (10.1 percent). The township has a larger proportion of its workforce in these sectors compared to the all other geographies. This area also has the highest percentage employed in *Finance & Insurance, Information, and Mining, Quarrying, Oil & Gas Extraction* than the other benchmarks.

**Table 6.8**  
**Industry Sector Composition, 2018**  
**Highest Relative Figure Shaded**

Industry Sector	Moon Township	Allegheny County	Pittsburgh Metro	Pennsylvania	United States
Educational Services	16.7%	7.6%	5.4%	4.6%	2.6%
Management of Companies & Enterprises	12.7%	3.6%	3.0%	2.1%	1.4%
Professional, Scientific & Technical Services	10.1%	8.6%	7.0%	6.2%	6.5%
Retail Trade	7.6%	9.5%	10.4%	10.1%	10.2%
Health Care & Social Assistance	7.1%	17.2%	16.5%	16.1%	12.6%
Finance & Insurance	6.6%	6.5%	4.9%	4.3%	4.0%
Accommodation & Food Services	6.3%	8.0%	8.2%	7.5%	8.6%
Government	6.1%	8.9%	9.9%	11.4%	15.1%
Administrative, Support, Waste Management & Remediation	4.6%	4.9%	4.7%	5.3%	6.2%
Construction	3.9%	4.6%	5.4%	5.0%	5.5%
Other Services	3.5%	4.7%	4.9%	4.9%	4.8%
Wholesale Trade	3.1%	2.7%	3.1%	3.5%	3.7%
Transportation & Warehousing	2.9%	2.6%	3.4%	4.3%	3.5%
Manufacturing	2.7%	4.8%	7.1%	8.9%	7.9%
Information	2.5%	1.8%	1.5%	1.4%	1.8%
Mining, Quarrying, Oil & Gas Extraction	2.1%	0.3%	0.8%	0.4%	0.4%
Real Estate, Rental & Leasing	0.9%	1.4%	1.3%	1.2%	1.7%
Arts, Entertainment & Recreation	0.5%	2.1%	2.0%	1.7%	1.7%
Utilities	0.0%	0.4%	0.5%	0.4%	0.3%
Agriculture, Forestry, Fishing & Hunting	0.0%	0.0%	0.2%	0.7%	1.2%

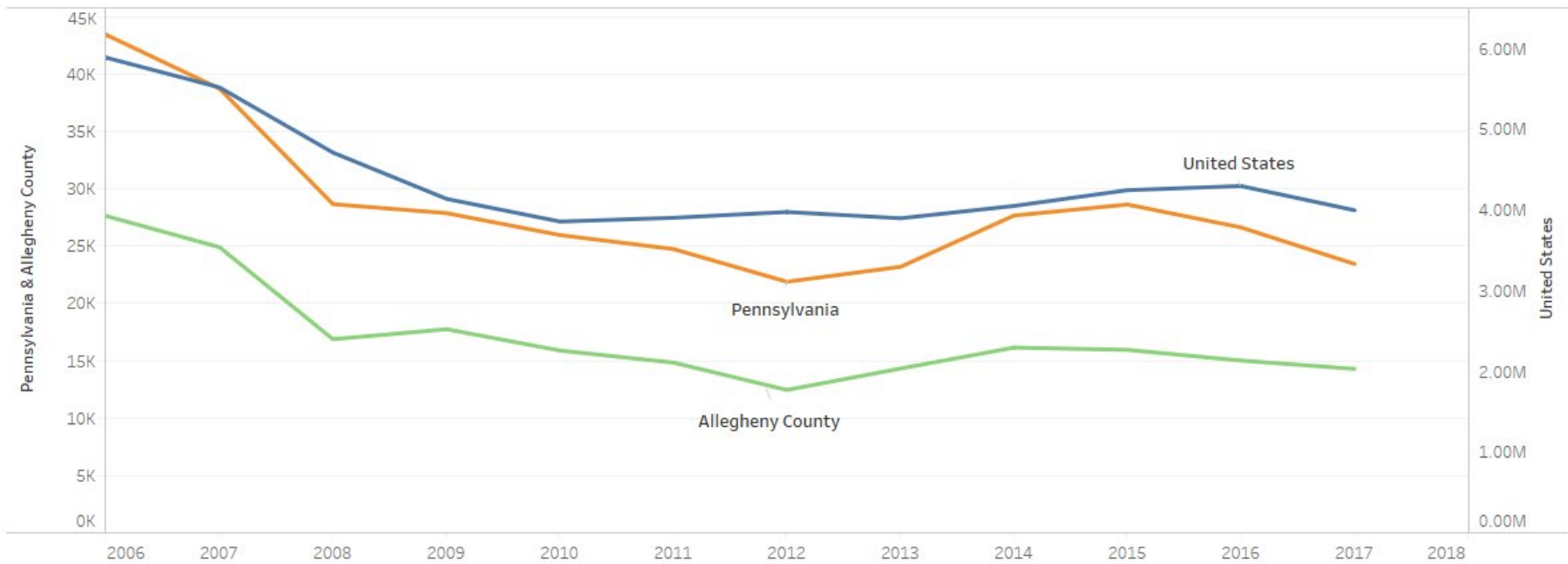
Source: EMSI, Garner Economics

New Firm Employment

Tracking the employment by new firms, those established less than one year, is a good measure of the entrepreneurial ecosystem of an area. The ability to create a new company and create new jobs helps to bolster the local economy. Additionally, new firms contribute disproportionately to job creation and have an important role in employment growth.

At the local level, the number of people employed at firms which were newly established illustrates how startups add to the economy. Allegheny County, the smallest area available for this study, has been declining in the number of people employed by new firms since 2005, a trend comparable to declines in with Pennsylvania and the nation (Figure 6.13).

Figure 6.13  
Employment at New Firms



Source: US Census Bureau, LEHD, Garner Economics

## Self-Employment

Measuring the proportion of persons who are self-employed is a rough means of gauging entrepreneurial activity, which, in turn, can provide a view of local risk-taking and economic dynamism.

As of 2017, 7.2 percent of workers in Moon Township were self-employed (Table 6.9, Figure 6.15). The proportion is below all other benchmarks examined.

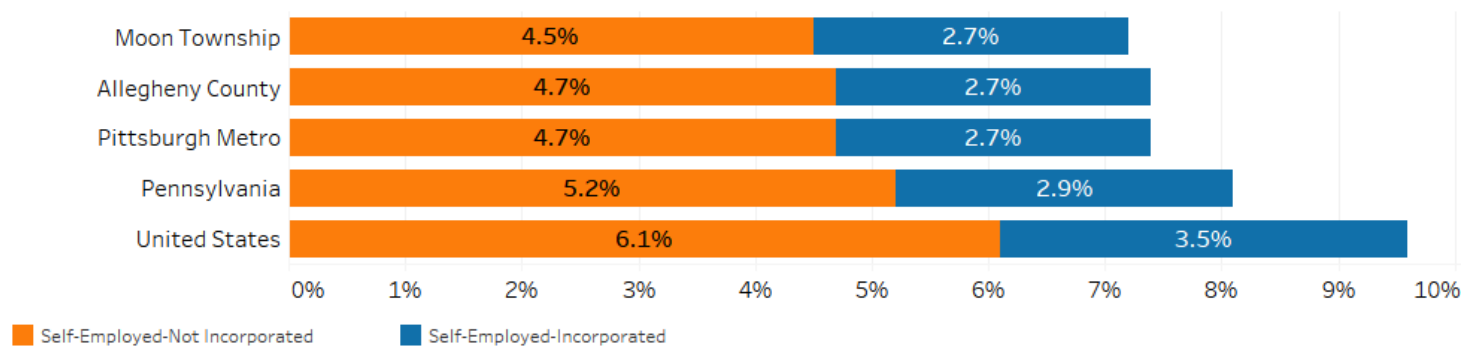
Of those self-employed, a much higher share is in the category of *Not Incorporated*, which includes unpaid family workers versus *Incorporated* ventures, for all geographies. Moon Township was the only area that saw growth in self-employment over the past five years, albeit very minor, at 0.4 percent.

**Table 6.9**  
**Self-Employed as a Percentage of Workers 16 Years +**  
**(Highest Relative Number Shaded)**

Geography	Self-Employed - Incorporated	Self-Employed - Not Incorporated	Total Self- Employed 2012	Self-Employed - Incorporated	Self-Employed - Not Incorporated	Total Self- Employed 2017	Change in Self- Employment
	Self-Employed 2012			Self-Employed 2017			2012-2017
Moon Township	3.6%	3.2%	6.8%	2.7%	4.5%	7.2%	0.4%
Allegheny County	2.8%	4.6%	7.4%	2.7%	4.7%	7.4%	0.0%
Pittsburgh Metro	2.7%	5.0%	7.7%	2.7%	4.7%	7.4%	-0.3%
Pennsylvania	2.8%	5.6%	8.4%	2.9%	5.2%	8.1%	-0.3%
United States	3.5%	6.4%	9.9%	3.5%	6.1%	9.6%	-0.3%

Source: U.S. Census Bureau American Community Survey (5-Year Averages compared); Garner Economics

**Figure 6.15**  
**2017 Self-Employed as a Percentage of Workers 16 Years +**



Source: U.S. Census Bureau American Community Survey (5-Year Averages compared); Garner Economics



Broadband Availability

Broadband access and speed have a big impact on the local economy in terms of supporting business, entrepreneurship, and educational opportunities.

Moon Township has no issue gaining internet access for almost all of its citizens. Service with speeds up to 250 megabytes per second (mbps) is widely available (Table 6.10). In fact, Moon has a much higher rate of availability (94.4 percent) compared to the county, metro, state, and nation at the 250 mbps level.

Table 6.10  
Broadband Access: Percent of Population, 2017  
(Highest Relative Number Shaded)

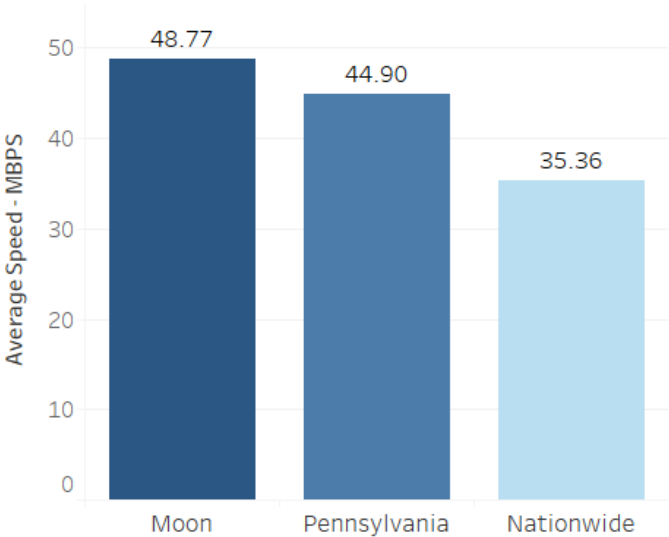
	Service Speed Level		
	100 mbps	250 mbps	1000 mbps
Moon	96.20%	94.40%	0
Allegheny County	99.20%	50.40%	0.50%
Pittsburgh Metro	92.70%	40.00%	1.10%
Pennsylvania	93.50%	48.20%	14.60%
United States	83.20%	49.00%	12.70%

Source: FCC Broadband Map as of June 2017  
ADSL, Cable, Fiber, Fixed Wireless, Satellite, Other

For speeds up to 1,000 mbps, data shows that this level is not available. However, according to BroadbandNow, a national aggregator of broadband access, there are at least four providers advertising this level of speed to business users.

Average download speed for the county is 48.77 mbps which is higher than the state and nation (Figure 6.16).

Figure 6.16  
Average Download Speed



Source: BROADBANDNOW, 2018

## Airport Service

Moon Township is fortunate to have the Pittsburgh International Airport (PIT) in their backyard. Pittsburgh is the 47<sup>th</sup> busiest airport in the United States just behind Indianapolis and ahead of Cincinnati airports according to 2017 passenger traffic statistics. The airport came up in the national ranking from 51<sup>st</sup> in 2016 (Table 6.11).

PIT offers nonstop service on 16 airlines to 70 destinations with an average of 178 daily flights during the work week. In 2017, PIT has 8.9 million passengers, up 8.2 percent from 2016 (Figure 6.17). As of October 2018, the airport reported 8 million passengers, an 8 percent increase year-to-date compared to 2017. In the Allegheny County Airport Authority Economic Impact Study, 2015 data showed that approximately 95.9 percent of PIT passenger traffic were origin-destination passengers where Pittsburgh was the start or end of their trip.

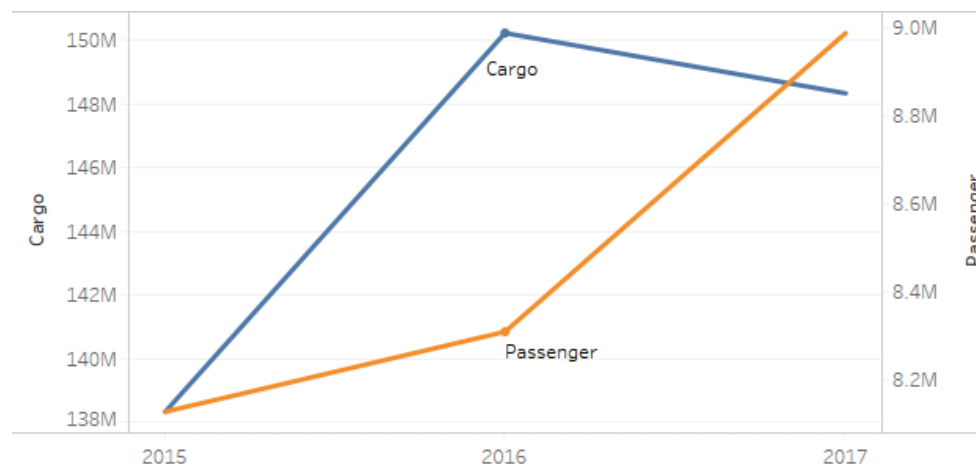
Pittsburgh airport is embarking on a major modernization program building a new terminal with a variety of improved passenger amenities. Features will include close-in and covered parking, the latest technology TSA screening, and more efficient baggage check-in and claim facilities.

**Table 6.11**  
**Pittsburgh International Airport Overview**

Pittsburgh International Airport	
Code	PIT
Parallel Runways	3
Longest Runway (ft)	11,500
ILS	Yes
2017 U.S. Rank (Passenger)	47
Commercial Passenger Airlines Serving Airport	16
Non-Stop Destination	70
Scheduled Cargo Airlines Serving Airport	3
FTZ	#33
U.S. Customs & Border Protection staff	

*Source: Bureau of Transportation Statistics,  
Allegheny Airport Authority, Garner Economics*

**Figure 6.17**  
**Passenger & Cargo Traffic at PIT, 2015-2017**



*Source: Bureau of Transportation Statistics, Garner Economics*

## Military Presence & Impact

The United States Armed Forces has an impact on the local economy of Allegheny County and Moon Township. The Pittsburgh Air Reserve Station is home to the 911<sup>th</sup> Airlift Wing of the Air Force Reserve. On the other side of the Pittsburgh International Airport is the 171<sup>st</sup> Air Refueling Wing of the Pennsylvania Air National Guard (located in Findlay Township).

The mission of the 911<sup>th</sup> is to recruit and train Air Force personnel to provide airlift of airborne forces and delivery of equipment. The 171<sup>st</sup> provides in-flight refueling to Department of Defense and NATO aircraft.

The Airlift Wing includes about 1,574 personnel, not including construction and other contract workers (Table 6.12). The Air Refueling group employs 1,290 personnel or guardsmen. The total estimated impact from these two groups is \$212.6 million based on payroll and expenditures reported via 2018 fiscal year economic impact reports.

**Table 6.12: Pittsburgh Air Reserve Station Impact**



	171 <sup>st</sup> Air Refueling Wing	911 <sup>th</sup> Airlift Wing	Combined Total
Military	906	1,299	2,205
Civilian	384	275	659
<b>Total Personnel</b>	<b>1,290</b>	<b>1,574</b>	<b>2,864</b>
Annual Payroll	\$53,197,582	\$46,306,424	\$46,306,424
Expenditures	\$30,054,150	\$80,156,012	\$198,461,012
<b>Economic Impact</b>	<b>\$118,305,000</b>	<b>\$159,357,012</b>	<b>\$212,554,594</b>

Source: 911<sup>th</sup> Airlift Wing and 171<sup>st</sup> Air Refueling Wing Economic Impact Report for Fiscal Year 2018.

Based on economic impact statements from the 171<sup>st</sup> and 911<sup>th</sup>, expenditures surpassed \$212 million combined. Top industry purchases by the military were mostly imported from outside the area. However, this data shows that *Engineering Services* was the top dollar item purchased locally (Table 6.14).

Top in-region expenditures by the military that were over 50 percent purchased within the region include information technology, support services, lodging, and equipment (Table 6.14).

This data is compiled for the 15108 zip code which includes most of Moon Township. Data may include some estimates. However, it is evident that there are opportunities for military suppliers.

**Table 6.13**

**Top Ten Industry Purchases by Federal Military in Moon Township**

Purchases From	% In- Region	% Imported	Total Purchases
Aircraft Manufacturing	0.0%	100.0%	\$2,031,738
Engineering Services	37.5%	62.5%	\$1,232,818
R&D in the Physical, Engineering, and Life Sciences	0.4%	99.6%	\$899,987
Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing	0.0%	100.0%	\$846,083
Petroleum Refineries	0.0%	100.0%	\$838,834
Motor Vehicle Transmission and Power Train Parts Manufacturing	0.0%	100.0%	\$587,404
Scheduled Passenger Air Transportation	0.0%	100.0%	\$493,567
Research and Development in Biotechnology	0.0%	100.0%	\$453,596
Guided Missile/ Space Vehicle Manufacturing	0.0%	100.0%	\$453,300
Other Motor Vehicle Parts Manufacturing	0.0%	100.0%	\$403,254

Source: EMSI, Garner Economics

**Table 6.14**

**Top Ten Industry Purchases by Federal Military in Moon Township**

Purchases From	\$ In-Region	% In-Region	Total Purchases
Software Publishers	\$301,778	100.0%	\$301,804
Facilities Support Services	\$82,447	67.3%	\$122,434
Hotels and Motels	\$113,239	100.0%	\$113,244
Industrial Machinery and Equipment Merchant Wholesalers	\$36,014	51.2%	\$70,397
Specialized Trucking, Local	\$59,883	100.0%	\$59,890
Payroll Services	\$52,676	100.0%	\$52,680
Temporary Help Services	\$22,439	53.0%	\$42,337
Specialized Freight Trucking, Long-Distance	\$39,730	100.0%	\$39,732
Site Preparation Contractors	\$19,646	63.7%	\$30,832
Computer Facilities Management Services	\$30,031	100.0%	\$30,036

Source: EMSI, Garner Economics

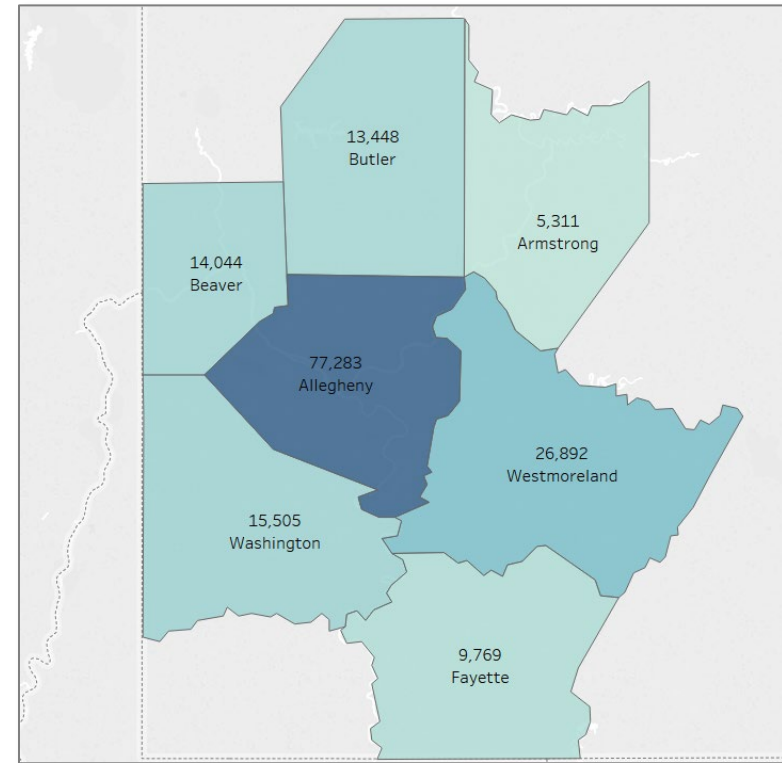
### Military & Talent Pool

The Pittsburgh Metro area is home to approximately 162,252 veterans, with 77,283 of those in Allegheny County alone (Table 6.13, Figure 6.18). Veteran population is expected to decline by 35 percent in Allegheny County over the next decade (Table 6.15). However the trend is a general decline in all geographies explored.

The profile of the veteran population in Allegheny County shows a high percentage of older (Ages 65-84) veterans, 43 percent compared to those ages 17-44 (15 percent) (Figure 6.19).

All age groups are projected to decrease, though the 17-44-year-old group is doing so at a lower rate (Figure 6.20). Keeping and attracting veterans aid in building the talent pool. The skills of military and veterans in the area are a great asset for Moon Township.

**Figure 6.18 Veteran Population (Current)**

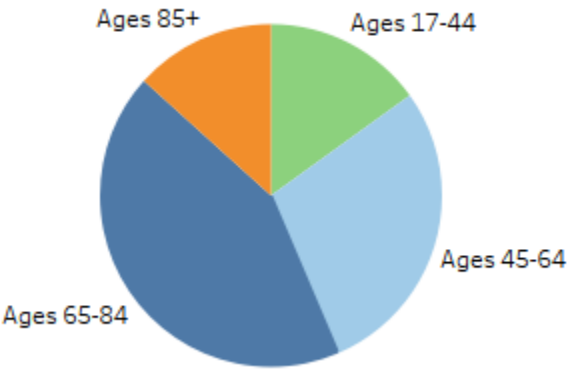


**Figure 6.18: Projected Veteran Population**

	2018	2028	% Change
Allegheny County	77,283	50,609	-35%
Pittsburgh Metro	162,252	112,763	-31%
Pennsylvania	793,321	576,037	-27%
United States	19,602,316	16,065,763	-18%

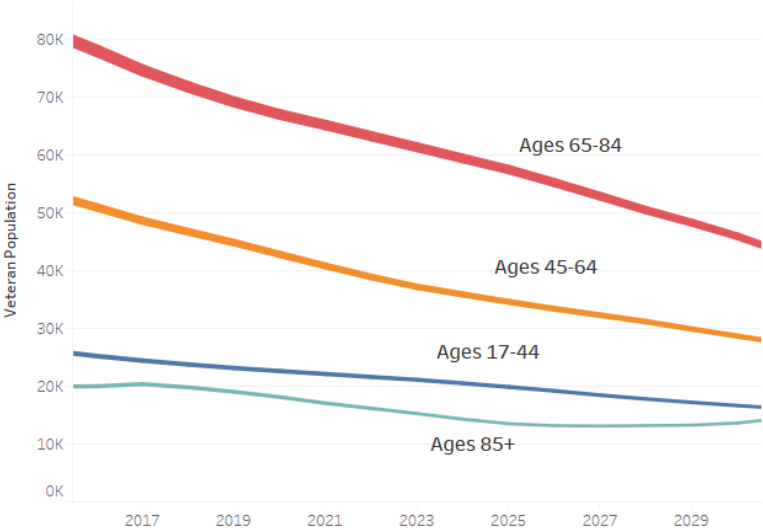
Source: National Center for Veterans Analysis and Statistics, Garner Economics

**Figure 6.19: Veteran Population by Age Groups  
Allegheny County, 2018**



Source: National Center for Veterans Analysis and Statistics, Garner Economic

**Figure 6.20: Veteran Population and Projections by Age Groups  
Allegheny County, 2018–2028**



Source: National Center for Veterans Analysis and Statistics, Garner Economic



CHAPTER 7: RETAIL ANALYSIS

To determine retail potential, a retail leakage analysis was conducted. Leakage in an area represents a condition where demand exceeds supply. In other words, retailers outside the market area are fulfilling local demand for retail products. Demand is therefore "leaking" out of the trade area. If leakage is high, the township could potentially support more businesses in that area.

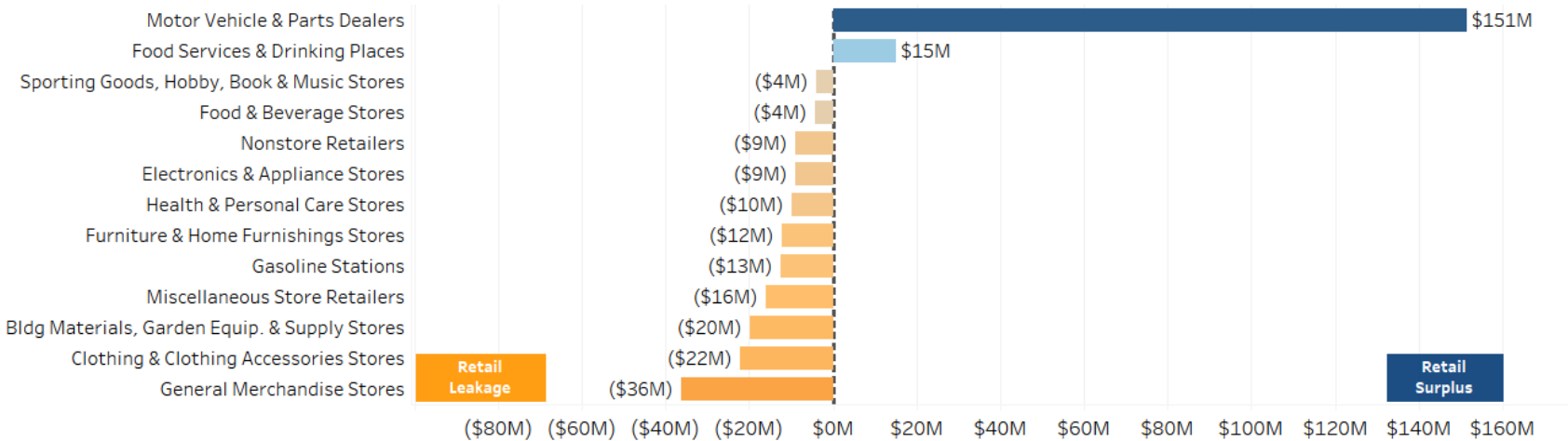
Moon Township’s 2017 retail sales were estimated to be \$486 million for retail trades, food, and drink sales. It is estimated that residents in the town would expect to spend \$475 million on retail purchases. This “retail demand” compared to the retail sales that occurred results in a retail gap or surplus. Using estimated data, Moon Township shows a retail surplus of \$11 million mainly due to a sales surplus of \$151 million among *Motor Vehicle & Parts Dealers* (Table 7.1, Figure 7.1). Additionally, *Food Services & Drinking Places* had a surplus of \$15 million.

A review of the major retail categories reveal that two categories (*Motor Vehicle & Parts Dealers* and *Food Services & Drinking Places*) out-sell local

demand and Moon Township is attracting retail buyers in these categories. Major areas that sell more than estimated demand include *General Merchandise Stores*; *Clothing & Accessories Stores*; and *Building Materials*. *Nonstore Retail* is often a category with significant leakage, which accounts for digital commerce as internet-based retail continues to thrive.

Although the overall picture shows a surplus of what local residents would purchase, there is ample opportunity to grow retail in areas with sizable retail gaps.

Figure 7.1  
Moon Township Retail Surplus/Leakage, 2017



Source: ESRI Retail MarketPlace Profile, Garner Economics

**Table 7.1**  
**Moon Township Retail Surplus/Leakage, 2017**

Industry Group	NAICS	Retail Potential (Demand)	Retail Sales (Supply)	Retail Gap
Motor Vehicle & Parts Dealers	4410	\$90,746,529	\$242,234,232	\$151,487,703
Automobile Dealers	4411	\$73,872,266	\$194,716,923	\$120,844,657
Other Motor Vehicle Dealers	4412	\$9,570,809	\$41,534,883	\$31,964,074
Auto Parts, Accessories & Tire Stores	4413	\$7,303,454	\$5,982,426	-\$1,321,028
Furniture & Home Furnishings Stores	4420	\$16,009,310	\$3,782,259	-\$12,227,051
Furniture Stores	4421	\$8,869,429	\$2,029,755	-\$6,839,674
Home Furnishings Stores	4422	\$7,139,881	\$1,752,504	-\$5,387,377
Electronics & Appliance Stores	4430	\$14,664,871	\$5,629,514	-\$9,035,357
Bldg. Materials, Garden Equip. & Supply Stores	4440	\$28,630,282	\$8,729,008	-\$19,901,274
Bldg. Material & Supplies Dealers	4441	\$26,331,070	\$7,172,140	-\$19,158,930
Lawn & Garden Equip & Supply Stores	4442	\$2,299,212	\$1,556,868	-\$742,344
Food & Beverage Stores	4450	\$78,976,740	\$74,723,853	-\$4,252,887
Grocery Stores	4451	\$71,568,273	\$71,125,884	-\$442,389
Specialty Food Stores	4452	\$3,649,813	\$0	-\$3,649,813
Beer, Wine & Liquor Stores	4453	\$3,758,654	\$3,597,969	-\$160,685
Health & Personal Care Stores	4,460	\$26,666,417	\$16,794,283	-\$9,872,134
Gasoline Stations	4,470	\$41,356,295	\$28,731,751	-\$12,624,544
Clothing & Clothing Accessories Stores	4480	\$25,309,023	\$3,241,256	-\$22,067,767
Clothing Stores	4481	\$17,014,807	\$3,241,256	-\$13,773,551
Shoe Stores	4482	\$3,692,483	\$0	-\$3,692,483
Jewelry, Luggage & Leather Goods Stores	4483	\$4,601,733	\$0	-\$4,601,733
Sporting Goods, Hobby, Book & Music Stores	4510	\$12,795,911	\$8,742,488	-\$4,053,423
Sporting Goods/Hobby/Musical Instrument Stores	4511	\$11,102,045	\$7,740,357	-\$3,361,688
Book, Periodical & Music Stores	4512	\$1,693,866	\$1,002,131	-\$691,735

Industry Group	NAICS	Retail Potential (Demand)	Retail Sales (Supply)	Retail Gap
General Merchandise Stores	4520	\$65,479,955	\$29,343,595	-\$36,136,360
Department Stores Excluding Leased Depts.	4521	\$48,244,756	\$27,155,809	-\$21,088,947
Other General Merchandise Stores	4529	\$17,235,199	\$2,187,786	-\$15,047,413
Miscellaneous Store Retailers	4530	\$18,920,976	\$2,844,520	-\$16,076,456
Florists	4531	\$1,029,254	\$186,604	-\$842,650
Office Supplies, Stationery & Gift Stores	4532	\$4,401,796	\$537,159	-\$3,864,637
Used Merchandise Stores	4533	\$1,734,652	\$296,144	-\$1,438,508
Other Miscellaneous Store Retailers	4539	\$11,755,274	\$1,824,613	-\$9,930,661
Nonstore Retailers	4540	\$9,031,714	\$0	-\$9,031,714
Electronic Shopping & Mail-Order Houses	4541	\$6,979,229	\$0	-\$6,979,229
Vending Machine Operators	4542	\$431,695	\$0	-\$431,695
Direct Selling Establishments	4543	\$1,620,790	\$0	-\$1,620,790
Food Services & Drinking Places	7220	\$46,327,536	\$61,280,202	\$14,952,666
Special Food Services	7223	\$1,095,948	\$6,734,949	\$5,639,001
Drinking Places - Alcoholic Beverages	7224	\$2,653,838	\$148,230	-\$2,505,608
Restaurants/Other Eating Places	7225	\$42,577,750	\$54,397,023	\$11,819,273

Source: ESRI Retail MarketPlace Profile, Garner Economics

Note: Industries belonging to NAICS 722 (*Food Services and Drinking Places*) have been included as a convenience. Technically, these are not retail industries. Retail leakage is the value of retail goods that shoppers from your region buy from other regions. The "Demand" column represents the total amount that your residents spend on a particular industry, while the "Leakage" column represents how much of that spending happens outside of the region.



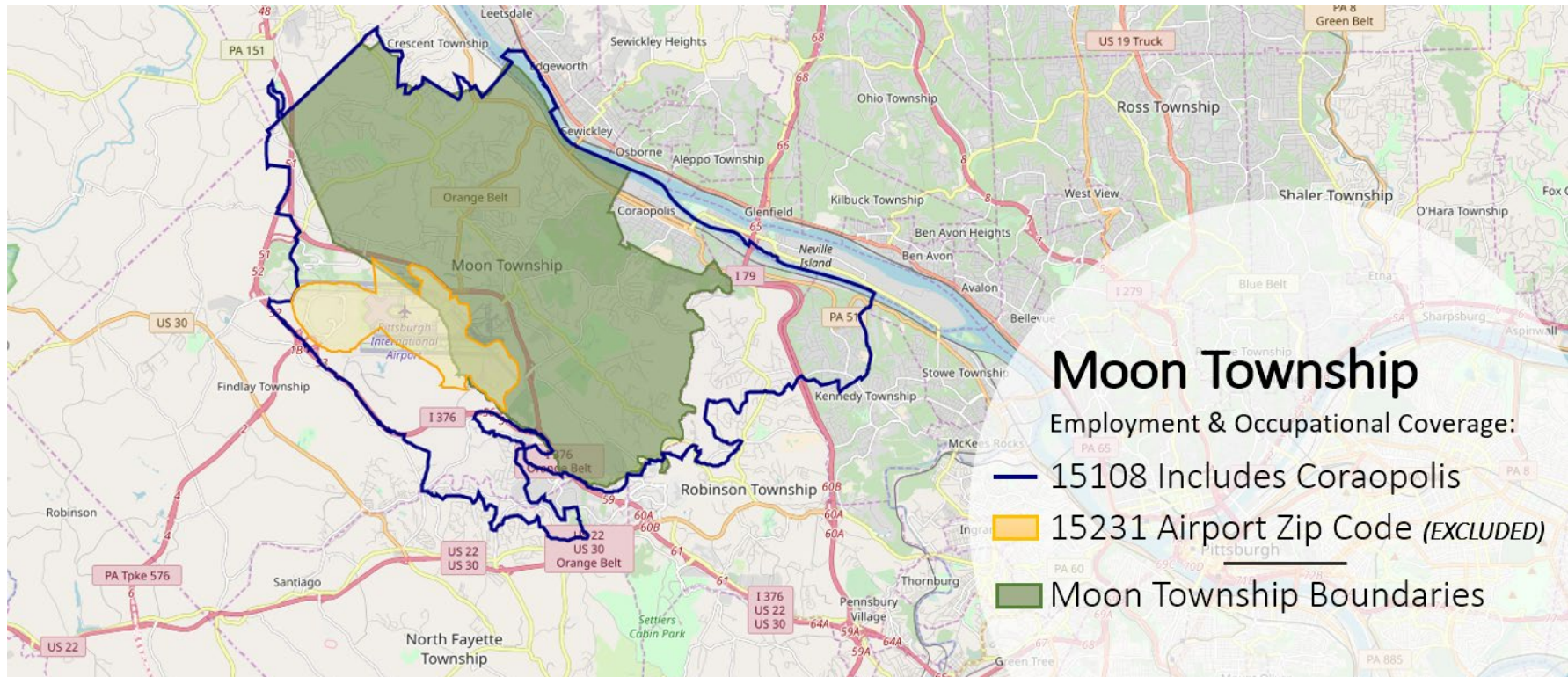
## CHAPTER 8: LOCAL SPECIALIZATION, COMPETITIVENESS & GROWTH



*The following section provides a more detailed and in-depth assessment of the Moon Township economy. The analysis examines the local economy from several different perspectives, each adding a supporting layer of information. The main goals are to provide historical context, reveal areas of unique specialization, gauge competitiveness, and help uncover emerging trends and opportunities. The two main areas of analysis are major industries and occupational groups. For each area, there are relative measures of specialization, growth, local competitiveness, and earnings.*

It is important to note that the geography represented in this chapter is that of the zip code encompassing Moon Township, 15108. The zip code covering the majority of the airport (15231 designated in yellow below) is excluded from the analysis (Figure 8.1). For this chapter, *Moon Township* will refer to this zip code territory.

**Figure 8.1**  
**Moon Township Study Area**

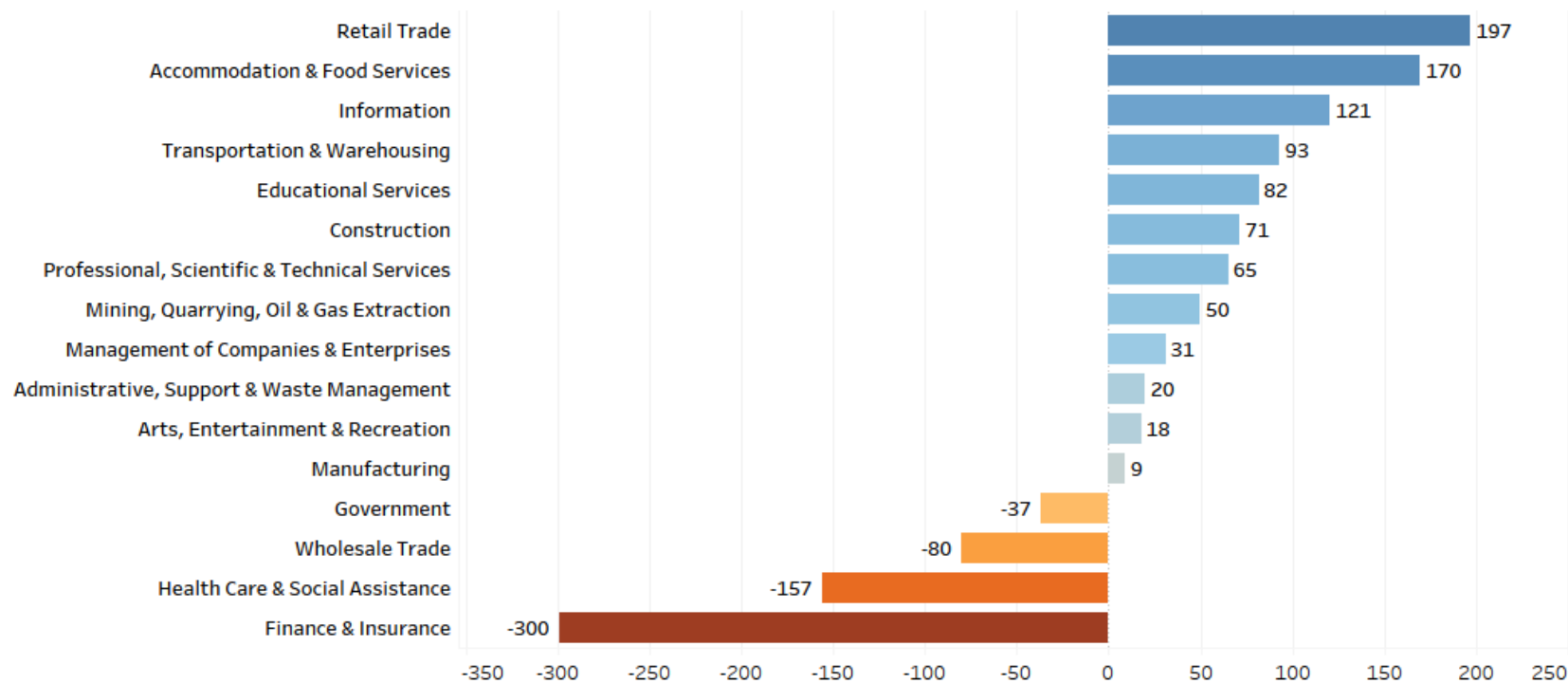


Major Industry Sector Change

Between 2013 and 2018, the largest absolute industry job gains in *Moon Township* came from *Retail Trade*, which increased by 197 jobs, followed closely by *Accommodation & Food Services*, which grew by 170 jobs (Table 7.1). Together, these two similar industry sectors added 367 jobs in the past five years. Overall, *Moon Township* shows a net increase of 352 jobs which includes employment that is considered covered, non-covered, and self-employed individuals.

Gains were made in most industry categories with the exception of *Finance & Insurance*, which lost 300 jobs; *Health Care & Social Services* (-157 jobs); *Wholesale Trade* (-80 jobs); and *Government* (-37). The numbers in this report reflect a snapshot of change in reported employment between 2013 and 2018.

Figure 8.1  
Employment Change by Major Industry, 2013–2018



Displaying changes over 5 persons. Source: ESMI, Garner Economics

**Table 8.1**  
**Employment Change by Major Industry, 2013–2018**  
**Ranked by Absolute Change**

Description	2013 Jobs	2018 Jobs	Job Change 2013–2018	% Change 2013–2018
Retail Trade	2,189	2,386	197	9.0%
Accommodation & Food Services	1,818	1,988	170	9.3%
Information	662	783	121	18.2%
Transportation & Warehousing	805	898	93	11.6%
Educational Services	5,151	5,233	82	1.6%
Construction	1,142	1,213	71	6.3%
Professional, Scientific & Technical Services	3,116	3,182	65	2.1%
Mining, Quarrying, Oil & Gas Extraction	615	665	50	8.1%
Management of Companies & Enterprises	3,963	3,994	31	0.8%
Administrative, Support & Waste Management	1,422	1,442	20	1.4%
Arts, Entertainment & Recreation	155	172	18	11.4%
Manufacturing	830	839	9	1.1%
Real Estate, Rental & Leasing	284	282	-1	-0.4%
Other Services	1,101	1,099	-2	-0.2%
Government	1,955	1,918	-37	-1.9%
Wholesale Trade	1,052	972	-80	-7.6%
Health Care & Social Assistance	2,388	2,231	-157	-6.6%
Finance & Insurance	2,380	2,080	-300	-12.6%
<b>Total</b>	<b>31,034</b>	<b>31,386</b>	<b>352</b>	<b>1.1%</b>

Source: ESMI, Garner Economics

*Utilities and Agriculture Categories did not report any jobs or had insufficient information.*

## Industry Earnings

A comparison of *Moon Township's* average industry earnings to national averages offers insights into areas of unique expertise and cost-saving opportunities. Overall, the average earnings per job in *Moon Township* of \$64,469 is 21 percent above the national average of \$53,258 (Table 8.2).

More than half of the industry sectors wages reported for *Moon Township* are above national averages (Figure 8.2). Two categories had significantly lower averages when compared to the national level: *Finance & Insurance* (-29.3 percent) and *Professional, Scientific & Technical Services* (-14.5 percent).

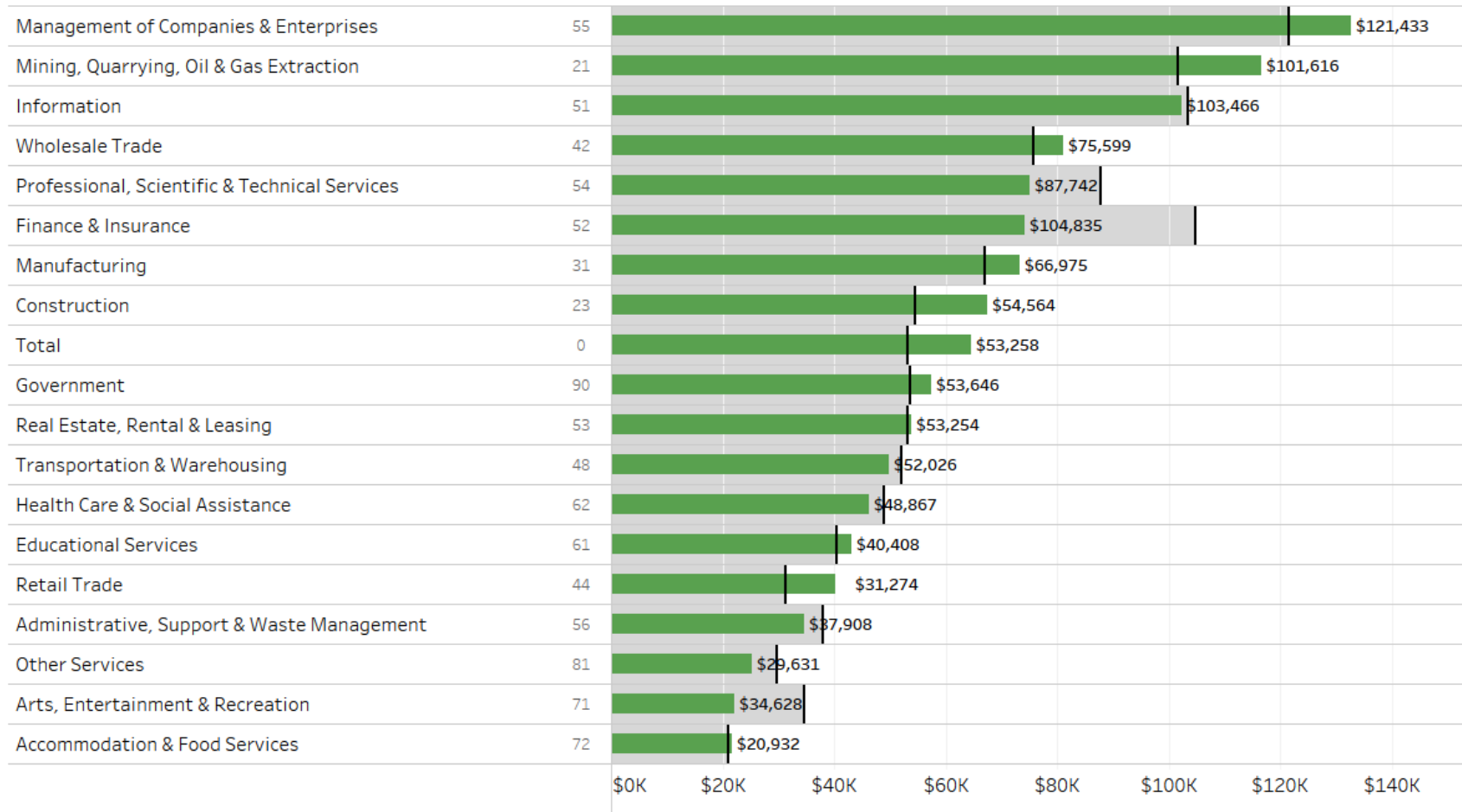
**Table 8.2**  
**Average Annual Industry Salary Comparison, 2018**

Description	Moon Area	United States	Percent Difference
Management of Companies & Enterprises	\$132,719	\$121,433	9.3%
Mining, Quarrying, Oil & Gas Extraction	\$116,548	\$101,616	14.7%
Information	\$102,194	\$103,466	-1.2%
Wholesale Trade	\$81,120	\$75,599	7.3%
Professional, Scientific & Technical Services	\$75,002	\$87,742	-14.5%
Finance & Insurance	\$74,133	\$104,835	-29.3%
Manufacturing	\$73,355	\$66,975	9.5%
Construction	\$67,432	\$54,564	23.6%
Government	\$57,485	\$53,646	7.2%
Real Estate, Rental & Leasing	\$53,763	\$53,254	1.0%
Transportation & Warehousing	\$49,712	\$52,026	-4.4%
Health Care & Social Assistance	\$46,326	\$48,867	-5.2%
Educational Services	\$43,208	\$40,408	6.9%
Retail Trade	\$40,099	\$31,274	28.2%
Administrative, Support & Waste Management	\$34,721	\$37,908	-8.4%
Other Services	\$25,275	\$29,631	-14.7%
Arts, Entertainment & Recreation	\$22,185	\$34,628	-35.9%
Accommodation & Food Services	\$21,623	\$20,932	3.3%
<b>Total</b>	<b>\$64,469</b>	<b>\$53,258</b>	<b>21.0%</b>

Source: ESMI, Garner Economics

*Utilities and Agriculture Categories did not report any jobs or had insufficient information.*

**Figure 8.2**  
**Average Annual Industry Salary Comparison, 2018**



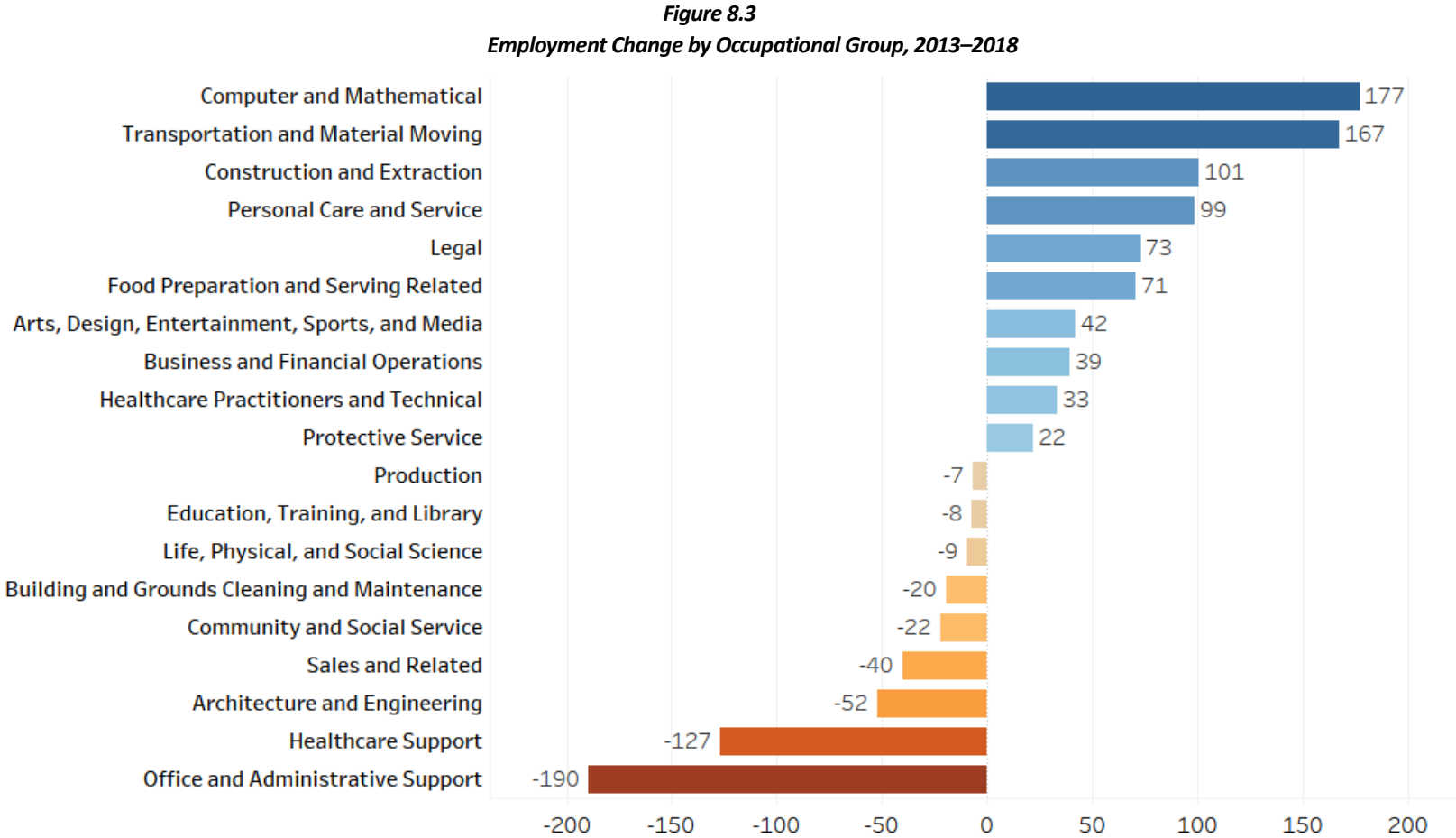
Source: ESMI, Garner Economics

Utilities and Agriculture Categories did not report any jobs or had insufficient information.

Major Occupational Change

Over the last five years, *Moon Township* saw an almost equal number of occupational group losses compared to those which experienced growth (Figure 8.3). Ten occupational groups added jobs, led by *Computer and Mathematical* (+177 jobs) and *Transportation and Material Moving* (+167 jobs) (Table 8.3).

The two groups with significant contraction were *Office and Administrative Support* (-190 jobs) and *Healthcare Support* (-127).



Displaying changes over 5 persons. Source: ESMI, Garner Economics



**Table 8.3**  
**Employment Change by Major Occupational Groups**  
**(Ranked by Absolute Change)**

Description	2013 Jobs	2018 Jobs	Difference 2013–2018	% Occupation Change 2013–2018
Computer and Mathematical	1,589	1,766	177	11.1%
Transportation and Material Moving	1,661	1,828	167	10.1%
Construction and Extraction	1,092	1,192	101	9.2%
Personal Care and Service	977	1,076	99	10.1%
Legal	642	715	73	11.4%
Food Preparation and Serving Related	1,721	1,792	71	4.1%
Arts, Design, Entertainment, Sports, and Media	408	450	42	10.3%
Business and Financial Operations	2,421	2,460	39	1.6%
Healthcare Practitioners and Technical	966	999	33	3.4%
Protective Service	779	800	22	2.8%
Installation, Maintenance, and Repair	1,125	1,127	2	0.2%
Military	114	115	1	1.0%
Management	1,792	1,792	0	0.0%
Farming, Fishing, and Forestry	16	16	0	0.7%
Production	869	863	-7	-0.8%
Education, Training, and Library	2,149	2,142	-8	-0.4%
Life, Physical, and Social Science	236	227	-9	-4.0%
Building and Grounds Cleaning and Maintenance	994	975	-20	-2.0%
Community and Social Service	498	476	-22	-4.5%
Sales and Related	2,381	2,341	-40	-1.7%
Architecture and Engineering	1,068	1,015	-52	-4.9%
Healthcare Support	654	527	-127	-19.4%
Office and Administrative Support	6,881	6,691	-190	-2.8%
<b>Total</b>	<b>31,034</b>	<b>31,386</b>	<b>352</b>	<b>1.1%</b>

Source: ESMI, Garner Economics

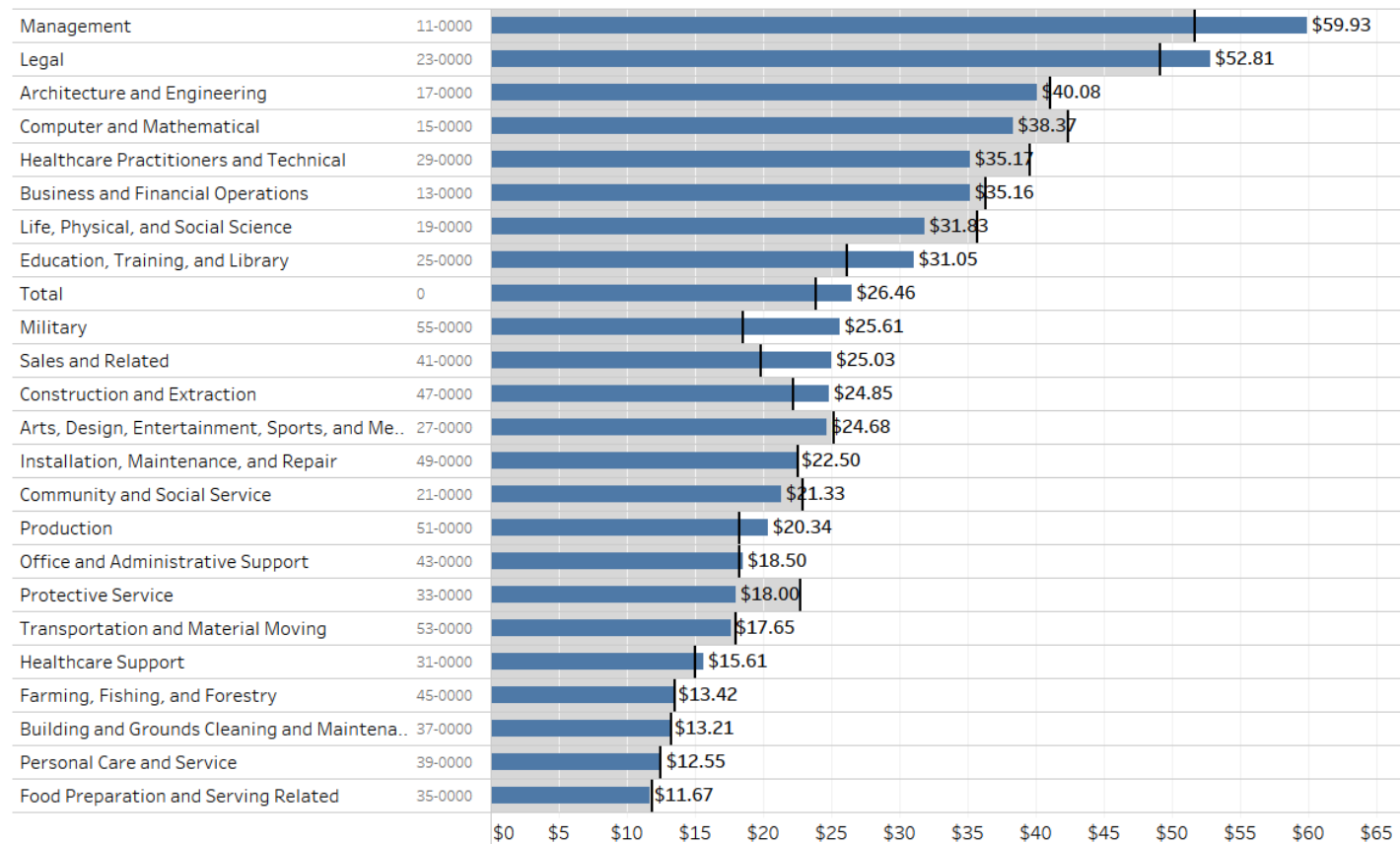


## Occupational Earnings

A comparison of the same-occupation average hourly earnings for *Moon Township* to the national average wage revealed that most occupations earned close to the national average (Figure 8.4). The average wage for all occupations in *Moon Township* was \$26.46, compared to \$23.85 for the national average hourly wage, differing 9.9 percent.

Ten Occupations earned more and thirteen groups earned less than the national average (Table 8.4). *Military* occupations in *Moon Township* pay 27.7 percent more than the national average of \$18.52 per hour. At the other end of the spectrum, Protective Service workers are paid on average 26.4 percent less than national levels.

**Figure 8.4**  
**Average Hourly Occupational Earnings Comparison, 2018**



Source: ESMI, Garner Economics

**Table 8.4**  
**Average Hourly Occupational Earnings Comparison, 2018**

SOC	Description	Avg. Hourly Earnings	Avg. Hourly Earnings	Percent Difference
11-0000	Management	\$59.93	\$51.70	13.7%
23-0000	Legal	\$52.81	\$49.15	6.9%
17-0000	Architecture and Engineering	\$40.08	\$41.05	-2.4%
15-0000	Computer and Mathematical	\$38.37	\$42.43	-10.6%
29-0000	Healthcare Practitioners and Technical	\$35.17	\$39.55	-12.5%
13-0000	Business and Financial Operations	\$35.16	\$36.29	-3.2%
19-0000	Life, Physical, and Social Science	\$31.83	\$35.72	-12.2%
25-0000	Education, Training, and Library	\$31.05	\$26.12	15.9%
55-0000	Military	\$25.61	\$18.52	27.7%
41-0000	Sales and Related	\$25.03	\$19.83	20.8%
47-0000	Construction and Extraction	\$24.85	\$22.24	10.5%
27-0000	Arts, Design, Entertainment, Sports, and Media	\$24.68	\$25.23	-2.2%
49-0000	Installation, Maintenance, and Repair	\$22.50	\$22.54	-0.2%
21-0000	Community and Social Service	\$21.33	\$22.91	-7.4%
51-0000	Production	\$20.34	\$18.26	10.2%
43-0000	Office and Administrative Support	\$18.50	\$18.24	1.4%
33-0000	Protective Service	\$18.00	\$22.76	-26.4%
53-0000	Transportation and Material Moving	\$17.65	\$18.00	-2.0%
31-0000	Healthcare Support	\$15.61	\$15.03	3.7%
45-0000	Farming, Fishing, and Forestry	\$13.42	\$13.47	-0.4%
37-0000	Building and Grounds Cleaning and Maintenance	\$13.21	\$13.28	-0.5%
39-0000	Personal Care and Service	\$12.55	\$12.44	0.9%
35-0000	Food Preparation and Serving Related	\$11.67	\$11.88	-1.8%
0	Total	\$26.46	\$23.85	9.9%

Source: ESMI, Garner Economics

The following assessment tools include a series of bubble/scatter charts and tables. Axis and quadrant labels should be read as general guides resulting from purely quantitative analysis, not definitive conclusions. Each chart or table is meant as only one piece of a multiple-part analysis. To assist the reader in interpreting the bubble charts, each axis and quadrant is labeled with broad descriptives.

To measure local specialization, location quotients (LQs) for each occupation or industry are calculated. LQs are ratios of an area's distribution of employment for a specific occupation/industry compared to a reference or base area's distribution. In this analysis, the reference area is the United States. If an LQ is equal to 1, then the industry has the same share of its area employment as it does in the reference area. An LQ greater than 1 indicates an industry with a greater share of the local area employment that is in the reference area and implies local specialization. LQs are calculated by first dividing local industry employment by the all-industry total of local employment. Second, reference area industry employment is divided by the all-industry total for the reference area. Finally, the local ratio is divided by the reference area ratio.

Chart axis definitions:

- **Specialization:** Measured using location quotient (LQ). Reflects the level of relative concentration of a particular occupation/industry to the nation. In simple terms, a high LQ (above 1.2) indicates what a local economy is good at doing and implies there are unique skills, institutions, raw materials, etc., that support this position.
- **Industry Effect:** The portion of growth/decline attributed to a particular industry nationwide. For example, if hospital employment grew by 5 percent nationwide in 2011, we would expect to see the same percentage increase locally, assuming that the forces driving nationwide growth would have a similar local impact.
- **Local Effect:** The proportion of growth/decline not captured by the industry effect, indicating unique local performance. The local effect measures local activity outside the expected nationwide trend. A consistent positive local *Competitive* effect signals superior local performance.

Chart quadrant label definitions:

<b>At-Risk:</b> Locally specialized and recent local job losses.	<b>Competitive:</b> Locally specialized and recent local job gains.
<b>Declining:</b> Not locally specialized and recent local job losses.	<b>Emerging:</b> Not locally specialized and recent local job gains.
<ul style="list-style-type: none"><li>• <b>Local Decline/National Growth:</b> Industry or occupation gains nationwide and local losses or gains below nationwide trend.</li><li>• <b>Local Growth/National Growth:</b> Industry or occupation gains nationwide and positive local gains or losses less than nationwide trend.</li><li>• <b>Local Growth/National Decline:</b> Industry or occupation losses nationwide and positive local gains or losses less than nationwide trend.</li><li>• <b>Local Decline/National Decline:</b> Industry or occupation losses nationwide and local losses or gains below nationwide trend.</li></ul>	
Detailed industry and occupational information can be found in the Appendices.	

## Major Industry Sector Specialization & Growth

**Table 8.5**  
**Industry Specialization & Growth**

Industry Sector	2013–2018 Employment Change	2018 Location Quotient	2018 Jobs
<b>Competitive</b>			
Information	121	1.36	783
Educational Services	82	6.41	5,233
Professional, Scientific & Technical Services	65	1.57	3,182
Mining, Quarrying, Oil & Gas Extraction	50	5.25	665
Management of Companies & Enterprises	31	8.97	3,994
<b>Emerging</b>			
Retail Trade	197	0.75	2,386
Accommodation & Food Services	170	0.74	1,988
Transportation & Warehousing	93	0.81	898
Construction	71	0.70	1,213
Administrative, Support & Waste Management	20	0.74	1,442
Arts, Entertainment & Recreation	18	0.32	172
Manufacturing	9	0.34	839
<b>At-Risk</b>			
Finance & Insurance	(300)	1.65	2,080
<b>Declining</b>			
Real Estate, Rental & Leasing	(1)	0.53	282
Other Services	(2)	0.73	1,099
Government	(37)	0.40	1,918
Wholesale Trade	(80)	0.83	972
Health Care & Social Assistance	(157)	0.56	2,231

Source: ESMI, Garner Economics

Major industry sector specialization focuses on the geographic concentrations of similarly classified industries. For many industry sectors there exist interconnections between suppliers, occupations, and associated supporting institutions.

Five industry sectors have a local specialization greater than 1 and experienced job growth in the past five years in *Moon Township*. These comprise the *Competitive* category and are:

- *Information* (LQ of 1.36)
- *Educational Services* (LQ of 6.41)
- *Professional, Scientific & Technical Services* (LQ of 1.57)
- *Mining, Quarrying, Oil & Gas Extraction* (LQ of 5.25)
- *Management of Companies & Enterprises* (LQ of 8.97)

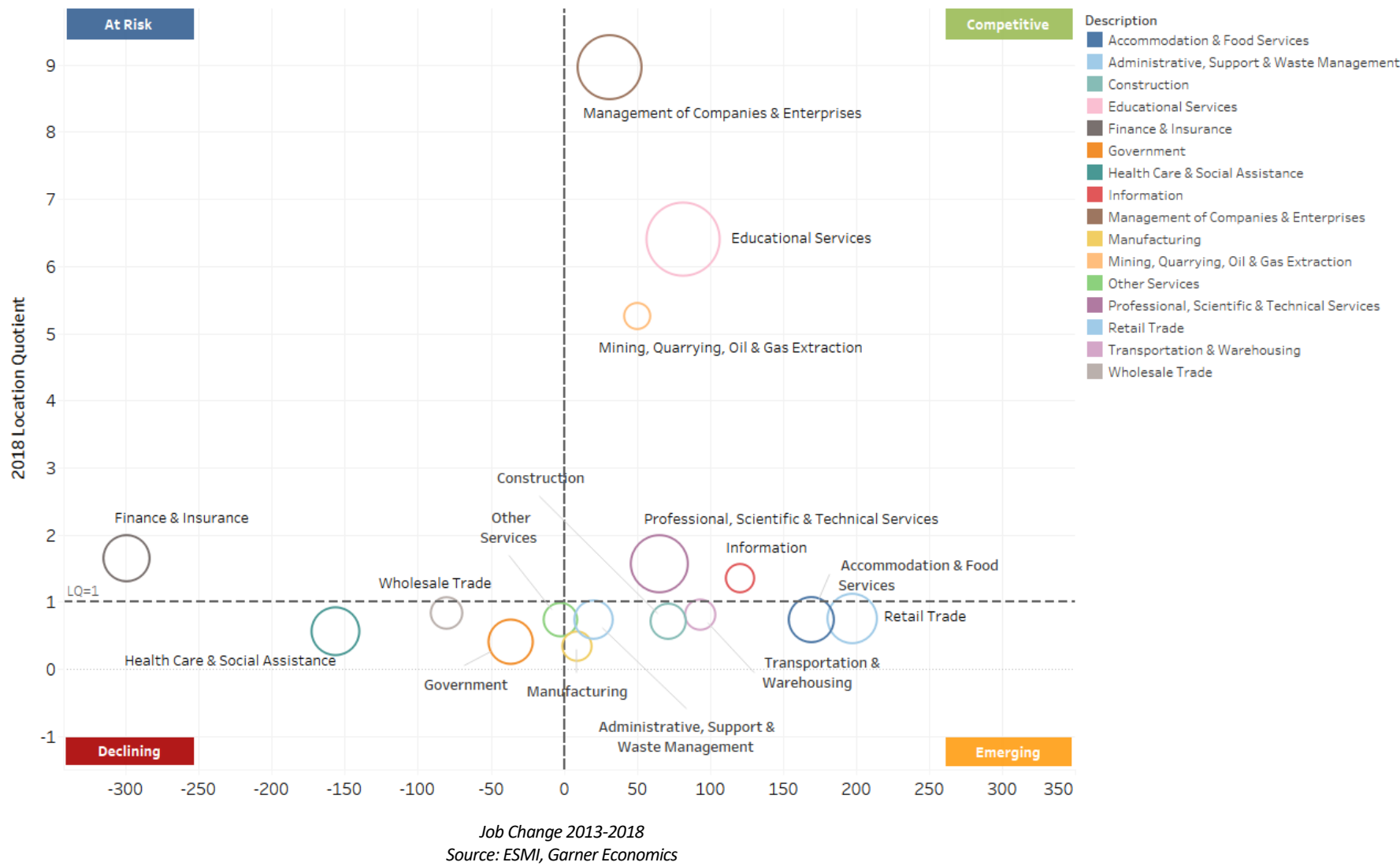
Seven industry sectors had local specialization below 1 but experienced job growth within the past five years and are considered *Emerging* (Figure 8.5, Table 8.5).

One industry is thought to be *At-Risk* due to job losses over the past five years and an LQ higher than one: *Finance & Insurance* lost 300 jobs since 2013 and has an LQ of 1.65.

Five sectors are classified as *Declining*, due to job loss and low local specialization: *Real Estate, Rental & Leasing*; *Other Services*; *Government*; *Wholesale Trade*; and *Health Care & Social Assistance*.

*Utilities and Agriculture did not report any jobs or had insufficient information and were not included in this analysis.*

Figure 8.5  
Industry Specialization & Growth  
Industries with Employment of Approximately 300 and Above, 2018



## Industry Competitiveness

**Table 8.6**  
**Industry Relative Components of Growth, 2013–2018**

Industry Sector	Local Competitive Effect	Industry Effect	2018 Jobs
<b>Local Growth/National Growth</b>			
None			
<b>Local Growth/National Decline</b>			
Mining, Quarrying, Oil & Gas Extraction	182	(177)	665
Information	91	(19)	783
Retail Trade	91	(56)	2,386
<b>Local Decline/National Growth</b>			
Arts, Entertainment & Recreation	(3)	10	172
Real Estate, Rental & Leasing	(30)	7	282
Transportation & Warehousing	(46)	80	898
Accommodation & Food Services	(51)	86	1,988
Construction	(104)	91	1,213
Administrative, Support & Waste Management	(117)	31	1,442
Professional, Scientific & Technical Services	(280)	115	3,182
Management of Companies & Enterprises	(361)	99	3,994
Health Care & Social Assistance	(391)	58	2,231
Educational Services	(410)	111	5,233
<b>Local Decline/National Decline</b>			
Government	(70)	(112)	1,918
Wholesale Trade	(105)	(53)	972
Finance & Insurance	(441)	(35)	2,080
Manufacturing	(24)	(28)	839
Other Services	(76)	(8)	1,099

Source: ESMI, Garner Economics

Utilities and Agriculture Categories did not report any jobs or had insufficient information

The Competitiveness screen seeks to reveal local competitive advantages (i.e., unique growth beyond predicted industry trends).

- By this measure, there were no industries that ranked as *Competitive* at this time.
- Three industries have local growth and national decline: *Mining, Quarrying, Oil & Gas Extraction; Information; and Retail Trade* (Figure 8.6, Table 8.6)
- Ten industry sectors had positive industry effect with national growth, but experienced local job loss. The biggest sectors based on 2018 employment in this category are *Educational Services; Health Care & Social Assistance; Management of Companies; Professional, Scientific & Technical Services; and Accommodation & Food Services*.
- This analysis suggests the least competitive sectors are *Government; Wholesale Trade; Finance & Insurance; Manufacturing, and Other Services*.

*Utilities and Agriculture did not report any jobs or had insufficient information and were not included in this analysis.*

**Figure 8.6**  
**Industry Relative Components of Growth, 2013–2018**  
**Sectors with Employment over 300, 2017**



## Occupational Specialization & Growth

**Table 8.8**  
**Occupational Specialization and Growth, 2013–2018**

Description	2013–2018 Change	2018 Location Quotient	2018 Jobs
<b>Competitive</b>			
Computer and Mathematical	177	1.96	1,766
Legal	73	2.74	715
Business and Financial Operations	39	1.51	2,460
Protective Service	22	1.13	800
<b>Emerging</b>			
Transportation and Material Moving	167	0.87	1,828
Construction and Extraction	101	0.84	1,192
Personal Care and Service	99	0.80	1,076
Food Preparation and Serving Related	71	0.68	1,792
Arts, Design, Entertainment, Sports, & Media	42	0.78	450
Healthcare Practitioners and Technical	33	0.57	999
Installation, Maintenance, and Repair	2	0.92	1,127
Military	1	0.70	115
<b>At-Risk</b>			
Management	0	1.02	1,792
Education, Training, and Library	(8)	1.20	2,142
Architecture and Engineering	(52)	1.92	1,015
Office and Administrative Support	(190)	1.45	6,691
<b>Declining</b>			
Farming, Fishing, and Forestry	0	0.07	16
Production	(7)	0.47	863
Life, Physical, and Social Science	(9)	0.90	227
Building, Grounds Cleaning & Maintenance	(20)	0.84	975
Community and Social Service	(22)	0.91	476
Sales and Related	(40)	0.75	2,341
Healthcare Support	(127)	0.62	527

Source: ESMI, Garner Economics

Occupational groupings represent similar skills and educational qualifications, but not necessarily specific industry sectors (Figure 8.8, Table 8.8).

Four occupational groups are *Competitive*:

- *Computer and Mathematics* (LQ of 1.96)
- *Legal* (LQ of 2.74)
- *Business and Financial Operations* (LQ of 1.51)
- *Protective Service* (LQ of 1.13)

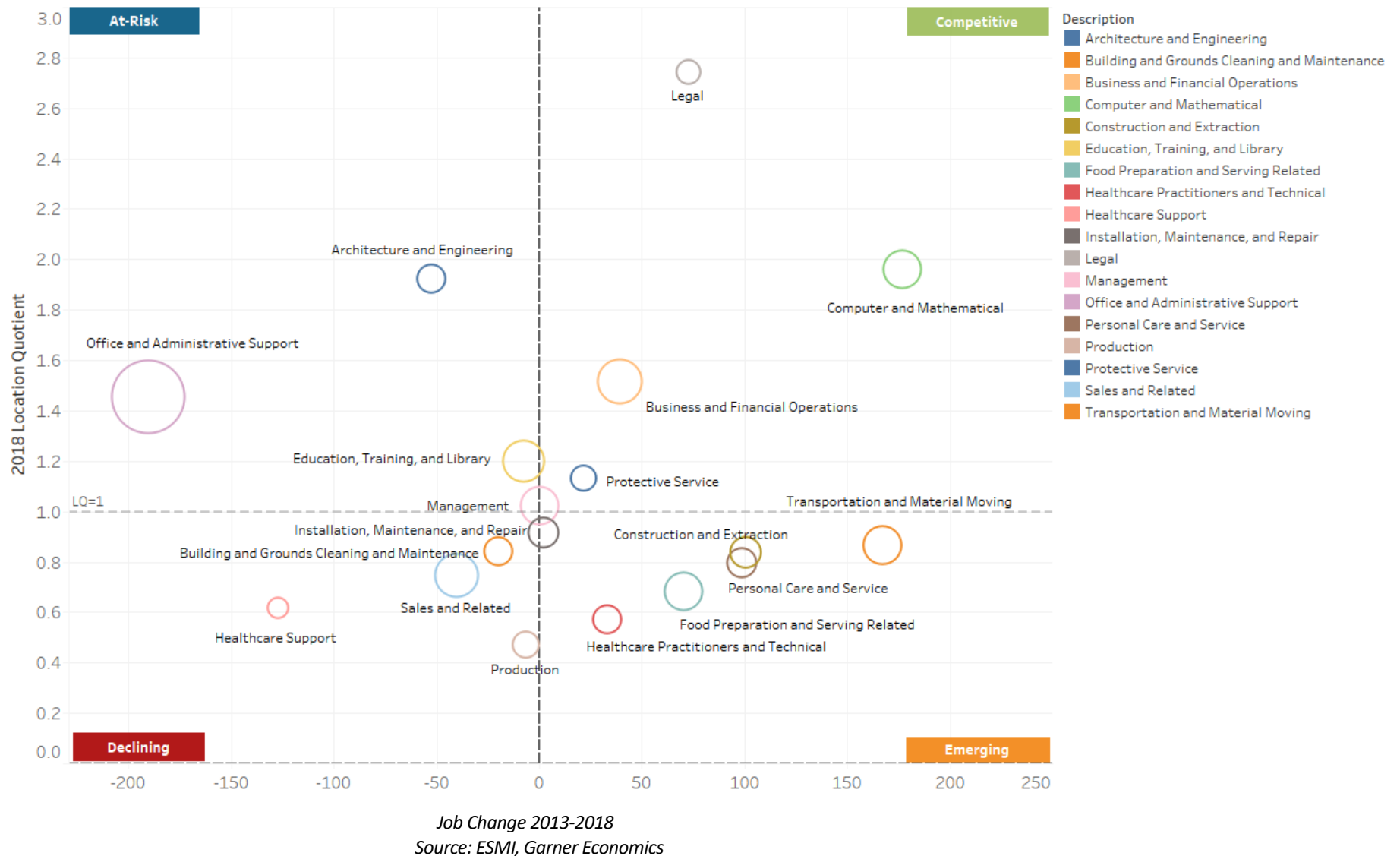
Eight occupational categories had local specialization below 1 but experienced job growth within the past five years and are considered *Emerging* (Figure 8.8, Table 8.8).

Four occupations are thought to be *At-Risk* due to job losses over the past five years and an LQ higher than one: *Management*; *Education, Training and Library*; *Architecture and Engineering*; and *Office and Administrative Support*.

Finally, eight sectors are classified as *Declining* due to job loss and low local specialization: *Farming, Fishing, and Forestry*; *Production*; *Life, Physical and Social Science*; *Building, Grounds Cleaning & Maintenance*; *Community and Social Service*; *Sales and Related*; and *Healthcare Support*.



**Figure 8.8**  
**Occupational Specialization & Growth**  
**Occupational Groups with Employment of Approximately 500 and Above, 2018**



## Chapter 9: Optimal Business Targets for Moon Township, PA

The optimal business sectors selection is based on the specific characteristics of the economy and assets of Moon Township, Pennsylvania. These recommended targets are designed to assist the Township in prioritizing economic development goals and resources focusing on sectors in which Moon holds a competitive advantage and/or has growth potential. This approach will help advance Moon Township's economic development strategy.

Garner Economics uses a desirability and feasibility screening matrix to determine the optimal targets. Desirability begins by considering the types of business sectors that stakeholders of Moon Township would like to see in the community (Figure 9.1). Feasibility includes what the area can reasonably achieve in the short- to mid-term based on current or planned locational assets and with an analytical review of the local economy.

Using results from the Moon Township economic analysis, the Assets and Challenges Assessment, focus groups, a community survey, and field visits, three business and industry families or clusters were chosen that best match the Township's unique competitive advantages to the needs of particular industry sectors. These targets are **High-Value Office Operations with a sub-target of Department of Defense (DOD) Critical Contract Support; Aviation Technology; and Logistics & Distribution.**

In addition to these primary targets, the fourth target of **Building Placemaking Assets** is presented to enhance the sense of place which will support attracting other targets and bring additional business and economic impact to Moon Township.

For each targeted business sector, the Township's competitive advantages are presented, along with national trends and projections of the targets. In some cases, target sectors may actually lose jobs nationally or have modest growth, but the particular set of economic development assets in Moon Township position it to capture any growing demand. A list of individual subsectors is provided with accompanying NAICS classifications.

For each target, a bulleted list of rationales is presented and identified as appealing to the needs of businesses looking to relocate which will be denoted as **prospects (P)**. In addition to this audience, rationales are also noted as being attractive and beneficial for the **community (C)**. This material can be used in marketing efforts and help economic development leaders plan and prioritize targeting efforts.






Figure 9.1  
Optimal Target  
Screening Process



### Optimal Targets

1. *High-Value Office Operations*
  - 1.2 *Department of Defense (DOD)*
    - Critical Contract Support*
2. *Aviation Technology*
3. *Logistics & Distribution*
4. *Building Placemaking Assets*

TABLE 9.1: OPTIMAL TARGETS FOR MOON TOWNSHIP, PA

High-Value Office Operations		Aviation Technology	Logistics & Distribution	Building Placemaking Assets
<ul style="list-style-type: none"> <li>• Fintech</li> <li>• Finance &amp; Insurance Services/Support Centers</li> <li>• Corporate, Subsidiary and Regional Management Offices (Regional/Corporate HQ)</li> <li>• Engineering &amp; Related Services</li> <li>• Management, Scientific &amp; Technical Consulting</li> <li>• Computer Systems Design &amp; Related Services</li> <li>• Software Publishers</li> <li>• Data Processing, Hosting &amp; Related Services</li> <li>• Office Administrative Services</li> <li>• Legal Services</li> <li>• Business &amp; Facilities Support Services</li> </ul>	<div>   </div> <div> <b>Department of Defense (DOD) Critical Contract Support</b> <ul style="list-style-type: none"> <li>• Engineering &amp; Related Services</li> <li>• Management, Scientific &amp; Technical Consulting</li> <li>• Computer Systems Design &amp; Related Services</li> <li>• Data Processing, Hosting &amp; Related Services</li> <li>• Office Administrative Services</li> <li>• Business &amp; Facilities Support Services</li> </ul> </div>	<div>  </div> <ul style="list-style-type: none"> <li>• Flight Training</li> <li>• Support Activities for Air Transportation</li> <li>• Transportation Equipment &amp; Supplies Distribution</li> <li>• Communication Equipment Repair &amp; Maintenance</li> <li>• Electronic and Precision Equipment Repair &amp; Maintenance</li> </ul>	<div>  </div> <ul style="list-style-type: none"> <li>• Process, Physical Distribution &amp; Logistics Consulting</li> <li>• Wholesale Trade Agents &amp; Brokers</li> <li>• Freight Transportation Arrangement</li> <li>• Refrigerated Warehousing &amp; Storage</li> <li>• Air Transportation Equipment &amp; Supplies Distribution</li> <li>• General Freight Trucking, Local</li> <li>• General Freight Trucking, Long-Distance</li> <li>• General Warehousing &amp; Storage</li> </ul>	<div>  </div> <ul style="list-style-type: none"> <li>• Specialty Retail</li> <li>• Full-Service Restaurants</li> <li>• Breweries/Distilleries/Wineries</li> <li>• Business &amp; Leisure Traveler Accommodations</li> <li>• Amusement &amp; Recreational Establishments</li> <li>• Performing Arts, Spectator Sports, Festivals &amp; Similar Events Attracting Local and Regional Audiences</li> </ul>

## TARGET: HIGH-VALUE OFFICE OPERATIONS

The *High-Value Office Operations* target covers a myriad of businesses that could thrive in Moon Township. Several of the Township's largest employers such as Chevron, Eaton, FedEx Ground, McKesson, Michael Baker International, and ServiceLink currently fit within this category and have sizable operations in Moon. The Township can attract and grow several subsectors that focus on providing value to business and consumers. Types of businesses within this target include corporate or regional headquarters, finance, and insurance operations, as well as technology and engineering focused firms. A full list of subsectors is listed in Table 9.4.

Global companies can achieve efficiencies and cost savings by consolidating staff support functions such as accounting, customer service, information technology, legal, logistics, sales and marketing, or other support functions in one location. Moon Township has excellent infrastructure to support this target: good interstate access, commercial air service, a relatively cost-effective location and the pull of an outstanding school system. Being able to operate these business roles in lower labor and real estate markets opens the opportunity for communities like Moon to retain and gain quality, high-paying jobs

The move to consumer self-service in finance, insurance and many other services has created new industries like Fintech which aims to compete with traditional financial methods in the delivery of financial services. FinTech is a new industry that uses technology to improve activities in finance. There is no doubt that technology has revolutionized finance and other core consumer services in the past decade and will continue to grow and innovate.

Engineering services is another strong subsector for Moon Township. Operations in the greater area such as the Pittsburgh International Airport, the Pittsburgh Air Reserve Station, and energy-company Chevron's presence along with the massive Shell ethane cracker plant under construction in Beaver County show that the region has an existing need and potential for engineering work.

### Rationales

- Within a day's drive of 140 million+ people (P)
- Interstates 79 & 376 (P)
- Close proximity to Pittsburgh International Airport (P)
- Nearby Foreign Trade Zone (P)
- Fast broadband speeds (P) (C)
- Robert Morris University (P) (C)
- Abundant Colleges & Universities in Pittsburgh Metro area (P) (C)
- Engineering programs at RMU, Carnegie Mellon, University of Pittsburgh (P)
- More than 23,000 degrees/ certificates granted in majors related to the target (P)
- Availability of suitable office space (P)
- Low crime (P) (C)
- Quality local K-12 education (P) (C)
- Low property taxes (P) (C)

Legend: Items appealing to needs of  
**prospects (P)** or **community (C)**.

### Business & Workforce Rationale (P)

- Existing pool of high-demand/transferable skills occupations
- Extremely high LQ for Legal Services industry (50 LQ)
- HQ operations have an LQ of 9
- Software Publishers have an LQ of 7.6
- Direct Insurance Carriers have an LQ of 7.3
- Engineering Services firms have an LQ of 5.7
- High LQ for computer & mathematical personnel
- High LQ for Mining and Geological Engineers (11.7 LQ)
- High LQ for Environmental Engineer (4.14 LQ)
- Availability of skilled admin support workers
- National employment growth of 15% (2008-2018)
- Projected national employment growth of 14% (2018-2028)
- Average national wage of \$97,478
- Local employment of 9,179
- Local growth of 13% (2008-2018)
- Local average wage of \$102,323

Legend: Items appealing to needs of prospects (P) or community (C).

Moon Township has an abundance of existing skill sets in finance, insurance, engineering and other key **High-Value Office Operations** target occupations. Currently, more than 9,000 of Moon Township's employment base is working within this target or 29 percent of all employees working in the Township. Table 9.4 lists the in-demand occupations for this target and their current employment in Moon Township along with the Location Quotient (LQ) which illustrates the concentration of employment compared to the national ratio. An LQ of 1.2 or more is positive.

Another benefit of this target is the high-paying jobs these types of companies generate. The overall average employee wage for Moon is \$64,469 (see Chapter 6 for more details) and the average wage of this target in the Township is \$102,323 versus \$97,478 nationally.

The pipeline of talent for this target is also evident in the local and regional colleges and universities. Robert Morris University has many programs that fit within the needs of **High-Value Office Operations** including an engineering school. The Pittsburgh Metro has a multitude of higher education offerings which support careers in the target. In 2017, more than 23,000 degrees and certificates were awarded in areas of study related to these professions (Table 9.2).

**Table 9.2: Regional Degree Completions in Majors Related to High-Value Office Operations, 2017**

Degrees by Area of Study	Associate & Certificate	Bachelor's	Graduate or Professional	Total Degrees
Architecture & Related	-	58	37	95
Communication, Journalism & Related	122	493	31	646
Communications Technologies	23	6	12	41
Computer & Information Sciences	394	703	1,321	2,418
Engineering	108	1,265	1,343	2,716
Engineering Technologies	603	207	129	939
Legal Professions & Studies	69	42	334	445
English Language & Literature	127	468	181	776
Liberal Arts & Sciences, General Studies	753	108	-	861
Mathematics & Statistics	35	329	109	473
Physical Sciences	3	408	170	581
Science Technologies	19	-	-	19
Health Professions & Related Programs	3,079	2,267	2,584	7,930
Business, Management & Marketing	926	2,644	1,622	5,192
<b>Total</b>	<b>6,261</b>	<b>8,998</b>	<b>7,873</b>	<b>23,132</b>

Source: National Center for Education Statistics, Garner Economics  
Graduates from Pittsburgh Metro Colleges and Universities are included in table.

**Table 9.3: High-Value Office Operations Subsectors**

NAICS	Description	National Job Count	2008-2018 National Job Growth	2018-2028 National Job Growth Forecast	2018 National Average Annual Wage
5112	Software Publishers	384,063	47%	22%	\$161,026
5182	Data Processing, Hosting, and Related Services	323,724	22%	16%	\$114,692
5222	Nondepository Credit Intermediation (Financial Services)	629,811	(3%)	12%	\$95,422
5223	Activities Related to Credit Intermediation (Financial Services)	316,115	4%	22%	\$92,966
5239	Other Financial Investment Activities (Financial Services)	538,621	23%	20%	\$204,996
5241	Insurance Carriers	1,257,630	(3%)	4%	\$93,085
5411	Legal Services	1,340,609	(4%)	2%	\$91,603
5412	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	1,178,704	6%	9%	\$68,382
5413	Architectural, Engineering, and Related Services	1,536,124	(1%)	10%	\$86,956
5415	Computer Systems Design and Related Services	2,229,777	39%	22%	\$108,800
5416	Management, Scientific, and Technical Consulting Services	1,764,662	37%	23%	\$84,059
5511	Management of Companies and Enterprises (Regional/Corporate HQ)	2,293,575	21%	9%	\$121,433
5611	Office Administrative Services	530,706	28%	24%	\$84,713
5612	Facilities Support Services	151,212	10%	17%	\$49,983
5614	Business Support Services	974,158	8%	14%	\$41,106
52429	Other Insurance Related Activities	385,808	33%	22%	\$74,310
<b>Weighted Average/Total</b>		<b>15,835,298</b>	<b>15%</b>	<b>14%</b>	<b>\$97,478</b>

Source: EMSI, Garner Economics

The Township has exceptional availability of Class A office space to attract firms interested in locating or expanding operations. This was ranked high in the Assets and Challenges Assessment portion of this study (see Chapter 3 for more information). Office parks in Moon provide excellent existing space and sites for building office facilities.

With work on the Building Placemaking Assets target, the existing workforce and the ability to attract younger workers make this a very strong target market for Moon Township. Location, access, space, and talent are the right elements for success in **High-Value Office Operations**.



**Table 9.4: High-Value Office Operations Existing Pool of High-Demand Occupations, 2018**

Description	Employed in Township	Employment LQ	Average Annual Earnings
Secretaries and Administrative Assistants	1,398	1.8	\$40,413
Office Clerks, General	1,193	1.8	\$34,253
Customer Service Representatives	837	1.5	\$36,452
Software Developers and Programmers	620	1.8	\$85,993
Bookkeeping, Accounting, and Auditing Clerks	522	1.6	\$40,174
Accountants and Auditors	521	1.9	\$75,587
General and Operations Managers	474	1.1	\$133,608
Lawyers	456	2.8	\$138,840
Supervisors of Office and Administrative Support Workers	386	1.3	\$62,479
Computer Support Specialists	376	2.1	\$53,034
Insurance Sales Agents	369	2.4	\$75,263
Computer and Information Analysts	328	2.3	\$95,346
Management Analysts	255	1.5	\$81,182
Database and Systems Administrators and Network Architects	254	1.9	\$82,258
Civil Engineers	229	3.6	\$93,017
Financial Analysts and Advisors	228	1.8	\$92,350
Market Research Analysts and Marketing Specialists	221	1.8	\$68,687
Human Resources Workers	202	1.5	\$64,408
Claims Adjusters, Appraisers, Examiners, and Investigators	183	3.0	\$62,236
Paralegals, Legal Assistants and Support Workers	255	2.9	\$58,656
Financial Managers	157	1.3	\$161,528
Computer and Information Systems Managers	148	2.0	\$142,610
Engineering Technicians, Except Drafters	145	1.6	\$56,317
Mechanical Engineers	136	2.3	\$92,060
Marketing and Sales Managers	132	1.1	\$145,669
Education Administrators	126	1.3	\$92,464
Buyers and Purchasing Agents	123	1.4	\$69,589
Insurance Claims and Policy Processing Clerks	123	2.2	\$39,438
Miscellaneous Office and Administrative Support Workers	110	1.9	\$41,854
Loan Interviewers and Clerks	104	2.3	\$38,327
Miscellaneous Computer Occupations	103	1.5	\$79,412
Credit Counselors and Loan Officers	88	1.3	\$63,298

Source: EMSI, Garner Economics

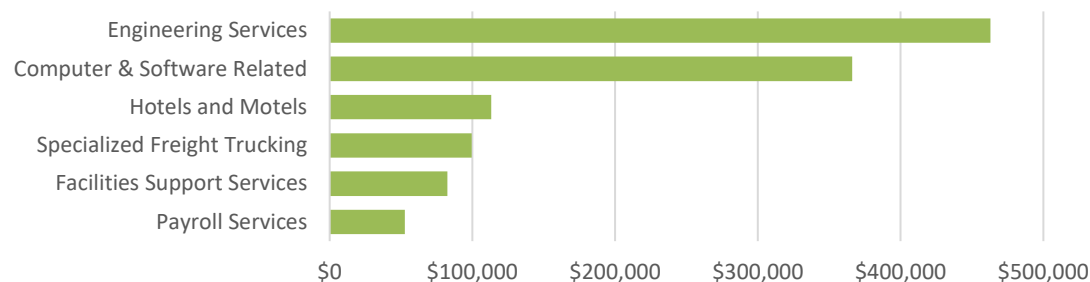
## TARGET: DEPARTMENT OF DEFENSE CRITICAL CONTRACT SUPPORT

The Pittsburgh Air Reserve Station in Moon Township regularly adds to the local economy through its operations from purchasing goods and services from area businesses. The current construction project is just one example of how the units operating at the Air Reserve Station can boost Moon Township's businesses.

Among the top categories of purchases by the military in the area are engineering services and computer and software related expenditures (Figure 9.2). From reported data, engineering services have approximately 37.5 percent of the dollars spent within the area. There is an opportunity to grow this segment and target providers of other Critical Contract Support such as Computer Design Services which showed only nine percent of purchases being locally allocated.

Many of the business subsectors in this target closely align with **High-Value Office Operations**. Several key differences are that the supply chain is more focused on military or institutional services and purchasing channels. There are firms with military experience that would be attracted to Moon Township due to the activity being carried out at the Air Reserve Station. These include computer/data services, technical consulting and engineering, office and administrative support, and facilities support services.

**Figure 9.2: Top Industry Purchases by Federal Military in Moon Township (2016)**



Source: EMSI, Garner Economics

### Rationales

- Proximity of the Pittsburgh Air Reserve Station (P) (C)
- Strong purchasing patterns by military in area (P)
- Close proximity to Pittsburgh International Airport (P)
- Fast broadband speeds (P) (C)
- Robert Morris University (P) (C)
- Abundant Colleges & Universities in Pittsburgh Metro area (P) (C)
- Engineering programs at RMU, Carnegie Mellon, University of Pittsburgh (P)
- Nearly 16,000 degrees/ certificates granted in majors related to target (P)
- Availability of suitable office space (P)
- Low crime (P) (C)
- Quality local K-12 education (P) (C)
- Low property taxes (P) (C)

Legend: Items appealing to needs of prospects (P) or community (C).



### Business & Workforce Rationale (P)

- Existing pool of high-demand/transferable skills occupations
- Engineering Services firms have an LQ of 5.7
- High LQ for computer & mathematical personnel
- High LQ for Environmental Engineer (4.14 LQ)
- Availability of skilled admin support workers
- National employment growth of 22% (2008-2018)
- Projected national employment growth of 19% (2018-2028)
- Average national wage of \$87,106
- Local employment of 1,955
- Local growth of 54% (2008-2018)
- Local average wage of \$81,452

Legend: Items appealing to needs of prospects (P) or community (C).

The talent pool for this target mirrors that of the **High-Value Office Operations** with some additional security and technical aspects. Another resource for **DOD Critical Contract Support** is the existing veteran population in the area. An estimated 77,000 veterans reside in Allegheny County with 162,000 in the Pittsburgh Metro (Figure 9.3). The skills of military and veterans in the area are a great asset for Moon Township. Exiting reservists and veterans offer target businesses a security-conscience workforce to perform many critical functions often necessary in DOD contracts.

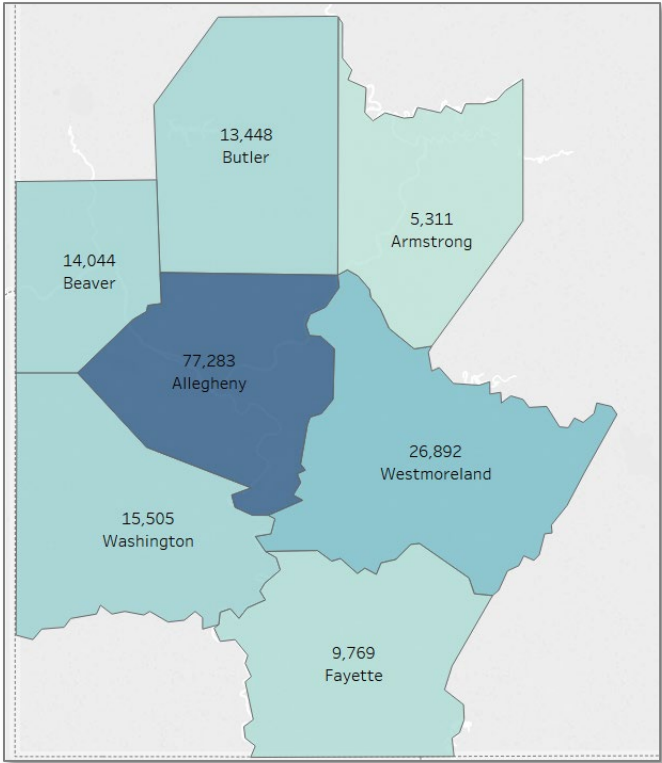
Pittsburgh Metro colleges and universities awarded nearly 16,000 degrees or certificates in related studies for this target. Of particular interest are the number of awards in *Computer & Information Sciences* (2,418 degrees awarded), *Engineering* (2,716 degrees awarded), and *Public Administration* (914 degrees awarded).

**Table 9.5: Regional Degree Completions in Majors Related to DOD Critical Contract Support, 2017**

Degrees by Area of Study	Associate & Certificate	Bachelor's	Graduate or Professional	Total Degrees
Architecture & Related	-	58	37	95
Communication, Journalism & Related	122	493	31	646
Communications Technologies	23	6	12	41
Computer & Information Sciences	394	703	1,321	2,418
Engineering	108	1,265	1,343	2,716
Engineering Technologies	603	207	129	939
Mathematics & Statistics	35	329	109	473
Military Technologies & Applied Sciences	-	-	26	26
Physical Sciences	3	408	170	581
Science Technologies	19	-	-	19
Homeland Security, Law Enforcement, Firefighting & Related Protective Service	257	371	97	725
Public Administration & Social Service Professions	97	222	595	914
Mechanic & Repair Technologies	430	0	0	430
Transportation & Materials Moving	696	0	0	696
Business, Management & Marketing	926	2,644	1,622	5,192
<b>Total</b>	<b>3,713</b>	<b>6,706</b>	<b>5,492</b>	<b>15,911</b>

Source: National Center for Education Statistics, Garner Economics  
Graduates from Pittsburgh Metro Colleges and Universities are included in table

Figure 9.3 Veteran Population (Current)



Source: National Center for Veterans Analysis and Statistics, Garner Economics

Table 9.6: DOD Critical Contract Support Subsectors

NAICS	Description	National Job Count	2008-2018 National Job Growth	2018-2028 National Job Growth Forecast	2018 National Average Annual Wage
5182	Data Processing, Hosting, and Related Services	323,724	22%	16%	\$114,692
5413	Architectural, Engineering, and Related Services	1,536,124	(1%)	10%	\$86,956
5415	Computer Systems Design and Related Services	2,229,777	39%	22%	\$108,800
5416	Management, Scientific, and Technical Consulting Services	1,764,662	37%	23%	\$84,059
5611	Office Administrative Services	530,706	28%	24%	\$84,713
5612	Facilities Support Services	151,212	10%	17%	\$49,983
5614	Business Support Services	974,158	8%	14%	\$41,106
Weighted Average/Total		7,510,363	22%	19%	\$87,106

Source: EMSI, Garner Economics

**Table 9.7: DOD Critical Contract Support Existing Pool of High-Demand Occupations, 2018**

Description	Employed in Township	Employment LQ	Average Annual Earnings
Secretaries and Administrative Assistants	1,398	1.76	\$40,413
Office Clerks, General	1,193	1.81	\$34,253
Customer Service Representatives	837	1.53	\$36,452
Building Cleaning Workers	788	0.98	\$26,359
Software Developers and Programmers	620	1.83	\$85,993
Bookkeeping, Accounting, and Auditing Clerks	522	1.57	\$40,174
Accountants and Auditors	521	1.90	\$75,587
General and Operations Managers	474	1.06	\$133,608
Security Guards and Gaming Surveillance Officers	434	1.85	\$23,914
Supervisors of Office and Administrative Support Workers	386	1.32	\$62,479
Computer Support Specialists	376	2.10	\$53,034
Maintenance and Repair Workers, General	337	1.13	\$40,762
Computer and Information Analysts	328	2.32	\$95,346
Management Analysts	255	1.53	\$81,182
Database and Systems Administrators and Network Architects	254	1.94	\$82,258
Civil Engineers	229	3.63	\$93,017
Computer and Information Systems Managers	148	1.96	\$142,610
Grounds Maintenance Workers	147	0.53	\$28,805
Engineering Technicians, Except Drafters	145	1.64	\$56,317
Mechanical Engineers	136	2.30	\$92,060
Buyers and Purchasing Agents	123	1.44	\$69,589
Miscellaneous Computer Occupations	103	1.51	\$79,412
Electrical and Electronics Engineers	97	1.51	\$97,277
Supervisors of Mechanics, Installers, and Repairers	88	0.92	\$72,021
Compliance Officers	87	1.49	\$70,792
Miscellaneous Protective Service Workers	82	1.00	\$29,566
Data Entry and Information Processing Workers	81	1.47	\$34,877
Architectural and Engineering Managers	81	2.23	\$141,882
Heating, Air Conditioning, & Refrigeration Mechanics	63	0.91	\$52,327
Logisticians	55	1.47	\$82,690
Environmental Engineers	44	4.14	\$92,285
Operations Research Analysts	42	1.88	\$79,369

Source: EMSI, Garner Economics



The Pittsburgh International Airport and the Pittsburgh Air Reserve Station at Moon Township's door offer multiple advantages including the target of Aviation Technology. For Moon Township, there are several opportunities centered around aviation support, technology, supply chain, and flight training.

Global consulting firm Deloitte reports a strong 2018 for the aerospace and defense industry with a continued growth trajectory into 2019. There is a backlog of aircraft orders and aircraft manufacturing continues to ramp up. While the manufacturing side is increasing there are areas of concern with a growing pilot shortage and scarcity of aviation technical talent. In fact, federal legislation has been introduced to incentivize businesses, schools, and other organizations to pursue strategies to develop technical talent and encourage workers to pursue aviation careers.

American Airlines recently awarded a \$25,000 grant to the Community College of Beaver County (CCBC) for its School of Aviation, a nationally recognized program with 331 students as of Fall 2018. CCBC has several programs of study including Aerospace Management, Air Traffic Control, Aviation Instructor (Certificate), Professional Pilot, and Unmanned Aerial Vehicle. The college plans to use the money to help support its WINGS—Widening Interest for the Next Generation of Students—to attract more students to CCBC's high school aviation program. The college offers classes at Parkway West Career and Technology Center close to the Moon Township border.

Another school offering aviation training in the greater area is the Pittsburgh Institute of Aeronautics in West Mifflin. The school has Aviation Maintenances (Airframe & Powerplant) and Aviation Electronics Technology curriculum. In aviation, workforce and the talent pipeline are vital and Moon has resources in the greater region to grow Aviation Technology.

This target has the pieces in place to support businesses in the area, though the labor draw area in 30-minute drive time is important to review for marketing the area for Aviation Technology. Table 9.10 lists the existing pool of high-demand occupations for the target. Of note are Mechanical

#### Rationales

- Proximity of Pittsburgh Air Reserve Station (P) (C)
- Close proximity to Pittsburgh International Airport (P)
- Fast broadband speeds (P) (C)
- Robert Morris University (P) (C)
- Abundant Colleges & Universities in Pittsburgh Metro area (P) (C)
- Community College of Beaver County School of Aviation (P) (C)
- Engineering programs at RMU, Carnegie Mellon, University of Pittsburgh (P)
- Approximately 13,500 degrees/certificates granted in majors related to target (P)
- Low crime (P) (C)
- Quality local K-12 education (P) (C)
- Low property taxes (P) (C)

Legend: Items appealing to needs of prospects (P) or community (C).

### Business & Workforce Rationale (P)

- Existing pool of high-demand/transferable skills occupations
- Military personnel and reservists in area with aviation skills
- Sizable veteran population in area
- Engineering Services firms have an LQ of 5.7
- High LQ for computer & mathematical personnel
- High LQ for mechanical and technical workers in 30-minute drive time
- National employment growth of 7% (2008-2018)
- Projected national employment growth of 11% (2018-2028)
- Average national wage of \$64,707

Legend: Items appealing to needs of prospects (P) or community (C).

Engineers (959 workers and 1.34 LQ); Machinery Maintenance Workers (365 and 1.74 LQ); and Electrical and Electronics Engineering Technicians (354 and 1.11 LQ).

The infrastructure exists to enhance existing aviation assets into economic development opportunities. Given the proximity to the airport and reserve station targeting certain segments of the aviation industry is a good fit for Moon Township.

**Table 9.8: Regional Degree Completions in Majors Related to Aviation Technology, 2017**

Degrees by Area of Study	Associate & Certificate	Bachelor's	Graduate or Professional	Total Degrees
Communication, Journalism & Related	122	493	31	646
Communications Technologies	23	6	12	41
Computer & Information Sciences	394	703	1,321	2,418
Engineering	108	1,265	1,343	2,716
Engineering Technologies	603	207	129	939
Mathematics & Statistics	35	329	109	473
Science Technologies	19	0	0	19
Mechanic & Repair Technologies	430	0	0	430
Transportation & Materials Moving	696	0	0	696
Business, Management & Marketing	926	2,644	1,622	5,192
<b>Total</b>	<b>3,356</b>	<b>5,647</b>	<b>4,567</b>	<b>13,570</b>

Source: National Center for Education Statistics, Garner Economics  
Graduates from Pittsburgh Metro Colleges and Universities are included in table

**Table 9.9: Aviation Technology Subsectors**

NAICS	Description	National Job Count	2008-2018 National Job Growth	2018-2028 National Job Growth Forecast	2018 National Average Annual Wage
423860	Transportation Equipment and Supplies Merchant Wholesalers	32,824	(7%)	4%	\$81,434
488190	Other Support Activities for Air Transportation	117,247	16%	15%	\$61,717
611512	Flight Training	18,871	4%	19%	\$64,421
811213	Communication Equipment Repair and Maintenance	18,153	(13%)	3%	\$51,256
811219	Other Electronic and Precision Equipment Repair and Maintenance	40,498	10%	5%	\$65,967
<b>Weighted Average/Total</b>		<b>227,592</b>	<b>7%</b>	<b>11%</b>	<b>\$64,707</b>

Source: EMSI, Garner Economics

**Table 9.10: Aviation Technology Existing Pool of High-Demand Occupations – 30 Minute Drive-Time, 2018**

Description	30-Min Drive Time	Employment LQ	Avg Annual Earnings
General and Operations Managers	5,197	0.96	\$131,971
Supervisors of Mechanics, Installers, and Repairers	1,038	0.90	\$71,142
Mechanical Engineers	959	1.34	\$90,841
Machinists	741	0.80	\$43,843
Inspectors, Testers, Sorters, Samplers, and Weighers	709	0.54	\$44,600
Cleaners of Vehicles and Equipment	662	0.69	\$23,267
Electrical, Electronic, and Electromechanical Assemblers	508	0.83	\$34,861
Maintenance Workers, Machinery	365	1.74	\$48,854
Electrical and Electronics Engineering Technicians	354	1.11	\$57,261
Instructional Coordinators	304	0.79	\$64,022
Engineering Technicians	292	1.51	\$59,722
Electronics Engineers	241	0.73	\$89,855
Aircraft Mechanics and Service Technicians	173	0.38	\$77,048
Mechanical Engineering Technicians	120	1.09	\$58,859
Training and Development Managers	105	0.79	\$121,534
Plating and Coating Machine Setters, Operators	94	1.05	\$36,437
Electrical and Electronics Drafters	92	1.34	\$56,732
Materials Engineers	91	1.35	\$84,518
Coating, Painting, and Spraying Machine Setters, Operators	80	0.37	\$37,016
Commercial Pilots	74	0.56	\$70,175
Weighers, Measurers, Checkers, and Samplers, Recordkeeping	72	0.40	\$33,951
Airline Pilots, Copilots, and Flight Engineers	58	0.21	\$139,309
Welding, Soldering, and Brazing Machine Setters, Operators	46	0.48	\$48,050
Transportation Inspectors	42	0.53	\$65,294
Air Traffic Controllers	42	0.54	\$109,220
Electro-Mechanical Technicians	41	1.19	\$42,688
Avionics Technicians	30	0.37	\$75,337
Electrical Installers and Repairers, Transportation Equipment	27	0.76	\$53,814
Aerospace Engineers	19	0.11	\$96,898
Materials Scientists	18	0.97	\$86,755
Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	12	0.12	\$78,729
Airfield Operations Specialists	10	0.32	\$67,794

Source: EMSI, Garner Economics





Proximity to the Pittsburgh International Airport (PIT) makes the target of Logistics and Distribution a natural fit for Moon Township. The location along Interstates 79 and 376 provides access to 140 million people within a day's drive. Foreign Trade Zone #33 and PIT's cargo operations offer trade benefits for global operations. Statistics at the airport show significant cargo volume which grew 5.7 percent from 2017 to 2018.

Logistics giant FedEx has their FedEx Ground headquarters located in Moon Township. The area is home to other logistics, distribution, and transportation companies performing a variety of functions. McKesson Corporation, a wholesaler with 2.3 percent of the national market, is also located in the Township. The company has distribution and technology segments in the pharmaceutical, beauty, and healthcare products. Like the local McKesson operation, firms that develop the technology and management of logistical movements is an aspect of this target which could thrive in Moon Township.

With access to a large, densely populated regional market, Moon Township's advantage can be seen as an integral link in the "last mile" supply chain model. With faster fulfillment expectations continuing to grow, Moon's airport-centric gateway location to the greater Pittsburgh Metro makes a strong case for relocating and expanding *Logistics and Distribution* companies.

The limited availability of big industrial sites in Moon Township proves to be a challenge for "big-box" warehouses, though small to medium sized facilities would fit within the scope of the Township's real estate offerings. Sites in the range of 25 acres or facilities that are 40,000 – 60,000 square feet would be suitable for smaller regional distribution centers.

The real powerhouse is the logistical and technology side of the distribution equation. With plenty of Class A office space, companies that specialize in developing software, systems or consulting in distribution operational efficiencies would fit in well to Moon's landscape.

#### Rationales

- Within a day's drive of 140 million+ people (P)
- Interstates 79 & 376 (P)
- Close proximity to Pittsburgh International Airport (P)
- Nearby Foreign Trade Zone (P)
- Fast broadband speeds (P) (C)
- Robert Morris University (P) (C)
- Abundant Colleges & Universities in Pittsburgh Metro area (P) (C)
- Approximately 8,700 degrees/certificates granted in majors related to target (P)
- Low crime (P) (C)
- Quality local K-12 education (P) (C)
- Low property taxes (P) (C)

Legend: Items appealing to needs of  
**prospects (P) or community (C).**

### Business & Workforce Rationale (P)

- Existing pool of high-demand/transferable skills occupations
- High LQ for computer & mathematical personnel
- High LQ for Procurement Clerks (2.7 LQ)
- High LQ for Cargo/Freight Agents (2.1 LQ)
- National employment growth of 15% (2008-2018)
- Projected national employment growth of 13% (2018-2028)
- Average national wage of \$52,989
- Local growth of 23% (2008-2018)
- Projected local growth of 13% (2018-2028)
- Local average wage of \$64,212

Legend: Items appealing to needs of prospects (P) or community (C).

*Transportation and Material Moving* occupations were the second largest gain in employment change over the past five years, second only to *Computer and Mathematical* occupations. *Transportation and Warehousing* was the fourth largest sector to experience employment increase gaining 93 jobs during the same time frame of 2013 and 2018.

Nearly 700 certificates or Associate degrees were conferred in *Transportation and Materials Moving* studies (Table 9.11). For the logistician and business side of the industry, the combined 7,600 degrees in *Business, Management & Marketing* and *Computer & Information Sciences* factor in heavily for the current and future direction of distribution careers.

**Table 9.11: Regional Degree Completions in Majors Related to Logistics & Distribution, 2017**

Degrees by Area of Study	Associate & Certificate	Bachelor's	Graduate or Professional	Total Degrees
Communications Technologies	23	6	12	41
Computer & Information Sciences	394	703	1,321	2,418
Mechanic & Repair Technologies	430	-	-	430
Transportation & Materials Moving	696	-	-	696
Business, Management & Marketing	926	2,644	1,622	5,192
<b>Total</b>	<b>2,469</b>	<b>3,353</b>	<b>2,955</b>	<b>8,777</b>

Source: National Center for Education Statistics, Garner Economics  
Graduates from Pittsburgh Metro Colleges and Universities are included in table

**Table 9.12: Logistics & Distribution Subsectors**

NAICS	Description	National Job Count	2008-2018 National Job Growth	2018-2028 National Job Growth Forecast	2018 National Average Annual Wage
42386	Transportation Equipment and Supplies Merchant Wholesalers	32,824	(7%)	4%	\$81,434
42512	Wholesale Trade Agents and Brokers	783,675	(3%)	10%	\$97,623
48411	General Freight Trucking, Local	318,743	3%	7%	\$45,753
48412	General Freight Trucking, Long-Distance	878,767	(0%)	4%	\$50,088
48851	Freight Transportation Arrangement	242,294	18%	13%	\$59,508
49311	General Warehousing and Storage	938,703	65%	26%	\$41,339
49312	Refrigerated Warehousing and Storage	60,476	24%	14%	\$49,437
541614	Process, Physical Distribution, and Logistics Consulting Services	138,365	32%	26%	\$71,052
<b>Weighted Average/Total</b>		<b>3,393,848</b>	<b>15%</b>	<b>13%</b>	<b>\$52,989</b>

Source: EMSI, Garner Economics



**Table 9.13: Logistics & Distribution Existing Pool of High-Demand Occupations, 2018**

Description	Employed in Township	Employment LQ	Avg Annual Earnings
Customer Service Representatives	837	1.53	\$36,452
Software Developers and Programmers	620	1.83	\$85,993
General and Operations Managers	474	1.06	\$133,608
Laborers and Freight, Stock, and Material Movers, Hand	471	0.86	\$31,805
Security Guards and Gaming Surveillance Officers	434	1.85	\$23,914
Sales Representatives, Wholesale and Manufacturing	370	1.05	\$79,847
Maintenance and Repair Workers, General	337	1.13	\$40,762
Computer and Information Analysts	328	2.32	\$95,346
Heavy and Tractor-Trailer Truck Drivers	328	0.84	\$47,219
Database and Systems Administrators and Network Architects	254	1.94	\$82,258
Stock Clerks and Order Fillers	233	0.58	\$24,729
Market Research Analysts and Marketing Specialists	221	1.76	\$68,687
Billing and Posting Clerks	161	1.64	\$37,911
Light Truck or Delivery Services Drivers	153	0.83	\$34,898
Buyers and Purchasing Agents	123	1.44	\$69,589
Shipping, Receiving, and Traffic Clerks	122	0.91	\$36,366
Bill and Account Collectors	102	1.88	\$37,386
Supervisors of Mechanics, Installers, and Repairers	88	0.92	\$72,021
Compliance Officers	87	1.49	\$70,792
Production, Planning, and Expediting Clerks	83	1.19	\$48,195
Supervisors of Transportation and Material Moving Workers	79	0.99	\$62,124
Order Clerks	78	2.22	\$33,717
Cleaners of Vehicles and Equipment	71	0.89	\$23,462
Dispatchers	64	1.07	\$43,530
Bus and Truck Mechanics and Diesel Engine Specialists	64	1.12	\$44,468
Industrial Truck and Tractor Operators	62	0.54	\$43,851
Inspectors, Testers, Sorters, Samplers, and Weighers	55	0.52	\$45,471
Logisticians	55	1.47	\$82,690
Procurement Clerks	41	2.70	\$39,047
Cargo and Freight Agents	38	2.08	\$45,899
Transportation, Storage, and Distribution Managers	24	0.92	\$108,904

Source: EMSI, Garner Economics



Heard loud and clear in the focus groups and community survey was the desire to enhance the quality of place that would attract and retain talent. The draw of Moon Townships' excellent K-12 school system, low crime, lower taxes and suburban conveniences have established the area as a good location for business and residents. However, several gaps exist in retail offerings, a walkable town center with activity (none), and fine dining—all of which may impact economic development (business investment) efforts.

The Building Placemaking Assets target is focused on enhancing Moon Township's "product" and improving the quality of life/place for citizens and future residents. The desire to have more offerings for workers and residents alike was a recurring theme in the stakeholder engagement process. The race for talent attraction has driven companies to demand more amenities in their location in order to attract and retain qualified workers.

Extending out from workplace access to dine and shop, the need for more recreation and activities that draw in local and regional audiences will boost the community's appeal. Particularly for Millennial and upcoming generations (Generation Z), the "vibe" of a place is increasingly important. This is hard to construct, though efforts to bring in diverse retail and entertainment offerings as well as marketing unique or quirky items—like the rare drive-in movie theater near the airport—can increase the perceived character of Moon Township.

Pulling in outside audiences via dining, entertainment outlets, sporting events, and festivals are key in exposing more people to Moon Township and engaging commuting workers. Regional and national sports competitions can generate visitors—especially families with school-age children—and significant economic benefit.

Moon Township's retail situation leads to lost economic opportunity. In the economic analysis performed during this study, a retail gap analysis found the Township leaking retail dollars in most

#### Rationales

- Within a day's drive of 140 million+ people (P)
- Interstates 79 & 376 (P)
- Close proximity to Pittsburgh International Airport (P)
- Fast broadband speeds (P) (C)
- Robert Morris University (P) (C)
- Abundant Colleges & Universities in Pittsburgh Metro area (P) (C)
- Approximately 9,400 degrees/certificates granted in majors related to target (P)
- Low crime (P) (C)
- Quality local K-12 education (P) (C)
- Low property taxes (P) (C)

Legend: Items appealing to needs of **prospects (P)** or **community (C)**.

Business & Workforce Rationale (P)

- Existing pool of high-demand/skills transferable occupations
- National employment growth of 17% (2008-2018)
- Projected national employment growth of 10% (2018-2028)
- Average national wage of \$24,562
- Local growth of 15% (2008-2018)
- Projected local growth of 7% (2018-2028)
- Local average wage of \$24,256

Legend: Items appealing to needs of prospects (P) or community (C).

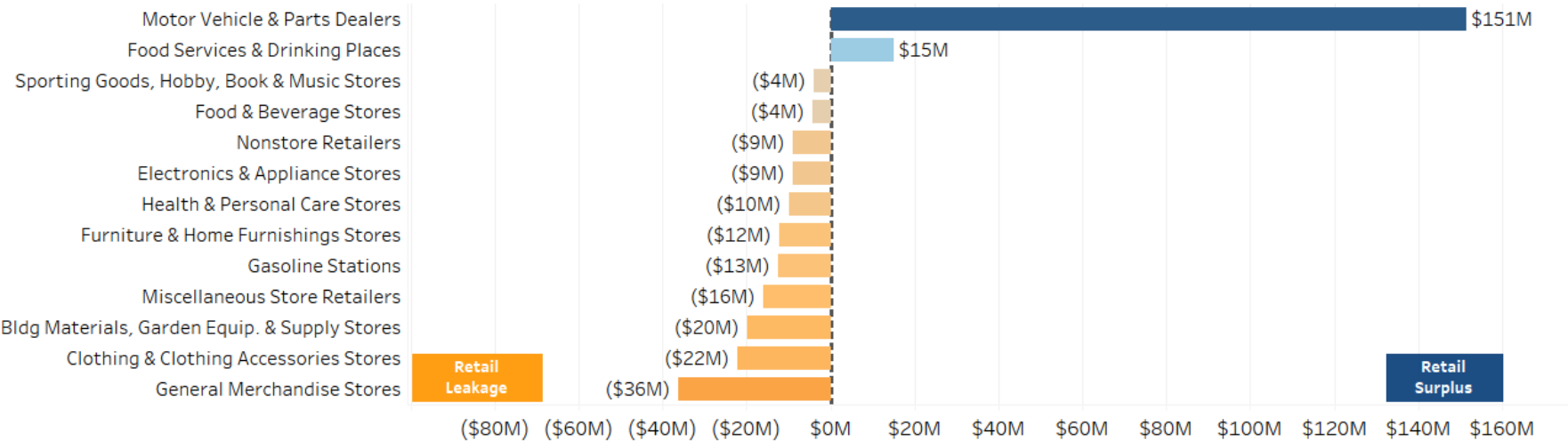
categories. A retail gap is the difference between estimated demand of an area’s residents and retail sales. The “gap” can be viewed as potential – retail offerings that would appeal to residents to capture their buying power.

As seen in Figure 9.4 below (and in Chapter 6), Moon Township attracts people from outside for *Motor Vehicle & Parts* sales as well as *Food Services & Drinking Places*. There is a gap in every other category. Not all of these categories are a good fit for Moon Township as there is limited space for big-box retailers as well as the competition with neighboring Robinson Township.

This target aims to attract full-service restaurants, experiential establishments—be they entertainment, breweries, wineries, or distilleries, and specialty retail. Development of AAA-rated hotels or unique, high-end accommodations would help balance the quality offerings in the area.

As the quality of place grows, not only will Moon Township be an attractive place to live, work, and play, but it can also pull in visitors, conventions, and regional audiences.

Figure 9.4: Retail Gap Analysis Moon Township



Source: ESRI, Garner Economics

**Table 9.14: Regional Degree Completions in Majors Related to Building Placemaking Assets**

Degrees by Area of Study	Associate & Certificate	Bachelor's	Graduate or Professional	Total Degrees
Agriculture & Related Sciences	32	0	18	50
Communication, Journalism, & Related	122	493	31	646
Personal & Culinary Services	665	54	0	719
Parks, Recreation, Leisure & Fitness	21	335	493	849
Visual & Performing Arts	583	1,103	263	1,949
Business, Management & Marketing	926	2,644	1,622	5,192
<b>Total</b>	<b>2,349</b>	<b>4,629</b>	<b>2,427</b>	<b>9,405</b>

Source: National Center for Education Statistics, Garner Economics  
Graduates from Pittsburgh Metro Colleges and Universities are included in table

**Table 9.15: Building Placemaking Assets Subsectors**

NAICS	Description	National Job Count	2008-2018 National Job Growth	2018-2028 National Job Growth Forecast	2018 National Average Annual Wage
4539	Other Miscellaneous Store Retailers	393,590	13%	17%	\$29,819
7211	Traveler Accommodation	1,926,685	6%	5%	\$31,577
31212	Breweries	71,244	168%	31%	\$46,705
31213	Wineries	66,445	60%	13%	\$44,939
31214	Distilleries	14,487	102%	22%	\$67,866
71399	All Other Amusement and Recreation Industries	226,410	52%	27%	\$20,806
722511	Full-Service Restaurants	5,440,732	19%	10%	\$21,200
	<b>Weighted Average/Total</b>	<b>8,139,592</b>	<b>17%</b>	<b>10%</b>	<b>\$24,562</b>

Source: EMSI, Garner Economics

**Table 9.16: Existing Pool of High-Demand Occupations for Building Placemaking Assets, 2018**

Description	Employed in Township	Employment LQ	Avg Annual Earnings
Customer Service Representatives	837	1.53	\$36,452
General and Operations Managers	474	1.06	\$133,608
Retail Salespersons	472	0.54	\$27,226
Security Guards and Gaming Surveillance Officers	434	1.85	\$23,914
Waiters and Waitresses	352	0.69	\$23,979
Cashiers	335	0.48	\$20,230
Cooks	330	0.68	\$25,756
Market Research Analysts and Marketing Specialists	221	1.76	\$68,687
Miscellaneous Sales Representatives, Services	215	0.99	\$66,023
First-Line Supervisors of Sales Workers	212	0.62	\$57,470
Grounds Maintenance Workers	147	0.53	\$28,805
Supervisors of Food Preparation and Serving Workers	146	0.68	\$38,934
Marketing and Sales Managers	132	1.07	\$145,669
Buyers and Purchasing Agents	123	1.44	\$69,589
Bartenders	116	0.96	\$23,604
Designers	110	0.83	\$45,426
Hotel, Motel, and Resort Desk Clerks	108	2.16	\$22,204
Dishwashers	83	0.84	\$21,021
Real Estate Brokers and Sales Agents	82	0.77	\$62,109
Food Preparation Workers	75	0.45	\$24,263
Athletes, Coaches, Umpires, and Related Workers	72	1.17	\$45,973
Writers and Editors	63	0.95	\$52,830
Public Relations Specialists	62	1.23	\$57,976
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	61	0.74	\$21,665
Miscellaneous Entertainment Attendants and Related Workers	50	0.71	\$24,795
Food Service Managers	38	0.68	\$51,154
Food Servers, Nonrestaurant	29	0.55	\$24,611
Musicians, Singers, and Related Workers	28	0.53	\$71,529
Meeting, Convention, and Event Planners	22	0.91	\$47,156
Actors, Producers, and Directors	21	0.52	\$62,460
Lodging Managers	17	1.88	\$55,351

Source: EMSI, Garner Economics

CHAPTER 10: WHERE DO WE GO FROM HERE? RECOMMENDATIONS TO ENHANCE THE ECONOMIC VITALITY OF MOON TOWNSHIP

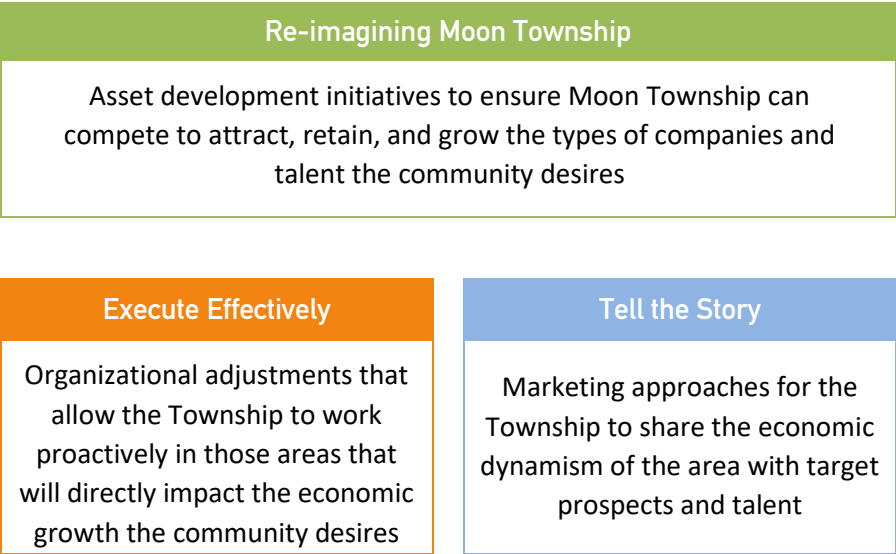


The overriding goal for this action plan is to offer recommendations that will allow the Township to build upon its history of success, while still maintaining its charm as a community. If implemented, the recommendations will ensure that the Township can continue to sustain an upward trajectory toward higher-quality economic development growth and talent attraction for well-paying business sectors.

**TRANSFORMING MOON TOWNSHIP: AN ECONOMIC DEVELOPMENT ACTION PLAN TO ATTRACT TALENT AND INVESTMENT** seeks to help strengthen the Township’s business climate, so the community can attract talent and companies to diversify the economy in a way that is sustainable and leverages its many assets.

As Figure 10.1 illustrates, the recommendations for action are categorized under three (3) areas of opportunity: Re-imagining Moon Township (Asset Development), Execute Effectively (Organizational), and Tell the Story (Marketing).

FIGURE 10.1: RECOMMENDATION CATEGORIES



## What is Competitiveness?

An area's economic competitiveness depends on several factors. On a macro level, it includes not only the regulatory environment and infrastructure an area provides but also its talent base, available sites, and economic development service delivery. A favorable tax environment and the willingness to offer creative and unique incentive packages are important, as are low operating costs and reliable, affordable sites. Similarly, companies look for areas that offer relevant and scalable skilled labor along with low labor costs as much as they look for quality sites that are flexible and allow for future expansion with minimal development time. In addition to quality sites, companies look for amenities and a quality of place that will help them—and the community—attract and retain talent. Finally, the ability of an area to provide economic development services—for example, clear, succinct, and focused marketing messages; organized and coordinated outreach; and high levels of client service—sets leading areas apart.

As the data in Chapters 2 and 3 suggests, the community has a strong foundation upon which to build. Stakeholders laud the Township's high-standards and focus on quality. However, the communities around Moon Township have also developed and cultivated their unique characters, to enhance the quality of place for their residents, as well as to lure talent within their borders. Given this competition, placemaking and the ability to differentiate itself will be a critical component of the Township's future growth<sup>2</sup>.

<sup>2</sup> Placemaking is a multi-faceted approach to the planning, design and management of public spaces. Placemaking capitalizes on a local community's

To diversify its economic base, Moon Township must continue to set itself apart from other communities in the Pittsburgh metro area not only in terms of the business climate it offers, but also with its quality of place to win projects and build a sustainable economic future for the community. It must also continue to take on transformational initiatives that will have a positive, game-changing effect on the community and create long-term economic impact.

*An estimated timeline for the optimal application of the recommendations is included in the Recommendations Summary table on page 106. Within the recommendations where appropriate or possible, an estimated budget and lead organization is noted.*



assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and well-being.



## I. RE-IMAGINING MOON TOWNSHIP (Asset Development)

### **Strategy:**

*Develop assets and initiatives that support the community's desire to attract and grow more high-quality economic activities in the area and to support the current and future residents of Moon Township.*

The Township's product is defined as the infrastructure—including a favorable business climate—needed to attract talent and investment to Moon. Local development and marketing efforts will only be successful if the community has product to sell. This includes sites and buildings, utility infrastructure, workforce development programs, entrepreneurship, quality of place assets and amenities, incentives, and other amenities to attract targeted business sectors and talent.

1. **Create a live, work, play environment (walkable urbanism) – either as a greenfield, or by re-purposing a set aside section of an existing, yet vacant office park.**

**Observation:** As noted by the University of Wisconsin–Madison, “Downtowns and business districts are the commercial hubs of our communities. Not only do they generate sales and create jobs, but they also contribute to the quality of life as they serve the needs of residents, workers, and visitors.” Moon Township has no downtown or central business district (CBD). Downtowns are considered the “living room” of a city or town. This deficiency did not go unnoticed by either those who attended a focus group, or the 339 who completed an electronic survey. The lack of a downtown, or a walkable business district, was considered a significant challenge to many who provided this feedback. Nearly all said it was a test attracting younger talent to Moon Township to live and work, because a downtown environment, much less a walkable environment, did not exist.

**Recommendation:** Creating a new urban experience is a distinct and viable possibility as a public/private partnership. Creating a downtown environment may very well be possible by working with an existing developer/owner of one of the space available office parks to create a live work play environment. A number of examples are noted below, but include the Atlanta suburbs; Asheville, NC; and, Cincinnati, OH.

The Township should consider the following: a) meet with existing developers to determine land availability. Approximately 25 acres is needed, though a design can be created based on land configuration and potential return on investment (ROI) for the developer; b) identify other sites and determine the availability for purchase or a joint venture; c) issue an RFP for a developer to do a project as a potential development partnership (incentivize the developer).

**Schedule:** 2020 for the feasibility analysis/RFP-RFI

### **Best practice examples:**

Alpharetta, GA <https://www.experienceavalon.com/>

Asheville, NC <http://www.biltmorepark.com/>

Cincinnati, OH <https://steiner.com/live-work-play/>



*Mixed-use center example*

## 2. Develop a sports destination complex for local use and destination attraction in amateur sports.

**Observation:** In both focus groups and from responses received in the electronic survey compiled by local citizens, many voiced a need for recreational venues for the children of Moon to use, e.g., an aquatics center, ball fields, etc. Because of the Township's central location in the Pittsburgh metro area, the demand for traveling amateur sports groups could also be a significant draw.

**Recommendation:** By taking that need a step further, a sports destination complex could serve as an economic generator for the Township and grow its sales and lodging tax through growth in food and accommodations, shops, sports retail stores, and more. Attracting travel teams in soccer, basketball, baseball, softball, lacrosse, gymnastics, swimming, and football is a significant economic generator for communities with the infrastructure and sports tourism marketing programs that allow those competitions to succeed. Youth sports and sports-related travel is creating an approximate economic impact of \$7 billion per year, according to the consulting firm, Sports Facilities Advisory of Clearwater, FL. **The Township should conduct a feasibility analysis of building and operating a youth and amateur sports complex, that would be used by local citizens and out of town visitors.**

Though Garner Economics is not endorsing or recommending a partnership with any particular entity or private developer, we are suggesting that the Township explore on-site, best practice examples to learn what each has done effectively and to discover lessons learned. The



Township should also consider recruiting or partnering with a private developer to help absorb some of the risk and costs involved in any capital-intensive project.

**Best practice examples:** A multitude of communities have made youth sports a priority for their community to serve both the local needs and as an economic generator and sports tourism demand driver. The following municipalities offer examples to learn from:

Round Rock, TX <https://www.sportscapitaloftexas.com/round-rock-texas/about-round-rock/>

Lawrence, KS <https://sportspavilion.lawrenceks.org/>

Sandusky, OH <https://sportsforceparkssandusky.com/explore-the-park>

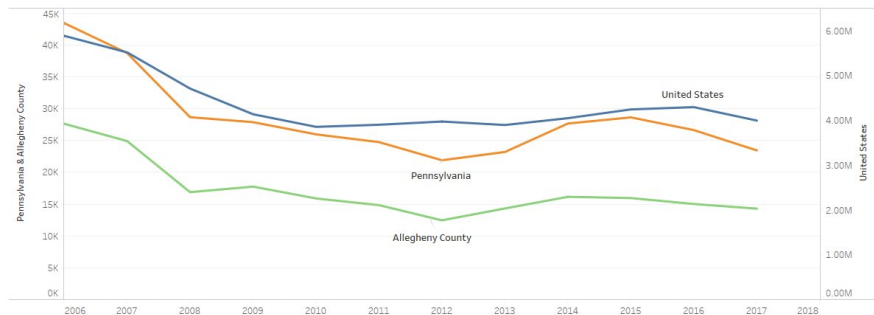
**Cost:** \$35,000 – 50,000 to test the market (feasibility analysis). \$70K with architectural drawings.

## 3. Enhance the entrepreneurial ecosystem in Moon Township with an incubator or accelerator.

**Observation:** The Kauffman Foundation suggests that, nationally, new firms and young businesses disproportionately contribute to net job creation throughout the economy and account for more than two-thirds of gross job creation. Tracking the employment by new firms, those established less than one year, is a good measure of the entrepreneurial ecosystem of an area. The ability to create a new company and create new jobs helps to bolster the local economy. Additionally, new firms contribute disproportionately to job creation and have an important role in employment growth.

At the local level, the number of people employed at firms which were newly established illustrates how startups add to the economy. Allegheny County, the smallest area available for this study, is declining in the number of people employed by new firms since 2005 which is trending with Pennsylvania and the nation.

FIGURE 10.2: EMPLOYMENT AT NEW FIRMS



Source: US Census Bureau, LEHD, Garner Economics

Measuring the proportion of persons who are self-employed is a rough means of gauging entrepreneurial activity, which, in turn, can provide a view of local risk-taking and economic dynamism.

As of 2017, 7.2 percent of workers in Moon Township were self-employed (Table 10.1). The proportion is below all other benchmarks examined. Of those self-employed, a much higher share is in the category of *Not Incorporated*, which includes unpaid family workers versus *Incorporated* ventures, for all geographies. Moon Township was the only area that saw growth in self-employment over the past five years, albeit very minor, at 0.4 percent.

Table 10.1: Self-Employed as a Percentage of Workers 16 Years +  
(Highest Relative Number Shaded)

Geography	Self-Employed - Incorporated	Self-Employed - Not Incorporated	Total Self-Employed 2012	Self-Employed - Incorporated	Self-Employed - Not Incorporated	Total Self-Employed 2017	Change in Self-Employment
	Self-Employed 2012			Self-Employed 2017			2012-2017
Moon Township	3.6%	3.2%	6.8%	2.7%	4.5%	7.2%	0.4%
Allegheny County	2.8%	4.6%	7.4%	2.7%	4.7%	7.4%	0.0%
Pittsburgh Metro	2.7%	5.0%	7.7%	2.7%	4.7%	7.4%	-0.3%
Pennsylvania	2.8%	5.6%	8.4%	2.9%	5.2%	8.1%	-0.3%
United States	3.5%	6.4%	9.9%	3.5%	6.1%	9.6%	-0.3%

Source: U.S. Census Bureau American Community Survey (5-Year Averages compared); Garner Economics

The community appreciates the potential of such entrepreneurial activity in Moon Township. In focus groups, discussion ensued about the need for an incubator or accelerator space to help startup companies continue the growth trend and beat the odds of failure.

**Recommendation: The Township should support and encourage Robert Morris University and their Massey Center for Entrepreneurship to create a small-business incubator or accelerator as a supplement to their programs to grow entrepreneurship in the area, and to help entrepreneurs overcome the odds of startup failure.**

The International Business Innovation Association defines business incubators as “facilities and programs that nurture the development of entrepreneurial companies, helping them survive and grow during the startup period, when they are most vulnerable. These programs provide their client companies with business support services and resources tailored to young firms. The most common goals of incubation programs are creating jobs in a community, enhancing a community’s entrepreneurial climate, retaining businesses in a community, building or accelerating growth in a local industry, and diversifying local economies.”

According to the State of the Business Incubation Industry, as of 2012, there are about 1,200 incubators in the United States, up from 12 in 1980.

***About 32 percent of North American business incubators are sponsored by academic institutions.***

- 25 percent are sponsored by economic development organizations.
- 16 percent are sponsored by government entities.
- 4 percent are sponsored by other types of organizations.
- 4 percent of business incubators are “hybrids” with more than one sponsor.
- 4 percent are sponsored by for-profit entities.
- 15 percent of incubators have no sponsor or host organization.

Based on our own observations of successful incubation programs and facilities (which are validated by the statistics noted above), *we believe that the best chance for success is a collaboration between RMU and the Township.* Ideally, the incubator would be managed by an academic institution, and the representatives from that institution would serve as a resource to the entrepreneurs that are housed at the facility.

#### **4. Create a Keystone Innovation Zone (KIZ).**

**Observation and Recommendation:** Based on the Targeted Industry Sectors noted in the previous chapter and the Township’s efforts in attracting technology-based companies, the Township should apply for a KIZ designation from the Commonwealth.

The KIZ is an incentive program that provides tax credits to for-profit companies less than eight years old operating within specific targeted industries within the boundaries of the Keystone Innovation Zone, and where partnerships between higher education institutions and technology-based businesses are encouraged. With a total pool (statewide) of up to \$15 million in tax credits available to KIZ companies annually, the KIZ tax credit program significantly contributes to the ability of young KIZ companies to transition through the stages of growth. This compliments the Township’s and RMU’s efforts in growing entrepreneurship in the previous recommendation (recommendation 3 above).





## II. EXECUTE EFFECTIVELY (ORGANIZATIONAL)

### Strategy:

*Build a focused economic development service delivery mechanism, for existing and potential businesses in Moon Township, that is aligned with the future vision for the community and the needs of the target business sectors.*

1. **Create a Department of Economic & Community Development (DECD) for the Township and hire an economic development director. Rename the Community Development Department to its actual functions of Planning and Building Regulations.**

**Observation:** Moon Township has never had an Economic Development Department or an economic development director. The Township does have a “Community Development” department, which—in reality—is the planning and building regulations department (see Figure 10.3).

Community development is defined by the Cambridge Dictionary as “the activity of working with the people from a particular area in order to try to improve their quality of life.” Based on the Township’s web site and our own analysis of the responsibilities of the currently named Community Development Department, the role and mission of the department is more of a regulatory environment related to planning, zoning and building regulations.

Municipalities in the United States that are serious about growing their communities and diversifying their economic base have a service delivery function that is focused solely on activities related to facilitating investment decisions in their respective communities, or on working to enhance the product of the municipality so that there is something to sell, e.g., business parks, inviting downtowns, a competitive business climate, and more.

FIGURE 10.3: DEPARTMENT MISSIONS



Recommendations:

- a. **Moon Township should create a Department of Economic and Community Development** that will focus on business recruitment, business retention, product development (community improvement as it relates to economic development). The Department should also serve as an ombudsman or liaison between municipal government and those individuals and businesses considering an investment or expansion in the Township.

This office will serve under the organizational structure of the Township Manager. Once this department has been created, then the Township should hire a professional economic development practitioner. The International Economic Development Council (IEDC) can serve as an effective resource to promote the job opening and position. A sample job description template can be found in the Appendix.

FIGURE 10.4: PROPOSED ORGANIZATIONAL STRUCTURE



A sample budget for the first year is noted in Table 10.2. Some of these line-item expenditures will be one-time costs, such as office equipment, the development of a website (separate portal than the Township’s), some brochure and printing costs, etc.

TABLE 10.2: SAMPLE OECD BUDGET

Expenditure	Projected Amount
Salaries (Director + Admin) 1.5 (persons)	\$ 94,000
Benefits	31,020
Travel	15,000
Publications/Marketing	30,000
Training	5,000
Contracted Services	35,000
Miscellaneous	25,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 235,020</b>

- b. **Once the office of Economic and Community Development is created, then the Community Development Department should be renamed** to clarify its actual functions of planning, zoning and building regulations. An example of a name could be Planning and Code Enforcement.

Examples of Municipal Departments of Economic and Community Development:

Bethlehem, PA <https://www.bethlehem-pa.gov/econdev/>  
Johnstown, PA <http://cityofjohnstownpa.net/economic-development/>  
Lynchburg, VA <http://www.opportunitylynchburg.com/>  
Opelika, AL <https://www.opelika-al.gov/294/Economic-Development>

**Cost:** \$235,020

### III. TELL THE STORY (COMMUNICATE)

#### Strategy:

*Share the Township's story as a competitive business location with executives representing companies in the area's key business sectors.*

#### 1. Undertake focused external outreach efforts.

**Observation:** The Township's business solicitation efforts to date have been reactive at best. To implement the Target Industry Strategy, more emphasis should be placed on fine-tuning messages and marketing to target audiences that will have a direct impact on the area's economic development goals. A priority for the newly developed DECD should be developing an integrated plan for communications and marketing to the targets. Doing so will strengthen the Township's economic development, entrepreneurship, business attraction, and talent attraction efforts.

##### a. Conduct a focused, targeted outreach to Pittsburgh area real estate brokers and developers.

The Pittsburgh commercial real estate community can be of help in promoting Moon Township as a lower cost, yet high-quality alternative to other parts of the Pittsburgh metro. This will be of even more value once the Township has a live, work, play master planned community, and the Township can use that planned development in its marketing efforts to this influential group.

The proposed economic and community development department should call on these brokers at least quarterly so as to avoid being out of sight, out of mind. As relationships are formed and the planned development is designed, even more frequent visits to this group of influencers have merit.

##### b. Develop a relationship and partner with the Pittsburgh Regional Alliance for an external marketing effort.

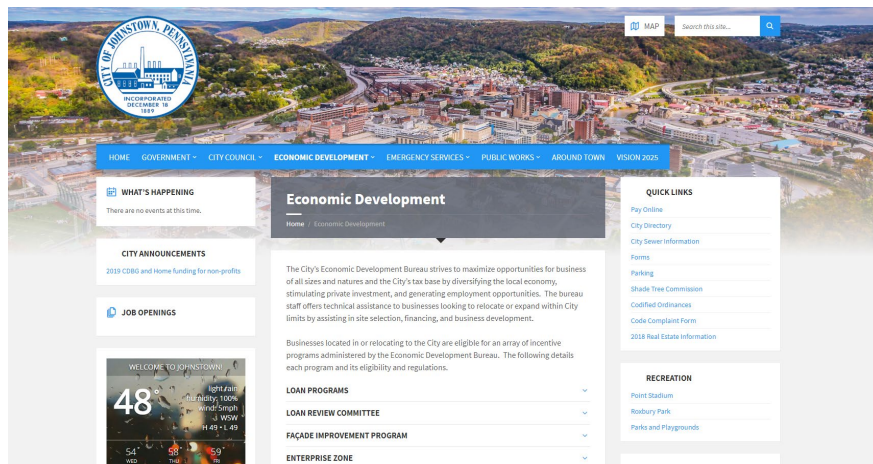
The Pittsburgh Regional Alliance (PRA), the economic development marketing affiliate of the Allegheny Conference on Community Development (<https://pittsburghregion.org/>), offers a complete package of services to companies looking to locate or expand in any of the 10 southwestern Pennsylvania counties comprising the Pittsburgh region. The PRA does an effective job in promoting the region's assets and in marketing the area on a global scale. The proposed DECD should work to create an effective relationship with the PRA and utilize their services to promote Moon Township. Community branding and marketing is expensive if done effectively. An effective marketing budget for Moon Township is problematic with limited resources. By subscribing to our mantra of ***"market regionally and sell locally,"*** an effective partnership with the PRA could yield significant results.



## 2. Create a website page/portal for economic development efforts to better tell the story of what Moon Township has to offer as a vibrant business location.

**Observation:** A community's promotional website is the most important marketing tool and Moon Township is no different in that regard. Once the DECD is created and staffed, the first order of business as it relates to marketing Moon Township for investment opportunity purposes will be creating a website page or separate portal attached to the existing Township website. The information that will be disseminated by the DECD will be detailed and voluminous, and the use of maps, and perhaps videos, will give the design of this new website a much different feel than the Township's existing site.

*City of Johnstown, PA home page*



**Recommendation:** This new website will need to be designed to offer the resources that meet the specific needs of the DECD's audience (customers). The Township will need to engage a web developer to create the page(s) once administrative management of the DECD has been determined. Our recommendations for the DECD website include:

- Place globally positioned contact information (especially phone) at the top of each page and on all downloadable material.
- Use the economic and labor data from this report to populate the website. The data from the economic and labor analysis is comprehensive and will allow potential investors the ability to evaluate Moon Township effectively.
- Write a central home page paragraph that describes the site's purpose and the mission of the DECD.
- Integrate optimized, branded, thematic maps throughout the site to orient and inform the audience as they read related text.
- Have navigation to better serve your audiences. Consider orienting navigation by audience type and for each of the four business sector targets.
- Improve traffic to the site by focusing on search engine optimization in your site redesign.
- Include social media applications in your web strategy.



**Best practice examples:**

Lynchburg, VA <http://www.opportunitylynchburg.com/>

Johnstown, PA <http://cityofjohnstownpa.net/economic-development/>

Wichita, KS <http://www.wichita.gov/Economic/Pages/default.aspx>

**Cost:** \$25,000

**3. Create a value proposition promotional brochure/prospectus for each of the four targeted business sectors.**

**Observation:** Existing employers are a community's greatest ambassadors and assets—if they are happy in their environment. Moon Township should establish targeted business sectors working groups for each of the four focused targets to serve as ambassadors to the area. In the Targets chapter, detailed information is provided offering a rationale of why each targeted sector could operate effectively in Moon Township.

**Recommendation:** The DECD should build upon the target industry identification in this report and create business sector profiles and message points that will resonate with the target companies. This activity should include developing a prospectus on the value proposition for why these four targets can profit and grow in the area. The collateral should be accessible in both printed and digital formats.



## CHAPTER 11: CALL TO ACTION



*Status quo, reactive, complacent.*

These are the words that many Moon Township constituents that participated in the stakeholder engagement process for this action plan described the community and its

economic development trajectory. Based on local feedback and our own analysis of the community, this action plan has been developed that is focused on attracting and retaining talent, and in turn, attracting high-quality investments to the community.

**TRANSFORMING MOON TOWNSHIP: AN ECONOMIC DEVELOPMENT ACTION PLAN TO ATTRACT TALENT AND INVESTMENT** provides a roadmap for Township leaders to raise the bar in its economic development efforts. It provides recommendations for long-term structural investments to ensure that Moon Township can better leverage its assets as part of the Pittsburgh metro area and its close proximity to Pittsburgh International Airport.

The action plan also calls on the community leadership to take on catalytic/transformational initiatives to strengthen the community's product inventory and the development of quality of place assets. Such strategic steps will help Moon Township differentiate itself and attract the target business sectors. Coupled with this change, Moon Township leaders will

need to be more outward-facing in its marketing and attraction effort. In addition to targeting the optimal business sectors noted earlier in this report, the Township must continue to work with other economic development partners, the private sector, and stakeholders to create and encourage the development of the spaces and places where such activity will occur. This will include the much needed addition of an Economic and Community Development Department and Director.

The status quo is not an option. Being reactive should not be an option. By taking on actionable and measurable plans to focus its entrepreneurial, retention, and attraction efforts, Moon Township can become more competitive. With added focus, the Township can make huge strides in its economic development efforts and build the community it desires.

\*\*\*Garner Economics would like to thank the Moon Township staff, the focus group participants, and the residents who took the time to complete the electronic survey. The staff's feedback, compilation of data, information, openness and willingness to explore various opportunities to strengthen operations have contributed to the richness and rigor of this actionable strategy.

## RECOMMENDATIONS SUMMARY

The recommendations below form the core of the **TRANSFORMING MOON TOWNSHIP** strategy and will inform the Township's economic and community development for years to come. By taking proactive steps to strengthen its assets and placemaking initiatives, Moon Township can build economic opportunities for its residents. These recommendations were developed given the analysis and assessments of the first two phases of the project.

Strategy	Actions	Timing
<b>Re-imagining Moon Township (Asset Development)</b>  Develop assets and initiatives that support the community's desire to attract and grow more high-quality economic activities in the area and to support the current and future residents of Moon Township.	<ol style="list-style-type: none"> <li>1. Create a live, work, play environment (walkable urbanism)—either as a greenfield, or by re-purposing a set aside section of an existing, yet vacant office park (feasibility analysis/RFP).</li> <li>2. Develop a sports destination complex for local use and destination attraction in amateur sports (feasibility analysis).</li> <li>3. Enhance the entrepreneurial ecosystem in Moon Township with an incubator or accelerator at RMU.</li> <li>4. Create a Keystone Innovation Zone (KIZ).</li> </ol>	2020   2022-2023  2020-2021  2021
<b>Execute Effectively (Organizational)</b>  Build a focused economic development service delivery mechanism, for existing and potential businesses in Moon Township, that is aligned with the future vision for the community and the needs of the target business sectors.	<ol style="list-style-type: none"> <li>1. Create a Department of Economic &amp; Community Development (DECD)               <ol style="list-style-type: none"> <li>a. Hire an economic development director.</li> <li>b. Rename the Community Development Department to its actual functions of Planning and Building Regulations</li> </ol> </li> </ol>	2020  2020

Strategy	Actions	Timing
<b>Tell the Story (Communicate)</b>  Share the Township's story as a competitive business location with executives representing companies in the area's key business sectors.	1. Undertake focused external outreach efforts.	
	a. Conduct a focused, targeted outreach to Pittsburgh area real estate brokers and developers.	2020-2025
	b. Develop a relationship and partner with the Pittsburgh Regional Alliance for an external marketing effort.	2020 -2025
	2. Create a website page/portal for economic development efforts to better tell the story of what Moon Township has to offer as a vibrant business location.	2020
	3. Create a value proposition promotional brochure/prospectus for each of the four targeted business sectors.	2020

## APPENDIX A: FOCUS GROUP PARTICIPANTS

Name	Title	Company
Tyler Laughlin	Manager, Government and Community Affairs	ACAA
David Storer	Manager of Real Estate Development	ACAA
Lynn Manion	Executive Director	ACTA
Carmen Bochicchio	General Manager, Asset Services	CBRE (Cherrington)
Nick Homa	Compliance Officer	Clearview FCU
Kathy Pfister	Sales Associate	Coldwell Banker Real Estate
Terry Chesky	Owner	Consignment Cottage
Charlie Budavich	Owner	Diane Cleaners
Brenda Batchelor	Branch Manager	First National Bank
Jodi Allison	Executive Assistant to the CEO	Harbison Walker Int'l.
Norm Mitry	President and CEO	Heritage Valley
Rochelle Stachel	President	HRV
Jim Glessner	Chairman/CEO	Lockhouse
Jill Regan	Director of Fiscal and School Services	MASD
Michael Lincheck	Planning Practice Manager	Michael Baker
Jim Webster	Solicitor	MIDA
Michele Santicola	Supervisor	Moon Township
Jeff Ziegler	Assistant Manager	Moon Township
Lynn Colosi	Board Member	MTA
John Riley	General Manager	MTMA
Mark Mustio	PA Representative	PA Representative
Chris Heck	President and CEO	PAACC
Shawn Crago	Owner	Patrick's Pub
Dr. George Deme	Owner	Pittsburgh Orthodontic Group
Marla Gottschalk	Assistant	Pittsburgh Orthodontic Group
Lynne McCullough	Executive Director	Play Academy
Austin Osier	Marketing	Play Academy
Chris Walker	Program Manager – Scheduling	Port Authority
Jonathan Potts	VP, PR and Marketing	RMU
Derya Jacobs	VP for Corporate Relations	RMU

Paul Tobin	Executive Vice President	Rolls Royce Engineering
Christine Diamant	Communications Manager	ServiceLink
Mark Brenner	Store Manager	Sheetz
Caitlin Wampler	Vice President	Synergy Real Estate
Mark Winklosky	Operations Chief of Public Affairs	USAF
Brian Zator		USAF
Erika Deyarmin		Waste Management
Al Pasquarelli		Waste Management
Terri Hupp	Branch Manager	West-Aircomm FCU

## APPENDIX B: FOCUS GROUP QUESTIONS

1. What are several words or phrases that describe MT?
2. What do you think are some of the biggest obstacles that inhibit the city in its ability to attract, expand, or retain businesses and investment?
3. On a scale of 1 to 5 with five being best, how would you rate the business climate of Moon Township? <sup>3</sup>
4. What do you see as the area's strengths?
5. How do you see the current labor situation in the area (both quality and employee attraction and availability)?
6. What infrastructure is missing or unsatisfactory in the Township?
7. What would you work to change about the community, not worried about money or politics?
8. Give some examples of unique and innovative programs or initiatives that you believe are having a positive impact on increasing the competitiveness of the Township/region?
9. Are there programs in peer/competitor cities that the Township should consider for the area? If so, give examples.
10. What types of companies do you think would be a good fit for the MT region and why?
11. What are your past experiences with and current perceptions of the various economic development efforts by group(s) involved in investment attraction, retention and assisting entrepreneurs? How could these efforts or groups be improved?
12. Are there any other issues of concern to you?

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<sup>3</sup> Business climate is defined by those policies and laws enacted by the local government, that impact local businesses.



## APPENDIX C: FOCUS GROUP SUMMARY

Three Focus Groups held at Moon Township Town Hall, 1000 Beaver Grade Rd, on Tuesday, December 11, 2018.

9:00 AM: Large Employers (12 attendees)

11:00 AM Small Business & Entrepreneurs (11 attendees)

1:30 PM Government & Academia (16 attendees)

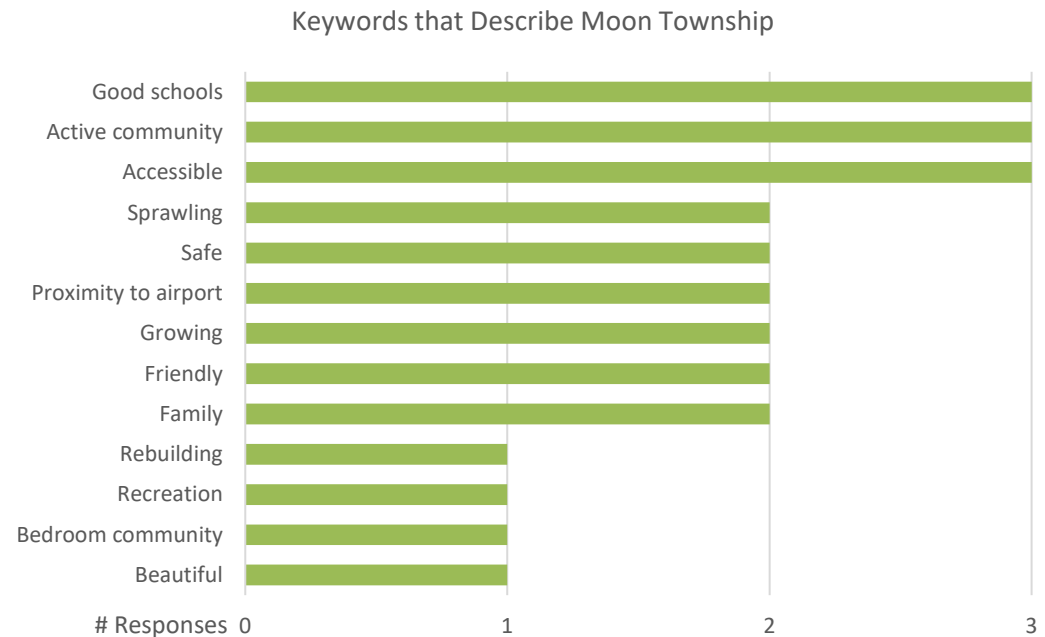
A total of 39 people participated in focus group sessions answering questions (Appendix B) and giving feedback on the business environment in Moon Township. The following is a summary of these responses obtained in-person during the sessions.

Focus Group	Live in Moon	Work in Moon
Large Employers	4	12
Small/Entrepreneurs	5	11
Government/Educational	3	14
<b>Total</b>	<b>12</b>	<b>37</b>
<b>Percent of Total Participants</b>	<b>31%</b>	<b>95%</b>

*When asked how many participants lived and worked in Moon Township, 31 percent lived in town and 95 percent of participants worked in Moon Township.*

### 1. What are several words or phrases that describe Moon Township?

Keyword	# of Responses
Accessible	3
Active community	3
Beautiful	1
Bedroom Community	1
Family	2
Friendly	2
Good Schools	3
Growing	2
Proximity to airport	2
Rebuilding	1
Recreation	1
Safe	2
Sprawling	2



## 2. What do you think are some of the biggest obstacles that inhibit the city in its ability to attract, expand or retain businesses and investment?

Obstacle	# of Responses
Attracting retail	1
Community perception	2
High Taxes perception	1
Lack of amenities	8
No town center	2
Office park isolation	1
Power	1
Separation from Coraopolis	1
Topography	1
Transportation	6
Young talent attraction	1

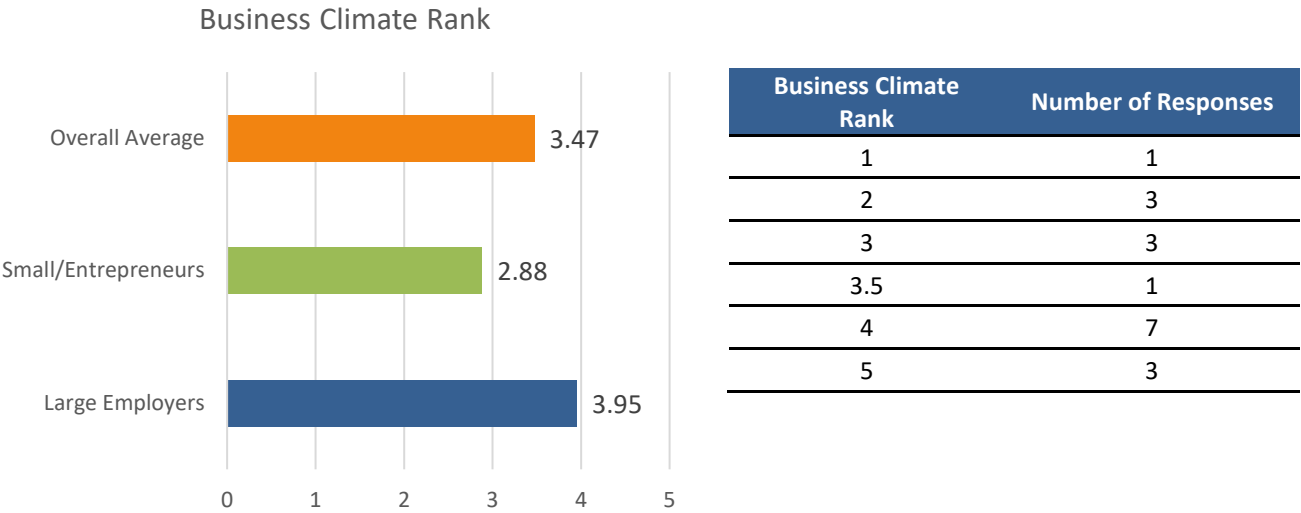
### Comments:

- Attracting retail to Moon is a challenge
- Lack of Amenities are a huge inhibitor
- Example of some office parks – Cherrington – installing work out facility, other amenities
- Don't know where to go for a restaurant, go out for drinks
- Proximity of Robinson to Moon – Competitive factor in retail
- Moving into Moon – lack of things to do in general
- Beaver County – go to Robinson for restaurants & shopping
- Trends in younger generation – harder to get talent from city. Lack of community center/town center
- Majority of Moon works in an office park
- Power grid has been an issue – power goes out (residential and business)
- Zip code – Coraopolis and Moon Township – there needs to be a separation/identity
- Topography is a challenge
- Transportation – not easy access from here to Pittsburgh
- Public transportation
- Trends in younger generation – harder to get talent from city. Lack of community center/town center
- Roads – getting to Moon – 5 lanes shrink into 2...
- Less transportation options (public)
- Perceptions of who we are as a community - People think it's just the airport or the university
- Types of business – nothing that draws people
- No downtown
- Office buildings - lack support in terms of amenities
- Perception is a bedroom community and satisfied with that
- Very auto-centric – people want walkable
- Access – street infrastructure
- Tax base – perception of “taxsylvania” perception of high taxes
- Not having a defined town center – planning department

Comments, continued

- Software firm attracting talent – we’ve had to hire and located elsewhere
- Not enough energy and socializing in Moon – no market square to walk to
- Need to connect areas – Walmart park is good, it would be better if it were more of a town center
- Biggest bike trail in the country Montour. We have bike trails but we need more business.
- No town center, nothing brings it all together
- Apartments – access to Pittsburgh. Public transportation.

2. On a scale of 1 to 5 with five being best, how would you rate the business climate of Moon Township? <sup>4</sup>



<sup>4</sup> Business climate is defined by those policies and laws enacted by the local government, that impact local businesses.

#### 4. What do you see as the area's strengths?

Strength	# of Responses
Good Schools	4
Recreation	4
Access to airport	2
Accessible/Proximity to Pittsburgh	2
University	2
Business focus	1
Events Center	1
Friendly	1
Good Property Values	1
Health Care	1
High Standards	1
Housing	1
Military	1
Near Economic Drivers	1
Several Demographics	1
Supportive	1
Talent Access	1
Talent Retention	1
Water & Sewer	1
Balance	1

#### Comments:

- Supporter of local military and large presence
- Several groups distinct – several demographics
- Accessibility to airport
- Schools
- Higher standard (socialness...)
- See a wide variety – business focus
- University a big plus to the area
- Building an events center (university) – will put spotlight on the school
- Parks and rec – revamped
- Able to retain people in area
- Accessibility to Pittsburgh
- Close to Montour trail
- Moon identity, good schools, good place to live and raise kids.
- Cranberry Township– crazy growth, congestion. Moon has BALANCE.
- Good property values.
- School system moving upwards.
- University
- Schools K-12
- Solid property values
- Friendly people
- Support of business (Chamber)
- Moon Park
- Green space – parks, yards
- Housing in all budgets
- Proximity to airport, access to interstates,
- Proximity to major econ drivers – military, shell
- Access to talent – RMU, and other ed institutions
- School district – high school very strong
- World class healthcare – regional strength. Proximity to facilities
- Adequate w & s for development – plenty of water to sell

## 5. How do you see the current labor situation in the area (both quality and employee attraction and availability)?

Labor Force Themes	# of Responses
Talent Attraction	2
Transportation	2
Absenteeism	1
Jobs outpacing population growth	1
Lack of amenities	1
Lacking	1
Lacking soft skills	1
Pay perception	1
Selling Convenience	1
Skilled labor shortage	1
Technology skill shortage	1
Unskilled labor attraction	1
Unskilled Labor perception (low wage)	1

### Comments:

- Lack of amenities a huge inhibitor
- Some feel no downtown is not a challenge. Ease of parking, traffic, etc. is a draw
- Moon has the perception that we pay more
- No public transport
- Everyone's problem: attracting talent
- Competing with millennial population in Pittsburgh
- Unskilled labor is an issue
- Lack of public transportation a barrier
- Both quantity and quality
- Shortage of skilled labor, truck drivers in particular
- Absenteeism
- Job opportunities have outpaced population growth.
- Technology skill set shortage
- Soft skills and leadership skills lacking
- Perception – Moon has a lot of service and lower wage positions available

*Question posed: Has lack of downtown been a detriment to you in hiring/hiring.*

- Yes – but we sell Pittsburgh
- No – bring experienced people that are “over” the traffic, etc. Brings back a quality of life and cheaper cost of living.
- Opportunity for aging millennials, moving when they want the good schools. But they are still looking for that sense of place.

## 6. What infrastructure is missing or unsatisfactory in the City?

Missing Infrastructure	# of Responses
Transportation	10
Lack of amenities	2
Recreation	2
Electric	1
Housing	1
No town center	1
Planning	1

### Comments:

- Electric grid lacking - power down more often
- Walk or bike infrastructure - alternative transportation
- Connecting to downtown- Pittsburgh
- Lack of delineation between commercial areas and neighborhoods
- Retail and restaurants - have to go outside of Moon for business meetings
- Beaver Grade Rd needs to be addressed. Red lights don't seem synchronized – traffic
- Public transport – bus routes cut

## 6. What infrastructure is missing or unsatisfactory in the City? (continued)

- Recreation centers: Shuts down at nighttime – no place for young people.
- No place that is accessible for kids' activities (older kids).
- Lack of sidewalks connecting neighborhoods-parks
- Public transportation
- Recreational – not biker friendly (not safe)
- Missing segments of street network – incomplete – multimodal activity centers
- Competing communities building community centers
- Stretch between regional/local – internal network is a challenge
- Difficult to attract millennials – due to lack of amenities (sidewalks, bike paths)
- Millennials can't afford to live here
- Moon Township – an urban center – there will be more job opportunities for millennials to work here. If they don't build a gathering area/green area they won't live here.
- Shopping, fitness centers, and assets in Robinson.

## 7. What would you work to change about the community, not worried about money or politics?

Missing Infrastructure	# of Responses
Transportation	6
Town Center	5
Housing	4
Events	1
Incubator	1
Recreation	1
Restaurants	1

### Comments:

- Public transportation
- Affordable housing for younger people (below \$200k)
- Downtown; mixed use or live and work
- Bike paths
- Apartments - current stock is old and run down. Need more to attract young
- Town center/lifestyle center (not many western PA-
- Cater to millennials - not looking for house in the suburbs
- Walkability and urban feeling
- Apartments - 1 to 2 bedroom
- Town center - village oriented; place to gather and walk
- A place to go: a clock tower where to go to find out the greatness of here. This presence and story are compelling when you get there. Parks and recreation starting to do some things by town hall – not that great and not that many people know about it.
- Build an incubator for mom and pops to be somewhere safe where young, innovative people can open businesses.
- Recreation opportunity
- Restaurants that are not fast food. Not a lot here where business is located. \ Quick and in town.

## 7. What would you work to change about the community, not worried about money or politics? (continued)

- Sidewalks everywhere, more green along the streets. Sides of the roads.
- Somerset – Somerfest – a place or a festival about Moon.
- Walkable areas of businesses connected to residences, parks, etc. Multimodal.
- Linear access to downtown (15 miles in 15 minutes). That alone would open opportunities. Help all those here and market that to others.

## 8. Give some examples of unique and innovative programs or initiatives that you believe are having a positive impact on increasing the competitiveness of the Township/region?

- Events center/arena (RMU)
- Pittsburgh innovation center (Education/lab center)
- Miracles in Moon - playground accessible to all
- Military partnering with community
- Farmers market
- Parks – miracle field – friendly and likeable. Looking at everyone as a whole.
- Military – Wings over Pittsburgh airshow
- RMU – relationship. Good scholarship opportunities – can attend while still in high school (early college)
- Airport – new terminal. Air service. International. Cargo. Tremendously well thought out plan. 195 acres 1.4 million sf. Tremendous opportunity for region. 2023 new terminal open.
- Military. Air force, Army. (Separate entities but cooperative). Converting aircraft. 100 Full time jobs. 400 part time jobs. Aircraft to bring new opportunities. We are members of community – reservists. Construction dollars – booming economically for contractors
- Opening the event center (RMU)
- Unique things – 911, airport, corporate HQ - but it's not oversaturated. Scale is good.
- Moon Transportation Authority – implemented to deliver – real estate taxes in certain areas to build interchanges, sidewalks, etc. (one other has copied). Any projects are 50-50 partnership with state \$\$.

## 9. Are there programs in peer/competitor cities that the Township should consider for the area? If so, give examples.

- Lawrenceville & East Liberty in Pittsburgh. Promoted development and now transformed into hipster area.
- Making walking and bike lanes accessible and acceptable
- Hudson Ohio – planned development (privately owned). Accumulated land and built a town square.
- Sidewalks and greenery – Seattle. Free electric bicycle.
- Academically speaking – American school overseas – recruiting students to come learn different environments



- Lancaster – ability to renovate and repurpose roadways to create more smart streets and access. Opportunity to do smart streetscapes, etc.
- Bikers – Florida. Paved trails all over the place. Biking safely.
- Fairbanks – all paved bike paths parallel with roads.
- Replicate what nearby communities – Oakland – bike lanes

10. What types of companies do you think would be a good fit for the Moon Township region and why?

Type of Company	# of Responses
IT/Tech	3
Medical	2
MRO	2
Engineering	1
Events	1
Incubator	1
Sustainable/Green Targets	1
Trade School	1

*Comments:*

- Tech – leverage access to airport
- Events - business event. Mentioned global feel and proximity of airport
- Medical & Tech – referenced RMU majors
- Sustainable/Green Targets: 20-30s looking green/farm to table. Whole foods.
- Address environmental into retail-restaurants.
- Education. Bring in a trade school.
- Higher end restaurants.
- CMU satellite incubator here for whole community.
- Restaurants – sit somewhere (not a booth) Someplace to take clients for lunch.
- Retail stores. Local, something other than Wal-Mart. Nothing that brings people in for social –
- Small movie theater
- Trader Joes. Something that brings people into the township.
- MROs – facilities and space issues?
- Military – MRO? Training being done by them.

11. What are your past experiences with and current perceptions of the various economic development efforts by group(s) involved in investment attraction, retention and assisting entrepreneurs? How could these efforts or groups be improved?

- Robert Morris has economic development meetings every quarter. Currently an ad hoc group, but there is opportunity to include more people.
- No negative experience with RMU. Never want RMU to become the identity of Moon.
- Chamber of commerce a great institution. Grow members – network.
- Regional/County groups work on Moon's behalf
- Surprised and frustrated as a lack of vision. There is a lot of low hanging fruit, but people are not talking. Need a little more talking – and the “we don’t do that.” Great people but we need to talk and get going. Meet more formally.
- University has a role in problem solving.
- University growing relationships/partnerships. Roundtable group hosted – and feel like progress has been made.
- MTA – delivers current initiatives. Level of coordination here outstanding. Very good cooperation with township and transportation.
- Problems are not always in one township. Should work with other townships.

12. Are there any other issues of concern to you?

- Communication on what is happening in area.
- Needs to be more general communication and some "rah-rah" activity in businesses
- Magazine and cable station, would like to see something online
- Attracting people
- Consistent message

## APPENDIX D: SURVEY RESPONSES

**1. What are several words or phrases that describe Moon Township? (Choose up to five responses.)**

Response Option	# rec'd
Proximity to airport	266
Good schools	246
Safe	159
Family-oriented	149
Accessible	98
Friendly	90
Growing	87
College town	63
Sense of community	46
Active community	43
Beautiful	35
Bedroom community	35
Sprawling	34
Recreational activities	30
Small	25
Diverse economy	18
Rebuilding	16
Other	13
Entrepreneurial	3

**Other responses not noted above included:**

- Lacks sense of community spirit (4)
- Young
- Congested
- High Taxes
- Convenient to shopping, Pittsburgh
- Wealthy
- Expensive
- Unsafe

**2. What do you think are some of the biggest obstacles that inhibit the region in its ability to attract, expand, or retain businesses and investment? (Choose up to five responses.)**

Response Option	# rec'd
Lack of quality restaurants	222
No town center	193
Lack of retail	185
Taxes and fees	154
Lack of transportation options/infrastructure	134
Lack of amenities	128
Inability to attract and retain young talent	52
Poor infrastructure	31
Isolated location of office parks	29
Lack of demographic diversity	27
Other	24
Topography	23
Negative perception of community	17
Lack of industrial parcels	9
Poor worker quality	6
Lack of sufficient/reliable power sources	1

**Other responses not noted above included:**

- Lack of a public recreation community center (2)
- Zoning
- Overly restrictive building requirements (3)
- Township Officials (5)
- High Cost of Retail space
- Failure to adequately plan
- Lack of sidewalks (2)
- unsightliness of all the power lines
- Saudi and Mexican population

**3. On a scale of 1 to 5, with 5 being "Very Strong," how would you rate the business climate of Moon Township (with business climate defined as those policies and laws enacted by the Township that impact local businesses, either positively or negatively)?**

Response Option	Responses
1 - Very Weak	8
2 - Weak	40
3 - Average	162
4 - Strong	69
5 - Very Strong	6

**4. What do you see as the community's strengths (Choose up to five.)?**

Response Option	# rec'd
Access to airport	275
Good schools (K-12 and higher education)	264
Accessible/Proximity to Pittsburgh	157
Proximate to strong economic drivers (e.g., Pittsburgh, Pittsburgh International Airport, USAF Reserve 911th Airlift, 316th Expeditionary Sustainment Command, etc.)	129
Strong property values	105
Family-friendly atmosphere	102
Proximity to healthcare	55
Housing options	51
Township maintains high standards	49
Friendly	47
Military	40
RMU Events Center	36
Recreation	32
Sense of community	30
Water and sewer capacity	20
Sustainable growth	12
Access to skilled workers	10
Strong quality of place	10
Diverse population	8
Dedicated/stable workforce	6
Other	6
Diverse economic base	4
Business focus	2
Ability to retain skilled workers	1

**Other comments included:**

- Excellent police force (2)
- Parks (e.g., Hollow Oak) (2)
- Low crime
- Sidewalks in neighborhoods

**5. How do you see the current labor situation in the area (both quality and employee attraction and availability)? (Select all that apply.)**

Response Option	# rec'd
Strong competition with Pittsburgh; large number of out-commuters	118
Lack of amenities to retain talent	113
Aging workforce	57
Difficult to attract talent	47
Shortage of skilled labor	41
Difficult to find entry level workers	39
Hard-working workforce	37
Difficult to find skilled mechanical/technical labor	27
Shortage of technology skills	25
Strong labor pool in particular industries	25
Workforce lacks soft skills	21
Other	21
Difficult to recruit needed workforce nationally	20
Issues with absenteeism	19
Available jobs are outpacing population growth	19
Small pool of mid-level professionals	18
Easy to find labor for lower skilled tasks	15
Quantity and quality are excellent	14
Able to recruit needed workforce nationally	9

**Other comments included:**

- No opinion/not sure (15)
- Lack of public transportation for low-skilled positions (3)
- Lack of high paying skilled jobs
- Not an issue
- Difficulty finding lower skilled workers
- Very few jobs for older non-skilled workers.

**6. For the purposes of this question, hard infrastructure is defined as the physical networks such as roadways, sewer, broadband internet, airports and/or ports; soft infrastructure refers to institutions or places that support the economic, health, and cultural climate of a place, such as the education system, the healthcare system, system of government, and/or parks. What hard or soft infrastructure is weak or missing in the area? (Choose up to five responses.)**

Response Option	# rec'd
Retail and dining amenities	231
Established downtown or central business district	181
Public transportation	121
Bike paths/pedestrian paths	120
Amenities for young professionals	83
Recreation centers/parks	82
Efficient traffic management	71
Alternative transportation options	66
Support for small or new businesses	58
Multi-modal activity centers/nodes	50
Sense of place/amenities	40
Affordable housing	37
Effective internal road system	31
Land-use planning	30
Regional approach to growth	27
Existing infrastructure is good/sufficient	22
Commercial space	15
Other	13
Reliable electricity/power	12
Shovel-ready sites	12
High-speed internet	7

**Other comments included:**

- Lack of sidewalks (2)
- Dog Parks and pet friendly environment
- Taxes
- Healthcare
- New library
- Sense of community
- Expand Gifted & Talented in K-8 schooling



**7. Often, economic development change begins with setting forth a vision. Without worrying about money or politics, please indicate the top 5 items you would like to see the Township leadership take on to strengthen its ability to attract and retain quality companies and talent to Moon Township in the next 5-10 years. Use "1" to indicate the most important item; use "2" to indicate the second most important; "3" to indicate the third most important item; "4" to indicate the fourth most important item; and "5" to indicate the fifth most important item.**

*The options were ranked as follows:*

<i>Initiative</i>	<i>1st Priority</i>	<i>2nd Priority</i>	<i>3rd Priority</i>	<i>4th Priority</i>	<i>5th Priority</i>
Make or create a downtown as the center of the community	87	53	47	31	29
Strengthen the public transportation system	54	35	26	31	43
Make Moon Township more pedestrian friendly (e.g. sidewalks and bike paths)	42	56	54	39	40
Create more recreational opportunities	36	33	41	49	33
Develop affordable housing options (below \$200k)	33	26	12	22	19
Create a mixed use, urban environment where people live and work	28	36	38	37	35
Encourage higher-end retail	21	37	30	34	41
Improve access to downtown Pittsburgh	20	25	34	34	45
Build a business incubator for local start-ups	11	14	31	43	28
Develop more apartments, housing options geared toward Millennials	7	24	26	19	26

**Is there another initiative you would suggest?**

- Community or recreation center (14)
- More local restaurants and upscale retail (8)
- Improve traffic/transportation planning and management (7)
- Mixed-use, town-center development (6)
- Community beautification efforts (5)
- More activities for kids/child-care (4)
- Better access to/from the airport and into Pittsburgh (e.g., light rail) (3)
- Lower taxes (3)
- Address blight (3)
- Unified government or regional approach (3)
- New library (2)
- Dissuade development of apartments/rental communities (2)
- Riverfront park (2)
- Incentives for sustainable development (2)
- Improve the culture of the school district (2)
- Address needs of senior community (2)
- Create community-driven initiatives and visions based on UN's Sustainable Development Goals:  
<http://www.undp.org/content/undp/en/home/sustainable-development-goals.html>
- Affordable quality housing for young professional families.
- Create a more business friendly environment
- Change the attitude towards growth; embrace instead of fighting it
- More affordable food options
- Limit the wide spread of RMU keep it condensed

**8. Give some examples of local, unique and innovative programs or initiatives that you believe are having a positive impact on increasing the competitiveness of Moon Township.**

Examples most frequently offered include:

- Moon Parks & Rec (36)
- I don't have any/none (26)
- Our schools (9)
- More retail options (9)
- Expanding Retail/dining (e.g., University Centre) (4)
- Improved traffic/transportation issues (4)
- The Landing (4)
- Farmers market (4)
- Incentives and support for new businesses and family owned/independent (3)
- Miracle league baseball field (4)
- Robert Morris University (4)
- Rex/Community Center with pool (3)
- Moon township trails (3)
- Law enforcement (2)
- RMU growth and partnership w town (2)
- RMU Sports Center (2)
- Airport (2)
- Easy access to airport, Pittsburgh and Beaver county
- MTA planning & dev
- Earth day
- More community events, larger events
- Senior programs
- Affordable housing for young professionals.
- Lots of land
- Airport parking options
- 412 Food rescue to limit food waste
- Sense of place, pride
- 911 air show
- Incentives for sustainable development
- Healthcare for all age groups
- Walmart
- Chamber
- Hollow Oak Land Trust's efforts to conserve Montour Woods
- Paacc chambers biz blasts
- New use for the old airport
- Military
- Sidewalk ordinances
- more daycare options
- Lower taxes
- Startups/technology firms in the area to attract younger, qualified talent
- The new university center

**9. Are there programs in peer/competitor regions that Moon Township should consider to make this area more competitive? If so, give examples.**

- Sewickley (12) – Downtown Business District; place making; events; main street ideas
- Cranberry (8) – soccer fields; food trucks; rec center; business recruitment
- Upper Saint Clair (6) - Rec center; business recruitment
- Beaver (4) – downtown restaurants
- Robinson (4) - Mall, Town center, Settler's Ridge
- Robinson (3) Township Transportation - public transportation within township
- Wexford (3)
- Peter's township (3) - library
- North Hills (2) – business attraction
- Coraopolis (2) Place making; events
- USC (2) - tennis court bubbles; rec center
- Southpoint (2)
- Mount Lebanon (2)
- More mixed-use development. Work/live/play.
- Embrace the university to help make this more of a college town to attract younger people.
- Columbus, Ohio communities.
- Public recreation centers in a few areas that surround Pittsburgh.
- Hampton - community space
- Pine Richland - residential build
- Shaler - library
- Millvale - community development
- Warrendale/Wexford - Nice balance of retail, restaurants, amenities, and recreation.
- Tull Family Theater
- Nashville
- Cool Springs
- North Fayette
- Beechview
- South Hills
- East Liberty
- Shady side
- Oakland

**10. What types of companies do you think would be a good fit for the area? (Select all that apply)**

Response Option	# rec'd
IT/Tech	213
Aviation/avionics	210
Miscellaneous office operations (including Healthcare, Financial Services, or headquarter operations)	207
Medical	188
Engineering	168
Energy	124

**Other suggestions:**

- Restaurants/Retail (7)
- Recreational (3)
- None. There are already too many businesses here (2)
- Corporate Retail Headquarters
- Any of the above
- Manufacturer

## APPENDIX E: ASSETS & CHALLENGES END NOTES

### Access to Markets

#### <sup>1</sup>500 Mile Radius Results

Geography Name	Year	Total Population
Radius Region	2017	140,282,892

<sup>2</sup> Ibid.

<sup>3</sup> FTZ #33 Pittsburgh International Airport. 5,000 developable acres.

<sup>4</sup> Interstates 79 and 376. Interstates 76 and 279 are nearby

<sup>5</sup> PIT is partially in Moon Township. Domestic and International flights [https://en.wikipedia.org/wiki/Pittsburgh\\_International\\_Airport](https://en.wikipedia.org/wiki/Pittsburgh_International_Airport)

<sup>6</sup> Moon Township has no issue gaining internet access for almost all of its citizens. Service with speeds up to 250 megabytes per second (mbps) are widely available. In fact, Moon has a much higher rate of availability (94.4 percent) compared to the county, metro, state and nation at the 250 mbps level.

### Access to Labor

<sup>7</sup> LQ of 1.96 with 1,766 people employed in Moon

<sup>8</sup> LQ of 1.45 with 6,609 people employed in Moon

<sup>9</sup> This category combines three occupations classifications: Life and Physical Sciences; Healthcare professionals; and, Architecture/ Engineering occupations. These three classifications have a combined LQ average of

<sup>10</sup> LQ of 1.02 with 1,792 people employed in Moon

<sup>11</sup> Average Wages 2013-2018 (*Highest Figure Shaded*)

	2013	2018	# Change	% Change
Moon Township	\$60,385	\$64,469	\$4,084	6.76%
Allegheny County	\$51,454	\$56,409	\$4,954	9.63%
Pittsburgh Metro	\$47,455	\$52,483	\$5,028	10.60%
Pennsylvania	\$46,961	\$52,004	\$5,043	10.74%
United States	\$47,593	\$53,258	\$5,665	11.90%

<sup>12</sup> Parkway West Career and Technology Center <http://www.parkwaywest.org/>

<sup>13</sup> Robert Morris University. Numerous Tier 1 research institutions all in the Pittsburgh region.

<sup>14</sup> Robert Morris University. <https://rmu.edu/academics/undergraduate#engineering>; Other engineering schools nearby, e.g. University of Pittsburgh; Carnegie Mellon University

## Access to Space

<sup>15</sup> No existing sites or available sites or buildings in Moon as of 12/11/2018

<sup>16</sup> Summary Statistics

### Class A

Availability	Survey	5-Year Avg	Inventory	Survey	5-Year Avg
Gross Rent Per SF	\$23.45	\$22.6	Existing Buildings	18	18
Vacancy Rate	23.0%	20.6%	Existing SF	1,590,744	1,573,044
Vacant SF	365,947	323,57	12 Mo. Const. Starts	0	10,60
Availability Rate	30.4%	28.6%	Under Construction	60,380	17,46
Available SF	502,676	454,93	12 Mo. Deliveries	0	38,52
Months on Market	23.0	22.9			

### Class B

Availability	Survey	5-Year Avg	Inventory	Survey	5-Year Avg
Gross Rent Per SF	\$19.88	\$19.1	Existing Buildings	51	51
Vacancy Rate	8.0%	5.4	Existing SF	2,736,470	2,703,86
Vacant SF	218,113	145,731	12 Mo. Const. Starts	0	22,77
Availability Rate	8.3%	9.3	Under Construction	0	25,78
Available SF	226,183	253,061	12 Mo. Deliveries	0	30,36
Sublet SF	5,490	3,88			
Months on Market	21.8	21.0			

## Township Economic Development Program

<sup>17</sup> There is no economic development department per se. There is a community development department that includes building regulation and planning. The person responsible for these efforts has the title of assistant township manager and planning director.

<sup>18</sup> Based on our observations and feedback during the focus groups on 12/12/2018

<sup>19</sup> Ibid.

<sup>20</sup> \$100,000 appropriated in FY 2018, and again in FT 2019 for miscellaneous ED projects

## Access to Capital

<sup>21</sup> Moon Industrial Development Authority <http://www.moontwp.com/industrialdevelopmentauthority.html>

## Government Impact on Business

<sup>22</sup> Based on focus groups feedback and our own observations. Typically, weather related.

<sup>23</sup> There are no programs in Moon Township that incentivizes business development activity

<sup>24</sup> **SAT Average Scores**

**Highest Score Shaded**

	2013	2014	2015	2016	2017
Moon Township	1578	1563	1618	1563	1141
Pennsylvania	1464	1478	1479	1486	1071
United States	1498	1498	1490	1484	1060

*2017 SAT scores are not comparable to previous year scores due to changes in the assessment design.*

*Source: PA Dept of Education*

<sup>25</sup> Robert Morris University is ranked #183 out of 312 in National Universities by US News. Schools are ranked according to their performance across a set of widely accepted indicators of excellence. <https://www.usnews.com/best-colleges/robert-morris-university-pennsylvania-3359/rankings>

<sup>26</sup> Based on feedback from focus groups respondents

<sup>27</sup> One of the lowest millage rates in all of Allegheny County at 2.7400 <http://apps.alleghenycounty.us/website/millmuni.asp>

## Quality of Place

<sup>28</sup> According to Zillow.com, as of 1/6/2019, there are only 15 houses for sale with the price range of \$400,000 to no maximum number.

<sup>29</sup> According to Zillow.com, as of 1/6/2019, there are 35 houses for sale with the price range of \$225,000 to \$399,999.

<sup>30</sup> According to Apartment.com, there are 146 apartments available to rent in and around Moon Township, as of 1/6/2019.



<sup>31</sup> **Cost of Living Index, 2017**

Index	Moon	Pennsylvania
<b>Cost of Living Index</b>	<b>99</b>	<b>100</b>
Goods & Services Index	99	100
Grocery Index	97	100
Healthcare Index	110	105
Housing Index	94	92
Transportation Index	92	91
Utilities Index	107	108

Source: AreaVibes.com derived from C2ER Index for 2017, Garner Economics

<sup>32</sup> **Moon Township Crime Rates per 100,000 Residents**

	Property Crime Rate	Violent Crime Rate
2012	1,174.20	86.5
2017	1,134.90	58.1
2012-2017 Change	-3%	-33%

Sources: Uniform Crime Reports, FBI, Garner Economics

<sup>33</sup> None of the listed entertainment venues are in Moon Township <http://www.moontwp.com/entertainment.html>

<sup>34</sup> <http://www.moontwp.com/parksandrec.html>

<sup>35</sup> Not in Moon Township, but in nearby communities.

<sup>36</sup> Medical and overnight out-patient facilities are located in nearby communities.

<sup>37</sup> There is no CBD.

## APPENDIX F: INDUSTRY DETAILS

Specialized industries are in **blue** for location quotients greater than 1.20

NAICS	Description	2018 Jobs	2013–2018 Change	2018 Location Quotient	2018 Wages
210	Mining, Quarrying, and Oil and Gas Extraction	665	50	5.25	\$116,548
211	Oil and Gas Extraction	467	(105)	16.57	\$147,935
212	Mining (except Oil and Gas)	197	156	5.42	\$42,226
213	Support Activities for Mining	<10	Insf. Data	0.02	Insf. Data
220	Utilities	<10	Insf. Data	0.06	Insf. Data
221	Utilities	<10	Insf. Data	0.06	Insf. Data
230	Construction	1,213	71	0.70	\$67,432
236	Construction of Buildings	220	0	0.54	\$65,756
237	Heavy and Civil Engineering Construction	475	60	2.32	\$82,433
238	Specialty Trade Contractors	519	13	0.47	\$54,424
310	Manufacturing	839	9	0.34	\$73,355
312	Beverage and Tobacco Product Manufacturing	38	Insf. Data	0.73	\$24,319
321	Wood Product Manufacturing	<10	Insf. Data	0.10	Insf. Data
323	Printing and Related Support Activities	108	(31)	1.21	\$50,973
325	Chemical Manufacturing	30	(50)	0.19	\$83,803
326	Plastics and Rubber Products Manufacturing	13	(1)	0.10	\$48,761
327	Nonmetallic Mineral Product Manufacturing	73	9	0.89	\$61,120
332	Fabricated Metal Product Manufacturing	60	(56)	0.21	\$64,257
333	Machinery Manufacturing	253	146	1.20	\$74,841
334	Computer and Electronic Product Manufacturing	<10	Insf. Data	0.02	Insf. Data
335	Electrical Equipment, Appliance, and Component Manufacturing	38	17	0.50	\$95,859
336	Transportation Equipment Manufacturing	203	(58)	0.63	\$98,726
337	Furniture and Related Product Manufacturing	<10	Insf. Data	0.06	Insf. Data
339	Miscellaneous Manufacturing	<10	Insf. Data	0.05	Insf. Data
420	Wholesale Trade	972	(80)	0.83	\$81,120
423	Merchant Wholesalers, Durable Goods	840	(61)	1.41	\$80,305
424	Merchant Wholesalers, Nondurable Goods	91	(12)	0.22	\$85,588
425	Wholesale Electronic Markets and Agents and Brokers	41	(7)	0.26	\$87,870

NAICS	Description	2018 Jobs	2013–2018 Change	2018 Location Quotient	2018 Wages
440	Retail Trade	2,386	197	0.75	\$40,099
441	Motor Vehicle and Parts Dealers	686	57	1.71	\$48,908
442	Furniture and Home Furnishings Stores	52	7	0.53	\$24,532
443	Electronics and Appliance Stores	58	(2)	0.58	\$37,317
444	Building Material and Garden Equipment and Supplies Dealers	73	3	0.28	\$33,242
445	Food and Beverage Stores	329	(40)	0.54	\$23,959
446	Health and Personal Care Stores	87	(8)	0.41	\$36,950
447	Gasoline Stations	73	7	0.40	\$22,747
448	Clothing and Clothing Accessories Stores	37	(21)	0.13	\$15,534
451	Sporting Goods, Hobby, Musical Instrument, and Book Stores	58	(6)	0.47	\$18,265
452	General Merchandise Stores	109	7	0.18	\$18,502
453	Miscellaneous Store Retailers	98	1	0.52	\$19,076
454	Nonstore Retailers	726	194	5.23	\$52,331
480	Transportation and Warehousing	898	93	0.81	\$49,712
481	Air Transportation	<10	Insf. Data	0.01	Insf. Data
482	Rail Transportation	23	(11)	0.53	\$87,982
484	Truck Transportation	216	(22)	0.66	\$53,006
485	Transit and Ground Passenger Transportation	163	2	1.33	\$22,075
486	Pipeline Transportation	61	28	6.32	\$120,289
488	Support Activities for Transportation	200	81	1.39	\$49,400
491	Postal Service	<10	Insf. Data	1.15	Insf. Data
492	Couriers and Messengers	163	1	1.17	\$41,354
493	Warehousing and Storage	68	12	0.33	\$51,100
510	Information	783	121	1.36	\$102,194
511	Publishing Industries (except Internet)	668	116	4.51	\$109,302
512	Motion Picture and Sound Recording Industries	34	0	0.35	\$40,511
515	Broadcasting (except Internet)	<10	Insf. Data	0.13	Insf. Data
517	Telecommunications	46	(1)	0.30	\$79,757
518	Data Processing, Hosting, and Related Services	13	Insf. Data	0.21	\$80,432
519	Other Information Services	14	1	0.24	\$27,709
520	Finance and Insurance	2,080	(300)	1.65	\$74,133
522	Credit Intermediation and Related Activities	352	(65)	0.68	\$64,319
523	Securities, Commodity Contracts, and Other Financial Investments and Related	77	7	0.40	\$143,936
524	Insurance Carriers and Related Activities	1,651	(242)	3.06	\$72,950

NAICS	Description	2018 Jobs	2013–2018 Change	2018 Location Quotient	2018 Wages
530	Real Estate and Rental and Leasing	282	(2)	0.53	\$53,763
531	Real Estate	197	5	0.48	\$55,627
532	Rental and Leasing Services	85	(6)	0.77	\$49,464
540	Professional, Scientific, and Technical Services	3,182	66	1.57	\$75,002
541	Professional, Scientific, and Technical Services	3,182	66	1.57	\$75,002
550	Management of Companies and Enterprises	3,994	31	8.97	\$132,719
551	Management of Companies and Enterprises	3,994	31	8.97	\$132,719
560	Administrative and Support and Waste Management and Remediation Services	1,442	20	0.74	\$34,721
561	Administrative and Support Services	1,343	(5)	0.72	\$33,158
562	Waste Management and Remediation Services	98	24	1.15	\$56,109
610	Educational Services	5,233	82	6.41	\$43,208
611	Educational Services	5,233	82	6.41	\$43,208
620	Health Care and Social Assistance	2,231	(157)	0.56	\$46,326
621	Ambulatory Health Care Services	810	3	0.54	\$72,278
623	Nursing and Residential Care Facilities	1,058	(181)	1.62	\$33,299
624	Social Assistance	363	21	0.43	\$26,380
710	Arts, Entertainment, and Recreation	172	17	0.32	\$22,185
711	Performing Arts, Spectator Sports, and Related Industries	24	4	0.15	\$35,213
713	Amusement, Gambling, and Recreation Industries	148	13	0.43	\$20,031
720	Accommodation and Food Services	1,988	170	0.74	\$21,623
721	Accommodation	617	90	1.58	\$29,485
722	Food Services and Drinking Places	1,371	80	0.59	\$18,087
810	Other Services (except Public Administration)	1,099	(2)	0.73	\$25,275
811	Repair and Maintenance	135	(13)	0.41	\$34,710
812	Personal and Laundry Services	449	34	1.06	\$23,831
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	391	(28)	0.68	\$27,169
814	Private Households	124	4	0.70	\$14,202
900	Government	1,918	(37)	0.40	\$57,485
901	Federal Government	652	(1)	0.70	\$56,749
902	State Government	76	(8)	0.07	\$55,666
903	Local Government	1,190	(27)	0.43	\$58,005

Source: ESMI, Garner Economics

## APPENDIX G: OCCUPATION DETAILS

Specialized occupational categories are in **blue** for location quotients greater than 1.20

SOC	Description	2018 Jobs	2013–2018 Change	2018 Location Quotient	Avg. Hourly Earnings
11-0000	Management Occupations	1,792	0	1.02	\$59.93
11-1000	Top Executives	546	(11)	1.07	\$67.86
11-2000	Advertising, Marketing, Promotions, Public Relations, and Sales Managers	151	(3)	1.05	\$68.76
11-3000	Operations Specialties Managers	490	12	1.30	\$66.59
11-9000	Other Management Occupations	605	2	0.84	\$45.13
13-0000	Business and Financial Operations Occupations	2,460	39	1.51	\$35.16
13-1000	Business Operations Specialists	1,504	64	1.44	\$33.53
13-2000	Financial Specialists	956	(25)	1.65	\$37.72
15-0000	Computer and Mathematical Occupations	1,766	177	1.96	\$38.37
15-1100	Computer Occupations	1,683	160	1.95	\$38.24
15-2000	Mathematical Science Occupations	83	17	2.31	\$40.91
17-0000	Architecture and Engineering Occupations	1,015	(53)	1.92	\$40.08
17-1000	Architects, Surveyors, and Cartographers	45	(2)	1.08	\$32.96
17-2000	Engineers	710	(23)	2.06	\$45.54
17-3000	Drafters, Engineering Technicians, and Mapping Technicians	260	(28)	1.84	\$26.43
19-0000	Life, Physical, and Social Science Occupations	227	(9)	0.90	\$31.83
19-1000	Life Scientists	35	7	0.57	\$33.57
19-2000	Physical Scientists	71	(21)	1.31	\$41.88
19-3000	Social Scientists and Related Workers	29	(4)	0.47	\$38.60
19-4000	Life, Physical, and Social Science Technicians	92	8	1.22	\$21.26
21-0000	Community and Social Service Occupations	476	(22)	0.91	\$21.33
21-1000	Counselors, Social Workers, and Other Community and Social Service Specialists	392	(19)	0.92	\$22.05
21-2000	Religious Workers	84	(4)	0.88	\$18.02
23-0000	Legal Occupations	715	73	2.74	\$52.81
23-1000	Lawyers, Judges, and Related Workers	461	50	2.66	\$66.47
23-2000	Legal Support Workers	255	23	2.91	\$28.20
25-0000	Education, Training, and Library Occupations	2,142	(7)	1.20	\$31.05
25-1000	Postsecondary Teachers	1,169	(11)	3.99	\$36.70
25-2000	Preschool, Primary, Secondary, and Special Education School Teachers	483	(13)	0.58	\$30.45

SOC	Description	2018 Jobs	2013–2018 Change	2018 Location Quotient	Avg. Hourly Earnings
25-3000	Other Teachers and Instructors	193	9	0.68	\$18.05
25-4000	Librarians, Curators, and Archivists	103	(3)	1.90	\$20.27
25-9000	Other Education, Training, and Library Occupations	193	9	0.60	\$17.31
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	450	42	0.78	\$24.68
27-1000	Art and Design Workers	129	16	0.75	\$22.65
27-2000	Entertainers and Performers, Sports and Related Workers	125	14	0.76	\$26.01
27-3000	Media and Communication Workers	143	9	0.90	\$26.20
27-4000	Media and Communication Equipment Workers	52	2	0.67	\$22.32
29-0000	Healthcare Practitioners and Technical Occupations	999	33	0.57	\$35.17
29-1000	Health Diagnosing and Treating Practitioners	548	17	0.50	\$46.02
29-2000	Health Technologists and Technicians	409	11	0.66	\$20.98
29-9000	Other Healthcare Practitioners and Technical Occupations	43	7	1.21	\$31.66
31-0000	Healthcare Support Occupations	527	(127)	0.62	\$15.61
31-1000	Nursing, Psychiatric, and Home Health Aides	273	(132)	0.56	\$14.04
31-2000	Occupational Therapy and Physical Therapist Assistants and Aides	38	2	1.01	\$20.35
31-9000	Other Healthcare Support Occupations	217	4	0.66	\$16.79
33-0000	Protective Service Occupations	800	21	1.13	\$18.00
33-1000	Supervisors of Protective Service Workers	39	4	0.67	\$28.97
33-2000	Fire Fighting and Prevention Workers	13	0	0.20	\$29.29
33-3000	Law Enforcement Workers	172	2	0.67	\$32.07
33-9000	Other Protective Service Workers	576	16	1.77	\$12.82
35-0000	Food Preparation and Serving Related Occupations	1,792	71	0.68	\$11.67
35-1000	Supervisors of Food Preparation and Serving Workers	146	0	0.68	\$18.72
35-2000	Cooks and Food Preparation Workers	404	10	0.62	\$12.25
35-3000	Food and Beverage Serving Workers	1,020	57	0.69	\$10.68
35-9000	Other Food Preparation and Serving Related Workers	222	3	0.79	\$10.47
37-0000	Building and Grounds Cleaning and Maintenance Occupations	975	(19)	0.84	\$13.21
37-1000	Supervisors of Building and Grounds Cleaning and Maintenance Workers	38	(3)	0.56	\$21.47
37-2000	Building Cleaning and Pest Control Workers	790	(18)	0.97	\$12.69
37-3000	Grounds Maintenance Workers	147	2	0.53	\$13.85
39-0000	Personal Care and Service Occupations	1,076	99	0.80	\$12.55
39-1000	Supervisors of Personal Care and Service Workers	59	13	1.12	\$19.42
39-2000	Animal Care and Service Workers	79	18	1.34	\$11.51

SOC	Description	2018 Jobs	2013–2018 Change	2018 Location Quotient	Avg. Hourly Earnings
39-3000	Entertainment Attendants and Related Workers	71	4	0.58	\$11.80
39-4000	Funeral Service Workers	16	0	1.27	\$14.60
39-5000	Personal Appearance Workers	139	12	0.69	\$12.01
39-6000	Baggage Porters, Bellhops, and Concierges	<10	Insf. Data	0.54	Insf. Data
39-7000	Tour and Travel Guides	<10	Insf. Data	0.40	Insf. Data
39-9000	Other Personal Care and Service Workers	699	51	0.80	\$12.22
41-0000	Sales and Related Occupations	2,341	(40)	0.75	\$25.03
41-1000	Supervisors of Sales Workers	212	(9)	0.62	\$27.63
41-2000	Retail Sales Workers	909	(28)	0.53	\$11.97
41-3000	Sales Representatives, Services	660	31	1.31	\$35.05
41-4000	Sales Representatives, Wholesale and Manufacturing	370	(31)	1.05	\$38.39
41-9000	Other Sales and Related Workers	189	(4)	0.86	\$23.97
43-0000	Office and Administrative Support Occupations	6,691	(190)	1.45	\$18.50
43-1000	Supervisors of Office and Administrative Support Workers	386	(8)	1.32	\$30.04
43-2000	Communications Equipment Operators	24	(13)	1.25	\$15.38
43-3000	Financial Clerks	945	(72)	1.48	\$18.79
43-4000	Information and Record Clerks	1,674	33	1.44	\$16.61
43-5000	Material Recording, Scheduling, Dispatching, and Distributing Workers	679	46	0.82	\$17.95
43-6000	Secretaries and Administrative Assistants	1,398	(88)	1.76	\$19.43
43-9000	Other Office and Administrative Support Workers	1,584	(89)	1.81	\$16.94
45-0000	Farming, Fishing, and Forestry Occupations	16	0	0.07	\$13.42
45-1000	Supervisors of Farming, Fishing, and Forestry Workers	<10	Insf. Data	0.12	Insf. Data
45-2000	Agricultural Workers	14	0	0.07	\$11.83
45-4000	Forest, Conservation, and Logging Workers	<10	Insf. Data	0.06	Insf. Data
47-0000	Construction and Extraction Occupations	1,192	100	0.84	\$24.85
47-1000	Supervisors of Construction and Extraction Workers	118	13	0.91	\$35.54
47-2000	Construction Trades Workers	851	90	0.76	\$24.06
47-3000	Helpers, Construction Trades	23	(6)	0.49	\$15.87
47-4000	Other Construction and Related Workers	113	8	1.27	\$24.38
47-5000	Extraction Workers	87	(5)	2.01	\$20.90
49-0000	Installation, Maintenance, and Repair Occupations	1,127	2	0.92	\$22.50
49-1000	Supervisors of Installation, Maintenance, and Repair Workers	88	0	0.92	\$34.63
49-2000	Electrical and Electronic Equipment Mechanics, Installers, and Repairers	87	(4)	0.65	\$23.25



SOC	Description	2018 Jobs	2013–2018 Change	2018 Location Quotient	Avg. Hourly Earnings
49-3000	Vehicle and Mobile Equipment Mechanics, Installers, and Repairers	369	23	1.00	\$20.96
49-9000	Other Installation, Maintenance, and Repair Occupations	583	(17)	0.92	\$21.52
51-0000	Production Occupations	863	(6)	0.47	\$20.34
51-1000	Supervisors of Production Workers	69	1	0.56	\$31.36
51-2000	Assemblers and Fabricators	141	(20)	0.41	\$17.87
51-3000	Food Processing Workers	35	0	0.22	\$13.69
51-4000	Metal Workers and Plastic Workers	204	19	0.53	\$21.64
51-5100	Printing Workers	56	(11)	1.11	\$16.95
51-6000	Textile, Apparel, and Furnishings Workers	51	(1)	0.40	\$12.57
51-7000	Woodworkers	10	Insf. Data	0.19	\$19.69
51-8000	Plant and System Operators	70	3	1.17	\$27.67
51-9000	Other Production Occupations	227	(1)	0.43	\$18.82
53-0000	Transportation and Material Moving Occupations	1,828	167	0.87	\$17.65
53-1000	Supervisors of Transportation and Material Moving Workers	80	7	0.98	\$29.88
53-2000	Air Transportation Workers	23	2	0.34	\$46.14
53-3000	Motor Vehicle Operators	816	49	0.93	\$17.77
53-4000	Rail Transportation Workers	11	(6)	0.47	\$32.65
53-5000	Water Transportation Workers	<10	Insf. Data	0.28	Insf. Data
53-6000	Other Transportation Workers	117	1	1.54	\$13.29
53-7000	Material Moving Workers	776	116	0.81	\$15.79
55-0000	Military-only occupations	115	1	0.70	\$25.61
55-9000	Military-only occupations	115	1	0.70	\$25.61

Source: ESMI, Garner Economics

## APPENDIX H: SAMPLE ECONOMIC DEVELOPER JOB DESCRIPTION



Director of Economic Development  
Class Code:  
0650

CITY OF LYNCHBURG

Revision Date: Apr 11, 2008

### DESCRIPTION:

Performs complex professional and difficult administrative work in directing the industrial development activity of the City; by performing the following duties.

### EXAMPLES OF DUTIES:

- **ESSENTIAL DUTIES AND RESPONSIBILITIES** Other duties to provide direct or indirect service to the citizens may be assigned.
- Initiates, develops and maintains programs to encourage business and industry to locate and retain their location in the City;
- Prepares industrial brochures for distribution to interested business and industrial firms;
- Develops and administers a program of researching, collecting and furnishing information and materials on the City's industrial location factors to business firms and companies seeking to locate in the City and coordinates the marketing of industrial sites and liaises with engineers, contractors, city officials, and industrial executives;
- Liaises, consults and confers with the Industrial Development Authority, local industries, realtors and advisory committees regarding developmental activity planning and implementation;
- Visits out-of-town industrial prospects and promotes relocation programs;
- Visits in-City industries and hears and assists with operational concerns and opportunities;
- Develops good relations between the City and the business community with other business and industrial promotion agencies and with the media and general public;
- Oversees the preparation and reviews budget, analyzes and projects expenditures and cash flows,
- Manages properties and implements development programs of the Lynchburg Industrial Development Authority.

#### ADDITIONAL DUTIES AND RESPONSIBILITIES include the following:

- Other duties to provide direct or indirect service to the citizens may be assigned.
- When unusual situations occur and/or the City Manager declares a State of Emergency, all City employees may be required to accept special assignments and perform as needed to ensure appropriate service delivery.
- Oversees and coordinates the work of consultants and contractors preparing industrial promotion materials;
- Delivers presentations regarding economic development activities;
- Prepares comprehensive reports as required;
- Member of City Manager's Leadership Team.

#### SUPERVISORY RESPONSIBILITIES

Supervises four employees in the Department of Economic Development. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

#### MINIMUM EDUCATION AND EXPERIENCE REQUIRED:

**QUALIFICATIONS** To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

#### EDUCATION AND EXPERIENCE

Bachelor's degree with major coursework in economics or business administration, and extensive professional experience in economic development activities; or equivalent combination of education and experience.

#### OTHER QUALIFICATIONS:

- **LANGUAGE SKILLS**

Ability to read, analyze, and interpret common scientific and technical journals, financial reports, and legal documents. Ability to respond to common inquiries or complaints from customers, regulatory agencies, or members of the business community. Ability to write reports, business correspondence and procedure manuals. Ability to effectively present information to top management, public groups, and state and federal representatives.

- **MATHEMATICAL SKILLS**

Ability to work with mathematical concepts such as probability and statistical inference, and fundamentals of plane and solid geometry and trigonometry as related to civil engineering. Ability to apply concepts such as fractions, percentages, ratios and proportions to practical situations.

- **REASONING ABILITY**

Ability to define problems, collect data, establish facts and draw valid conclusions. Ability to interpret an extensive variety of technical instructions in mathematical or diagram form and deal with several abstract and concrete variables.

- **INTERPERSONAL SKILLS**

Advance interpersonal and management skills, including conflict resolution and negotiation skills, to manage diverse and/or complex activities.

- **OTHER REQUIREMENTS:**

Must successfully complete IS100 and IS700 National Incident Management (NIMS) training within 90 days of employment. May also be required to complete higher levels of NIMS training as determined appropriate for the position.

**PHYSICAL DEMANDS:**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The employee is regularly required to talk, hear, walk, stand, use hands to finger, handle or feel, and reach with hands and arms. The employee is frequently required to climb or balance, stoop, kneel, crouch or crawl. Specific vision abilities required by this job include close vision, distance vision and ability to adjust focus.

**WORK ENVIRONMENT:**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. Most duties are performed in a normal office environment, where the noise level is usually moderate. However, occasionally the employee must visit development sites where he/she is exposed to outdoor weather conditions.

## APPENDIX I: INCENTIVE PROGRAMS

### **An inventory of applicable business incentive programs offered by Pennsylvania and Allegheny County:**

The Pennsylvania Department of Community and Economic Development offers a wide array of grants, loans and other forms of incentives for various types and sizes of businesses. Many of these programs are applicable to Moon Township. See the full list of these programs and their description from this link:

<https://dced.pa.gov/program/>

The Allegheny County Department of Economic Development (which is the home county for Moon Township), has some loan and incentive programs that have applicability for Moon. Those programs may be accessed from these links:

<https://www.alleghenycounty.us/economic-development/businesses/loans.aspx>

<https://www.alleghenycounty.us/economic-development/authorities/tax-incentives.aspx>