In accordance with Training and Employment Guidance Letter (TEGL) #31-07, Job Service North Dakota submits the following Progress Report on Workforce Information activities for the period July 1, 2008 to June 30, 2009. This report is organized into three sections as directed by the TEGL. Section A describes the accomplishments for each core product or service. Section B presents a summary of the Customer Satisfaction Assessment. Section C contains recommendations for Improvements or Changes to the Suite of Core Products.

A. CORE PRODUCTS AND SERVICES

1. Continue to populate the Workforce Information Database with state data:

The Workforce Information Database is the foundation of the workforce information applications for North Dakota’s electronic delivery system. It provides an expansive data storage system from which other data delivery systems may retrieve pertinent workforce information. As such, it is important that this database contains the most current and accurate data possible. The LMI Center updated the Workforce Information Database core tables with new data as it became available, populated new tables, and tested for data integrity. In addition to the basic ETA core tables, North Dakota also populates and maintains the following data tables: building permits, census labor force, commuting patterns, consumer price index, license history, transfer payments, program completers, educational programs, taxable sales, higher education institutions and eligible training providers, short term state industry projections, short term state occupational projections, educational and training completers, tax information, producer price index, oil production.

North Dakota is using the WID version 2.3, which is the version that Geographic Solutions (the vendor for our electronic delivery system) is currently using for its Analyzer product. We have been pushing Geographic Solutions to migrate to the 2.4 version and have been told that the next version of the Analyzer will utilize the 2.4 version of WID. We will upgrade to 2.4 when we receive the next version of Analyzer from Geographic Solutions. However in preparation for this conversion, we have been examining the 2.4 database structure and are starting to prepare for population of the 2.4 data, so that we will be ready to go into development, test, and production modes once Geographic Solutions delivers the Analyzer upgrade.

The LMI Center loaded the most recent version of the employer database from InfoUSA as soon as the CD was available. The database provides users with a current listing of employer data that can be accessed by firm name, city, county, industry, or firm size. The use of the InfoUSA database allows us to provide employer-specific information to
our customers without release of confidential employer data from our UI Tax or QCEW files.

2. Produce and disseminate industry and occupational employment projections:

The LMI Center has updated the NAICS history files in both the short-term and long-term industry employment projections programs. As a small state, North Dakota’s CES program does not provide adequate industrial and geographic detail to be utilized as the basis of the industry time series. Instead, North Dakota opted to use the QCEW which provides much more detailed data. However, QCEW data was not available until April 2009. As a result, the statewide and sub-state long-term industry projections for the 2006 to 2016 period were completed in May 2008. These industry projections were then posted to our LMI website in June 2008. Statewide long-term occupational projections were then completed in June 2008 and were submitted to the Projections Management Partnership. These 2006-2016 occupational projections were then posted to our website in June 2008.

After completion of the 2006-2016 industry and occupational projections, the LMI Center began work on the short term 2008-2010 industry and occupational projections. These were completed and posted to our website in June of 2009.

North Dakota has also produced short and long term occupational projections at the sub-state level for each of the three MSA’s and for the balance of state. However, the extremely small OES sample in many of the sub-state industry cells can result in weak or non-existent occupational staffing patterns in some area/industry cells. As a result, we are evaluating these sub-state occupational projections for the various sub-state areas to see if they are reliable enough to publish.

The LMI Center has developed several products utilizing the projections data. The North Dakota Employment Projections to 2016 which provides the full occupational and industrial detail for the 2016 projections was published in the summer of 2008.

In previous program years, the LMI Center developed a new product designed for students. The Occupational Trading Cards utilized information from our occupational projections and our OES wage information in a colorful baseball card type format. Each of the nine trading cards contains information on wages, training requirements, number of annual openings, and employment for specific occupations within that occupational family. The cards have been extremely popular with schools, career fairs, career counselors, and even in our One-Stop resource rooms. After several reprints of the original trading cards, the LMI Center updated these cards this spring, giving them a brighter look and updating them with the new 2016 projections data and the most recent occupational wage data.

The LMI Center has also developed a series of Occupational Brochures. These new brochures, designed to complement the Occupational Trading Cards, were developed to provide older students and adult job seekers with pertinent occupational information such
as the new 2016 projections data, wage data, training requirements, skill requirements, etc., in an adult format. These occupational brochures were printed and distributed in the fall of 2008.

The LMI Center again provided projections and wage data to the CRN for the Career Outlook, an annual tabloid provided to high school students, their parents, career guidance counselors, One-Stop resource rooms, etc. In addition, Marcia Sla from LMI has been involved with NDCRN in assisting with the layout and content of the Career Outlook.

3. **Publish an annual economic analysis report for the governor and the SWIB.**

In odd numbered years when the Governor’s Workforce Summit is held, the Workforce Development Council (WDC) is responsible for the development of the state of the workforce report. This report also serves as the center piece for the Governors Workforce Summit held in October. Two years ago, the WDC contracted with a consultant, Workforce Associates Inc. led by Dr. Richard Judy, to produce this report for North Dakota. The LMI Center was heavily involved in the planning and organization of that report, contributed a variety of data, and helped to review and critique the final product.

In 2008, the LMI Center developed its own version of the state of the workforce report to meet this core product. The 2008 State of the Workforce Report contained a wide variety of economic data for the state of North Dakota, the eight governors planning regions, and the fifty-three counties. While only a limited number of hard copies of this publication were distributed, this publication had the most web hits and downloads of any of our LMI publications last year.

Due to the excellent response to this product, the LMI Center decided to continue this publication under a different name (North Dakota Workforce Review) in 2009, so as not to conflict with the State of the Workforce Report put out by the Workforce Development Council. However, the members of the Workforce Intelligence Steering Committee were so impressed with our product that they decided to adopt the 2009 North Dakota Workforce Review as the official state of the workforce publication for the 2009 Governor’s Workforce Summit.

4. **Post products, information, and reports on the Internet.**

Two years ago, the LMI Center launched NDWIN (North Dakota Workforce Intelligence Network), our new electronic delivery system which was purchased from Geographic Solutions. This system has been very well received. We have received very positive feedback from our customers on the capabilities of the system, ease of use, and overall appearance of NDWIN. During this past, we have continued to make improvements to and add new data items and products to NDWIN.
In addition to the Analyzer portion, NDWIN contains a Publications Section which contains PDF’s of all our publications. A third section called the Resource Center contains links to FAQ’s, a glossary, list of acronyms, methodologies, contact information, and a related sites section. These sections were designed and populated by the LMI Center’s web team. Recently, two new items were developed and added to the Resource Center. An online interactive wage calculator was developed which allows the user to type in an hourly, weekly, monthly, or annual wage and convert it to hourly, weekly, monthly, or annual. A Methods for Counting Jobs piece was also developed and added to the Resource Center. This matrix displays the five different employment series (CES, QCEW, LAUS, OES, and Census) and describes the differences among them as far as coverage, data source, frequency, geography, inclusion & exclusions, time delay, advantages, limitations, etc.

The LMI Center conducted basic training on NDWIN for each of our One Stop offices, and several other partner agencies and user groups during the summer of 2007. In addition, an advanced training using case studies and actual data requests was provided to our One Stop offices in the early winter of 2008. In early 2009, LMI offered to do a NDWIN refresher course, but the One Stop Managers indicated that they did not feel it was necessary.

The LMI Center has developed several new web-based products for our customers and is continuing to explore ways to utilize the web to minimize the costs and increased turnaround time associated with printing and hard copy distribution. As an example, the Compensation Guides, Demographic Profiles, and Affirmative Action publications are available only on our website. Because of the limited shelf life of some products and the many area/industry combinations of others (i.e. users can pick from over 160 area/industry combinations for the Compensation Guides, about 75 areas for the Demographic Profiles, and all 53 counties for the Affirmative Action publications), the use of PDF's was the most efficient and timely method of delivery. All of these web based products can be accessed at the Products Section of NDWIN.

5. Partner and consult on a continuing basis with workforce investment boards.

The LMI Center continues to work closely with the Workforce Development Council (WDC). (The WDC is North Dakota’s only Workforce Investment Board.) Designated staff have attended the WDC meetings and LMI staff members have made several presentations to the WDC and its subcommittees during the past program year. We have provided technical expertise to the WDC in the development and design of new surveys to provide valuable information on labor availability and occupational skills needs in the workforce. In addition, the LMI Manager is a member of both the Workforce Intelligence Council and the Workforce Intelligence Council Steering Committee, which meet quarterly and monthly, respectively.

The LMI Center partnered with the WDC and the Department of Commerce to conduct Labor Availability Studies in 24 North Dakota communities/areas. This was the fourth round of these very useful and highly requested surveys. The Social Science Research
Center at the University of North Dakota completed the telephone survey in the spring of 2008. The LMI Center then compiled the results and provided the analysis and narrative reports to the 24 communities.

The LMI Center held monthly economic briefing meetings to discuss monthly employment and unemployment data releases, other new workforce information, current economic conditions in the state, and a variety of related topics. Representatives from the Department of Commerce, Workforce Development Council, Office of Management and Budget, Governor’s Staff, Congressional Staff, Dislocated Worker Unit, FINDET, and our Job Service Executive Director are invited to attend.

With the support of the WDC, Job Service North Dakota has joined the LED partnership with the Census Bureau. The LMI Center assembles the history files of wage records and QCEW data and submits them to the Census Bureau each quarter. In return, the Census Bureau provides us with Quarterly Workforce Indicators for the state and each county in North Dakota. The LMI Center provided a link to this very useful LED data on NDWIN. The LMI Center also provides training to key users, such as the Governor and his staff, Department of Commerce staff, Workforce Development Council staff, Job Service senior management and customer service office staff, and local economic developers. The updated ‘On the Map’ package from LED has shown to have great potential in providing LED type data at a variety of geographic areas.

The LMI Center worked closely with the Workforce Development Council and the Workforce Intelligence Council on several other projects. The LMI Center provided variety of youth data and developed youth maps by county for the Workforce Intelligence Council Steering Committee’s Youth in Poverty publication. LMI provided the Workforce Intelligence Council Steering Committee with relevant occupational employment, wage, and projections information for their health care project and their ex-offenders project. The LMI Center was also heavily involved with the Workforce Development Council in the formulating the State’s WIA Strategic Plan. The LMI staff provided a variety of workforce information and wrote the economic overview section of the WIA plan.

The LMI Center led the effort to collect information on Potential Labor Pools in North Dakota. Given North Dakota’s tight labor market, more information was needed on those pools of under utilized labor such as older workers, Native Americans, individuals with disabilities, ex-offenders, TANF and other program participants, etc., in order to develop strategies to get them into the employed ranks.

To better understand the current and emerging workforce needs of one of the Governor’s five targeted industries, the LMI Center conducted an Advanced Manufacturing Study. North Dakota manufacturers were surveyed on 17 different aspects relative to their workforce needs such as recruiting, screening, and hiring practices, skill needs, training, turnover, retention strategies, etc., Since these findings were published, the economy has changed significantly from one of labor shortages to layoffs in that industry. However,
this report was developed in a way to provide findings that are actionable for State
decision makers.

The LMI Manager is also a member of the North Dakota’s FINDET board, which works
on Employment and Training Follow-up information.

The LMI Center continues to handle a variety of ad hoc requests from the WDC for
workforce intelligence items, special research projects, and statistical methodologies
expertise.

Several special LMI studies and products have been created in support of the state
Workforce Development Councils initiatives. These will be covered in the following
section.

6. Conduct special studies and economic analysis.

In addition to the special studies and economic analysis products previously mentioned in
core products 2-5, the LMI Center has produced a variety of other workforce intelligence
products during the past program year.

HOT JOBS, one of our newest and perhaps one of the most widely used publications ever
developed in the LMI Center, was published in early June 2008. This publication
displays the top 40 occupations in North Dakota, based on a weighted formula that
included average wage, projected percentage growth, and number of employees. HOT
JOBS displays the current and projected employment, number of projected openings,
educational requirements, and the top three skills for each occupation in colorful high
quality 11x17 bi-fold publication. In the short time that this publication has been out, we
have been overwhelmed by the demand. This has been used by schools, community
colleges, One Stop offices, Career and Technical Education, the Student Loan
Department of the Bank of North Dakota, the Workforce Development Council, Interim
Legislative Committees, North Dakota Youth Council, etc. The initial printing was gone
within a couple of weeks, and the second printing ran out within a couple of months, a
third printing is now being distributed. A PDF version was placed on NDWIN.

In response to the huge demand for the hard copy version of HOT JOBS, the LMI Center
created an online interactive version of the HOT JOBS on NDWIN. Located in the
Products Section of the North Dakota Workforce Intelligence Network (NDWIN), this
publication lists all 71 occupations that met the HOTJOBS criteria. By clicking on any
occupational title, the user can view a variety of additional types of information about
that occupation. In addition, all of the job openings for that occupation currently listed on
VOS (our North Dakota Job Service Labor Exchange Website) can be displayed by
clicking on the Job Search link.

In response to suggestions from several users of the HOT JOBS for similar information
on occupations that do not require four years of education, the LMI Center created a new
publication called North Dakota Careers by Education. This colorful tri-fold publication
lists the top 25 careers for each of the four education and work experience categories—bachelor’s degree and above, associate’s degree, vocational training, and work experience. Each occupation has information on typical wage, projected growth, replacement needs, tasks performed, education/training requirement, and a designation of those occupations also on the HOT JOBS list. In the short time that this publication has been out, it has become even more popular than HOT JOBS. We have had to reprint North Dakota Careers by Education after only a couple months due to many requests from teachers, career counselors, One Stop Offices, Career and Technical Education, and other customers who have found this very useful in career exploration.

The annual North Dakota Employment and Wages was published in June of 2009. This publication displays covered employment and wage data at various industrial and geographic breakouts in an updated format. This is one of the very few sources for employment and wage information for our rural counties.

Another of our most popular publications, Wages for North Dakota Jobs, came out in May 2009. This publication provides detailed occupational wage and employment information for the state of North Dakota, the three MSA’s, and four substate regions. Based on customer feedback, the format of the publication was changed to list the wage information from all the areas (statewide, MSA’s, and substate regions) together for each occupation.

The LMI Center conducts Fringe Benefit Surveys in 13 North Dakota cities and areas every two years. The results of these surveys for all of these 13 areas and balance of state were compiled and published in PDF format on our website.

In addition, the LMI Center developed the North Dakota Benefits Guide. This glossy brochure contains a compilation of fringe benefits information from the 13 cities. The format for this new publication allows easy comparisons of fringe benefits information from city to city, industry to industry, or by size of firm. This publication has been in high demand and print quantities were raised to meet the growing number of requests for this pertinent information.

In the fall of 2003, the LMI Center developed a new product entitled Local Area Profiles in support of local economic development efforts and our local One-Stop offices in 13 of our largest cities. The Local Area Profiles utilize data from the QCEW program and other sources to provide data on industry employment and wages, number of firms, firm size, census information, and other related information for the current year and the previous year. The response we received from local economic developers, Chambers of Commerce, our business services representatives in our One-Stop offices, and other local civic and business groups was extremely positive. While these profiles have been beneficial to all cities in promoting their communities, those cities that are not MSAs, and as a result do not have any other source of employment information, found it especially valuable. Printing of the 2008 edition of the Local Area Profiles, which contains updated QCEW information, census information, new tax data, and the new top fifteen employers listing for each city, was completed in November 2008. The statewide Local Area
Profile was also updated and printed. The LMI Center began assembling information for the 2009 edition of the Local Area Profiles late this summer.

Based on comments from our customers, the LMI Center developed a series of Career Posters on topics such as Jobs in Demand, How Education can Affect Your Wage, High Wage Two Year Degree Jobs, Jobs in Demand, and High Wage Industries. These posters have been utilized in the resource rooms of our One-Stop offices, schools, libraries, etc.

The 2009 Largest Employer Listing was updated on our website in September 2009. This annual listing provides a ranking of the top 100 employers in North Dakota based on total employment. In addition, we updated the listing of largest employers for each of the 14 largest cities in North Dakota.

Using the “IMPLAN” software, the LMI Center has done several impact analysis studies. These studies have varied from the impact of plant closings and major layoffs to the potential impact of new manufacturing plants locating in a community. The LMI Center recently purchased an updated version of IMPLAN and sent an analyst to IMPLAN training.

In response to requests from local economic developers and Native American tribal leaders, the LMI Center completed work on Demographic Profiles in August of 2004. Based on the most recent census information, the Demographic Profiles contain general demographic information, selected social characteristics, selected economic data, and housing characteristics available in PDF format on our website. Profiles were developed for all the North Dakota counties, reservations, MSAs, selected cities, and the state as a whole. Since no new Census information was available, the guides could not be updated this program year.

To better explain all its products and services, the LMI Center has developed a brochure entitled Your Guide to LMI. In addition to being a promotional piece for our LMI Center, this guide provides a brief explanation of all our LMI publications and NDWIN and provides an order form for customers to request publications. This Guide, which was distributed in August 2007, will be utilized by our One-Stop in their resource rooms, at career fairs, workshops, and in business services activities. The LMI Center is in the process of updating this publication to reflect some of the newer products that we have recently produced.

All of the publications listed above have been loaded on our LMI website as PDFs.

The LMI Center has also utilized these grant funds for training purposes. Several of our LMI staff have attended national conferences and training sessions to maintain currency in the national trends, identify best practices in other states, learn new statistical programs and software, and network with their counterparts from other regions of the country. All of these training activities have added to the knowledge base and technical abilities of the
LMI Center staff. This in turn has and will continue to manifest itself in many new and innovative products and services for our customers.

The training of our customers is also a very high priority in North Dakota. Members of the LMI staff have provided over 20 presentations or training sessions for various customer groups during the past program year. These ranged from formal in-depth training sessions of two or three days to short presentations to specific customers groups.

Several LMI presentations were made to the Workforce Development Council and the Workforce Intelligence Steering Committee, as well as to the North Dakota Youth Council, the Governor’s staff, North Dakota Commerce Department, Interim Legislative Committees, and Job Service Senior Management and One Stop Offices. Many other local presentations/training sessions were provided to a wide range of customer groups such as Career Fairs at Valley City and Rugby, the University of Mary, the University of North Dakota Council of Deans, the Fargo Manufacturers Roundtable, the Council of United Way Agencies, the Bismarck-Mandan Development Association, Red River Valley Regional Economic Group, etc. In other cases, the LMI Center provided PowerPoints, speaker’s notes, and supporting information for our One-Stop staff members to make presentations to local civic or business associations.

B. CUSTOMER SATISFACTION:

North Dakota feels very strongly that customer feedback is extremely important in planning for and developing an efficient and comprehensive workforce information delivery system. North Dakota used a combination of strategies to obtain feedback on customer satisfaction with existing workforce information and services, as well as suggestions for developing new products and improving existing products. As mentioned in the discussion of our activities for the various core products in Section A, the LMI Center has utilized the feedback we have received from our customers to develop several new products and delivery formats. This customer feedback will continue to be the key element the LMI Center will use in evaluating current LMI products and services and in the planning for future LMI activities.

1. Customer Satisfaction Surveys:
The LMI Center completed a customer satisfaction survey late in the PY ’07. However, with our emphasis on training our customers on our new NDWIN system, it was decided to forego a formal customer satisfaction survey. Instead, an emphasis was placed on obtaining customer feedback at the NDWIN training session and from informal focus groups, presentation evaluations, and one-to-one conversations with our customers.

2. Informal Focus Group and Meetings:
During the past year, staff members from the LMI Center made an effort to sit down and visit several of our key customers about products and services in a very informal focus
group/discussion group-type setting. In addition, we have had several one-on-one sessions or group discussions with One-Stop offices, North Dakota Career Resource Network, WDC staff, Commerce Department, and local economic developers. These conversations have been invaluable in discovering their workforce information needs and how we might be able to help them.

3. Feedback From Presentations and Training Sessions:
As previously mentioned we have received valuable feedback from participants in our NDWIN training sessions and other presentations. We closely review the evaluation forms we receive from training sessions and have often received very timely ideas and suggestions from informal discussions with individuals during or after these sessions.

Listed below is a summary of the comments we have received from our customers through from our various the informal focus groups, one on one conversations, training evaluations, and other methods of collecting feedback from our customers.

- Love the new Careers by Education.
- LMI staff have been invaluable in putting together our strategic plan.
- The LMI info you provide for Rapid Response events has been extremely helpful to our clients.
- Can you do Area Profiles for smaller communities?
- State of Workforce Report is very helpful for rural areas like ours—it’s the only workforce data we have for our county.
- Michael does a great job of answering my LMI requests.
- Wages for energy occupations are misleading because overtime isn’t included in HOT JOBS and Careers by Education. Can you put overtime wages on those publications?
- Really like the new look of LMI publications.
- We are using NDWIN more all the time.
- Careers by Education are great resource for career exploration classes.
- Can you give us a lay person’s explanation of LED?
- Interactive Hot Jobs on NDWIN is amazing.
- The Occupational Trading cards are a hit at school job fairs.
- We appreciate the help the LM Center provided for our RIG application.
- Occupational wage data on oil field occupations is out of date by time we get it up here.
- Careers by Education is great. We have schools calling for more copies.
- Can you put out a publication on ‘green jobs’?
- Like to new look and usability of NDWIN.
- Like new colorful layout—doesn’t look like a stuffy government agency put it out.
- LMI Staff is great to work with, very responsive and professional
- Very few people in our office actually use the Analyzer in NDWIN, they just go to the publications page.
- Methods of Counting Jobs is very helpful in explaining employment difference to customers.
- New LED information has a lot of potential for economic developers.
- Can we get a HOT JOBS for two year degree or less occupations?
- Could use information on skills needs.
- Need to be mindful that not all areas (i.e. rural, tribal reservations) have access to internet.
- New look of the products make us (One-Stop Staff) look professional with our customers.
- Great job on NDWIN. It looks great and is easier to use.
- Love the idea of being able to link to current job openings for each occupation in HOT JOBS.
- Demographic Profiles very useful in Turtle Mountain.
- My students are really using the ND Careers by Education
- Need advanced training on NDWIN. Can it be tailored to our local office activities.
• Like recent changes in LMI publications.
• LMI staff has always been very helpful to me.
• Darin & Marcia did an amazing job on the NDWIN training.
• Some publications are too overwhelming – could we get summary sheets.
• The new LMI publications ROCK!!
• Can LMI develop a template that we can use to put together customized packages of local labor market information for businesses looking to locate in our area?
• Miss the analysis the LMI used to provide.
• Does LMI actually use our comments in designing publications?
• Appreciate the support we got from Michael and Duane, I have them on my speed dial.
• Some data is old by the time we get it.
• Why aren’t more skilled trades or blue collar jobs on the HOT JOBS list?
• Need more localized products.
• Can we get more products—posters, brochures, etc on occupations that do not require a four year degree.
• Great new publications—you are on the right track.
• Can you get us information potential worker pools?
• People like to see graphs, charts, bullets, --it’s easier for them to understand.
• Work with local office staff in evaluating new ideas.
• Utilize local office staff in tracking down nonrespondents to largest employer listing.
• We do not always hear about it when new publications come out.
• Could CSA IV host a focus group of local economic developers and LMI?
• Can LMI provide city documents similar to what is done in Rolla Local Office?
• Thank you for coming out and asking for feedback.
• Would like to see more mapping of data.
• Can you add the Air Force Bases to your mailing lists?
• It’s nice to have something professional looking to give to businesses when we call on them.
• Should have LMI products and services info and links to our info, on mini-CD’s for handouts
• Would like to see us there (local office) on a more regular basis.

C. RECOMMENDATIONS FOR IMPROVEMENTS OR CHANGES TO THE SUITE OF CORE PRODUCTS:

The list of core products and services for the Workforce Information Grant has evolved over the past few years. The current suite of core products provides a relatively concise grouping of the most common categories of products produced by most states while allowing individual states the flexibility to tailor products to the most critical needs in their state. Although it is important for several of the products, such as the Workforce Information Database and Projections to be consistent across the nation, the many differences from state to state require that individual LMI departments maintain this flexibility to address the workforce information needs unique to their state.

As such, North Dakota does not have many recommendations for changes to the suite of core products. The following are a few observations we have made based on conversations with our various customers.

The need for fringe benefit information is becoming more and more of a critical need for our business customers. Fringe benefit surveys should be able to identify differences in
fringe benefit packages offered by the geographic area, industry, and size of businesses. North Dakota currently conducts its own fringe benefits surveys as a part of core product 6, but this is one item that not all states currently produce.

Our customers are constantly requesting more localized products and services. Individual communities are looking for workforce information that they can use to measure the health and growth of their communities and that they can use to promote their areas. We believe that each state needs to develop some series of localized products.

As we have developed new products and services and made existing ones more useful, our customers are becoming very reliant on many of the products we produce under the Workforce Information Grant. Accordingly, it is critical that adequate funding continues to flow to the state LMI departments through the Workforce Information Grant so that these customers will continue to have access to the workforce information they need and have come to depend upon us to produce.