



Identifying Employer Workforce Needs to Align Future Education and Training

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Table of Contents

- Executive Summary..... 3**
- The Data 5**
- Springfield Workforce Overview 6**
- Industry Nuances 11**
- Recommendations to Educators 12**
- Recommendations for Employers 13**
- Conclusion..... 14**
- Appendix 16**

Executive Summary

Growing the workforce-ready population is a core priority in the Springfield Chamber Strategic Plan and critical to sustaining the Ozarks' economic momentum. To support that priority, this report captures employer-defined workforce needs and provides guidance for aligning education and training with current and emerging industry demand.

Feedback was collected from 50 leading regional employers through nine industry workgroups held between September and November 2025. Together, participating employers represented approximately 26,908 employees — about 11% of the Springfield MSA's employment base of 240,094 (JobsEQ, August 2025). Sessions combined Mentimeter polling with facilitated discussion and included educator participation to ensure results directly inform curriculum and workforce preparation efforts.

Employers across industries agreed on several clear themes. Springfield is facing a meaningful skills gap, with foundational professional and interpersonal (“soft”) skills identified as the most urgent need. Employers emphasized that communication, professionalism, reliability, problem solving, adaptability, and a positive work mindset increasingly determine whether employees can be trained and succeed long term. Employers also described a growing mismatch between applicant expectations and workplace realities, particularly around starting pay, scheduling flexibility, remote work, and career progression timelines. In a labor market projected to grow 0.6% annually over the next five years (JobsEQ), employers stressed that improving readiness and alignment, not simply expanding the labor pool, will be the key to regional competitiveness.

Looking ahead, employers highlighted two forces that will reshape the workforce over the next 5–10 years. JobsEQ projects 57,192 workforce exits in the Springfield MSA over the next five years, underscoring the need for succession planning and deliberate knowledge transfer. At the same time, artificial intelligence is accelerating automation and shifting skill needs toward hybrid roles that pair technology comfort with strong human-centered capabilities. Employers cautioned that foundational digital skills must be reinforced alongside AI adoption.

To close these gaps, the report recommends coordinated action by both education and employers. Educators should embed employability and communication skills across grade levels, expand real-world learning through internships, mentorships, and job shadowing, and increase exposure to local career pathways and credential opportunities. Employers should communicate expectations clearly and early, engage students before hiring through sustained school partnerships, strengthen onboarding and training to meet current skills gaps, and prepare for retirements through structured mentorship and cross-training.

Employer input provides a practical roadmap for building a stronger, more resilient workforce-ready population in Springfield. With shared expectations and sustained collaboration, the region can retain more local talent, meet the needs of key sectors, and support long-term economic growth.

Background

In response to the Springfield Chamber Strategic Plan's call for trust-based partnerships and high-impact initiatives that strengthen the Ozarks' regional economy and quality of life, the Chamber Board identified four strategic priorities: (1) lead regional economic development, (2) grow the workforce-ready population, (3) strengthen and support business, and (4) operate with excellence.

This report directly advances the priority to grow the workforce-ready population by documenting what employers across Springfield need now and in the years ahead. Drawing on direct feedback from 50 primary regional employers, the report identifies both immediate and long-term workforce skills, gaps, and opportunities. The goal is to provide education and training stakeholders with clear, employer-driven insight that can help align curriculum and career pathways with current industry needs and evolving workforce challenges.

Methodology

Information for this report was collected through a series of nine industry-specific employer work groups representing the following sectors: Logistics & Distribution, Manufacturing, Media & Marketing, Health Care, Professional Services, Finance, Construction, Architecture & Engineering, and Technology. All workgroups were held between September and November 2025 and lasted approximately 1–2 hours each. The industry-based format was designed to encourage candid, peer-to-peer discussion among employers facing similar labor market conditions. These sessions generated qualitative insight into sector-specific workforce needs while also surfacing themes that cut across industries.

To ensure the workgroups produced information most useful to education and training partners, senior leadership from local school districts, colleges, and universities were engaged prior to convening employers. These conversations helped shape the discussion framework and aligned the workgroup questions with the data that educators need to inform curriculum and programming. Educators also participated in the workgroups to hear feedback in real time, clarify employer needs where appropriate, and build relationships that can support stronger industry education collaboration moving forward. Each workgroup used Mentimeter to gather structured, quantitative input in a low-barrier format. The poll results served as a guide for discussion and helped ensure consistency across sessions, while still allowing employers space to expand on issues most relevant to their industry.

This work is grounded in a broader regional context. The Ozarks has experienced sustained population growth — averaging roughly 1.1% annually for nearly two decades — and remains one of the fastest-growing regions in the country. Employment has also risen sharply since 2020, outpacing population growth and tightening the available labor pool. As existing employers expand and new opportunities emerge, strengthening the skills and career readiness of local high school and post-secondary graduates is essential to meeting workforce demand. Many of the competencies identified through the workgroups

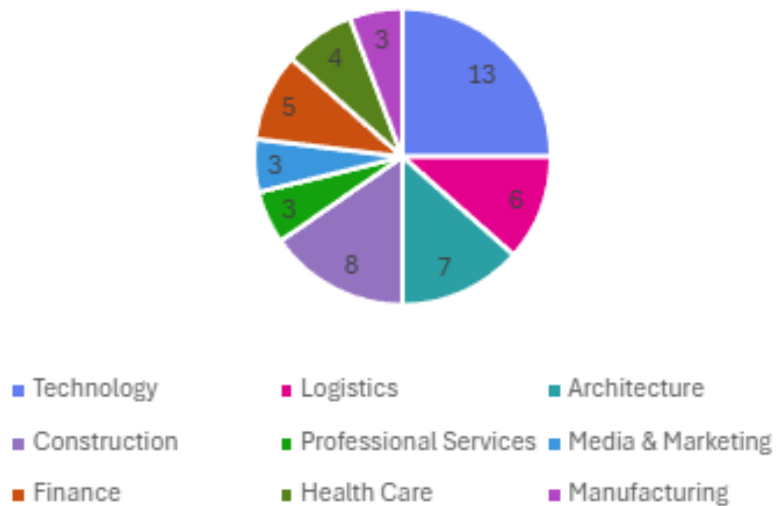
are transferable across sectors, supporting both employer needs and long-term job security for workers in the region.

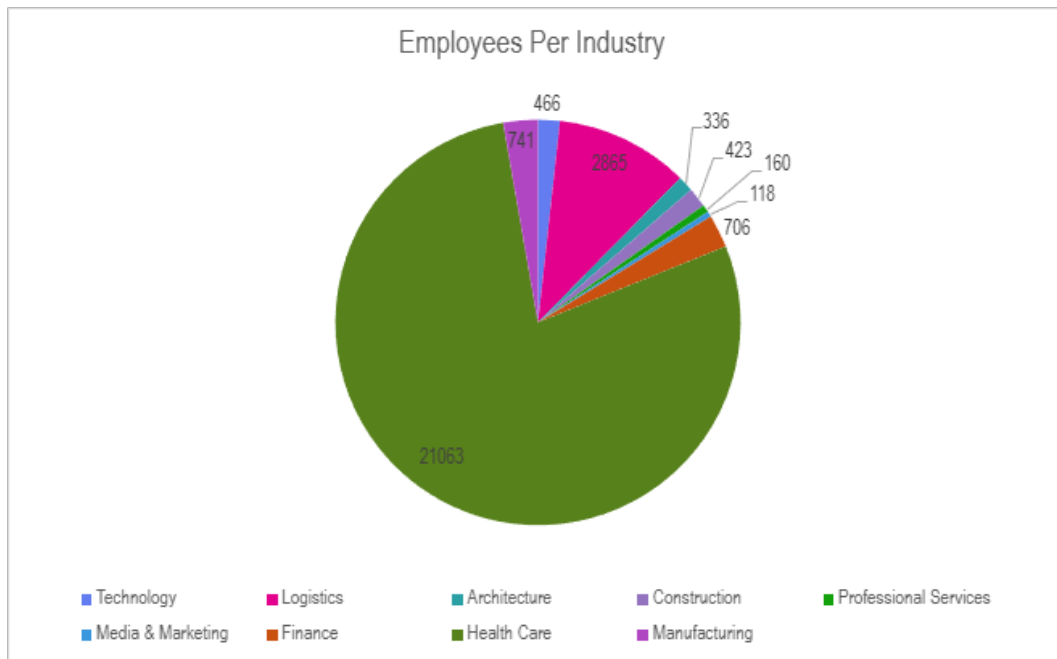
The Data

As of August 2025, JobsEQ reports 240,094 people employed in the Springfield Metropolitan Statistical Area (MSA). Across the nine industry workgroups, participating employers represented approximately 26,908 employees or about 11% of the Springfield MSA's total employment base.

Below is a breakdown of the number of businesses engaged and the estimated number of employees represented within each industry.

Number of Businesses Per Industry Group





Springfield Workforce Overview

Top Challenges in Attracting and Retaining Talent:

With forecasted workforce growth of 0.6% annually over the next five years (JobsEQ), employers framed Springfield’s workforce future as an opportunity to be more intentional about readiness and alignment. Rather than relying on rapid expansion of the labor pool, employers stressed the importance of strengthening skills, preparation, and mutual expectations so that both workers and businesses can thrive in a tighter market.

A consistent theme across conversations, especially among employers hiring younger workers, was the growing importance of “soft skills.” Employers described a recurring disconnect between applicant expectations and workplace realities. Many candidates were seen entering the job market with assumptions about starting wages, scheduling flexibility, and remote or hybrid options that do not match the requirements of many local roles. While recent graduates often seek flexible or remote arrangements, employers noted that a wide range of positions, particularly entry-level, client-facing, or hands-on jobs, require on-site presence and fixed coverage hours. Several employers also voiced concern that some applicants anticipate rapid advancement or higher-level pay within their first year, which they said is often inconsistent with standard career progression and the time needed to build competence.

Employers also highlighted challenges in communicating the full value of compensation packages. Participants noted that applicants frequently focus primarily on hourly wage or salary without fully considering total compensation, including health, dental, and vision insurance; retirement contributions

(401k or similar plans); paid training; and opportunities for certifications or advancement. Even when employers explain these benefits, some candidates either do not understand their value or prioritize immediate pay over longer-term support — particularly those who are younger or currently healthy.

Across multiple industries, employers cited work ethic as a major barrier to both recruitment and retention. This concern extended beyond traditional “blue-collar” roles; office-based employers also reported difficulty finding candidates willing to reliably work full 40-hour schedules on site. Employers described work-ethic challenges as showing up through unreliable attendance, missed interviews, late arrivals, and negative attitudes that affect team culture and productivity.

To respond to these challenges, employers emphasized hiring and development strategies that strengthen readiness and long-term fit. Many noted that candidates who demonstrate sustained responsibility—through extracurricular involvement, part-time work, family obligations, or other long-term commitments—often transition more successfully into the workplace. Some employers also referenced differences they observe in preparedness or workplace habits across communities, which can influence recruiting approaches. Overall, employers stressed that building Springfield’s future workforce will require a shared focus on career readiness, realistic workplace expectations, and foundational employability skills such as attendance, communication, professionalism, accountability, and a willingness to learn.

Training and Development Opportunities Offered:

Employers described a wide range of training and development strategies, with many emphasizing early talent cultivation through internships and apprenticeships. These opportunities give students hands-on experience before graduation while helping employers strengthen their long-term talent pipelines. Several companies also highlighted tuition reimbursement or education assistance as a key benefit, both to encourage continued learning and to attract candidates seeking clear pathways for advancement.

Beyond role-specific training, many employers provide internal learning opportunities focused on transferable and life-ready skills. Examples included sessions or programs on time management, teamwork, communication, leadership fundamentals, and personal financial wellness. Employers shared that these offerings improve workplace performance while also supporting employees’ broader personal development. Companies that invest in this kind of programming reported seeing clear retention benefits, noting that employees are more likely to stay when they feel their growth is prioritized. Employers also noted that professional development extends outside the workplace. Many companies actively encourage and fund participation in community organizations, professional associations, and networking or leadership groups. They view these experiences as valuable for building confidence, expanding professional networks, and strengthening “soft skill” development that supports future supervisors and leaders.

Across industries, employers consistently stressed the importance of soft skills and attitudes in determining employee success. As one participant summarized, they “can train heads, but can’t really train hearts.” Most employers indicated that some level of on-the-job training is always required, whether for new entrants to the industry or experienced hires moving between organizations. However, an employee’s willingness to learn and overall attitude strongly influence how quickly they can be trained and how successful they ultimately become. Employers reinforced that aligning training efforts with these foundational employability skills is essential to both individual and organizational outcomes.

Skills Important in the Workforce Now:

When asked about the skills most critical for today’s workforce and the near future, employers overwhelmingly pointed to “soft” skills as the top priority. These included: communication, professionalism, resilience, attitude, problem solving, adaptability, and general business awareness. Many employers shared that they would choose a candidate with a lower GPA over a higher-GPA applicant if the former demonstrated stronger interpersonal and communication abilities. Employers explained that technical skills can often be taught through onboarding and on-the-job training, but foundational personal skills and attitudes are much harder to develop after hiring.

Communication skills were emphasized across all formats: verbal, non-verbal, and written. Employers noted that some candidates struggle to answer common interview or workplace questions clearly and confidently, including questions about their own experience or goals. Several participants highlighted the need for stronger professional presence, citing eye contact, tone of voice, and active listening as areas for improvement. Written communication was also a frequent concern, with employers pointing to gaps in composing clear emails and workplace documents.

Employers also stressed that a strong work ethic remains essential across industries. While often described as a characteristic rather than a technical skill, it was repeatedly linked to basic workplace expectations such as reliable attendance, punctuality, and the ability to sustain consistent effort during a standard 40-hour work week. Participants shared that dependable performance is foundational to meeting client needs, maintaining productivity, and supporting overall business success. This theme also tied closely to employer concerns about newer workers expecting rapid advancement without first building experience and demonstrating sustained reliability.

Problem solving and adaptability were identified as key drivers of efficiency. Employers value employees who can take initiative, seek solutions independently, and make progress without needing constant direction. Workers who demonstrate curiosity, continuous learning, and sound judgment were seen as developing faster, requiring less intensive supervision, and ultimately adding value sooner. Employers noted that these capabilities will become even more important as workplaces continue to change and evolve, making adaptability a core expectation for long-term success.

Changes to the Workforce in the Next 5-10 Years:

Employers consistently pointed to two major forces reshaping Springfield's workforce over the next decade: accelerated retirements and the rapid integration of artificial intelligence. These shifts will affect both the availability of talent and the skills required for success.

First, large-scale retirements are expected to intensify existing labor shortages. JobsEQ projects 57,192 workforce exits in the Springfield MSA over the next five years, reflecting a pace of retirements and separations that employers believe will outstrip the pipeline of new skilled entrants. Participants across industries reported that experienced workers are leaving faster than replacements can be trained or recruited, and several sectors are already feeling the strain of a shrinking skilled labor pool. In response, some employers described encouraging retirees to remain engaged part-time or in mentorship roles to help transfer institutional knowledge to younger employees. Employers emphasized that maintaining quality and productivity will depend on intentional knowledge-sharing practices and on bridging generational differences in communication styles, expectations, and workplace norms.

Second, employers highlighted Artificial Intelligence as a significant driver of change in job design and required skillsets. Many expect AI and automation to increase efficiency in routine or administrative tasks, which may shift some roles toward more technology-oriented responsibilities. At the same time, employers stressed that as automation grows, human-centered skills, such as relationship building, judgment, problem solving, and communication, will become even more valuable. Several participants described the future workforce as needing a blended skillset: comfort with evolving technology paired with strong interpersonal and professional capabilities.

Employers noted that adoption of AI will not be uniform. Some organizations remain cautious about placing proprietary or client information into third-party platforms. In these contexts, workers will need to understand how to use tools such as ChatGPT or Copilot appropriately for early-stage drafting, summarizing, or idea generation while still applying human oversight, industry knowledge, and context to refine outputs to meet business standards.

Finally, employers and JobsEQ data both point to persistent gaps in basic digital workplace skills, particularly proficiency in Microsoft Office applications such as Word, Outlook, and Excel. Employers expressed concern that as reliance on AI increases, foundational competencies may erode further. This is especially important given that some workers already struggle with clear written communication and professional email practices. Without reinforcing these core skills alongside new technologies, employers warned that Springfield risks seeing this gap widen rather than close over time.

Skills Missing From Today's Workforce:

Foundational professional skills were frequently described as falling short of employer expectations. Employers noted that many workers enter jobs without basic professional etiquette, including how to present themselves, navigate workplace norms, demonstrate business literacy, or bring a constructive mindset. These competencies matter because employees' behaviors and interactions shape how customers, clients, and partners perceive the organization. Employers emphasized that understanding business structures, dress codes, and workplace expectations supports smoother onboarding and helps employees integrate quickly and perform successfully.

Core soft skills were also consistently identified as major gaps. Employers across industries reported ongoing challenges with communication, interpersonal skills, problem solving, and maintaining a positive, growth-oriented attitude. Because these same soft skills were also cited as the most essential for the workforce now and in the future, employers see a clear disconnect between what jobs require and what many candidates currently demonstrate. This skills mismatch places strain on recruitment, retention, and employers' ability to deliver high-quality work.

Communication was the most repeated concern. Employers shared that many individuals leaving high school or college struggle to explain ideas clearly, ask questions effectively, or engage in professional dialogue with supervisors and coworkers. These issues extend beyond internal teams and often affect customer and client interactions as well. Written communication was described as another weak area, with employers reporting difficulty finding employees who can compose clear, professional emails and workplace documents.

Employers also observed a growing discomfort with traditional, real-time communication. Many employees and students prefer asynchronous messages or face-to-face interactions, and some avoid phone calls altogether. Educators echoed this trend, noting students often feel more confident communicating through text or when they can read facial cues. Employers, however, stressed that comfort with synchronous communication, especially phone calls, is still a fundamental workplace requirement in many roles. Real-time conversations resolve issues more quickly than email chains, reduce misunderstandings, and improve overall efficiency.

Finally, employers emphasized problem solving as another missing foundational skill. Participants shared that employees are often expected to think through challenges independently, apply judgment, and take initiative rather than relying on constant direction. Strengthening these baseline professional and soft skills was viewed as essential to improving workforce readiness and supporting long-term success for both workers and employers.

Industry Nuances

While many workforce challenges in Springfield are shared across sectors, employers also described industry-specific needs and persistent misconceptions that shape recruitment and training priorities.

→ **Health Care**

Leaders noted that the industry is often narrowly understood as only employing doctors, nurses, and other clinical staff. Health care systems rely on a broad range of occupations including accounting, marketing, human resources, IT, facilities, and administrative roles, to operate effectively. Because of this, health care faces both the same talent challenges seen in other industries and a distinct set of clinical workforce pressures. Employers emphasized an ongoing shortage of health care professionals overall, paired with a growing need for higher-level, credentialed roles such as advanced-practice nurses, physicians, dentists, and specialists. In short, the issue is not only attracting more people into health care, but also ensuring the pipeline produces the right certifications aligned to community needs.

→ **Construction**

Industry employers described a similar workforce shortage but with different dynamics. Many shared that the industry has experienced a widening talent gap for years, which deepened during COVID and has not meaningfully rebounded. This shortage continues to strain the availability of field-based, outdoor workers — roles that are physically demanding, require consistent work ethic, and depend on continuous skill-building.

Employers also noted that the nature of construction work is evolving, increasing demand for workers who can bridge job-site labor with office-based tasks, coordination, and basic technology use. As a result, the industry is seeking more employees with hybrid skillsets who can adapt across environments.

→ **Architecture**

Firms reported downstream impacts from construction's labor and skills shortages. Several noted difficulties finding local contractors with specialized abilities such as detailed masonry, high-skill carpentry, or other advanced trades needed for more complex or higher-caliber projects. This gap has contributed to projects being awarded to firms outside the region, particularly in Kansas City, St. Louis, and other nearby markets.

Employers stressed that local firms are preferred because they reduce costs, improve communication, and keep investment within Springfield, but the current skills shortage often makes that difficult. Architecture leaders emphasized that strengthening trade education and expanding advanced technical

training locally would increase the quality and sophistication of projects that can be completed by Springfield-based teams.

→ **Manufacturing**

Employers also described a shifting skills landscape driven by automation. While shop-floor roles remain essential, many tasks are becoming less physically labor-intensive and more technically complex. Employers explained that workers increasingly need training to operate, monitor, and maintain advanced machinery, making technical aptitude a core expectation even in entry-level positions. This trend reflects a broader cross-industry shift toward a more tech-enabled workforce, where comfort with technology is becoming foundational at all levels.

Recommendations to Educators

Managing expectations early is a foundational step in strengthening workforce readiness. Employers consistently shared that unrealistic assumptions about pay, advancement, and workplace flexibility create confusion, stress, and higher turnover during hiring and onboarding. Educators can help close this gap by grounding students in realistic starting salary ranges and typical career progression timelines across fields. Equally important is helping students understand that compensation goes beyond base pay. Total compensation often includes health, dental, and vision benefits; retirement contributions; paid training; and credentialing opportunities. When students understand the full value of compensation packages, they are better equipped to evaluate job opportunities and align career choices with both their goals and lifestyle needs.

Soft skills were the most repeated workforce concern across workgroups and should be a central focus while students are still in school and college. Communication skills were highlighted as a major gap. Employers and educators noted small improvements from limiting phone use during the school day but agreed that more intentional practice is needed. Increasing opportunities for students to present, explain their work, participate in structured discussions, and engage in collaborative learning will help strengthen verbal, non-verbal, and written communication. Regular practice in professional settings, such as mock interviews or workplace-style conversations, can further build confidence and clarity.

Team-based learning is also essential because it develops both problem solving and interpersonal effectiveness. Group projects teach students how to analyze issues together, ask questions of peers, and work through challenges without relying solely on authority figures for direction. Employers emphasized that these experiences mirror real workplace environments where collaboration, initiative, and the ability to navigate differing perspectives are everyday expectations. Teamwork also helps students build conflict-management skills, adapt to others' strengths, and learn shared accountability for outcomes.

Employers noted that many graduates enter the workforce without a basic understanding of workplace etiquette or how businesses function. While some honors programs and extracurriculars cover these topics, employers stressed that all students need exposure to professional norms regardless of their career path. This includes expectations around punctuality, attendance, attire, hygiene, meeting deadlines, and professional conduct. Educators can reinforce these habits through consistent classroom policies: for example, holding students accountable for late work, emphasizing preparedness, and practicing clear, timely communication. Practical skill-building should also cover how to write professional emails, make and respond to phone calls, and communicate respectfully with supervisors, coworkers, clients, and customers.

Finally, educators play a key role in broadening students' awareness of industry options and career pathways. Employers encouraged schools to provide more structured exposure to the range of roles within local industries, including jobs that students may not typically associate with certain sectors. Educators can strengthen this by participating in experiences such as Teacher Externships, bringing industry professionals into classrooms, and connecting students to internships, job-shadowing, apprenticeships, and certification opportunities. Highlighting which industries offer hands-on models or employer-funded credentials, such as CDL training and other in-demand certifications, can help students see accessible pathways into stable careers.

In exploring long-term talent development, employers in the legal services sector raised the potential value of establishing a law school in Springfield. They shared that local students often leave the region to pursue law degrees and rarely return, weakening the local talent pipeline. With Missouri State University now able to offer doctoral programs and MU Extension expanding its footprint, employers see this as a timely and realistic opportunity worth examining. Importantly, employers expressed that there would be strong community and industry support for a Springfield-based law school, including internships, mentorships, clinical placements, and other partnerships that could help sustain a local pipeline of legal talent and strengthen retention of future professionals in the region.

Recommendations for Employers

Building on the recommendations for educators, employers also have a central role in strengthening workforce readiness by reinforcing clear expectations, expanding early career exposure, and creating supportive pathways that help talent succeed and stay in Springfield.

Prioritizing clear and consistent communication of expectations throughout the hiring process begins with job descriptions that accurately reflect role requirements and continues through interviews and onboarding. Expectations should be stated plainly around total compensation (wages plus benefits), scheduling and workplace norms, required skills, training and development opportunities, and realistic

timelines for career growth. Reinforcing these points early and often helps candidates enter roles with clarity, improves alignment between employer and employee, and supports stronger retention over time.

Employers can also play a proactive role in shaping workforce readiness before students ever apply for jobs. Building relationships with schools and colleges through classroom presentations, career fairs, mock interviews, job shadowing, internships, apprenticeships, and teacher externships provides students with early exposure to workplace expectations and local career opportunities. These connections help students understand what skills they will need to succeed, what different career pathways look like in Springfield, and how to prepare themselves intentionally for the transition from education to employment.

Given the scale of upcoming retirements and projected workforce exits, employers should prepare now for knowledge transfer and succession planning. Organizations should create structured opportunities for experienced staff to mentor newer employees, gradually hand off responsibilities, and cross-train teams. Doing this over time preserves institutional knowledge, maintains quality and continuity in operations, and reduces disruption when staff take PTO or leave the organization. It also creates meaningful development pathways for rising talent and strengthens internal pipelines.

Employers should also review and strengthen onboarding and ongoing training to close current skills gaps. Training should be designed to meet employees where they are, particularly in foundational professional behaviors, soft skills, and core digital tools such as Microsoft Office. Practical, role-aligned training paired with clear performance standards helps employees grow more quickly into workplace expectations and supports long-term success for both the individual and the organization.

Finally, employers should differentiate Springfield-based opportunities by highlighting the full value of employment beyond base pay. Businesses can strengthen recruitment and retention by emphasizing employer-funded certifications, mentorship, leadership development, workplace culture, stability, and clear advancement pathways. Where wage competition with larger markets may be difficult in the short term, a strong long-term value proposition, especially visible growth and faster progression, can be a compelling reason for workers to build their careers locally.

Conclusion

Across all nine industry workgroups, employers were aligned on a central finding: **Springfield faces a meaningful workforce skills gap, with interpersonal and foundational professional skills cited as the most urgent need.** Employers emphasized that technical skills can often be taught on the job, but communication, teamwork, professionalism, problem solving, reliability, and a positive work mindset are harder to build after hiring. Closing this gap will require coordinated, action-oriented work across education, employers, and community partners.

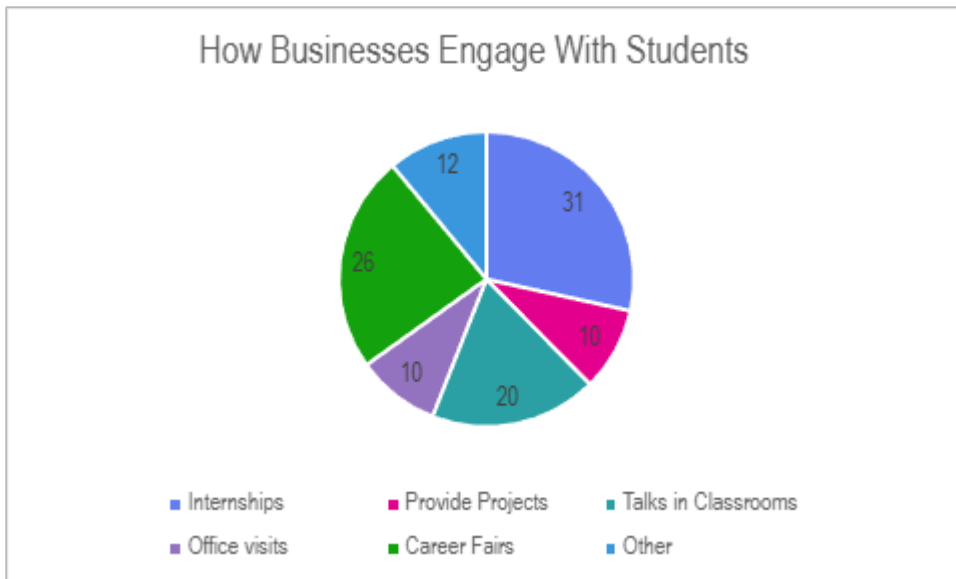
To strengthen workforce readiness, educational stakeholders should take collective steps to embed employability skills alongside academic instruction. Priority actions include:

- Integrating communication, teamwork, professionalism, and problem solving into curriculum at all grade levels.
- Expanding opportunities for students to practice these skills through presentations, group projects, and real-world problem solving.
- Encouraging participation in extracurricular and co-curricular activities that build collaboration, commitment, and leadership.
- Deepening partnerships with local employers to increase access to internships, mentorships, job shadowing, externships, and career exposure.
- Reinforcing accountability and career expectations early, including workplace etiquette, attendance, and realistic pathways for advancement.

At the same time, employers and families are essential partners in reinforcing these skills. Businesses should engage students early, clearly communicate expectations, and create pathways that help emerging talent build confidence and competence in professional settings. Families and community organizations can support this effort by modeling work habits, communication, and responsibility in everyday life.

Strengthening workforce readiness is one of the clearest levers we have to sustain Springfield's momentum. Employers' input in this report provides a roadmap for how education and business can align more closely around the skills that drive productivity, retention, and advancement. With intentional partnership and shared accountability, Springfield can retain more of its talent, meet the needs of key industries, and continue leading as a strong and growing regional economy.

Appendix



Professions in Demand

Architecture & Engineering	Construction	Finance	Health Care	Logistics & Distribution
<ul style="list-style-type: none"> • Landscape Architects • Trades People (Masons etc.) 	<ul style="list-style-type: none"> • Estimator • Superintendent • Electricians • Concrete workers 	<ul style="list-style-type: none"> • Entry Level Tellers 	<ul style="list-style-type: none"> • Anesthesiologist • Athletic Trainers / Therapists • Behavioral Health Workers • Dermatologists • Occupational Therapists • Physical Therapist • Speech Pathologists 	<ul style="list-style-type: none"> • Drivers • Fleet Managers • Mechanics • Recruiters
Manufacturing	Media & Marketing	Professional Services	Technology	
<ul style="list-style-type: none"> • All positions 	<ul style="list-style-type: none"> • Sales personnel 	<ul style="list-style-type: none"> • Accounting • Analytics • Teaching 	<ul style="list-style-type: none"> • Audio Installers • Cloud Security • ITAD / Repair Professionals • Software Developers 	