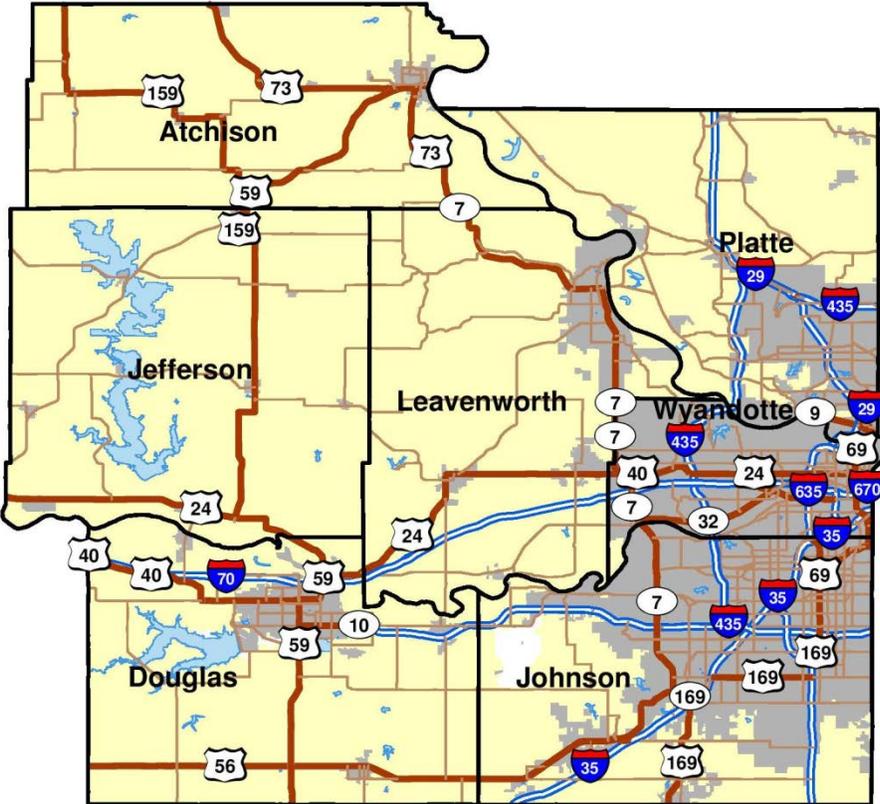


Greater Kansas City Area: Leavenworth County Labor Basin Assessment

Atchison • Douglas • Jefferson • Johnson •
Leavenworth • Platte • Wyandotte Counties



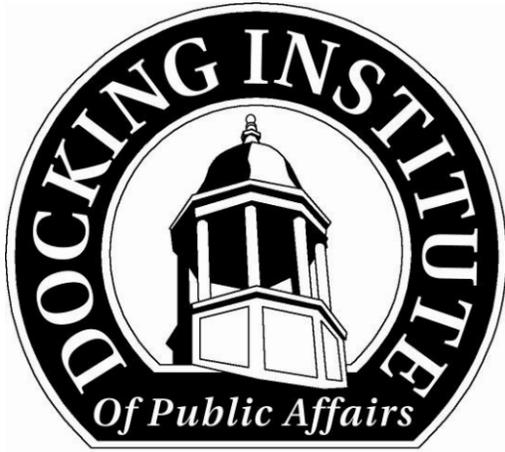
Prepared For

Mid-America Regional Council (MARC)

By

The Docking Institute of Public Affairs

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Mission:

To Facilitate Effective Public Policy Decision-Making.

The staff of the Docking Institute of Public Affairs and its University Center for Survey Research are dedicated to serving the people of Kansas and surrounding states.

Greater Kansas City Area: Leavenworth County Labor Basin Assessment

Prepared By:

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Greater Kansas City Area: Leavenworth County Labor Basin Assessment

Executive Summary

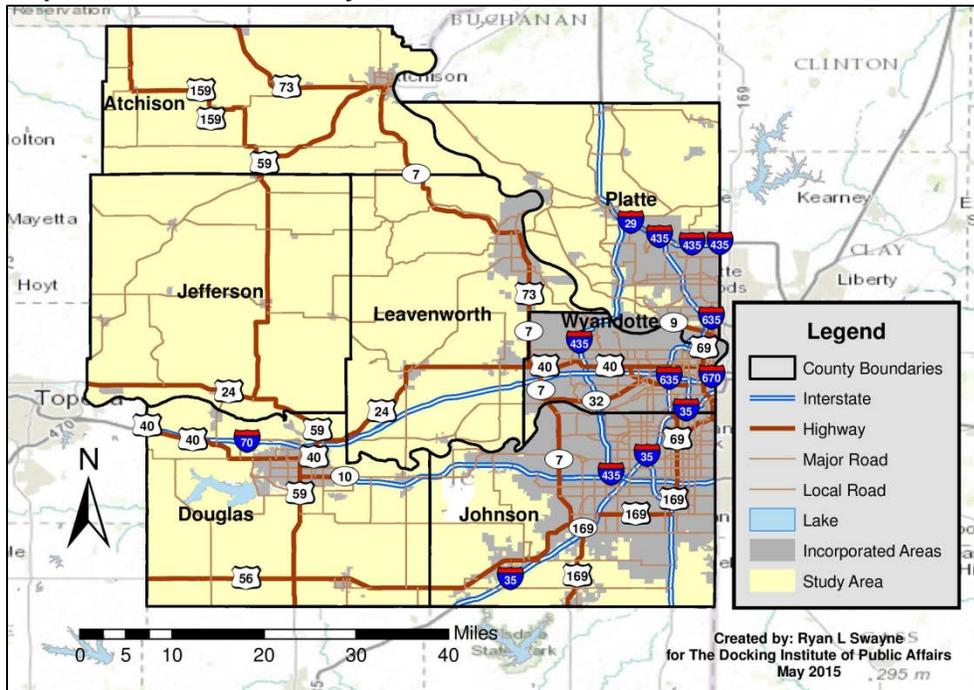
The Leavenworth County Labor Basin includes seven counties in Kansas and Missouri: Atchison (KS), Douglas (KS), Jefferson (KS), Johnson (KS), Leavenworth (KS), Platte (MO), and Wyandotte (KS). This report assesses the “Available Labor Pool” in this labor basin. The “Available Labor Pool” represents those who indicate they are looking for a new job or are interested in a new job given the right employment opportunities. The Docking Institute’s independent analysis of this labor basin shows that:

- The population of the Leavenworth County Labor Basin is 384,902 and the Civilian Labor Force (CLF) is 203,072. The Institute estimates that 106,461 working-age adults constitute the Available Labor Pool for the Leavenworth County Labor Basin.
- An estimated 7,133 (6.7%) members of the Available Labor Pool are non-employed *and* currently looking for employment, while 14,353 (13.5%) are non-employed *but* are interested in a job for the right opportunities. In addition, 21,335 (20.0%) employed individuals are currently looking for new or different full-time employment, and 63,639 (59.8%) are employed and interested in new or different full-time employment for the right opportunities.
- A large majority (84.8%) of the Available Labor Pool has at least some college experience and nearly all (98.8%) has at least a high school diploma. The average age for members of the Available Labor Pool is about 46 years old and women make up 52.6% of the Pool. About 27.5% indicate that they speak “at least a little” Spanish.
- An estimated 10,379 (9.7%) members of the Available Labor Pool currently work in general labor occupations (such as cleaning, construction, delivery, manufacturing and maintenance). Interestingly, more (12,714 or 11.9%) members of the Pool work in high-skilled occupations (such as mechanics, welders, computer technicians and crew managers).
- An estimated 41,673 (39.1%) members of the Pool currently work in service sector occupations (such as customer service workers, clerical workers, retail sales, office managers, nurses and teachers), while an additional 20,209 (19%) work in white-collar professional occupations (such as executives, doctors and attorneys).
- More than three-quarters (77.3%) of the Pool is “willing to work outside of their primary field of employment for a new or different employment opportunity.”
- Slightly less than a third (31%) of the members of the Pool will commute up to 45 minutes, one-way, for an employment opportunity. About three-quarters (76%) will commute up to 30 minutes, one-way, for employment.
- The five most desired benefits for a new job are good salary or hourly wage, good retirement benefits, good health benefits, on-the-job (OJT) or paid training, and good vacation benefits.
- An estimated 25,070 people (24% of the Pool) are interested in a new job at \$15 an hour and 7,458 (7%) are interested in a new job at \$10 an hour.
- Of the 84,975 members in the subset of *employed members* of the Pool, 26,002 (31%) consider themselves underemployed.
- Of the 99,967 members in the subset of *non-business owning members* of the Pool, 40,887 (41%) indicate a desire to own their own businesses.

The Leavenworth County Labor Basin

The Leavenworth County Labor Basin includes seven counties located in eastern Kansas and western Missouri (see Map 1 below).¹ The criterion used to include a county in this labor basin is whether it contains communities from which, it can be reasonably assumed, individuals may commute to the center of the labor basin for an employment opportunity. In the case of the Leavenworth County Labor Basin, it can be reasonably assumed that individuals may commute from (and within) one of the seven counties because these counties contain 1) communities with adequate transportation within the Leavenworth County area and 2) communities that are within a 45-minute commute to the center of the labor basin.

Map 1: Leavenworth County Labor Basin



The Leavenworth County Labor Basin has a total population of approximately 384,902, and a Civilian Labor Force of 203,072.² There was an average official unemployment rate of about 4% at the time of the study, and this research effort suggests that there is a supply of available labor for a new employer and/or expanded employment.

¹ The data used for this study come primarily from research performed for the Mid-America Regional Council (MARC). The Institute conducted a nine-county labor availability study for MARC in late 2014. This Kansas City Labor Basin includes five counties in Missouri (Cass, Clay, Jackson, Platte, and Ray) and four in Kansas (Johnson, Leavenworth, Miami, and Wyandotte). To provide a better picture of the available labor in the greater Kansas City area, data from previous labor studies were combined to create a 23-counties regional study (see Greater Kansas City Labor Basin Labor Availability Analysis – 2015). Data for the seven counties shown in the map above were then extracted from the 23-county data set to produce the Leavenworth County Labor Basin Assessment.

² The population sizes of Johnson, Platte, and Wyandotte counties were adjusted to replicate, as much as possible, the 2012 Leavenworth County available labor study. Extrapolating to the entire populations in these counties would likely misrepresent the reasonable size of the Leavenworth County Available Labor Pool. Even with these adjustments, the 2015 Available Labor Pool for the Leavenworth County Labor Basin is substantially larger than the 2012 Pool.

The Docking Institute's analysis suggests that the basin contains an Available Labor Pool of 106,461 individuals. The Available Labor Pool is composed of workers categorized as either 1) currently not employed *but* looking for full-time employment, 2) currently not employed but interested in a new job, 3) currently employed (full- or part-time) *and* looking for other full-time employment, 4) currently employed and not looking, *but* interested in different full-time employment for the *right opportunity*. Please see the Methods section – page 30 – for more information about the Institute's Available Labor Pool analysis methodology and the survey research methods used for this report. See the glossary – page 32 – for definitions of terms used throughout the report.

Structure of the Leavenworth County Labor Basin's Available Labor Pool Report

The majority of this report assesses the characteristics of the Available Labor Pool in the Leavenworth County Labor Basin by answering the following questions:

- What proportion of the labor force – employed, unemployed, homemaker, student, retired and disabled – would seriously consider applying for a new full-time employment opportunity?
- What are some of the demographic characteristics of workers and potential workers?
- What types of jobs do current workers have now?
- How long have workers been on the job?
- What type of jobs have workers and potential workers had in the past?
- What percentages are general laborers, skilled blue-collar workers, service and support workers and professional white-collar workers?
- What types of considerations (pay, benefits, and commute time) shape their decision-making for taking a new or different job?
- What proportion of workers/potential workers is willing to change fields of employment?
- What work shifts are workers/potential workers willing to work?
- What is the level of job satisfaction among the current workers?

Three Subsets of the Available Labor Pool

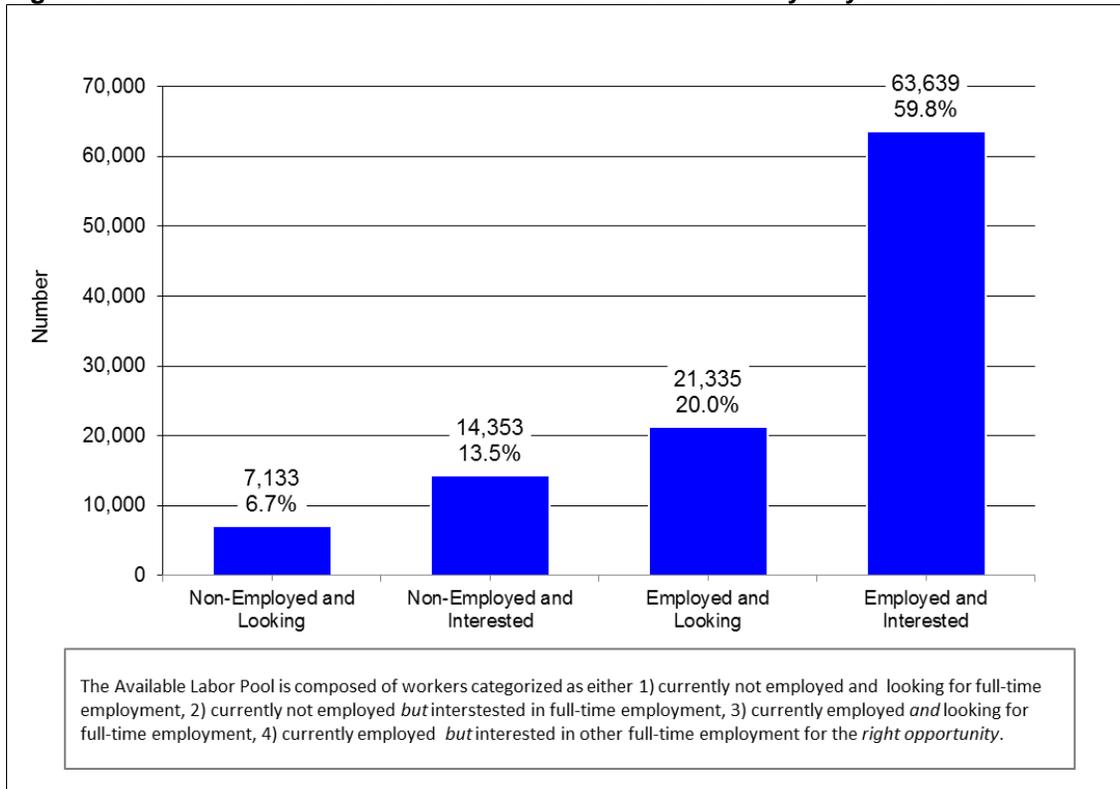
This report also provides information on three subsets of the Available Labor Pool:

- Those living “within the necessary commute time.” Necessary commute time is defined as a commute time stated by the respondent that is equal to or greater than the commute time necessary for the respondent to travel from his or her Zip Code of residence to the Zip Code at the center of the labor basin.
- Those that consider themselves as “underemployed.”
- Those considered “potential entrepreneurs.”

The Leavenworth County Labor Basin's Available Labor Pool

It is estimated that 7,133 (6.7%) members of the Available Labor Pool are non-employed³ and *currently looking* for work, while 14,353 (13.5%) are non-employed but are *interested* in a job for the right opportunities. In addition, 21,335 (20%) employed individuals are *currently looking* for new or different full-time employment, and 63,639 (59.8%) are employed and *interested* in a new or different full-time employment for the right opportunities.

Figure 1: The Available Labor Pool for the Leavenworth County City Labor Basin



³ The terms “non-employed,” “not employed,” and “non-working” refer to officially unemployed members of the Civilian Labor Force *and* any non-employed/non-working full-time students, homemakers, retirees, and disabled individuals that indicate they are available for employment.

Map 2 shows how each Zip Code area in the basin compares to all other Zip Code areas in terms of the percent of total available labor in the Leavenworth County Labor Basin. Zip Code areas are grouped into one of six categories specified in the legend. The map shows:

- Ten percent or more of the entire labor basin's Available Labor Pool is located in Zip Code areas within Leavenworth County. (See the purple area on the map.)
- Between 5% and 9.99% of the entire labor basin's Available Labor Pool is located in Zip Code areas within Johnson and Wyandotte counties. (See the red areas on the map.)
- Between 2% and 4.99% of the entire Pool is located in Zip Codes areas in Douglas, Johnson, Leavenworth, Platte, and Wyandotte counties. (See the light brown areas on the map.)
- Between 1% and 1.99% of the entire Pool is located in Zip Code areas in Atchison, Douglas, Johnson, and Platte counties (See the orange areas on the map).
- Zip Code areas in Atchison, Jefferson, Johnson, Leavenworth, and Platte counties contain .5% to .99% of the basin's Available Labor Pool (See the light peach areas on the map.)
- Finally, less than .5% of the Pool is located in Zip Code areas spread throughout the rest of the basin. (See the light yellow areas on the map.)

Map 2: Percent of Total Available Labor in Basin by Zip Code

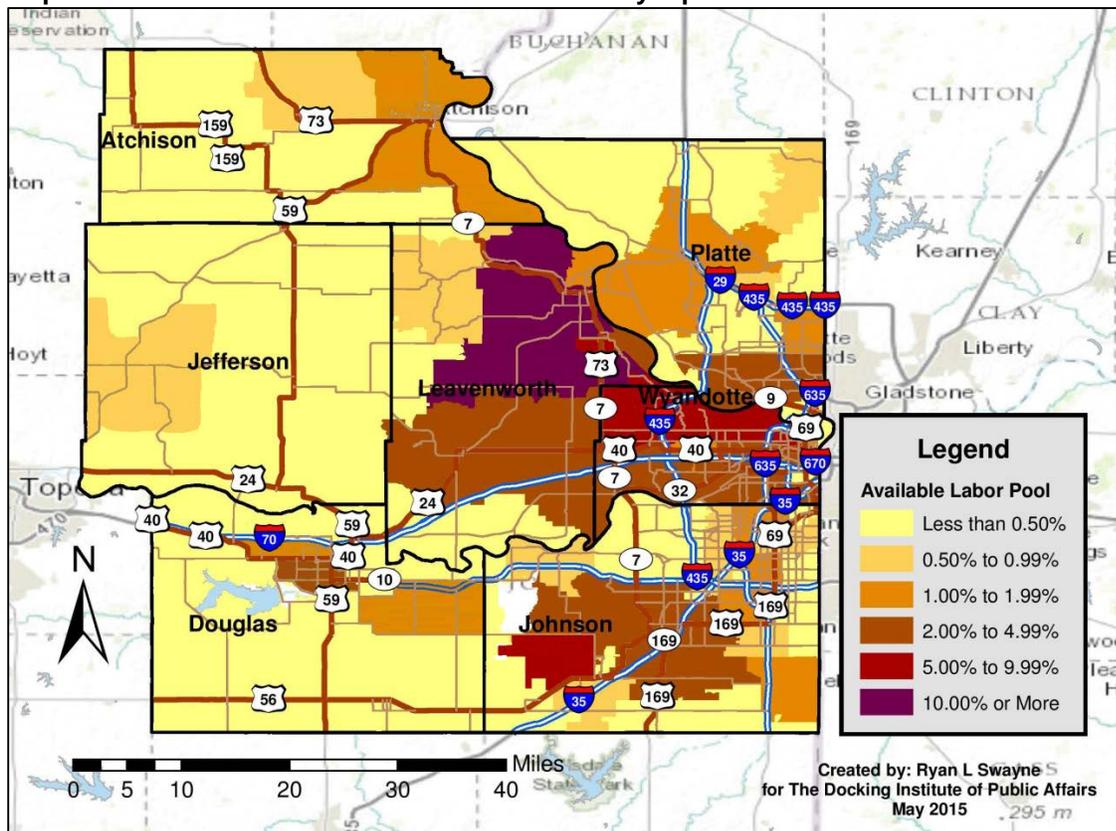


Table 1 shows the gender, age, and education levels of the 106,461-member Available Labor Pool. More than half (52.6%) of the pool are women, and the average age is about 46 years old. Nearly all (98.8%) have at least a high school diploma, more than four-fifths (84.8%) have at least some college education, and half (50.8%) have at least a bachelor's degree.

More than a quarter (27.5%) speaks at least some Spanish, though most (78.1%) speak Spanish "only a little."

Table 1: Age, Gender and Education Levels of Available Labor Pool

Current Year	Age in 2014		
Range	18 to 75		
Average	46		
Median	48		
Gender	Number	Percent	
Female	55,999	52.6	
Male	50,463	47.4	
Total	106,461	100	
Highest Level of Education Achieved			Cumulative Percent
Doctoral Degree	4,497	4.2	4.2
Masters Degree	18,746	17.6	21.8
Bachelors Degree	30,857	29.0	50.8
Associates Degree	13,025	12.2	63.1
Some College (including current students)	23,184	21.8	84.8
High School Diploma	14,868	14.0	98.8
Less HS Diploma	1,284	1.2	100
Total	106,461	100	
"Do you speak Spanish?"	Number	Percent	
"Yes"	29,277	27.5	} These percentages represent portions of 27.5%
<i>Speak Very Well</i>	2,430	8.3	
<i>Speak Fairly Well</i>	3,982	13.6	
<i>Speak Only a Little</i>	22,865	78.1	
		100	

Total numbers or percentages in table might not match those in text due to rounding.

Table 2 shows the various occupational categories of the 106,461-member Available Labor Pool. General labor occupations represent 9.7% of the entire Pool, while highly-skilled blue-collar jobs also make up 11.9%. Traditional service-related occupations represent 39.1% of the Pool, while professional occupations represent 19% of the Pool. One-fifth (20.2%) are not currently working.

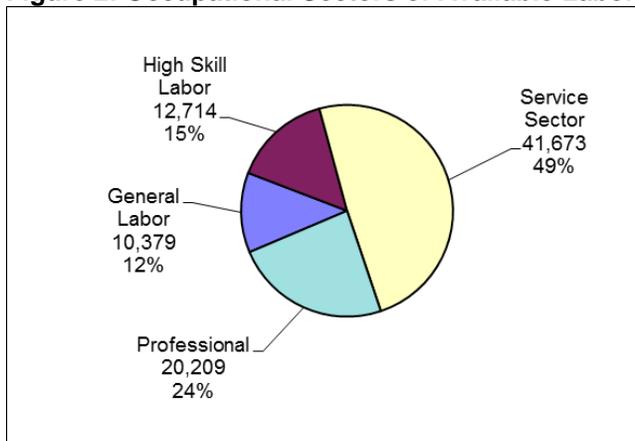
Table 2: Major Occupational Categories of Available Labor

	Number	Percent	Years at Job	
			Mean	Median
General Labor/Delivery	5,717	5.4	5.9	4.0
Manufacturing/Maintenance/Trucking	4,662	4.4	9.5	6.0
Total General Labor	10,379	9.7	7.7	5.0
Mechanic/Welder/Comp Tech	5,833	5.5	13.3	8.9
Crew Management/Protection Services	6,881	6.5	9.8	9.0
Total Highly-Skilled Labor	12,714	11.9	11.6	9.0
Customer Service	10,395	9.8	5.0	3.0
Clerical	4,410	4.1	8.8	6.0
Office or Dept Manager	10,349	9.7	9.7	6.7
Health Aid/Nurse	6,867	6.4	7.0	4.4
Education Aid/Teacher	9,653	9.1	10.5	9.0
Total Service Sector	41,673	39.1	8.2	5.8
Exec Management	8,232	7.7	9.1	7.0
Accounting/Engineering	8,291	7.8	10.5	9.0
Doctor/Professor/Attorney	3,100	2.9	6.4	3.9
Writer/Artist/Musician	586	0.6	6.1	5.2
Total Professional Sector	20,209	19.0	8.0	6.3
Homemaker/Student/Unemployed	11,897	11.2	n/a	n/a
Retired/Disabled	9,589	9.0	n/a	n/a
Total Non-Employed	21,486	20.2		
Total	106,461	100		

Total numbers or percentages in table might not match those in text due to rounding.

Figure 2 shows the occupational sectors of the *employed members* of the Available Labor Pool only. The *percentages* shown in Figure 2 differ from those presented in Table 2 because the table includes non-working Available Labor Pool members. A more detailed list of occupations follows.

Figure 2: Occupational Sectors of Available Labor (Employed Only)



Current Skills and Work Experiences

To gain perspective on the types of workers that are available for new and/or different employment in the Leavenworth County Labor Basin, survey respondents were asked questions assessing work skills and previous work experience. Responses were grouped into the 26 categories listed in Table 3.

Table 3 (below) and Figure 3 (next page) show the current employment status and previous work or training experience of Pool members. The table also shows the sum of working Pool members employed in a job category *plus* those Pool members that indicate previous training or experience in that particular field.

For example, 3,065 Pool members currently work as general laborers, construction workers, cleaners, and in similar positions. An additional 5,218 Pool members previously worked or trained in those fields, for a total of 8,283 individuals.

Table 3: Current Work Experience plus Previous Work or Training Experience

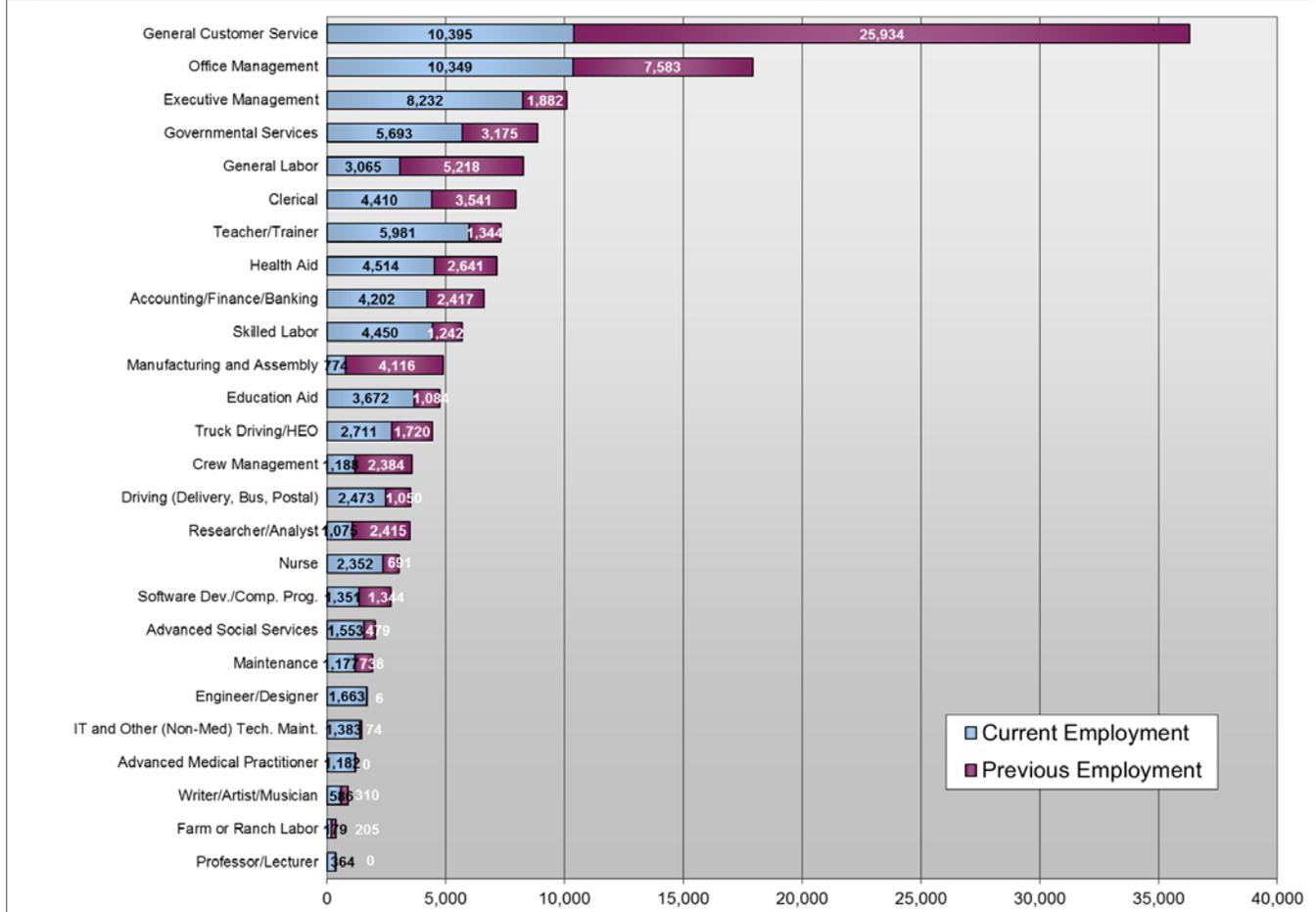
	Current Employment* Number +	Previous Work/Training* Number =	Current plus Previous Work or Training** Number
Working with Hands			
General Labor	3,065	5,218	8,283
Farm or Ranch Labor	179	205	384
Manufacturing and Assembly	774	4,116	4,890
Maintenance	1,177	738	1,915
Driving (Delivery, Bus, Postal)	2,473	1,050	3,523
Truck Driving/HEO	2,711	1,720	4,430
Skilled Labor	4,450	1,242	5,692
Crew Management	1,188	2,384	3,572
Working with People			
General Customer Service	10,395	25,934	36,329
Office Management	10,349	7,583	17,932
Governmental Services	5,693	3,175	8,868
Executive Management	8,232	1,882	10,114
Advanced Social Services	1,553	479	2,032
Working with Numbers			
Clerical	4,410	3,541	7,950
Accounting/Finance/Banking	4,202	2,417	6,619
Researcher/Analyst	1,075	2,415	3,490
Working with Technology			
IT and Other (Non-Med) Tech. Maint.	1,383	74	1,456
Software Dev./Comp. Prog.	1,351	1,344	2,695
Engineer/Designer	1,663	6	1,669
Providing Health Services			
Health Aid	4,514	2,641	7,156
Nurse	2,352	691	3,044
Advanced Medical Practitioner	1,182	0	1,182
Providing Educational Services			
Education Aid	3,672	1,084	4,756
Teacher/Trainer	5,981	1,344	7,325
Professor/Lecturer	364	0	365
Creative Arts			
Writer/Artist/Musician	586	310	896
Total	84,975	71,592	156,567

* Retired, disabled, non-working students, homemakers are not included.
 ** An individual member of the Pool is counted only once within each employment category. If jobs are duplicate, they were removed from the Previous Job Category.

Total numbers or percentages in table might not match those in text due to rounding.

Figure 3 shows the same information as that presented in Table 3, but in graphic format. Many Pool members report current work experience or previous work/training as general customer service workers, retail sales clerks, receptionists, food service workers and similar positions that often require some face-to-face interaction with the public. There are 10,395 working Pool members currently employed in this category and 25,934 that previously employed/trained in this category, for a total of 36,329 individuals.⁴

Figure 3: Current Work Experience plus Previous Work or Training Experience



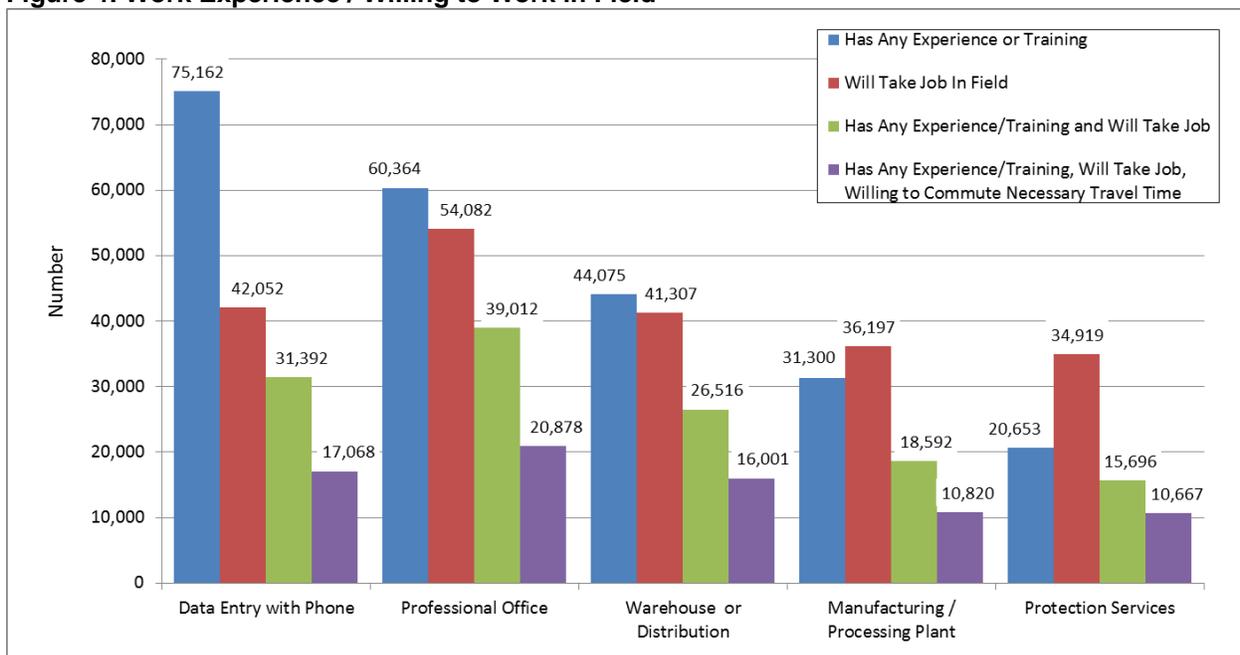
⁴ If a respondent reports the same job for both current and previous employment, the duplicate is not included in the previous employment category.

In addition to collecting data regarding the current employment status and previous work or training experience through a series of “open-ended” survey questions (the results of which were shown in the previous table and figure), respondents were asked about the five specific employment areas listed in Figure 4. Respondents were asked if they had *any* work experience or training in a specific field and then if they would take a job in that field regardless of their prior training or experience.⁵

The figure shows that an estimated 75,162 individuals (or 71% of the Pool) report having training and/or experience in data entry with telephone operation, while fewer (42,052 individuals or about 40% of the Pool) would consider employment in that field. An estimated 60,364 members of the Pool have training and/or experience in a professional office environment, while fewer (54,082 individuals) would take a job in that field.

The third column shows the estimated numbers that have experience or training in a field **and** are willing to work in that field again. The fourth column shows the estimated numbers that have training/experience **and** are willing to take a job in that field **and** are within the necessary commute time for a new or different job. (See page 20 for a definition of “within the necessary commute time.”)

Figure 4: Work Experience / Willing to Work in Field



⁵ Figure 4 differs substantially from Table 3 and Figure 3 (pages 8 and 9). For example, the “has any experience or training” column represents an extrapolated total of **all** Pool members answering “yes” to a question asking “do you have experience or training in...”. As such, Figure 4 includes working Pool members as well as non-working Pool members; and the level or amount of experience or training is unqualified. Figure 4 provides a “50,000-foot view” of the skill sets of Pool members. Table 3 and Figure 3, on the other hand, provide extrapolated responses from Pool members (working in the first column, non-working in the second) about specific jobs.

Survey respondents indicating that they had worked in warehousing/distribution and those indicating that they had worked in manufacturing/processing were asked additional questions to assess the type of work they performed at those jobs. Figures 5 and 6 show the responses to those questions.

Figure 5 show that more than a third (36%) of those with warehousing experience/training worked in jobs moving materials or loading trucks. Figure 6 shows that about half (49%) of those with manufacturing experience/training worked in production, fabrication or assembly jobs.

Figure 5: Work Experience in Warehousing or Distribution

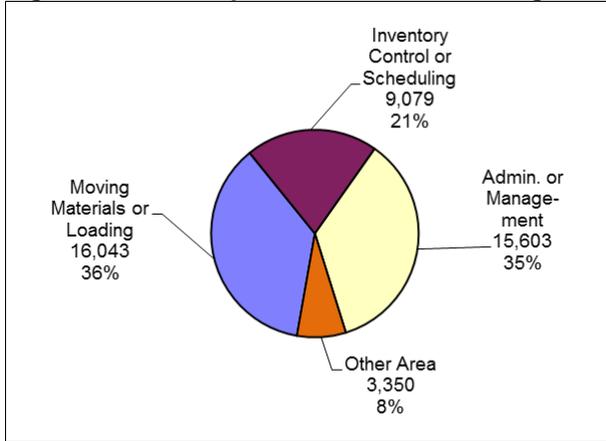
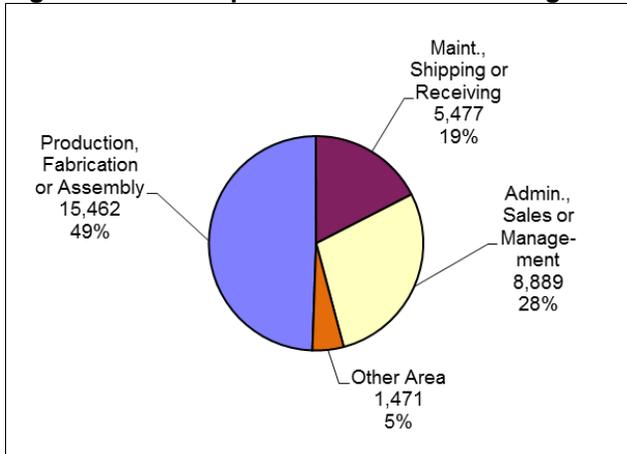


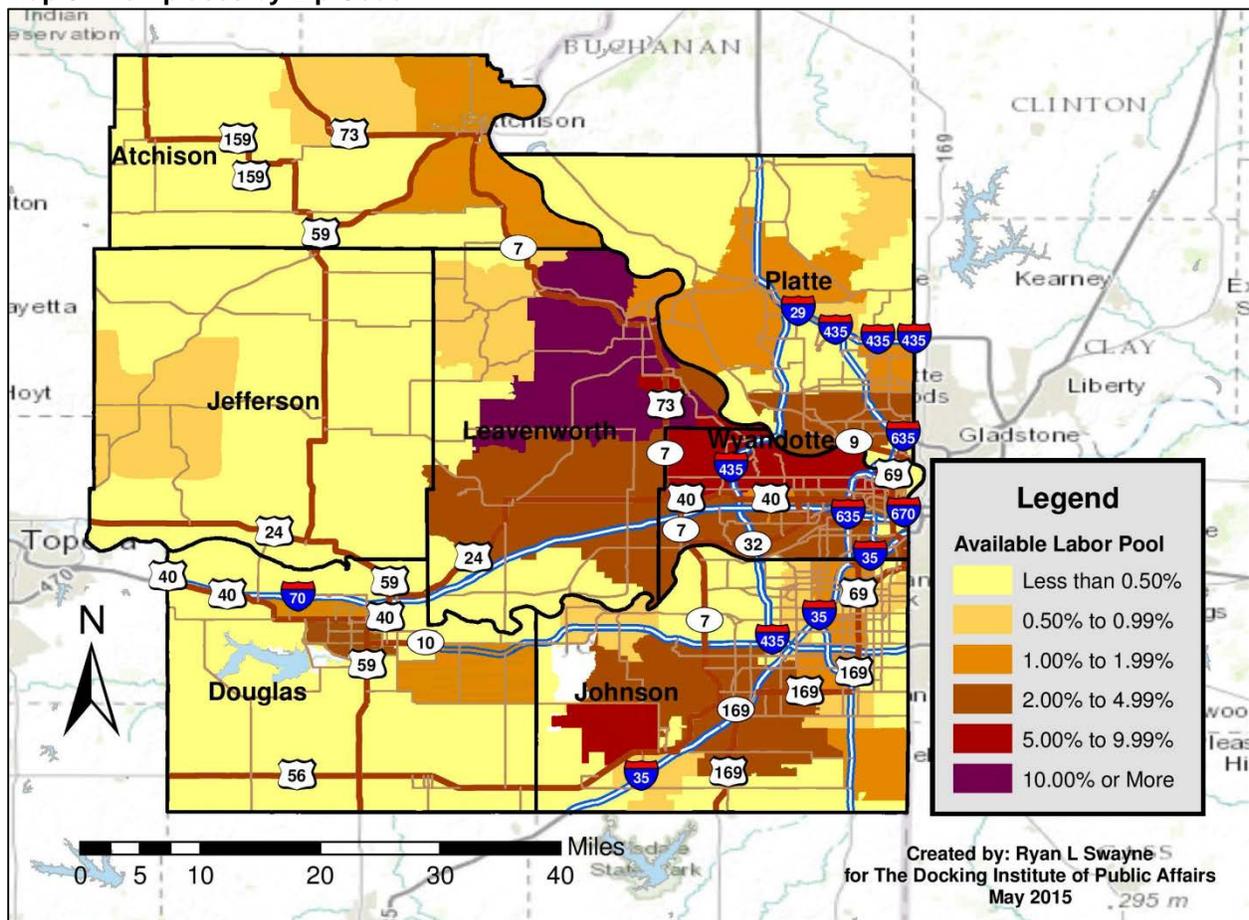
Figure 6: Work Experience in Manufacturing or Processing Plant



Working Available Labor Pool members were asked for the zip code of their workplaces. Map 3 shows the locations of employers within the basin by Zip Code area. Each zip code is grouped into one of five categories specified in the legend. The map shows:

- Ten percent or more of the employers are located in Zip Code areas in Leavenworth Counties. (See the purple area on the map.)
- Between 5% and 9.99% of the employers are located in Zip Code areas in Johnson and Wyandotte counties, although a small Zip Code area in Leavenworth also contains between 5% and 9.99% of the workplaces. (See the red areas on the map.)
- Between 2% and 4.99% of the employers are located in Zip Code areas in Douglas, Johnson, Leavenworth, Platte, and Wyandotte counties. (See the light brown areas on the map.)
- Between 1% and 1.99% of the employers are located in Zip Code areas in Atchison, Douglas, Johnson, Leavenworth, and Platte counties. (See the oranges areas on the map.)
- Finally, less than 1% of the employers are located in Zip Code areas in other counties in the labor basin. (See the light peach and light yellow areas of the map.)

Map 3: Workplaces by Zip Code



Educational Experience and Job Satisfaction

Respondents that had completed at least some college or are currently enrolled in a community college, college, or university were asked to provide their major area of study. Options included:

Social Sciences: Sociology, Psychology, Anthropology, Politics and Social Work.

Biological Sciences and Health: Biology, Agriculture, Nursing, Pre-med, Pre-vet and Human Performance.

Physical Sciences and Engineering: Physics, Geology, Chemistry and Engineering.

Business and Economics: Management, Accounting, Finance, Marketing and Economics.

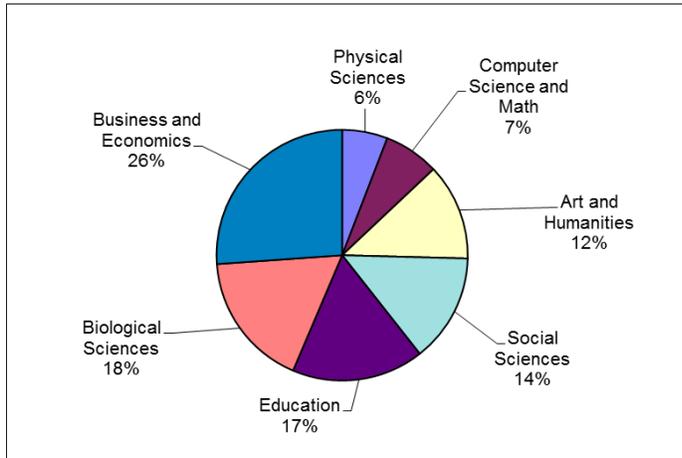
Education: Elementary and Secondary Teaching.

Computer Science and Math: Computer Programming or Technology, Networking, Web Design and Math.

Arts and Humanities: Art, Music, History, Philosophy and Languages.

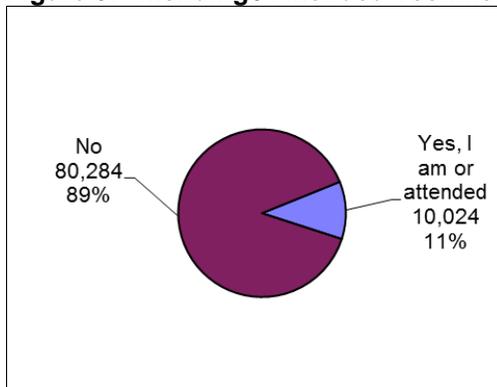
The figure below shows that most Pool members indicate a major in Business and Economics (26%), Biological Sciences (18%), Education (17%), Social Science (14%), and Art and Humanities (12%). A combined 13% indicate a major in the Computer Science and Math (7%) and Physical Sciences (6%).

Figure 7: Undergraduate College Major



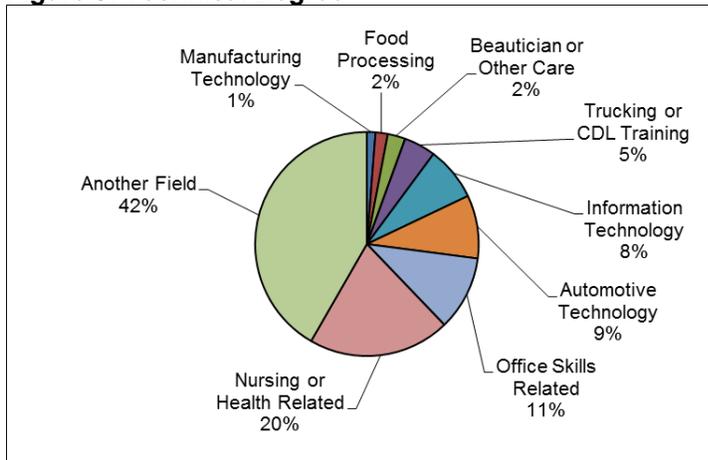
All respondents that had completed at least some college were asked: "Are you attending technical school now or have you received a technical degree?" Figure 8 shows that 11% of the respondents hold a technical degree or are working on one at the present time.

Figure 8: Attending / Attended Technical School



Respondents answering “yes” to the previous question were asked if their degree or education was in one of the fields shown in Figure 9. The figure shows that 20% of the respondents that are pursuing or have received a technical degree are studying (or studied) nursing or a health-related field. Another 11% are studying (or have studied) office skills, 9% automotive technology, 8% information technology, and 5% trucking or commercial driver’s license training.

Figure 9: Technical Degree



All Pool members were asked, “Have you received certificates or credentials in a technical field - such as plumbing, computer repair or networking, home health care or as a CNA, electronics repair, etc...?” Figure 10 shows that 32% (33,855) indicate that they are certified or credentialed in a technical area.

Figure 10: Certificate in Technical Field

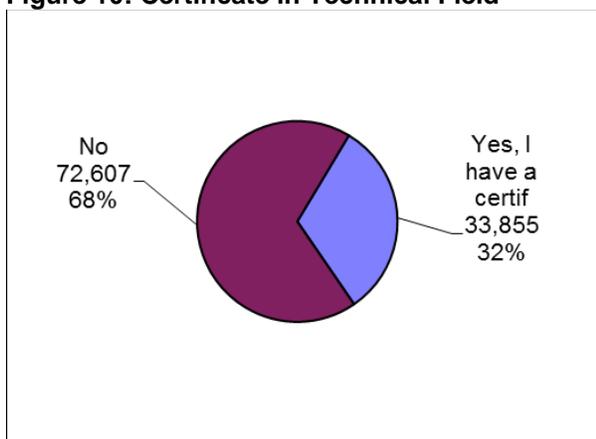
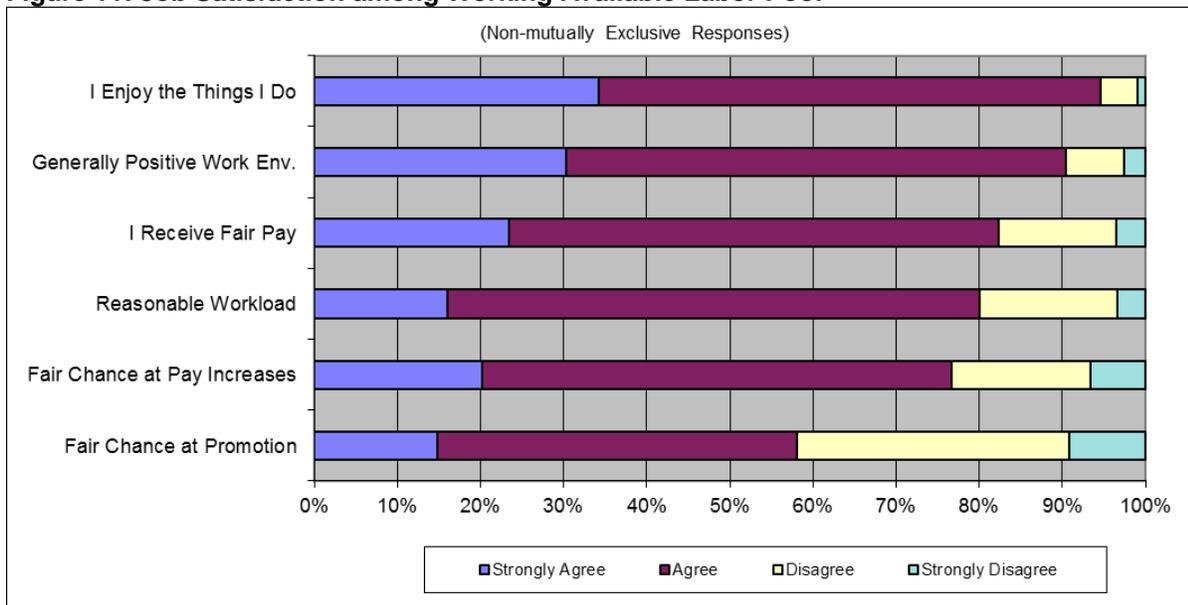


Figure 11 shows responses to questions regarding job satisfaction. The figure reports responses from *working available pool members* only. The figure shows that about 34% of the working Pool respondents “strongly agree” with the statement “I enjoy the things I do,” while about 60% “agree” with that statement.

Most respondents at least agree (either “strongly agree” or “agree”) with all of the statements presented. However, a higher percentage of respondents “disagree” with the statement “I have a fair chance at promotion” (33%) than the other statements (with values ranging from 4.5% to 16.7%). This statement also elicited the highest percentage of “strongly disagree” responses (9.1% - compared to other “strongly disagree” responses, ranging from 1% to 6.6%).

Figure 11: Job Satisfaction among Working Available Labor Pool



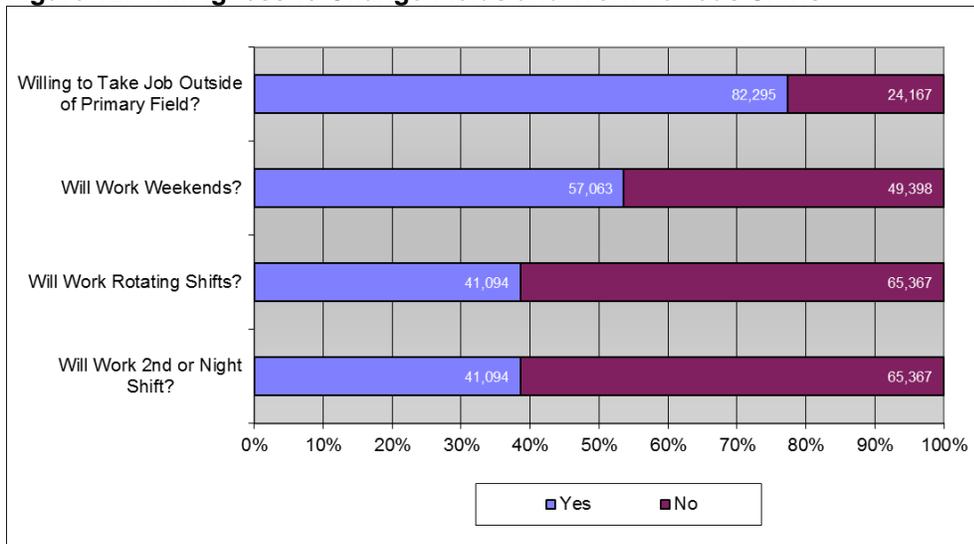
Considerations for Employment

An important consideration for many employers looking to relocate or expand operations is whether workers are willing to pursue new employment opportunities. Some workers may be available for new employment but are unwilling to switch from their current job to a different type of position. Figure 12 shows that 82,295 (77.3%) members of the Available Labor Pool are willing to accept positions outside of their primary fields of employment.

Figure 12 also shows responses to three questions regarding work shifts. Respondents were asked if they would be willing to work weekends, rotating shifts, or second or night shift for the right opportunities.

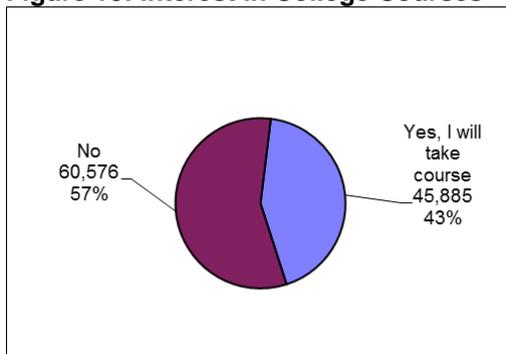
The figure shows that 54% said that they are willing to work weekends for a new or different job, while 39% will work rotating shifts and 39% will work second shifts/night shifts for a new or different job.

Figure 12: Willingness to Change Fields and Work Various Shifts



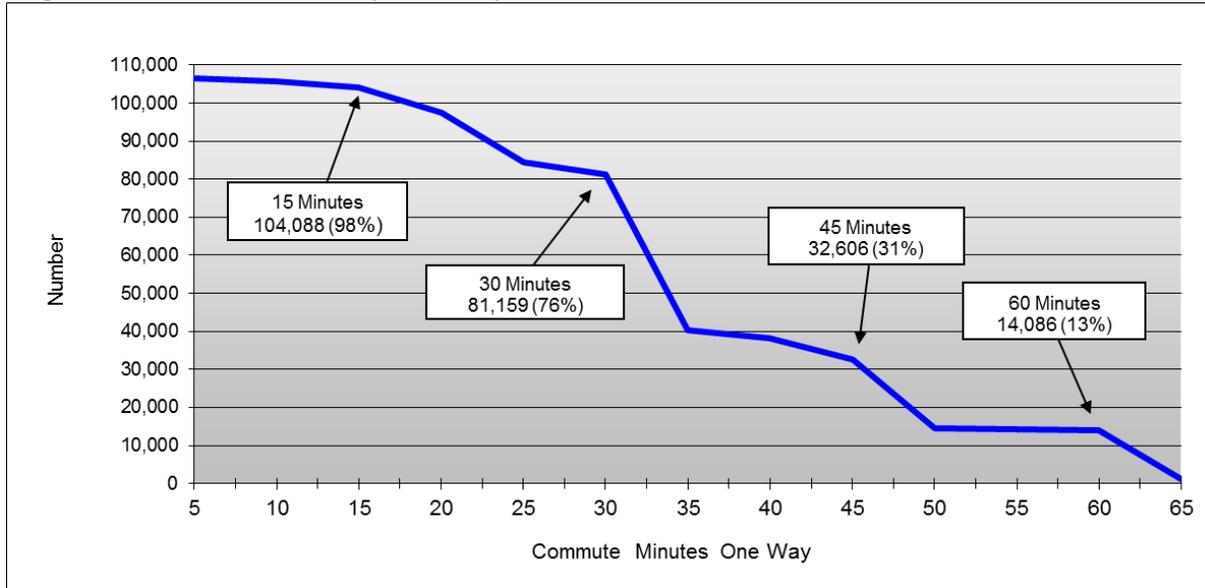
Respondents were also asked the question: “Are you interested in taking college courses or completing a degree or a certificate to help you get a different job?” Figure 13 shows that 43% answered “yes.”

Figure 13: Interest in College Courses



Another important consideration for many employers is whether workers are willing to commute for a new or different employment opportunity. Figure 14 suggests that the Available Labor Pool in the Leavenworth County Labor Basin is open to commuting. Almost a third (31%) of the members of the Pool will commute up to 45 minutes, one-way, for an employment opportunity, while 76% will commute up to 30 minutes for employment. Almost all (98%) will travel up to 15 minutes for employment.

Figure 14: Available Labor by One-Way Commute Minutes



Pool members indicating that they are willing to commute further than 60 minutes, one-way, for a job, were asked two questions: “Given the price of gas, have you considered getting a job closer to your home?” and “Have you considered moving to be closer to your job?”

Figure 14a shows that about 34% of this subset of the Pool would consider getting a new job closer to their place of residence, and about 22% would consider relocating to be closer to their place of work.

Figure 14a: Being Closer to Work

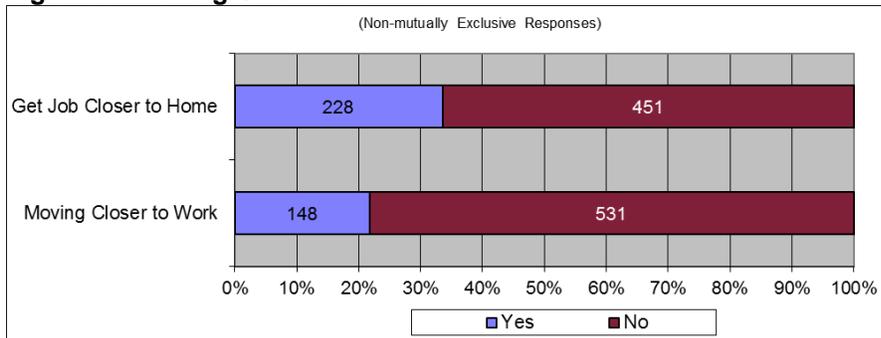


Figure 15 shows various benefits affecting the decisions of current workers to take a different job and potential workers to take a new job. A clear majority (90.1%) consider a good salary or hourly wage to be a very important benefit when considering a new job. Between 78.3% and 82.9% consider good retirement benefits, good health benefits, on-the-job (OJT) or paid training, and good vacation benefits to be very important.

Less than three-quarters (71.9%) consider flexible hours/flex-time a very important benefit. Less than half (45.8%) consider good education assistance to be very important. More than a third (36.3%) consider an employer located near a transit site as very important. (This item is shown on the next page as well.) Transportation assistance is very important for about a fifth (20.7%) of the Pool.

Figure 15: Benefits Very Important to Change Employment

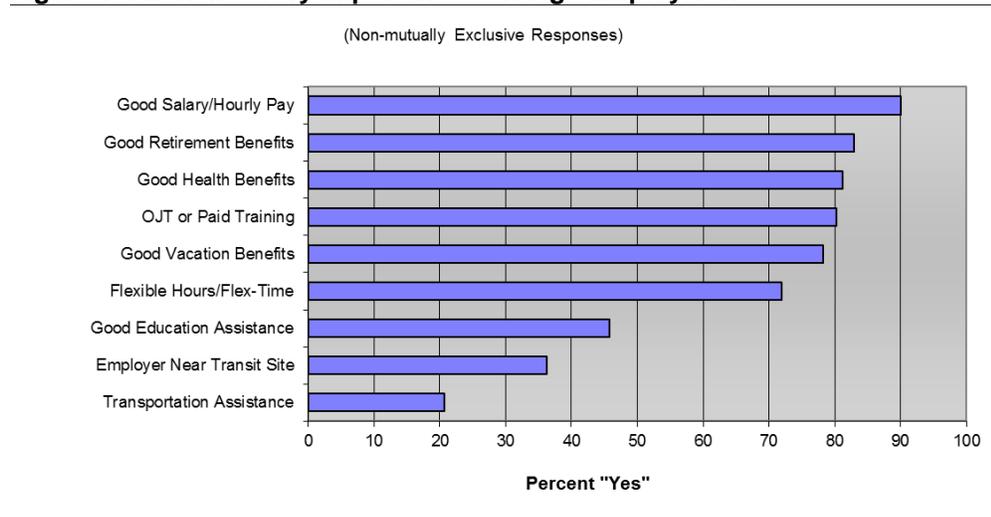


Table 4 offers a comparison of the benefits considered *very important* by Pool members and those currently received by *working* Pool members. The largest difference between the two groups is in regard to an employer being located near a transit site (a 48.9% difference). Other large differences can be seen with regard to flexible hours/flex-time (a 16.1% difference) and good salary/hourly pay (a 9.6% difference).

Table 4: Desired Benefits and Current Benefits Offered

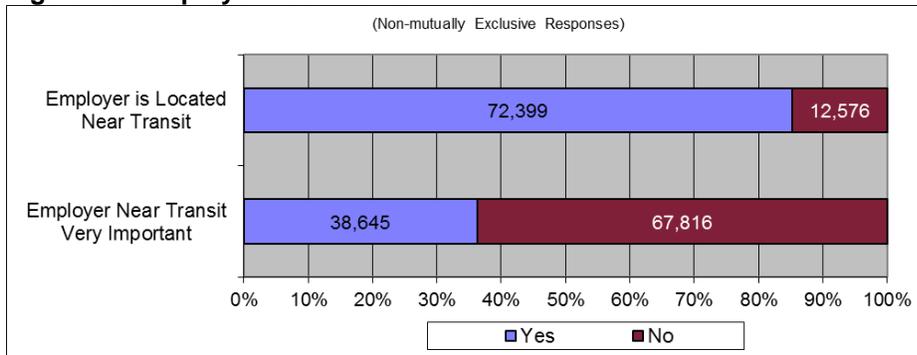
	Benefit Important to Change Jobs Percent	Benefit Currently Offered* Percent	Difference
Good Salary/Hourly Pay	90.1	80.5	9.6
Good Retirement Benefits	82.9	83.6	-0.7
Good Health Benefits	81.2	88.8	-7.6
OJT or Paid Training	80.3	80.3	0
Good Vacation Benefits	78.3	77.9	0.4
Flexible Hours/Flex-Time	71.9	55.8	16.1
Good Education Assistance	45.8	54.0	-8.2
Employer Near Transit Site	36.3	85.2	-48.9
Transportation Assistance	20.7	18.6	2.1

* This column represents working ALP members only.

Figure 16 shows responses to two questions: “Is your workplace located near a major highway or other transit line?” and “Thinking of the location of a new or different employer, would it be very important that the employer be located near a major highway or other transit line?”

The first question was asked of working Pool members only, while the second was asked of all Pool members. The figure shows that about 85% of the working Pool members report that their employers are located near a major highway or transit line. Almost 36% of all Pool members say that this is a very important consideration for a new or different job.

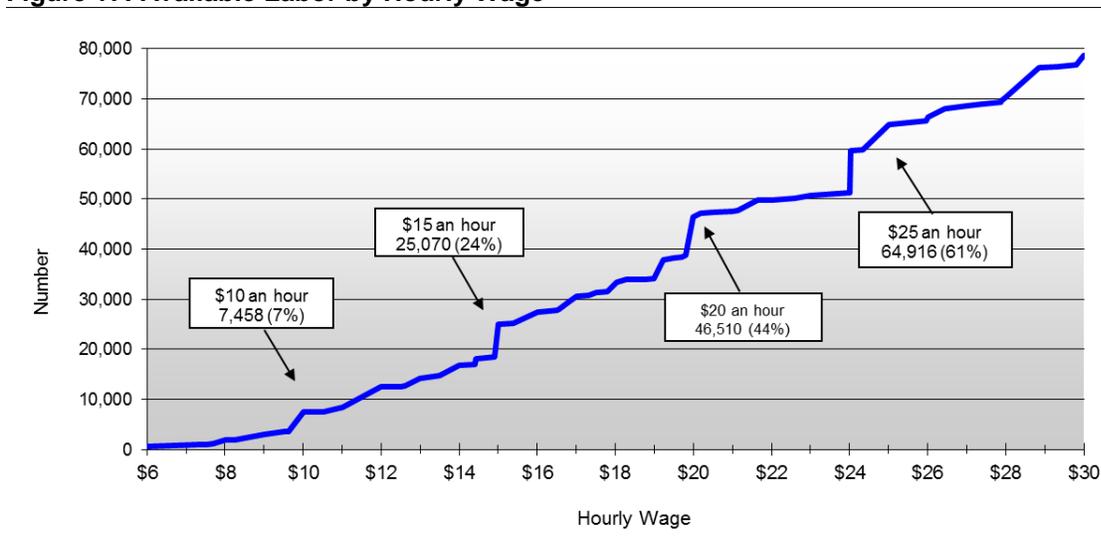
Figure 16: Employer Near Transit Line



Wage Demands

Wage demands are another important consideration for employers and economic developers. Figure 17 shows desired wages for members of the Available Labor Pool. An estimated 64,916 people (or 61% of the available labor) are interested in a new job at \$25 an hour.⁶ An estimated 46,510 (or 44%) members of the Pool are interested in new employment opportunity at \$20 an hour, while 25,070 (24%) are interested at \$15 an hour. Finally, an estimated 7,458 people (7%) are interested in a new job at \$10.

Figure 17: Available Labor by Hourly Wage



⁶ See Appendix for an hourly wage/annual salary conversion chart.

Subsets of the Available Labor Pool

The previous portion of the report addressed the entire Available Labor Pool. The remainder of the reports addresses three subsets of the Available Labor Pool. Each provides a different look at the Available Labor Pool, and they are not mutually exclusive. The three subsets are: those residing Within the Necessary Commute Time, the Underemployed Available Labor Pool Workers, those non-business owners that are interested in starting a business (known as the Potential Entrepreneurs).

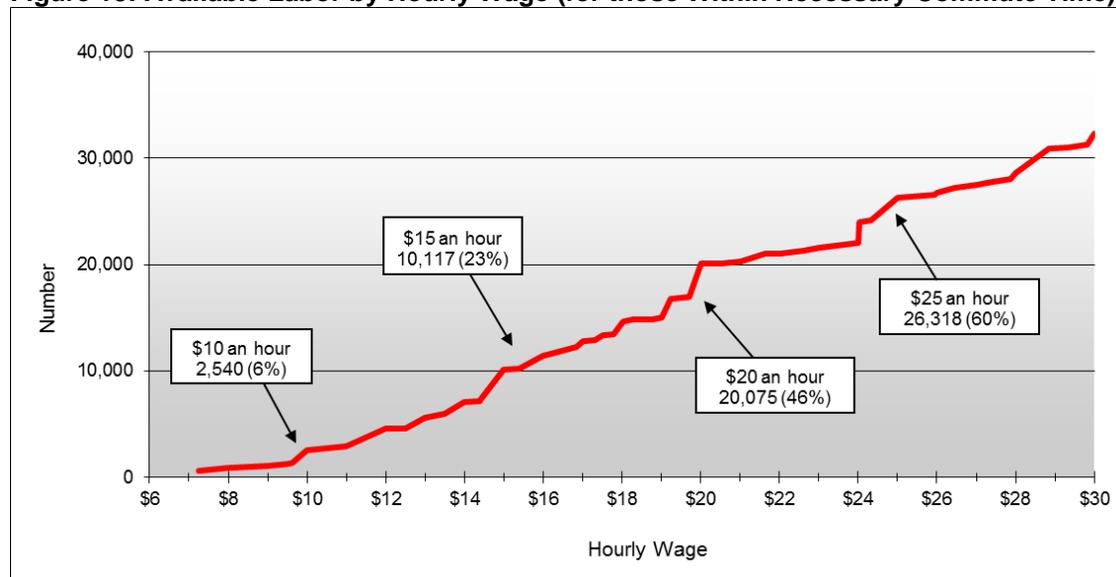
Subset 1: Within Necessary Commute Time

To present an even more refined picture regarding the number of workers who would seriously consider a new employment opportunity, the data in this section includes *only those respondents* that are determined to be “willing to travel the necessary commute time” for a new or different job opportunity. “**Necessary Commute Time**” is defined as a commute time stated by the respondent that is equal to or greater than the commute time necessary for the respondent to travel from his or her zip code of residence to the zip code at the center of the labor basin. For example, a respondent willing to travel for 30 minutes, one-way, for a new or different job opportunity and residing an estimated 15 minutes from the center of Leavenworth County is considered “willing to travel the necessary commute time” for a new job. Data from these respondents are included in this section of the report.

Wage Demands (of those Within Necessary Commute Time)

Figure 18 shows the wage demands for the Available Labor Pool members that are “within the necessary commute time.” An estimated 26,319 people (or 60%) are interested in a new job at \$25 an hour. An estimated 20,075 people (46%) are interested in new employment opportunity at \$20 an hour, while 10,117 (23%) are interested at \$15 an hour. Finally, 2,540 (6%) people are interested in a new job at \$10.

Figure 18: Available Labor by Hourly Wage (for those Within Necessary Commute Time)



The previous figure suggests the obvious: that the higher the wage, the larger the pool of available labor. For example, analysis shows that 7,054 members of the “within the necessary commute time” subset of the Pool are available for a new or different job at \$14.00 an hour. At \$15.00 an hour, however, the size of this subset increases to 10,117 members. This represents an increase of 3,063 individuals.

The graph also highlights various “wage preference plateaus” that may be of interest to current and potential employers. A wage preference plateau is a situation in which an increase in wage results in an insignificant or small increase in available labor. For example, as noted, 2,540 members of this subset are interested in a job at \$10.00 an hour. At \$11.00 an hour there are an estimated 2,899 individuals available. So, while there is certainly an increase in the number of available workers at this higher wage rate, the increase is estimated to be only 359 individuals. Additional wage plateaus can be seen between \$18 and \$19 (an increase of 448) and between \$20 and \$21 (an increase of 214).

Wage Demands by Occupational Sector (for those Within Necessary Commute Time)

Table 5 shows the four main occupational sectors (employed only) of those within the necessary commute time subset of the Available Labor Pool. The table shows that 8% of the general laborers will take a new or different job at a wage of at \$12 an hour, while 15% is available for new employment at a wage of \$15 an hour. Of the skilled laborers, none are available for new employment at a wage of \$12 an hour, and only 10% is available at a wage of \$15 an hour.

Regarding service workers, 5% is available at a wage of \$12 an hour, while 19% is available at a wage of \$15 an hour. Of the professional workers, none are available at a wage of \$12 an hour, and only 7% is available at a wage of \$15 an hour.

Table 5: Cumulative Wage Demands for Occupational Sectors

	General Labor		High Skill Labor		Service Sector		Professional	
	(N= 35) (+/- 16.6% MoE)		(N= 37) (+/- 16.1% MoE)		(N= 115) (+/- 9.2% MoE)		(N= 44) (+/- 14.7% MoE)	
	Number	Cumulative	Number	Cumulative	Number	Cumulative	Number	Cumulative
\$30 <	5,322	100%	5,678	100%	17,456	100%	6,754	100%
\$30	4,665	88%	3,931	69%	15,169	87%	3,377	50%
\$27	4,321	81%	2,912	51%	13,644	78%	2,917	43%
\$24	3,333	63%	1,893	33%	10,595	61%	1,535	23%
\$21	3,257	61%	1,601	28%	9,071	52%	768	11%
\$18	1,907	36%	1,019	18%	6,022	34%	614	9%
\$15	819	15%	582	10%	3,278	19%	461	7%
\$12	419	8%	0	0%	838	5%	0	0%
\$9	229	4%	0	0%	229	1%	0	0%
\$6	76	1%	0	0%	76	0%	0	0%

Table 6 shows wage demand data for general labor and service sector workers that are willing to change fields of employment and thus, are presumably potential workers for either of these two sectors. Specifically, the table *includes* data from respondents that:

- 1 are willing to commute the necessary distance from his/her community to the center of the labor basin, *and*
- 2 are willing to change their primary field of employment (for example: service sector employment to general labor employment), *and*
- 3a are currently non-employed, *or*
- 3b are employed as general laborers or service sector employees.

Table 6: Cumulative Wage Demands Allowing for Mobility

	Mobile General Labor		Mobile Service Sector	
	(N= 175) Number	(+/- 7.4% MoE) Cumulative	(N= 178) Number	(+/- 7.3% MoE) Cumulative
\$30 <	26,668	100%	27,126	100%
\$30	23,468	88%	24,078	89%
\$27	20,878	78%	21,639	80%
\$24	17,982	67%	18,896	70%
\$21	16,915	63%	17,982	66%
\$18	11,429	43%	12,953	48%
\$15	6,553	25%	8,229	30%
\$12	3,353	13%	4,419	16%
\$9	1,067	4%	1,829	7%
\$6	305	1%	762	3%

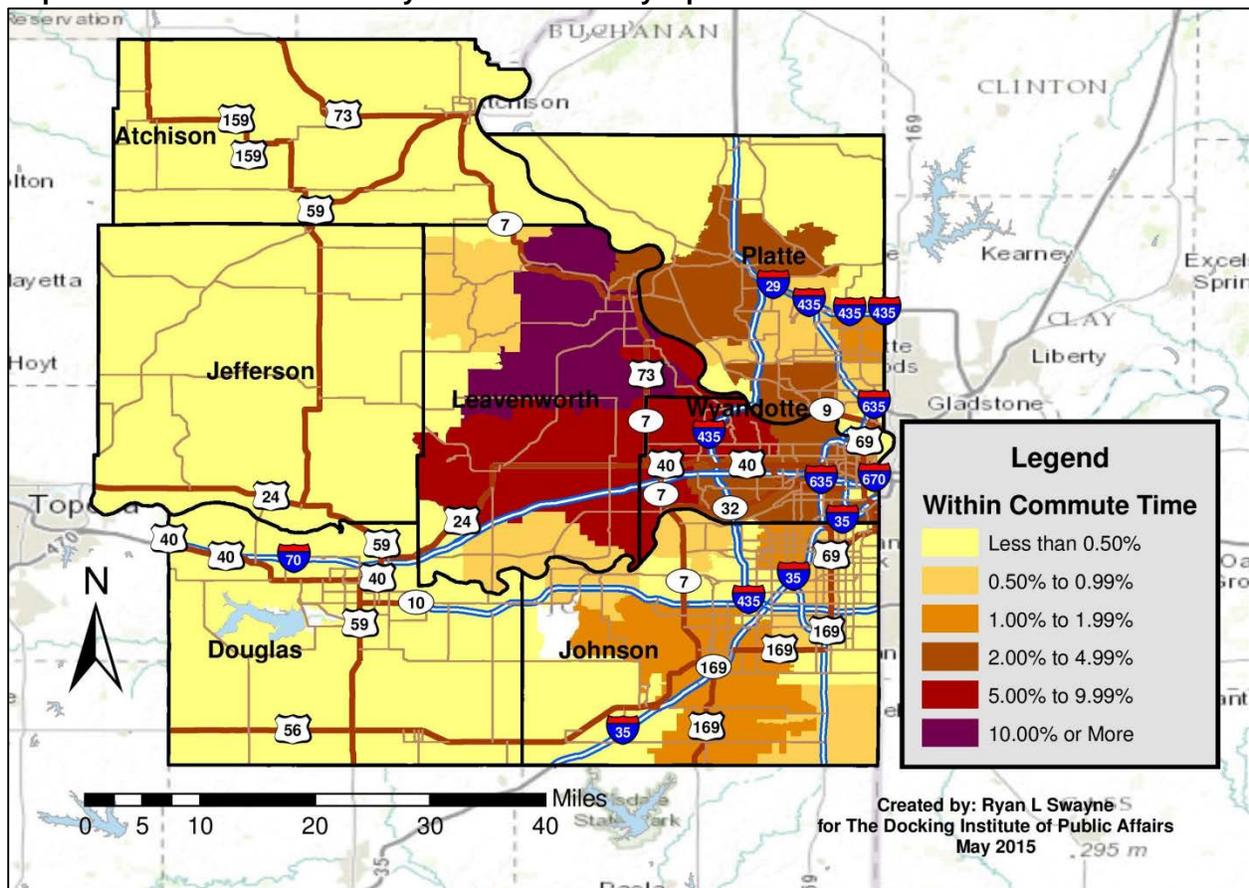
Table 5 (previous page) shows data representing each occupational sector *independently* and does *not* include non-working pool members. Table 6 (above), on the other hand, allows a general laborer or service sector worker to be classified in both sectors *if* he or she indicates a willingness to change fields of employment (see page 16). Additionally, it is assumed that a non-working pool member will take a job (all things being equal) in either the general labor sector or the service sector.

Highly-skill blue-collar workers and professional white-collar workers are excluded from Table 6 because it is presumed that, as a general rule, people in occupations such as Doctors, Lawyers, Engineers, Professors, Machinists, Electricians, etc... are unlikely to transfer into lower-skill general labor and service/support occupations. It is also presumed that, because professional and highly skilled occupations require extensive education and/or training, lower-skilled general laborers and service sector workers are unable to transfer to higher-skilled labor or professional positions - at least in the near term.

Map 4 shows how each Zip Code area compares to all other Zip Code areas in terms of the percent of the *within the necessary commute time* subset of the Available Labor Pool. The map shows:

- Ten percent or more of this subset is located in Zip Code areas within Leavenworth County. (See the purple area on the map.)
- Between 5% and 9.99% of this subset is also located in Zip Code areas in Leavenworth and Wyandotte counties. (See the red areas on the map.)
- Between 2% and 4.99% of this subset is located in Zip Code areas in Platte and Wyandotte counties. (See the light brown areas on the map.)
- Between 1% and 1.99% of this subset is located in Johnson, Leavenworth, and Platte counties. (See the orange areas on the map.)
- Less than 1% (the light peach and light yellow areas on the map) of this subset is located in the remaining areas of the labor basin.

Map 4: Percent within Necessary Commute Time by Zip Code



Subset 2: Underemployed Available Labor Pool Workers

Underemployment — individuals possessing skills and/or training levels that exceed the responsibilities of their current job — is a significant issue in many communities. To assess underemployment in the Leavenworth County Labor Basin, *employed members of the Available Labor Pool* were presented with a scenario describing underemployment.⁷ They were then asked a series of questions assessing if they perceive themselves as underemployed because: 1) their skill level is greater than their current job requires, 2) they possess higher levels of education than is required on the job, 3) they earned a higher income at a similar job previously, or 4) they are limited in the number of hours that they can work per week.

Of the 84,975 *employed members* of the Available Labor Pool (shown in Figure 19), almost a third answered “yes” to one or more of the questions presented above and are considered underemployed. Figure 20 shows that the underemployed workers represent 31% (or 26,002 individuals) of the employed members of the Pool.

Figure 19: Employed and Unemployed Members of the Available Labor Pool

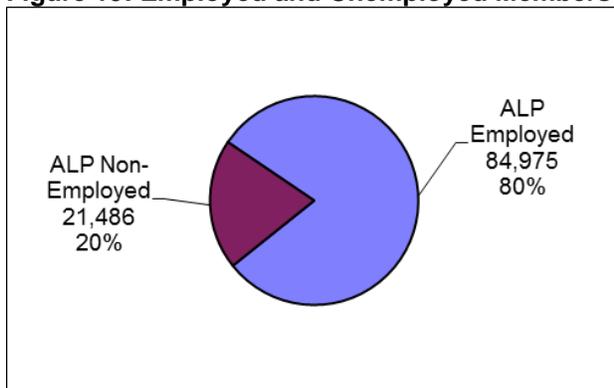
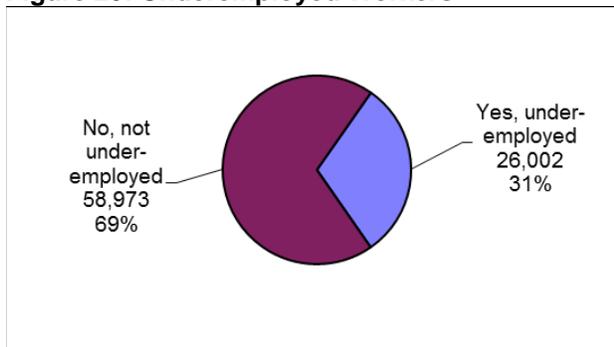


Figure 20: Underemployed Workers



⁷ “Because of circumstances, some workers have jobs that do not fully match their skills, education, or experiences. For example, a master plumber taking tickets at a movie theater would be a mismatch between skill level and job requirements. Do you consider yourself an underemployed worker because....?”

Figure 21 shows the percentages of the positive responses (i.e., “yes” answers) to the various measures of underemployment. Slightly more than a fifth (22.9%) of this subset of the Available Labor Pool consider themselves underemployed because they possess education levels exceeding those needed for their current jobs. Twenty percent possess skills that are not being used currently, about 18% earned more money at a past but similar job, and slightly more than a tenth feel they are not offered enough work hours.

Figure 21: Reasons for Underemployment

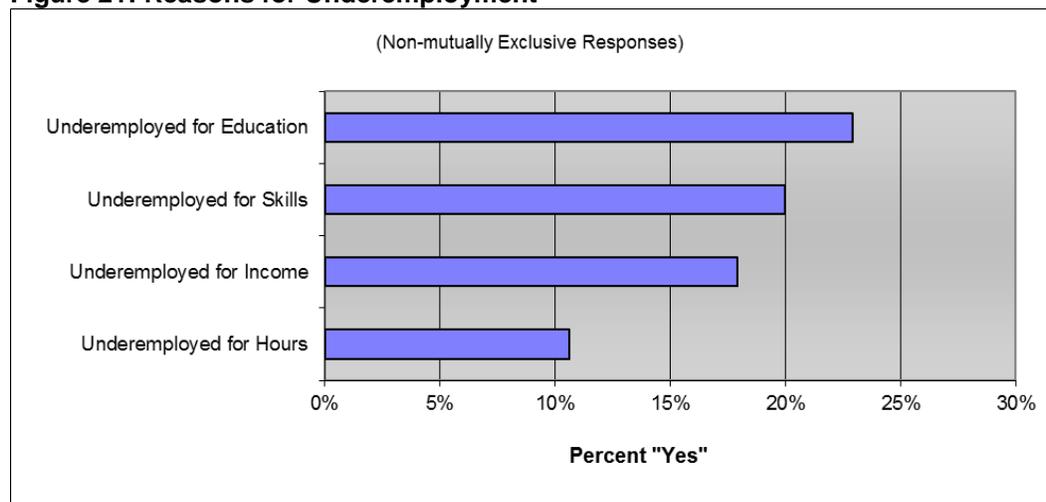


Table 7 (below) and Figure 22 (next page) show some characteristics of the underemployed members of the Available Labor Pool. Table 7 shows that the education levels of the underemployed workers differ slightly from the overall Available Labor Pool. Almost 88% has at least some college education and about 63% has completed at least an associate’s degree. (Table 1 shows that 84.8% of the entire Available Labor Pool has some college experience and 63.1% has completed at least an associate’s degree.)

Table 7: Highest Level of Education Achieved Among Underemployed

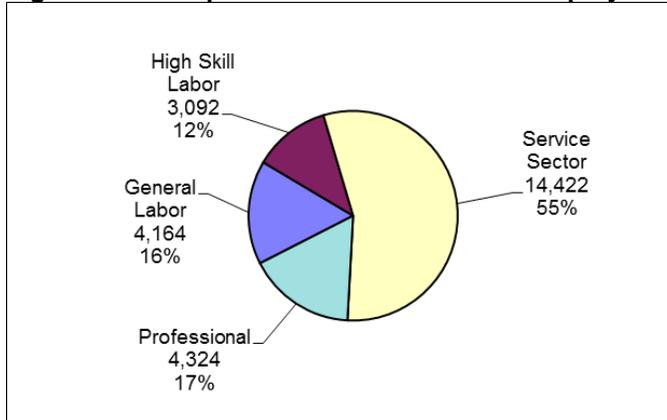
	Number	Percent	Cumulative Percent
Doctoral Degree	771	3.0	3.0
Masters Degree	3,880	14.9	17.9
Bachelors Degree	7,754	29.8	47.7
Associates Degree	4,037	15.5	63.2
Some College	6,317	24.3	87.5
High School Diploma Only	3,016	11.6	99.1
Less HS Diploma	227	0.9	100.0
Total	26,002	100	

Total numbers or percentages in table might not match those in text due to rounding.

Figure 22 shows that 16% of the underemployed workers are employed as general laborers and 12% are employed as highly skilled blue-collar workers. The highest percentage of underemployed workers are employed as service sector and support workers (55%), while 17% hold professional positions.

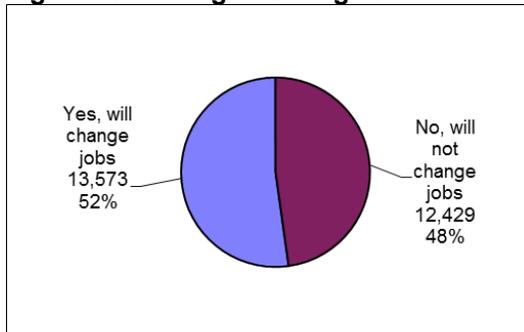
Comparing Figure 22 with Figure 2 (page 7) suggests that fewer professional workers and high skill labors consider themselves underemployed than do service sector workers and general laborers. Figure 2 shows that the subset of working Available Labor Pool members consists of: 12% general laborers, 15% highly skilled-laborers, 49% service workers and 24% professionals.

Figure 22: Occupational Sectors of Underemployed Workers



Respondents indicating that they are underemployed were also asked a follow-up question addressing their willingness to change jobs in order for them to better utilize their skills and/or education. Figure 23 shows that almost half – 48% (or 12,429 individuals) – of the underemployed workers are willing to change jobs to address underemployment.

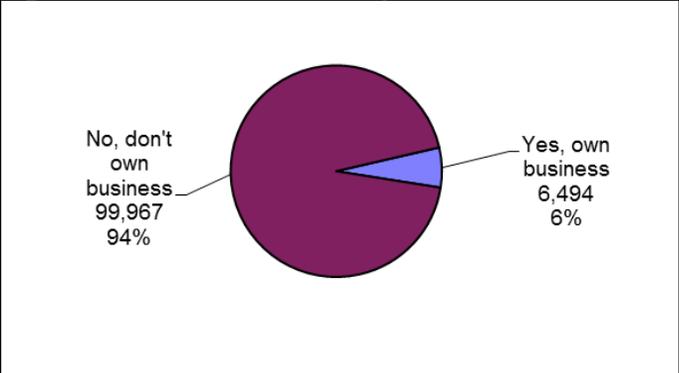
Figure 23: Willing to Change Job to Better Use Skills/Education



Subset 3: Potential Entrepreneurs in the Available Labor Pool

The desire for self-employment may be another indicator of the types of workers available in the labor basin. Figure 24 shows that of the 106,461-member Available Labor Pool, 6% (6,494) report owning their own businesses that are their main jobs.

Figure 24: Business-Ownership



The *non-business owning members of the Available Labor Pool* (estimated to be 99,967 or 94% of the entire Pool) were asked the question: “In the last few years have you seriously thought about starting your own business?” Figure 25 shows that about two-fifths (41% or 40,887 individuals) of the non-business-owning members of the Pool indicate that they had seriously considered this option for new employment. This subset of the Pool can be considered *potential entrepreneurs*.

Figure 25: “Seriously Thought About Starting Own Business?”

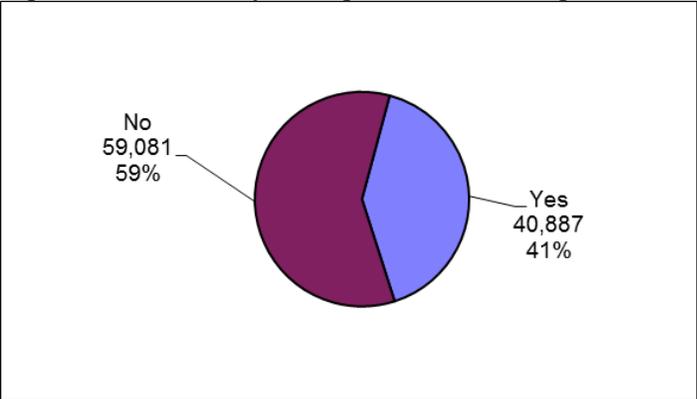


Table 8 (below) and Figures 26 (below) and 27 (next page) show some characteristics of the *potential entrepreneurs*. Table 8 shows that the education level of the potential entrepreneurs differs slightly from the overall Pool. More than two-thirds (67.9%) report holding at least an associate's degree, whereas Table 1 (page 6) shows 63.1% of the entire Pool holds at least an associate's degree. Additionally, more than half (54.6%) of the potential entrepreneurs holds at least a bachelor's degree, while Table 1 shows that 50.8% of the entire Pool holds at least a bachelor's degree.

Table 8: Highest Level of Education Achieved Among Potential Entrepreneurs

	Number	Percent	Cumulative Percent
Doctoral Degree	2,092	5.1	5.1
Masters Degree	7,225	17.7	22.8
Bachelors Degree	13,011	31.8	54.6
Associates Degree	5,452	13.3	67.9
Some College	7,551	18.5	86.4
High School Diploma Only	4,877	11.9	98.3
Less HS Diploma	678	1.7	100.0
Total	40,887	100.0	

Total numbers or percentages in table might not match those in text due to rounding.

Figure 26 shows that 12% of the potential entrepreneurs are currently employed as general laborers and that 8% are currently employed as highly skilled blue-collar workers. Service sector workers make up 32% of the potential entrepreneurs, while 15% hold professional positions. A third (33%) are non-working at the present time.

Figure 26: Occupational Sectors of Potential Entrepreneurs

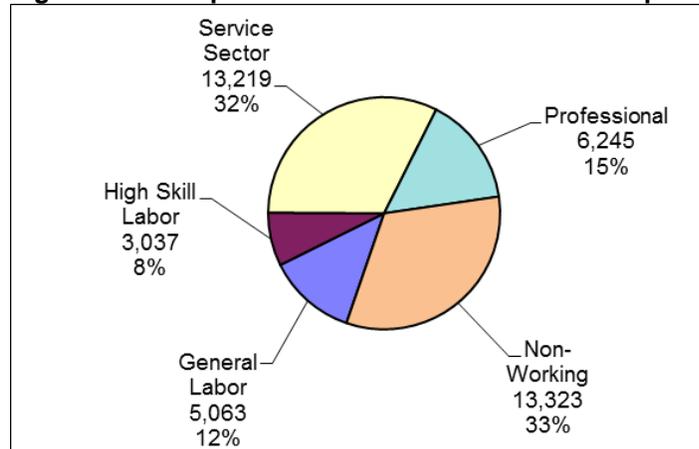


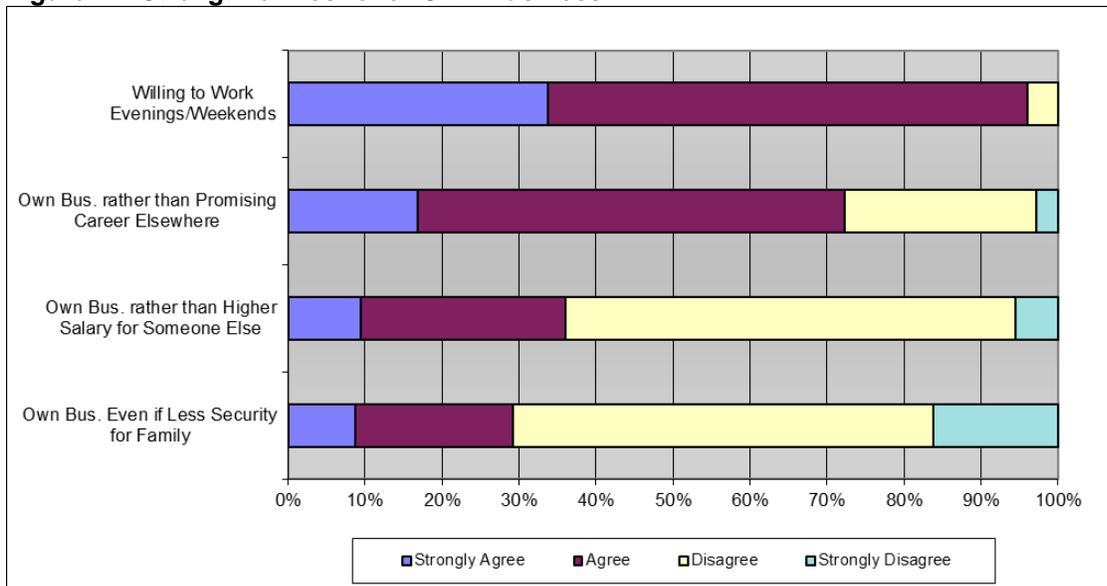
Figure 27 shows the strength of desire to own a business. About 34% of this subset of the Pool says that they “Strongly Agree” with a statement asking if they “are willing to work evenings or on weekends to make their business a success,” while about 62% say that they “Agree.”

About 17% “Strongly Agree” with a statement asking if they “would rather own their own business than pursue a promising career elsewhere,” while 55% “Agree.”

Almost 10% percent “Strongly Agree” with the statement “I would rather own my own business than earn a higher salary working for someone else,” while another 27% “Agree.”

When presented with the statement, “I am willing to have less security for my family in order to operate my own business,” slightly less than 9% “Strongly agreed” and 20.5% “agreed.” More respondents disagreed with this statement than any other, with 54.5% disagreeing and 16% strongly disagreeing, for a total of 70.5% disagreement.

Figure 27: Strength of Desire for Own Business



Methods

The Leavenworth County Labor Basin includes seven counties in eastern Kansas and western Missouri: Atchison (KS), Douglas (KS), Jefferson (KS), Johnson (KS), Leavenworth (KS), Platte (MO), and Wyandotte (KS). The labor basin has a total population of 384,902.⁸

The Civilian Labor Force for the basin is 203,072 and the number of employed individuals is 195,739.⁹ The Docking Institute's analysis shows that more than half (54.4%) of the employed individuals in the basin are looking and/or interested in a new or different employment opportunity. This Available Labor Pool consists of 106,461 individuals.

Defining the Available Labor Pool

The Available Labor Pool is composed of survey respondents who are either 1) currently not working outside the home *but* looking for employment, 2) currently not working outside the home but who are interested in employment, 3) currently employed (full- or part-time) *and* looking for other full-time employment, and 4) currently employed and not looking, *but* interested in different employment for the *right opportunity*.

The Available Labor Pool methodology expands the pool of potential workers by including workers excluded from the Civilian Labor Force.¹⁰ Secondly, the number of potential workers is then *restricted* to those workers who indicate they are looking for work or that are interested in new employment. The advantage of this methodology is that it allows researchers to examine those members of the labor pool who have a propensity to consider a job opportunity given their employment expectations. Even with these restrictions, it should be noted that, in practice, not all members of the Available Labor Pool would apply for a new job opportunity. However, the Available Labor Pool figure for a labor basin reveals to current employers and potential employers better information about the quantity and quality of the labor pool than do Civilian Labor Force data and unemployment statistics alone.

⁸ US Census data for these seven counties exceed 384,902. The population sizes of Johnson, Platte, and Wyandotte counties were adjusted to replicate, as much as possible, the 2012 Leavenworth County available labor study. Extrapolating to the entire populations in these counties would likely misrepresent the reasonable size of the Leavenworth County Available Labor Pool. Even with these adjustments, the 2015 Available Labor Pool for the Leavenworth County Labor Basin is larger than the 2012 Pool.

⁹ The Civilian Labor Force represents "the civilian non-institutional population, 16 years of age and over classified as employed or unemployed." The Bureau of Labor Statistics defines "non-institutional civilians" as those individuals who are not inmates in institutions and who are not on active duty in the Armed Forces; and "unemployed civilians" as civilians available for work and who had "made specific efforts to find employment" in the previous four weeks.

¹⁰ The number that is added to the Civilian Labor Force is derived by taking from the survey the total number of full-time students, homemakers, military, retirees, and long-term unemployed, who state that they are seeking or available for employment and are within a reasonable commute distance to the center of the labor basin, and dividing this number by the total number of respondents. This quotient is then multiplied by the total number of people in the labor basin who are 18 to 65 years old.

Survey Research Methods

The majority of data for this study were collected for research performed for the Mid-America Regional Council (MARC) labor study. The Institute conducted a nine-county labor availability study for MARC in late 2014. This Kansas City Labor Basin includes five counties in Missouri (Cass, Clay, Jackson, Platte, and Ray) and four in Kansas (Johnson, Leavenworth, Miami, and Wyandotte). To provide a better picture of the available labor in the greater Kansas City area, data from previous labor studies were combined to create a 23-counties regional study (see Greater Kansas City Labor Basin Labor Availability Analysis – 2015). Data from the seven counties constituting the Leavenworth County Labor Basin were then extracted from the 23-county data set to produce the Leavenworth County labor assessment.

All data were collected from a random digit telephone survey of adults living in nine county labor basin.¹¹ Land-line numbers were included in all sample; the 2014 sample included cell phone numbers.¹² Surveying for the MARC study took place from September 29 to December 8, 2014, using a Computer Assisted Telephone Interviewing (CATI) system. Data from other studies were collected in 2012, 2013 and 2014.

For the Leavenworth County portion, a total of 2,987 households were successfully contacted. Within those households, 1,789 adults agreed to be interviewed. This represents a cooperation rate of 59.9% and a Margin of Error of +/-2.32%.

Of the 1,789 respondents, 312 were determined to be ineligible for the study. Of the remaining 1,477, 669 (47.2%) indicated that they were available for new or different employment and/or were looking for a new or different job. This subgroup is the Available Labor Pool for the Leavenworth County Labor Basin. Responses from 699 individuals provide a Margin of Error of +/- 3.71%.

The study sponsors and Institute personnel agreed upon the survey items used, with the former identifying the study objectives and the latter developing items and methodologies that were valid, reliable and unbiased. Question wording and design of the survey instrument are the property of the Docking Institute.¹³

¹¹ Land-line numbers and/or cell phone numbers were assembled by randomly generating suffixes within specific area codes and prefixes. As such, unlisted numbers were included in this sample, minimizing the potential for response bias. Known business, fax, modem, and disconnected numbers were screened from the sample in efforts to reach households only (and to minimize surveyor dialing time).

Up to eight attempts were made to contact each respondent during three calling periods (10 AM to Noon, 2 PM to 4 PM, and 6 PM to 9 PM). Initial refusals were re-attempted by specially trained “refusal converters,” which aided in the cooperation rate.

¹² When a land-line number was called, surveyors requested to “speak with an adult over the age of 17 that has had the most recent birthday.” When a cell-phone number was called, the respondent was asked if they were over the age of 17.

¹³ A detailed summary of the method of analysis used in this report can be found in Joseph A. Aistrup, Michael S. Walker and Brett A. Zollinger, “The Kansas Labor Force Survey: The Available Labor Pool and Underemployment.” Kansas Department of Human Resources, 2002.

Glossary of Terms

Leavenworth County Labor Basin – The Leavenworth County Labor Basin includes seven counties in Kansas and Missouri: Atchison (KS), Douglas (KS), Jefferson (KS), Johnson (KS), Leavenworth (KS), Platte (MO), and Wyandotte (KS).

Civilian Labor Force – The Civilian Labor Force represents “the civilian non-institutional population, 16 years of age and over classified as employed or unemployed.” The Bureau of Labor Statistics defines “non-institutional civilians” as those individuals who are not inmates in institutions and who are not on active duty in the Armed Forces; and “unemployed civilians” as civilians available for work and who had “made specific efforts to find employment” in the previous four weeks.

Available Labor Pool – The Available Labor Pool is composed of workers and potential categorized as either 1) currently not working *but* looking for employment, 2) currently not working in any manner *but* interested in a new or different job given the right opportunities, 3) employed (full- or part-time) *and* looking for other full-time employment, and 4) currently employed and not looking, *but* interested in different employment given the right opportunities.

Desired Wage – The desired wage is the hourly wage that a respondent would consider accepting to take a new or different job given the right opportunities. If a respondent offered a yearly salary instead of an hourly wage, the yearly salary was divided by 2,080 to convert the salary to a wage.

Minutes Willing to Travel – “Minutes Willing to Travel” indicates the minutes that a respondent is willing to travel, one-way, for a new or different job opportunity given the right opportunities.

Within the Necessary Commute Time – “Necessary Commute Time” is the number of minutes that a respondent indicates he or she is willing to travel that is equal to or greater than the estimated travel time necessary for the respondent to actually commute from his or her zip code of residence to the zip code at the center of the labor basin. For example, a respondent that is willing to travel for 30 minutes, one-way, for a new or different job and that lives an estimated 15 minutes from the center of the labor basin is considered to be “within the necessary commute time” for a new job.

Within the Necessary Commute Time Available Labor Pool – The “within the necessary commute time Available Labor Pool” is a subset of the Available Labor Pool that is composed of those members of the Labor Pool that are within the necessary commute time for a new or different job opportunity.

Underemployment – Working Available Labor Pool members that consider themselves as possessing skills and/or training levels that exceed the responsibilities of their current job, having educations that exceed those necessary for their current job, having earned a higher salary/hour wage for a previous but similar job, or as unable to work as many hours as desired at their current job.

Potential Entrepreneurs – Nonbusiness-owning Available Labor Pool members that have “seriously considered” starting their own businesses in the past few years.

Job Sectors – “Job sectors” include (with examples shown):

General Labor includes occupations such as cleaning, construction, delivery and maintenance.

High-Skill Blue Collar includes occupations such as police, fire-fighting, postal worker, welder, high-skilled mechanics, welder, computer technician and lab technician.

Service Sector includes occupations such as clerical worker, waitress, retail sales clerk, bookkeeper, para-professional, certified nurse’s assistant, nurse, teacher and small business manager.

Professional White Collar includes occupations such as administrator, business executive, professional salesperson, doctor, lawyer, professor and engineer.

Appendix: Hourly Wage to Annual Salary Conversion Chart

Hourly Wage	Annual Salary	Hourly Wage	Annual Salary
\$5.00	\$10,400	\$30.00	\$62,400
\$5.50	\$11,440	\$30.50	\$63,440
\$6.00	\$12,480	\$31.00	\$64,480
\$6.50	\$13,520	\$31.50	\$65,520
\$7.00	\$14,560	\$32.00	\$66,560
\$7.50	\$15,600	\$32.50	\$67,600
\$8.00	\$16,640	\$33.00	\$68,640
\$8.50	\$17,680	\$33.50	\$69,680
\$9.00	\$18,720	\$34.00	\$70,720
\$9.50	\$19,760	\$34.50	\$71,760
\$10.00	\$20,800	\$35.00	\$72,800
\$10.50	\$21,840	\$35.50	\$73,840
\$11.00	\$22,880	\$36.00	\$74,880
\$11.50	\$23,920	\$36.50	\$75,920
\$12.00	\$24,960	\$37.00	\$76,960
\$12.50	\$26,000	\$37.50	\$78,000
\$13.00	\$27,040	\$38.00	\$79,040
\$13.50	\$28,080	\$38.50	\$80,080
\$14.00	\$29,120	\$39.00	\$81,120
\$14.50	\$30,160	\$39.50	\$82,160
\$15.00	\$31,200	\$40.00	\$83,200
\$15.50	\$32,240	\$40.50	\$84,240
\$16.00	\$33,280	\$41.00	\$85,280
\$16.50	\$34,320	\$41.50	\$86,320
\$17.00	\$35,360	\$42.00	\$87,360
\$17.50	\$36,400	\$42.50	\$88,400
\$18.00	\$37,440	\$43.00	\$89,440
\$18.50	\$38,480	\$43.50	\$90,480
\$19.00	\$39,520	\$44.00	\$91,520
\$19.50	\$40,560	\$44.50	\$92,560
\$20.00	\$41,600	\$45.00	\$93,600
\$20.50	\$42,640	\$45.50	\$94,640
\$21.00	\$43,680	\$46.00	\$95,680
\$21.50	\$44,720	\$46.50	\$96,720
\$22.00	\$45,760	\$47.00	\$97,760
\$22.50	\$46,800	\$47.50	\$98,800
\$23.00	\$47,840	\$48.00	\$99,840
\$23.50	\$48,880	\$48.50	\$100,880
\$24.00	\$49,920	\$49.00	\$101,920
\$24.50	\$50,960	\$49.50	\$102,960
\$25.00	\$52,000	\$50.00	\$104,000
\$25.50	\$53,040		
\$26.00	\$54,080		
\$26.50	\$55,120		
\$27.00	\$56,160		
\$27.50	\$57,200		
\$28.00	\$58,240		
\$28.50	\$59,280		
\$29.00	\$60,320		
\$29.50	\$61,360		