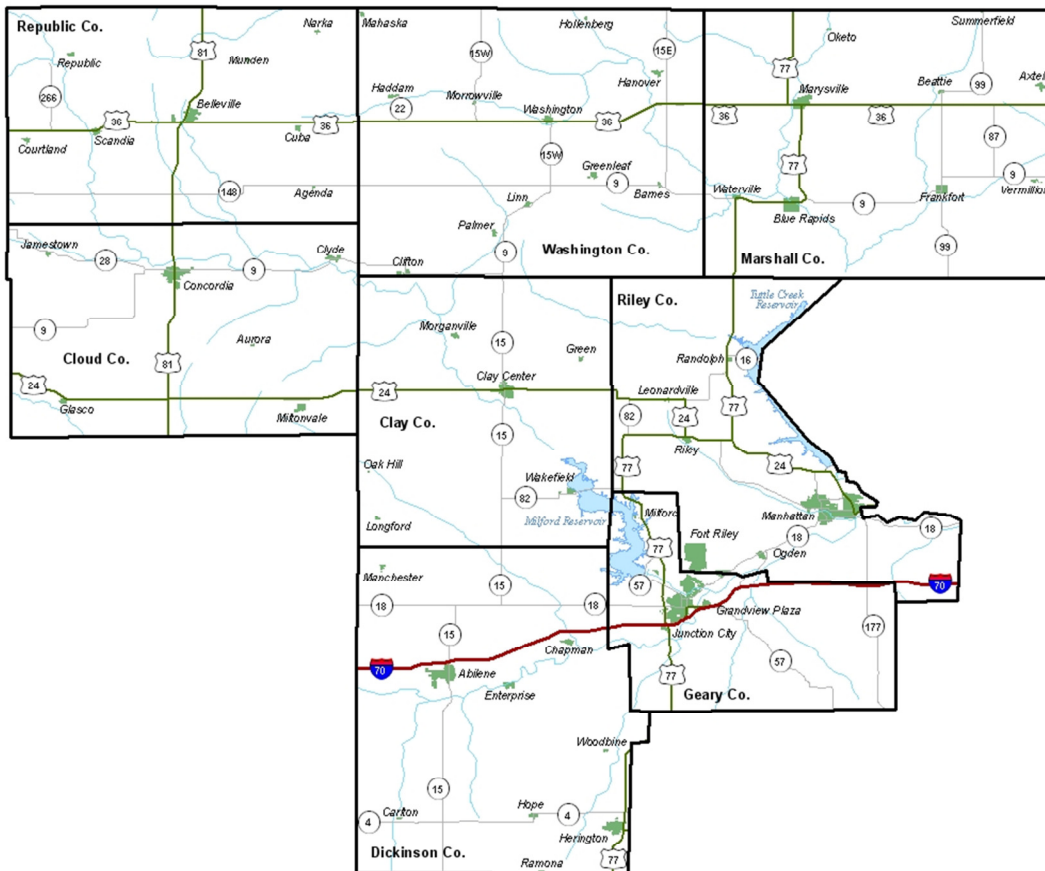


Clay County Kansas Labor Basin Labor Availability Analysis – 2012

Clay • Cloud • Dickinson • Geary
Marshall • Republic • Riley • Washington Counties



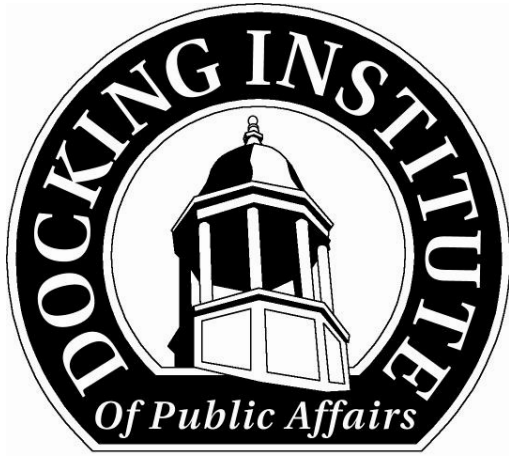
Prepared For

Clay County Economic Development Group

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.

Clay County Kansas Labor Basin Labor Availability Analysis – 2012

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Clay County Kansas Labor Basin Labor Availability Analysis

Executive Summary

The Clay County Kansas Labor Basin includes Clay, Cloud, Marshall, Republic and Washington Counties in north central Kansas. The labor basin also includes the northern portions of Dickinson, Geary and Riley Counties. The purpose of this report is to assess the “Available Labor Pool” in this labor basin. The “Available Labor Pool” represents those who indicate that they are looking for employment or would consider changing their jobs for the right employment opportunity.

The Docking Institute’s independent analysis of this labor basin shows that:

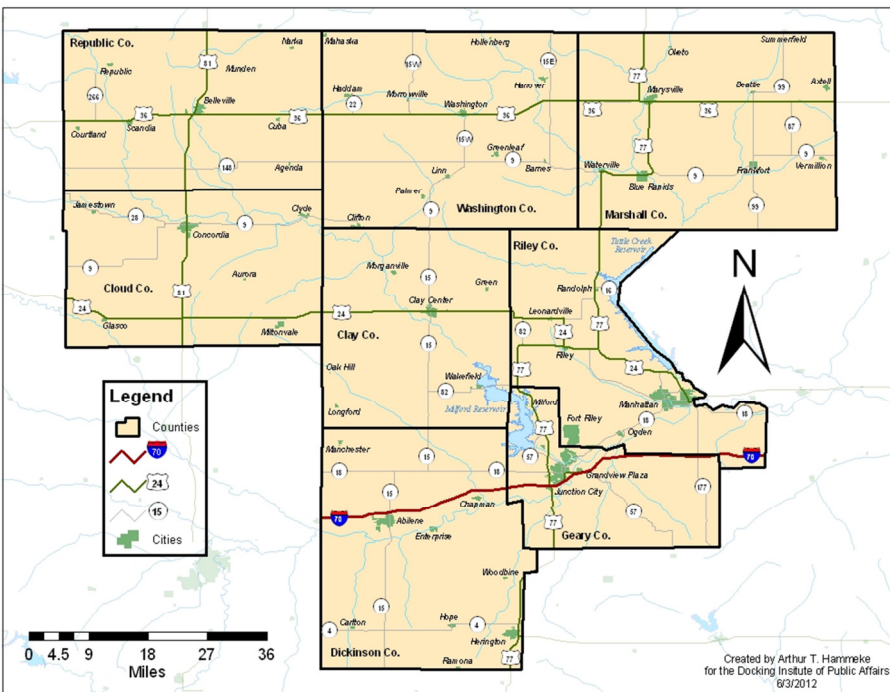
- The population of the Clay County Kansas Labor Basin is estimated to be 97,579. About 29% of the population (or 28,312 individuals) are considered to be part of the Available Labor Pool (Available Labor Pool).
- Of the Available Labor Pool, an estimated 2,044 (7.2%) non-working and 4,303 (15.2%) working individuals are *looking* for new employment, while 5,225 (18.5%) non-working and 16,740 (59.1%) working individuals would *consider* new and/or different employment for the right opportunities.
- Nearly 77% of the Available Labor Pool has at least some college experience and 97.1% has at least a high school diploma. The average age for members of the Available Labor Pool is about 44 years old, and women make up more than half (53.6%) of the Available Labor Pool.
- An estimated 5,739 members of the Available Labor Pool are currently employed as general laborers, while an additional 2,814 work in government services or technical/high skill blue-collar occupations. An estimated 8,467 members of the Available Labor Pool work in service sector jobs, while 4,022 work in professional white-collar jobs. Many (7,269) are not currently working.
- About 86% of the Available Labor Pool indicates that they are “willing to work outside of their primary field of employment for a new or different employment opportunity.”
- Slightly more than 30% of the members of the Available Labor Pool will commute up to 45 minutes, one way, for an employment opportunity, while three-quarters (75.8%) will commute up to 30 minutes for employment.
- The four most important desired benefits in order are good salary or hourly wage, on-the-job or paid training, good retirement benefits and good health benefits.
- An estimated 3,408 members (12%) of the Available Labor Pool are interested in a new job at \$9 an hour, 8,682 (31%) are available at \$12 an hour, and 14,034 (50%) are available at \$15 an hour.
- Of the 21,043 *employed members* of the Available Labor Pool, 6,734 (32%) consider themselves underemployed.
- Of the 25,537 *non-business owning members* of the Available Labor Pool, 8,887 (35%) have seriously considered starting their own businesses.

The Clay County Kansas Labor Basin

The Clay County Kansas Labor Basin includes five entire counties in north central Kansas: Clay, Cloud, Marshall, Republic and Washington. The basin also includes the northern portions of Dickinson and Geary Counties and the western portion of Riley County. Map 1 below shows all eight counties.

Portions of Dickinson, Geary and Riley Counties were excluded from analysis because it was felt that employment opportunities in large metropolitan areas of Salina, Junction City and Manhattan would discourage a substantial number of workers from traveling through those areas to work in the more central areas of the Clay County Kansas Labor Basin.

Map 1: Clay County Kansas Labor Basin



The Clay County Kansas Labor Basin has an estimated total population of approximately 97,579, and a Civilian Labor Force (CLF) of 52,285. There is an unemployment rate of 5.30%, and this research suggests that there is a good supply of available labor for a new employer and/or for an employer desiring to expand employment.

The Docking Institute's analysis suggests that the basin contains an Available Labor Pool (Available Labor Pool) of 28,312 individuals. The Available Labor Pool is composed of workers categorized as either 1) currently not working *but* looking for full-time employment, 2) currently employed (full- or part-time) *and* looking for other full-time employment, 3) currently not working in any manner *but* willing to consider full-time employment for the *right opportunity*, and 4) currently employed and not looking, *but* willing to consider different full-time employment for the *right opportunity*. Please see the Methodology section – page 31 – for more information about the Institute's Available Labor Pool analysis methodology and the survey research methods used for this study. See the Glossary of Terms on page 34 for definitions of terms used throughout this report.

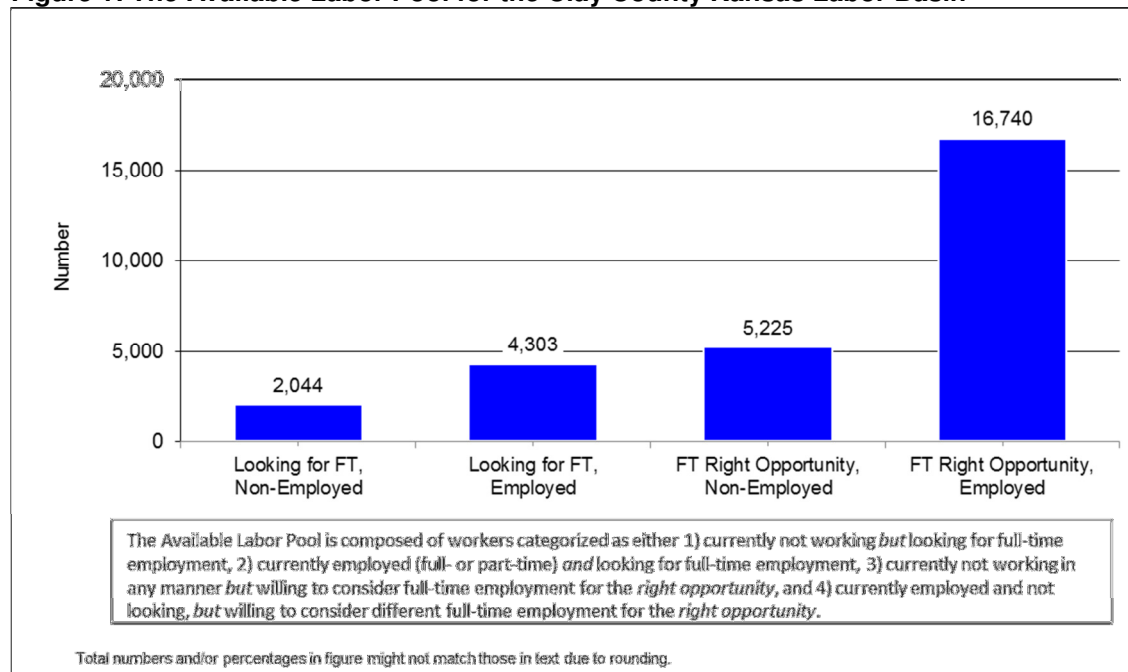
The Clay County Kansas Labor Basin’s Available Labor Pool

This section of the report assesses the characteristics of the Available Labor Pool in the Clay County Kansas Labor Basin by answering the following questions:

- What proportion of the labor force – employed, unemployed, homemaker, students, retired and disabled – would seriously consider a new full-time employment opportunity?
- What skills do those who would consider a new employment opportunity have?
- What types of jobs have these workers and potential workers had in the past?
- What types of considerations (pay, benefits, commute time) shape their decision-making?
- What percentage of the Available Labor Pool is willing to change fields of employment?
- What work shifts are Available Labor Pool members willing to work?
- What are some of the characteristics of those Available Labor Pool members that are “willing to commute the necessary travel time to the center of the labor basin?”
- What proportion of those workers among the Available Labor Pool is considered “underemployed?”
- What are some of the characteristics of those underemployed workers?
- What proportion of non-business owning members of the Available Labor Pool is considered “potential entrepreneurs?”
- What are some of the characteristics of the potential entrepreneurs?

It is estimated that 2,044 (7.2% of the Available Labor Pool) non-employed¹ and 4,303 (15.2%) employed individuals are *currently looking* for new or different full-time employment, and 5,225 (18.5%) non-employed individuals and 16,740 (59.1%) employed individuals *would consider* new or different full-time employment for the right opportunities.

Figure 1: The Available Labor Pool for the Clay County Kansas Labor Basin



¹ The terms “non-employed” and “non-working” refer to officially unemployed members of the Civilian Labor Force as well as any non-employed/non-working full-time students, homemakers, retirees, and disabled individuals.

Map 2 shows how each zip code in the basin compares to all other zip codes in terms of the percent of total available labor in the Clay County Kansas Labor Basin. Each zip code is grouped into one of five categories specified in the legend. Large portions of the Available Labor Pool are located in zip code areas in Clay, Cloud, Dickinson, Geary, Republic and Riley, although all counties in the region contain members of the available labor pool.

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

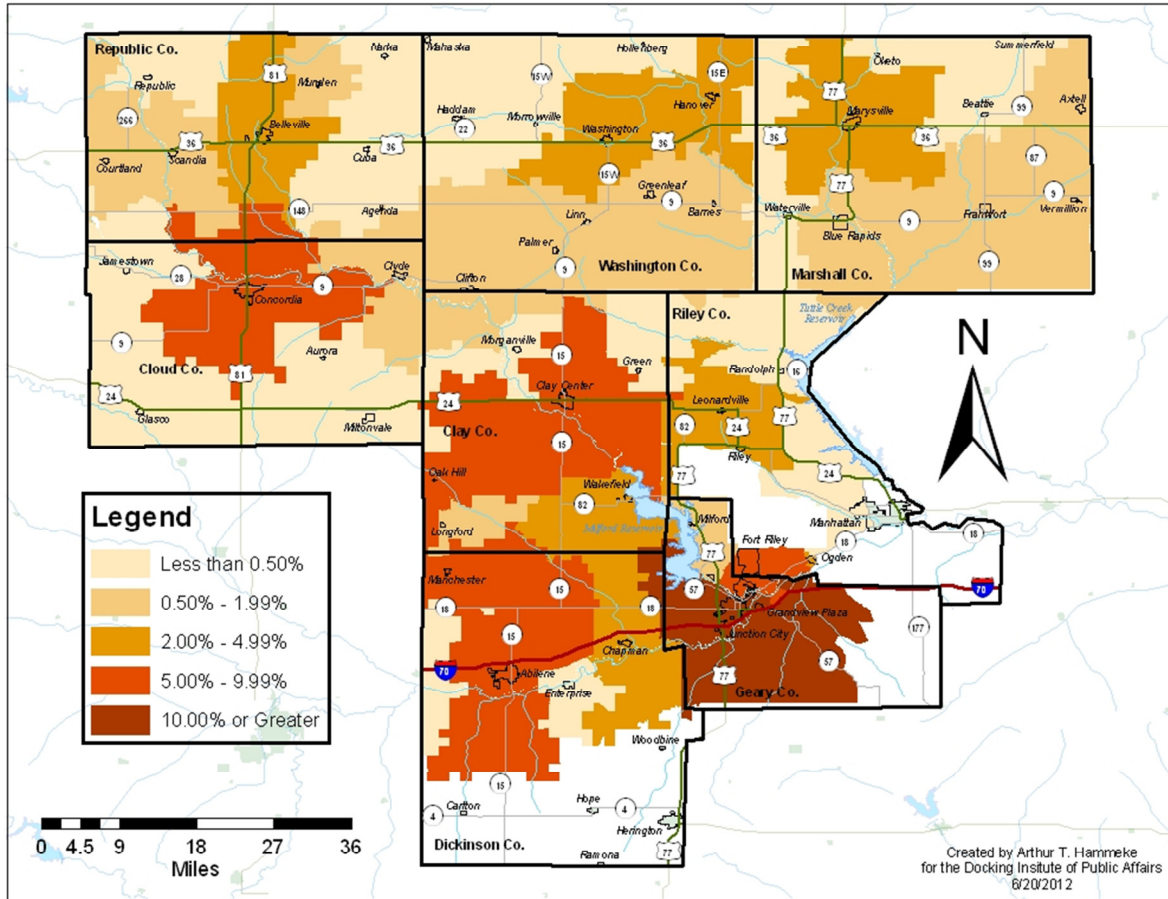


Table 1 shows the gender, age and education levels of the 28,312-member Available Labor Pool. Almost 54% percent are women, and the average age is about 44 years old. Most (97.1%) have at least a high school diploma, about three-quarters (76.7%) have **at least** some college education, and about a third (33.5%) have **at least** a bachelor's degree.

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

Age	Age in 2012		
Range	18 to 76		
Average	44		
Median	45		
Gender	Number	Percent	
Female	15,175	53.6	
Male	13,137	46.4	
Extrapolated Total	28,312	100	
Highest Level of Education Achieved	Number	Percent	Cumulative Percent
Doctoral Degree	857	3.0	3.0
Masters Degree	2,916	10.3	13.3
Bachelors Degree	5,706	20.2	33.5
Associates Degree	5,180	18.3	51.8
Some College (including current students)	7,065	25.0	76.7
High School Diploma	5,769	20.4	97.1
Less HS Diploma	818	2.9	100
Extrapolated Total	28,312	100	
"Do you speak Spanish?"	Number	Percent	
"Yes"	6,363	22.5	
<i>Speak Very Well</i>	928	14.6	
<i>Speak Fairly Well</i>	621	9.8	
<i>Speak Only a Little</i>	4,813	75.6	
		100	

These percentages represent portions of 22.5%

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

Table 2 shows the various occupational categories of the 28,312-member Available Labor Pool. General labor occupations represent 20.3% of the entire Available Labor Pool, while high-skilled, blue-collar jobs make up 9.9%. Traditional service-related occupations represent 29.9% of the Available Labor Pool, while professional occupations represent 14.2% of the Available Labor Pool.

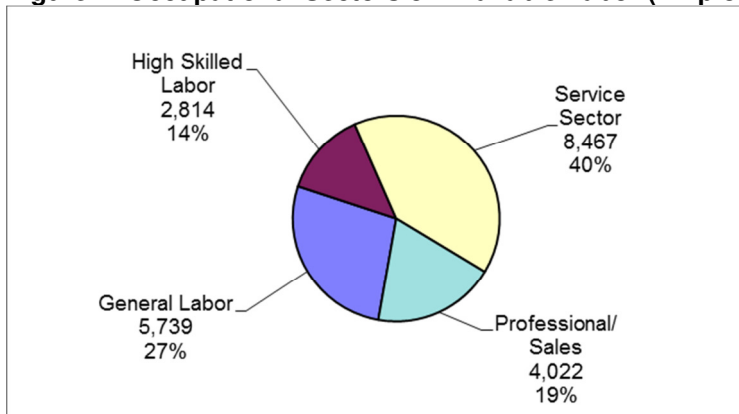
Table 2: Major Occupational Categories of Available Labor

	Number	Percent	Years at Job	
			Mean	Median
General Labor/Cleaning/Farm Labor/Delivery	4,147	14.6	7.5	4.0
Maintenance/Factory Work	1,218	4.3	10.2	6.3
Trucking/Heavy Equipment Operation	374	1.3	7.6	4.0
Total General Labor	5,739	20.3	8.4	4.8
Gov't Service/Protective Service	1,623	5.7	7.5	6.5
Technician/Mechanic/Welder	1,191	4.2	11.0	6.0
Total Highly-Skilled Labor	2,814	9.9	9.2	6.2
Customer Service/Receptionist/Food Service	1,665	5.9	7.2	3.9
Clerical/Secretarial	2,597	9.2	11.4	8.7
Social Service/Para-Professional/Nursing	2,423	8.6	10.4	9.5
Office Manager/Small Business Owner	1,782	6.3	19.7	16.4
Total Service Sector	8,467	29.9	12.2	9.6
Gov't & Business Professional/Sales	1,509	5.3	11.6	9.0
Educator/Counselor/Doctor/Attorney	2,513	8.9	11.5	7.0
Total Professional	4,022	14.2	11.5	8.0
Homemakers/Unemployed	3,908	13.8	n/a	n/a
Students	199	0.7	n/a	n/a
Retired/Disabled	3,162	11.2	n/a	n/a
Total Non-Employed	7,269	25.7		
Extrapolated Total	28,312	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. Appendix I provides a detailed list of occupations.

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 Clay County Kansas Labor Basin, survey respondents were asked questions assessing work skills and previous work experience.

Table 3 and Figure 3 (next page) show the current employment status and previous work or training experience of Available Labor Pool members. Table 3 shows the number of workers currently employed in various job categories, as well as the number of workers that have previous work or training experience. The table also shows the sum of working Available Labor Pool members currently employed in a job category *plus* those that indicate previous training or experience in that particular field.

It is estimated, for example, that 2,193 members of the Available Labor Pool in the labor basin are currently employed as general labor, construction, cleaners, and similar positions. An additional 1,886 Available Labor Pool members in the basin indicate previous employment experience or training in one of those jobs, for a total of 4,079 individuals.

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

	Current Employment*	Previous Work/Training*	Current plus Previous Work or Training**
	Number +	Number =	Number
General Labor/Construction/Cleaning	2,193	1,886	4,079
Farm Labor/Ranch Hand/Landscaping	669	315	984
Delivery/Driver/Courier	1,285	386	1,670
Maintenance/Wiring/Plumbing	1,000	833	1,833
Factory Worker/Grain Elevator Op/Meat Packer	218	425	644
Truck Driver/Heavy Equipment Operator	374	339	713
Police/Fire/Postal/Military Enlisted	1,623	3,249	4,872
Lab or Medical Technical/Comp Technician	316	116	432
Mechanic/Welder/Carpenter/Electrician	875	201	1,075
General Customer Service/Retail/Reception/Food Service	1,665	1,267	2,932
Clerical/Secretary/Book-Keeper/Bank Teller	2,597	1,801	4,399
Para-legal/Para-pro/CNA/Day Care	1,518	3,233	4,751
Nurse/LPN/RN/Semi-skilled Social Service	905	374	1,279
Office Manager/Small Business Owner	1,782	3,646	5,428
Teacher/Instructor/Writer/Researcher	1,621	790	2,411
Sales/Marketing/Accounting	551	653	1,204
Govt, Non-Profit, or Bus Exec/Farm Owner/Military Officer	958	633	1,591
Counselor/Social Worker/Physician's Assistant	65	199	264
Professor/Doctor/Engineer/Attorney	828	374	1,202
Extrapolated Total	21,043	20,720	

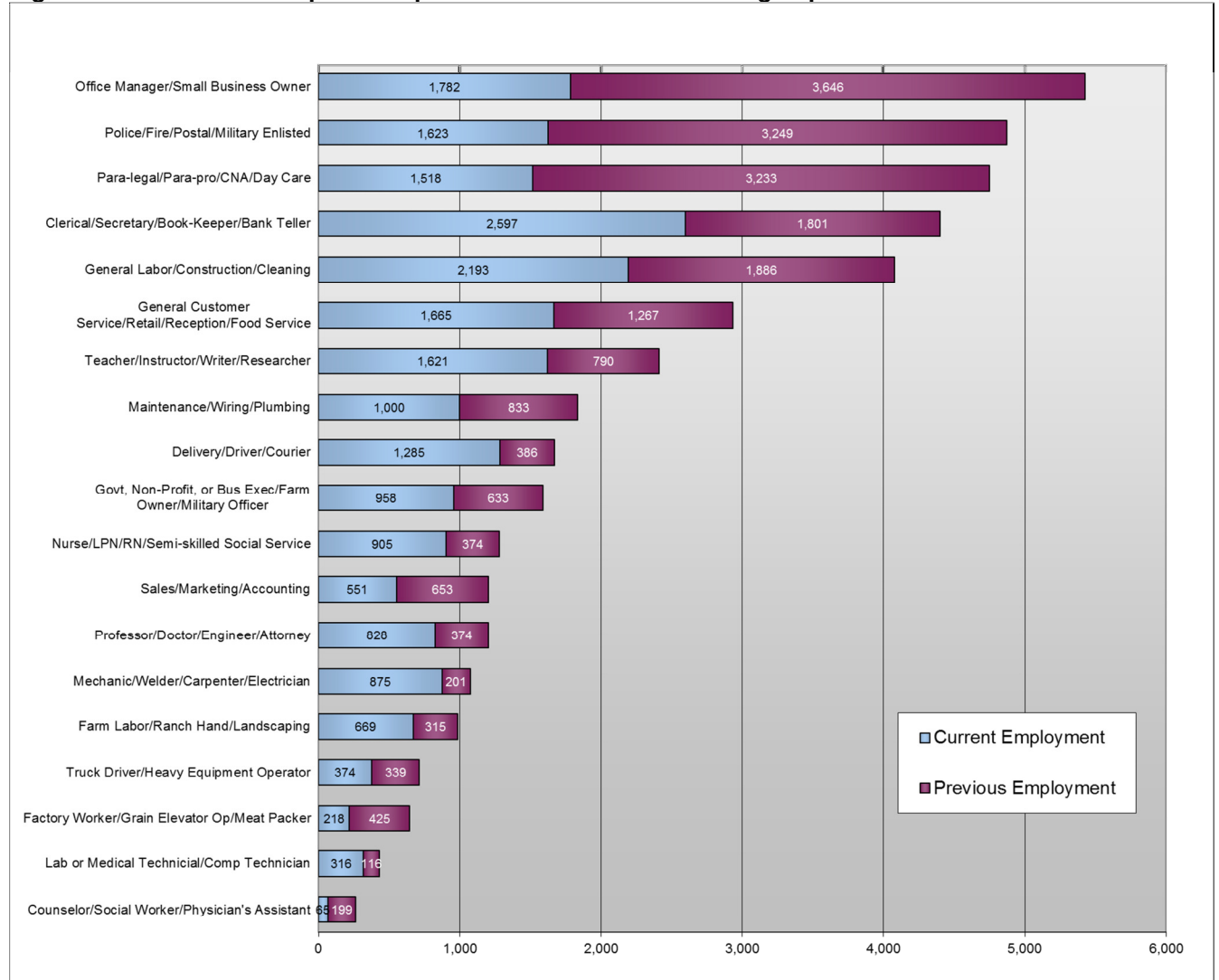
* Retired, disabled, non-working students, homemakers are not included.

** An individual member of the ALP is counted only once within each employment 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 Available Labor Pool members report current work experience or previous work/training as office managers or small business owners. There are 1,782 working Available Labor Pool members currently employed in this category and 3,646 previously employed/trained in this category, for a total of 5,428 individuals.

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



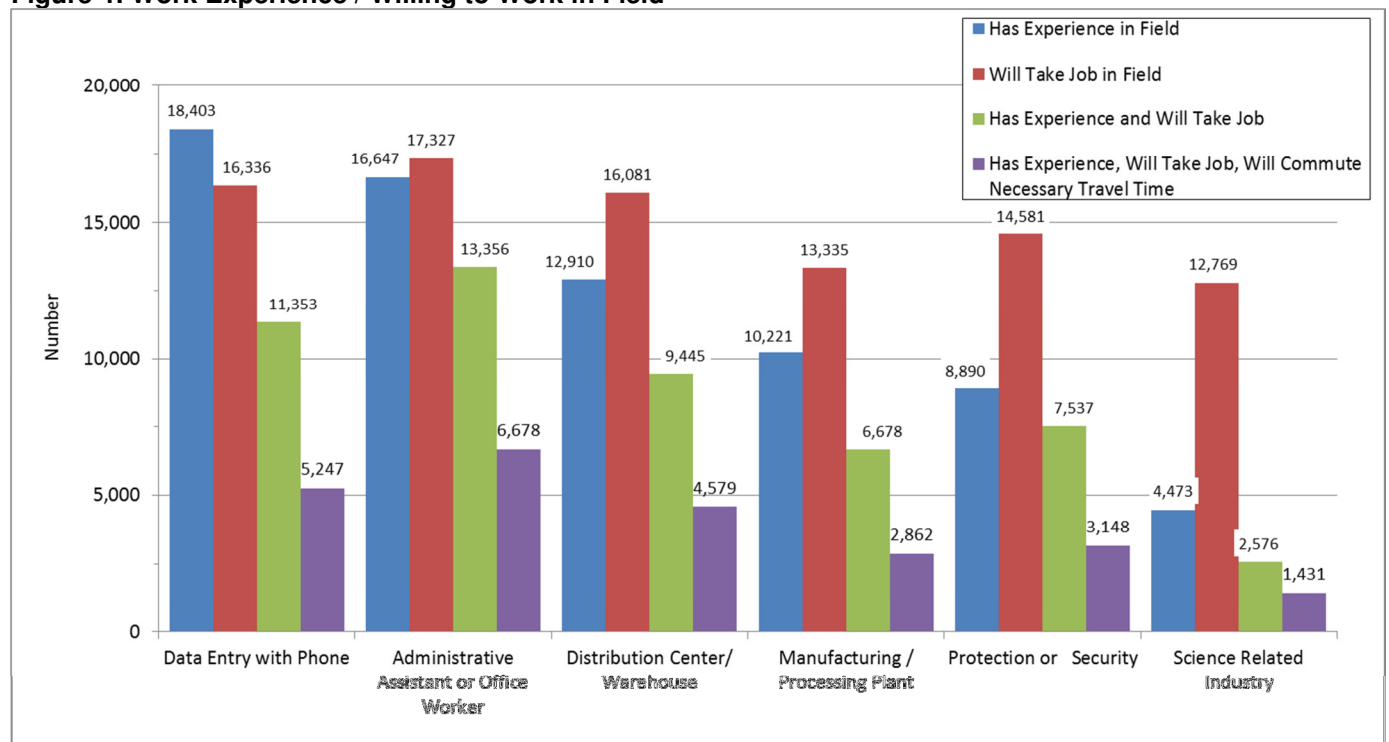
In addition to collecting data regarding the current employment status and previous work or training experience through a series of “open-ended” survey questions (the results of which are shown in the previous table and figure), respondents were asked about the five specific employment areas listed in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

For example, the figure indicates that an estimated 18,403 Available Labor Pool members report having training and/or experience in data entry with telephone operation, while fewer (16,336 individuals) would consider employment in that field. An estimated 16,647 members of the Available Labor Pool have training and/or experience in professional office environments as office workers or administrative assistants, while more (17,327 individuals) indicate that they would take a job in that field.

The third column shows the estimated number 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 willing to commute the necessary travel time for a new or different job. (See page 21 for a definition of “necessary travel time.”)

Figure 4: Work Experience / Willing to Work in Field



Survey respondents who said that they had worked in manufacturing or processing, distribution or warehousing, and in science or a science-related field were asked additional questions to assess the type of work they performed at those jobs. The following figures show the responses to those questions.

More than a third (37%), for example, of those with distribution or warehousing experience has worked in jobs moving materials and loading trucks. Not quite half (47%) of those with experience in manufacturing has performed jobs in production, fabrication or assembly. Finally, the majority (69%) of those with experience in science or a science-related industry have worked as lab technicians.

Figure 4a: Experience in Distribution or Warehousing

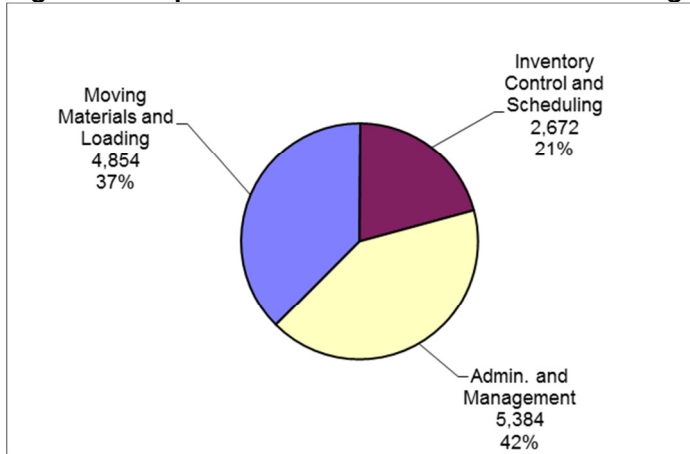


Figure 4b: Experience in Manufacturing

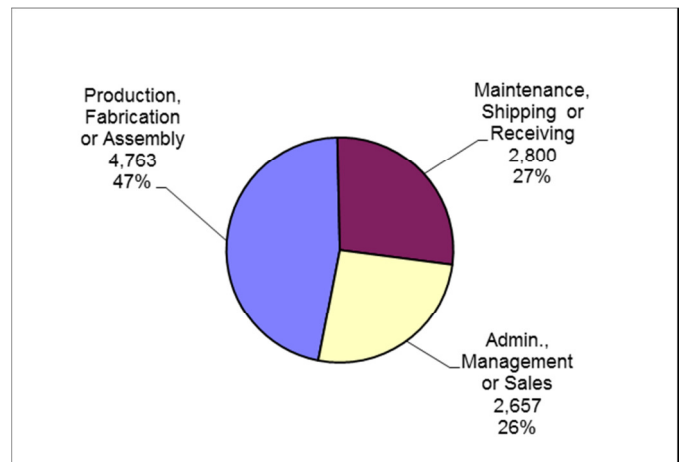
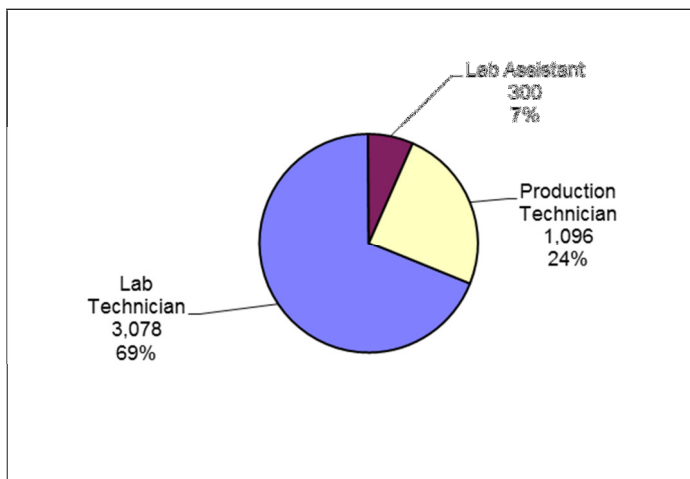
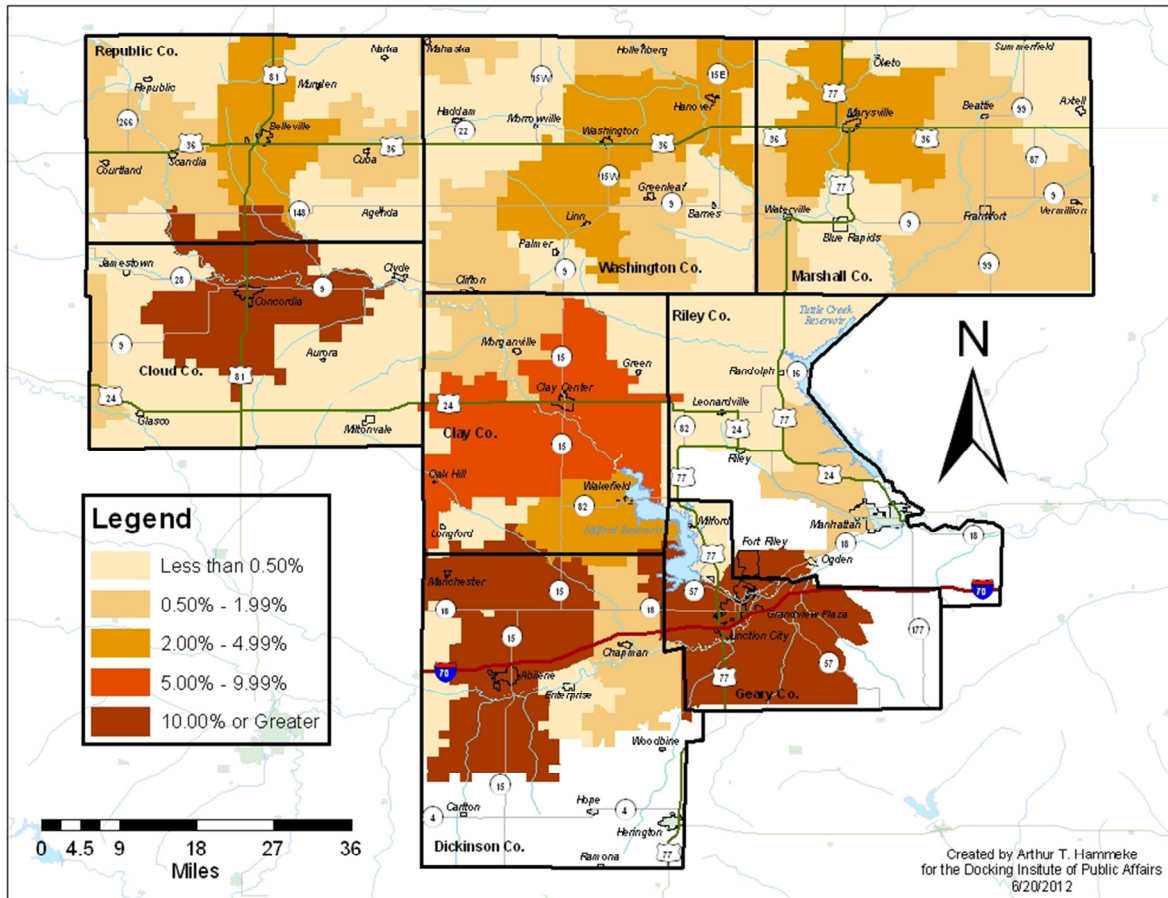


Figure 4c: Experience in Science



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. Large portions of the Available Labor Pool are located in zip code areas in Clay, Cloud, Dickinson, Geary, Republic and Riley, although zip code areas in all counties in the basin contain employers where Available Labor Pool members currently work.

Map 3: Workplaces by Zip Code



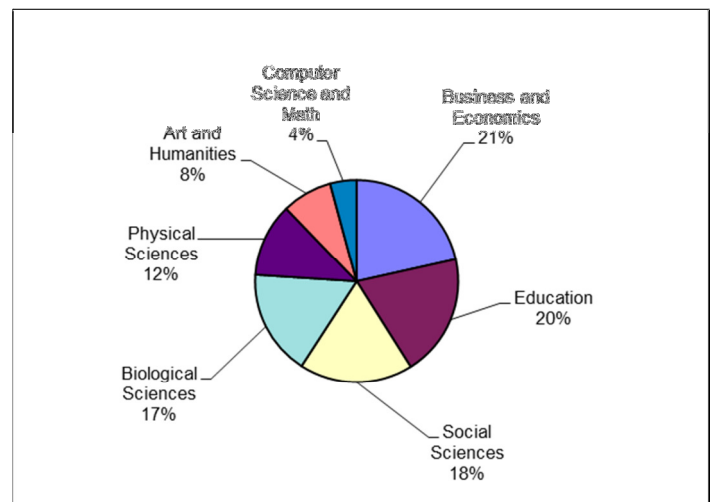
Educational Experience and Job Satisfaction

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. Answer 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.

Figure 5 shows that the largest groups of Available Labor Pool members indicate a major in business and economics (21%), education (20%), social sciences (18%), biological sciences or nursing (17%), and physical sciences (12%). Arts and humanities, and computer science math follow with less than 10% each.

Figure 5: Undergraduate College Major



Survey respondents with at least some college education were asked if they are attending or have attended a technical or community college. Figure 5a shows that 18% of these respondents have technical or community college experience.

Figure 5b shows the area of study for community college students. Almost a quarter (23%) report studying nursing/health related subjects. Ten percent report studying office skills. Almost a quarter (23%) report studying nursing/health related subjects. Ten percent report studying office skills.

Figure 5a: Community College Experience

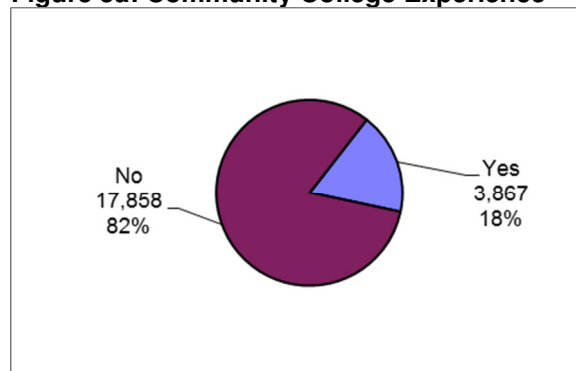


Figure 5b: Community College Study Area

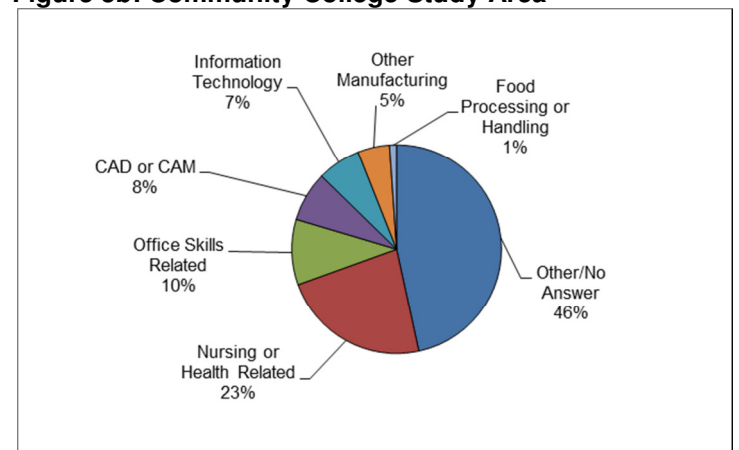


Figure 6 and Table 4 show responses to questions regarding job satisfaction. The figure and table report responses from *working survey respondents* only. The figure shows that 30.8% of the working Available Labor Pool respondents “strongly agree” with a statement suggesting that they “enjoy the things I do,” while 63.9% “agree” with that statement. In all, 94.7% at least “agree” with that statement. In general, the figure strongly suggests that Available Labor Pool members are generally satisfied with their work and their work environments but are simply looking for and/or are available for new employment.

Figure 6: Job Satisfaction Among Available Labor Pool Workers

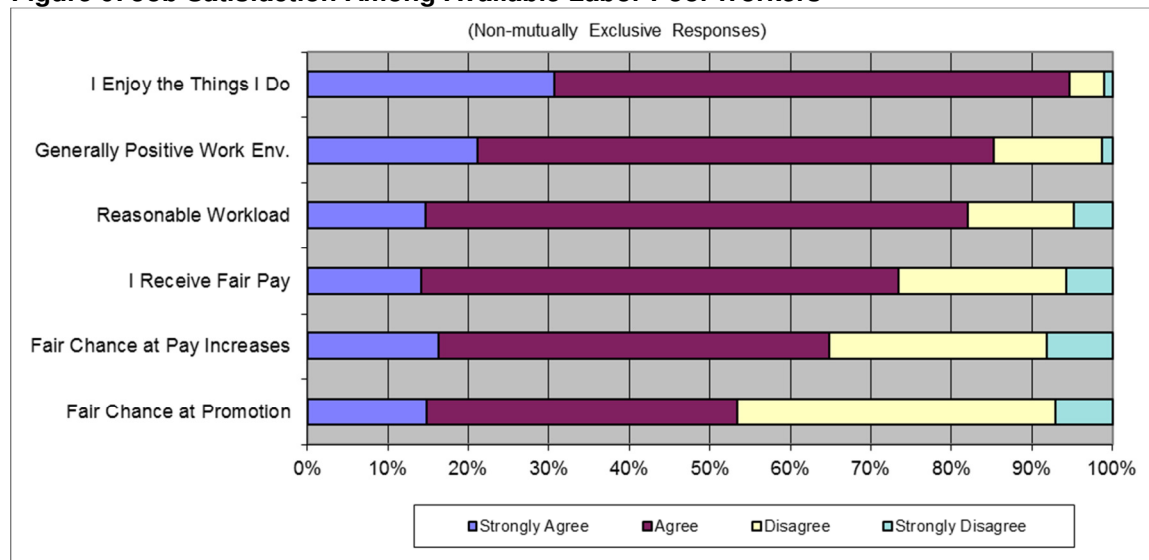


Table 4 shows combined “strongly agree” and “agree” responses of pool members and non-pool members. The table shows that 94.7% of the working Available Labor Pool members at least “agree” with the statement regarding “enjoying the things I do,” while almost all (98.7%) of the survey respondents that are working **non-pool** members suggest the same.

The statement with the largest percentages of disparity between Available Labor Pool-members and non-members is with regards to having a “generally positive work environment.” Slightly more than 95% of the working **non-pool** respondents indicate that they at least “agree” that they have positive work environments, whereas about 10% fewer (85.3%) of the working pool-members feel the same way. It should be noted, however, that pool members are still very satisfied workers.

Table 4: Job Satisfaction Among Workers: Pool and Non-Pool Members

	Strongly Agree and Agree	
	Working ALP Percent	Working Non-ALP Percent
I Enjoy the Things I Do	94.7	98.7
Generally Positive Work Env.	85.3	95.7
Reasonable Workload	82.0	88.4
I Receive Fair Pay	73.4	78.2
Fair Chance at Pay Increases	64.9	73.4
Fair Chance at Promotion	53.5	56.1

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

Considerations for Employment

An important consideration for many employers looking to locate 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. A large percentage of those unwilling to change their jobs, might limit the types of employers that can enter the labor basin.

This does not seem to be the case in the Clay County Kansas Labor Basin, however. Figure 9 indicates that 24,377 (86%) members of the Available Labor Pool are willing to accept positions outside of their primary fields of employment.

Figure 7: Considerations for Employment

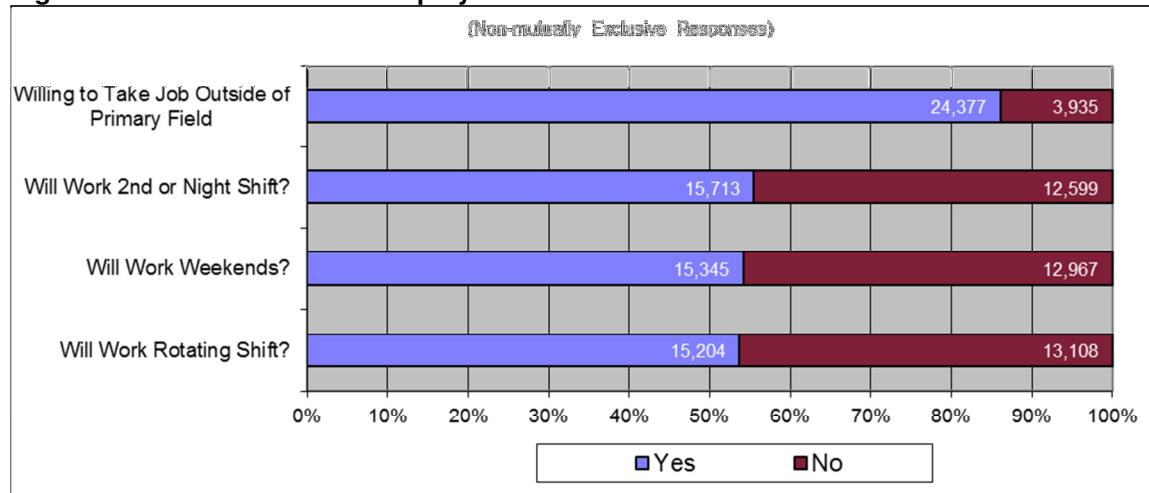
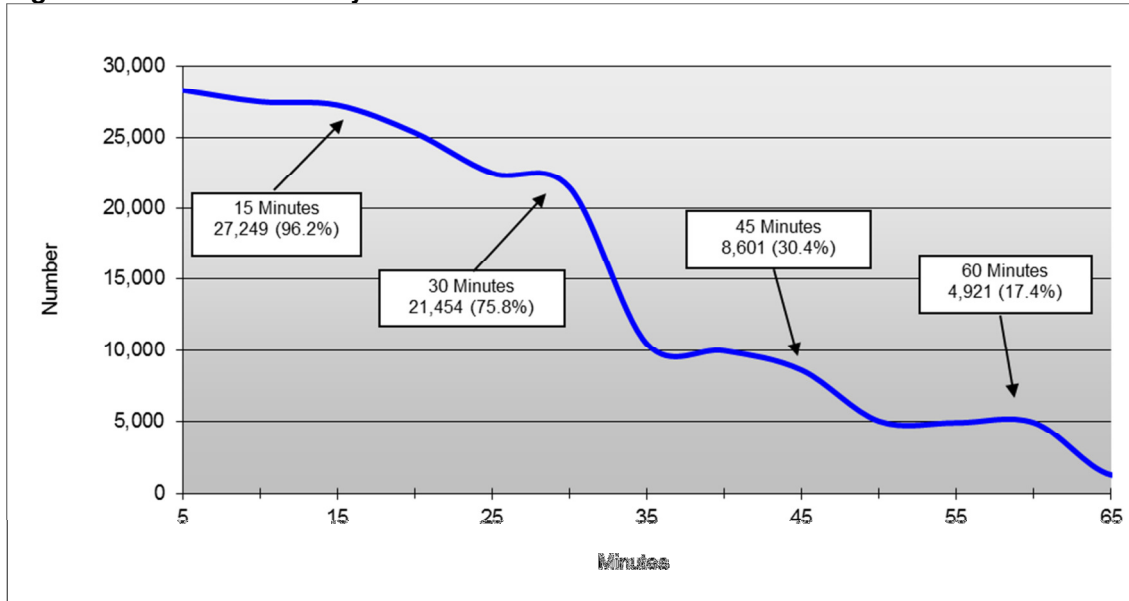


Figure 7 also shows responses to three questions regarding work shifts. Respondents were asked if they would be willing to work weekends, a second or night shift and rotating shifts.

The figure shows that about 56% of the Available Labor Pool indicates that they are willing to work second shifts or night shifts. Nearly as many, about 54%, indicate that they are willing to work weekends. Slightly fewer (53%) indicate that they are willing to work rotating shifts for a new or different job.

Another important consideration for many employers is whether workers are willing to commute for a new or different employment opportunity. Figure 8 suggest that the Available Labor Pool in the Clay County Kansas Labor Basin is open to commuting. Almost a third (30.4%) of the members of the Available Labor Pool will commute up to 45 minutes, one way, for an employment opportunity, while three-quarters (75.8%) will commute up to 30 minutes for employment. Almost all (96.2%) will travel up to 15 minutes for employment.

Figure 8: Available Labor by Commute Minutes



Respondents were asked if the minutes they are willing to commute for work were influenced by gasoline prices. Figure 8a shows responses to a question asking “does the current price of gasoline greatly influence, somewhat influence, or not at all influence the number of minutes you are willing to commute for a new or different job?” The figure shows that half (52%) consider gas prices to “greatly influence” the commute minute estimate, while 31.9% consider gas prices to “somewhat influence” the estimate. About a sixth (16.2%) responded that gas prices do “not influence” the minutes willing to commute for a job.

Figure 8a: Influence of Gas Prices

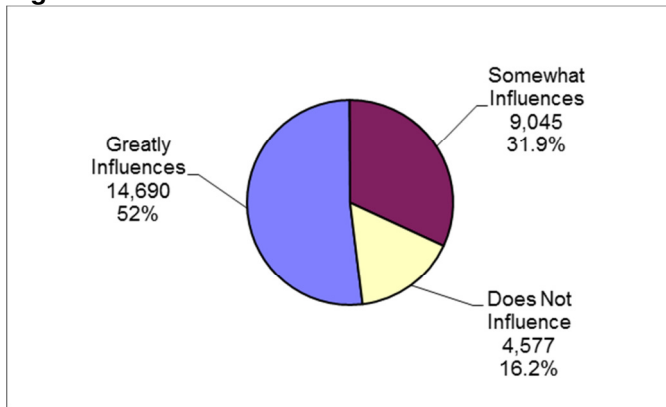
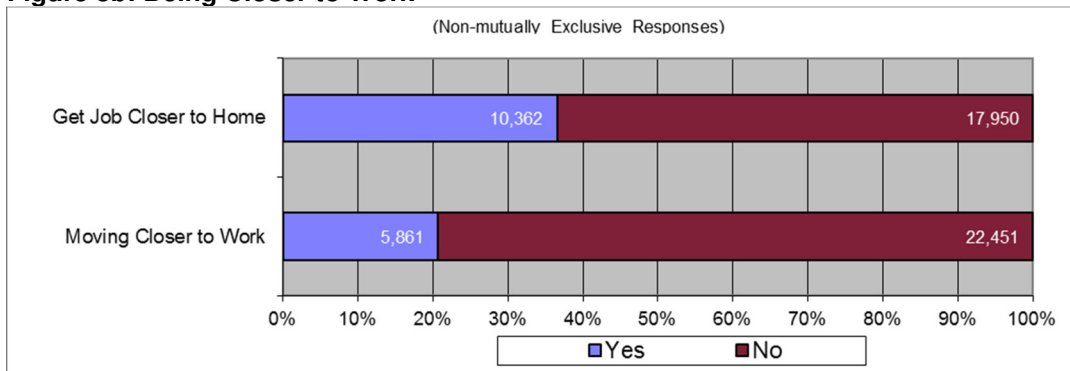


Figure 8b below shows responses to two questions: “Given the rising prices of gas, have you considered getting a job closer to your home?” and “Have you considered moving to be closer to your job?”

The figure shows that 37% of the Available Labor Pool has considered getting a new job closer to their place of residence because of fuel prices. Slightly more than 20% has considered relocating to be closer to work because of fuel prices.

Figure 8b: Being Closer to Work



Available Labor Pool members were asked about various benefits that might be important for considering whether to take a new or different job. Respondents were asked if each benefit would be a “very important” consideration for taking a new job. Answer options included “yes” and “no.”

Figure 9 shows various benefits affecting the decisions of current workers to take a different job and potential workers to take a new job. The four most important benefits are, in order, good salary or hourly pay, on-the-job (OJT) or paid training, good retirement benefits and good health benefits. Each one of these benefits is considered “very important” by more than 75% Available Labor Pool each. Good vacation benefits and flexible hours or flextime follow with about 73% and 69%, respectively. The least desired benefits are good educational assistance and transportation assistance, which were considered “very important” by about 61% and 33% Available Labor Pool members, respectively.

Figure 9: Benefits Very Important to Change Employment

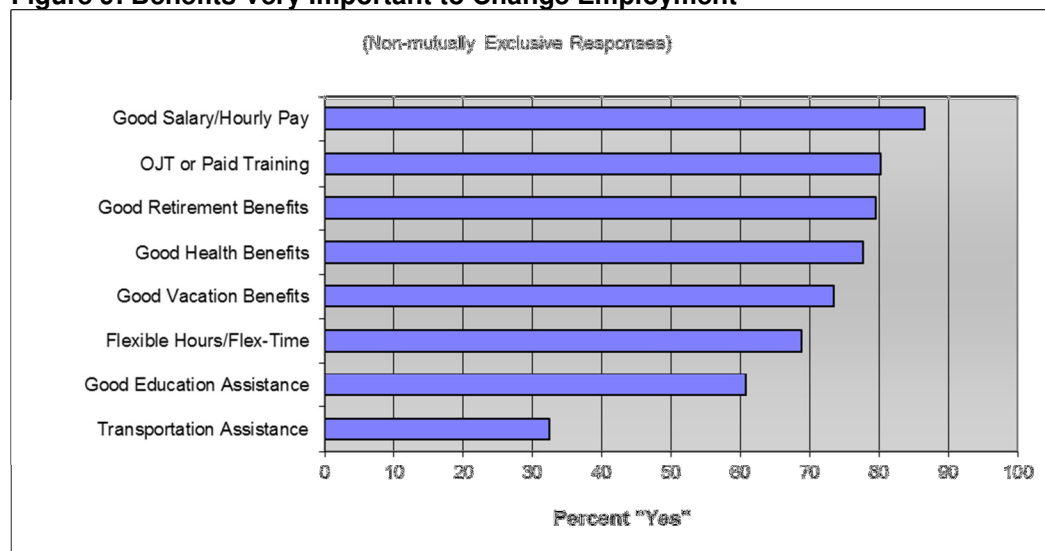


Table 5 compares percentages of desired benefits to those currently offered to working pool member by employers. This information might suggest to employers which benefits might attract Available Labor Pool members to new employment. For example, 58.6% of working pool members indicate that their employers’ offer flex-time, while 68.8% of all pool members indicate that this is an important benefit with regard to considering new employment.

Table 5: Desired Benefits and Current Benefits Offered

	Benefit Important to Change Jobs Percent	Benefit Currently Offered* Percent
OJT or Paid Training	80.2	82.5
Good Retirement Benefits	79.5	76.7
Good Health Benefits	77.7	75.6
Good Vacation Benefits	73.4	78.3
Flexible Hours/Flex-Time	68.8	58.6
Good Education Assistance	60.7	44.1
Transportation Assistance	32.4	16.5

* This column represents responses from working ALP members only.

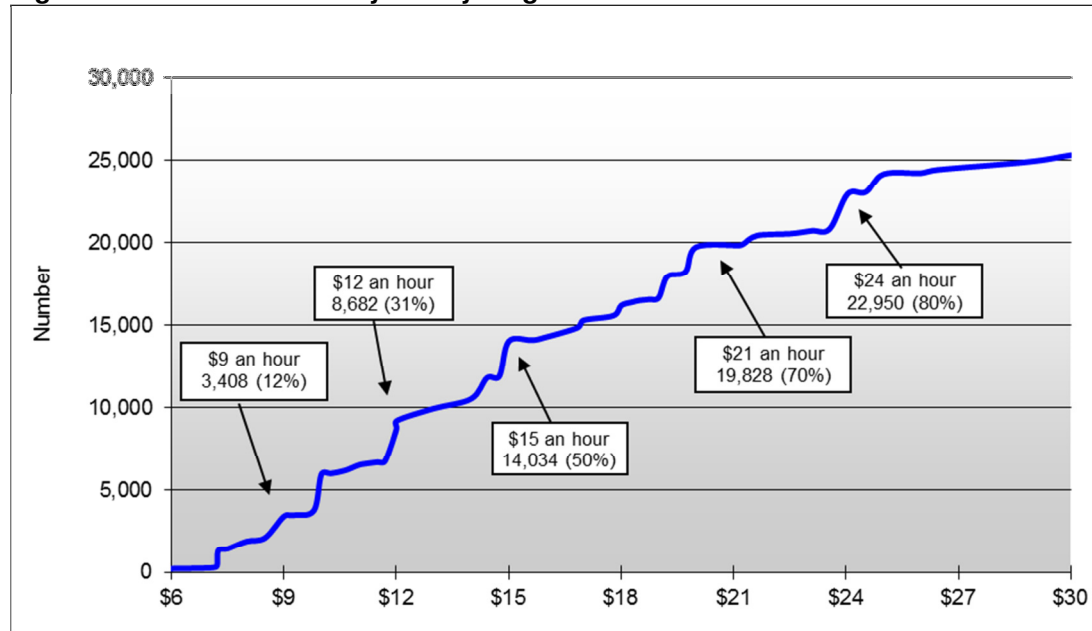
Wage Demands of Available Labor Pool

Wage demands are another important consideration for employers and economic developers. Figure 10 shows desired wages for members of the Available Labor Pool. It is estimated that 22,950 people (or 80% of the available labor) are interested in a new job at \$24 an hour².

An estimated 19,828 (or 70%) members of the labor pool are interested in new employment opportunities at \$21 an hour, while 14,034 (50%) are interested at \$15 an hour.

Finally, an estimated 8,682 people (31%) are interested in a new job at \$12 an hour and 3,408 (12%) at \$9 an hour.

Figure 10: Available Labor by Hourly Wage



The figure above suggests the obvious: that the higher the wage, the larger the pool of available labor. For example, 3,408 members of the Available Labor Pool are available for a new or different job at \$9.00 an hour. At \$10.00 an hour, the size of the available labor increases to 5,922 members. This represents an increase of 2,515 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 a relatively insignificant or small increase in available labor. For example, 5,922 members of available labor are interested in a job at \$10.00 an hour. At \$11.00 an hour there are an estimated 6,485 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 563 individuals. Additional wage plateaus can be seen between \$13 and \$14 (a 590-individual increase), between \$15 and \$16 (a 250-individual increase) and between \$18 and \$19 (a 470-individual increase).

² See Appendix II for an hourly wage/annual salary conversion chart.

Subsets of the Available Labor Pool

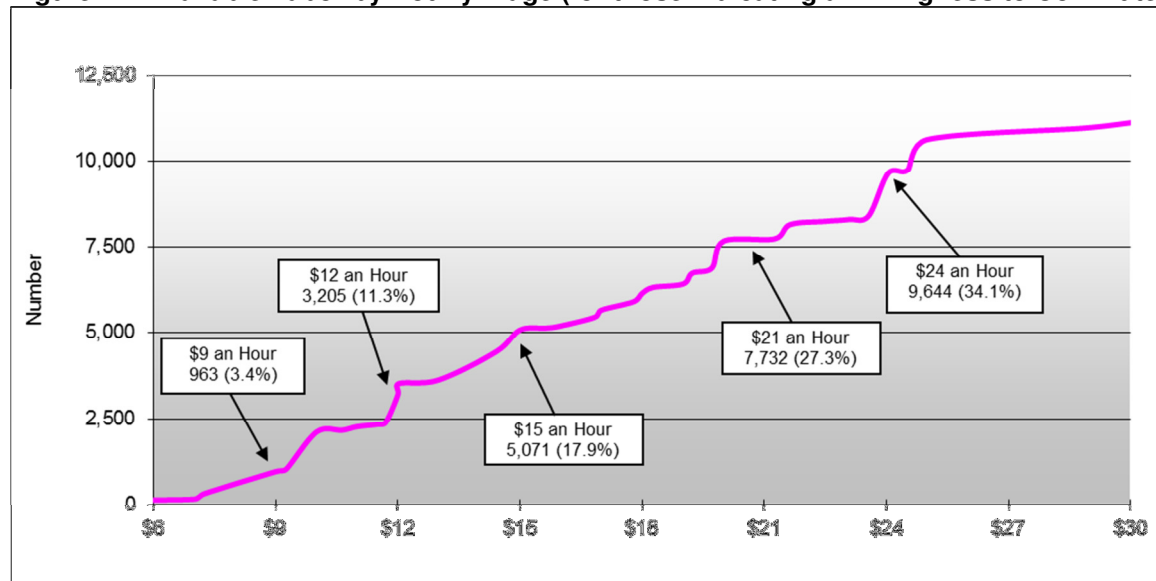
The previous portion of the report has dealt with the entire Available Labor Pool. The remainder of the reports addresses three subsets of the Available Labor Pool. Each provides a different look at the Available Labor Pool, and they are not mutually exclusive. The three subsets are: The Willing to Commute the Necessary Travel Time, The Underemployed Among Available Labor Pool Workers and The Potential Entrepreneurs Among the Available Labor Pool.

Subset 1: The Willing to Commute the Necessary Travel 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 commute the necessary travel time” for a new or different job opportunity. “**Necessary travel time**” is defined as a travel time stated by the respondent that is equal to or greater than the travel time necessary for the respondent to 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 opportunity and that lives an estimated 15 minutes from Clay Center is considered “willing to commute the necessary travel time” for a new job. Data from these respondents are included in this section of the report. The phrase “willing to commute necessary travel time” is shortened to “willing to commute.”

Figure 11 shows the wage demands for the Available Labor Pool members that are “willing to commute.” It is estimated that 9,644 people are interested in a new job at \$24 an hour, while an estimated 7,732 are interested in a new employment opportunity at \$21 an hour. An estimated 5,071 are interested at \$15 an hour, 3,205 at \$12 an hour and 963 at \$9 an hour.

Figure 11: Available Labor by Hourly Wage (for those Indicating a Willingness to Commute)



Wage Demands by Occupational Sector (for those Indicating a Willingness to Commute)

Table 6 shows the four main occupational sectors (employed only) of the Available Labor Pool. The table shows data representing each occupational sector *independently* and does *not* include non-working pool members.

The table shows that 32% of the general laborers group is available for a new or different job at a wage of at least \$15 an hour, and 49% is available for new employment at a wage of at least \$18 an hour. Of the skilled laborers group, 8% is available for a job for at least \$15 an hour and 17% is available for a job at or above \$18 an hour.

More than half (51%) of the service workers group are available at a wage of at least \$15 an hour, while 57% is available at a wage of at least \$18 an hour. Conversely, only 3% of the professional workers group is available at a wage of at least \$15 an hour and 16% is available at a wage of at least \$18 an hour.

Table 6: Cumulative Wage Demands for Occupational Sectors

	General Labor		High Skilled Labor		Service Sector		Professional/Sales	
	(N= 30) (+/- 17.8% MoE)		(N= 14) (+/- 26.1% MoE)		(N= 51) (+/- 13.7% MoE)		(N= 32) (+/- 17.4% MoE)	
	<i>Number</i>	<i>Cumulative</i>	<i>Number</i>	<i>Cumulative</i>	<i>Number</i>	<i>Cumulative</i>	<i>Number</i>	<i>Cumulative</i>
\$30 or More	2,906	100%	1,346	100%	4,861	100%	3,033	100%
At least \$30	2,712	93%	861	64%	4,562	94%	1,828	60%
At least \$27	2,647	91%	766	57%	4,466	92%	1,729	57%
At least \$24	2,068	71%	516	38%	3,947	81%	974	32%
At least \$21	1,843	63%	408	30%	3,612	74%	862	28%
At least \$18	1,421	49%	231	17%	2,791	57%	482	16%
At least \$15	925	32%	109	8%	2,477	51%	104	3%
At least \$12	462	16%	109	8%	1,196	25%	0	0%
At least \$9	65	2%	0	0%	182	4%	0	0%
At least \$6	0	0%	0	0%	0	0%	0	0%

Table 7 shows wage demand data for general labor and service sector workers that are willing to change fields of employment, and thus, suggest that they are potential workers for **either of these two sectors**. Additionally, it is assumed that a non-working Available Labor Pool member will take a job (all things being equal) in either the general labor sector or the service sector. Specifically, Table 7 *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 7: Cumulative Wage Demands Allowing Mobility between General Labor and Service Sector

	Mobile General Labor		Mobile Service Sector	
	(N= 84) Number	(+/- 10.7% MoE) Cumulative	(N= 90) Number	(+/- 10.3% MoE) Cumulative
\$30 or More	8,006	100%	8,581	100%
At least \$30	7,716	96%	8,226	96%
At least \$27	7,651	96%	8,077	94%
At least \$24	6,371	80%	6,796	79%
At least \$21	6,145	77%	6,275	73%
At least \$18	4,904	61%	5,034	59%
At least \$15	3,976	50%	4,106	48%
At least \$12	2,152	27%	2,178	25%
At least \$9	256	3%	321	4%
At least \$6	0	0%	0	0%

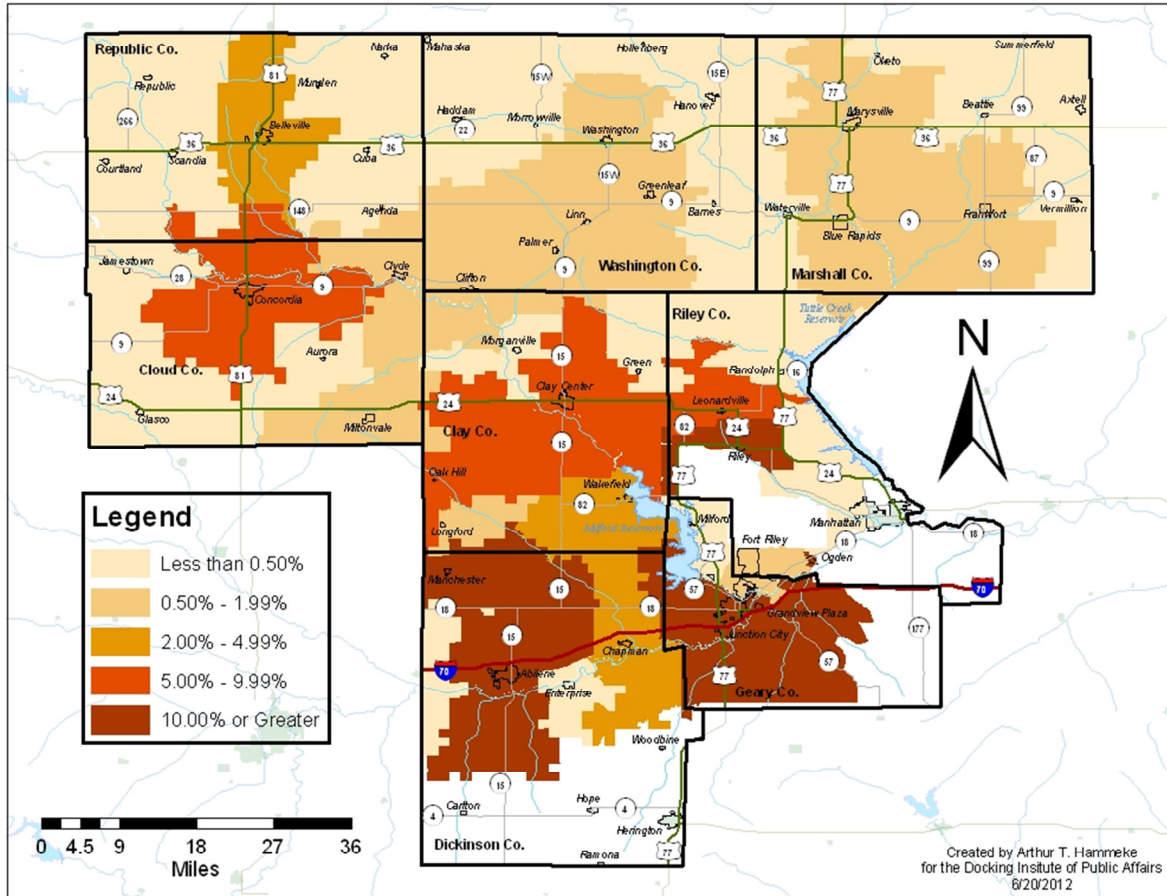
Table 6 (previous page) shows data representing each occupational sector *independently* and does not include non-working Available Labor Pool members. Table 7 (above), on the other hand, allows a general laborer or service sector worker to be classified in both sectors if he or she indicates a willingness to change fields of employment (see Figure 10). Table 6 also includes non-working Available Labor Pool members.

High-skilled blue-collar workers and professional white-collar workers are excluded from Table 7 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-skilled 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 in the basin compares to all other zip codes in terms of the percent of available labor in the Clay County Kansas Labor Basin that are *willing to travel the necessary commute time* for a new or different job.

Each zip code is grouped into one of five categories specified in the legend. Large portions of this subset of the Available Labor Pool are located in Clay, Cloud, Dickinson, Geary, Republic and Riley Counties, although all counties are represented.

Map 4: Percent of Total Available Labor in Basin by Zip Code (Indicating a Willingness to Commute)



Subset 2: The Underemployed Among 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 Clay County Kansas Labor Basin, *employed members of the Available Labor Pool* were presented with a scenario describing underemployment³. They were then asked a series of questions assessing if they perceived 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 were limited in the number of hours that they could work.

There are 21,043 *employed members* of the Available Labor Pool (74.3%) (shown in Figure 12). Of the employed members of the pool, almost a third answered “yes” to one or more of the questions presented above and is considered underemployed (shown in Figure 13b).

Figure 12a shows that underemployed workers represent 32% (or 6,734 individuals) of the employed members of the Available Labor Pool.

Figure 12: Employed Members of the Available Labor Pool

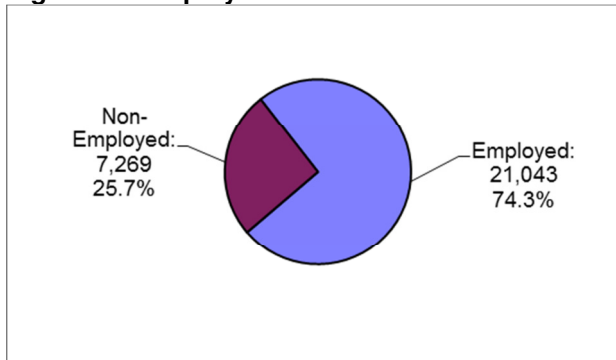
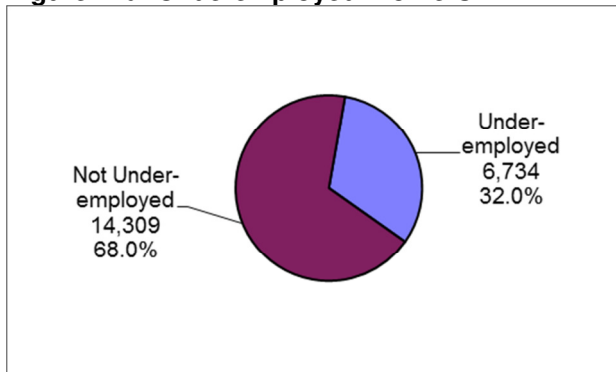


Figure 12a: Underemployed Workers



³ “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 12b shows the percentages of the positive responses (i.e., “yes” answers) to the various measures of underemployment. Thirty percent of this subset of them had a previous but similar job that provided more income. About 23% considers themselves as underemployed because they possess education levels exceeding those needed for their current jobs. About 18% consider their skill levels as greater than their current jobs require, while about 15% suggest they are not able to work enough hours.

Figure 12b: Reasons for Underemployment

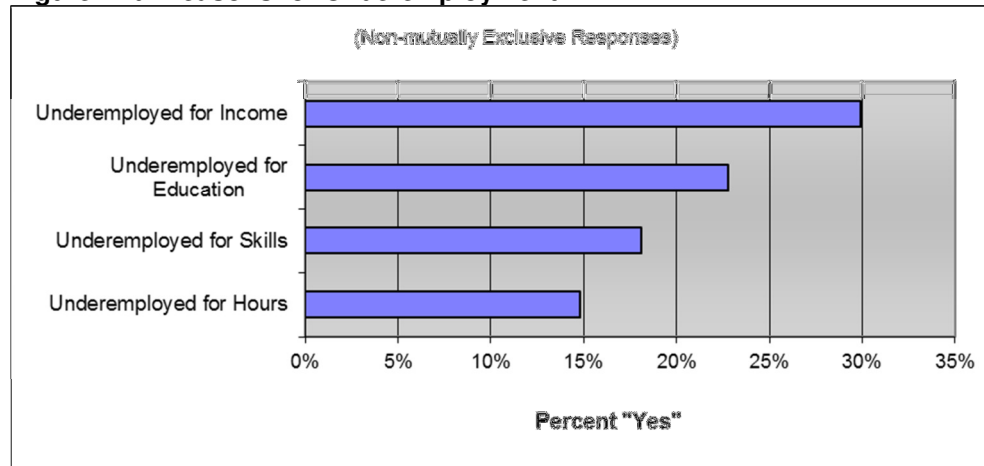


Table 8 and Figures 12c and 12d (next page) show some characteristics of the underemployed members of the Available Labor Pool. Table 8 indicates that the education level of the underemployed workers compares favorably to the overall Available Labor Pool with about 81.3% having **at least** some college education and almost 60% having completed associates degrees. (Table 1, page 5, shows that 77% of the entire Available Labor Pool has some college experience and about 52% have completed an associate’s degree).

Table 8: Highest Level of Education Achieved Among Underemployed

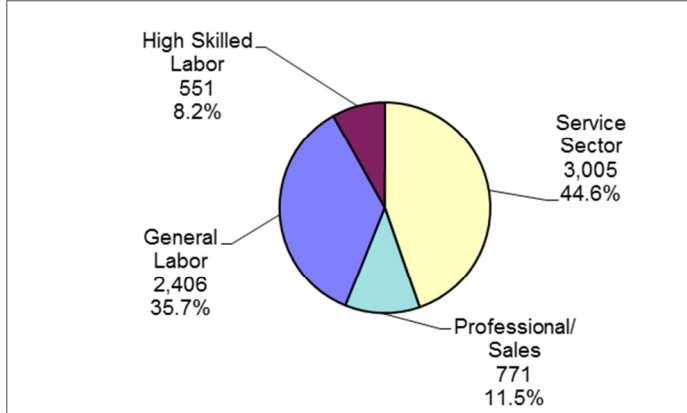
	Number	Percent	Cumulative Percent
Doctoral Degree	362	5.4	5.4
Masters Degree	400	5.9	11.3
Bachelors Degree	1,853	27.5	38.8
Associates Degree	1,354	20.1	58.9
Some College	1,508	22.4	81.3
High School Diploma Only	1,257	18.7	100.0
Less HS Diploma	0	0.0	100
Extrapolated Total	6,734	100	

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

Figure 12c shows that 35.7% of the underemployed workers are employed as general laborers and 8.2% are employed as skilled, blue-collar workers. The largest percentage of underemployed workers is employed as service sector and support workers (44.6%), while fewer (11.5%) hold professional positions.

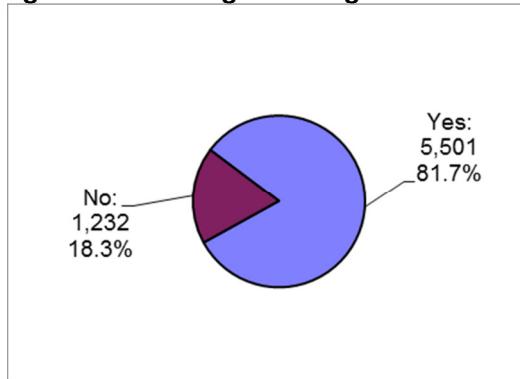
Comparing Figure 12c to Figure 2, page 6, suggests that more general laborers and service workers consider themselves as underutilized than do skilled laborers and professional workers. Figure 2 shows that the subset of working Available Labor Pool members consists of: 27% general laborers, 14% skilled-laborers, 40% service workers, and 19% professionals.

Figure 12c: Occupational Sectors of Underemployed Workers



Respondents indicating that they were underemployed were also asked a follow-up question addressing the willingness to change jobs in order for them to better utilize their skills and/or education. Figure 12d suggests that many – 81.7% (or 5,501 individuals) – of the underemployed workers are willing to change jobs to address underemployment.

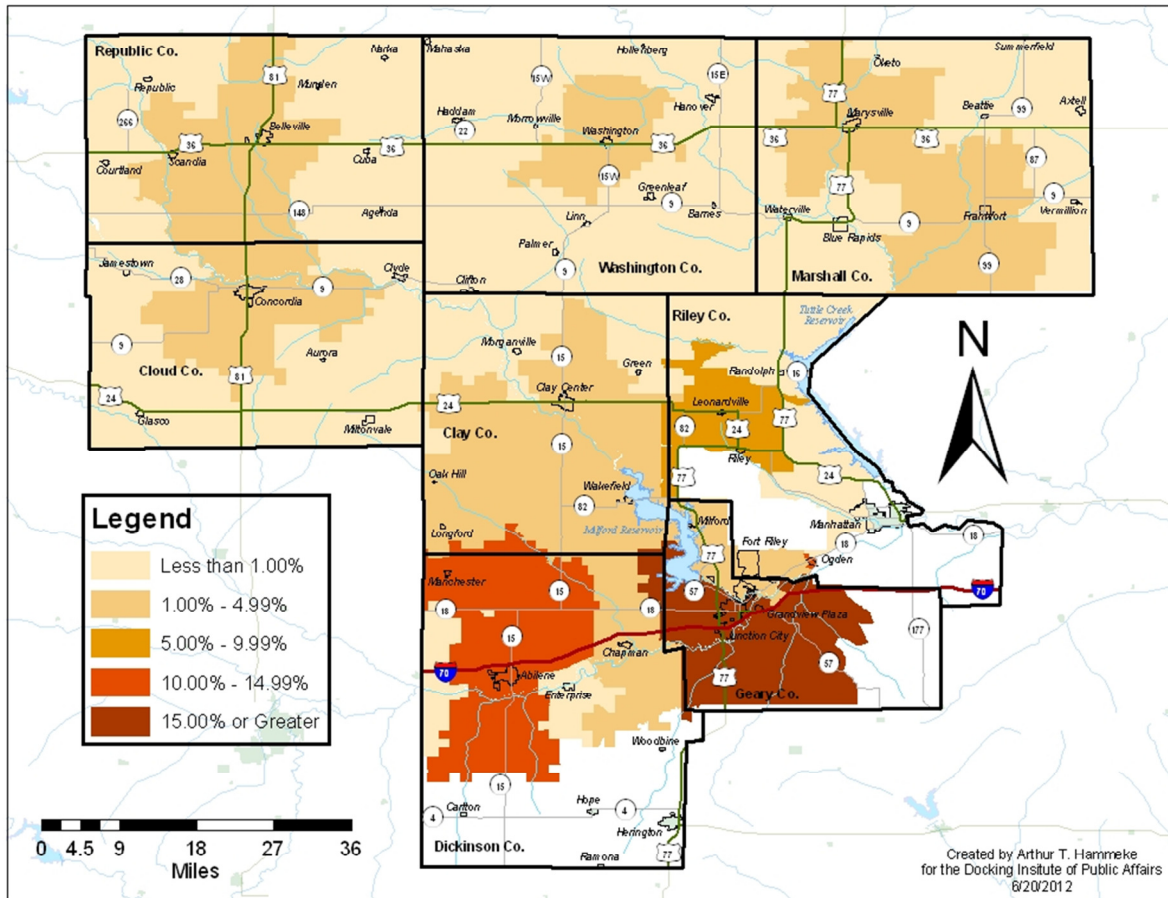
Figure 12d: Willing to Change Job to Better Use Skills/Education



Map 5 shows how each zip code in the basin compares to all other zip codes in terms of the percent of underemployed workers in the Clay County Kansas Labor Basin.

Each zip code is grouped into one of five categories specified in the legend. Large portions of this subset of the underemployed workers are located in Dickinson, Geary and Riley Counties, although all counties contain workers that are considered underemployed.

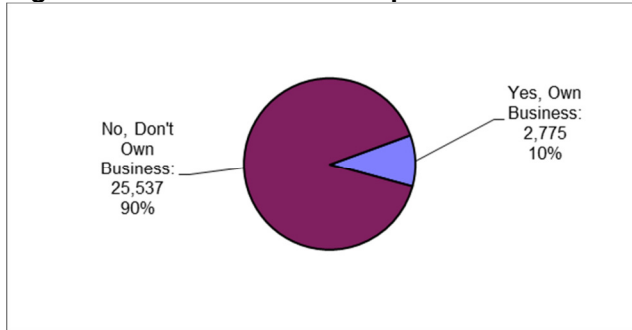
Map 5: Percent of Underemployed Workers in Basin by Zip Code



Subset 3: The Potential Entrepreneurs Among Non-Business Owners

The desire for self-employment may be another indicator of the types of workers available in the labor basin. Figure 13 shows that of the 28,312-member Available Labor Pool, 10% own their own businesses.

Figure 13: Business-Ownership



The non-business owning members of the Available Labor Pool (25,537 or 90% of the entire Available Labor Pool) were asked the question: “In the last few years have you seriously thought about starting your own business?” Figure 13a shows that a little more than a third (35% or 8,887 individuals) of the non-business-owning members of the pool indicates that they have seriously considered this option for new employment. This subset of the pool can be considered “potential entrepreneurs.”

Figure 13a: “Seriously Thought About Starting Own Business?”

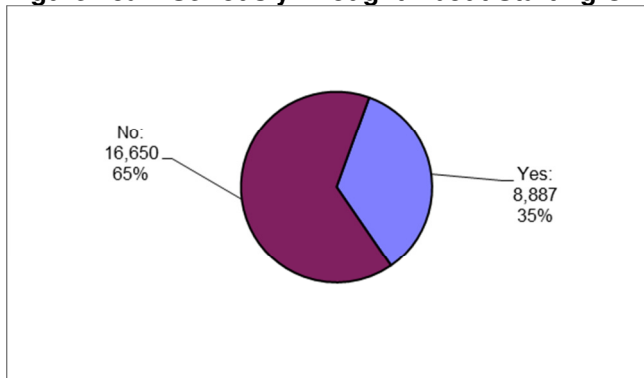


Table 9 and Figures 13b and 13c (next page) show some characteristics of the potential entrepreneurs. Table 9 shows the education levels of the potential entrepreneurs and Figure 13b shows the occupational groups that desire to start their own businesses.

Table 9: Highest Level of Education Achieved Among Potential Entrepreneurs

	Number	Percent	Cumulative Percent
Doctoral Degree	0	0.0	0.0
Masters Degree	1,106	12.4	12.4
Bachelors Degree	1,020	11.5	23.9
Associates Degree	2,810	31.6	55.5
Some College	2,159	24.3	79.8
High School Diploma Only	1,450	16.3	96.1
Less HS Diploma	343	3.9	100
Extrapolated Total	8,887	100	

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

Figure 13b shows that 34% of the potential entrepreneurs are currently employed as general laborers, and that 10% are currently employed as skilled blue-collar workers. Service sector workers make up 38% of the potential entrepreneurs, and professional white-collar workers make up 18%.

Figure 13b: Occupational Sectors of Potential Entrepreneurs

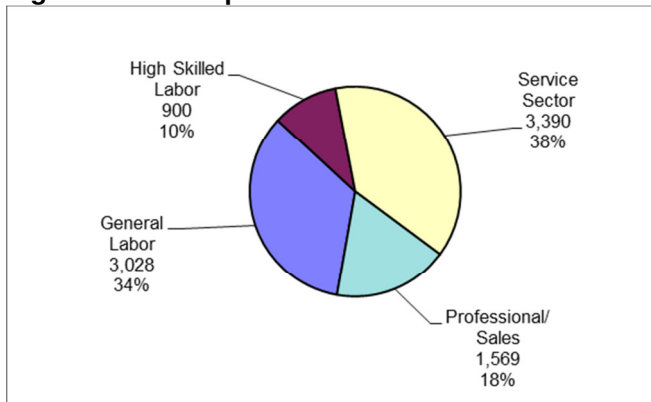


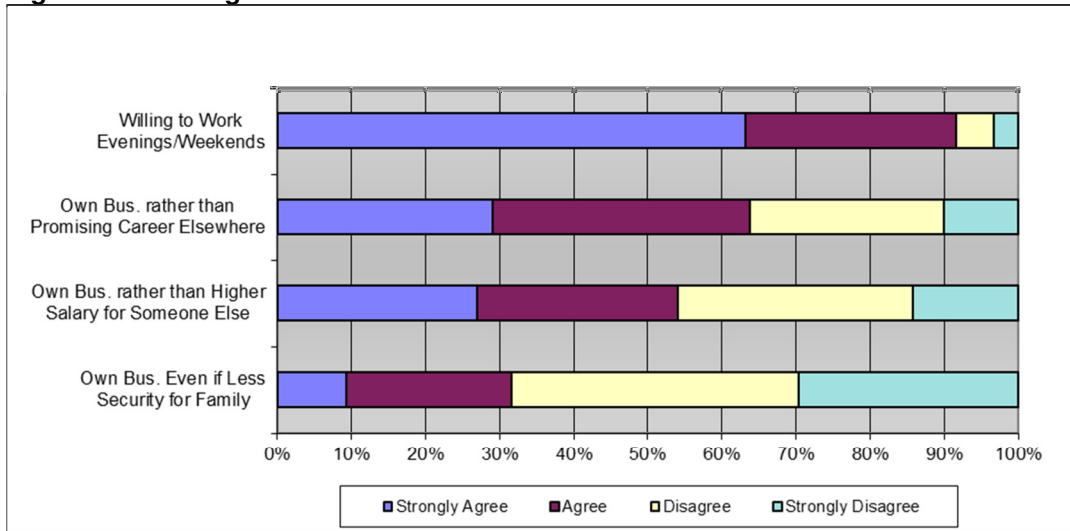
Figure 13c suggests the strength of desire to own a business. About 63% of this subset of the pool indicates that they “strongly agree” with a statement asking if they “are willing to work evenings or on weekends to make their business a success,” while about 29% indicate that they “agree” with that statement. Only 8% “disagree” or “strongly disagree” combined.

Almost 30% “strongly agree” with a statement asking if they “would rather own their own business than pursue a promising career elsewhere,” while 35% “agree.”

Slightly more than 26% “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” with that same statement.

When presented with the statement, “I am willing to have less security for my family in order to operate my own business,” only 9% “strongly agree” and almost 22% “agree.” More respondents disagreed with this statement than any other, with about 39% disagreeing and 30% strongly disagreeing.

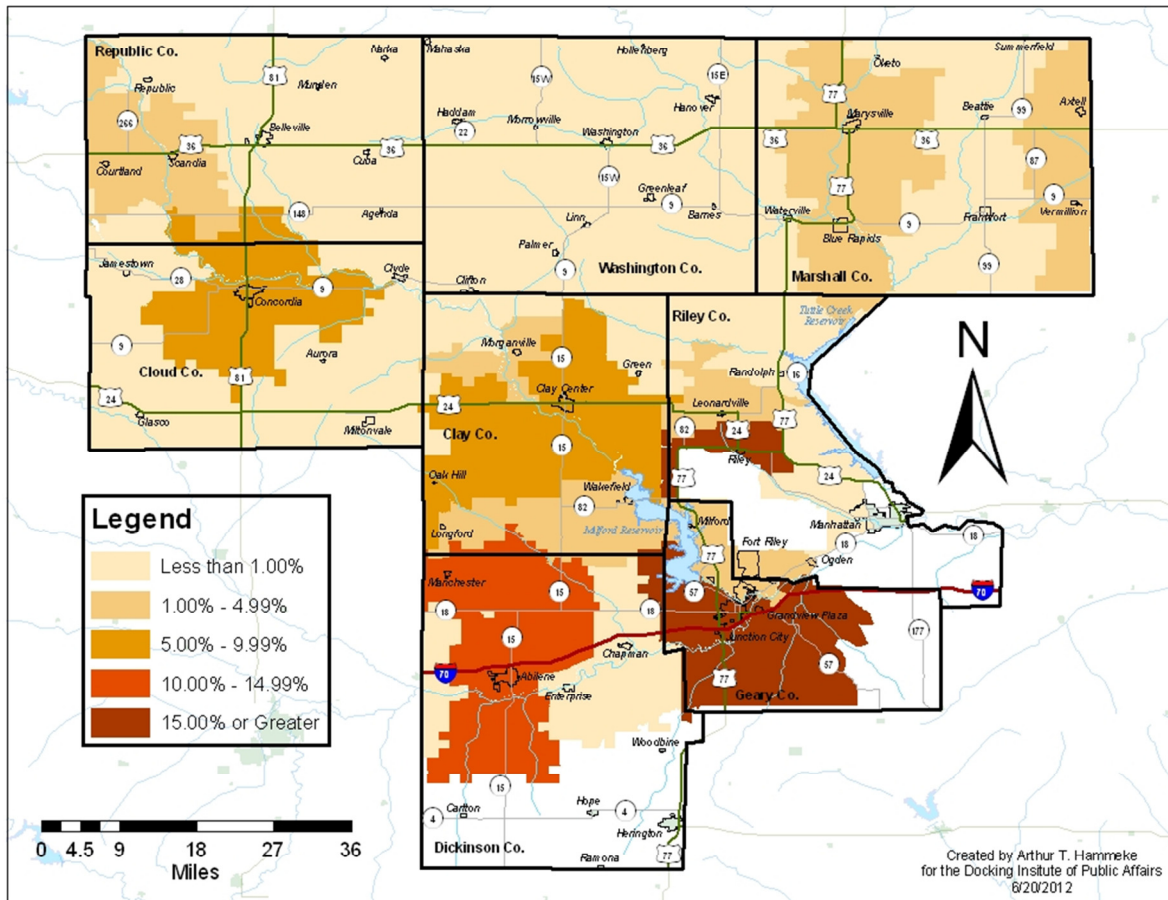
Figure 13c: Strength of Desire for Own Business



Map 6 shows how each zip code in the basin compares to all other zip codes in terms of the percent of potential entrepreneurs in the Clay County Kansas Labor Basin.

Each zip code is grouped into one of five categories specified in the legend. Large portions of this subset of the potential entrepreneurs are located in Clay, Cloud, Dickinson, Geary and Riley Counties, although all counties contain members that are potential entrepreneurs.

Map 6: Percent of Potential Entrepreneurs in Basin by Zip Code



Research Methods

The 2012 Clay County Kansas Labor Basin has a total population of approximately 97,579 and a Civilian Labor Force (CLF) of 52,285. The Docking Institute's analysis estimates that the basin contains an Available Labor Pool of 28,312 individuals. (See Table 10 below).

This research effort was funded by Clay County Economic Development funds and Rural Business Development Tax Credits through North Central Regional Planning Commission and its affiliate NCKCN under the governance of the Kansas Department of Commerce.

Table 10: Population and Employment/Labor Figures for the Labor Basin

Clay County Kansas Labor Basin Study 2012	
Labor Basin Population	97,579
Civilian Labor Force	52,285
Employed	49,513
Unemployment Rate	5.3%
Available Labor Pool	28,312

Explaining the Civilian Labor Force

Traditional methods of assessing the dynamics of the labor force have concentrated on what the Bureau of Labor Statistics (BLS) calls the Civilian Labor Force (CLF). The CLF represents “the civilian non-institutional population, 16 years of age and over classified as employed or unemployed.” The BLS defines “non-institutionalized 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.

While a review of CLF statistics represents the starting point for understanding the labor force in the Clay County Kansas Labor Basin, there are some limitations associated with these statistics. These limitations occur because the CLF *excludes* individuals who may be willing and able to be gainfully employed but have not made specific efforts to find employment in the last four weeks. These individuals may include full-time students, homemakers, the unemployed who are no longer seeking employment, military personnel who may be leaving military employment in the near future and retired individuals who may be available for work but have not been looking for work recently.

In addition, most new employers draw their workforce from those who are presently employed, not those who are unemployed. As such, Census-based and BLS data (such as the CLF) do not specifically address the possibility of workers moving from one industry to another in search of other employment opportunities.

Defining the Available Labor Pool

An alternative to the CLF is the “Available Labor Pool⁴.” The Available Labor Pool is composed of individuals categorized as either 1) currently not working *but* looking for employment, 2) currently employed (full- or part-time) *and* looking for other full-time employment, 3) currently not working in any manner *but* willing to consider different employment for the *right opportunity* and 4) currently employed and not looking, *but* willing to consider different employment for the *right opportunity*.

There are two key differences between the Civilian Labor Force and the Available Labor Pool. First, the Available Labor Pool methodology expands the pool of potential workers by including workers excluded from the CLF⁵. Secondly, the number of potential workers is then *restricted* to those workers who indicate they are looking for full-time work or are available for new full-time 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. The Available Labor Pool for the Clay County Kansas Labor Basin includes 28,312 individuals. This represents a substantial number of workers and potential workers for employers to draw upon in the labor basin.

Determining the Labor Basin

Data for this study were collected from a random digit telephone⁶ survey of adults living in the following counties: Clay, Cloud, Marshall, Republic and Washington Counties and portions of Dickinson, Geary and Riley Counties.

Our methodological approach is based on the assumption that employers draw a majority of their workforce from locations within a 45 minute commute time from their place of employment. One criterion used to include a county in a labor basin is whether it has a significant border adjacent to the county at the center of the labor basin and/or whether the county contains communities with adequate transportation access to suggest their residents might commute to

⁴ The Available Labor Pool includes potential workers excluded from the CLF (such as full-time students willing to take a job, homemakers who have not yet sought employment, military personnel who may be leaving military employment in the near future and retired individuals who may be willing and able to be gainfully employed).

⁵ 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 full-time employment 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.

⁶ The telephone 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.

the center county of the labor basin for an employment opportunity. In certain case, a non-adjacent county may be included in the labor basin upon consultation with the client.

Alternatively, if adjacent or nearby counties contain large population areas (providing employment opportunities of their own and likely discouraging workers to commute to the center county for employment) the relevant portions of those adjacent counties are excluded from the labor basin. Such is the case with the Clay County Kansas Labor Basin. While the entire counties of Cloud, Marshall, Republic and Washington are included in the basin, the northern portions of Dickinson and Geary Counties and the western portion of Riley County were targeted for inclusion in the labor basin. Because the employment opportunities in large metropolitan areas of Salina, Junction City and Manhattan would likely discourage a substantial number of workers from traveling through those areas to work in the more central areas of the Clay County Kansas Labor Basin, residents of the southern portions of Dickinson and Geary Counties and the eastern portion of Riley County were not targeted for inclusion in the study.

It is our assessment that the geographic area making up the Clay County Kansas Labor Basin provides the most reasonable “basin” from which a “pool” of employees can be drawn for new and/or different employment.

Description of Survey Research and Data Analysis Methods

Surveying took place from March 13, 2012 to May 17, 2012 using a Computer Assisted Telephone Interviewing (CATI) system and mail survey methodology. A total of 1,669 households were successfully contacted during the data collection period, and a randomly selected adult⁷ in each was asked to participate in the study. In 908 households the selected adult agreed to be interviewed. This represents a cooperation rate of 54%.

Survey respondents that were 65 years of age or older and retired or over 65 and not working and not interested in a new or different job were not asked the entire battery of survey questions and are not included in the analysis of this report. The remaining respondents (all other working and non-working respondents) total to 637 and are considered eligible respondents. Of the 637 cooperating and eligible respondents, 47% (or 297) indicated that they were available for new or different full-time employment and/or were looking for a new or different full-time job. This subgroup is considered the Available Labor Pool for the labor basin. Responses from 297 individuals provides a margin of error of +/- 5.69%.

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. 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.

⁷ Surveyors requested to “speak with an adult over the age of 17 that has had the most recent birthday.”

Glossary of Terms

Clay County Kansas Labor Basin – The Clay County Kansas Labor Basin includes five entire counties in north central Kansas: Clay, Cloud, Marshall, Republic and Washington. The basin also includes the northern portions of Dickinson and Geary Counties and the western portion of Riley County.

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 workers categorized as either 1) currently not working *but* looking for employment, 2) currently employed (full- or part-time) *and* looking for other full-time employment, 3) currently not working in any manner *but* willing to consider different employment for the *right opportunity*, and 4) currently employed and not looking, *but* willing to consider different employment for the *right opportunity*.

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 an hourly 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.

Necessary Travel Time – “Necessary Travel 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 Clay Center is considered “willing to commute the necessary travel time” for a new job.

Willing to Commute Available Labor Pool – The “willing to commute Available Labor Pool” is a subset of the Available Labor Pool that is composed of those members of the Available Labor Pool that are willing to travel the necessary travel time for a new or different job opportunity.

Underemployment – Individuals that perceive themselves as possessing skills and/or training levels that exceed the responsibilities of their current job, that earned a higher income at a similar job previously, and/or are limited in the number of hours that they can work are considered underemployed.

Potential Entrepreneurs – Non-business owning members of the Available Labor Pool that have “in the last few years have seriously considered starting their own businesses” are considered potential entrepreneurs.

Job Sectors – “Job sectors” include General Labor, High-Skilled Blue Collar, Service Sector, and Professional White Collar. Examples of each include:

- **General Labor** includes occupations such as cleaning, construction, delivery, and maintenance.
- **High-Skill Blue Collar** includes occupations such as police, fire-fighting, postal worker, welding, high-skilled mechanics, computer technician, and lab technician.
- **Service Sector** includes occupations such as clerical worker, waitress, retail sales clerk, bookkeeping, para-professional, certified nurse’s assistant, licensed practical nurse, and small business manager.
- **Professional White Collar** includes occupations such as teacher, administrator, business executive, professional sales, doctor, lawyer, professor, and engineer.

Appendix I: Current Employment Status of ALP

	Current Employment Status of ALP	
	Number	Percent
General Labor/Construction/Cleaning	2,193	7.75
Farm Labor/Ranch Hand/Landscaping	669	2.36
Delivery/Driver/Courier	1,285	4.54
Maintenance/Wiring/Plumbing	1,000	3.53
Factory Worker/Grain Elevator Op/Meat Packer	218	0.77
Truck Driver/Heavy Equipment Operator	374	1.32
Police/Fire/Postal/Military Enlisted	1,623	5.73
Lab or Medical Technical/Comp Technician	316	1.11
Mechanic/Welder/Carpenter/Electrician	875	3.09
Other Blue Collar	0	0.00
General Customer Service/Retail/Reception/Food Service	1,665	5.88
Clerical/Secretary/Book-Keeper/Bank Teller	2,597	9.17
Para-legal/Para-pro/CNA/Day Care	1,518	5.36
Nurse/LPN/RN/Semi-skilled Social Service	905	3.20
Office Manager/Small Business Owner	1,782	6.29
Teacher/Instructor/Writer/Researcher	1,621	5.72
Sales/Marketing/Accounting	551	1.95
Govt, Non-Profit, or Bus Exec/Farm Owner/Military Officer	958	3.38
Counselor/Social Worker/Physician's Assistant	65	0.23
Professor/Doctor/Engineer/Attorney	828	2.92
Other White Collar	0	0.00
Homemaker	2,067	7.30
Full-Time Student	199	0.70
Unemployed	1,841	6.50
Retired	3,162	11.17
Disabled	0	0.00
Extrapolated Total	28,312	100

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

Appendix II: Hourly Wage to Annual Salary Conversion Chart

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