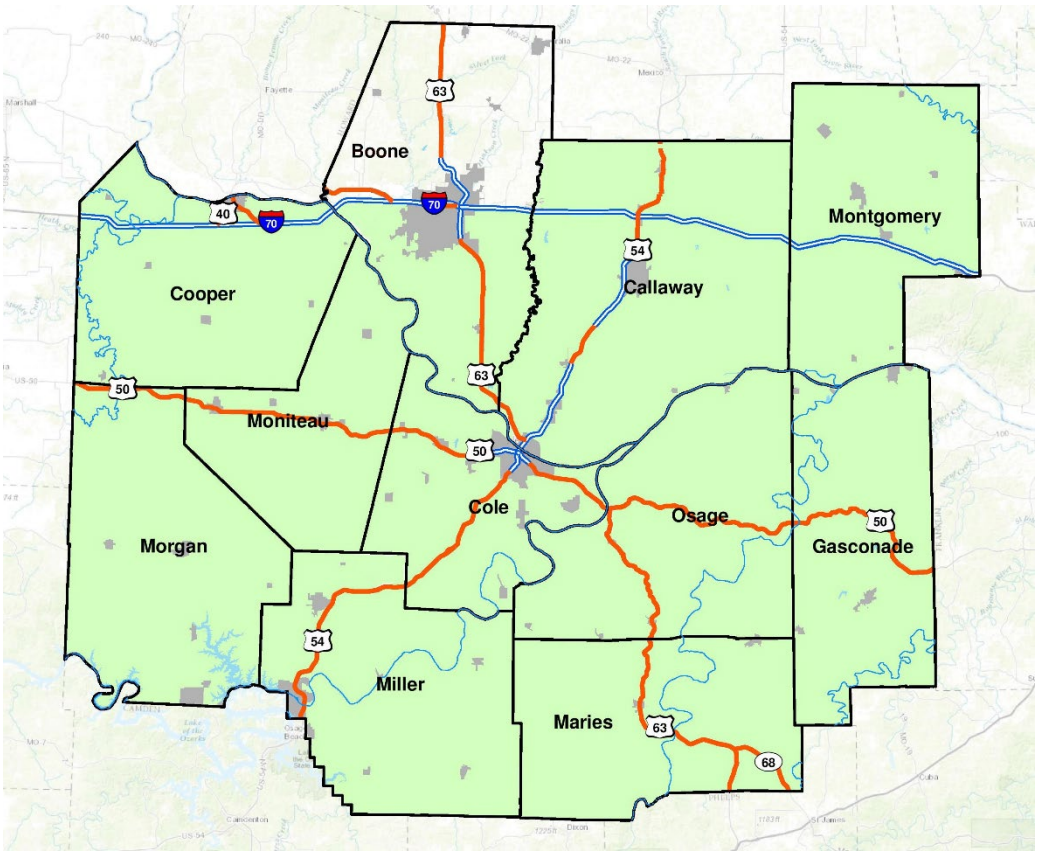
Jefferson City Labor Basin
Labor Availability Analysis – 2016

Boone ● Callaway ● Cole ● Cooper ● Gasconade ● Maries ● Miller ● Moniteau ● Morgan ● Montgomery ● Osage Counties

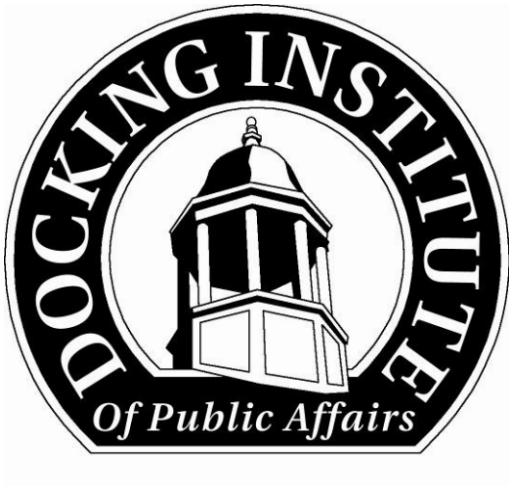


Prepared For

Jefferson City Area Chamber of Commerce

By

The Docking Institute of Public Affairs



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Executive Summary

The Jefferson City Labor Basin includes Callaway, Cole, Cooper, Gasconade, Maries, Miller, Moniteau, Morgan, Montgomery, and Osage counties in central Missouri, as well as the southern half of Boone County. The purpose of this report is to assess the "Available Labor Pool" in this labor basin. The "Available Labor Pool" represents those who are looking for employment or are interested in new jobs for the right employment opportunities.

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

- The population of the Jefferson City Labor Basin is 302,503. The Civilian Labor Force is 151,824. The Available Labor Pool contains 96,618 individuals.

- Of the *non-working* members of the Available Labor Pool, an estimated 3,818 (4.0%) are currently looking for work and 17,620 (18.2%) are interested in working for the right opportunities. Of the *working* members of the Available Labor Pool, 18,795 (19.5%) are currently looking for work, while 56,385 (58.4%) are interested in different jobs given the right opportunities.

- Almost three-quarters (73%) of the Available Labor Pool have at least some college experience and almost 97% have at least a high school diploma. The average age for members of the Pool is about 45 years old, and women make up half (49.5%) of the Pool.

- Almost 20% of the Available Labor Pool are currently employed as general laborers, while an additional 12% work in government services or technical/high skill blue-collar occupations. About 30% of the Pool work in service sector jobs, while 15% work in professional white-collar jobs. Less than a quarter (22.4%) are not currently working.

- More than three-quarters (77.5%) of the Available Labor Pool are "willing to work outside of their primary field of employment for a new or different employment opportunity."

- A third (33%) of the members of the Available Labor Pool will commute up to 45 minutes, one-way, for an employment opportunity, while 80% will commute up to 30 minutes for employment.

- The six most important desired benefits, in order, are good salary or hourly wage, on-the-job training (OJT) or paid training, good retirement benefits, good health benefits, good vacation benefits, and flexible hours or flex-time.

- An estimated 12,464 members (13%) of the Available Labor Pool are interested in a new job at $10 an hour, 43,285 (45%) are interested at $15 an hour, and 59,034 (61%) are interested at $20 an hour.

- Of the 74,992 members in the subset of *employed members* of the Available Labor Pool, 24,222 (32%) consider themselves underemployed.

- Of the 72,904 members Available Labor Pool *not residing in Cole County*, 49,939 (68%) are willing to take a job in Cole County.

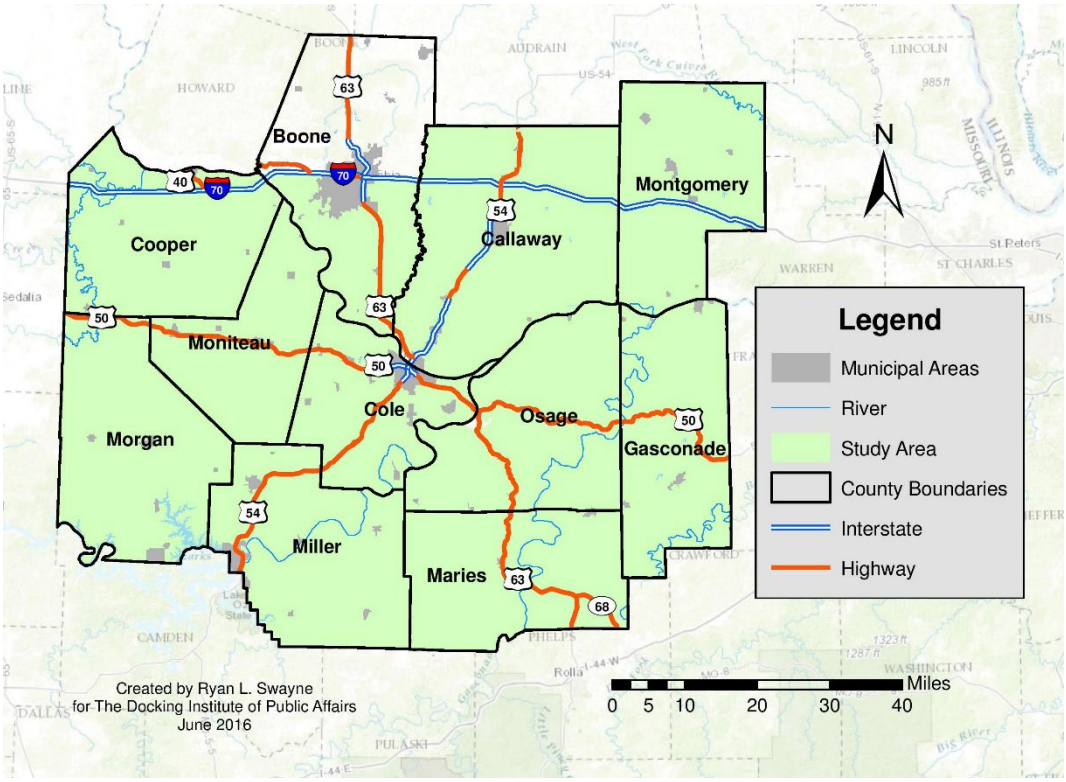
- Forty percent (39,061) of the Available Labor Pool are *interested in part-time or either part- or full-time work*.

- Of the 87,745 members in the subset of *non-business-owning members* of the Pool, 26,675 (30%) have considered starting their own businesses and are "potential entrepreneurs."

The Jefferson City Labor Basin

The Jefferson City Labor Basin includes 10 counties and a portion of an 11th (Boone County) in central Missouri (see Map 1 below). 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 (Jefferson City) for an employment opportunity. In the case of the Jefferson City Labor Basin, it is reasonable that individuals may commute from (and within) the highlighted area because these counties contain 1) communities with adequate transportation to the Jefferson City area and 2) communities that are within a 45-minute commute to the center of the labor basin[1].

Map 1: Jefferson City Labor Basin



The Jefferson City Labor Basin has a total population of approximately 302,503, and a Civilian Labor Force of 151,824. The total number of employed is 145,616 and the average unemployment rate was about 4.2% at the time of this study.

The Docking Institute's analysis suggests that the Jefferson City Labor Basin contains an Available Labor Pool of 96,618 individuals.

[1] The northern portion of Boone County is excluded from the Jefferson City Labor Basin because Columbia, Missouri, offers many job opportunities for workers and potential workers. It is reasonable to assume, that while some workers do indeed travel from northern Boone County to the Jefferson City area for work, many potential workers from northern Boone County will find employment opportunities within the Columbia area.

This report describes characteristics of the Available Labor Pool for the Jefferson City Labor Basin. This report also provides information on five subsets of the Available Labor Pool.

Please see the Methods section – page 52 – for more information about the Institute's Available Labor Pool Analysis methodology and the survey research methods used for this study. The glossary – page 54 – provides definitions of terms used in this report.

Components of the Report

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

- What portions of the labor force – employed, unemployed, homemakers, students, retired and disabled – are interested in a new employment opportunity?
- What types of jobs have workers and potential workers had in the past?
- What skills and education levels do those interested in new employment have?
- What certificates and technical school experiences do workers and potential workers have?
- What are the job satisfaction levels of those interested in new employment?
- What types of considerations (pay, benefits, commute time) shape their decision-making?
- What are some of the characteristics of the general laborers, high skill blue-collar workers, service and support workers, and professional white-collar workers?
- What percentage is willing to change fields of employment?
- What work shifts are they willing to work?
- Are respondents willing to work in the Jefferson City / Cole County area?

Five Subsets of the Available Labor Pool

This report also provides information on five subsets of the Available Labor Pool:[2]

- 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. Information includes:
    - Desired wages for a new job
    - Wages by employment sector
    - Locations of subset members by Zip Code areas

- Those that consider themselves as "underemployed." Information includes:
    - Reasons for underemployment
    - Education levels
    - Current employment sectors and categories
    - Location of subset members by Zip Code areas
    - Minutes willing to commute for a new job
    - Desired wages for a new job
    - Important benefits to change jobs

[2] Appendix I provides a diagram outlining the subsets of the Available Labor Pool.

- Those not living within Cole County but interested in working in the Jefferson City / Cole County area – the "Interested in Working in Cole County." Information includes:
    - Current employment sectors and categories
    - Location of subset members by Zip Code areas
    - Desired wages for a new job
    - Important benefits to change jobs
    - Underemployment

- Those interested in part-time or either part-time or full-time work. Information includes:
    - Current employment sectors and categories
    - Location of subset members by Zip Code areas
    - Minutes willing to commute for a new job
    - Desired wages for a new job
    - Important benefits to change jobs
    - Underemployment

- Those non-business owning members of the Available Labor Pool that have considered starting their own businesses – the Potential Entrepreneurs. Information includes:
    - Current employment sectors
    - Education levels
    - Location of subset members by Zip Code areas
    - Strength of Desire to own a business

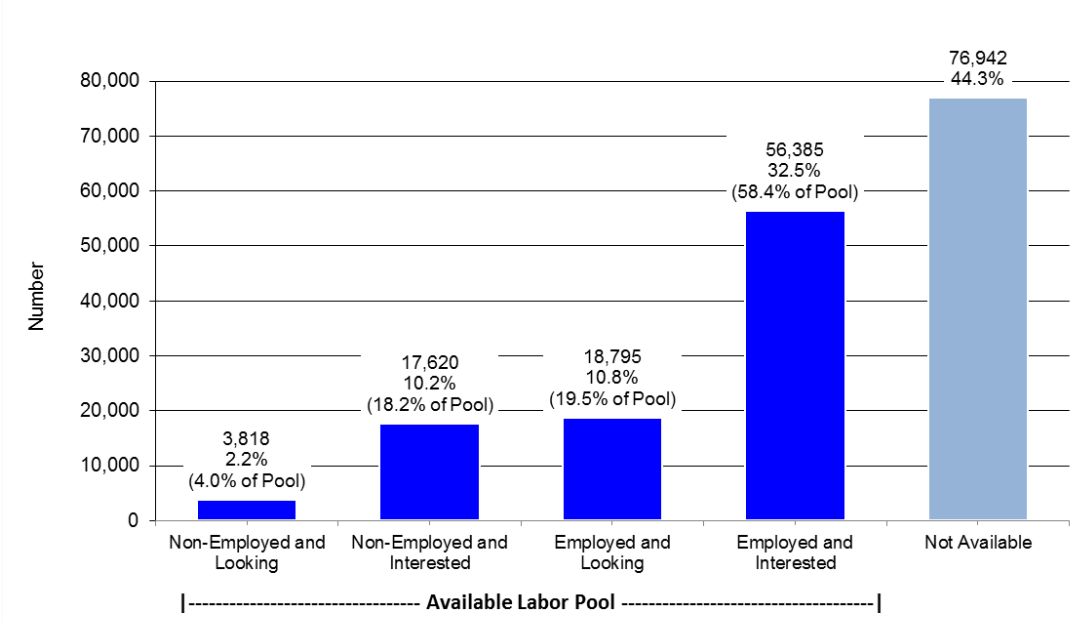
The Jefferson City Labor Basin's Available Labor Pool

The Available Labor Pool is composed of workers categorized as either 1) currently not working *and* looking for employment, 2) not working *but* interested in employment, 3) currently working *and* looking for other employment, and 4) currently employed *but* interested in different employment for the right opportunities.

Figure 1 shows the extrapolated number of area adult residents that are members of the Available Labor Pool, as well as those that are not interested in a new or different job. The far right column shows that 44.3% of respondents are not available for a new or different job. The remaining 55.7% are members of the Available Labor Pool[3].

It is estimated that 3,818 (4.0%) members of the Available Labor Pool) are non-employed[4] *and* looking for employment, while 17,620 (18.2%) are non-employed *but* interested in a job for the right opportunities. In addition, 18,795 (19.5%) members of the Pool are employed *and* currently looking for different employment, while 56,385 (58.4%) are employed *but* interested in new employment for the right opportunities.

Figure 1: The Available Labor Pool for the Jefferson City Labor Basin



The Available Labor Pool is composed of workers categorized as either 1) currently not employed and looking for full-time employment, 2) currently not employed *but* interstested in full-time employment, 3) currently employed *and* looking for full-time employment, 4) currently employed *but* interested in other full-time employment for the *right opportunities*.

[3] The figure shows percentages of the entire sample as well as percentages of the Available Labor Pool (shown in parentheses). For example, 2.2% of the entire sample is non-employed and looking for work, while this percentage is 4.0% for the Available Labor Pool itself.

[4] 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 but that might not be officially unemployed.

Table 1 shows the gender, age, and education levels of the 96,618-member Available Labor Pool. Half (49.5%) of the Pool are women, and the average age is about 45 years old. Most (96.6%) have *at least* a high school diploma, almost three-quarters (73%) have *at least* some college experience, and more than a third (40.9%) have *at least* a bachelor's degree. Almost a quarter (24.7%) speak Spanish but most (81.3%) speak "only a little."

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

Age Information	Age in 2016		
Range	18 to 67		
Mean Average	44		
Median Average	46		
Gender	Number	Percent	
Female	47,826	49.5	
Male	48,792	50.5	
Total	96,618	100	
			Cumulative
Highest Level of Education Achieved			Percent
Doctoral Degree	3,285	3.4	3.4
Masters Degree	10,531	10.9	14.3
Bachelors Degree	25,700	26.6	40.9
Associates Degree	9,855	10.2	51.1
Some College (including current students)	21,159	21.9	73.0
High School Diploma	22,802	23.6	96.6
Less HS Diploma	3,285	3.4	100
Total	96,618	100	
"Do you speak Spanish?"	Number	Percent	
"Yes"	23,865	24.7	
Speak Very Well	*1,885*	*7.9*	*These percentages represent portions of 24.7%*
Speak Fairly Well	*2,577*	*10.8*	
Speak Only a Little	*19,402*	*81.3*	
		100	

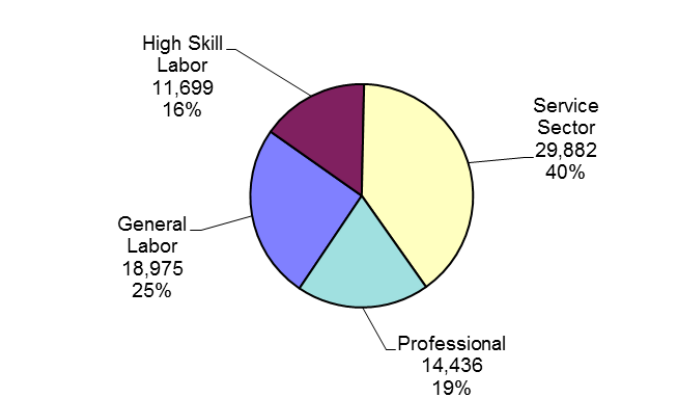
Table 2 shows the various occupational categories of the 96,618-member Available Labor Pool. General labor occupations represent 19.6% of the entire Available Labor Pool, while high skill, blue-collar jobs make up 12.1%. Traditional service-related occupations represent 30.9% of the Available Labor Pool, while professional occupations represent 14.9%. Non-employed members of the Pool make up 22.4% of the total.

Table 2: Major Occupational Categories of Available Labor

			Years at Job	
	Number	Percent	Mean	Median
General Labor/Delivery	11,490	11.9	7.5	4.0
Manufacturing/Maintenance/Trucking	7,485	7.7	8.7	4.0
Total General Labor	*18,975*	*19.6*	*8.1*	*4.0*
Mechanic/Welder/Comp Tech	5,385	5.6	10.4	10.3
Crew Management/Protection Services	6,314	6.5	10.0	8.0
Total Highly-Skilled Labor	*11,699*	*12.1*	*10.2*	*9.2*
Customer Service	10,809	11.2	9.2	5.0
Clerical	3,957	4.1	9.3	6.9
Office or Dept Manager	4,694	4.9	13.7	12.6
Health Aid/Nurse	4,981	5.2	7.4	5.6
Education Aid/Teacher	5,441	5.6	10.2	5.3
Total Service Sector	*29,882*	*30.9*	*10.0*	*7.1*
Exec Management	2,539	2.6	3.5	2.2
Accounting/Engineering	6,456	6.7	10.4	6.0
Doctor/Professor/Attorney	4,370	4.5	8.7	7.4
Writer/Artist/Musician	1,070	1.1	13.8	11.4
Total Professional Sector	*14,436*	*14.9*	*9.1*	*6.8*
Homemaker/Student/Unemployed	11,704	12.1	n/a	n/a
Retired/Disabled	9,922	10.3	n/a	n/a
Total Non-Employed	*21,626*	*22.4*		
Total	96,618	100		

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-employed Available Labor Pool members.

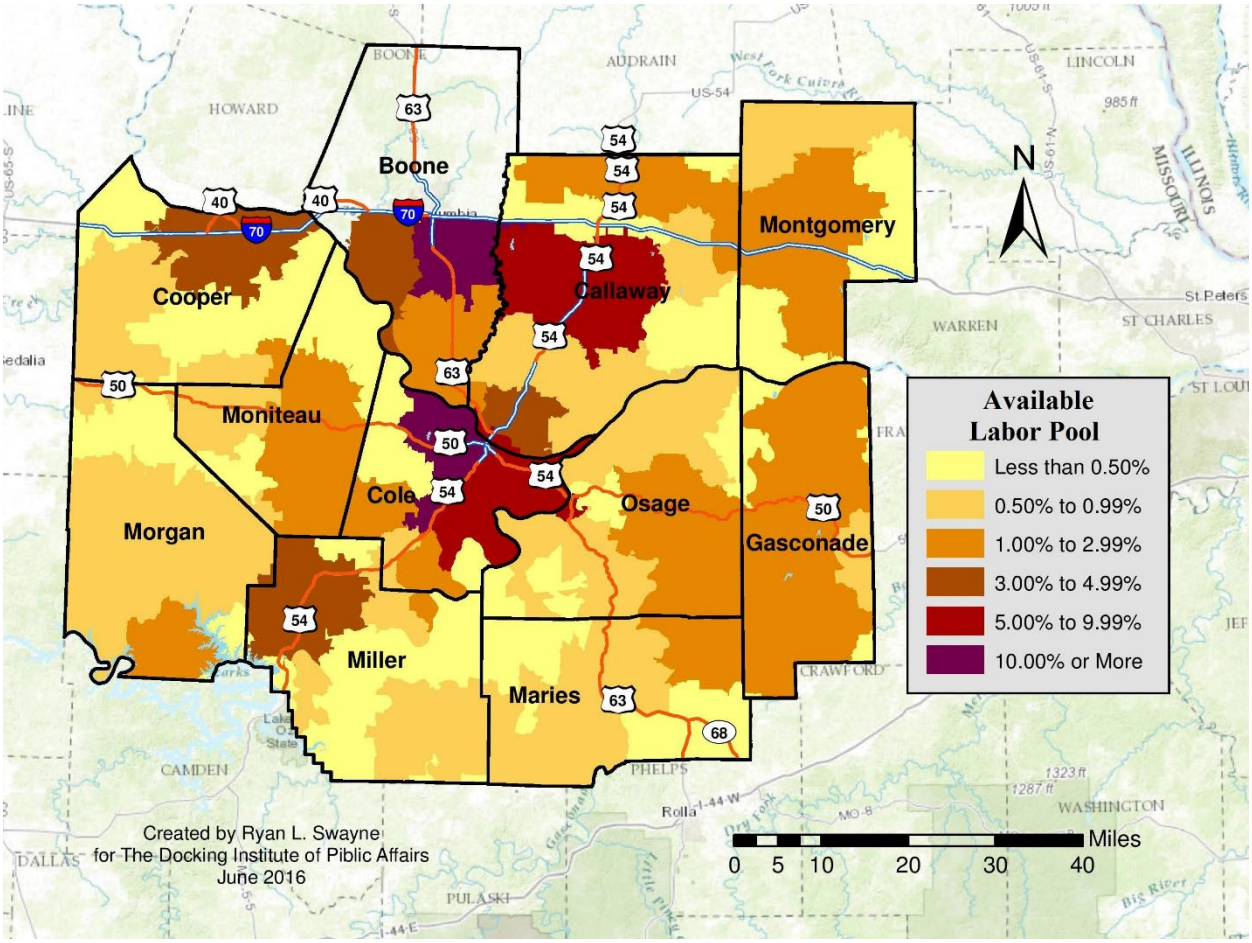
Figure 2: Occupational Sectors of Available Labor (Employed Only)



Map 2 shows how each Zip Code area compares to all other Zip Code areas in terms of the percent of total available labor in the Jefferson City Labor Basin. The map shows:

- Ten percent or more of the entire labor basin's Available Labor Pool is located in Zip Code areas within Boone and Cole Counties. (See purple areas in the map.)
- Between 5% and 9.99% of the entire labor basin's Available Labor Pool is located in Zip Code areas within Callaway and Cole Counties. (See red area in the map.)
- Zip Code areas in Boone, Callaway, Cooper, and Miller Counties contain 3% to 4.99% of the basin's Available Labor Pool. (See brown areas in the map.)
- Zip Code areas in Boone, Callaway, Cole, Gasconade, Maries, Moniteau, Montgomery, Morgan, and Osage Counties contain 1% to 2.99% of the basin's Available Labor Pool. (See dark orange areas in the map.)
- Zip Codes areas across the basin contain less than 1% of the Available Labor Pool. (See light orange and light yellow areas on the map.)

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



Current Skills and Work Experience

To gain perspective on the types of workers that are available for new and/or different employment in the Jefferson City Labor Basin, survey respondents were asked questions assessing work skills and previous work experience.

Table 3 shows the number of workers currently employed in various job categories, as well as the number of workers and non-workers that have previous work or training experience in those same job categories. The table also shows the sum of working Available Labor Pool members currently employed in a job category *plus* those who indicate previous training or experience in that particular field.

For example, 9,088 members of the Pool are currently employed as general laborers, construction, cleaners, and similar positions. An additional 7,833 Pool members (employed and currently non-employed) had previous employment experience or training in one of those jobs, for a total of 16,920 individuals (the total does not sum precisely due to rounding).

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

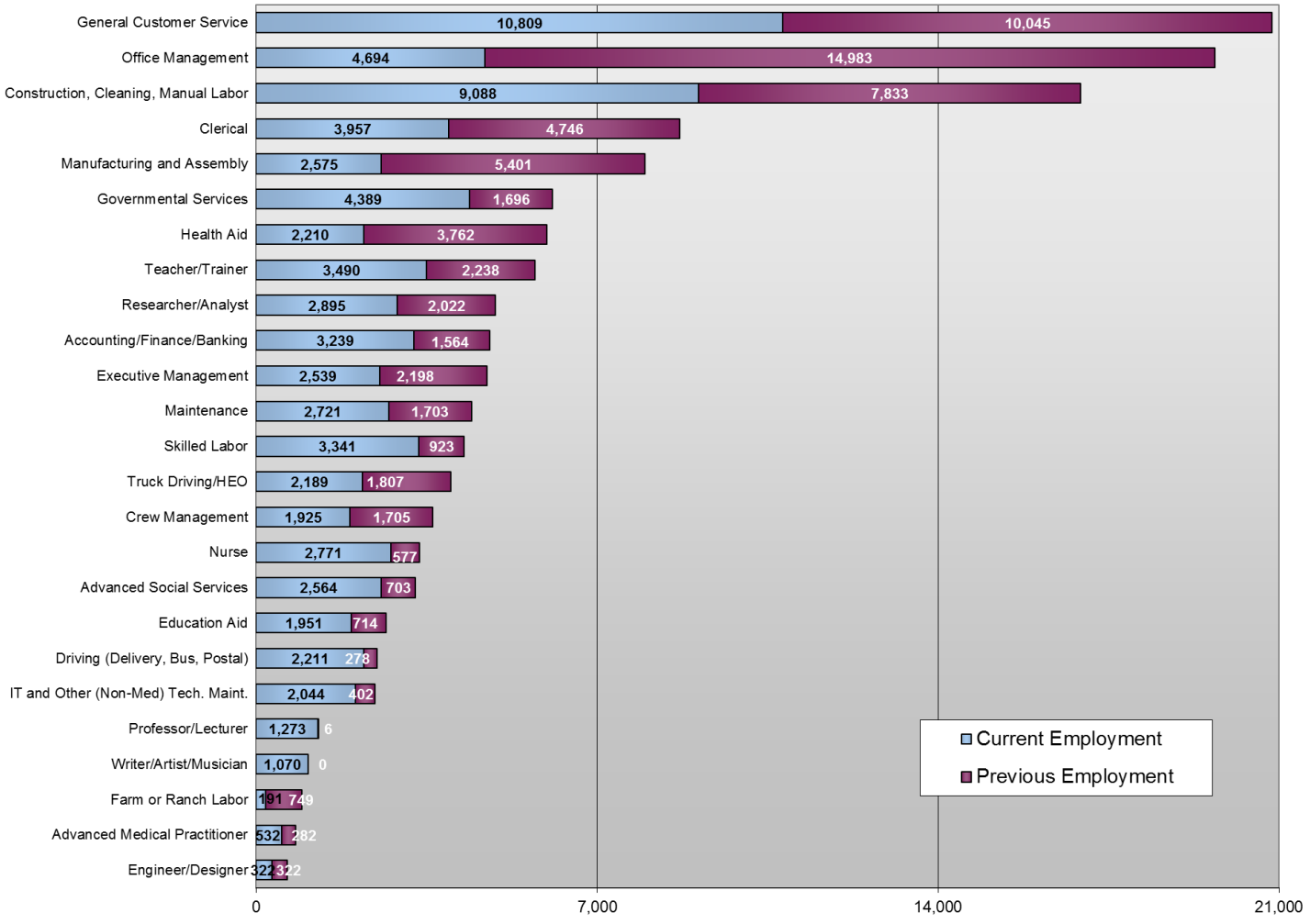
	Current Employment* Number	+	Previous Work/Training Number	=	Current plus Previous Work or Training** Number
Working with Hands					
Construction, Cleaning, Manual Labor	9,088		7,833		16,920
Farm or Ranch Labor	191		749		940
Manufacturing and Assembly	2,575		5,401		7,976
Maintenance	2,721		1,703		4,424
Driving (Delivery, Bus, Postal)	2,211		278		2,489
Truck Driving/HEO	2,189		1,807		3,996
Skilled Labor	3,341		923		4,264
Crew Management	1,925		1,705		3,630
Working with People					
General Customer Service	10,809		10,045		20,854
Office Management	4,694		14,983		19,676
Governmental Services	4,389		1,696		6,085
Executive Management	2,539		2,198		4,738
Advanced Social Services	2,564		703		3,267
Working with Numbers					
Clerical	3,957		4,746		8,703
Accounting/Finance/Banking	3,239		1,564		4,803
Researcher/Analyst	2,895		2,022		4,917
Working with Technology					
IT and Other (Non-Med) Tech. Maint.	2,044		402		2,447
Software Dev./Comp. Prog.	0		0		0
Engineer/Designer	322		322		643
Providing Health Services					
Health Aid	2,210		3,762		5,972
Nurse	2,771		577		3,347
Advanced Medical Practitioner	532		282		814
Providing Educational Services					
Education Aid	1,951		714		2,666
Teacher/Trainer	3,490		2,238		5,728
Professor/Lecturer	1,273		6		1,279
Creative Arts					
Writer/Artist/Musician	1,070		0		1,070
Total	74,992		66,659		141,651

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

** An individual member of the Pool is counted only once within each employment category. If an individual's previous job is the same as the current job, he or she is not counted in the Previous Job Category.

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 front desk clerks, retail sales positions, receptionists, and other jobs classified as “general customer service” workers. There are 10,809 working Pool members currently employed in this category and 10,045 previously employed/trained in this category, for a total of almost 2,100 individuals.

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



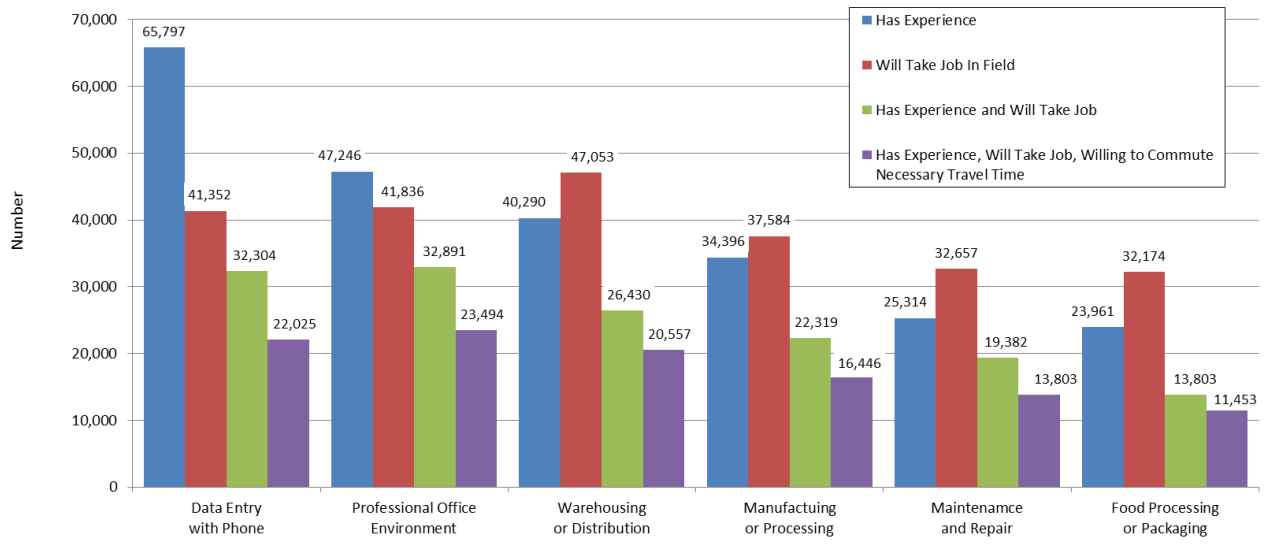
In addition to collecting data regarding the current employment status and previous work or training experience through a series of "open-ended" survey questions (the results of which are shown previously), respondents were asked about the six specific employment areas listed in Figure 4. Respondents were first asked if they had any 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).[5]

The figure shows that an estimated 65,797 Pool members report any experience or training in data entry with telephone operation (blue column), while fewer (41,352 individuals) would consider employment in that field (red column). An estimated 47,246 members of the Pool have any experience or training in a professional office environment (blue column), while fewer members of the Pool (41,836 individuals) would take a job in that field (red column).

The figure also shows responses for training or experience working in warehousing or distribution, manufacturing or processing, maintenance and repair, and in food processing or packaging.

The third column shows the estimated number that have any experience/training in a field ***and*** are willing to work in that field again (green column). The fourth column shows the estimated numbers that have any experience/training ***and*** are willing to take a job in that field ***and*** are within the necessary commute time (purple column). See page 26 for a definition of "necessary commute time."

Figure 4: Work Experience / Willing to Work in Field



[5] Figure 4 differs substantially from Table 3 and Figure 3 (previous pages). For example, the "has experience" column above represents an extrapolated total of ***all*** Pool members answering "yes" to the question "do you have any experience or training in…". As such, 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, working and non-working in the second) about specific jobs – one current job and/or one previous job.

Survey respondents with training or experience in warehousing or distribution, manufacturing or processing, and food processing or packaging were asked additional questions to assess the type of work they performed at those jobs.

Figures 4a, 4b, and 4c show the responses to those questions. The figures show that more than two-fifths (46%) of those with warehousing experience worked in jobs involving moving materials or loading (see figure 4a). Almost two-thirds (62%) of those with manufacturing or processing experience worked in jobs involving production, fabrication or assembly (see figure 4b). Finally, 48% of those with food processing and packaging experience worked in jobs involving food processing and packaging directly (see Figure 4c).

Figure 4a: Work Experience in Warehousing or Distribution

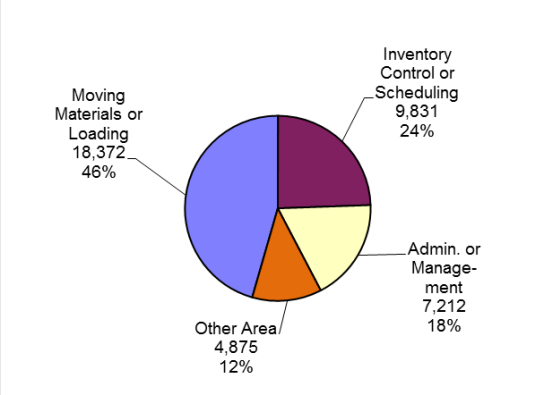


Figure 4b: Work Experience in Manufacturing or Processing

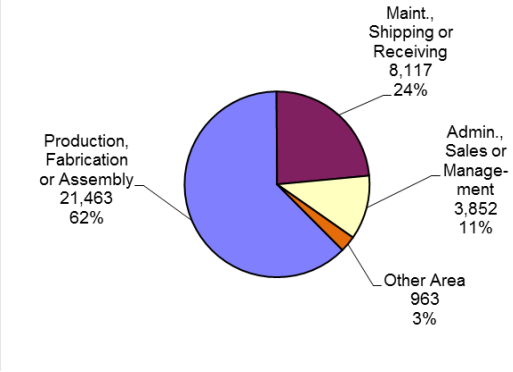
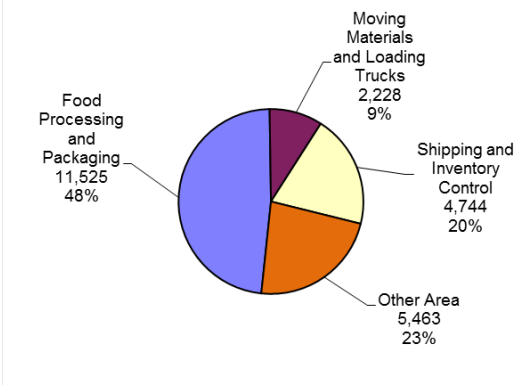


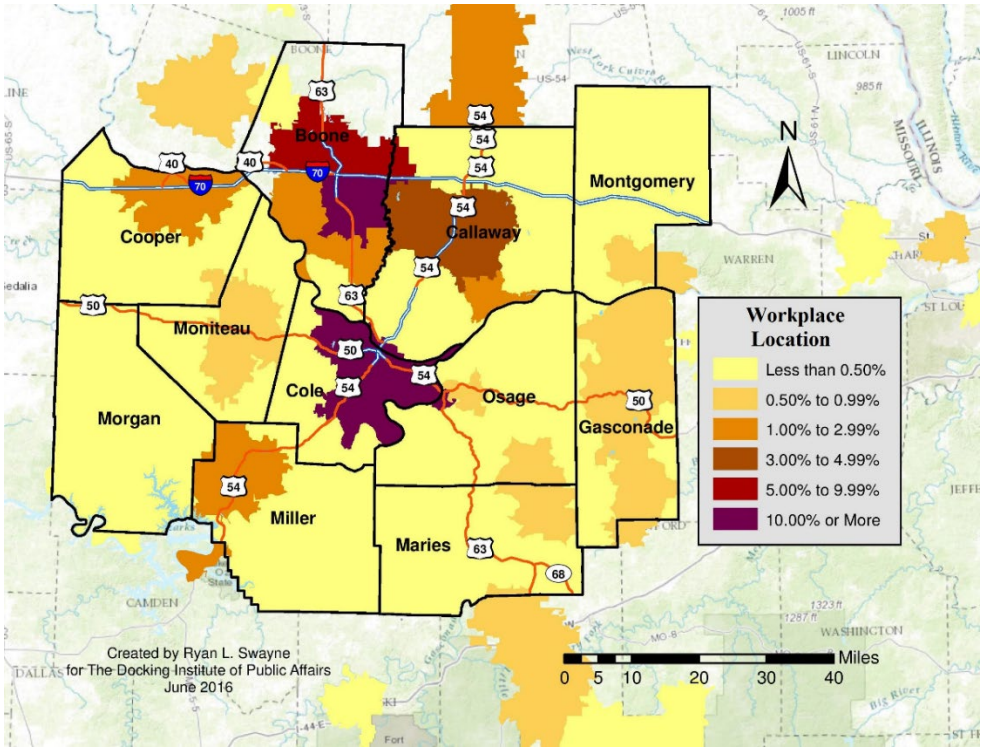
Figure 4c: Work Experience in Food Processing or Packaging



Working Available Labor Pool members were asked for the Zip Code of their workplaces. Map 3 shows the locations of workplaces employing Available Labor Pool members by Zip Code area. The map shows:

- Ten percent or more of the working members of the Available Labor Pool work in Zip Code areas in Boone and Cole Counties. (See purple areas in the map.)
- Between 5% and 9.99% of the working members of the Pool work in Zip Codes areas in Boone and Callaway Counties. (See red area in the map.)
- Workplaces located in Zip Code areas in Callaway County employ 3% to 4.99% of the basin's working Pool members. (See brown areas in the map.)
- Workplaces located in Zip Code areas in Boone, Callaway, Cooper, and Miller Counties employ 1% to 2.99% of the basin's working Pool members. (See dark orange areas in the map.)
- Finally, less than 1% of the Pool work for employers located in Zip Code areas in the rest of the basin. (See light orange and light yellow areas on the map.)
- Shown also are Zip Code areas outside of the labor basin in which Available Labor Pool members report working – particularly north of Callaway County, west of Boone County, and south of Maries County (although Zip Code areas in the St. Louis area are also represented).

Map 3: Workplaces by Zip Code



Educational Experience, Job Satisfaction, Residence

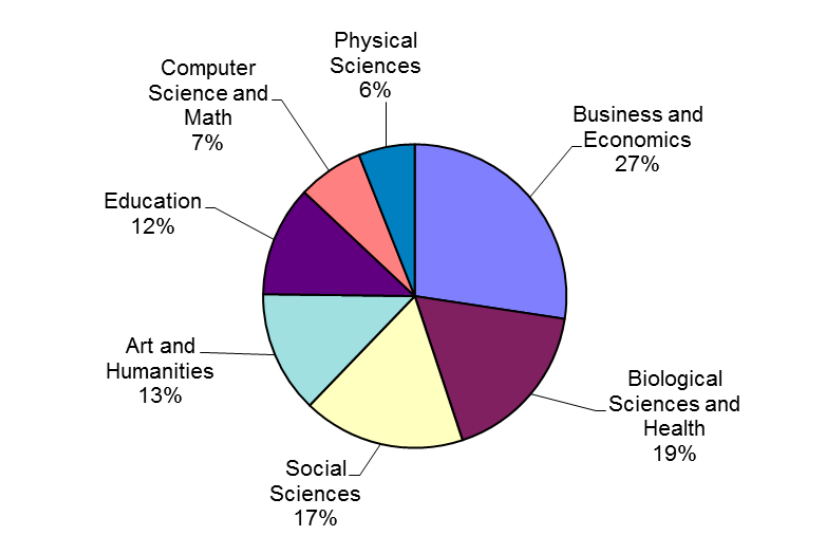
Table 1 (see page 6) shows that 73% of the Available Labor Pool report some college experience (with 51.1% holding associate's degrees at least and 40.9% having completed a bachelor's degrees at least).

Respondents that have at least some college experience or are currently enrolled in a community college, college, or university were asked to provide their major area of study. Answers are grouped into the following categories:

Social Sciences: Sociology, Psychology, Anthropology, Politics, and Social Work.
Biological Sciences and Health: Biology, Agriculture, Nursing, Pre-med, and Pre-vet.
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: Programming or Technology, Networking, Web Design, and Math.
Arts and Humanities: Art, Music, History, Philosophy, and Languages.

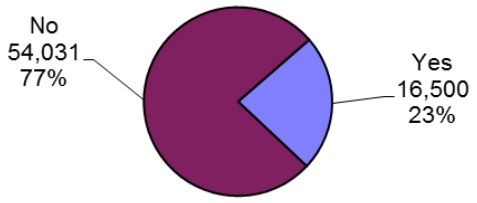
Figure 5 shows that Available Labor Pool members with at least some college experience indicate majors in business and economics (27%), biological sciences and health (19%), social sciences (17%), arts and humanities (13%), education (12%), computer science and math (7%), and physical sciences (6%).

Figure 5: Undergraduate College Major



All respondents that have completed at least some college were also asked: “Are you attending technical school now or have you received a technical degree?” Figure 6 shows that 23% of the respondents hold a technical degree or are working on one at the present time.

Figure 6: Technical College Experience



Respondents answering “yes” to the above question were asked for their area of study. Answer options are grouped into one of the options shown in Figure 6a. The figure shows that 20% report studying nursing or a health related field, 11% report studying a business related field, 9% report studying automotive technology, 8% report taking general education courses, 8% report studying electronics or computer technology, and 3% report studying each of these areas: culinary arts or food handling, manufacturing technology, and office skills.

In addition, 35% report studying another field. Response are shown on the next page.

Figure 6a: Technical College Study Area

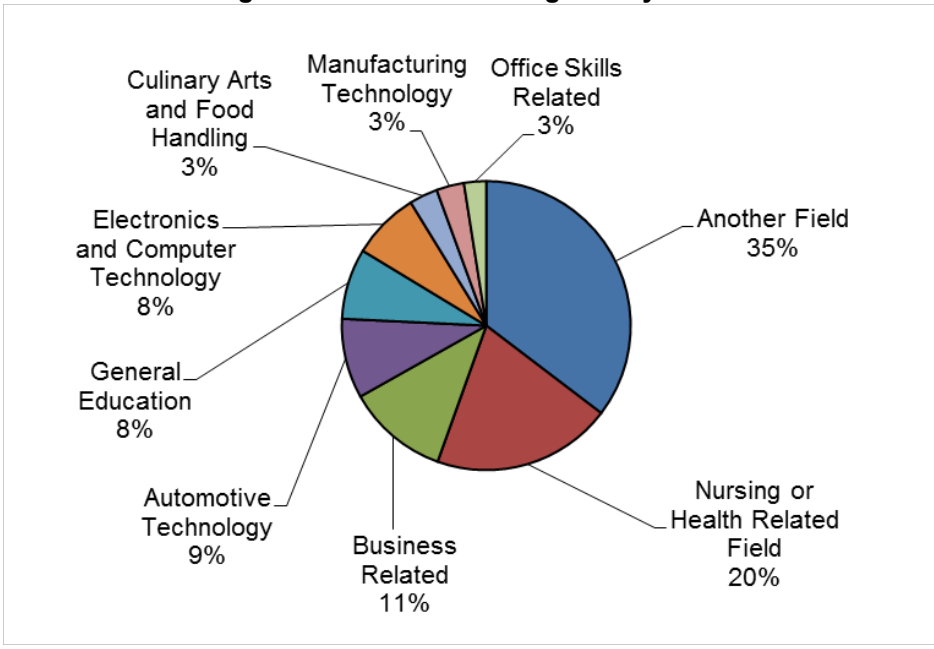


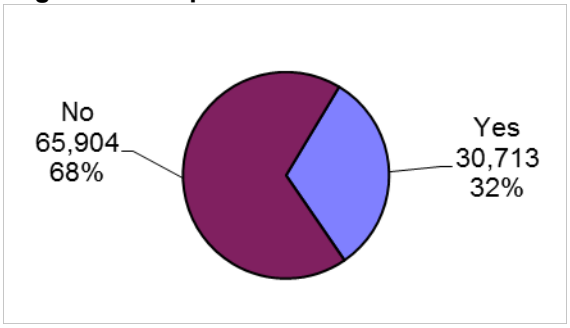
Table 4 shows responses to a question asking for the technical college degree field of study. The table below shows the frequency and percentage of each response. The percentages are extrapolated to the number of respondents indicating technical college experience in another field. Given the very small number of responses for each category, the extrapolated numbers are *very highly speculative*.

Table 4: Technical College - Another Field

Field of Study	Frequency	Percent	Extrapolated Number
Agriculture	1	4.17	243
Associate of Applied Science	3	12.50	729
Associate of Arts	3	12.50	729
Carpentry	1	4.17	243
Chemical Engineering	1	4.17	243
Communications	1	4.17	243
Criminal Justice	1	4.17	243
Drafting	2	8.33	486
HVAC	1	4.17	243
Law Enforcement	1	4.17	243
Paralegal	1	4.17	243
Plumbing	1	4.17	243
Psychology	2	8.33	486
Recording Engineering	1	4.17	243
Special Education	1	4.17	243
Theater Arts	1	4.17	243
Theology	1	4.17	243
Welding	1	4.17	243
Total	24	100	5,833

All members of the Available Labor Pool were asked if they have completed a certificate in a technical field. Figure 7 shows that 32% of the Pool members report completing a technical certificate of some kind.

Figure 7: Completed a Technical Certificate



Respondents answering "yes" to the above question were then asked for the type of certificate that they had received. Table 5 shows the responses – providing the frequency and percentage of each response. The percentages are extrapolated to the number of respondents indicating earning a technical certificate. Given the small number of responses for each category, the extrapolated number is *highly speculative*.

Table 5 shows that seven students report receiving Certified Nursing Assistant (CNA) certificates. Six report holding computer repair certificates, six electronics repair certificates, and five home health care certificates. Four respondents each report earning autobody repair, construction, welding, and heating, ventilating, and air conditioning (HVAC) certificates.

Table 5: Technical Certificate Area

Certificate	Frequency	Percent	Extrapolated Number	Certificate	Frequency	Percent	Extrapolated Number
Associate of Science	1	0.97	298	Insurance	1	0.97	298
Autobody Repair	4	3.88	1,191	Law Enforcement	1	0.97	298
Automotive Repair	3	2.91	893	Lead Removal	1	0.97	298
Carpentry	3	2.91	893	Massage Therapy	1	0.97	298
Certified Personal Trainer	1	0.97	298	Master Electrician	1	0.97	298
CNA	7	6.79	2,084	Mechanical Operations	2	1.94	595
Coding	1	0.97	298	Medical Assistant	1	0.97	298
Communications	1	0.97	298	Medical License	1	0.97	298
Computer Repair	6	5.82	1,786	Medical Technology	2	1.94	595
Construction	4	3.88	1,191	Networking	2	1.94	595
Cosmotology	1	0.97	298	Office Technician	1	0.97	298
CPR	1	0.97	298	Pharmacy Technician	1	0.97	298
Crane Operator	1	0.97	298	Phlebotomy	1	0.97	298
Cryptology	1	0.97	298	Plumbing	2	1.94	595
Design Drafting	1	0.97	298	Radiology Technologist	1	0.97	298
DOT Certified	1	0.97	298	Real Estate Appraisal	3	2.91	893
Electronics Repair	6	5.82	1,786	Sales	1	0.97	298
EMT	2	1.94	595	Series 7	1	0.97	298
Engineering	1	0.97	298	Small Engine Repair	1	0.97	298
Firefighting	1	0.97	298	Social Work	1	0.97	298
General Contractor License	2	1.94	595	Spraying	1	0.97	298
Graphic Design	1	0.97	298	Teaching	1	0.97	298
Heavy Equipment Operation	1	0.97	298	Technology Education	2	1.94	595
Home Health Care	5	4.85	1,489	Theology	1	0.97	298
Human Resources	1	0.97	298	Video Editing	1	0.97	298
HVAC	4	3.88	1,191	Water Treatment	1	0.97	298
Information Technology	3	2.91	893	Welding	4	3.88	1191
				No Answer Provided	2	2.10	645
				Total	103	100	30,713

Figure 8 and Table 6 show responses to questions regarding **job satisfaction**. The figure and table report responses from *working survey respondents* only. The figure shows that about 27% of the working Pool respondents "strongly agree" with a statement suggesting that they "enjoy the things I do," while 66% "agree" with that statement. In all, about 93% at least "agree" that they enjoy their work.

In general, Pool members are generally satisfied with their work and their work environments and seem to be simply looking for and/or are available for new employment. About 44%, however, at least disagree that they have a "fair chance at promotion" to another position.

Figure 8: Job Satisfaction among Available Labor Pool Workers

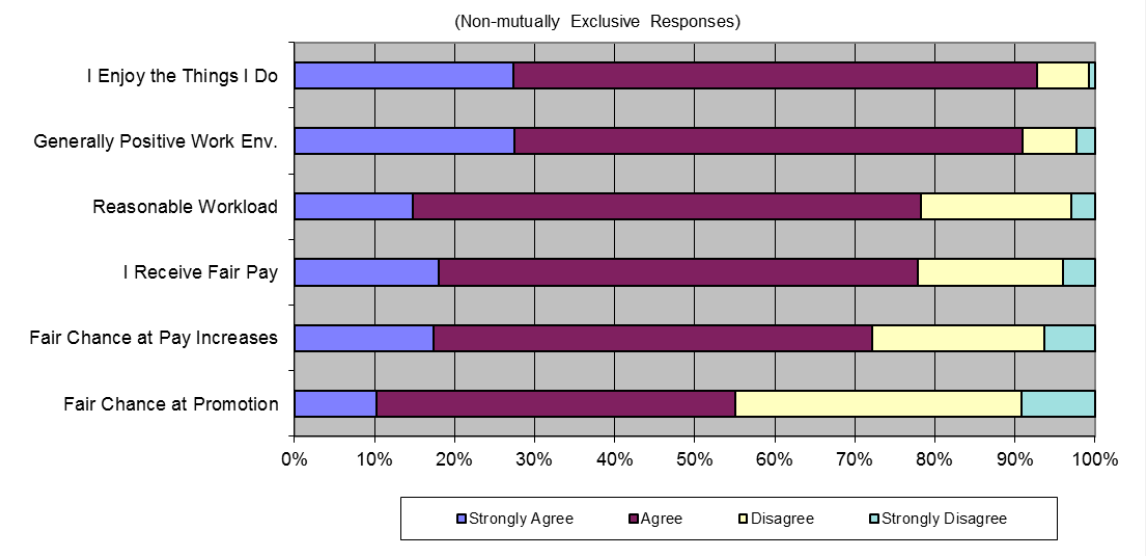


Table 6 shows combined strongly agree and agree responses of working Pool members and working non-Pool respondents. The table shows that 92.8% of the working Pool members at least agree with the statement regarding "enjoying the things I do," while a higher percentage (98%) of the working non-Pool respondents suggest the same.

The statement with the largest percentages of disparity between working Pool members and working non-Pool respondents is with regard to "receiving fair pay." About 89% of the working non-Pool respondents at least agree with this statement, whereas about 11.3% fewer (77.9%) of the working Pool members feel the same way.

Table 6: Job Satisfaction Among Workers: Pool and Non-Pool Members

	Strongly and Agree		
	Pool Only Percent	Non-Pool Onlv* Percent	*Difference*
I Enjoy the Things I Do	92.8	98.0	-5.2
Generally Positive Work Env.	90.9	99.2	-8.3
Reasonable Workload	78.3	85.8	-7.5
I Receive Fair Pay	77.9	89.2	-11.3
Fair Chance at Pay Increases	72.1	79.0	-6.9
Fair Chance at Promotion	55.1	64.0	-8.9

*This column represents working non-Pool respondents.

Figures 9 and 9a show responses to questions asking about **residence** in the greater Jefferson City area.

Figure 9 shows that nearly half (47%) of the Available Labor Pool have lived in the area most of their lives, while 11% were raised in the area, moved away at some point, but moved back. Two-fifths (40%) have moved into the area from somewhere else.

Figure 9: Residence in the Greater Jefferson City Area

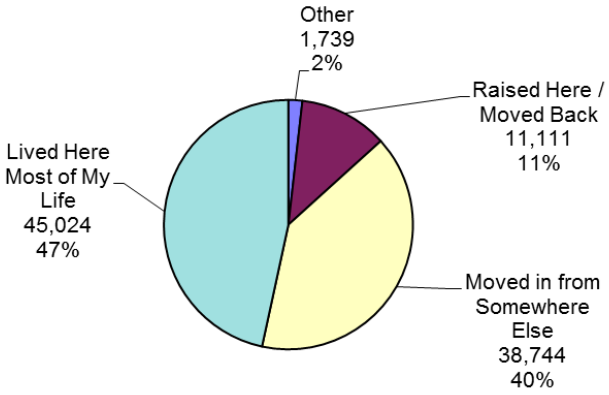
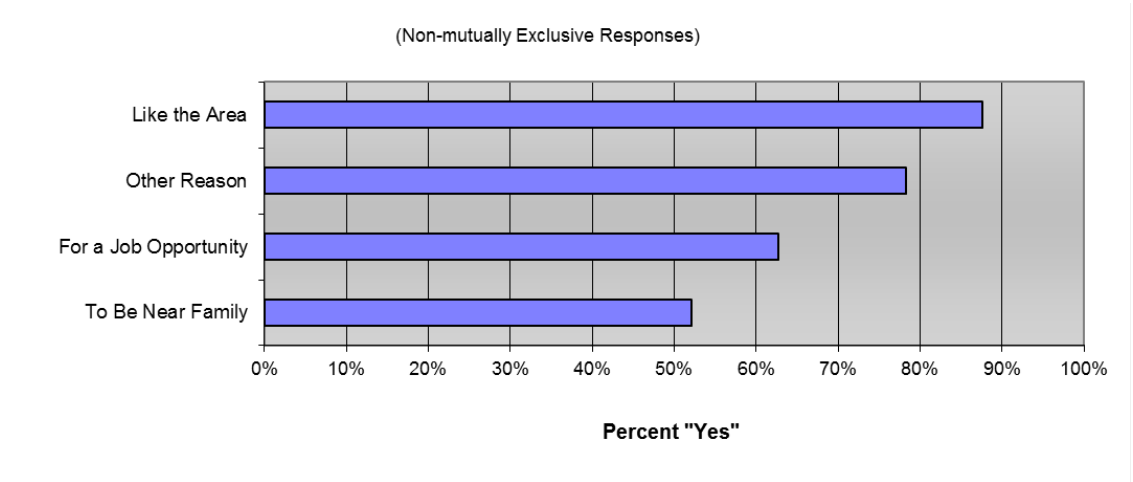


Figure 9a provides responses from those respondents that were raised here/moved back, moved in from elsewhere, and "other" (see Figure 9). The responses shown in Figure 9a are non-mutually exclusive – meaning respondents could select none of the responses, all of the responses, or any of the responses.

Figure 9a shows that about 87% of this subset of respondents moved to the area (or back to the area) because they "like the area." About 63% moved to the area (or back to the area) for work, and about 52% moved to the area (or back to the area) to be near other family members.

Figure 9a: Reasons for Moving to (or back to) the Area

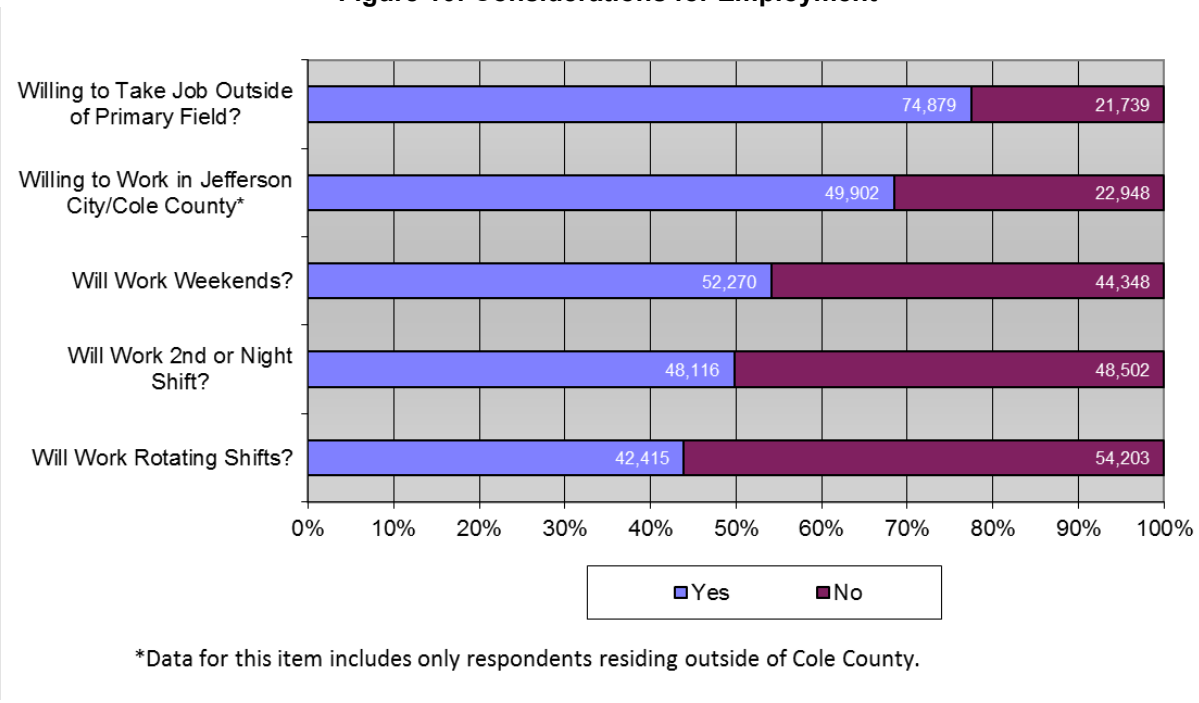


Considerations for Employment

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, for example. 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 for the Jefferson City Labor Basin. Figure 10 shows that a clear majority of the Available Labor Pool (74,978 members or 77.5%) are willing to accept positions outside of their primary fields of employment.

Figure 10: Considerations for Employment



*Data for this item includes only respondents residing outside of Cole County.

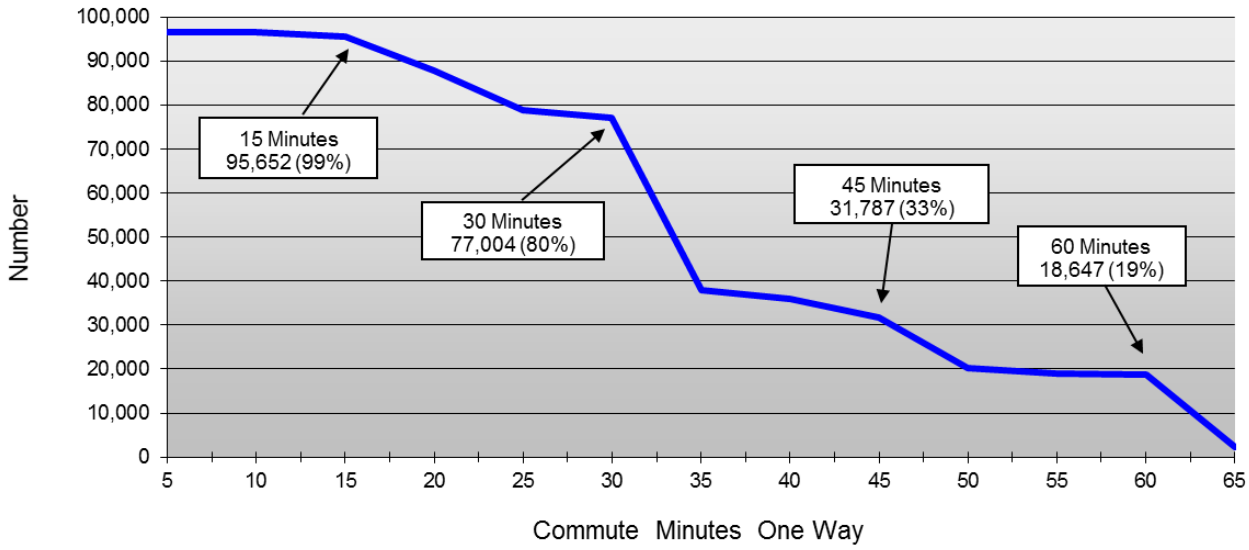
Figure 10 also shows responses to three questions regarding work shifts. Respondents were asked if they would be willing to work weekends, rotating shifts, or a second or night shift for a new job.

The figure shows that almost 55% of the Available Labor Pool are willing to work weekends and about 50% are willing to work second shift or night shift. More than two-fifths (44%) are willing to work rotating shifts for a new or different job.

Figure 10 also shows that almost 69% of non-Cole residents are willing to take a job in the Jefferson City / Cole County area.

Another important consideration for many employers is whether workers are willing to commute for a new or different employment opportunity. Figure 11 shows that the Available Labor Pool in the Jefferson City Labor Basin is open to commuting. One-third (33%) of the members of the Available Labor Pool will commute up to 45 minutes, one-way, for an employment opportunity, while 80% will commute up to 30 minutes, one-way, for employment. Nearly all (99%) will travel up to 15 minutes, one-way, for employment.

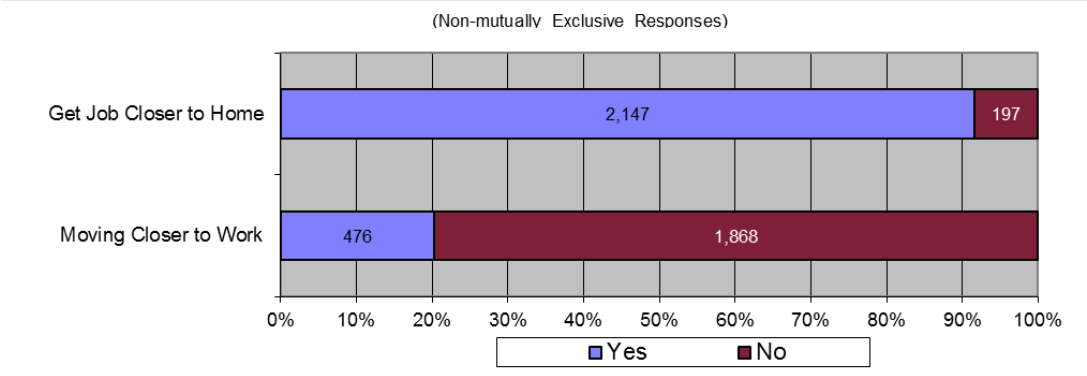
Figure 11: Available Labor by Commute Minutes



Working members of the Pool indicating a *willingness to commute further than 60 minutes*, one-way, for a job, were asked two questions: "Have you considered moving to be closer to your job?" and "Have you considered getting a job closer to your home?"

Figure 11a shows that a vast majority (91%) of this subset of the Pool would consider getting a new job closer to their places of residence, while about 20% would consider moving closer to their places of work.

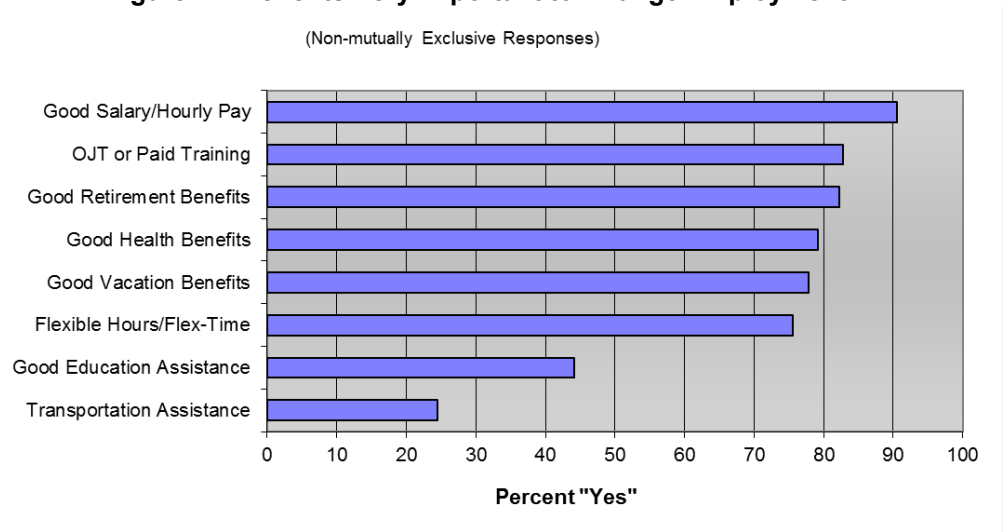
Figure 11a: Being Closer to Work



Available Labor Pool members were asked about various benefits that might be important when 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, with answer options including "yes" and "no." (Responses are non-mutually exclusive.)

Figure 12 shows that the six most important benefits are, in order, good salary or hourly pay, on-the-job (OJT) or paid training, good retirement benefits, good health benefits, and good vacation benefits, and flexible hours or flex-time. All of these benefits are considered "very important" by 75% or more of the Available Labor Pool. Good educational assistance and transportation assistance, are considered "very important" by 44% and 25% of Pool members, respectively.

Figure 12: Benefits Very Important to Change Employment



The left column in Table 7 shows the percentages of all Pool members, while the right column shows the percentages of *working members* of the Available Labor Pool that are offered the benefit from their current employers. Flexible hours/flex-time stands out with a 14.7% difference between those Pool members considering this benefits very important (75.6%) and those working Pool members receiving this benefit (60.9%).

Good education assistance is the only benefit less desirable than currently offered by employers, suggesting that employers already offer this benefit in sufficient quantities and/or that the labor pool is already highly educated.

Table 7: Desired Benefits and Current Benefits Offered

	Benefit Important to Change Jobs Percent	Benefit Currently Offered* Percent	*Difference*
Good Salary/Hourly Pay	90.5	79.4	11.1
OJT or Paid Training	82.8	77.0	5.8
Good Retirement Benefits	82.3	70.2	12.1
Good Health Benefits	79.2	76.7	2.5
Good Vacation Benefits	77.8	73.6	4.2
Flexible Hours/Flex-Time	75.6	60.9	14.7
Good Education Assistance	44.1	45.5	-1.4
Transportation Assistance	24.5	18.6	5.9

*This column represent working Pool members that receive the benefit.

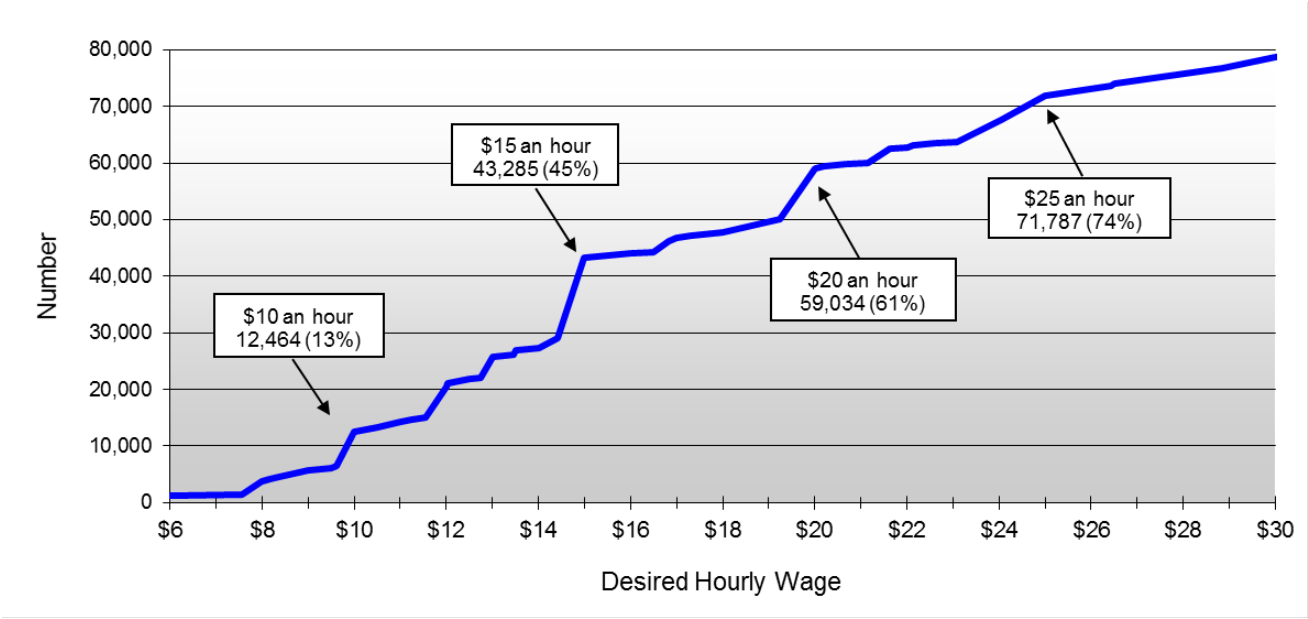
Desired Wages of Available Labor Pool

Desired wages are another important consideration for employers and economic developers. Figure 13 shows desired wages for members of the Available Labor Pool. It is estimated that 71,787 people (or 74% of the available labor) are interested in a new job at $25 an hour[6].

An estimated 59,034 (61%) members of the Pool are interested in new employment opportunities at $20 an hour, while 43,285 (45%) are interested at $15 an hour.

Finally, an estimated 12,464 people (13%) are interested in a new job at $10 an hour.

Figure 13: Available Labor by Desired Hourly Wage



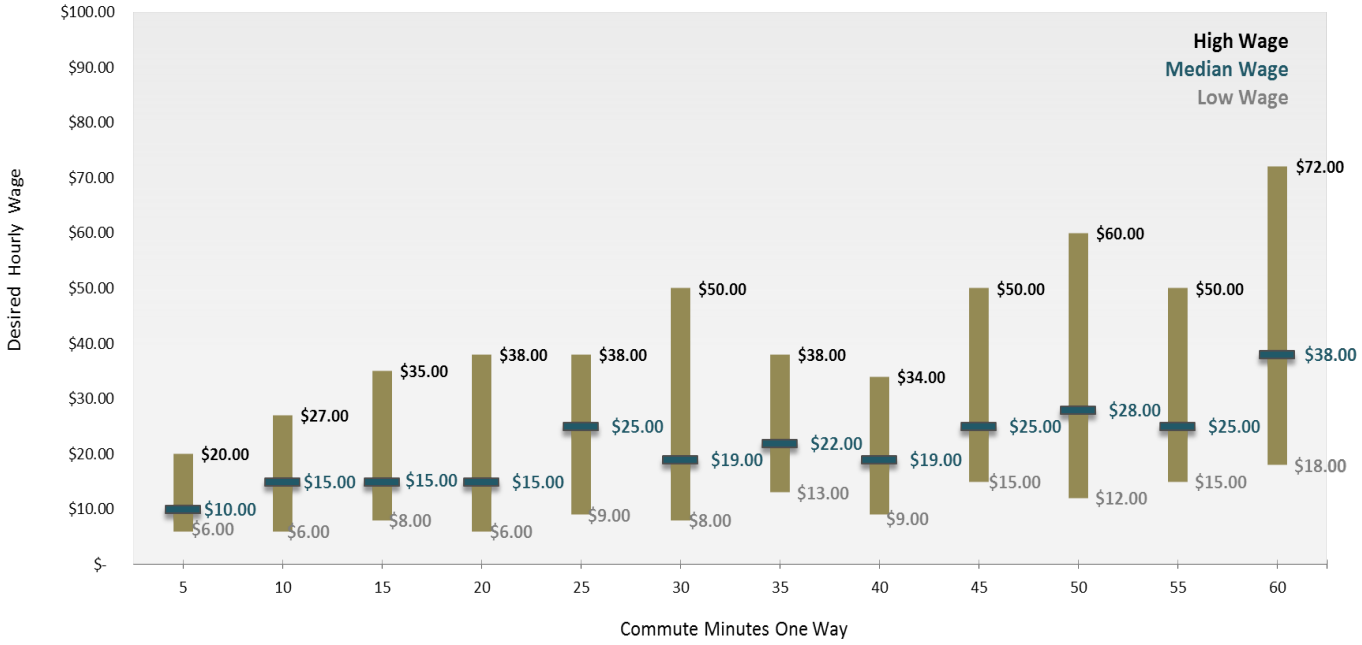
[6] See Appendix II for an hourly wage/annual salary conversion chart.

Figure 14 combines data about desired wages (at a new job) and minutes willing to commute, one way, for a new job.[7]

Perhaps unsurprisingly, respondents willing to commute more minutes than others generally provide higher desired wages than others. For example, the median desired wage for a new job for respondents willing to commute for 10 minutes is $15 per hour. At 45 minutes, however, the desired wage is $25.

This correlation should not be overstated, however. Respondents willing to commute 25 minutes provide a median desired wage of $25 per hour, while respondents willing to commute 30 minutes provide a median desired wage of $19.

Figure 14: Desired Wages and Commute Minutes



[7] These survey questions are discrete. That is, asked separately and not with regard to one another.

Subsets of the Available Labor Pool

The previous portion of the report addressed the entire Available Labor Pool. The remainder of the report addresses five subsets of the Available Labor Pool. Each provides a different look at the Available Labor Pool, and they are not mutually exclusive. The five subsets are:

1 Those residing Within the Necessary Commute Time

2 Underemployed Available Labor Pool Workers

3 Non-Cole County Residents interested in working in the Jefferson City / Cole County Area (those Interested in Working in Cole County)

4 Those Seeking Part-Time Work or Either Part-Time or Full-Time Work

5 Non-business-owning members of the Pool that desire to own their own businesses (the Potential Entrepreneurs)

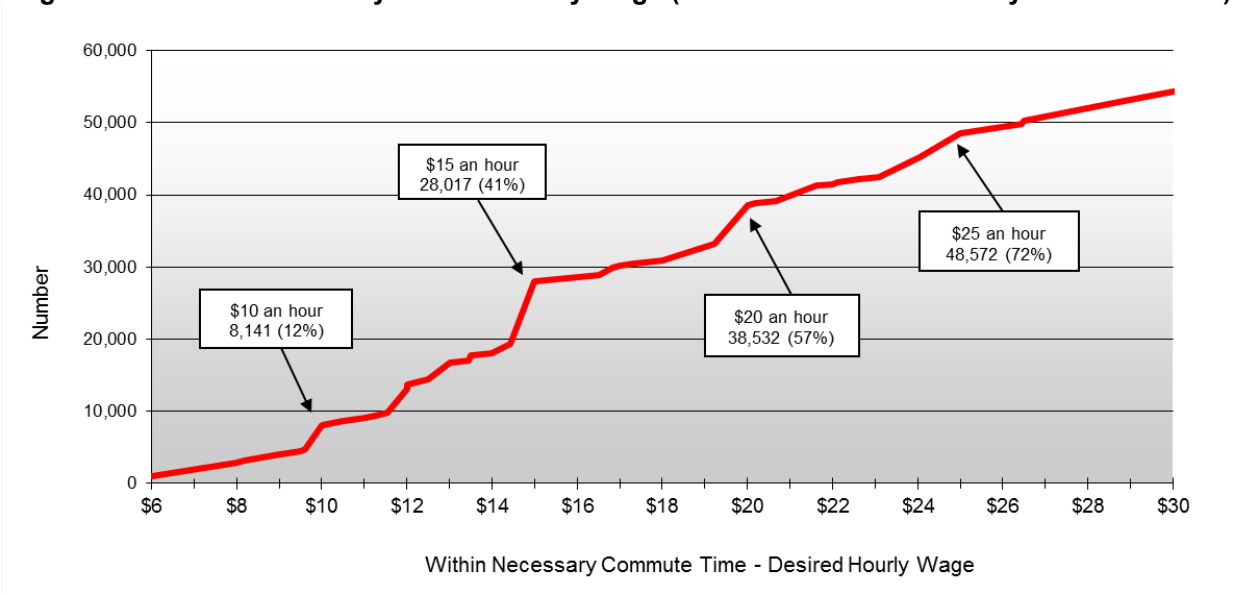
Subset 1: Within Necessary Commute Time

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 reside "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. 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 the center of the labor basin is considered to be "willing to travel the necessary commute time" for a new job. Those within the necessary commute time number 67,838 individuals.

Desired Wages of those Within Necessary Commute Time

Figure 15 shows the wage demands for the Available Labor Pool members that are "within the necessary commute time." An estimated 48,572 people (or 72% of this subset) are interested in a new job at $25 an hour. An estimated 38,532 (57%) are interested in new employment opportunity at $20 an hour, and 28,017 (41%) are interested in a new job at $15 an hour. Finally, an estimated 8,141 people (12%) are interested in a new job at $10.

Figure 15: Available Labor by Desired 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. As noted, 28,017 members of the "within the necessary commute time" subset of the labor pool are available for a new or different job at $15 an hour. At $14 an hour there are 18,045 members of the pool available. As such, an increase of $1 per hour from $14 to $15 represents an increase of 9,972 workers and potential workers.

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, 8,141 members of

this subset are interested in a job at $10 an hour. At $11 an hour there are an estimated 9,090 individuals available. So, while there is certainly an increase in the number of available workers at this higher wage rate, the increase is only 950 individuals – a relatively small increase given the overall size of this subset of the Available Labor Pool.

Additional wage plateaus exist between $15 and $16 (611) and between $17 and $18 (611).

Desired Wages by Occupational Sector for those within Necessary Commute Time

Table 8 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 26% of the general laborers will take a new or different job at a wage of at $12 an hour, while 59% are available for new employment at a wage of $15 an hour. Of the skilled laborers, only 7% are available for new employment at a wage of $12 an hour, while 21% are available at a wage of $15 an hour.

Regarding service workers, 26% are available at a wage of $12 an hour, while 41% are available at a wage of $15 an hour. Of the professional workers, none are available at a wage of $12 an hour, while 5% are available at a wage of $15 an hour.

Table 8: Cumulative Desired Wages by Occupational Sector

	General Labor		**High Skill Labor**		**Service Sector**		**Professional**	
	(N= 46) (+/- 14.4% MoE)		(N= 28) (+/- 18.5% MoE)		(N= 74) (+/- 11.4% MoE)		(N= 39) (+/- 15.7% MoE)	
	Number	*Cumulative*	*Number*	*Cumulative*	*Number*	*Cumulative*	*Number*	*Cumulative*
$30 <	13,509	100%	8,223	100%	21,732	100%	11,453	100%
$30	13,509	100%	7,048	86%	21,438	99%	5,286	46%
$27	13,509	100%	6,461	79%	19,676	91%	4,699	41%
$24	13,509	100%	5,580	68%	16,152	74%	3,230	28%
$21	13,215	98%	4,699	57%	14,684	68%	2,937	26%
$18	12,334	91%	3,230	39%	11,747	54%	1,468	13%
$15	7,929	59%	1,762	21%	8,810	41%	587	5%
$12	3,524	26%	587	7%	5,580	26%	0	0%
$9	1,175	9%	0	0%	2,056	9%	0	0%
$6	294	2%	0	0%	587	3%	0	0%

Table 8 (previous page) shows data for working members of the Pool that are within the necessary commute time, with each occupational sector shown *independently* and excluding non-working pool members.

Table 9 (below) includes working service sector Pool members, working general labor Pool members, and non-working Pool members that are within the necessary commute time.[8]

Additionally, in Table 9, general laborers and service sector workers are classified in both sectors shown *if* they are willing to change fields of employment (see Figure 10, page 20).

In other words, Table 9 allows general laborers, service sector workers, and non-workers to "transfer" between employment sectors – providing much larger numbers of workers available for general labor and service sector jobs at various wages than is shown in Table 8.

Specifically, Table 9 *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.[9]

Table 9: Cumulative Desired Wages Allowing for Transfer Between Sectors

	Mobile General Labor		Mobile Service Secto	
	(N= 142)	(+/- 8.2% MoE)	(N= 158)	(+/- 7.8% MoE)
	Number	*Cumulative*	*Number*	*Cumulative*
$30 <	41,701	100%	46,400	100%
$30	39,646	95%	41,995	91%
$27	38,177	92%	40,233	87%
$24	34,066	82%	34,653	75%
$21	32,598	78%	32,891	71%
$18	27,311	65%	27,018	58%
$15	17,327	42%	17,033	37%
$12	8,223	20%	8,516	18%
$9	2,349	6%	2,349	5%
$6	294	1%	294	1%

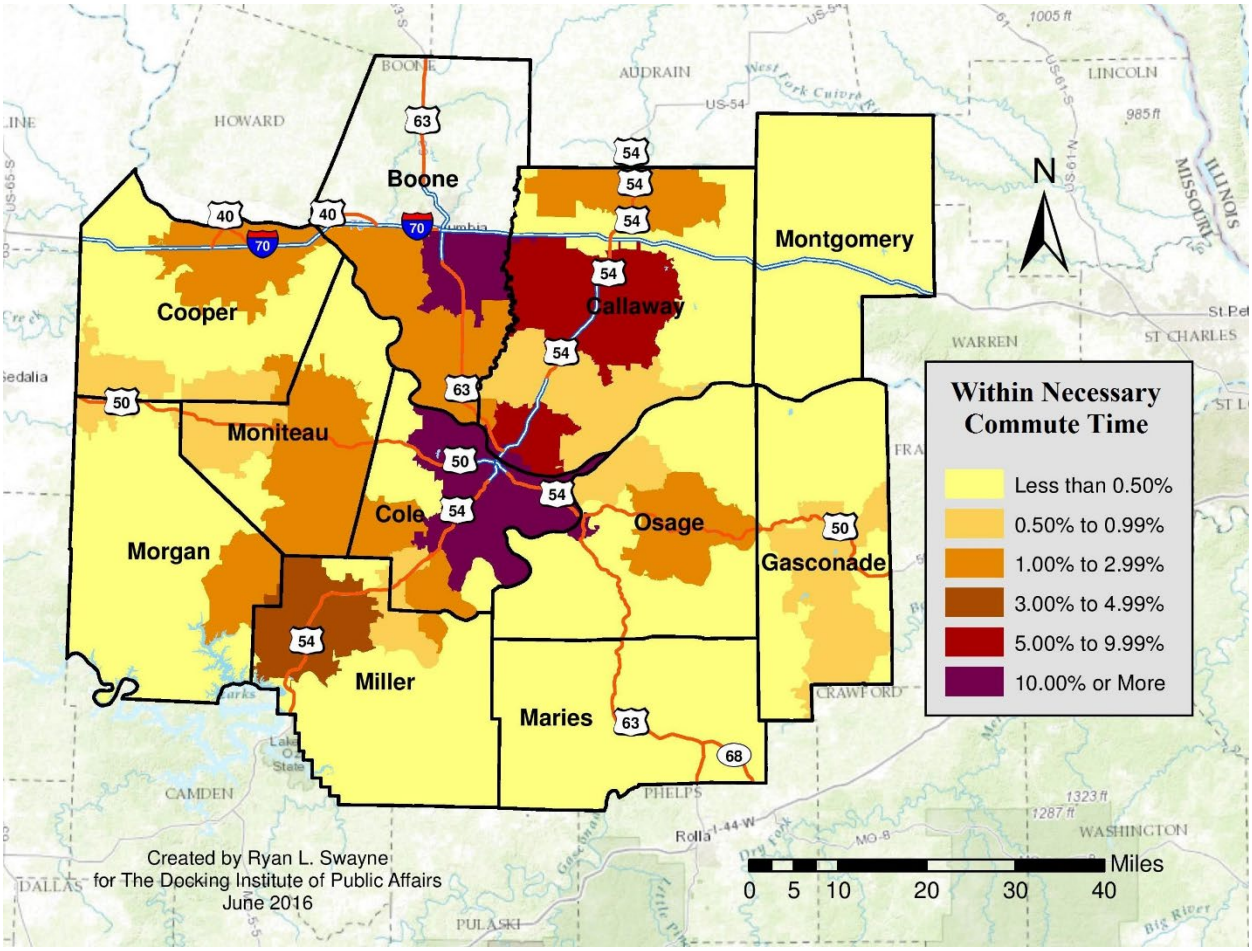
[8] It is assumed that non-working Pool members will take jobs (all things being equal) in either general labor or service sectors.

[9] High skill blue-collar workers and professional white-collar workers are excluded from Table 9 because it is assumed 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. In addition, it is assumed that, because professional and high skill occupations require extensive education and/or training, lower-skilled general laborers and service sector workers are unable to transfer to higher-skill 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 Boone and Cole Counties. (See purple area in the map.)
- Between 5% and 9.99% of this subset is located in Zip Code areas within Callaway County. (See red area on the map.)
- Zip Code areas in Miller County contain 3% to 4.99% of this subset. (See brown areas in the map.)
- Zip Code areas in Boone, Callaway, Cole, Cooper, Miller, Moniteau, Morgan, and Osage Counties contain 1% to 3.99% of this subset. (See dark orange areas on the map.)
- Finally, less than 1% of this subset is located in Zip Code areas in the remaining Counties of the labor basin. (See light orange and light yellow areas on the map.)

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 Jefferson City Labor Basin, *employed members of the Available Labor Pool* were presented with a scenario describing underemployment.[10] They were then asked a series of questions assessing if they perceive themselves as underemployed because 1) their skill levels are 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 may work.

Of the 74,992 *employed members* of the Available Labor Pool (shown in Figure 16), almost a third (see Figure 17) answered "yes" to one or more of the questions presented above. These Pool members are considered "underemployed."

Figure 17 shows that the underemployed workers represent 32% (or 24,222 individuals) of the employed members of the Pool.

Figure 16: Employed and Non-Employed Members of the Available Labor Pool

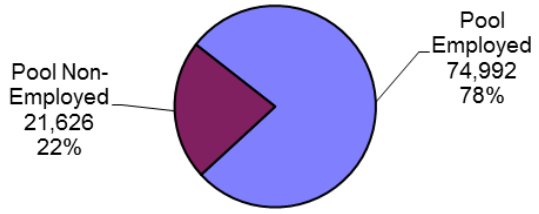
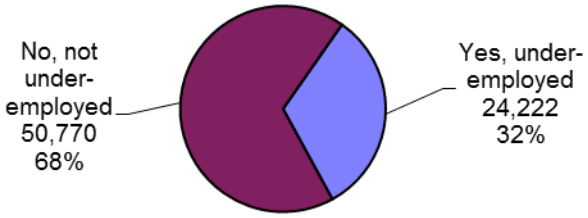


Figure 17: Underemployed Workers



[10] "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 18 shows the percentages of the positive responses (i.e., “yes” answers) to the various measures of underemployment.

About 22% of this subset possess education levels exceeding those needed for their current jobs. The same percentage (22%) possess skills not used currently on the job, and about 19% also earned more money at a past but similar job. About 14% are unable to work as many hours as desired.

Figure 18: Reasons for Underemployment

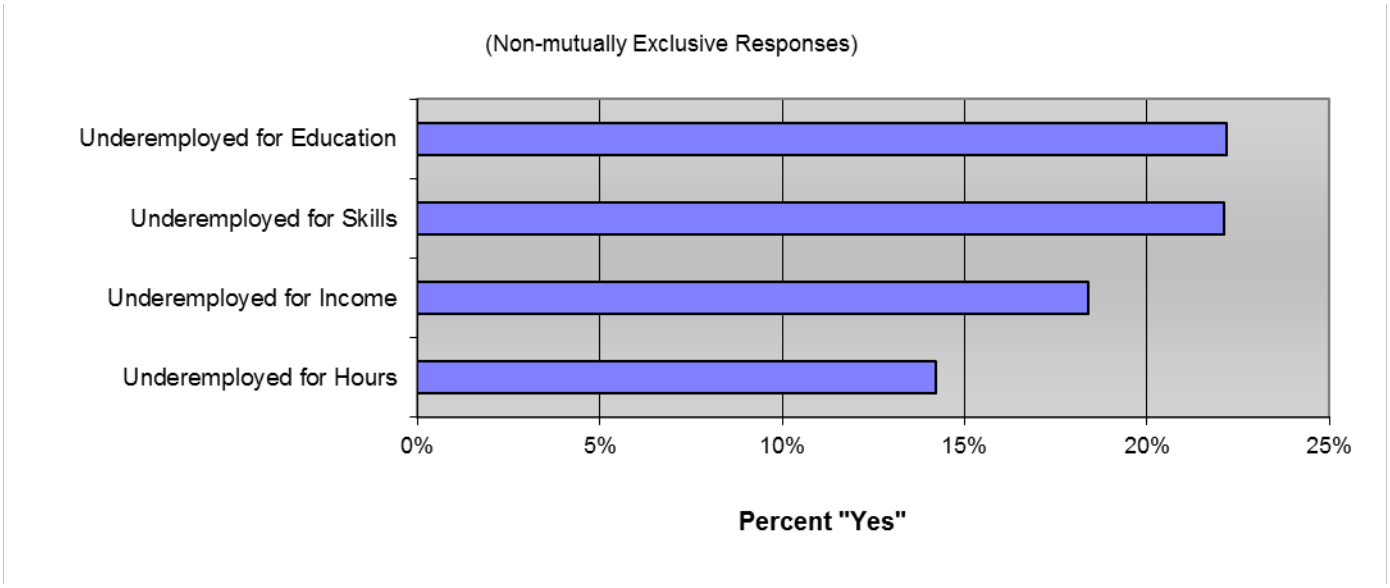


Table 10 shows that the education levels of the underemployed workers differ somewhat from the overall Available Labor Pool. Those with higher education levels are less likely to consider themselves as underemployed than those with lower education levels. For example, the table below shows that 11.1% of the underemployed workers have at least master’s degrees, while the percentage for the Available Labor Pool as a whole is 14.3% (See Table 1, page 6).

Table 10: Highest Level of Education Achieved among Underemployed

	Number	Percent	Cumulative Percent
Doctoral Degree	0	0.0	0.0
Masters Degree	2,691	11.1	11.1
Bachelors Degree	6,773	28.0	39.1
Associates Degree	2,310	9.5	48.6
Some College	6,703	27.7	76.3
High School Diploma Only	5,271	21.8	98.0
Less HS Diploma	475	2.0	100.0
Total	24,222	100	

Occupational Sectors and Categories of Underemployed Workers

Figure 19 shows that 36% of the underemployed workers are general laborers and 16% are high skill blue-collar workers. Most underemployed workers are employed as service sector workers (40%), while 8% hold professional positions.

Comparing Figure 19 with Figure 2 (page 7) suggests that fewer professional workers but more general laborers consider themselves underemployed. Figure 2 (page 7) shows that the subset of working Available Labor Pool members consists of 25% general laborers, 16% high skill laborers, 40% service workers, and 19% professionals.

Figure 19: Occupational Sectors of Underemployed Workers

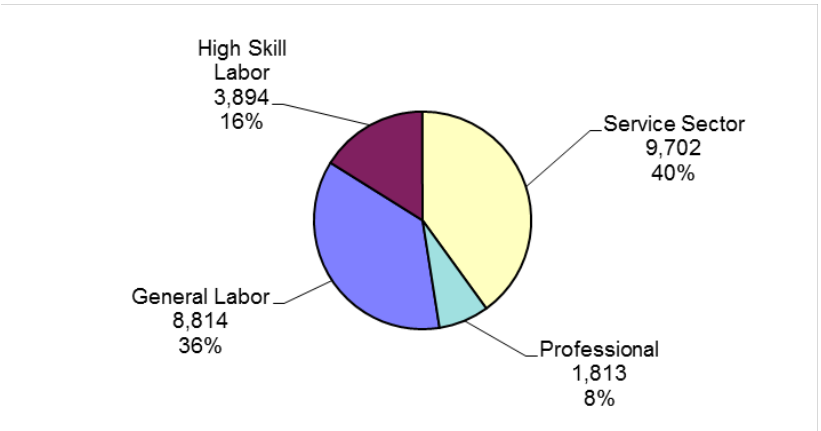


Table 11 shows the underemployed workers by major occupational category. The figure shows that 20.5% of the underemployed workers are currently employed in construction, cleaning, general labor, and delivery jobs. The table also shows that general customer service workers make up 18.2% of the underemployed workers.

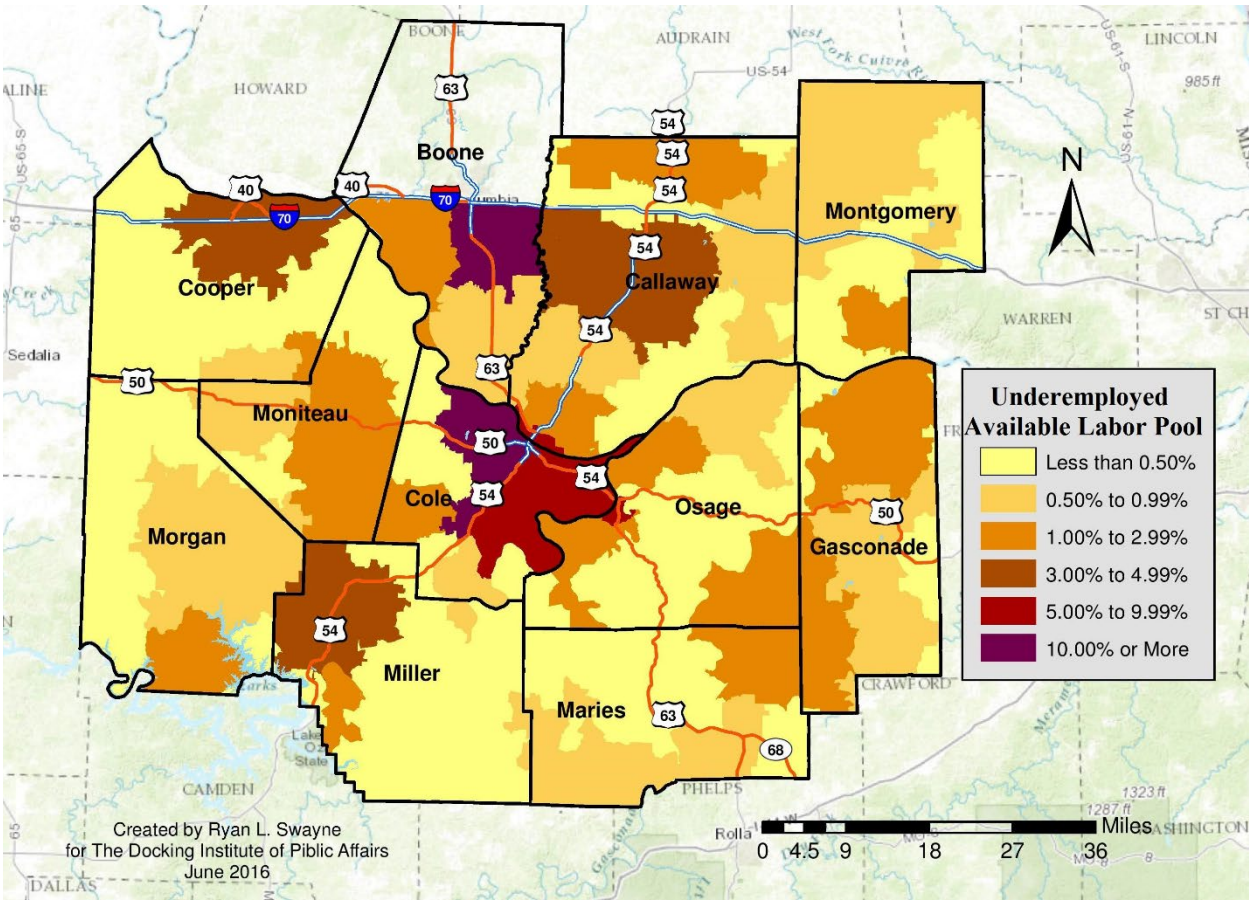
Table 11: Major Occupational Categories of Underemployed Workers

	Number	Percent
Construction/Cleaning/Labor/Delivery	4,966	20.5
Manufacturing/Maintenance/Trucking	3,848	15.9
Mechanic/Welder/Comp Tech	1,152	4.8
Crew Management/Protection Services	2,741	11.3
Customer Service	4,408	18.2
Clerical	818	3.4
Office or Dept Manager	922	3.8
Exec Management	151	.6
Accounting/Engineering	1,288	5.3
Health Aid/Nurse	1,998	8.3
Education Aid/Teacher	1,556	6.4
Doctor/Professor/Attorney	223	.9
Writer/Artist/Musician	151	.6
Total	24,222	100

Map 5 shows how each Zip Code area compares to all other Zip Code areas in terms of the percent of the *underemployed workers* in the labor basin. The map shows:

- Ten percent or more of the underemployed workers are located in Zip Code areas within Boone and Cole Counties. (See purple areas in the map.)
- Between 5% and 9.99% is located in Zip Code areas in Cole County. (See red area on the map.)
- Between 3% and 4.99% is located in Zip Code areas in Callaway, Cooper, and Miller Counties. (See brown areas in the map.)
- Zip Code areas in all 11 Counties contain between 1% and 2.99% of the underemployed workers. (See dark orange areas on the map.)
- Finally, less than 1% of this subset is located in Zip Code areas in the remaining Counties of the labor basin. (See light orange and light yellow areas on the map.)

Map 5: Underemployed Workers by Zip Code



Considerations for Employment among Underemployed Workers

Figure 20 shows the estimated number underemployed workers willing to commute, one-way, for a new job. More than a third (39%) of the members of the underemployed workers will commute up to 45 minutes, one-way, for new job, while 84% will commute up to 30 minutes for employment. Nearly all (99%) will travel up to 15 minutes for employment.

Figure 20: Underemployed Workers by Commute Minutes

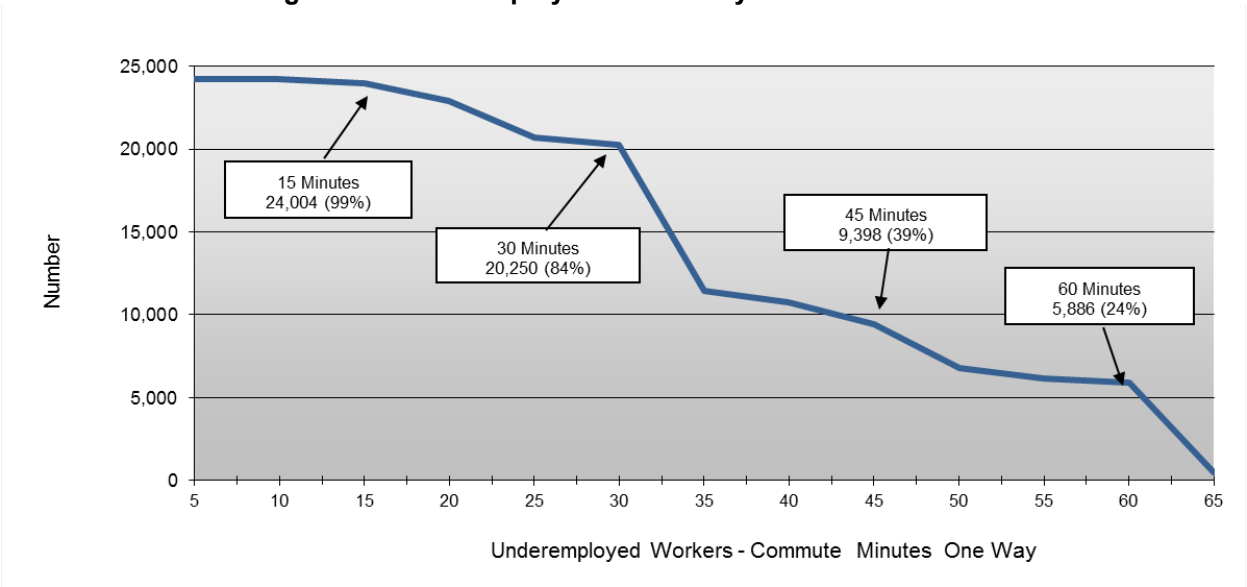


Figure 21 shows the estimated number underemployed workers by desired wage. The figure shows that 82% of the underemployed workers are interested in a new job at $25 an hour. Almost two-thirds (67%) are interested in a new job $20 an hour, while more than half (56%) are interested at $15 an hour. Finally, 13% are interested in a new job at $10 an hour.

Figure 21: Underemployed Workers by Desired Hourly Wage

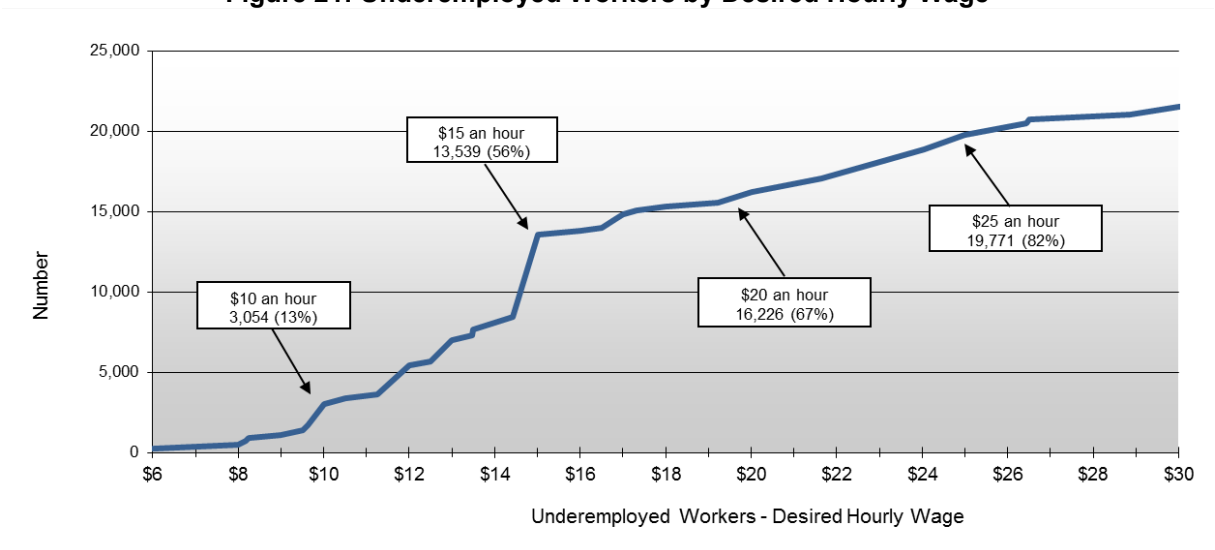
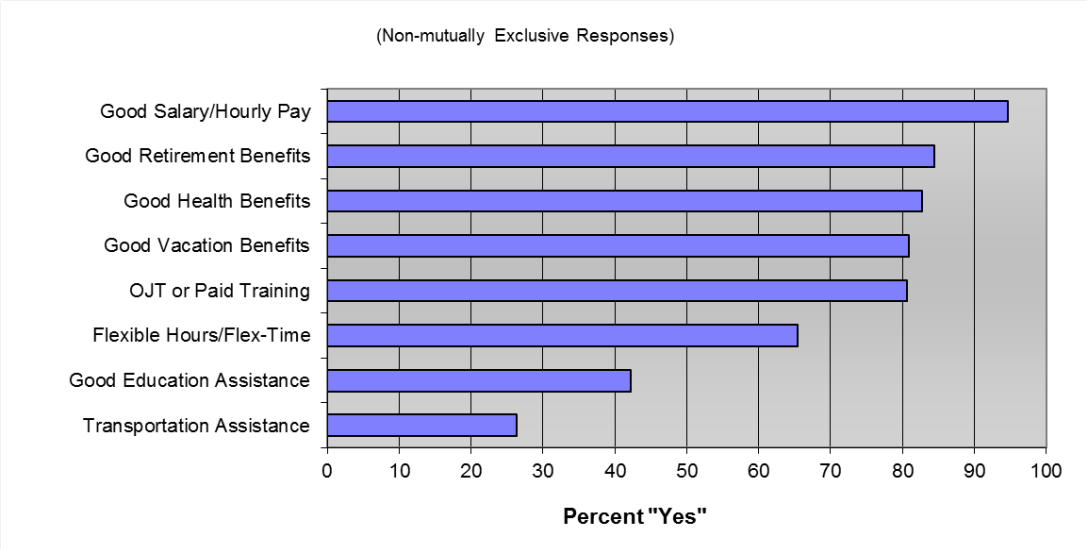


Figure 22 shows that the five most important benefits for underemployed workers are, in order, good salary or hourly pay, good retirement benefits, good health benefits, good vacation benefits, and on-the-job (OJT) or paid training. All of these benefits are considered “very important” by 80% or more of the underemployed workers. Flexible hours or flex-time follows at 65% and good educational assistance follows at 42%. Transportation assistance is considered “very important” by 26% of the underemployed workers.

Figure 22: Underemployed Workers – Benefits Very Important to Change Jobs



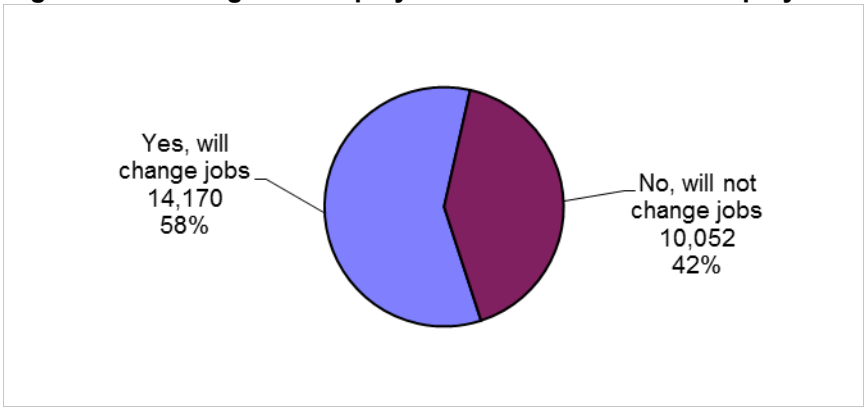
The left column in Table 12 shows the percentages of underemployed considering a benefit a very important consideration for taking a new or different job, while the right column shows the percentages of Pool members considering a benefit very important. Flexible hours/flex-time stands out with a 10.2% difference. Interestingly, fewer underemployed workers than Pool members as a whole consider this benefit very important for changing jobs.

Table 12: Desired Benefits – Underemployed and Pool

	Benefit Important to Change Jobs (Underemp) Percent	Benefit Important to Change Jobs (Pool) Percent	*Difference*
Good Salary/Hourly Pay	94.7	90.5	4.2
Good Retirement Benefits	84.5	82.3	2.2
Good Health Benefits	82.8	79.2	3.6
Good Vacation Benefits	80.9	77.8	3.1
OJT or Paid Training	80.6	82.8	-2.2
Flexible Hours/Flex-Time	65.4	75.6	-10.2
Good Education Assistance	42.2	44.1	-1.9
Transportation Assistance	26.3	24.5	1.8

Finally, underemployed workers were asked if they "are available for a new or different job because they are underemployed?" Figure 23 shows that more than half (56% or 14,170 individuals) are seeking new employment to address underemployment.

Figure 23: Seeking New Employment to Address Underemployment



Subset 3: Interested in Working in Cole County

This portion of the report addresses interest in working in the Jefferson City / Cole County area, among those Available Labor Pool members NOT residing in Cole County.

Figure 24 shows that 23,714 (25%) members of the Available Labor Pool reside in Cole County and 72,904 (75%) reside in other counties in the labor basin. Figure 25 shows that of the non-Cole County residents, 68% are willing to take a job in Cole County.

Figure 24: Residing in Cole County or another County in Labor Basin

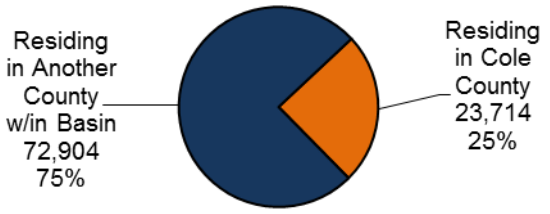
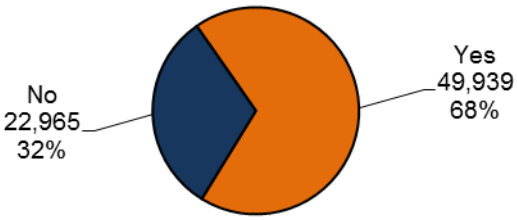


Figure 25: Interested in Working in Cole County



Occupational Sectors and Categories of those Interested in Working in Cole County

Figure 26 shows the occupation sectors for those interested in working in Cole County. The figure shows that many (31%) are service sector workers currently. Professional workers and high skill laborers make up 15%, each, of this subset of the Available Labor Pool. General labors make up 17%, and currently non-working Pool members represent 22%.

Figure 26: Occupational Sectors of those Interested in Working in Cole County

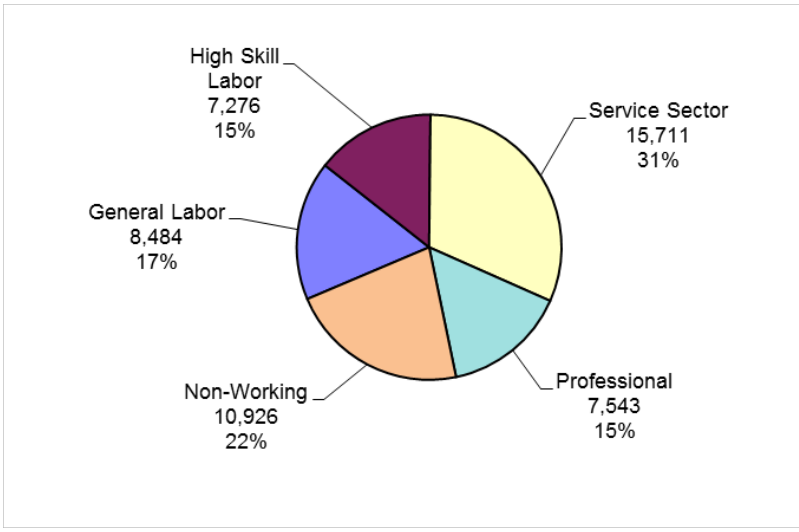


Table 13 shows the major occupational categories of this subset of the Available Labor Pool. The figure shows that 12.9% currently work in customer service jobs, and almost 10% currently work in manufacturing, maintenance, and trucking occupations. Homemakers, full-time students, and unemployed individuals make up 13.7% of the subset of the Available Labor Pool.

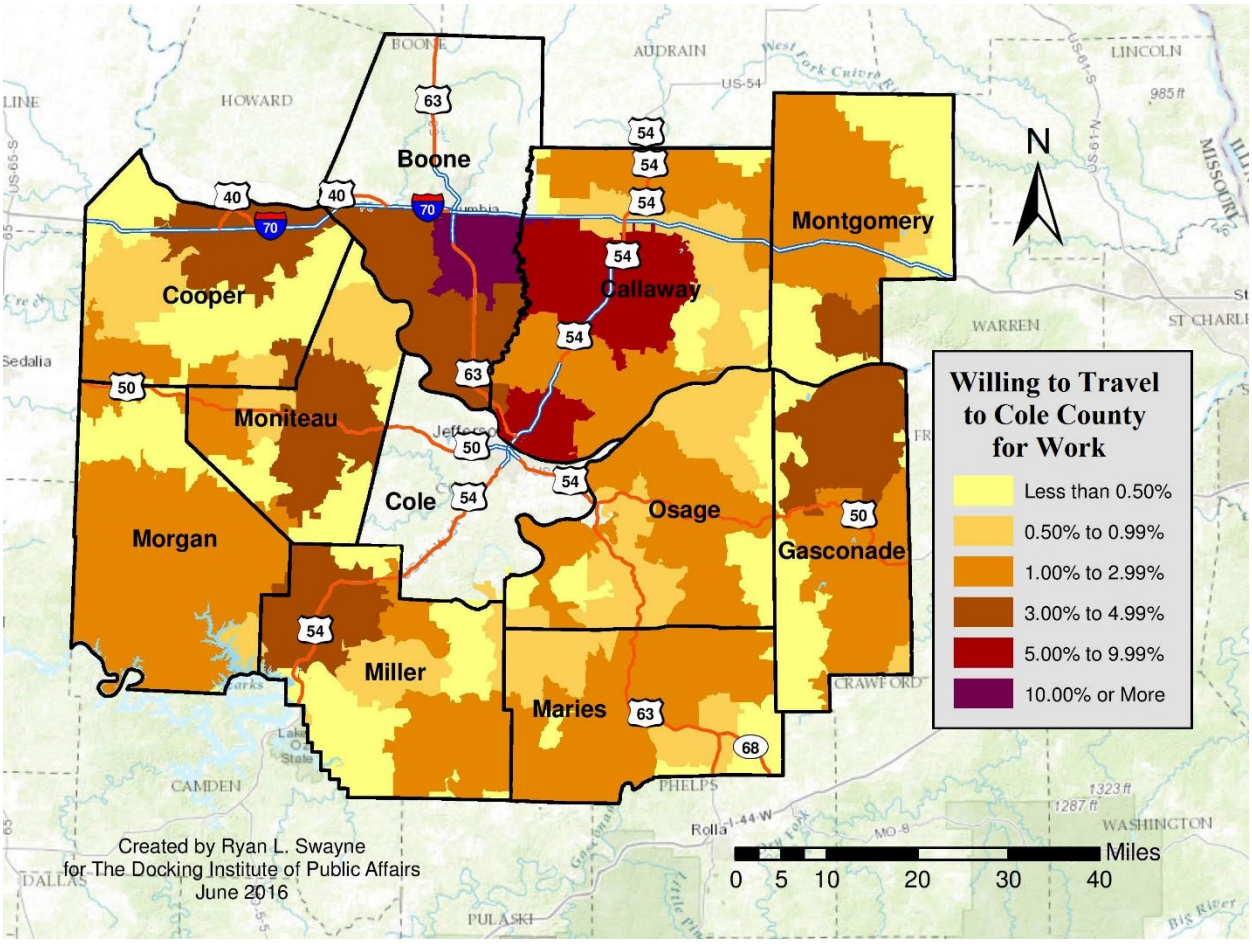
Table 13: Major Occupational Categories of those Interested in Working in Cole County

		Number	Percent
Employed	Construction/Cleaning/Labor/Delivery	3,580	7.2
	Manufacturing/Maintenance/Trucking	4,903	9.8
	Mechanic/Welder/Comp Tech	4,103	8.2
	Crew Management/Protection Services	3,173	6.4
	Customer Service	6,422	12.9
	Clerical	1,854	3.7
	Office or Dept Manager	2,472	4.9
	Exec Management	1,279	2.6
	Accounting/Engineering	3,283	6.6
	Health Aid/Nurse	2,551	5.1
	Education Aid/Teacher	2,412	4.8
	Doctor/Professor/Attorney	2,674	5.4
	Writer/Artist/Musician	307	.6
	Employed	***39,014***	***78.1***
	Homemaker/Students/Unemployed	6,858	13.7
	Retirees/Disabled	4,068	8.1
	Total	49,939	100

Map 6 shows how each Zip Code area compares to all other Zip Code areas in terms of the percent of those *interested in working in Cole County*. The map shows:

- Ten percent or more of this subset is located in Zip Code areas within Boone County. (See purple areas in the map.)
- Between 5% and 9.99% is located in Zip Code areas in Callaway County. (See red area on the map.)
- Between 3% and 4.99% is located in Zip Code areas in Boone, Cooper, Gasconade, Miller, Moniteau, and Montgomery Counties. (See brown areas in the map.)
- Zip Code areas in nine of the 10 Counties contain between 1% and 2.99% of this subset. (See dark orange areas on the map.)
- Finally, less than 1% of this subset is dispersed throughout the rest of the basin. (See light orange and light yellow areas on the map.)

Map 6: Interested in Working in Cole County by Zip Code



Considerations for Employment among those Interested in Working in Cole County

Figure 27 shows the estimated number of this subset by desired hourly wage. The figure shows that 71% are interested in a new job at $25 an hour. Half (50%) are interested in a new job $20 an hour, while a fifth (21%) are interested at $15 an hour. Finally, 6% are interested in a new job at $10 an hour.

Figure 27: Interested in Working in Cole County by Desired Hourly Wage

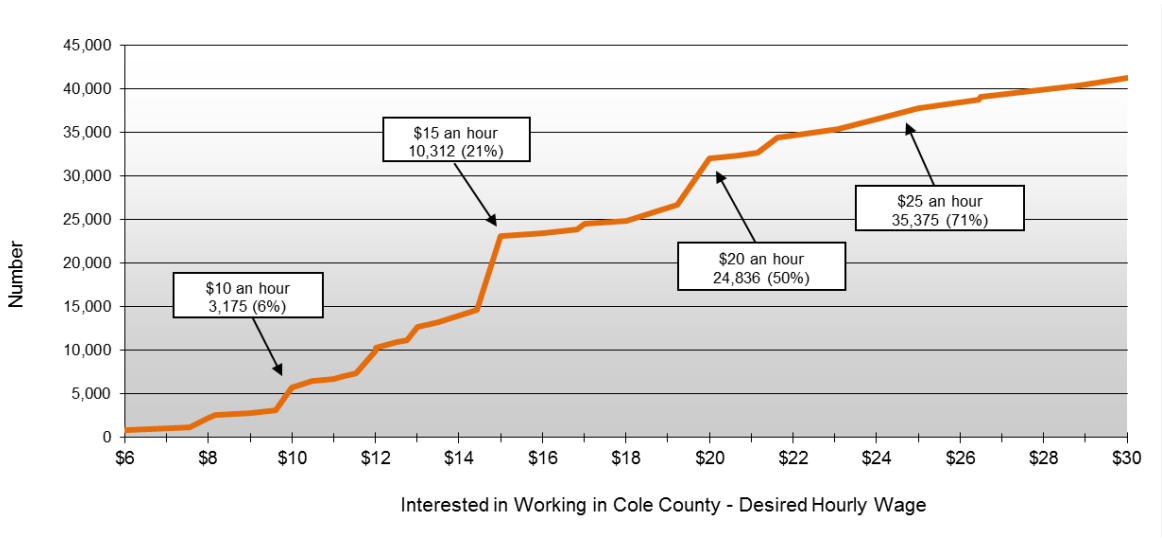
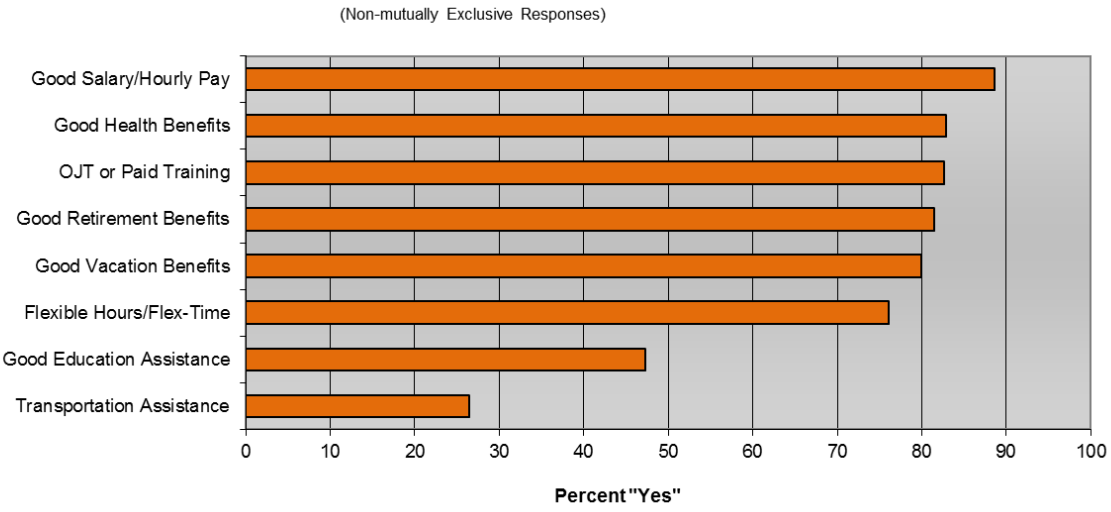


Figure 28 shows that the five most important benefits for this subset are, in order, good salary or hourly pay, good health benefits, on-the-job (OJT) or paid training, good retirement benefits, and good vacation benefits. All of these benefits are considered “very important” by 80% or more of those interested in working in Cole County. Flexible hours or flex-time follows at 76% and good educational assistance follows at 47%. Transportation assistance is considered “very important” by 27% of those interested in working in Cole County.

Figure 28: Interested in Working in Cole County – Benefits Very Important to Change Jobs



Underemployment among those Interested in Working in Cole County

As shown in Table 13 (page 38), 39,014 members of this subset of the Available Labor Pool are currently working. Of these *working members of this subset*, 30% consider themselves as underemployed (as shown in Figure 29).

Figure 29: Underemployment among those Interested in Working in Cole County

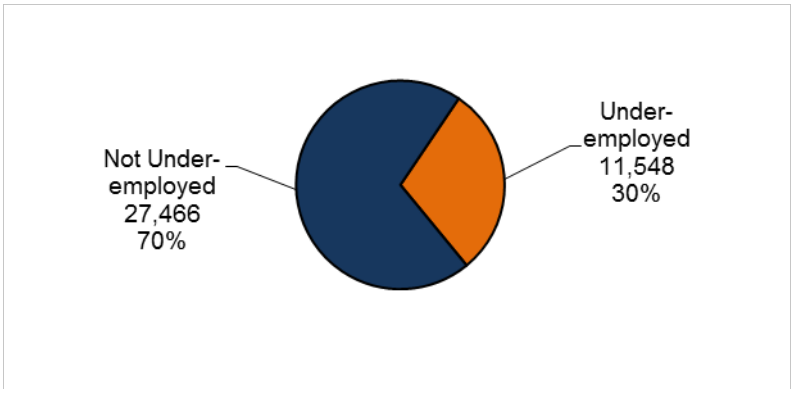
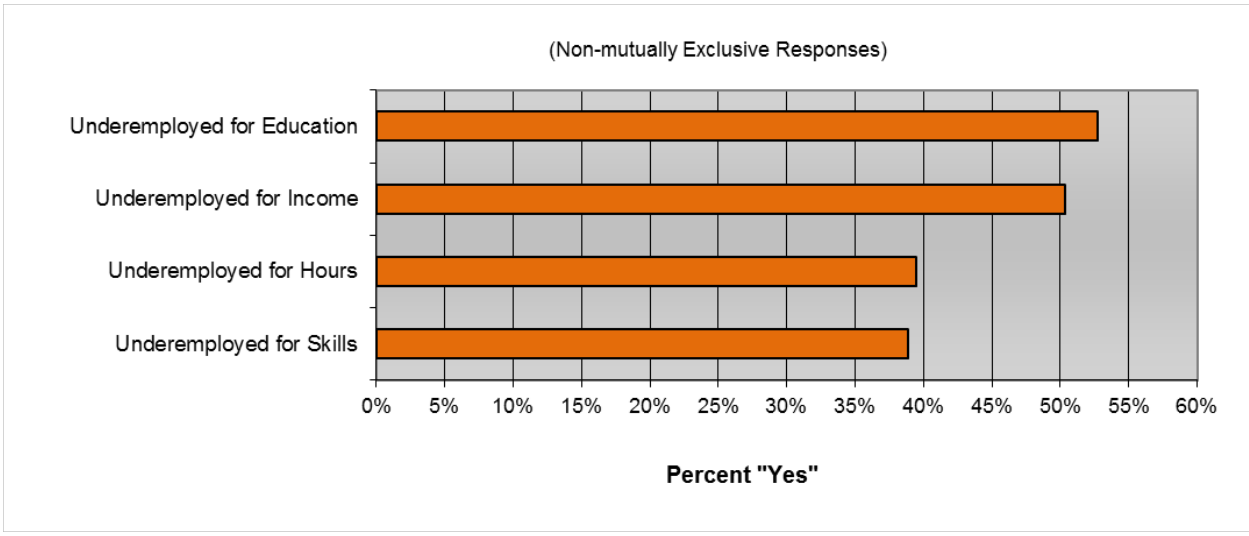


Figure 30 shows the percentages of the positive responses (i.e., "yes" answers) to the various measures of underemployment.

More than half (53%) of the working and underemployed members of this subset possess education levels exceeding those needed for their current jobs. Half earned more money at a past but similar job. Almost 40% are unable to work as many hours as desired. Almost 40% possess skills not used currently on the job.

Figure 30: Reasons for Underemployment – Interested in Working in Cole County



Subset 4: Interest in Part-Time Employment

The desire for a new part-time or full-time job may be another indicator of the types of workers available in the labor basin. Figure 31 shows that of the 96,618-member Available Labor Pool, 60% report interest in a full-time job only. More than a fifth (22%) are interested in a part-time job, while 18% are interested in either a full-time or part-time job. The part of this report presents information for those interested in a part-time job or either type of job.

Figure 31: Desire for Full-Time or Part-Time Work

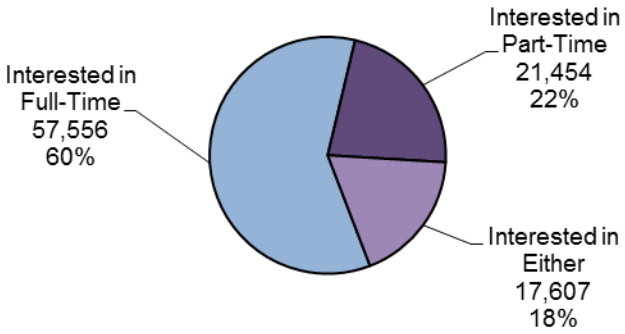


Figure 32 shows the occupation sectors of the subset of those interested in part-time or either part-time or full-time work. The figure shows that many (49%) are not working at the present time. Additionally, service sector workers make up a quarter (25%) of this subset and general laborers make up 16% of this subset. Professional workers and high skill laborers make up small portions of this subset (8% and 2%, respectively).

Figure 32: Occupational Sectors of those Interested in Part-Time Work

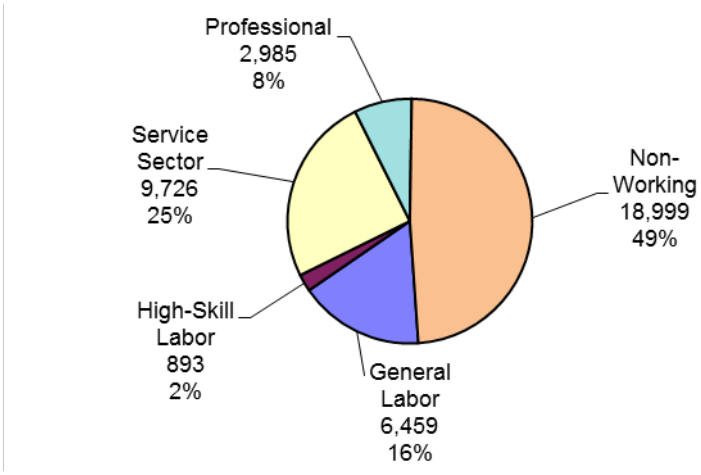


Table 14 shows the major occupational categories of this subset of the Available Labor Pool. The figure shows that 13% currently work in construction, cleaning, general labor jobs, and delivery jobs, while 12.5% currently work in customer service jobs. Retirees and disabled respondents make up a quarter of this subset, while homemakers, full-time students, and unemployed individuals make up 23.6%.

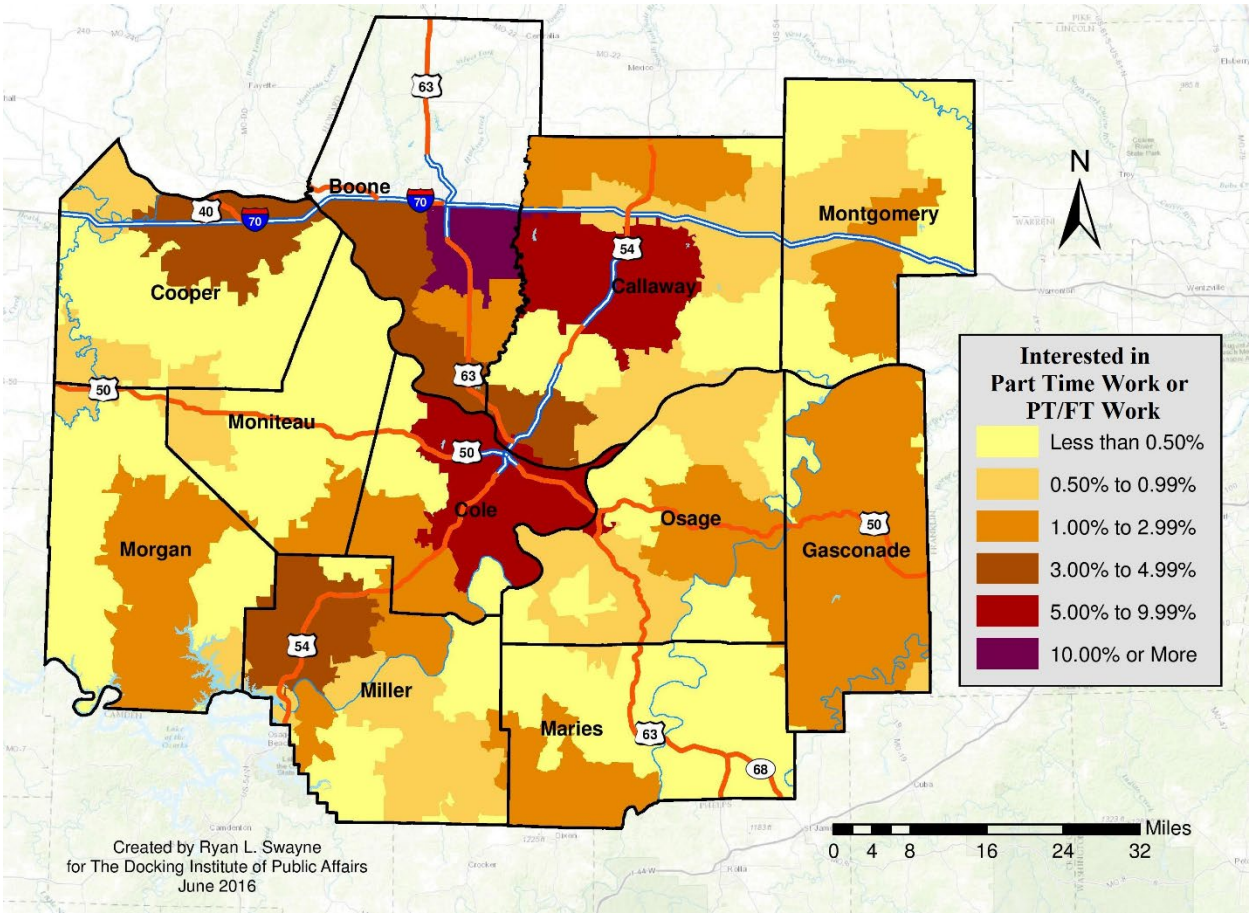
Table 14: Major Occupational Categories of those Interested in Part-Time Work

		Number	Percent
Employed	Construction/Cleaning/Labor/Delivery	5,069	13.0
	Manufacturing/Maintenance/Trucking	1,390	3.6
	Crew Management/Protection Services	893	2.3
	Customer Service	4,885	12.5
	Clerical	552	1.4
	Office or Dept Manager	176	.5
	Exec Management	359	.9
	Accounting/Engineering	868	2.2
	Health Aid/Nurse	1,930	4.9
	Education Aid/Teacher	2,183	5.6
	Doctor/Professor/Attorney	1,003	2.6
	Writer/Artist/Musician	754	1.9
	Employed	***20,062***	***51.4***
	Homemaker/Students/Unemployed	9,204	23.6
	Retirees/Disabled	9,795	25.1
	Total	39,061	100

Map 7 shows how each Zip Code area compares to all other Zip Code areas in terms of the percent of those *interested in part-time or either part-time or full-time work*. The map shows:

- Ten percent or more of this subset is located in Zip Code areas within Boone County. (See purple areas in the map.)
- Between 5% and 9.99% is located in Zip Code areas in Cole and Callaway Counties. (See red area on the map.)
- Between 3% and 4.99% is located in Zip Code areas in Boone, Callaway, Cooper, and Miller Counties. (See brown areas in the map.)
- Zip Code areas in 10 Counties contain between 1% and 2.99% of this subset. (See dark orange areas on the map.)
- Finally, less than 1% of this subset is dispersed throughout the rest of the basin. (See light orange and light yellow areas on the map.)

Map 7: Interested in Part-Time Work by Zip Code



Considerations for Employment among those Interested in Part-Time Work

Figure 33 shows the estimated number of subset members that will commute, one-way, for a new job. A third (30%) will commute up to 45 minutes, one-way, for new job, while 71% will commute up to 30 minutes for employment. Nearly all (98%) will travel up to 15 minutes for employment.

Figure 33: Interested in Part-Time Work by Commute Minutes

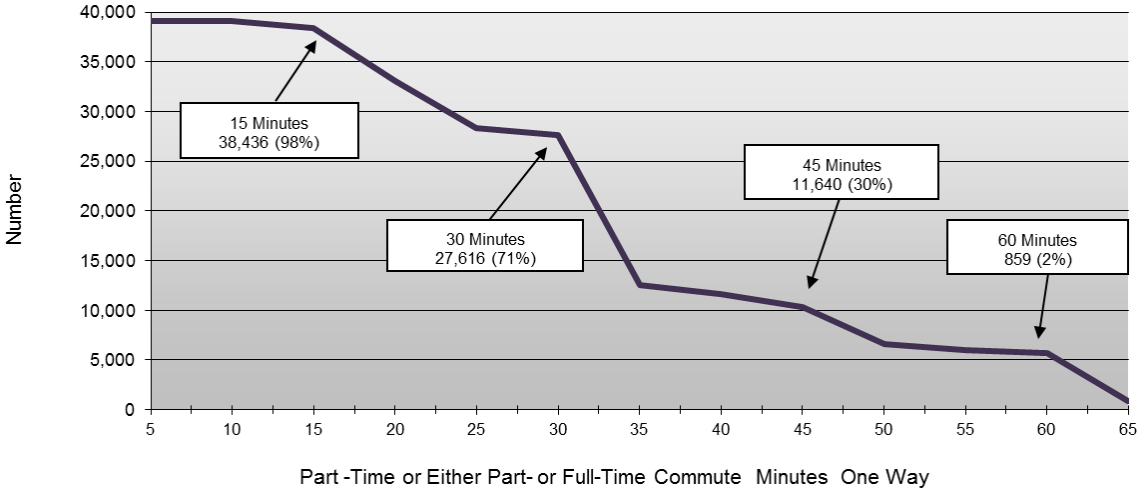


Figure 34 shows the estimated number of the subset by desired hourly wage. The figure shows that 92% are interested in a new job at $25 an hour. More than four-fifths (85%) are interested in a new job $20 an hour, while more than three-fifths (68%) are interested at $15 an hour. Finally, 10% are interested in a new job at $10 an hour.

Figure 34: Interested in Part-Time Work by Desired Hourly Wage

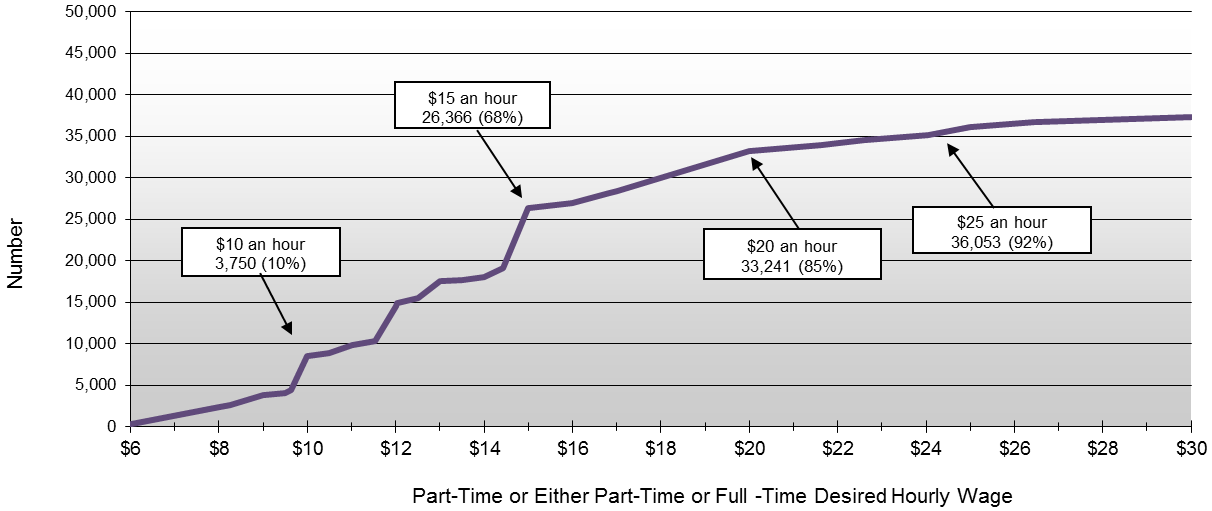
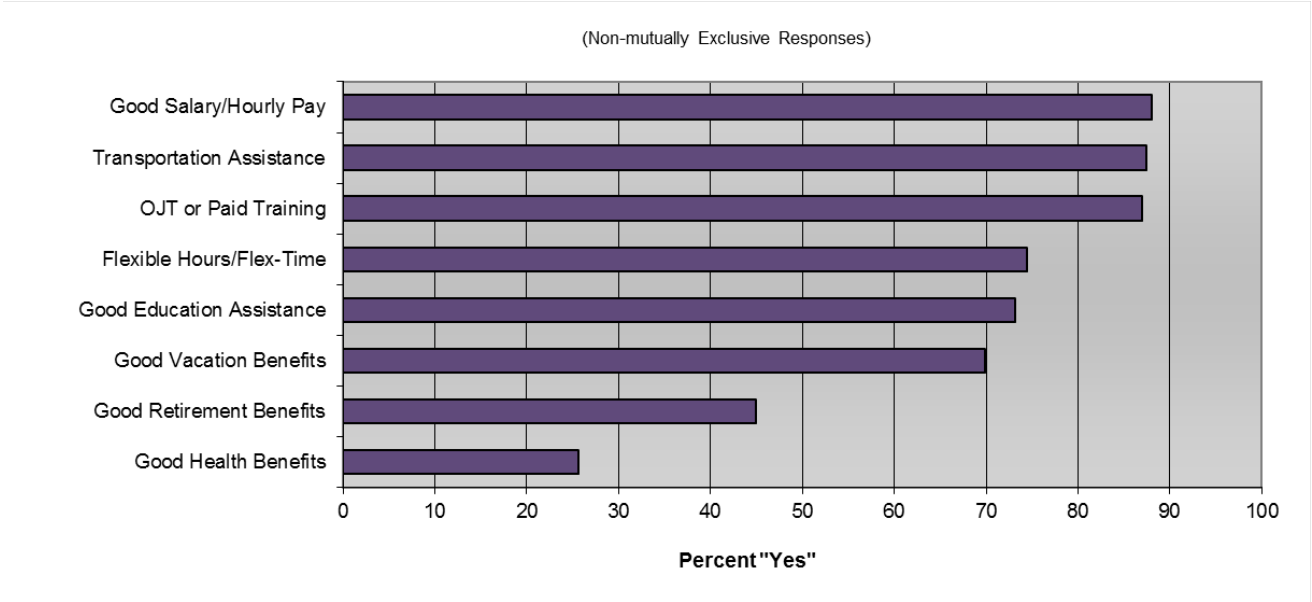


Figure 35 shows that the six most important benefits for this subset of the Available Labor. These benefits are, in order, good salary or hourly pay, transportation assistance, on-the-job (OJT) or paid training, flexible hours / flex-time, good education assistance, and good vacation benefits. All of these benefits are considered “very important” by 70% or more of the members of this subset. Good retirement benefits and good health benefits are considered “very important” by 45% and 25.6% of subset members, respectively.

Figure 35: Interested in Part-Time Work – Benefits Very Important to Change Jobs



Compared to the Available Labor Pool as a whole, subset Pool members find transportation assistance and good education assistance much more important benefits. Figure 12, page 22 shows these benefits as very important for about 25% and 44%, respectively, of the Available Labor Pool members. However, the figure above shows 87.4% and 73.2%, respectively.

Underemployment among those Interested in Part-Time Work

As shown in Table 14 (page 43), 20,062 members of this subset of the Available Labor Pool are currently working. Of these *working members of this subset*, 25% consider themselves as underemployed (as shown in Figure 36).

Figure 36: Underemployment among those Interested in Part-Time Work

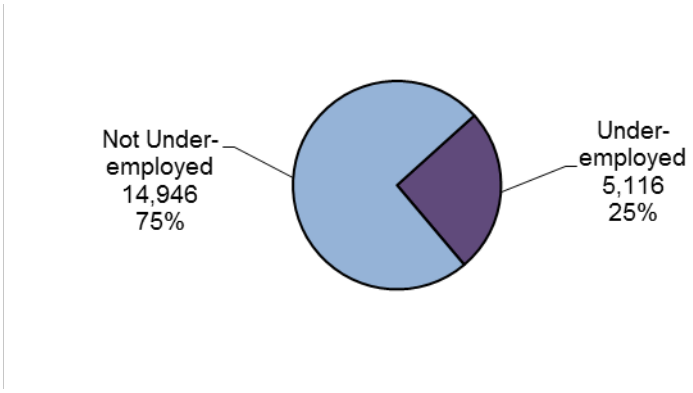
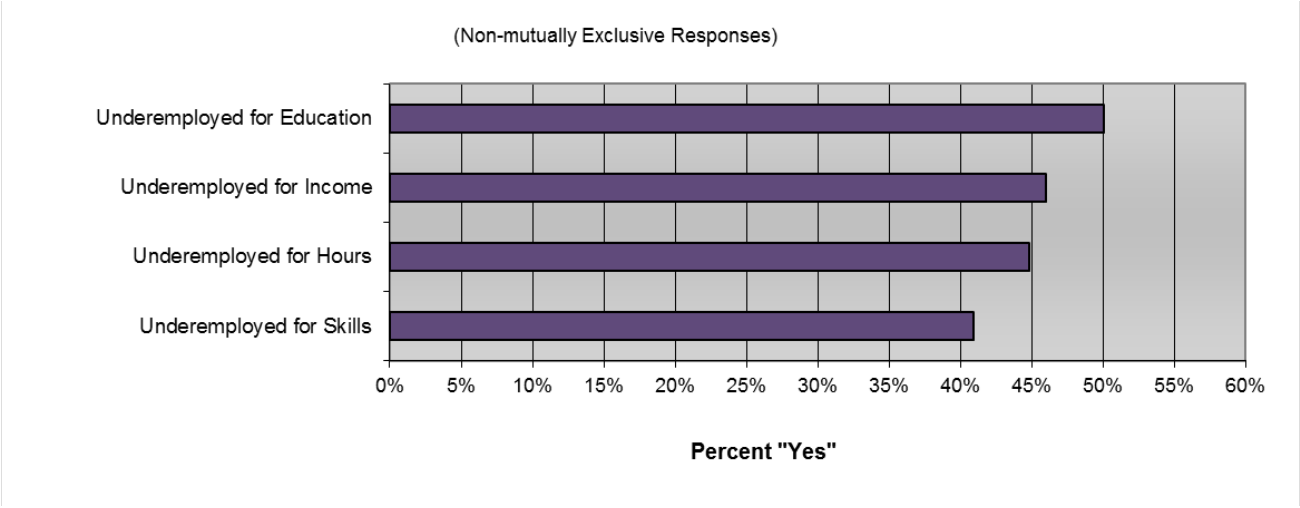


Figure 37 shows the percentages of the positive responses (i.e., "yes" answers) to the various measures of underemployment.

Half (53%) of the underemployed members of this subset possess education levels exceeding those needed for their current jobs. Slightly more than 45% earned more money at a past but similar job. Forty-five percent cannot work enough hours and slightly more than 40% possess skills not used currently on the job.

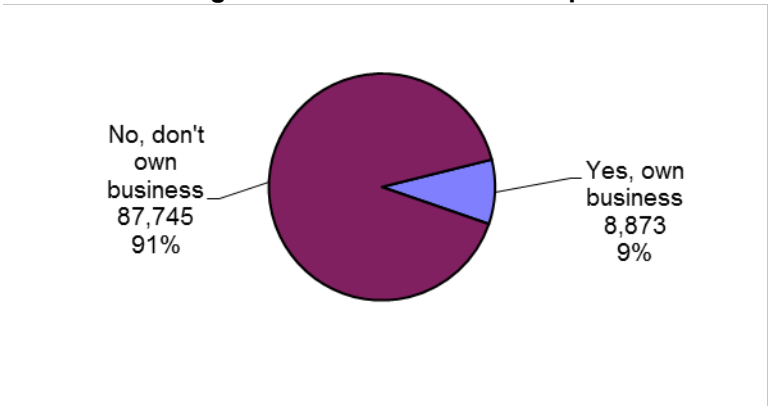
Figure 37: Reasons for Underemployment – Interested in Part-Time Work



Subset 5: Potential Entrepreneurs

The desire for self-employment may be another indicator of the types of workers available in the labor basin. Of the 96,618-member Available Labor Pool, 8.873 (9%) report owning their own businesses (shown in Figure 38).

Figure 38: Business Ownership



Non-business-owning members of the Available Labor Pool (estimated to be 87,745 or 91%) were asked the question: “In the past few years have you serious though about starting your own business?”

Figure 39 shows that 30% (or 26,675 of the non-business-owning members of the Pool) have seriously considered this option for new employment. These Pool members are considered “potential entrepreneurs.”

Figure 39: Seriously Thought About Starting Own Business

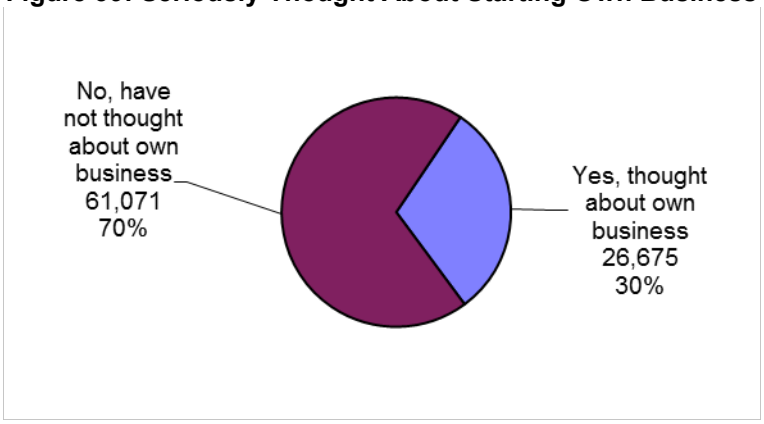


Figure 40 shows that 28% of the currently working potential entrepreneurs are currently employed as general laborers and that 16% are currently employed as high skill blue-collar workers. Service sector workers make up 28% of the potential entrepreneurs, while 15% hold professional positions.

Figure 40: Occupational Sectors of Potential Entrepreneurs

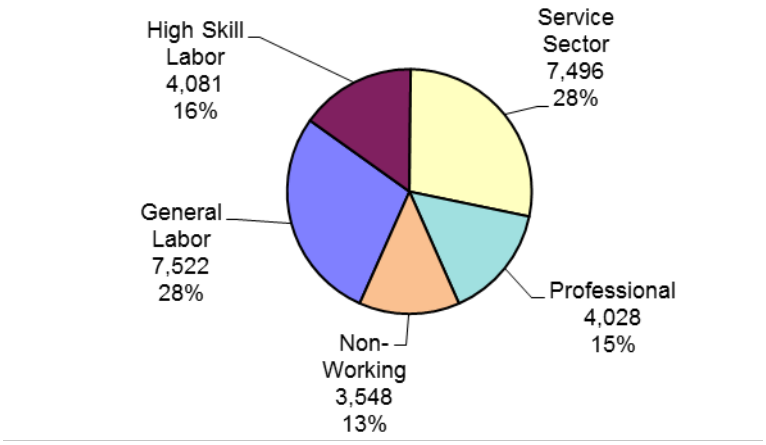


Table 15 shows that the almost 48% of the potential entrepreneurs have at least Associate's degrees, almost 32% have at least Bachelor's degrees, and about 16% have at least Master's degrees.

Table 15: Highest Level of Education Achieved among Potential Entrepreneurs

	Number	Percent	Cumulative Percent
Doctoral Degree	1,535	5.8	5.8
Masters Degree	2,618	9.8	15.6
Bachelors Degree	4,367	16.4	31.9
Associates Degree	4,139	15.5	47.5
Some College	6,621	24.8	72.3
High School Diploma Only	5,725	21.5	93.7
Less HS Diploma	1,670	6.3	100.0
Total	26,675	100.0	

Map 8 shows how each Zip Code area compares to all other Zip Code areas in terms of the percent of potential entrepreneurs in each Zip Code. The map shows:

- Ten percent or more of this subset is located in Zip Code areas within Boone and Cole Counties. (See purple areas in the map.)
- Between 5% and 9.99% is located in Zip Code areas in Cole County. (See red area on the map.)
- Between 3% and 4.99% is located in Zip Code areas in Boone, Callaway, Cooper, Gasconade, Miller, Montgomery, and Morgan Counties. (See brown areas in the map.)
- Zip Code areas in nine Counties contain between 1% and 2.99% of this subset. (See dark orange areas on the map.)
- Finally, less than 1% of this subset is dispersed throughout the rest of the basin. (See light orange and light yellow areas on the map.)

Map 8: Potential Entrepreneurs by Zip Code

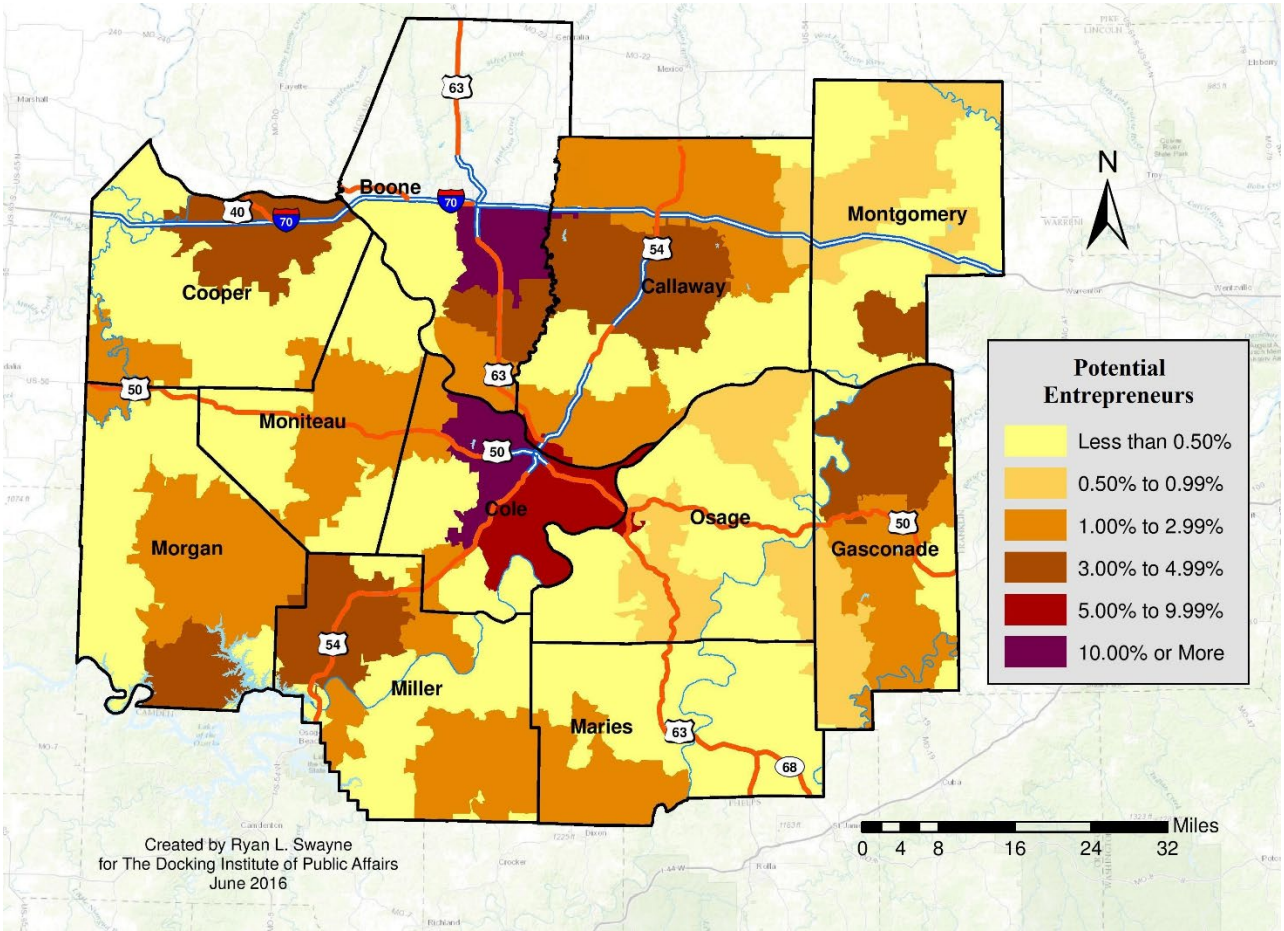


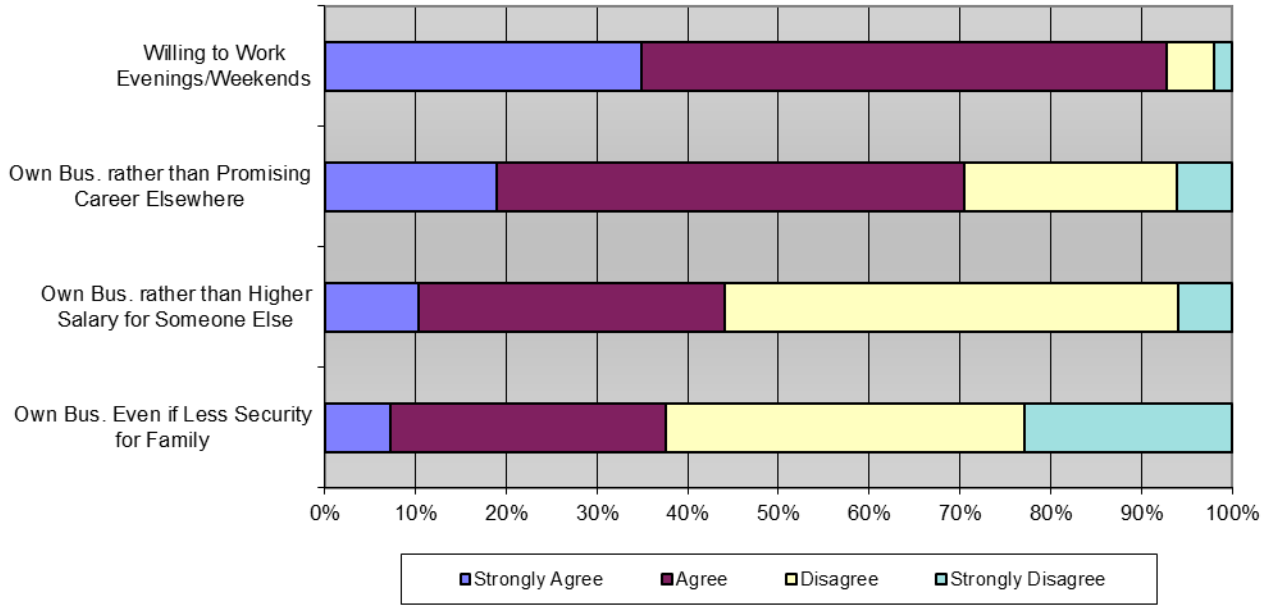
Figure 41 shows the strength of desire to own a business. Almost 35% of this subset of the Pool strongly agree with a statement asking if they "are willing to work evenings or on weekends to make their business a success," while about 58% agree. Only about 7% of the potential entrepreneurs disagree or strongly disagree with this statement.

Almost 20% strongly agree with a statement asking if they "would rather own their own business than pursue a promising career elsewhere," while 52% agree. Not quite a quarter (23%) of the potential entrepreneurs disagree with this statement, while about 5% strongly disagree.

Responses to a question asking if they "would rather own their own business than earn a higher salary working for someone else" differ a bit more from the previous questions. About 10% strongly agree with this statement, 34% agree, 50% disagree, and 6% strongly disagree. So, more at least disagree (56%) with this statement than at least agree (44%).

When presented with the statement, "I am willing to have less security for my family in order to operate my own business," 7% strongly agree, 30% agree, 40% disagree, and 23% strongly disagree. As such, a higher percentage of potential entrepreneurs at least disagree (63%) with this statement than at least agree (37%).

Figure 41: Strength of Desire for Own Business among Potential Entrepreneurs



Methods

The Jefferson City Labor Basin has a total population 302,503, and a Civilian Labor Force of 151,824. The average unemployment rate was about 4.2% at the time of the study. The basin contains an Available Labor Pool of 96,618 individuals.

Explaining the Civilian Labor Force

Traditional methods of assessing the dynamics of the labor force have concentrated on what the Bureau of Labor Statistics calls the 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 BLS 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.

While a review of Civilian Labor Force statistics represents the starting point for understanding labor force dynamics in the Jefferson City Labor Basin, there are some limitations associated with these statistics. These limitations occur because the Civilian Labor Force *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, Bureau of Labor Statistics data (such as the Civilian Labor Force) 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 Civilian Labor Force is the "Available Labor Pool."[11] The Available Labor Pool is composed of workers categorized as either 1) currently not working *and* looking for employment, 2) currently not working *but* interested in employment given the right opportunities, 3) currently working *and* looking for other employment, and 4) currently working and not looking, *but* interested in different employment for the right opportunities.

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 Civilian Labor Force.[12] Secondly, the number of potential workers is

[11] The Available Labor Pool includes potential workers excluded from the Civilian Labor Force (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).

[12] 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 dividing this number by the total number of

then *restricted* to those individuals who indicate that they are looking for work or 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. The Available Labor Pool represents a substantial number of workers and potential workers for employers to draw upon in the Jefferson City Labor Basin.

Description of Survey Research Methods

Data were collected from a random digit telephone survey of adults living in 10 counties in central Missouri and a portion of another: Callaway, Cole, Cooper, Gasconade, Maries, Miller, Moniteau, Morgan, Montgomery, and Osage Counties, as well as the southern half of Boone County. Surveying took place in May and June 2016, using a Computer Assisted Telephone Interviewing (CATI) system.[13] A total of 981 households were successfully contacted during the data collection period, and a randomly selected adult in each was asked to participate in the study.[14] In 632 households the selected adult agreed to be interviewed. This represents a cooperation rate of 64.4% and a Margin of Error of +/-3.90%.

Survey respondents that were 65 years of age or older, retired and not looking for work nor 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 591, and are considered eligible respondents. Of these respondents, 329 or (55.7%) are looking for work or are interested in new or different employment. This subgroup is the Available Labor Pool for the Jefferson City Labor Basin. The Margin of Error for the Available Labor Pool is +/- 5.40%.

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.[15]

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respondents. This quotient is then multiplied by the total number of people in the labor basin who are 18 to 65 years old.

[13] Cell-phone and land-line 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 various times of the day and various days. Initial refusals were re-attempted by specially trained "refusal converters."

[14] 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.

[15] 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

Jefferson City Labor Basin – The Jefferson City Labor Basin includes Callaway, Cole, Cooper, Gasconade, Maries, Miller, Moniteau, Morgan, Montgomery, and Osage Counties in central Missouri, as well as the southern half of Boone 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 categorized as either 1) currently not working *and* looking for employment, 2) currently not working in any manner *but* interested in a new or difference job given the right opportunities, 3) employed (full- or part-time) *and* looking for other 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 offers a yearly salary instead of an hourly wage, a wage is computed by dividing the salary by 2,080.

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 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.

Underemployment – Individuals that perceive themselves as possessing skills and/or training levels that exceed the responsibilities of their current job, have educations that exceed those necessary for their current job, have earned a higher salary/hour wage for a previous but similar job, or are unable to work as many hours as desired at their current job.

Willing to Work in Cole County – Individuals NOT residing in Cole County but interested in working in the Jefferson City / Cole County area.

Interested in Part-Time Work – Those interested in a part-time job or either part-time or full-time work.

Potential Entrepreneurs – Potential entrepreneurs are non-business owning members of the Available Labor Pool 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 mechanic, 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 I: Diagram of Pool and Subsets

Available Labor Pool	**96,618**	
Currently Looking	22,613	23.4%
Interested	74,005	76.6%
Total	*96,618*	*100%*
Change Primary Field?		
Yes	74,879	77.5%
No	21,739	22.5%
Total	*96,618*	100%

General Labor	18,975	19.6%
High-Skill Labor	11,699	12.1%
Service Sector	29,882	30.9%
Professional	14,436	14.9%
Non-Employed	21,626	22.4%
Total	*96,618*	*100%*

Subset 1: Necessary Commute Time

Included	67,838	70.2%
Excluded	28,780	29.8%
Total	*96,618*	*100%*

General Labor	13,509	19.9%
High-Skill Labor	8,223	12.1%
Service Sector	21,732	32.0%
Professional	11,453	16.9%
Non-Employed	12,922	19.0%
Total	*67,838*	*100%*

Subset 2: Underemployment

Underemployed Workers	24,222	32.3%
Not Underemployed	50,770	67.7%
Total	*74,992*	*100%*
Change Jobs to Address Underemployment?		
Yes	14,170	58.5%
No	10,052	41.5%
Total	*24,222*	*100%*

General Labor	8,814	36.4%
High-Skill Labor	3,894	16.1%
Service Sector	9,702	40.1%
Professional	1,813	7.5%
Total	*24,222*	*100%*

Subset 3: Interested in Working in Cole County

Live in Cole County	23,714	24.5%
Live in Another County	72,904	75.5%
Total	*96,618*	*100%*

Interested Working in Cole Co.	49,939	68.5%
Not Interested	22,965	31.5%
Total	*72,904*	*100%*

Underemployed		
Yes	11,548	29.6%
No	27,466	70.4%
Total	*39,014*	*100%*

General Labor	8,484	17.0%
High-Skill Labor	7,276	14.6%
Service Sector	15,711	31.5%
Professional	7,543	15.1%
Non-Employed	10,926	21.9%
Total	*49,939*	*100%*

Subset 4: Seeking Part-Time or Either Part-Time or Full-Time Work

Included	39,061	40.4%
Excluded	57,556	59.6%
Total	*96,617*	*100%*
Underemployed		
Yes	5,116	25.5%
No	14,946	74.5%
Total	*20,062*	*100%*

General Labor	6,459	16.5%
High-Skill Labor	893	2.3%
Service Sector	9,726	24.9%
Professional	2,985	7.6%
Non-Employed	18,999	48.6%
Total	*39,061*	*100%*

Subset 5: Entrepreneurship

Currently Own a Business?		
Yes	8,873	9.2%
No	87,745	90.8%
Total	*96,618*	*100%*

Potential Entrepreneur	26,675	30.4%
Not Interested	61,071	69.6%
Total	*87,745*	*100%*

General Labor	7,522	28.2%
High-Skill Labor	4,081	15.3%
Service Sector	7,496	28.1%
Professional	4,028	15.1%
Non-Employed	*3,548*	13.3%
Total	*26,675*	*100%*

Appendix II: Hourly Wage to Annual Salary Conversion Chart

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

Hourly Wage	Annual Salary
$30.50	$63,440
$31.00	$64,480
$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
$50.50	$104,000
$51.00	$105,040
$51.50	$106,080
$52.00	$107,120
$52.50	$108,160
$53.00	$109,200
$53.50	$110,240
$54.00	$111,280
$54.50	$112,320
$55.00	$113,360