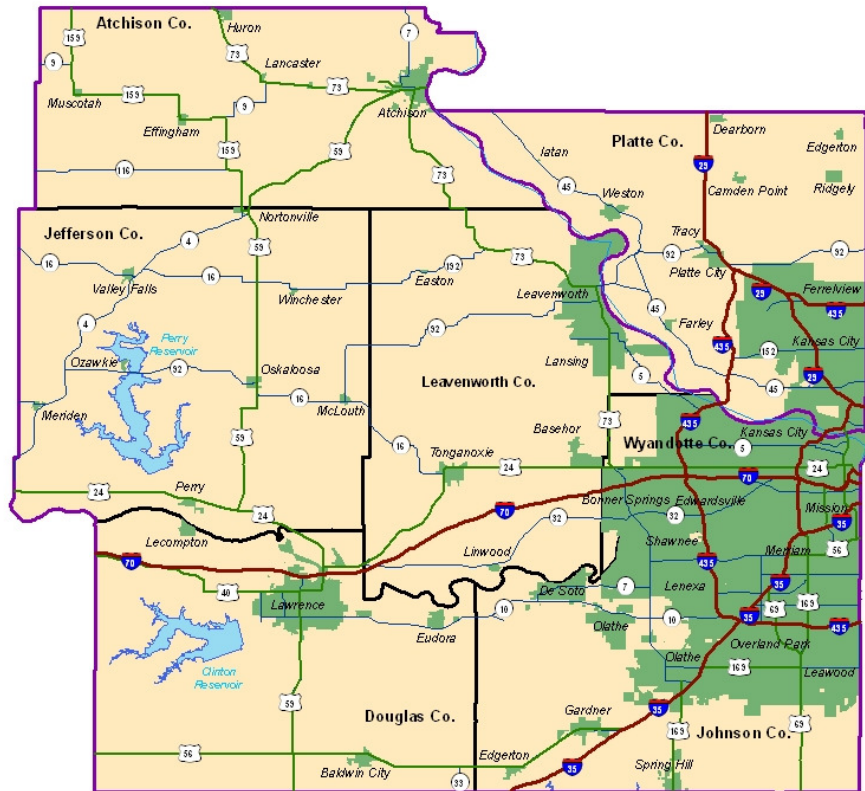


Leavenworth County Labor Basin Labor Availability Analysis – 2009

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



Prepared For

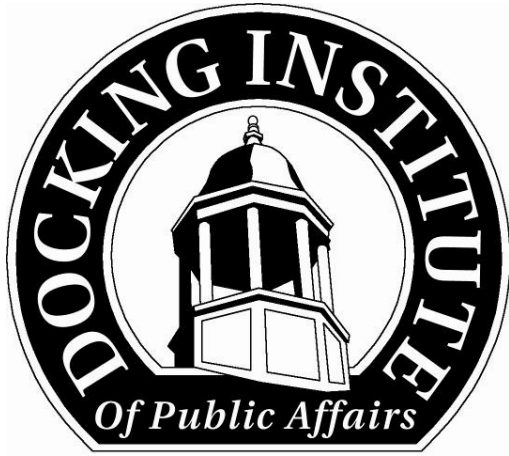
Leavenworth County Development Corporation

By

The Docking Institute of Public Affairs

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To Facilitate Effective Public Policy Decision-Making.

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Leavenworth County Labor Basin Labor Availability Analysis - 2009

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Glossary of Terms

Leavenworth County Labor Basin – The Leavenworth County Labor Basin includes Atchison, Douglas, Jefferson, Johnson, and Leavenworth counties and a portion of Wyandotte County in Kansas, and Platte County in Missouri.

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

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

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

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

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

Underemployment – Employed ALP member that perceive themselves as possessing skills and/or training levels that exceed the responsibilities of their current job are considered underemployed.

Potential Entrepreneurs – Members of the ALP that do not own their own businesses and indicate that they have seriously considered starting their own business in the past few years.

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

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

Leavenworth County Labor Basin Labor Availability Analysis

Executive Summary

The Leavenworth County Labor Basin includes Atchison, Douglas, Jefferson, Johnson, and Leavenworth counties and a portion of Wyandotte County in Kansas, and Platte County in Missouri. The purpose of this report is to assess the “Available Labor Pool” in this labor basin. The “Available Labor Pool” represents those who indicate that they are looking for employment or would consider changing their jobs for the right employment opportunity.

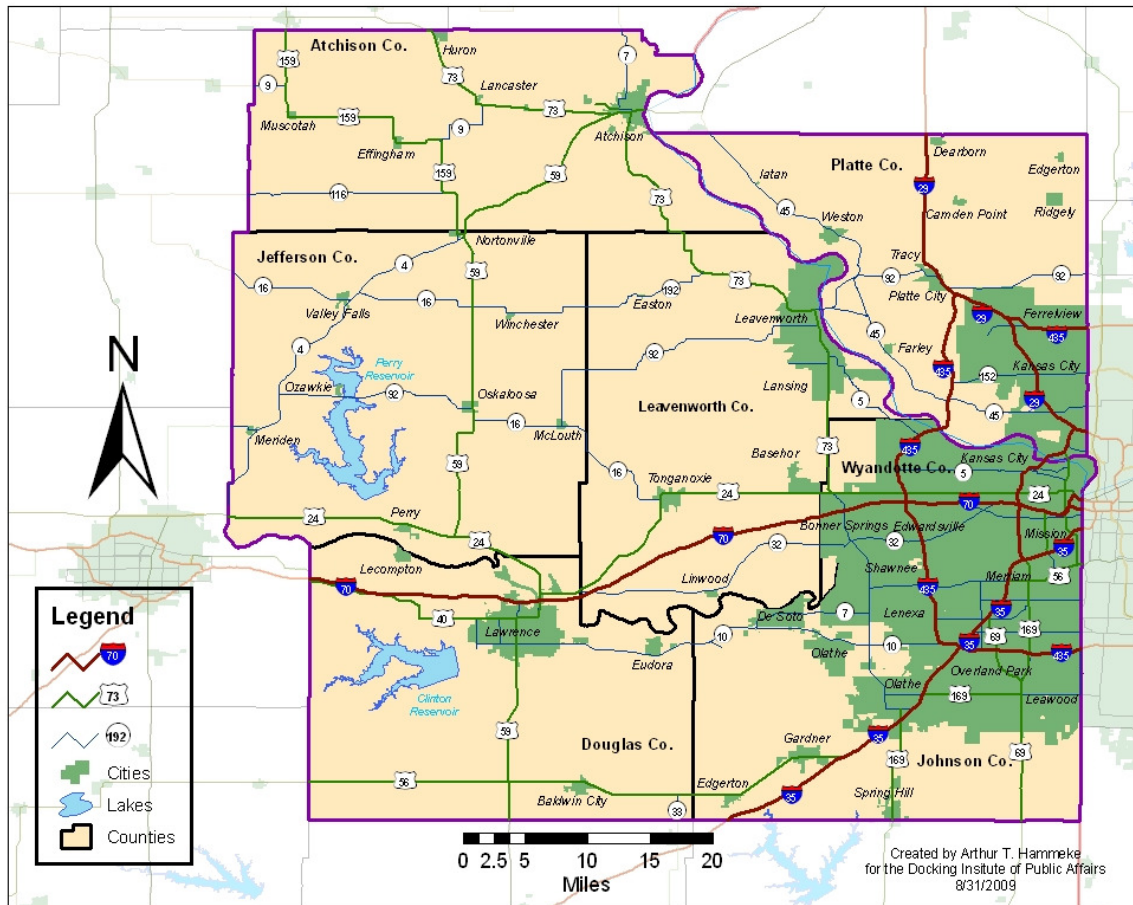
The Docking Institute’s independent analysis of this labor basin shows that:

- The population of the Leavenworth County Labor Basin is estimated to be 360,145. About 21% of the population (or 74,463 individuals) are considered to be part of the Available Labor Pool (ALP).
- Of the ALP, an estimated 10,235 (13.8%) non-working and 12,794 (17.2%) working individuals are *looking* for new employment, while 6,653 (8.9%) non-working and 44,780 (60.1%) working individuals would *consider* new and/or different employment for the right opportunities.
- Almost 80% percent of the ALP has at least some college experience, while nearly all (98.5%) has at least a high school diploma. The average age for members of the ALP is about 43 years old, and women make up more than half (53.9%) of the ALP.
- An estimated 9,469 members of the ALP are currently employed as general laborers, while an additional 7,328 work in government services or technical/high skill blue-collar occupations. An estimated 25,968 members of the ALP work in service sector jobs, while 15,914 work in professional white-collar jobs.
- About 78% of the ALP indicates that they are “willing to work outside of their primary field of employment for a new or different employment opportunity.”
- More than a third (34.8%) of the members of the ALP will commute up to 45 minutes, one way, for an employment opportunity. About 81% will commute up to 30 minutes for employment.
- The four most important desired benefits in order are good salary or hourly wage, good health benefits, good retirement benefits, and good vacation benefits.
- An estimated 26,064 members (35%) of the ALP are interested in a new job at \$16 an hour, 13,647 (18%) are available at \$12 an hour, and 2,257 (3%) are available at \$8 an hour.
- Of the 58,680 members in the subset of *employed members* of the ALP, 21,084 (36%) consider themselves underemployed.
- Of the 67,016 members in the subset of *non-business owning members* of the ALP, 23,925 (36%) consider themselves underemployed.

The Leavenworth County Labor Basin

The Leavenworth County Labor Basin includes Atchison, Douglas, Jefferson, Johnson, and Leavenworth counties and a portion of Wyandotte County in Kansas, and Platte County in Missouri.

Map 1: Leavenworth County Labor Basin



The Leavenworth County Labor Basin has a total population of approximately 360,145, and a Civilian Labor Force (CLF) of 189,681. There is an unemployment rate of about 6.9%.

The Docking Institute's analysis suggests that the basin contains an Available Labor Pool (ALP) of 74,463 individuals. The ALP is composed of workers categorized as either 1) currently not working *but* looking for full-time employment, 2) currently employed (full- or part-time) *and* looking for other full-time employment, 3) currently not working in any manner *but* willing to consider full-time employment for the *right opportunity*, and 4) currently employed and not looking, *but* willing to consider different full-time employment for the *right opportunity*. Please see the Methodology section – page 29 – for more information about the Institute's ALP analysis methodology and the survey research methods used for this report.

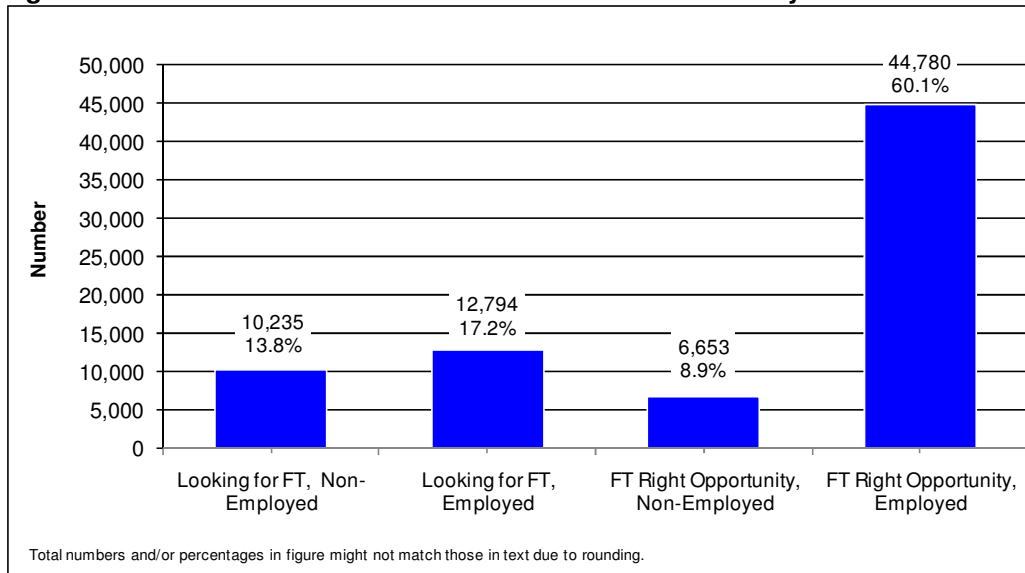
The Leavenworth County Labor Basin’s Available Labor Pool

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

- What proportion of the labor force – employed, unemployed, homemaker, student, retired, and disabled – would seriously consider applying for a new full-time employment opportunity?
- What skills do those who would consider a new employment opportunity have?
- What type of jobs have these workers and potential workers had in the past?
- What is the level of job satisfaction among ALP member and non-ALP members?
- What types of considerations (pay, benefits, commute time) shape their decision-making?
- What are the wage demands of those ALP members that are “willing to commute the necessary distance to the center of the labor basin?”
- What proportion of those workers among the Available Labor Pool is considered “underemployed?”
- What are some of the characteristics of those underemployed workers?
- What proportion of non-business owning ALP member is considered “underemployed?”
- What are some of the characteristics of the “potential entrepreneurs?”

It is estimated that 10,235 (13.8% of the ALP) non-employed¹ and 12,794 (17.2%) employed individuals are *currently looking* for new or different full-time employment, and 6,653 (8.9%) non-employed individuals and 44,780 (60.1%) employed individuals *would consider* new or different full-time employment for the right opportunities.

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



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

Map 2 shows how each zip code in the basin compares to all other zip codes in terms of the percent of total available labor in the Leavenworth County Labor Basin. Each zip code is grouped into one of five categories specified in the legend. A large portion of the ALP is located in zip code areas in Leavenworth and Johnson Counties. Up to 7.99% of the ALP is also located in Atchison, Douglas, and Platte Counties. Up to 3.99% is also located in Jefferson and Wyandotte Counties.

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

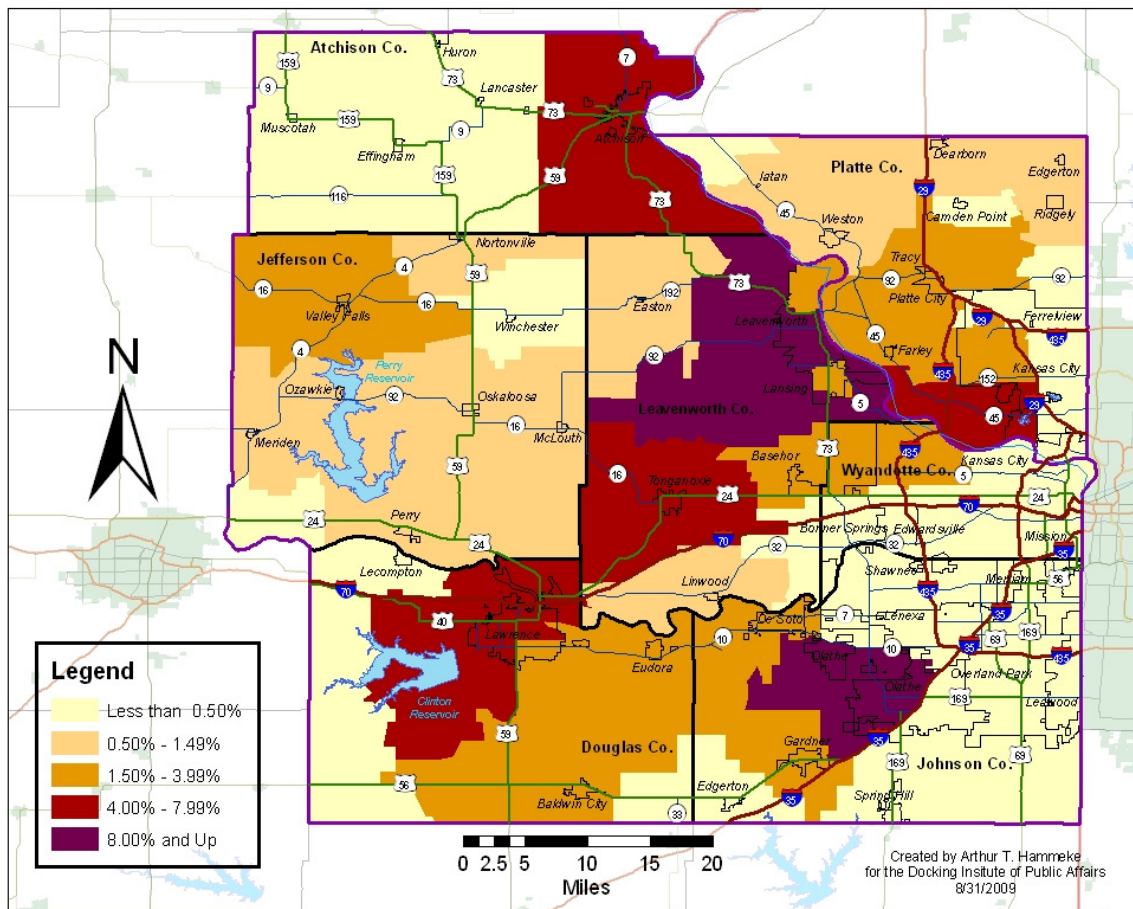


Table 1 shows the gender, age, and education levels of the 74,463-member ALP. More than half (53.9%) are women, and the average age is about 43 years old. Almost all (98.5%) have at least a high school diploma, more than three-quarters (79.7%) have at least some college education, and almost half (49%) have **at least** a bachelor's degree. The percentage of college educated ALP member of the entire ALP is high compared to other labor basins.

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

Age	Age in 2007		
Range	18 to 76		
Average	43		
Median	44		
Gender	Number	Percent	
Female	40,135	53.9	
Male	34,327	46.1	
Total	74,463	100	
Highest Level of Education Achieved	Number	Percent	Cumulative Percent
Doctoral Degree	4,107	5.5	5.5
Masters Degree	10,578	14.2	19.7
Bachelors Degree	21,783	29.3	49.0
Associates Degree	9,382	12.6	61.6
Some College (including current students)	13,530	18.2	79.7
High School Diploma	13,959	18.7	98.5
Less HS Diploma	1,122	1.5	100
Total	74,463	100	
"Do you speak Spanish?"	Number	Percent	
"Yes"	21,222	28.5	
<i>Speak Very Well</i>	2,016	9.5	} <i>These percentages represent portions of 28.5%</i>
<i>Speak Fairly Well</i>	2,186	10.3	
<i>Speak Only a Little</i>	17,020	80.2	
		100	

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

Table 2 shows the various occupational categories of the 74,463-member ALP. General labor occupations represent 12.7% of the entire ALP, while high-skilled blue-collar jobs make up 9.8%. Traditional service-related occupations represent 34.9% of the ALP, while professional occupations represent 21.4% of the ALP.

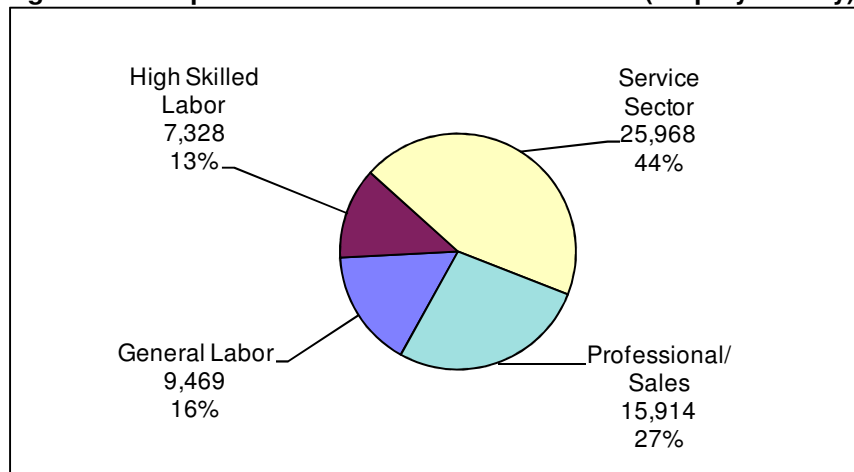
Table 2: Major Occupational Categories of Available Labor

	Number	Percent	Years at Job	
			Mean	Median
General Labor/Cleaning/Farm Labor/Delivery	3,435	4.6	6.0	6.0
Maintenance/Factory Work	4,340	5.8	13.7	12.0
Trucking/HEO/Other BC	1,695	2.3	17.4	19.1
Total General Labor	9,469	12.7	12.3	12.4
Govt Service/Protective Service	2,388	3.2	9.9	9.3
Technician/Mechanic/Welder	4,940	6.6	10.0	8.9
Total Highly-Skilled Labor	7,328	9.8	9.9	9.1
Customer Service/Receptionist/Food Service	7,091	9.5	7.4	6.3
Clerical/Secretarial	5,355	7.2	9.3	7.0
Social Service/Para-Professional/Nursing	5,745	7.7	10.5	6.4
Office Manager/Small Business Owner/Other WC	7,777	10.4	10.7	9.6
Total Service Sector	25,968	34.9	9.5	7.3
Govt & Business Professional/Sales	4,443	6.0	11.3	5.0
Educator/Counselor/Doctor/Attorney	11,471	15.4	11.8	9.5
Total Professional	15,914	21.4	11.6	7.2
Homemakers/Unemployed	11,803	15.9	n/a	n/a
Students	1,489	2.0	n/a	n/a
Retired/Disabled	2,491	3.3	n/a	n/a
Total Non-Employed	15,783	21.2		
Total	74,463	100		

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

Figure 2 shows the occupational sectors of the *employed members* of the ALP only. The *percentages* shown in Figure 2 differ from those presented in Table 2 because the table includes non-working ALP members. Appendix I provides a detailed list of occupations.

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



Work Experiences and Job Satisfaction

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

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

It is estimated, for example, that 2,047 members of the ALP in the Leavenworth County Labor Basin are currently employed as general labor, construction, cleaners, and similar positions. An additional 5,914 ALP members in the basin indicate previous employment experience or training in one of those jobs, for a total of 7,961 individuals.

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

	Current Employment* Number	+	Previous Work/Training* Number	=	Current plus Previous Work or Training** Number
General Labor/Construction/Cleaning	2,047		5,914		7,961
Farm Labor/Ranch Hand/Landscaping	543		976		1,519
Delivery/Driver/Courier	845		3,257		4,102
Maintenance/Wiring/Plumbing	1,697		1,638		3,335
Factory Worker/Grain Elevator Op/Meat Packer	2,643		1,073		3,716
Truck Driver/Heavy Equipment Operator	1,695		924		2,619
Police/Fire/Postal/Military Enlisted	2,388		1,981		4,369
Lab or Medical Technician/Comp Technician	4,300		3,033		7,333
Mechanic/Welder/Carpenter/Electrician	641		617		1,257
General Customer Service/Retail/Reception/Food Service	7,091		9,663		16,755
Clerical/Secretary/Book-Keeper/Bank Teller	5,355		6,543		11,898
Para-legal/Para-pro/CNA/Day Care	4,066		2,750		6,816
Nurse/LPN/RN/Semi-skilled Social Service	1,679		1,526		3,206
Office Manager/Dept. Manager/Small Bus. Owner	7,777		9,547		17,324
Teacher/Instructor/Writer/Researcher	6,801		3,635		10,437
Sales/Marketing/Accounting	2,538		2,775		5,314
Govt, Non-Profit, or Bus Exec/Farm Owner/Military Officer	1,904		1,519		3,423
Counselor/Social Worker/Physician's Assistant	728		358		1,086
Professor/Doctor/Engineer/Attorney	3,942		1,280		5,222
Total	58,680		59,011		

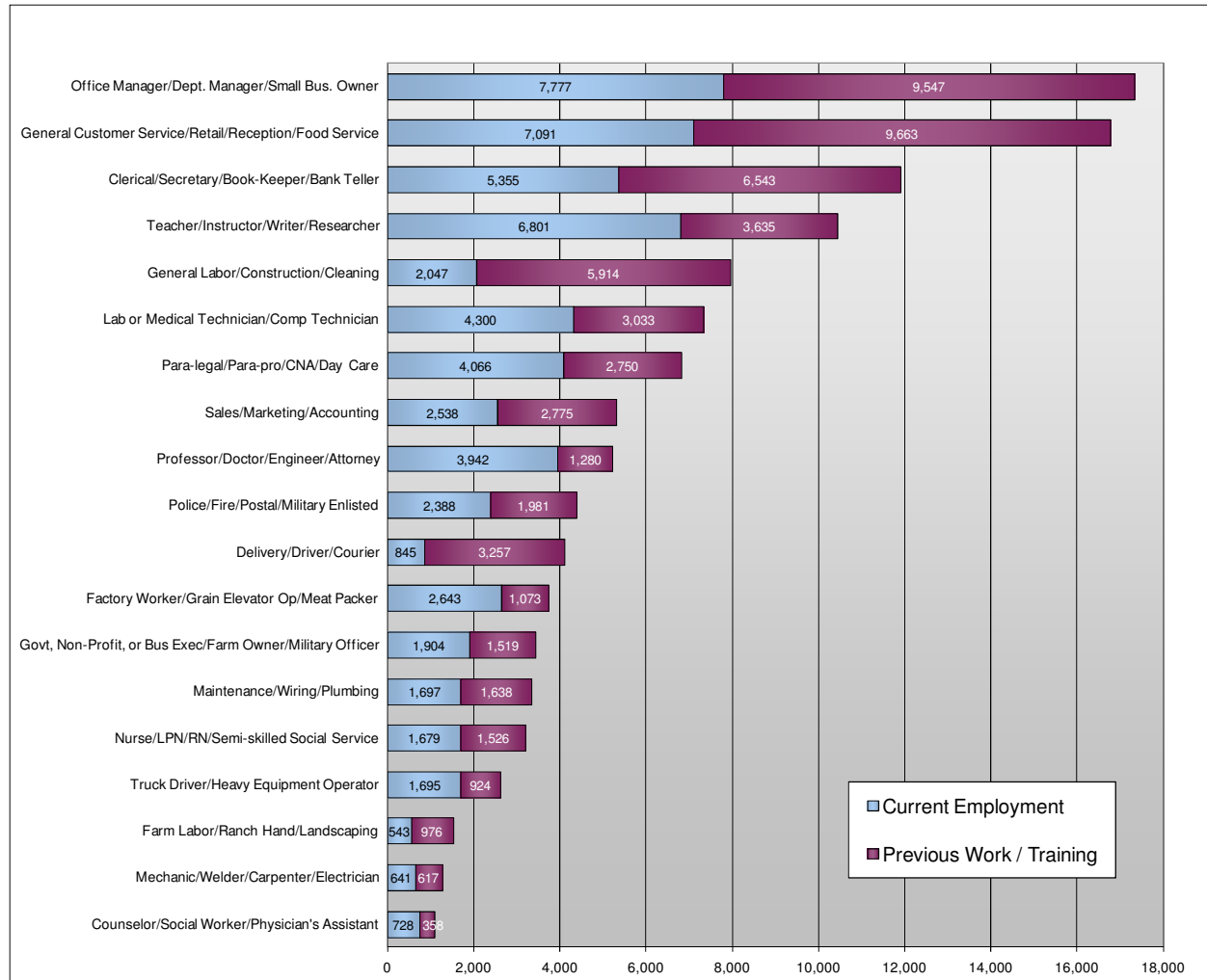
* Retired, disabled, non-working students, homemakers are not included.

** An individual member of the ALP is counted only once within each employment category.

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

Figure 3 shows the same information as that presented in Table 3, but in graphic format. Many ALP members report current work experience or previous work/training as office managers, department managers, small business owners, or similar positions. There are 7,777 working ALP members currently employed in this category and 9,547 previously employed/trained in this category, for a total of 17,324 individuals.

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



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

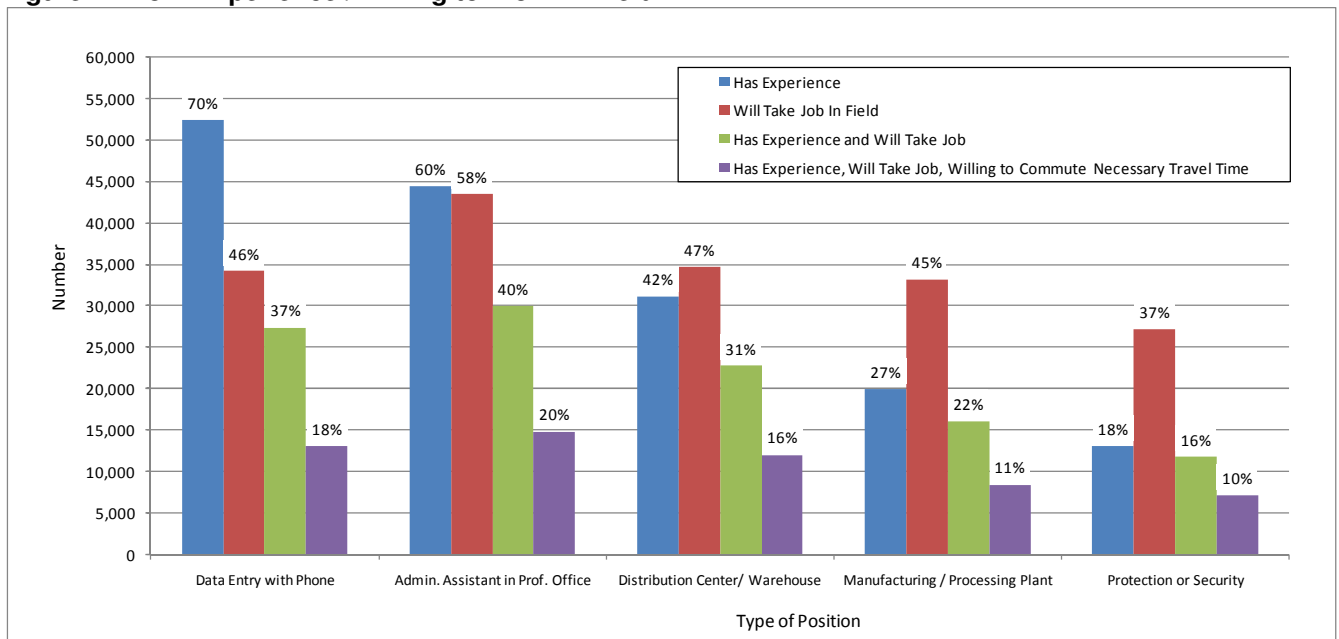
The figure indicates that an estimated 52,350 ALP members report having training and/or experience in data entry with telephone operation, while fewer (about 34,180 individuals) would consider employment in that field. An estimated 44,380 members of the ALP have training and/or experience in professional office environments as office workers or administrative assistants, while about the same number (43,485 individuals) indicate that they would take a job in that field.

An estimated 31,125 members of the ALP suggest that they have training or experience working in a distribution center or warehouse while more (34,625) would consider a job in that field. An estimated 19,955 have experience working in a manufacturing plant or processing center while many more (33,135) would take a job in that field.

Finally, about 13,105 report having experience or training in protection or security services, while more than double that amount (27,180) would consider a job in that field.

The third column shows the estimated numbers that have experience or training in a field **and** are willing to work in that field again. The fourth column shows the estimated numbers that have experience/training **and** are willing to take a job in that field **and** are willing to commute the necessary travel time for a new or different job. (See page 17 for a definition of “necessary travel time.”)

Figure 4: Work Experience / Willing to Work in Field



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

Figure 5: Work Experience in Manufacturing or Processing Plant

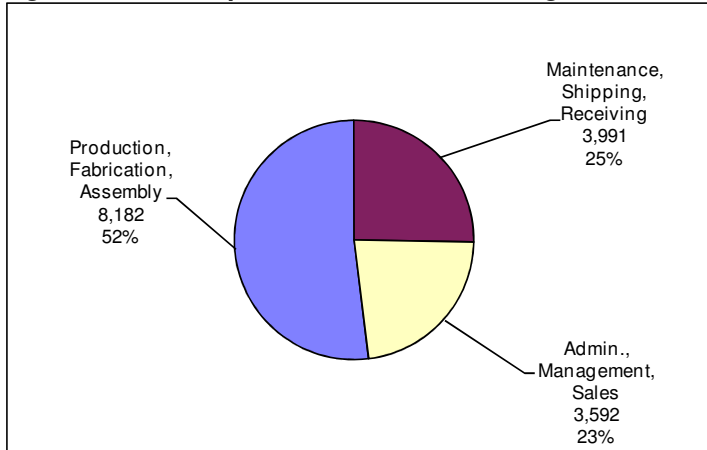
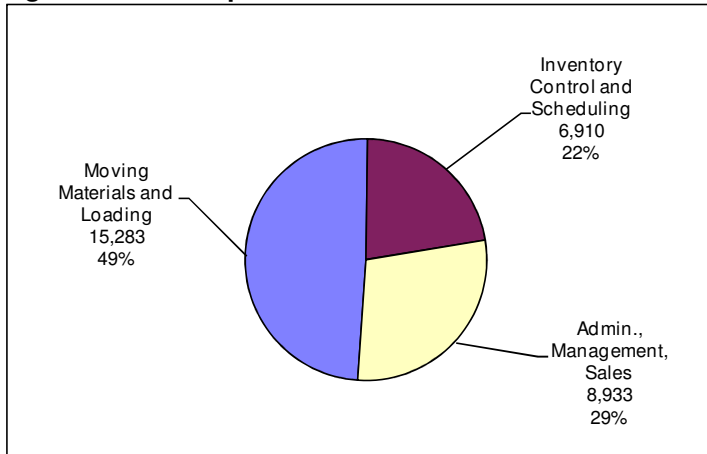


Figure 6: Work Experience in Distribution Center or Warehouse



Employed members of the ALP and working non-ALP members of the sample were asked questions relating to job satisfaction. Figure 7 and Table 4 show responses to these questions. The figure shows that about 49% of the working ALP respondents “strongly agree” with a statement suggesting that they “enjoy the things I do,” while about 39% “mildly agree” with that statement. The statement receiving the highest level disagreement is “I have a fair chance at promotion” with 25% mildly disagreeing and 25% strongly disagreeing.

Figure 7: Job Satisfaction Among Working ALP Members

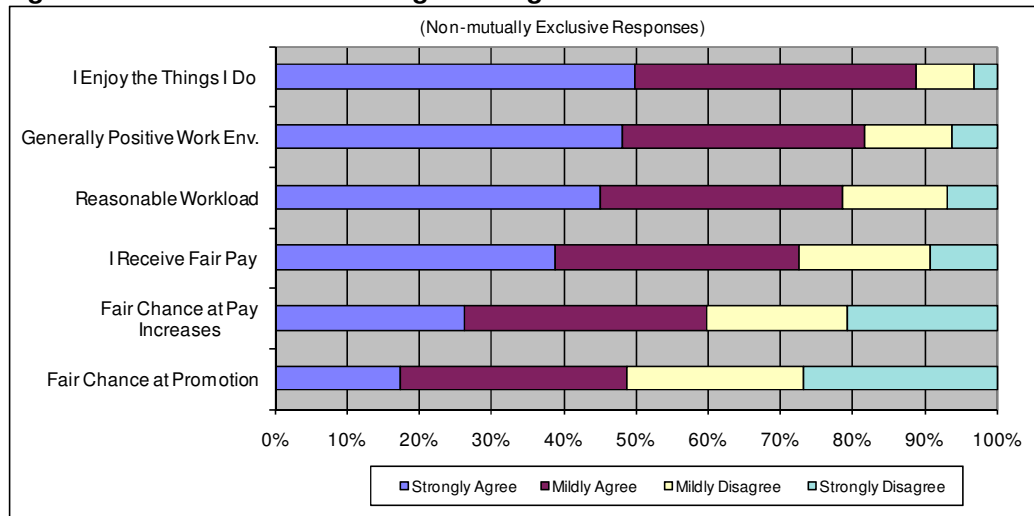


Table 4 shows combined “strongly agree” and “mildly agree” percentages only. The table also shows the responses of both ALP **and** non-ALP workers. The table shows that almost 89% of the working ALP members “strongly agree” or “mildly agree” with the statement regarding “enjoying the things I do,” while nearly 98% of the survey respondents that are working non-ALP members suggest the same.

The statements with the largest percentages of disagreement between ALP and non-ALP workers are having “a generally positive work environment” and having “a fair chance at promotion.” About 15 fewer ALP members express agreement with those statements than do non-ALP member. There is a 13.5% spread between ALP and non-ALP workers with regard to having a “fair chance at pay increases.” Clearly, those workers who fit the definition of available labor used in this study tend to be less satisfied with their current job than non-ALP Pool respondents.

Table 4: Job Satisfaction Among the ALP and Non-ALP Workers

	Strongly and Mildly Agree	
	ALP Only Percent	Non-ALP Only Percent
I Enjoy the Things I Do	88.8	97.9
Generally Positive Work Environment	81.7	97.4
Reasonable Workload	78.8	87.8
I Receive Fair Pay	72.6	72.6
Fair Chance at Pay Increases	59.8	73.3
Fair Chance at Promotion	48.8	63.9
Total numbers or percentages in table might not match those in text due to rounding.		

Educational Experience

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

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

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

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

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

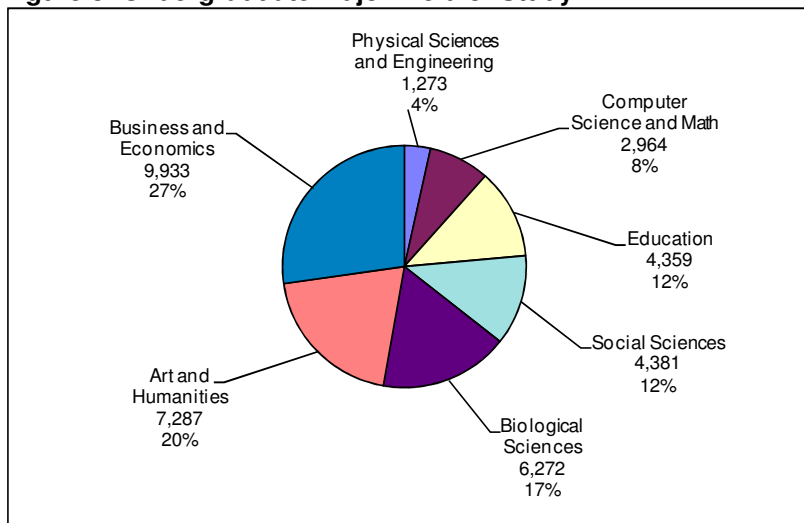
Education: Elementary and Secondary Teaching.

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

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

The figure below shows that the largest groups of ALP members indicate a major in business and economics (27%), arts and humanities (20%), and biological sciences or nursing (17%). Twelve percent or fewer have educations in the social sciences, education, computer science and math, and physical sciences and engineering.

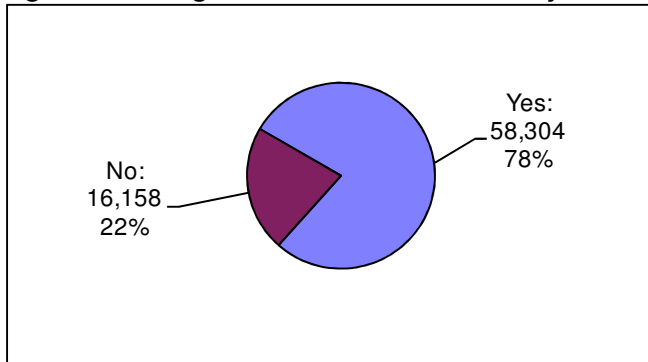
Figure 8: Undergraduate Major Field of Study



Considerations for Employment

An important consideration for many employers looking to locate or expand operations is whether workers are willing to pursue new employment opportunities. Some workers may be available for new employment but are unwilling to switch from their current job to a different type of position. A large percentage of those unwilling to change their jobs, might limit the types of employers that can enter the labor basin. This does not seem to be the case in the Leavenworth County Labor Basin. Figure 9 indicates that 58,304 (78%) members of the Available Labor Pool are willing to accept positions outside of their primary fields of employment.

Figure 9: Willing to Work Outside of Primary Field



Figures 10, 11 and 12 show responses to three questions regarding work shifts. Respondents were asked if they would be willing to work a second or night shift for the right opportunities, whether they are willing to work rotating shifts, and if they would be willing to work on weekends for the right opportunities.

Figure 10 shows the responses to the first question, with 50% suggesting that they are willing to work a second or night shift for a new or different job. Figure 11 (next page) shows that 38% indicate that they are willing to work rotating shifts for a new or different job, and Figure 12 (next page) shows that 53% suggest that they are willing to work weekend shifts for a new or different job.

Figure 10: Willingness to Work Second Shift

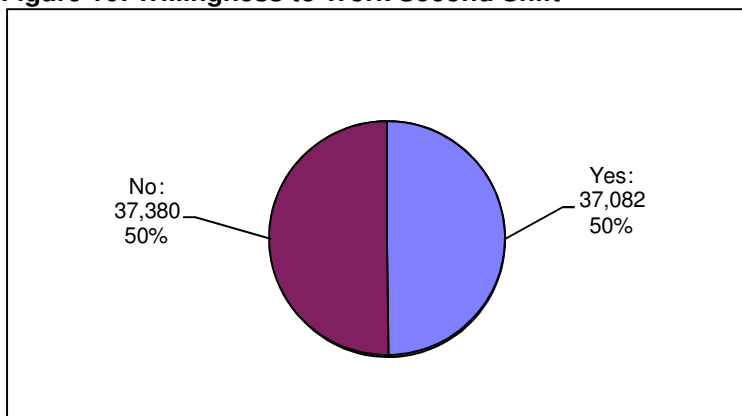


Figure 11: Willingness to Work Rotating Shift

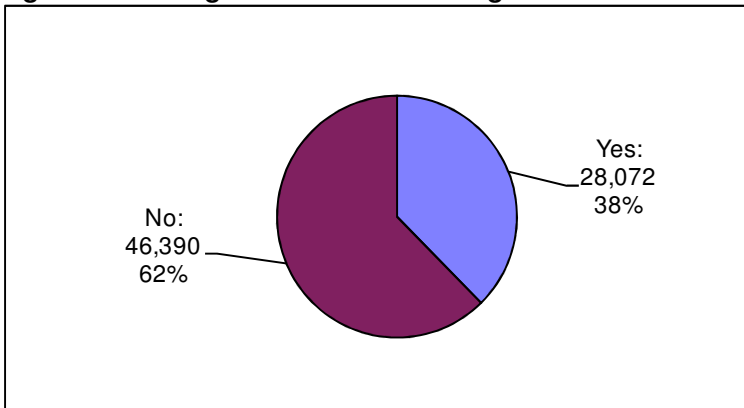
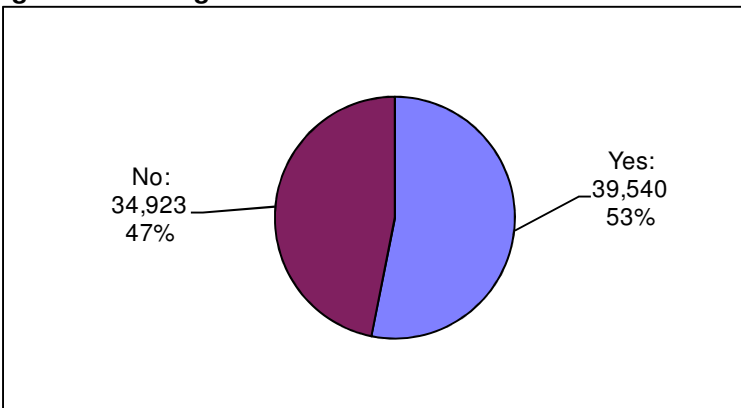


Figure 12: Willingness to Work Weekend Shift



Another important consideration for many employers is whether workers are willing to commute for a new or different employment opportunity. Figure 13 and Table 5 suggest that the Available Labor Pool in the labor basin is open to commuting. More than a third (34.8%) of the members of the Available Labor Pool will commute up to 45 minutes, one way, for an employment opportunity, while 81.4% will commute up to 30 minutes for employment. Almost all (98.4%) will travel up to 15 minutes for employment.

Figure 13: Available Labor by Commute Minutes

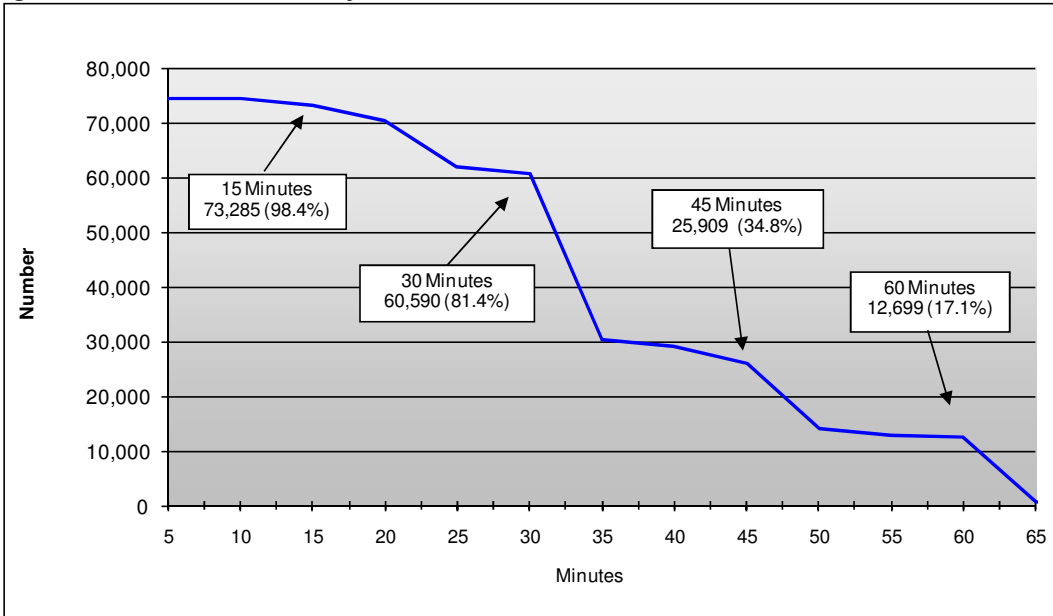


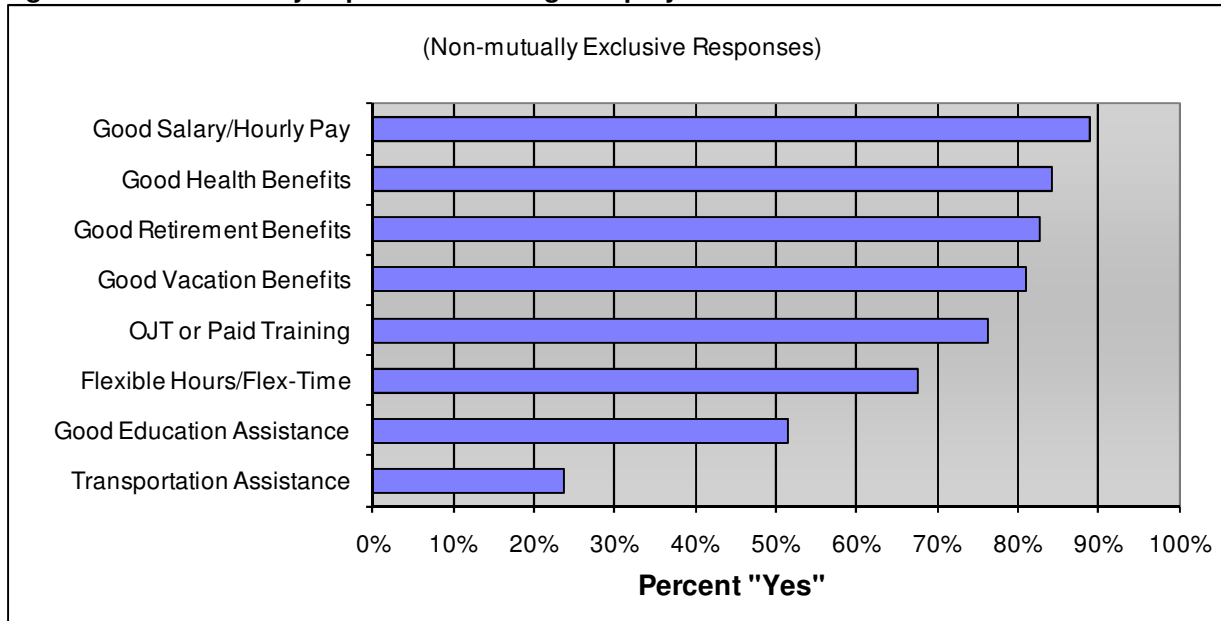
Table 5: Available Labor by Commute Minutes

	Number	Cumulative Percent
More than 60 Minutes	700	0.9
Up to 60 Minutes	12,699	17.1
Up to 55 Minutes	12,985	17.4
Up to 50 Minutes	14,083	18.9
Up to 45 Minutes	25,909	34.8
Up to 40 Minutes	29,289	39.3
Up to 35 Minutes	30,430	40.9
Up to 30 Minutes	60,590	81.4
Up to 25 Minutes	61,994	83.3
Up to 20 Minutes	70,387	94.5
Up to 15 Minutes	73,285	98.4
Up to 10 Minutes	74,463	100
Up to 5 Minutes	74,463	100

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

Figure 14 shows various benefits affecting the decisions of current workers to take a different job and potential workers to take a new job. The four most important benefits are, in order, good salary or hourly pay, good health benefits, good retirement benefits, and good vacation benefits. Each one of these benefits is considered “very important” by 80% or more of the Available Labor Pool each. On-the-job training and flexible hours or flextime benefits follows with 76% and 68%, respectively. The least two desired benefits are good educational assistance and transportation assistance, considered “very important” by 52% and 24% ALP members, respectively.

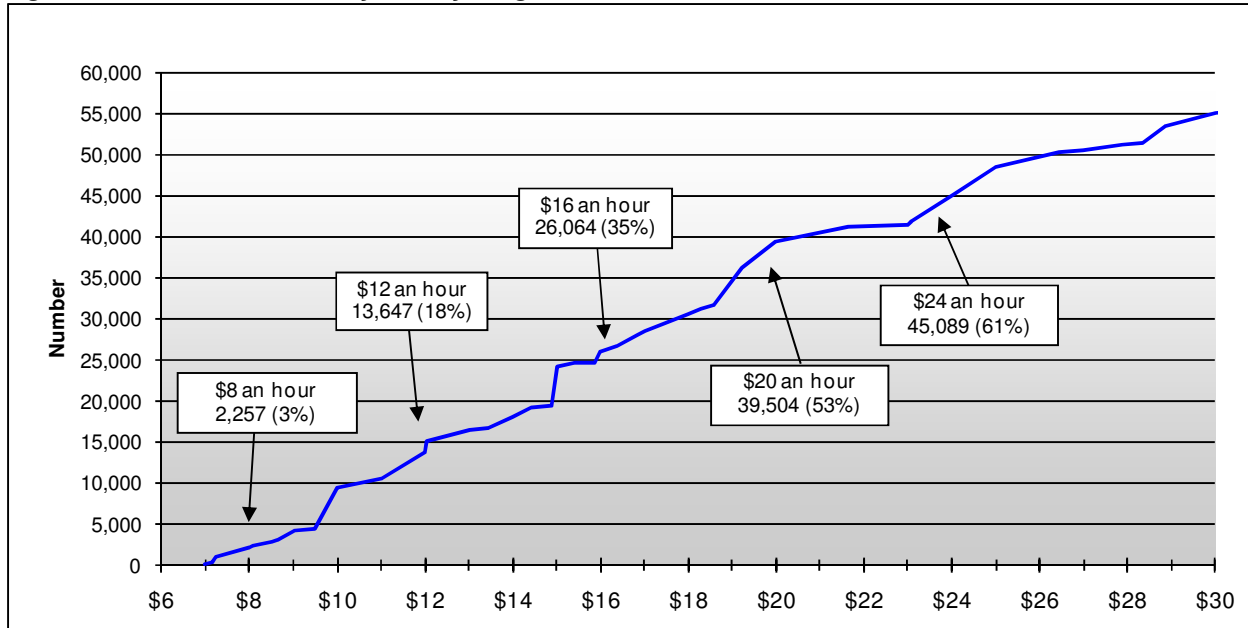
Figure 14: Benefits Very Important to Change Employment



Wage Demands of Available Labor Pool

Wage demands are another important consideration for employers and economic developers. Figure 15 shows desired wages for members of the Available Labor Pool. It is estimated that 45,089 people (or 61% of the available labor) are interested in a new job at \$24 an hour². An estimated 39,504 (or 53%) members of the labor pool are interested in new employment opportunity at \$20 an hour, while 26,064 (35%) are interested at \$16 an hour. Finally, an estimated 13,647 people (18%) are interested in a new job at \$12 an hour and 2,257 (3%) at \$8 an hour.

Figure 15: Available Labor by Hourly Wage



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

Subsets of the Available Labor Pool

The previous portion of the report has dealt with the entire Available Labor Pool. The remainder of the reports addresses three subsets of the ALP. Each provides a different look at the ALP and nor not mutually exclusive. The three subsets are: The Willing to Commute the Necessary Travel Time, The Underemployed Among Available Labor Pool Workers, and The Potential Entrepreneurs Among Available Labor Pool Non-Business Owners.

Subset 1: The Willing to Commute the Necessary Travel Time

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

Figure 16 shows the wage demands for the Available Labor Pool members that are “willing to commute.” It is estimated that 20,526 people are interested in a new job at \$24 an hour, while an estimated 17,708 are interested in new employment opportunity at \$20 an hour. An estimated 12,356 are interested at \$16 an hour, 6,129 at \$12 an hour and 823 at \$8 an hour.

Figure 16: Available Labor by Hourly Wage (for those Willing to Commute)

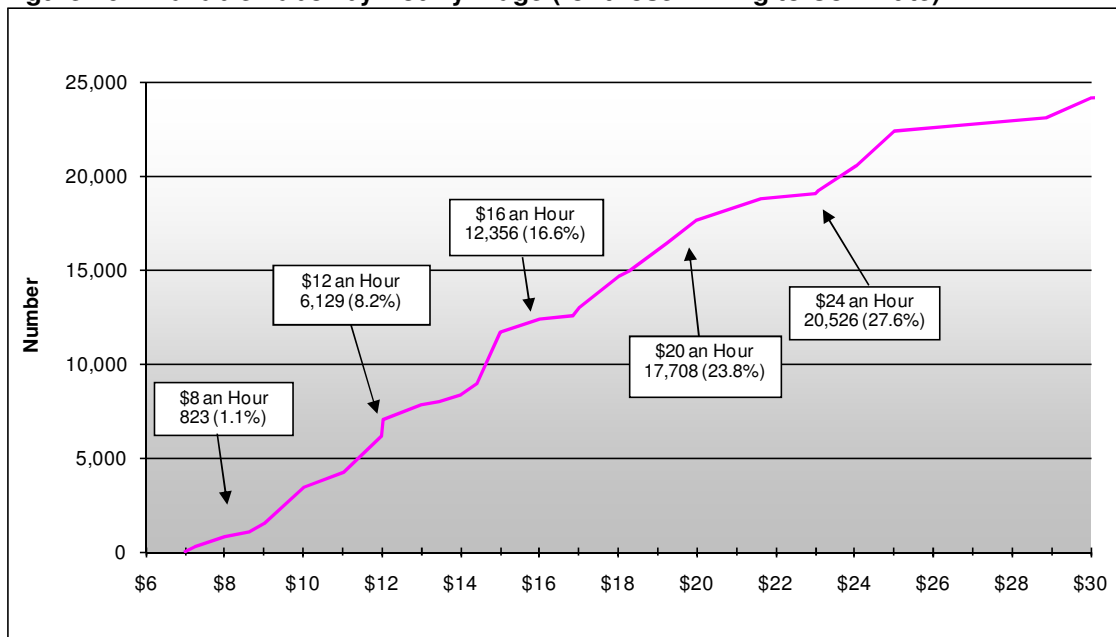


Table 6 (next page) shows the four main occupational sectors (employed only) of the ALP. The table shows data representing each occupational sector *independently* and does *not* include non-working ALP members. The table shows that 4% of the general laborers are available for a

new or different job at a wage of up to \$9 an hour, while 32% are available for new employment at a wage of up to \$15 an hour. Of the skilled laborers, 4% are available for a job at \$15 an hour and none are available for a job at or below \$12 an hour.

Nine percent of the service workers are also available at a wage of up to \$12 an hour, while 19% are available at a wage of up to \$15 an hour. Conversely, only 8% of the professional workers are available at a wage of up to \$15 an hour, and none are available at a wage of \$12 an hour or less.

Table 6: Cumulative Wage Demands for Occupational Sectors

	General Labor		High Skilled Labor		Service Sector		Professional/Sales	
	(N= 22) (+/- 20.8% MoE)		(N= 20) (+/- 22.1% MoE)		(N= 42) (+/- 15.2% MoE)		(N= 23) (+/- 20.4% MoE)	
	Number	Cumulative	Number	Cumulative	Number	Cumulative	Number	Cumulative
> \$30	5,690	100%	5,045	100%	10,636	100%	5,931	100%
\$30	4,253	75%	3,370	67%	7,069	66%	2,244	38%
\$27	4,253	75%	3,370	67%	6,628	62%	2,244	38%
\$24	3,761	66%	2,292	45%	6,030	57%	1,205	20%
\$21	3,143	55%	2,066	41%	5,346	50%	1,205	20%
\$18	1,968	35%	1,444	29%	3,972	37%	470	8%
\$15	1,816	32%	226	4%	2,028	19%	470	8%
\$12	1,253	22%	0	0%	990	9%	0	0%
\$9	204	4%	0	0%	0	0%	0	0%
\$6	0	0%	0	0%	0	0%	0	0%

Table 7 (next page) shows wage demand data for general labor and service sector workers that are willing to change fields of employment and thus, are presumably potential workers for either of these two sectors. Additionally, it is assumed that a non-working ALP member will take a job (all things being equal) in either the general labor sector or the service sector. Specifically, Table 6 *includes* data from respondents³ 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.

³ Unlike Table 6, Table 7 allows a general laborer or service sector worker to be classified in both sectors *if* he or she indicates a willingness to change fields of employment (see Figure 9). High-skilled blue-collar workers and professional white-collar workers are excluded from Table 7 because it is presumed that, as a general rule, people in occupations such as Doctors, Lawyers, Engineers, Professors, Machinists, Electricians, etc... are unlikely to transfer into lower-skilled general labor and service/support occupations. It is also presumed that, because professional and highly skilled occupations require extensive education and/or training, lower-skilled general laborers and service sector workers are unable to transfer to higher-skilled labor or professional positions - at least in the near term.

Table 7: Cumulative Wage Demands Allowing Mobility between General Labor and Service Sector

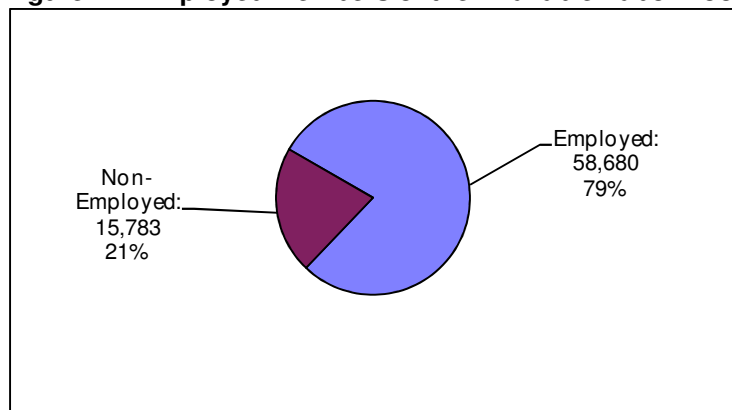
	Mobile General Labor		Mobile Service Sector	
	(N= 82) (+/- 10.8% MoE)		(N= 88) (+/- 10.4% MoE)	
	Number	Cumulative	Number	Cumulative
> \$30	20,983	100%	22,518	100%
\$30	16,103	77%	16,737	74%
\$27	15,884	76%	16,303	72%
\$24	14,781	70%	15,201	68%
\$21	13,460	64%	14,091	63%
\$18	10,128	48%	10,749	48%
\$15	7,564	36%	7,963	35%
\$12	3,906	19%	3,918	17%
\$9	1,019	5%	1,022	5%
\$6	0	0%	0	0%

Subset 2: The Underemployed Among Available Labor Pool Workers

Underemployment — individuals possessing skills and/or training levels that exceed the responsibilities of their current job — is a significant issue in many communities. To assess underemployment in the Leavenworth County Labor Basin, *employed members of the ALP* were presented with a scenario describing underemployment⁴. They were then asked a series of questions assessing if they perceived themselves as underemployed because: 1) their skill level is greater than their current job requires, 2) they possess higher levels of education than is required on the job, 3) they earned a higher income at a similar job previously, or 4) they were limited in the number of hours that they could work.

Of the 58,680 *employed members* of the ALP (shown in Figure 17), more than a third answered “yes” to one or more of the questions presented above and are considered underemployed. Figure 18 (next page) shows that the underemployed workers represent 36% (or 21,084 individuals) of the employed members of the ALP.

Figure 17: Employed Members of the Available Labor Pool



⁴ “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: Underemployed Workers

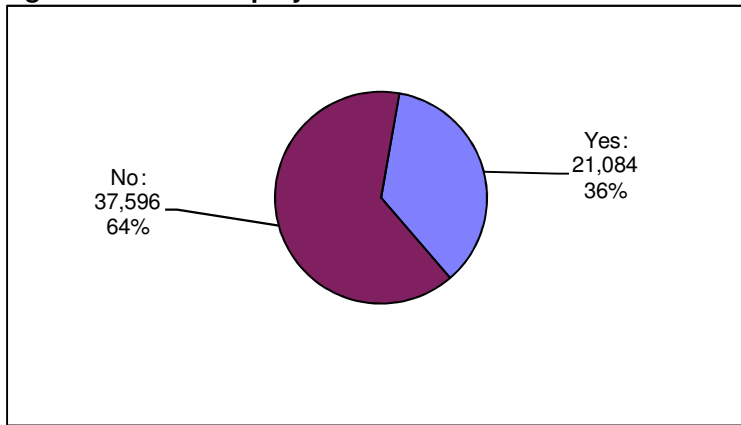


Figure 19 shows the percentages of the positive responses (i.e., “yes” answers) to the various measures of underemployment. Thirty percent of this subset of the ALP considers themselves as underemployed because their education levels exceed those needed for their current positions, and about 24% feel that they possess greater skills than their current jobs require. About 18% suggest they are not able to work enough hours and 17% had greater incomes at a previous but similar job.

Figure 19: Reasons for Underemployment

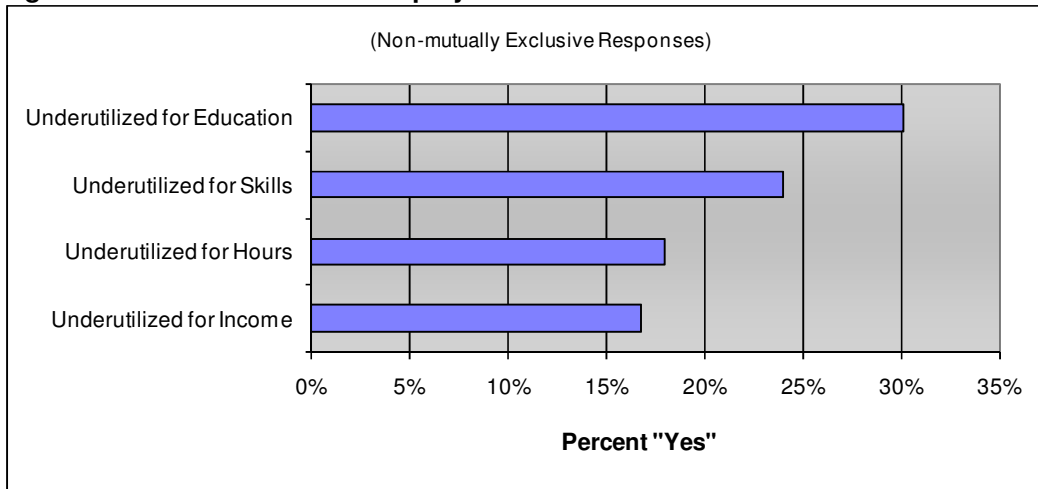


Table 8 and Figure 20 (next page) show some characteristics of the underemployed members of the Available Labor Pool.

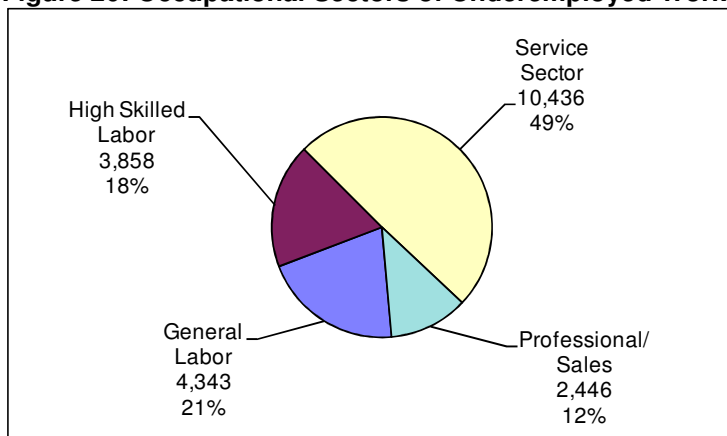
Table 8: Highest Level of Education Achieved Among Underemployed

	Number	Percent	Cumulative Percent
Doctoral Degree	0	0.0	0.0
Masters Degree	2,425	11.5	11.5
Bachelors Degree	6,979	33.1	44.6
Associates Degree	2,846	13.5	58.1
Some College	4,364	20.7	78.8
High School Diploma Only	4,090	19.4	98.2
Less HS Diploma	380	1.8	
Total	21,084	100	

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

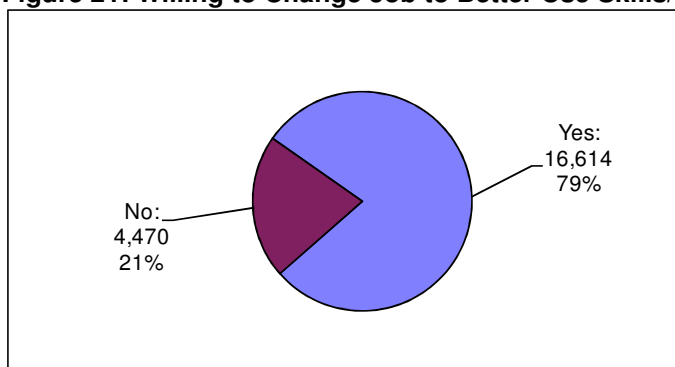
Figure 20 shows that 21% of the underemployed workers are employed as general laborers and 18% are employed as skilled blue-collar workers. The largest percentage of underemployed workers is employed as service sector and support workers (49%), while fewer (12%) hold professional positions.

Figure 20: Occupational Sectors of Underemployed Workers



Respondents indicating that they were underemployed were also asked a follow-up question addressing the willingness to change jobs in order for them to better utilize their skills and/or education. Figure 20 (next page) suggests that many – 79% (or 16,614 individuals) – of the underemployed workers are willing to change jobs to address underemployment.

Figure 21: Willing to Change Job to Better Use Skills/Education



Subset 3: The Potential Entrepreneurs Among Available Labor Pool Non-Business Owners

The desire for self employment may be another indicator of the types of workers available in the labor basin. Figure 22 shows that of the 74,463-member Available Labor Pool, 10% report owning their own businesses.

Figure 22: Business-Ownership

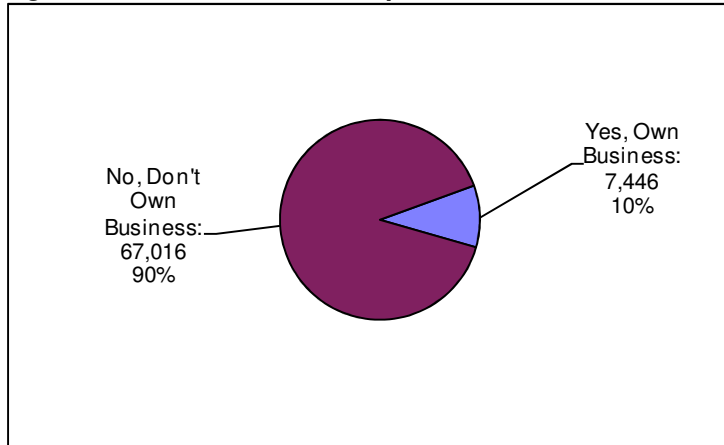
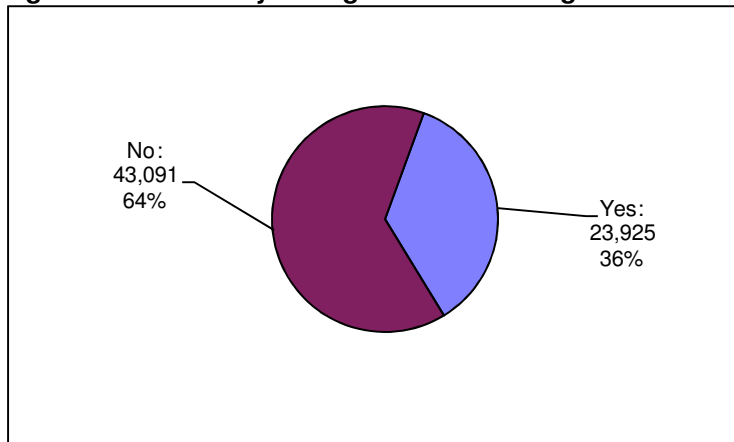


Figure 23: "Seriously Thought About Starting Own Business?"



The *non-business owning members of the ALP* (estimated to be 67,016 or 90% of the entire ALP) were asked the question: "In the last few years have you seriously thought about starting your own business?" Figure 23 shows that more than a third (36% or 23,925) of the non-business-owning members of the ALP indicate that they had seriously considered this option for new employment. This subset of the ALP can be considered *potential entrepreneurs*.

Table 9 and Figure 24 show the education levels and occupational sectors of the *potential entrepreneurs*.

Table 9: Highest Level of Education Achieved Among Potential Entrepreneurs

	Number	Percent	Cumulative Percent
Doctoral Degree	910	3.8	3.8
Masters Degree	2,656	11.1	14.9
Bachelors Degree	7,932	33.2	48.1
Associates Degree	3,313	13.8	61.9
Some College	4,438	18.5	80.5
High School Diploma Only	4,483	18.7	99.2
Less HS Diploma	193	0.8	100.0
Total	23,925	100.0	

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

Figure 24: Occupational Sectors of Potential Entrepreneurs

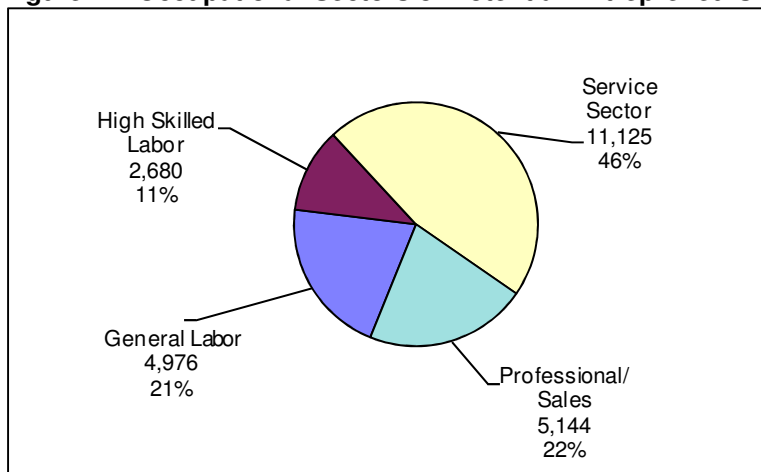
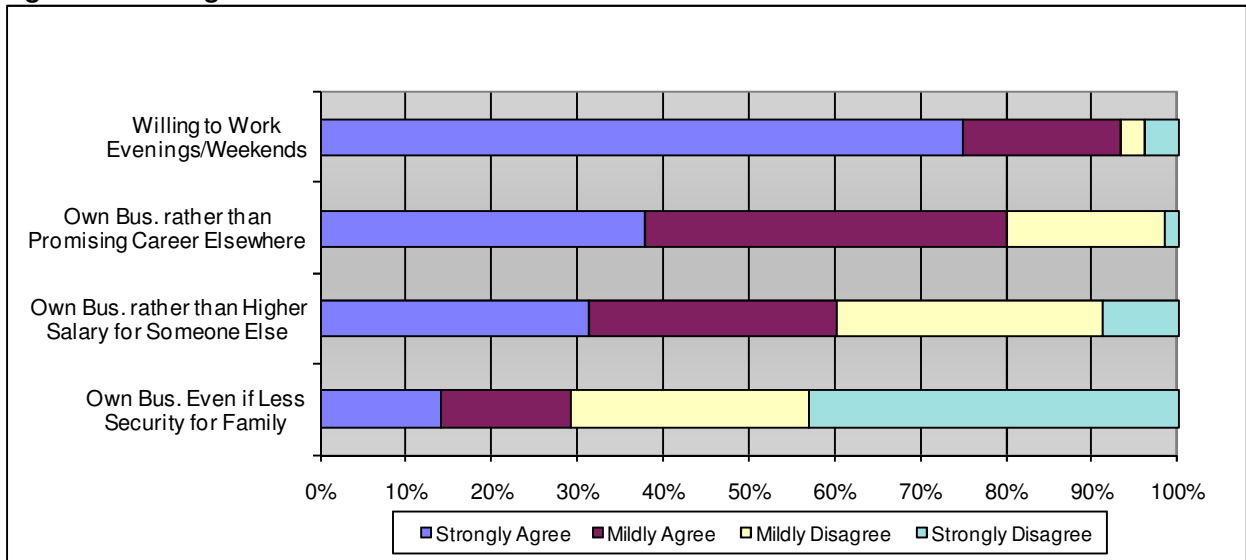


Figure 25 (next page) suggests the strength of desire to own a business. About 75% of this subset of the ALP indicate that they “strongly agree” with a statement asking if they “are willing to work evenings or on weekends to make their business a success,” while about 18% indicate that they “mildly agree” with that statement. About 38% “strongly agree” with a statement asking if they “would rather own their own business than pursue a promising career elsewhere,” while 42% “mildly agree.”

About 31% percent “strongly agree” with the statement “I would rather own my own business than earn a higher salary working for someone else,” while another 29% “mildly agree.” When presented with the statement, “I am willing to have less security for my family in order to operate my own business,” 14% strongly agreed and 15% mildly agreed. More respondents disagreed with this statement than any other, with 28% mildly disagreeing and 43% strongly disagreeing, for a total of 71% disagreement.

Figure 25: Strength of Desire for Own Business



Methodology

The Leavenworth County Labor Basin has a total population of approximately 360,145, and a Civilian Labor Force (CLF) of 189,681. The Docking Institute's analysis suggests that the basin contains an Available Labor Pool (ALP) of 74,463 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 (BLS) calls the Civilian Labor Force (CLF). The CLF represents "the civilian non-institutional population, 16 years of age and over classified as employed or unemployed." The BLS defines "non-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 CLF statistics represents the starting point for understanding the labor force in the Leavenworth County Labor Basin, there are some limitations associated with these statistics. These limitations occur because the CLF *excludes* individuals who may be willing and able to be gainfully employed but have not made specific efforts to find employment in the last four weeks. These individuals may include full-time students, homemakers, the unemployed who are no longer seeking employment, military personnel who may be leaving military employment in the near future and retired individuals who may be available for work but have not been looking for work recently.

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

Defining the Available Labor Pool

An alternative to the CLF is the "Available Labor Pool⁵." The Available Labor Pool is composed of workers categorized as either 1) currently not working *but* looking for employment, 2) currently employed (full- or part-time) *and* looking for other full-time employment, 3) currently not working in any manner *but* willing to consider different employment for the *right opportunity*, and 4) currently employed and not looking, *but* willing to consider different employment for the *right opportunity*.

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 CLF⁶. Secondly, the number of potential workers is then *restricted* to

⁵ The Available Labor Pool includes potential workers excluded from the CLF (such as full-time students willing to take a job, homemakers who have not yet sought employment, military personnel who may be leaving military employment in the near future, and retired individuals who may be willing and able to be gainfully employed).

⁶ The number that is added to the Civilian Labor Force is derived by taking from the survey the total number of full-time students, homemakers, military, retirees, and long-term unemployed, who state that they are seeking or available for employment and are within a reasonable commute distance to the center of the labor basin, and dividing this number by the total number of respondents. This quotient is then multiplied by the total number of people in the labor basin who are 18 to 65 years old.

those workers who indicate they are looking for work or that are available for 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 for the Leavenworth County Labor Basin includes 74,463 individuals. This represents a substantial number of workers and potential workers for employers to draw upon in the Leavenworth County Labor Basin.

Survey Research Methods

Data for this study were collected from a random digit telephone survey⁷ of adults living in Atchison, Douglas, Jefferson, Johnson, and Leavenworth counties and a portion of Wyandotte County in Kansas, and Platte County in Missouri.

Surveying took place from July 21 to August 18, 2009, using a Computer Assisted Telephone Interviewing (CATI) system. A total of 1,975 households were successfully contacted during the data collection period, and a randomly selected adult⁸ in each was asked to participate in the study. In 1,206 households the selected adult agreed to be interviewed. This represents a cooperation rate of 61% and a margin of error of +/-2.8%.

Survey respondents that were 65 years of age or older and retired or over 65 and not working and not interested in a new or different job were not asked the entire battery of survey questions and are not included in the analysis of this report. The remaining respondents (all other working and non-working respondents) total to 813 and are considered eligible respondents

Of these 813 respondents, 291 indicated that they were available for new or different employment and/or were looking for a new or different job. This subgroup is considered the Available Labor Pool for the Leavenworth County Labor Basin. The margin of error for the ALP is +/- 5.7%.

The study sponsors and Institute personnel agreed upon the survey items used, with the former identifying the study objectives and the latter developing items and methodologies that were valid, reliable, and unbiased. Question wording and design of the survey instrument are the property of the Docking Institute. A detailed summary of the method of analysis used in this report can be found in Joseph A. Aistrup, Michael S. Walker, and Brett A. Zollinger, "The

⁷ The telephone numbers were assembled by randomly generating suffixes within specific area codes and prefixes. As such, unlisted numbers were included in this sample, minimizing the potential for response bias. Known business, fax, modem, and disconnected numbers were screened from the sample in efforts to reach households only (and to minimize surveyor dialing time).

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

⁸ Surveyors requested to "speak with an adult over the age of 17 that has had the most recent birthday."

Kansas Labor Force Survey: The Available Labor Pool and Underemployment.” *Kansas Department of Human Resources*, 2002.

Appendix I: Current Employment Status of ALP

	Current Employment Status of ALP	
	Number	Percent
General Labor/Construction/Cleaning	2,047	2.7
Farm Labor/Ranch Hand/Landscaping	543	0.7
Delivery/Driver/Courier	845	1.1
Maintenance/Wiring/Plumbing	1,697	2.3
Factory Worker/Grain Elevator Op/Meat Packer	2,643	3.5
Truck Driver/Heavy Equipment Operator	1,695	2.3
Police/Fire/Postal/Military Enlisted	2,388	3.2
Lab or Medical Technician/Comp Technician	4,300	5.8
Mechanic/Welder/Carpenter/Electrician	641	0.9
Other Blue Collar	0	0.0
General Customer Service/Retail/Reception/Food Service	7,091	9.5
Clerical/Secretary/Book-Keeper/Bank Teller	5,355	7.2
Para-legal/Para-pro/CNA/Day Care	4,066	5.5
Nurse/LPN/RN/Semi-skilled Social Service	1,679	2.3
Office Manager/Dept. Manager/Small Bus. Owner	7,777	10.4
Teacher/Instructor/Writer/Researcher	6,801	9.1
Sales/Marketing/Accounting	2,538	3.4
Govt, Non-Profit, or Bus Exec/Farm Owner/Military Officer	1,904	2.6
Counselor/Social Worker/Physician's Assistant	728	1.0
Professor/Doctor/Engineer/Attorney	3,942	5.3
Other White Collar	0	0.0
Homemaker	3,827	5.1
Full-Time Student	1,489	2.0
Unemployed	7,977	10.7
Retired	2,491	3.3
Disabled	0	0.0
Total	74,463	100

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

Appendix II: Hourly Wage to Annual Salary Conversion Chart

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