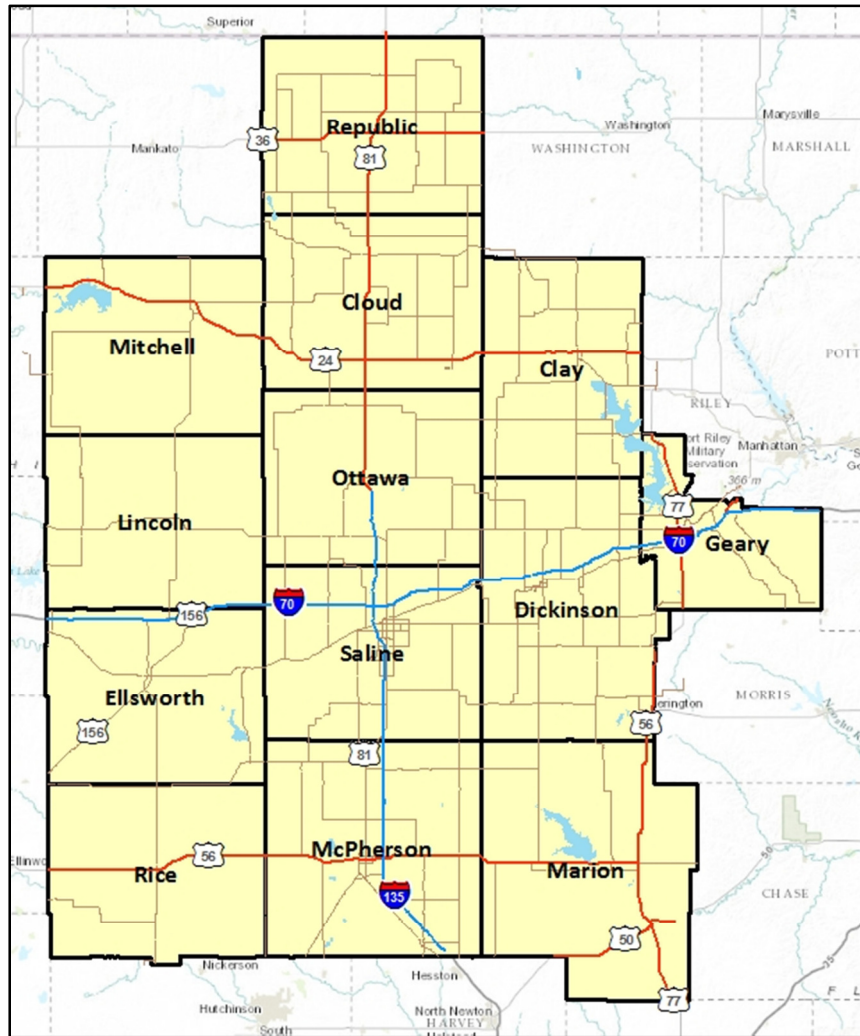


# Salina Kansas Labor Basin

## Labor Availability Analysis - 2014

Clay • Cloud • Dickinson • Ellsworth • Geary • Lincoln • Marion •  
McPherson • Mitchell • Ottawa • Republic • Rice • Saline Counties



Prepared For

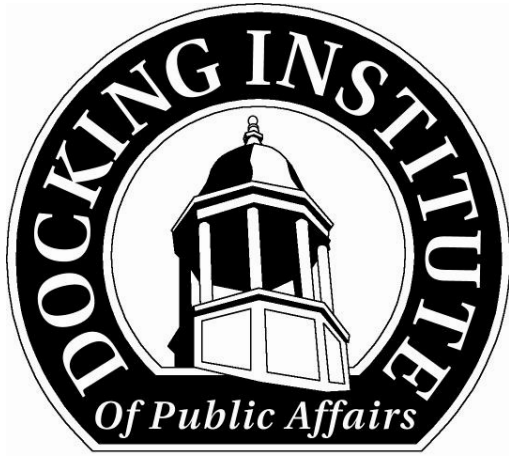
**Salina Area Chamber of Commerce**

By

**The Docking Institute of Public Affairs**

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To Facilitate Effective Public Policy Decision-Making.

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# Salina Kansas Labor Basin Labor Availability Analysis

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## Salina Kansas Labor Basin Labor Availability Analysis

### Executive Summary

The Salina Kansas Labor Basin includes 13 counties in Kansas: Clay, Cloud, Dickinson, Ellsworth, Geary, Lincoln, Marion, McPherson, Mitchell, Ottawa, Republic, Rice and Saline. This report assesses the “Available Labor Pool” in this labor basin. The “Available Labor Pool” represents those who indicate they are looking for a new job or are interested in a new job given the right employment opportunities.

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

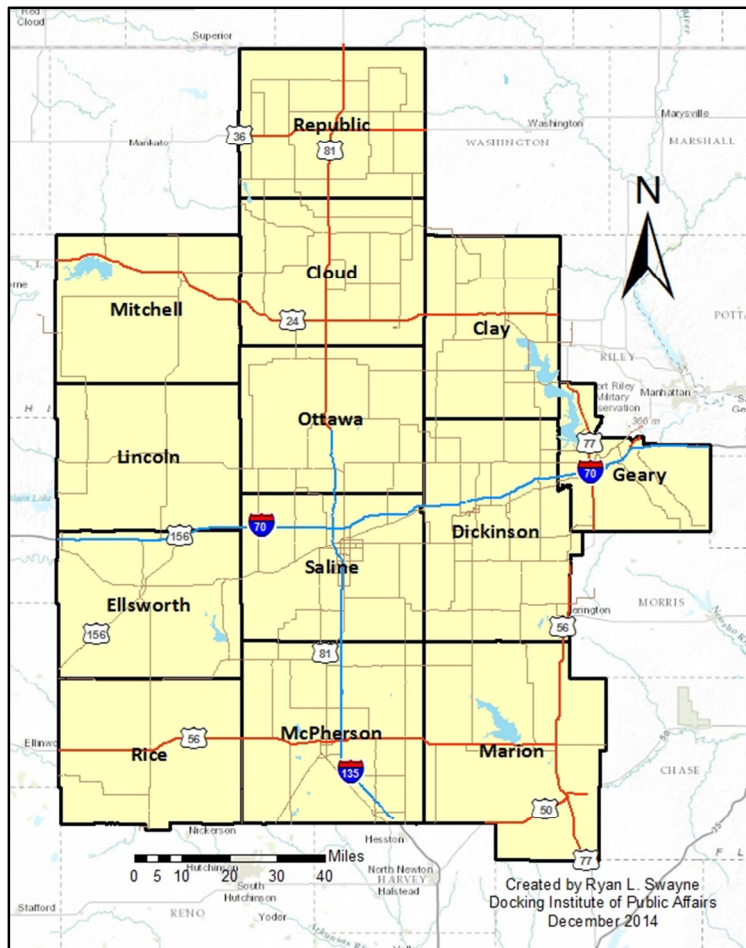
- The population of the Salina Kansas Labor Basin is estimated to be 209,015. The Civilian Labor Force (CLF) is estimated to be 111,777. The Institute estimates that 62,413 individuals are considered to be part of the Available Labor Pool.
- Of the Available Labor Pool an estimated 3,555 (5.7%) non-employed and 12,509 (20.0%) employed individuals are *looking* for new employment, while 10,929 (17.5%) non-employed 35,420 (56.8%) employed individuals are *interested* in a new and/or different job given the opportunities.
- About 78% of the Available Labor Pool has at least some college experience and almost 97% has at least a high school diploma. The average age for members of the Available Labor Pool is about 44 years old and women make up 51.2% of the Available Labor Pool. About 16% indicate that they speak “at least a little” Spanish.
- An estimated 9,967 (16%) members of the Available Labor Pool currently work in general labor occupations (such as cleaning, construction and delivery); while an additional 9,433 (10.3%) work in governmental services occupations (such as police and fire) or technical/high skill blue collar occupations (such as a welder and computer technician).
- An estimated 24,199 (38.8%) members of the Available Labor Pool currently work in service sector occupations (such as clerical worker, retail sales clerk, office manager, nurse and teacher), while an additional 7,292 (11.7%) work in white-collar professional occupations (such as executive, doctor, attorney and professional sales).
- A very large percentage (82.2) of the Available Labor Pool is “willing to work outside of their primary field of employment for a new or different employment opportunity.”
- More than a quarter (29%) of the members of the Available Labor Pool will commute up to 45 minutes, one way, for an employment opportunity. Almost three-quarters (74%) will commute up to 30 minutes, one way, for employment.
- The two most important desired benefits for a new job are on-the-job or paid training and good retirement benefits. Good salary/hourly pay, good vacation benefits and good health benefits are also important to Available Labor Pool members.
- An estimated 26,651 people (43% of the Available Labor Pool) are interested in a new job at \$15 an hour, 16,108 (26%) are interested at \$12 an hour and 5,418 (9%) are interested at \$9 an hour.
- Of the 47,890 members in the subset of *employed members* of the Available Labor Pool, 15,995 (33%) consider themselves underemployed.
- Of the 58,481 members in the subset of *non-business owning members* of the Available Labor Pool, 21,229 (36%) indicated a desire to own their own businesses.



## The Salina Kansas Labor Basin

The Salina Kansas Labor Basin includes thirteen counties located in north central Kansas (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 (Salina) for an employment opportunity. In the case of the Salina Kansas Labor Basin, it can be reasonably assumed that individuals may commute from (and within) one of the twelve neighboring counties because these counties contain: 1) communities that are sufficiently isolated but with adequate transportation access leading to Salina and 2) communities that are within an hour's commute time to the center of the labor basin.

**Map 1: Salina Kansas Labor Basin**



The Salina Kansas Labor Basin has a total population of approximately 209,015, and a Civilian Labor Force of 111,777. There is an official unemployment rate of 4.84%, and this research effort suggests that there is a supply of available labor for a new employer and/or expanded employment.

The Docking Institute's analysis suggests that the basin contains an Available Labor Pool of 62,413 individuals. The Available Labor Pool is composed of workers categorized as either 1) currently not employed *but* looking for full-time employment, 2) currently not employed but

interested in a new job, 3) currently employed (full- or part-time) *and* looking for other full-time employment, 4) currently employed and not looking, *but* interested in different full-time employment for the *right opportunity*. Please see the Methods section – page 31 – for more information about the Institute’s Available Labor Pool analysis methodology and the survey research methods used for this report.

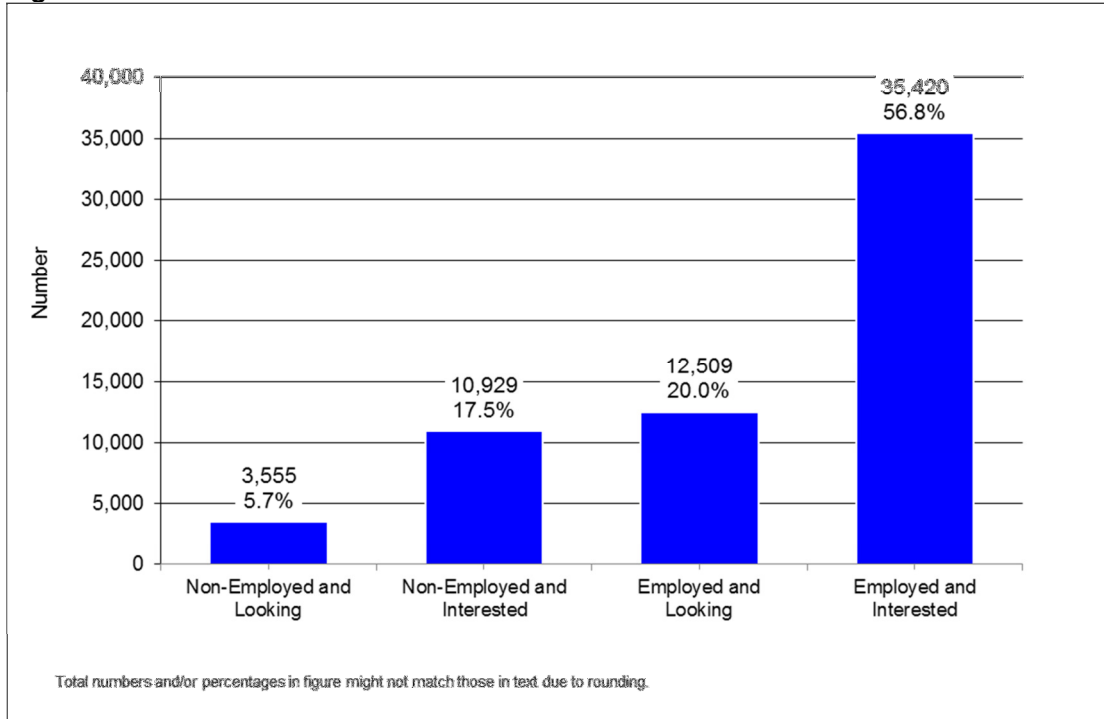
### **The Salina Kansas Labor Basin’s Available Labor Pool**

This section of the report assesses the characteristics of the Available Labor Pool in the Salina Kansas 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 types of considerations (pay, benefits, commute time) shape their decision-making?
- What are some of the characteristics of the general laborers, skilled blue-collar workers, service and support workers and professional white-collar workers?
- What proportion of the Available Labor Pool is willing to change fields of employment?
- What work shifts are Available Labor Pool members willing to work?
- What is the level of job satisfaction among the Available Labor Pool and non-Available Labor Pool?
- What proportion of the employed Available Labor Pool is considered “underemployed”?
- What are some of the characteristics of those underemployed workers?
- What proportion of the non-business owning Available Labor Pool is considered “potential entrepreneurs?”
- What are some of the characteristics of those potential entrepreneurs?

It is estimated that 3,555 (5.7%) members of the Available Labor Pool) are not employed<sup>1</sup> and *currently looking* for work, while 10,929 (17.5%) are not employed but are *interested* in a job for the right opportunities. In addition, 12,509 (20.0%) employed individuals are *currently looking* for new or different full-time employment, and 35,420 (56.8%) are employed and *interested* in a new or different full-time employment for the right opportunities.

**Figure 1: The Available Labor Pool for the Salina Kansas Labor Basin**



<sup>1</sup> The terms “not employed,” “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 Salina Kansas Labor Basin. Each zip code is grouped into one of five categories specified in the legend. More than 15% of the available labor is located in zip code areas within Saline County. Between 5% and 15% of the available labor is also located within Dickinson and Geary Counties. Between 2% and 5% of the available labor pool is also located within Cloud, Clay, Marion, McPherson, Mitchell, Ottawa, Republic and Rice Counties. Ellsworth and Lincoln Counties contains less than 1% of the Available Labor Pool

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

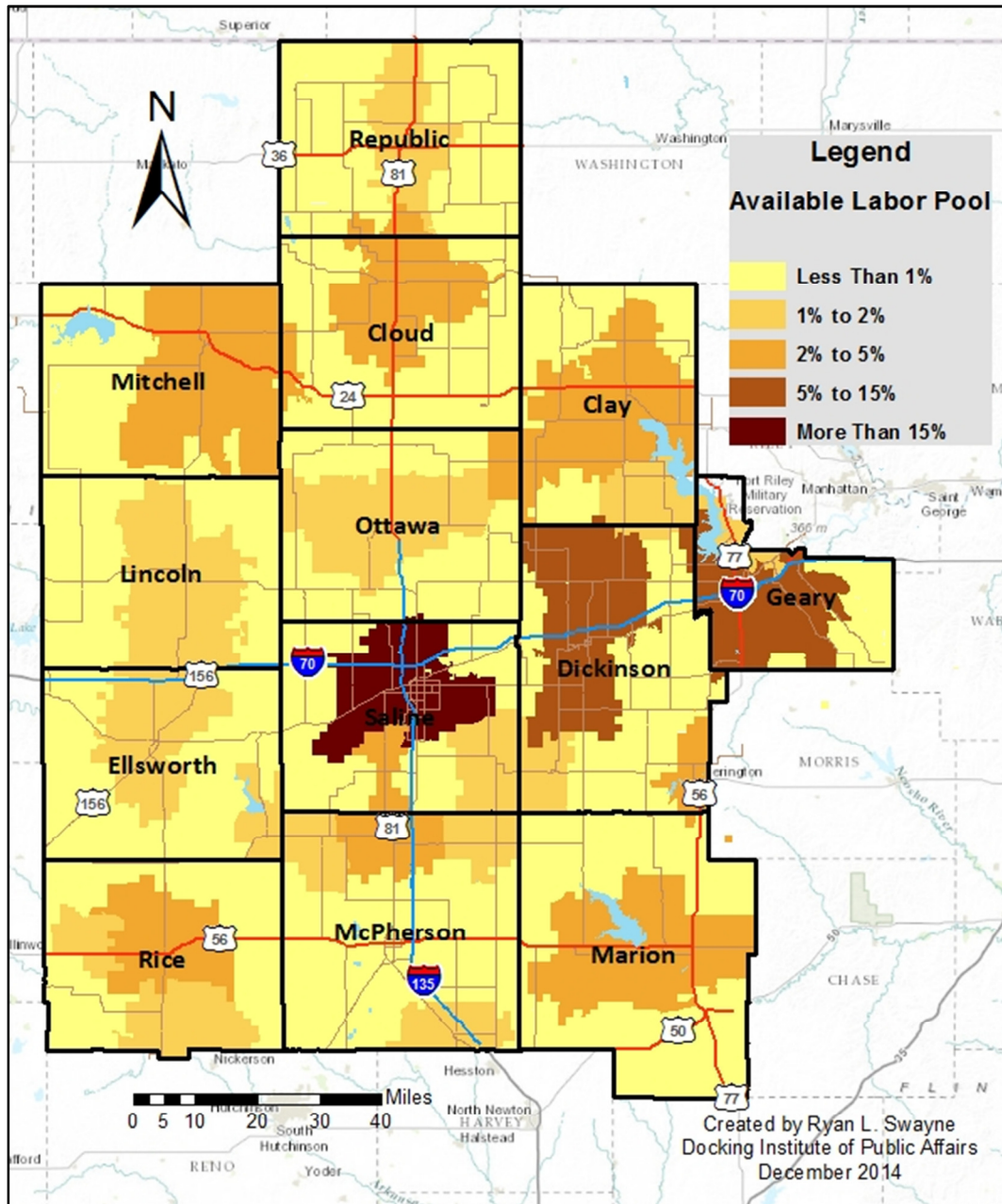


Table 1 shows the gender, age and education levels of the 62,413-member Available Labor Pool. About half (51.2%) of the pool are women, and the average age is about 44. Most (96.8%) have at least a high school diploma, more than three-quarters (78.1%) have at least some college education, and a third (33.6%) have at least a bachelor's degree. About 16% speak at least some Spanish, though most speak Spanish "only a little."

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

<b>Current Year</b>	Age in 2014		
Range	18 to 79		
Average	44		
Median	45		
<b>Gender</b>	Number	Percent	
Female	31,956	51.2	
Male	30,458	48.8	
Total	62,413	100	
<b>Highest Level of Education Achieved</b>	Number	Percent	Cumulative Percent
Doctoral Degree	760	1.2	1.2
Masters Degree	7,265	11.6	12.9
Bachelors Degree	12,964	20.8	33.6
Associates Degree	11,662	18.7	52.3
Some College (including current students)	16,074	25.8	78.1
High School Diploma	11,682	18.7	96.8
Less HS Diploma	2,006	3.2	100
Total	62,413	100	
<b>"Do you speak Spanish?"</b>	Number	Percent	
"Yes"	10,173	16.3	
<i>Speak Very Well</i>	812	8.0	} These percentages represent portions of 16.3%
<i>Speak Fairly Well</i>	1,125	11.1	
<i>Speak Only a Little</i>	8,236	81.0	
		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 62,413-member Available Labor Pool. General labor occupations represent 16% of the entire Available Labor Pool, while highly-skilled blue-collar jobs make up 10.3%. Traditional service-related occupations represent 38.8% of the Available Labor Pool, while professional occupations represent 11.7% of the Available Labor Pool. Almost a quarter (23.3%) is not currently working.

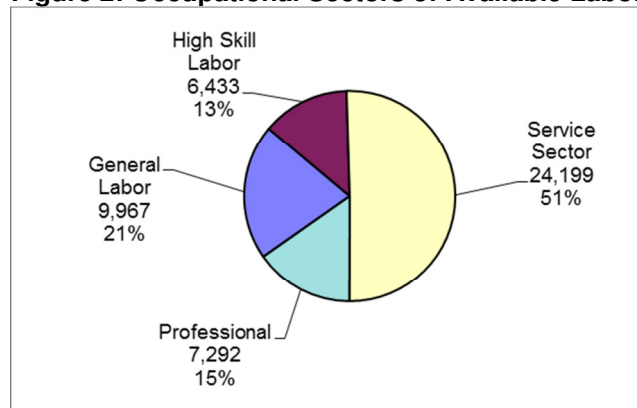
**Table 2: Major Occupational Categories of Available Labor**

	Number	Percent	Years at Job	
			Mean	Median
General Labor/Delivery	4,042	6.5	7.3	5.0
Manufacturing/Maintenance/Trucking	5,925	9.5	8.6	5.5
<b>Total General Labor</b>	<b>9,967</b>	<b>16.0</b>	<b>8.0</b>	<b>5.2</b>
Mechanic/Welder/Comp Tech	2,772	4.4	9.4	3.0
Crew Management/Protection Services	3,661	5.9	11.3	10.0
<b>Total Highly-Skilled Labor</b>	<b>6,433</b>	<b>10.3</b>	<b>10.4</b>	<b>6.5</b>
Customer Service	9,164	14.7	5.9	4.0
Clerical	3,344	5.4	10.2	6.8
Office or Dept Manager	2,090	3.3	6.4	6.6
Health Aid/Nurse	4,660	7.5	7.5	3.0
Education Aid/Teacher	4,941	7.9	11.5	6.5
<b>Total Service Sector</b>	<b>24,199</b>	<b>38.8</b>	<b>8.3</b>	<b>5.4</b>
Exec Management	4,010	6.4	7.3	4.8
Accounting/Engineering	1,006	1.6	14.8	11.2
Doctor/Professor/Attorney	1,909	3.1	8.6	6.0
Writer/Artist/Musician	366	0.6	2.4	3.0
<b>Total Professional Sector</b>	<b>7,292</b>	<b>11.7</b>	<b>8.3</b>	<b>6.3</b>
Homemaker/Student/Unemployed	7,527	12.1	n/a	n/a
Retired/Disabled	6,996	11.2	n/a	n/a
<b>Total Non-Employed</b>	<b>14,523</b>	<b>23.3</b>		
<b>Total</b>	<b>62,413</b>	<b>100</b>		

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

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

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



## Current Skills and Work Experiences

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

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

For example, it is estimated that 2,637 members of the Available Labor Pool in the Salina Kansas Labor Basin are currently employed as general labor, construction, cleaners, and similar positions. An additional 2,604 Available Labor Pool members in the basin indicate previous employment experience or training in one of those jobs, for a total of 5,241 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	2,637	2,604	5,241
Farm or Ranch Labor	799	695	1,494
Manufacturing and Assembly	2,560	5,628	8,187
Maintenance	1,508	461	1,969
Driving (Delivery, Bus, Postal)	607	689	1,295
Truck Driving/Heavy Equipment Operator	1,857	593	2,450
Skilled Labor	1,706	2,186	3,892
Crew Management	1,413	1,505	2,919
General Customer Service	9,164	5,433	14,596
Office Management	2,090	5,082	7,172
Governmental Services	2,247	2,529	4,776
Executive Management	4,010	2,216	6,226
Advanced Social Services	957	1,169	2,126
Clerical	3,344	1,218	4,562
Accounting/Finance/Banking	483	458	941
Researcher/Analysit	0	116	116
IT Maintenance or Other Technology Maintenance (Non-M	1,067	607	1,674
Software Development/Computer Programming	406	232	638
Engineer/Designer	116	490	607
Health Aid	2,503	2,594	5,097
Nurse	2,156	1,245	3,402
Advanced Medical Practitioner	258	0	258
Education Aid	1,733	833	2,566
Teacher/Trainer	3,207	2,049	5,256
Professor/Lecturer	694	0	694
Writer/Editor	366	395	762
<b>Total</b>	<b>47,890</b>	<b>41,028</b>	<b>88,917</b>

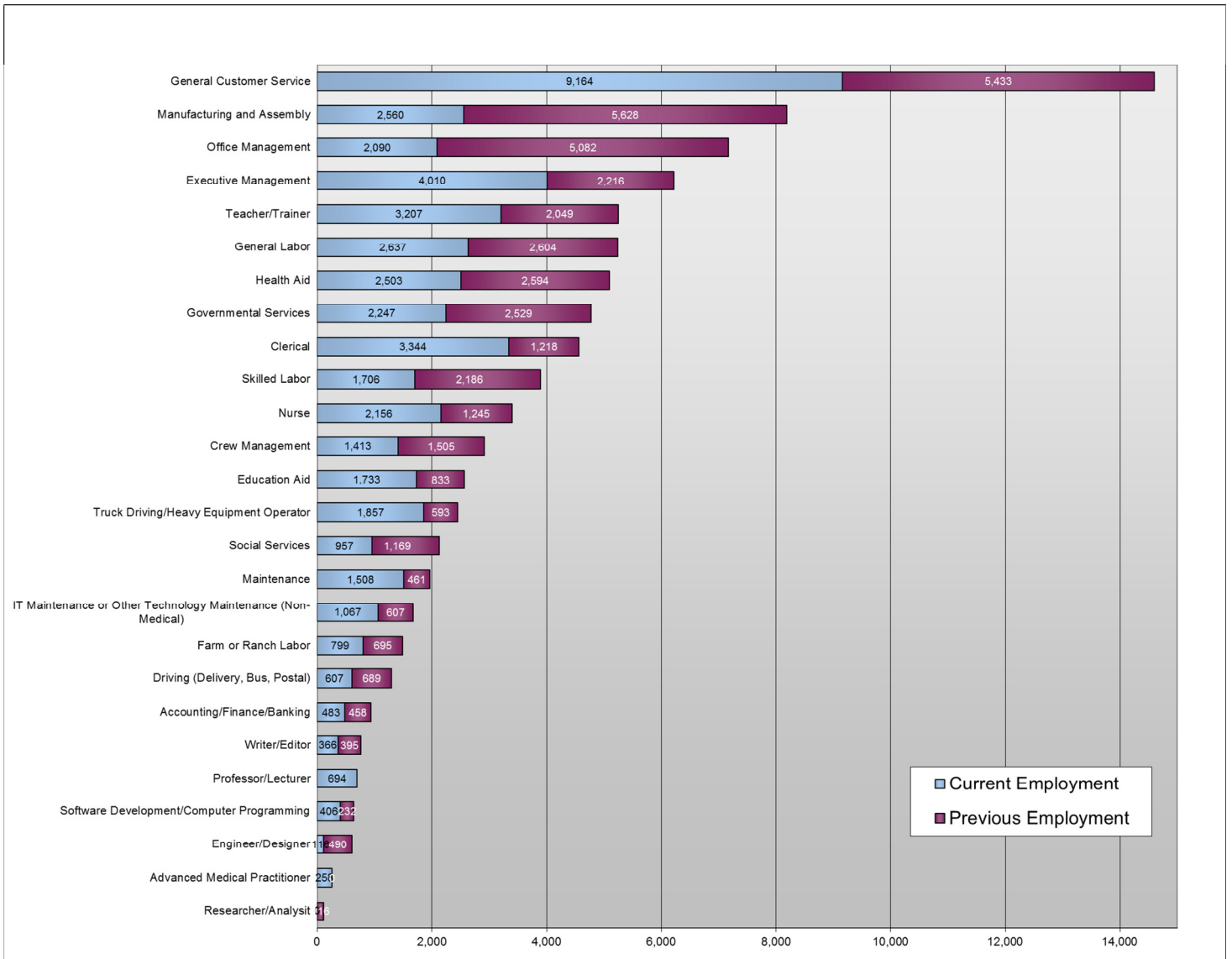
\* Retired, disabled, non-working students, homemakers are not included.

\*\* An individual member of the ALP is counted only once within each employment category. If jobs are duplicate, they were removed from the Previous Job Category.

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

Figure 3 shows the same information as that presented in Table 3, but in graphic format. Many Available Labor Pool members report current work experience or previous work/training as general customer service workers, retail sales clerks, receptionists, food service workers and similar positions that often require some face-to-face interaction with the public. There are 9,164 working Available Labor Pool members currently employed in this category and 5,433 previously employed/trained in this category, for a total of 14,596 individuals<sup>2</sup>.

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



<sup>2</sup> If a respondent reports the same job for both current and previous employment, the duplicate is not included in the previous employment category



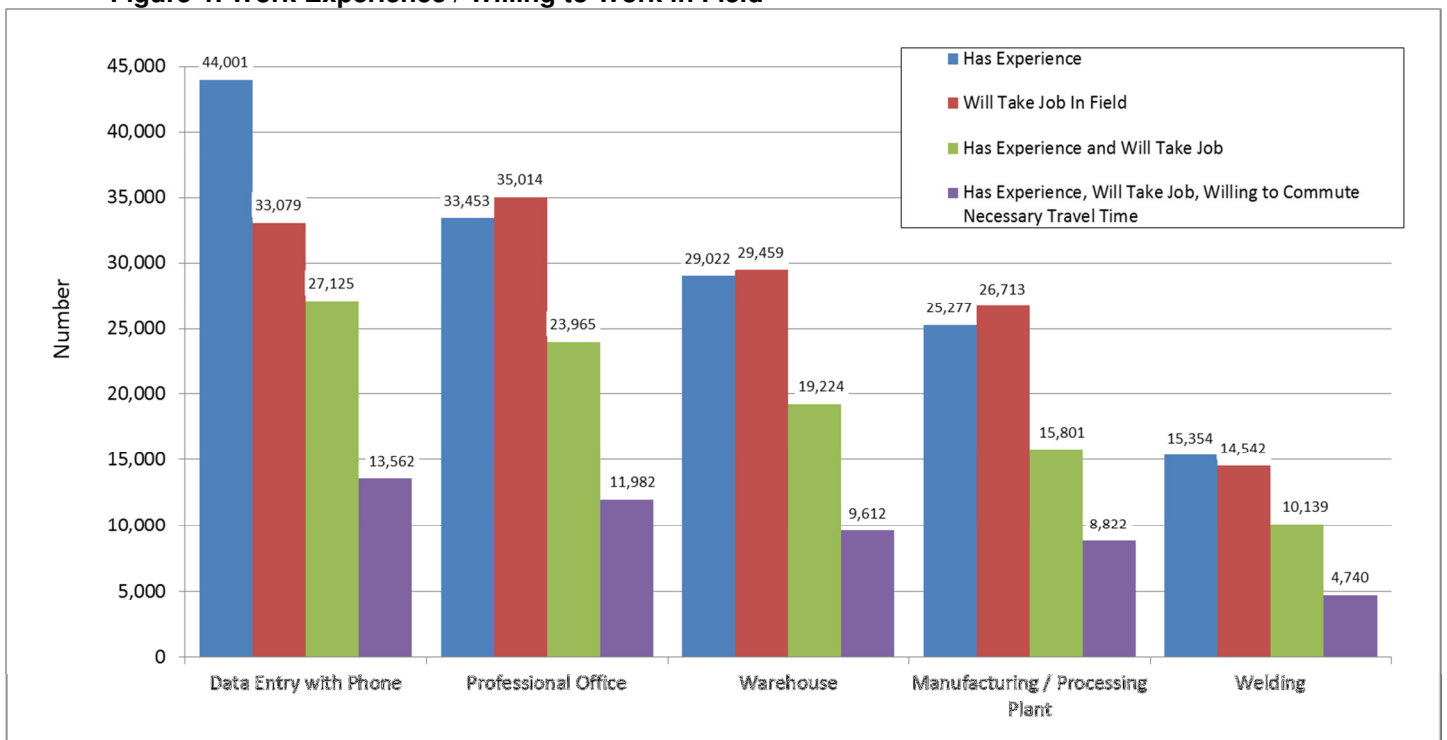
In addition to collecting data regarding the current employment status and previous work or training experience through a series of “open-ended” survey questions (the results of which are shown in the previous table and figure), respondents were asked about the five specific employment areas listed in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

The figure shows that an estimated 44,001 individuals (or 71% of the Available Labor Pool) report having training and/or experience in data entry with telephone operation, while fewer (33,079 individuals or about 53% of the Available Labor Pool) would consider employment in that field. Approximately 54% of the Available Labor Pool (or an estimated 33,453 individuals) have training and/or experience in professional office environments as office workers or administrative assistants, while more (56% or 35,014 individuals) indicate that they would take a job in that field.

About 47% of the Available Labor Pool (or an estimated 29,022 individuals) suggest that they have training or experience in a distribution center or warehouse. Fewer (41% or 25,277) suggest that they have training or experience working in a manufacturing plant. A few more (29,459 and 26,713, respectively) would consider a job in these fields.

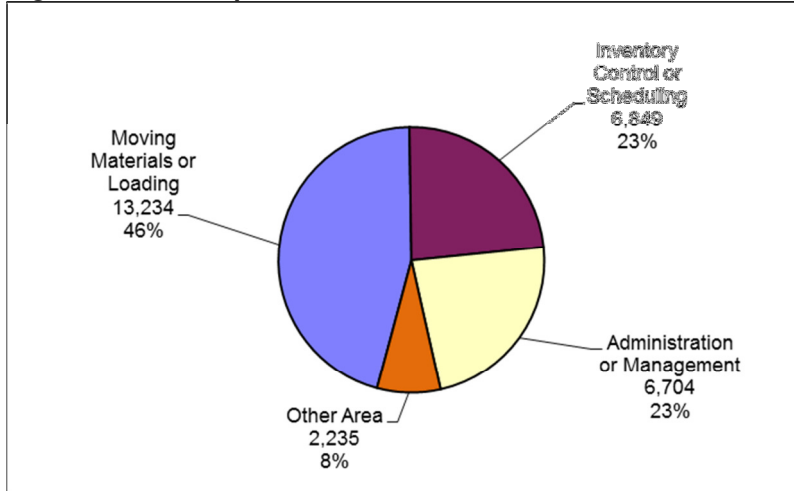
The third column shows the percent and estimated number that have experience or training in a field **and** are willing to work in that field again. The fourth column shows the estimated numbers that have training/experience **and** are willing to take a job in that field **and** are willing to commute the necessary travel time for a new or different job. (See page 21 for a definition of “necessary travel time.”)

**Figure 4: Work Experience / Willing to Work in Field**

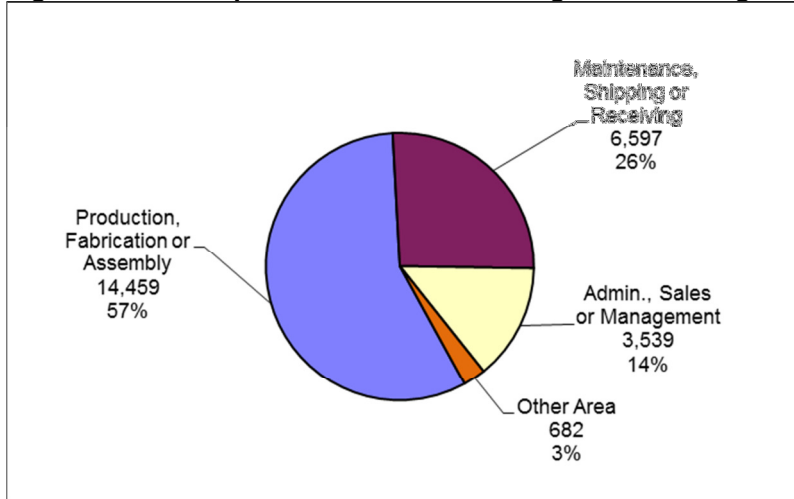


Survey respondents who indicated that they had worked in distribution/warehousing and those indicating that they had worked in manufacturing and processing were asked additional questions to assess the type of work they performed at those jobs. Figures 5 and 6 show the responses to those questions.

**Figure 5: Work Experience in Distribution Center or Warehouse**

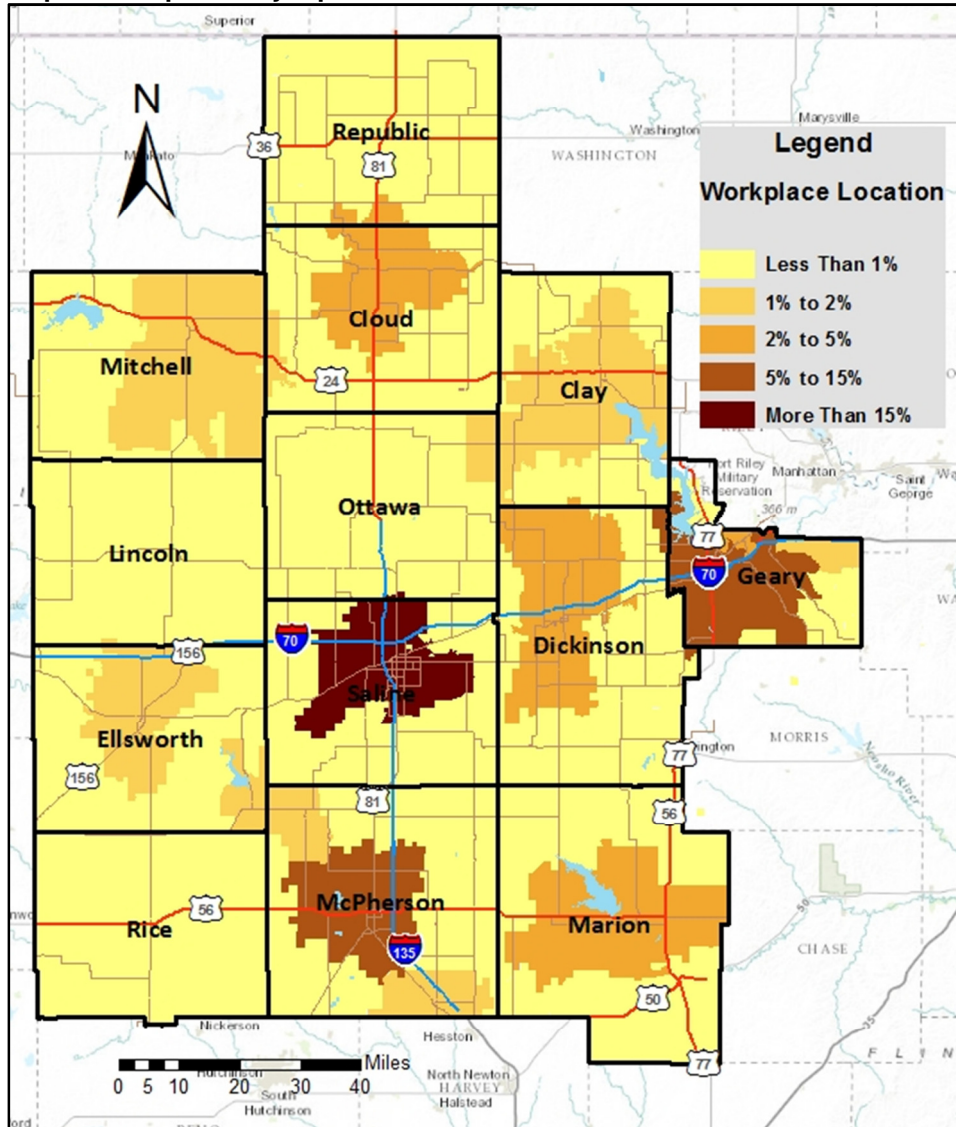


**Figure 6: Work Experience in Manufacturing or Processing Plant**



Working Available Labor Pool members were asked for the zip code of their workplaces. Map 3 shows the locations of employers within the basin by zip code area. Each zip code is grouped into one of five categories specified in the legend. More than 15% of the workplaces are located in Saline County. Between 5% and 15% of the employers are also located in Geary and McPherson Counties. Between 2% and 4.99% are also located in Cloud, Dickinson, Marion and Republic Counties.

**Map 3: Workplaces by Zip Code**



## Educational Experience, Skills Self-Assessment and Job Satisfaction

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

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

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

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

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

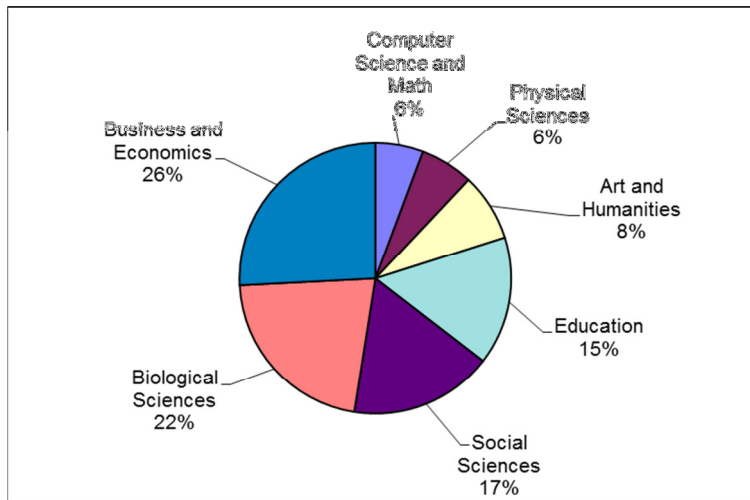
**Education:** Elementary and Secondary Teaching.

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

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

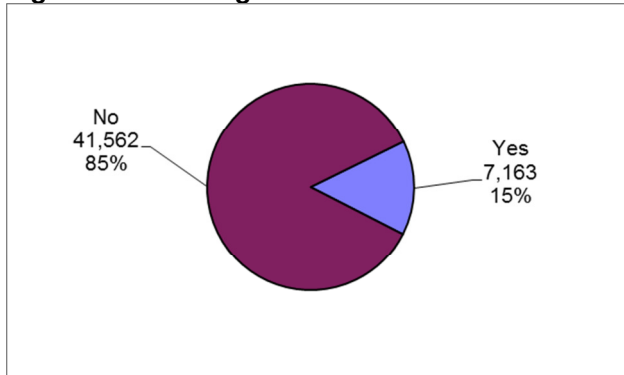
The figure below shows that most Available Labor Pool members indicate a major in Business and Economics (26%), Biological Sciences (22%), Social Sciences (17%) and Education (15%).

**Figure 7: Undergraduate College Major**



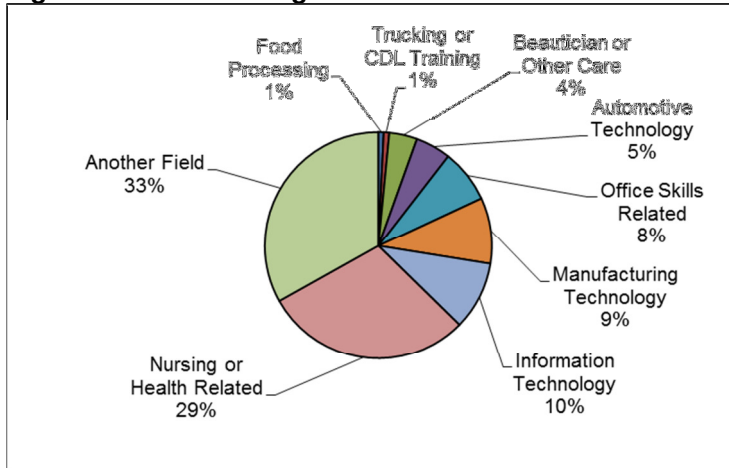
All respondents that had completed at least some college were asked: “Are you attending technical school now or have you received a technical degree?” Figure 8 shows that 15% of the respondents hold a technical degree or are working on one at the present time.

**Figure 8: Attending / Attended Technical School**



Respondents answering “yes” to the above question were asked if their degree or education was in one of the fields shown in Figure 9. The figure shows that 29% of the respondents that are pursuing a technical degree or that have received a technical degree indicate they are studying (or have studied) nursing or a health-related field. Another 10% are studying (or have studied) information technology, 9% manufacturing technology and 8% office-related skills.

**Figure 9: Technical Degree**



Survey respondents were also asked questions assessing their need for training in various skill areas that employers often desire. Figure 10 shows a majority of Available Labor Pool members report needing “no training” for a job requiring working in team settings (78%). On the other hand, most report needing “some training” in computer operations (61%). About 22% report needing “much training” in public speaking.

**Figure 10: Skills Self-Assessment**

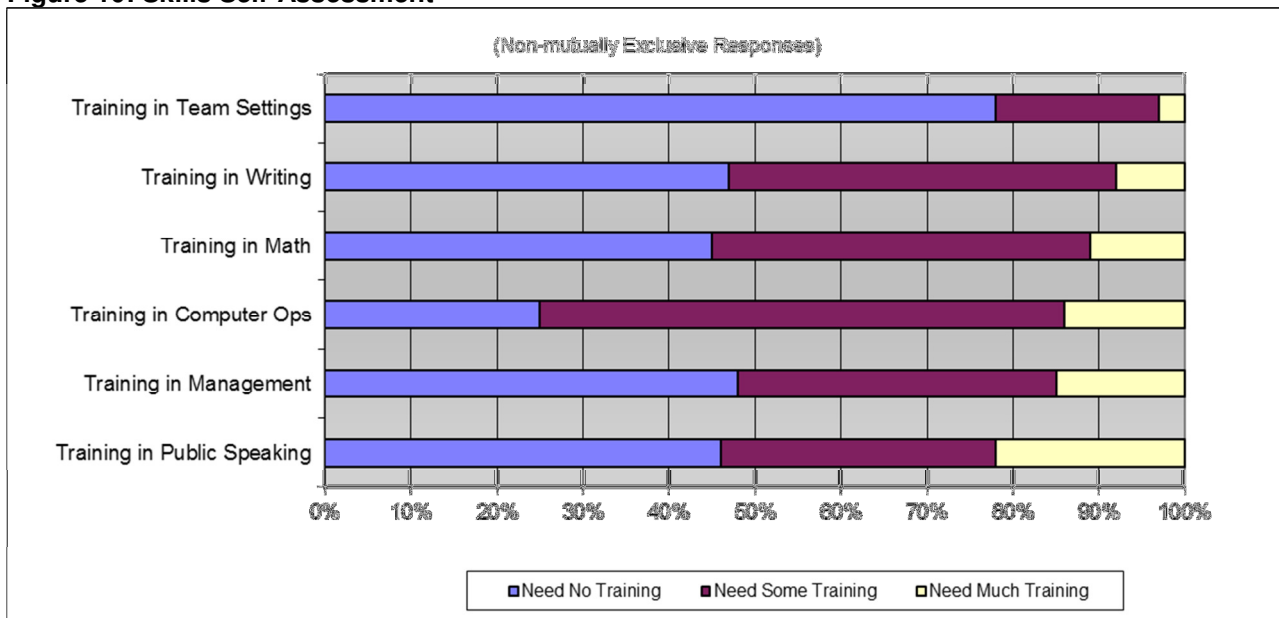


Figure 11 and Table 4 show responses to questions regarding job satisfaction. The figure and table report responses from *working survey respondents* only. The figure shows that about 31% of the working Available Labor Pool respondents “strongly agree” with a statement suggesting that they “enjoy the things I do,” while about 58% “agree” with that statement.

**Figure 11: Job Satisfaction Among Working Available Labor Pool**

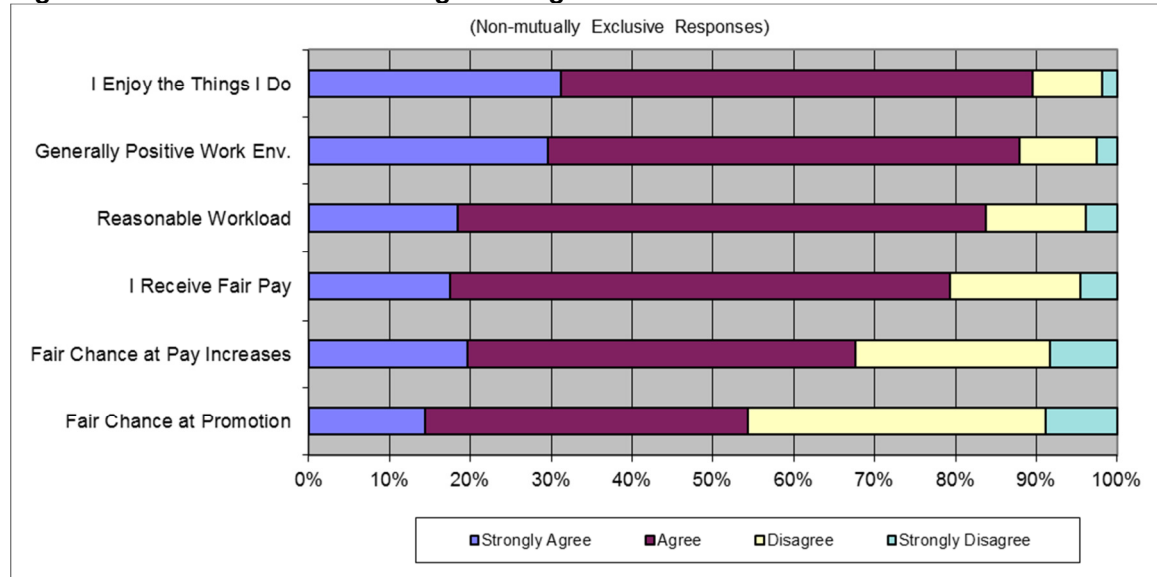


Table 4 shows combined “strongly agree” and “agree” percentages only. The table also shows the responses of working Available Labor Pool members **and** working non-Available Labor Pool members. The table shows that 89.5% of the working Available Labor Pool members “strongly agree” or “agree” with the statement regarding “enjoying the things I do,” while almost 97% of the survey respondents that are working non-Available Labor Pool members suggest the same.

The statements with the largest percentages of disagreement between Available Labor Pool members and non-Available Labor Pool workers are with regards to having a “fair chance at pay increases” and having a “fair pay.” About 68% of the working Available Labor Pool respondents indicate that they “strongly agree” or “agree” that they have fair chances at pay increase, whereas almost 20% *more* (or 88%) of the working non-Available Labor Pool workers feel the same way. Additionally, about 79% of working ALP members indicated they at least “agree” that they have fair pay, whereas 14% *more* (or about 93%) of working non-ALP members feel the same way.

**Table 4: Job Satisfaction Among Working ALP and Non-ALP**

	Strongly and Agree	
	ALP Only Percent	Non-ALP Only Percent
I Enjoy the Things I Do	89.5	96.6
Generally Positive Work Env.	87.9	94.9
Reasonable Workload	83.8	88.6
I Receive Fair Pay	79.4	93.4
Fair Chance at Pay Increases	67.7	88.0
Fair Chance at Promotion	54.3	62.4

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

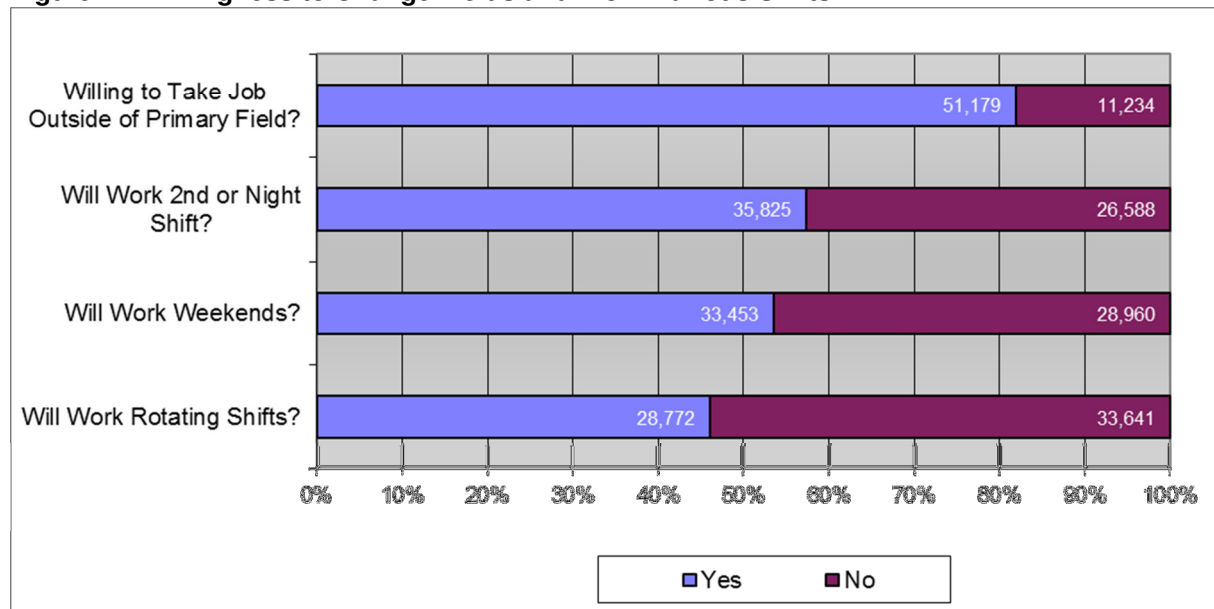
## Considerations for Employment

An important consideration for many employers looking to locate or expand operations is whether workers are willing to pursue new employment opportunities. Some workers may be available for new employment but are unwilling to switch from their current job to a different type of position. Figure 12 shows that 51,179 (82%) members of the Available Labor Pool are willing to accept positions outside of their primary fields of employment.

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

Figure 12 shows that 57% said that they are willing to work a second or night shift for a new or different job, 54% will work weekend shifts for a new or different job, and 46% will work rotating shifts for a new or different job.

**Figure 12: Willingness to Change Fields and Work Various Shifts**



Another important consideration for many employers is whether workers are willing to commute for a new or different employment opportunity. Figure 13 suggests that the Available Labor Pool in the Salina Kansas Labor Basin is open to commuting. More than a quarter (29%) of the members of the Available Labor Pool will commute up to 45 minutes, one way, for an employment opportunity, while about 74% will commute up to 30 minutes for employment. Almost all (97%) will travel up to 15 minutes for employment.

**Figure 13: Available Labor by One-Way Commute Minutes**

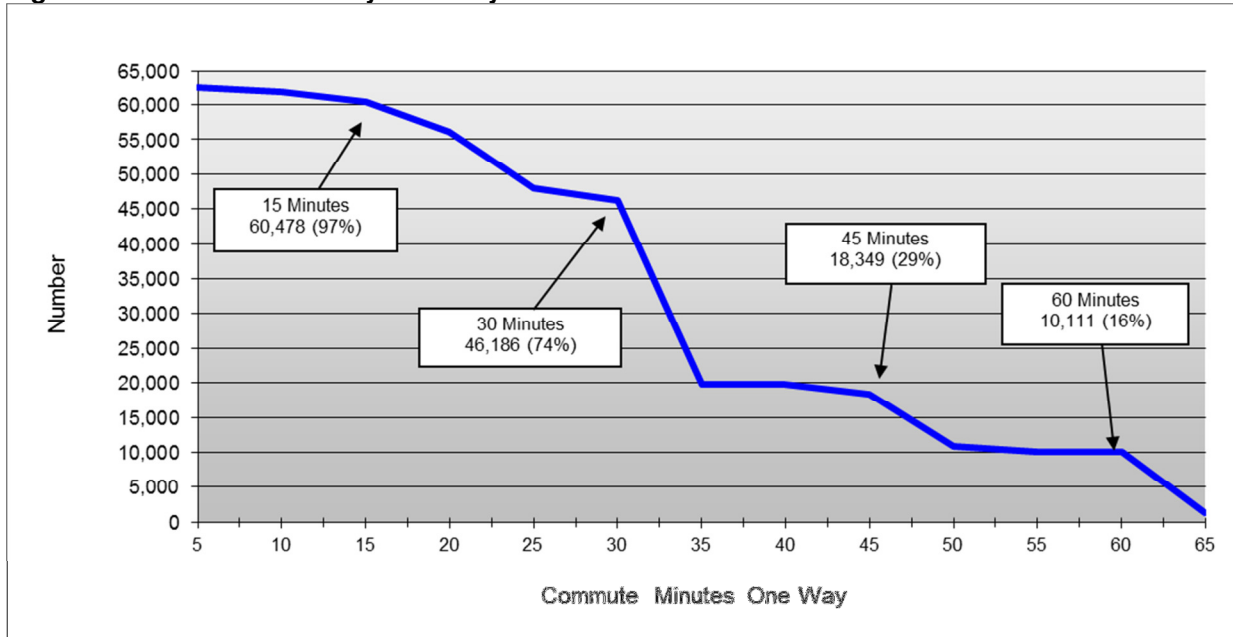




Figure 14 shows various benefits affecting the decisions of current workers to take a different job and potential workers to take a new job. About 86% consider on-the-job or paid training an important benefit for a new job. Almost as many (84%) consider good retirement benefits as an important benefit. Good salary/hourly wage, good vacation benefits and good health benefits each received more than 80% support from survey respondents. The least two desired benefits are good educational assistance and transportation assistance, “important” for only 54% and 31.5%, respectively.

**Figure 14: Benefits Very Important to Change Employment**

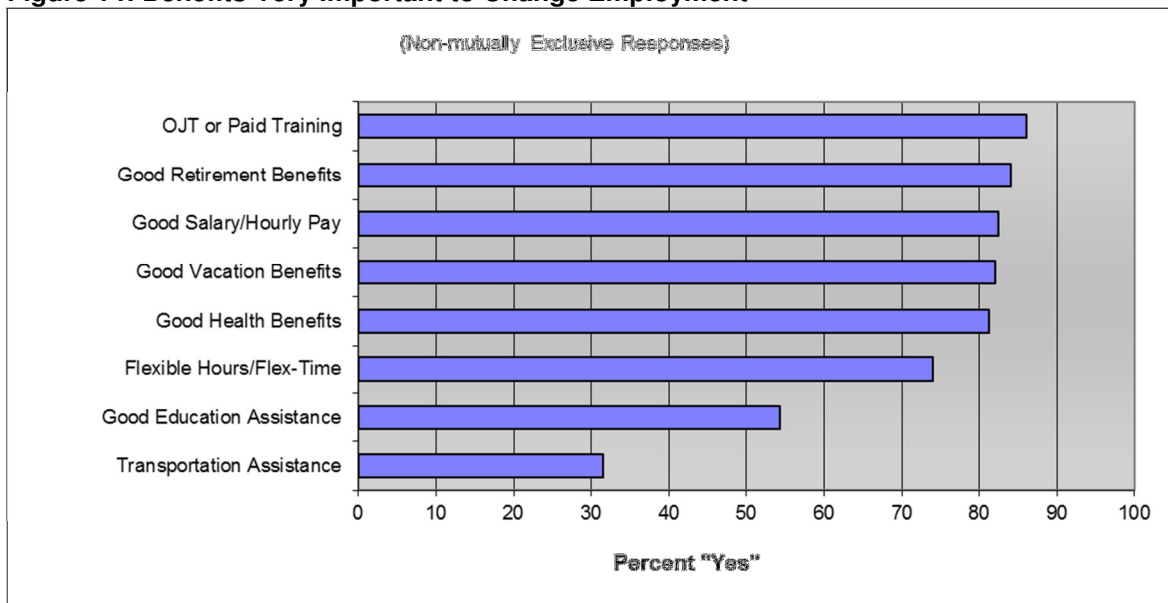


Table 5 lists some of these benefits, as well as percentages of working Available Labor Pool members that are currently offered these benefits. The figures in the left percent column indicate the percentages of all Available Labor Pool members that said the benefit is an *important* consideration in taking a new or different job, while the figures on the right show the percentages of *working members* of the Available Labor Pool that are offered the benefit by their current employers.

**Table 5: Desired Benefits and Current Benefits Offered**

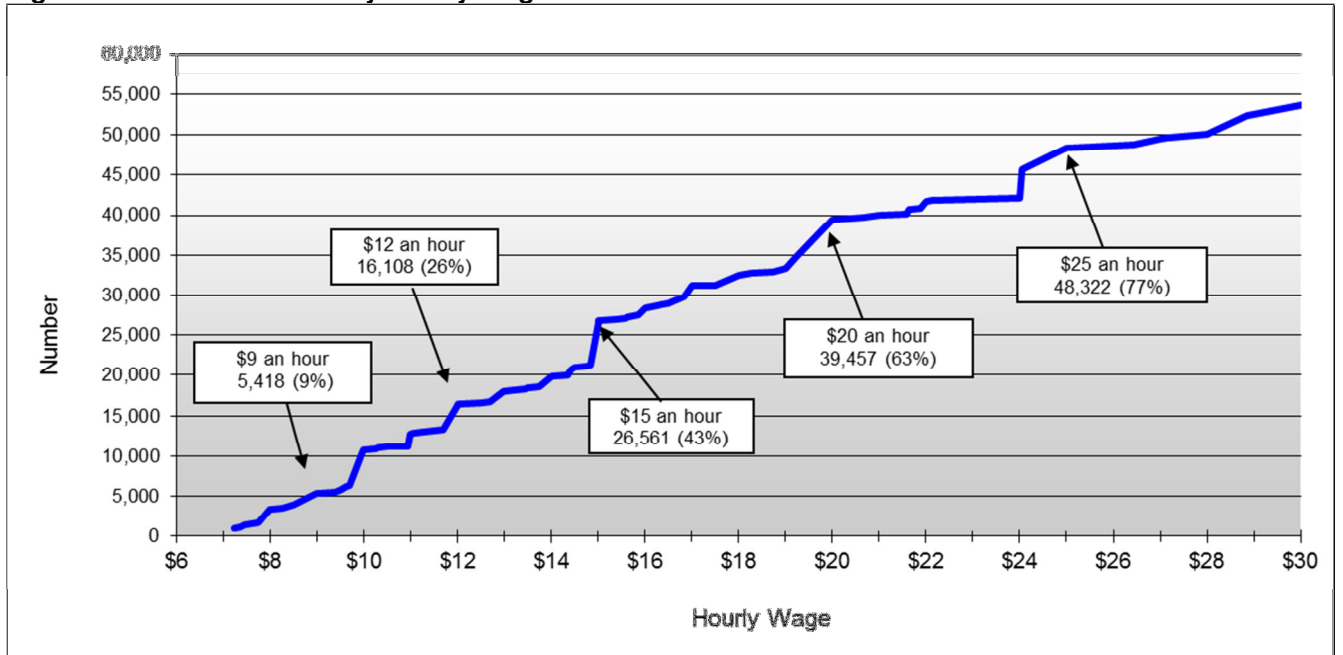
	Benefit Important to Change Jobs Percent	Benefit Currently Offered* Percent
OJT or Paid Training	86.0	82.0
Good Retirement Benefits	84.1	71.7
Good Salary/Hourly Pay	82.5	80.4
Good Vacation Benefits	82.0	73.9
Good Health Benefits	81.2	77.2
Flexible Hours/Flex-Time	74.0	55.9
Good Education Assistance	54.3	46.0
Transportation Assistance	31.5	18.6

\* This column represents responses from working ALP members only.

## Wage Demands

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 48,322 people (or 77% of the available labor) are interested in a new job at \$25 an hour<sup>3</sup>. An estimated 39,457 (or 63%) members of the labor pool are interested in new employment opportunity at \$20 an hour, while 26,651 (43%) are interested at \$15 an hour. Finally, an estimated 16,108 people (26%) are interested in a new job at \$12 an hour and 5,418 (9%) at \$9 an hour.

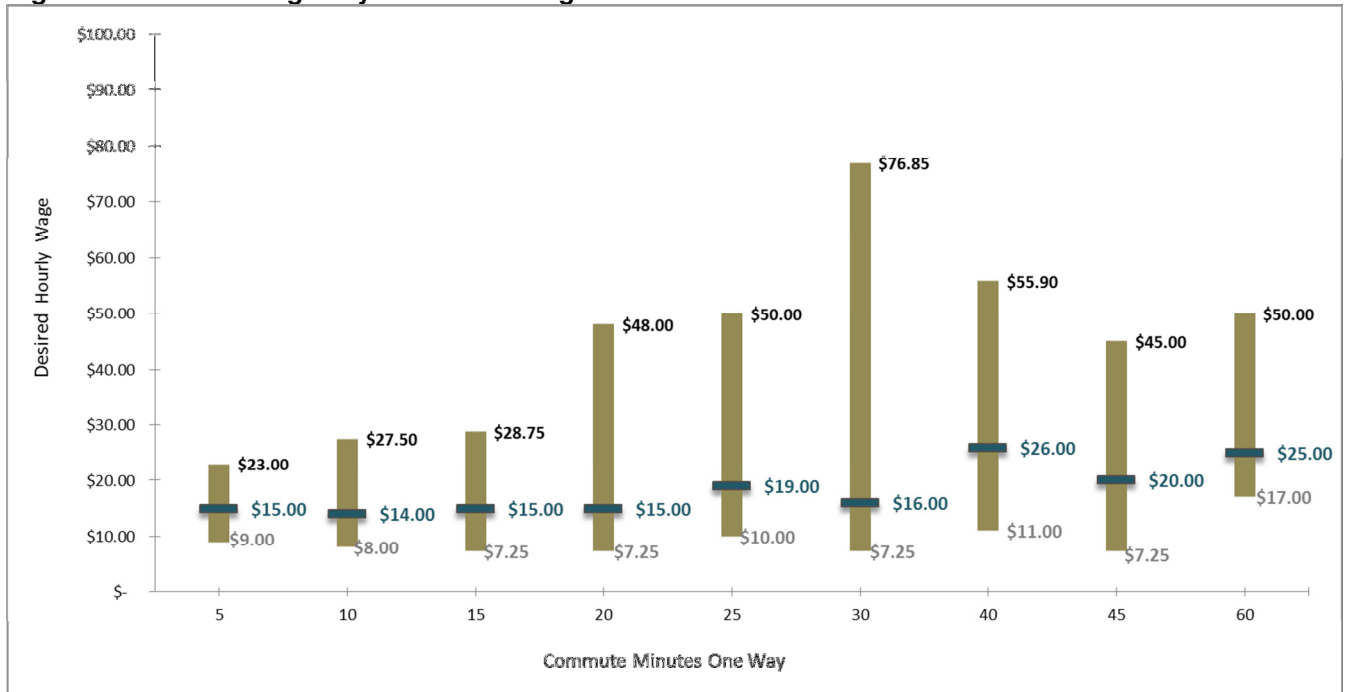
**Figure 15: Available Labor by Hourly Wage**



<sup>3</sup> See Appendix II for an hourly wage/annual salary conversion chart.

Figure 16 shows the median and range of desired hourly wage by minutes willing to travel one-way for a new job. The figure shows that, in general, respondents desiring higher wages are more willing than others to travel more minutes for an employment opportunity. However, respondents willing to travel 30 minutes for a job desire wages ranging from about \$7.25 to \$76.85 and respondents willing to travel 45 minutes desire wages ranging from \$7.25 to \$45.

**Figure 16: Desired Wages by Minutes Willing to Travel**



### Wage Demands (of those Indicating a Willingness to Commute)

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 Salina 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.

**Figure 17: Available Labor by Hourly Wage (for those Indicating a Willingness to Commute)**

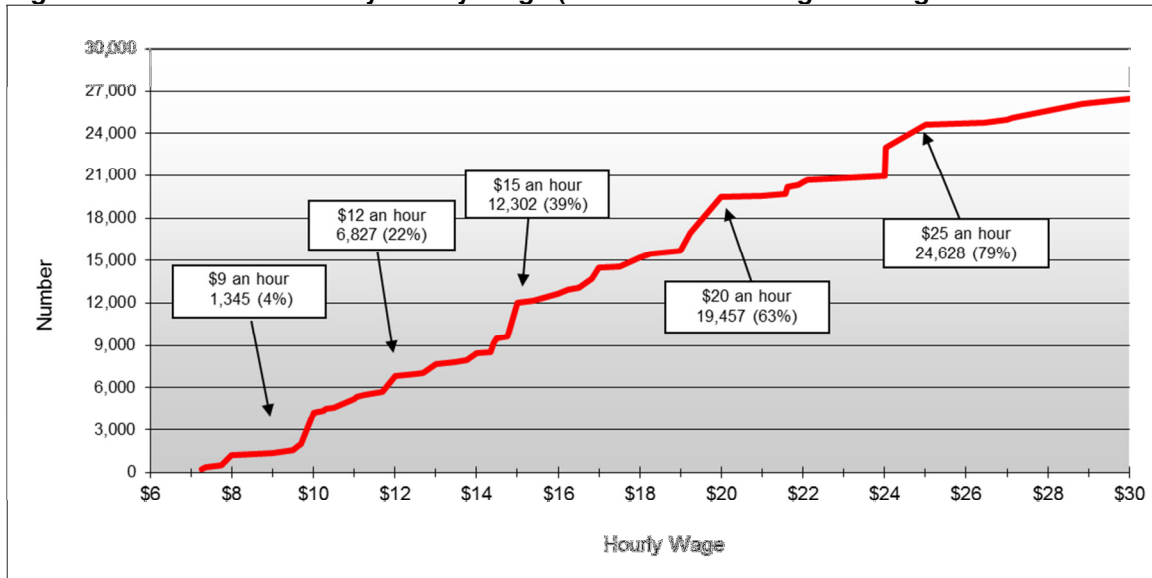


Figure 17 shows the wage demands for the Available Labor Pool members that are “willing to commute.” It is estimated that 24,628 people (or 79%) are interested in a new job at \$25 an hour. Approximately 19,457 (or 63%) are interested in a new employment opportunity at \$20 an hour, while 12,302 (39%) are interested at \$15 an hour. Finally, about 6,827 people (22%) are interested in a new job at \$12 an hour and 1,345 (4%) at \$9 an hour.

The figure above suggests the obvious: that the higher the wage, the larger the pool of available labor. For example, 1,345 members of the Available Labor Pool that are “willing to commute” are available for a new or different job at \$9.00 an hour. At \$10.00 an hour, however, the size of the willing to commute available labor increases to 4,250 members. This represents an increase of 2,905 individuals.

The graph also highlights various “wage preference plateaus” that may be of interest to current and potential employers. A wage preference plateau is a situation in which an increase in wage results in an insignificant or small increase in available labor. For example, as previously noted, 4,250 members of available labor are interested in a job at \$10.00 an hour. At \$11.00 an hour there are an estimated 5,240 individuals available. So, while there is certainly an increase in the number of available workers at this higher wage rate, the increase is estimated to be only 990

individuals. An additional wage plateaus can be seen between \$12 and \$13 (an 854-individual increase) and between \$20 and \$21 (a 124-individual increase).

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

Table 6 shows the four main occupational sectors (employed only) of the willing-to-commute ALP. The table shows that 17% of the general laborers will take a new or different job at a wage of at \$12 an hour, while 31% are available for new employment at a wage of \$15 an hour. Of the skilled laborers, 14% are available for new employment at a wage of \$12 an hour, while 21% are available at a wage of \$15 an hour.

About a fifth (21%) of the service workers is available at a wage of \$12 an hour, while 38% are available at a wage of \$15 an hour. Only 3% of the professional workers are available at a wage of \$12 an hour, while only 8% are available at a wage of \$15 an hour.

**Table 6: Cumulative Wage Demands for Occupational Sectors**

	General Labor		High Skill Labor		Service Sector		Professional	
	(N= 40 ) (+/- 15.5% MoE)		(N= 25 ) (+/- 19.7% MoE)		(N= 103 ) (+/- 9.7% MoE)		(N= 36 ) (+/- 16.2% MoE)	
	Number	Cumulative	Number	Cumulative	Number	Cumulative	Number	Cumulative
\$30 <	5,279	100%	3,259	100%	13,534	100%	4,796	100%
\$30	4,582	87%	2,754	85%	12,045	89%	2,609	54%
\$27	4,360	83%	2,389	73%	11,801	87%	2,336	49%
\$24	3,510	67%	2,148	66%	9,961	74%	1,626	34%
\$21	3,405	65%	1,919	59%	9,365	69%	1,352	28%
\$18	2,576	49%	929	29%	7,687	57%	532	11%
\$15	1,621	31%	691	21%	5,075	38%	398	8%
\$12	919	17%	466	14%	2,815	21%	125	3%
\$9	106	2%	117	4%	947	7%	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. Specifically, the table *includes* data from respondents that:

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

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

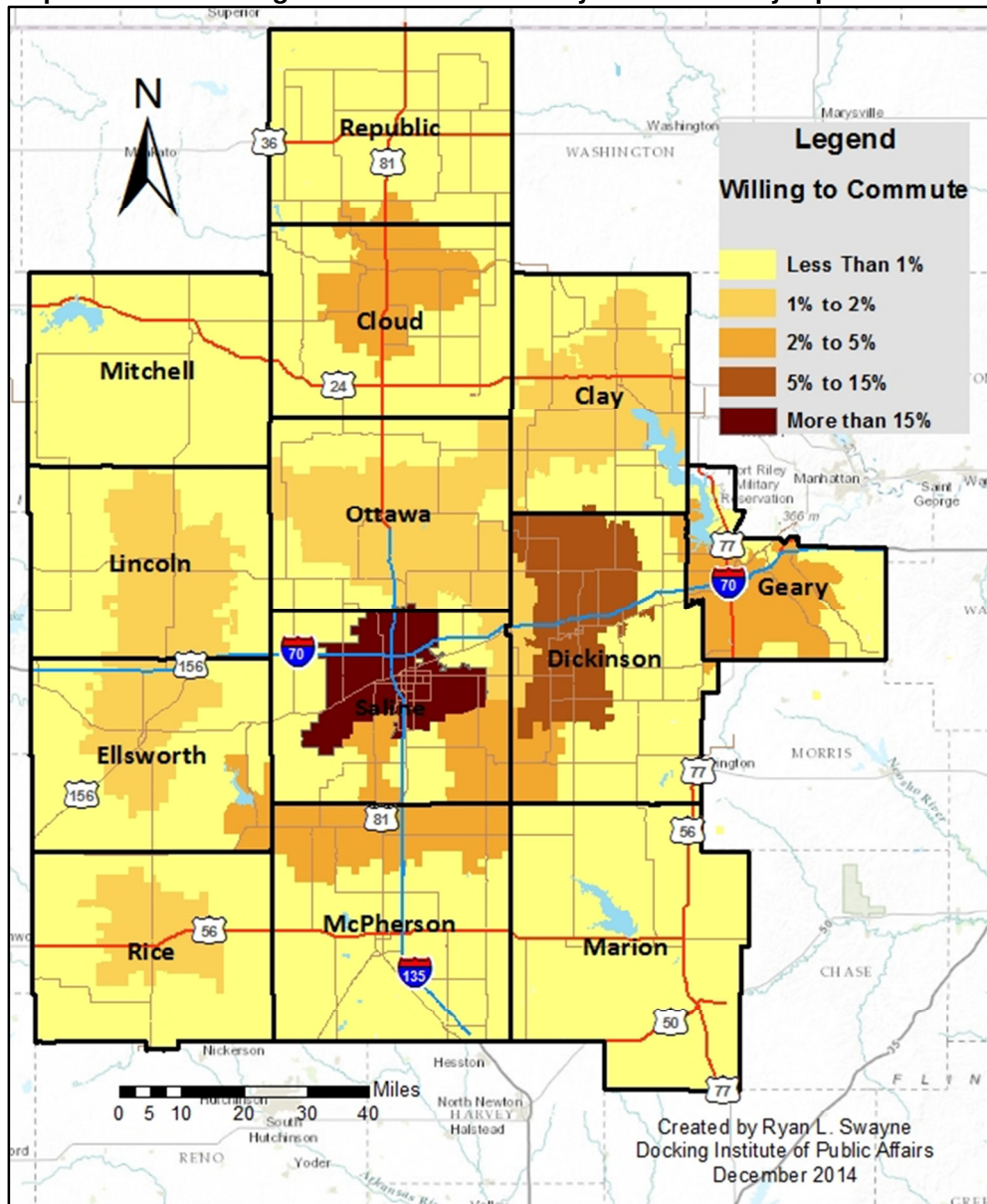
	Mobile General Labor		Mobile Service Sector	
	(N= 144 ) (+/- 8.2% MoE)		(N= 159 ) (+/- 7.8% MoE)	
	Number	Cumulative	Number	Cumulative
\$30 <	18,912	100%	20,966	100%
\$30	17,297	91%	18,829	90%
\$27	16,717	88%	18,365	88%
\$24	14,669	78%	15,849	76%
\$21	14,093	75%	15,040	72%
\$18	11,548	61%	12,129	58%
\$15	7,474	40%	7,935	38%
\$12	4,592	24%	4,820	23%
\$9	922	5%	1,034	5%
\$6	0	0%	0	0%

Table 6 (previous page) shows data representing each occupational sector *independently* and does not include non-working ALP members. Table 7, on the other hand, allows a general laborer or service sector worker to be classified in both sectors *if* he or she indicates a willingness to change fields of employment (see Figure 12). 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.

Highly-skilled blue-collar workers and professional white-collar workers are excluded from Table 7 because it is presumed that, as a general rule, people in occupations such as Doctors, Lawyers, Engineers, Professors, Machinists, Electricians, etc... are unlikely to transfer into lower-skilled general labor and service/support occupations. It is also presumed that, because professional and highly skilled occupations require extensive education and/or training, lower-skilled general laborers and service sector workers are unable to transfer to higher-skilled labor or professional positions - at least in the near term.

Map 4 shows how each zip code in the basin compares to all other zip codes in terms of the percent of available labor in the Salina Kansas Labor Basin that are *willing to travel the necessary commute time* for a new or different job. Each zip code is grouped into one of five categories specified in the legend. More than 15% of the willing to commute Available Labor Pool is located within Saline County. Between 5% and 15% of the willing to commute Available Labor Pool is also located in Dickinson County. Between 2% and 4.99% of the willing to commute Available Labor Pool is also located in Cloud, Geary, McPherson and Republic Counties.

**Map 4: Percent Willing to Commute Necessary Travel Time by Zip Code**

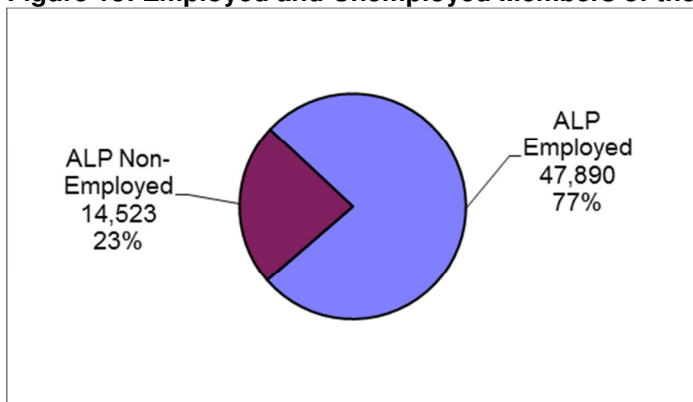


## Underemployment Among Available Labor Pool Workers

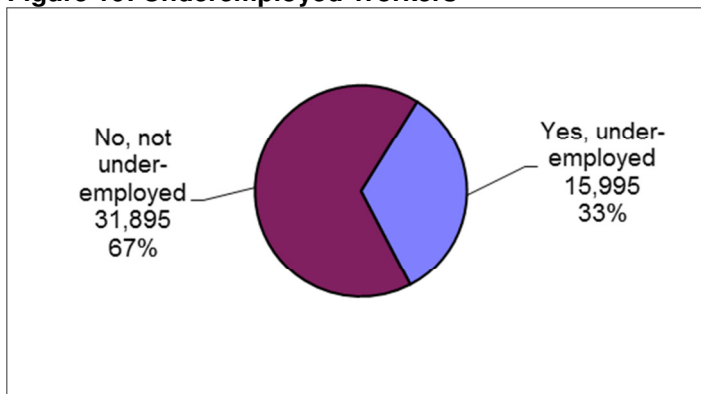
Underemployment — individuals possessing skills and/or training levels that exceed the responsibilities of their current job — is a significant issue in many communities. To assess underemployment in the Salina Kansas Labor Basin, *employed members of the Available Labor Pool* were presented with a scenario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

Of the 47,890 *employed members* of the Available Labor Pool (shown in Figure 18), more than a third answered “yes” to one or more of the questions presented above and are considered underemployed. Figure 19 shows that the underemployed workers represent 33% (or 15,995 individuals) of the employed members of the Available Labor Pool.

**Figure 18: Employed and Unemployed Members of the Available Labor Pool**



**Figure 19: Underemployed Workers**



<sup>4</sup> “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 underutilized worker because....?”



Figure 20 shows the percentages of the positive responses (i.e., “yes” answers) to the various measures of underemployment. About 24% of this subset of the Available Labor Pool consider themselves as underemployed because they possess skills that are not being used currently on the job, and about 23% possess education levels exceeding those needed for their current jobs. About 22% had previous but similar jobs that provided more income, while about 16% feel they are not offered enough work hours.

**Figure 20: Reasons for Underemployment**

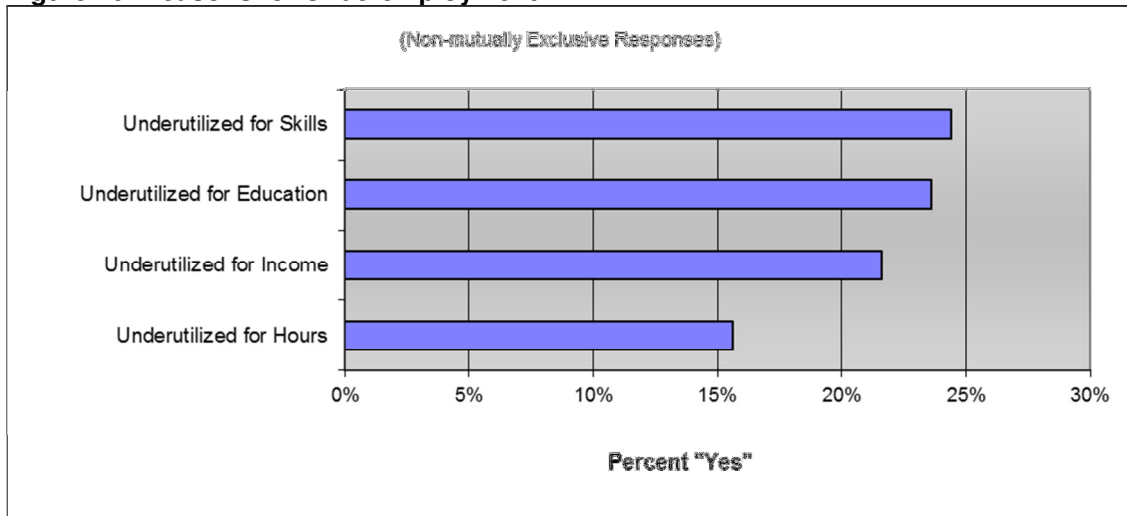


Table 8 and Figure 21 (next page) show some characteristics of the underemployed members of the Available Labor Pool. Table 8 shows that the education level of the underemployed workers compares to the overall Available Labor Pool with about 78% having at least some college education and 48% having completed at least an associate’s degree. (Table 1 shows that 78.1% of the entire Available Labor Pool has some college experience and 52.3% has completed at least an associate’s degree.)

**Table 8: Highest Level of Education Achieved Among Underemployed**

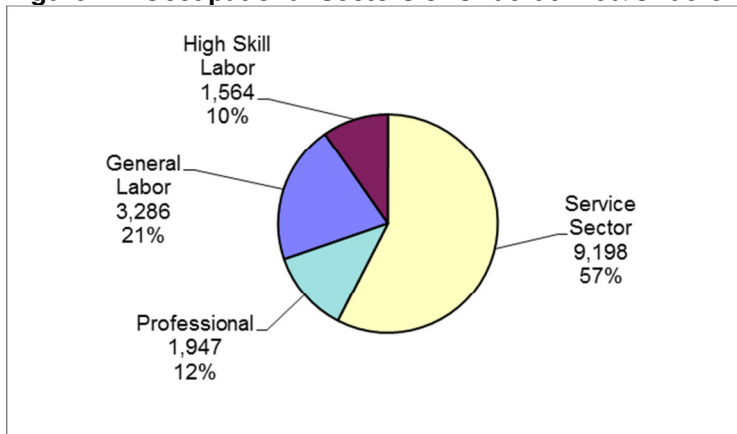
	Number	Percent	Cumulative Percent
Doctoral Degree	207	1.3	1.3
Masters Degree	1,288	8.1	9.3
Bachelors Degree	3,554	22.2	31.6
Associates Degree	2,624	16.4	48.0
Some College	4,801	30.0	78.0
High School Diploma Only	2,976	18.6	96.6
Less HS Diploma	546	3.4	100.0
<b>Total</b>	<b>15,995</b>	<b>100</b>	

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

Figure 21 shows that 21% of the underutilized workers are employed as general laborers and 10% are employed as highly skilled blue-collar workers. The highest percentage of underutilized workers is employed as service sector and support workers (57%), while relatively few (12%) hold professional positions.

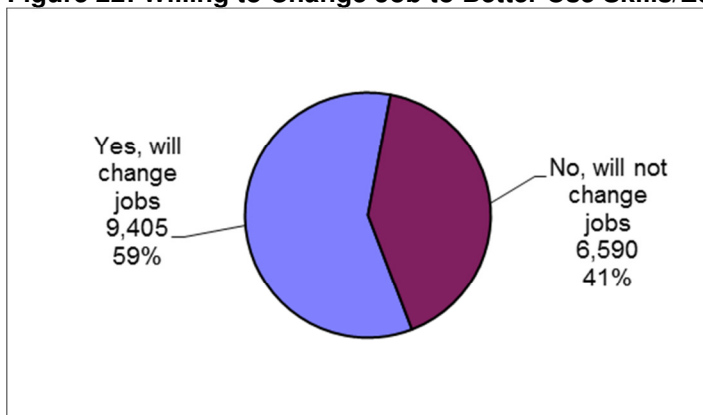
Comparing Figure 21 with Figure 2 (page 7) suggests that fewer professional workers and high skilled laborers consider themselves underemployed than do general laborers and service sector workers. Figure 2 shows that the subset of working Available Labor Pool members consists of: 21% general laborers, 13% highly skilled-laborers, 51% service workers and 15% professionals.

**Figure 21: Occupational Sectors of Underutilized/Underemployed Workers**



Respondents indicating that they are underemployed were also asked a follow-up question addressing their willingness to change jobs in order for them to better utilize their skills and/or education. Figure 22 shows that a majority – 59% (or 9,405 individuals) – of the underemployed workers is willing to change jobs to address underemployment.

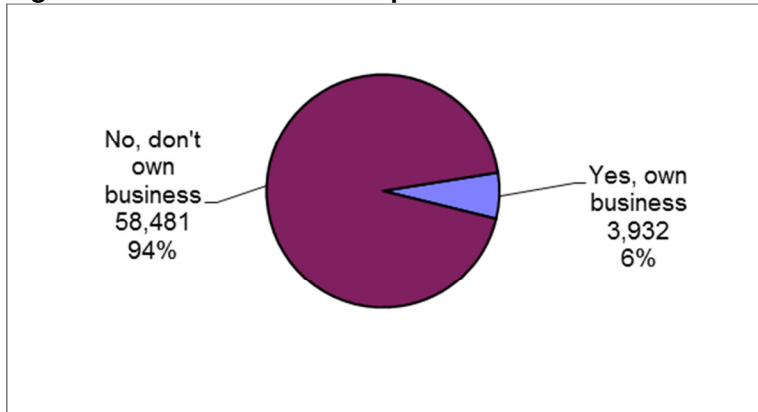
**Figure 22: Willing to Change Job to Better Use Skills/Education**



## Entrepreneurship 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 23 shows that of the 62,413-member Available Labor Pool, 6% report owning their own businesses.

**Figure 23: Business-Ownership**



The *non-business owning members of the ALP* (estimated to be 58,481 or 94% of the entire ALP) were asked the question: “In the last few years have you seriously thought about starting your own business?” Figure 24 shows that almost a third (36% or 21,229) of the non-business-owning members of the ALP indicates that they had seriously considered this option for new employment. This subset of the ALP can be considered *potential entrepreneurs*.

**Figure 24: “Seriously Thought About Starting Own Business?”**

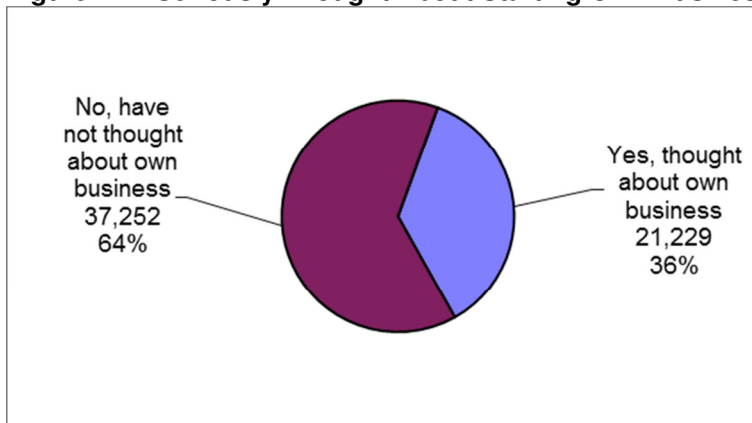


Table 9 and Figures 25 and 26 (next page) show some characteristics of the *potential entrepreneurs*. Table 9 show that the education level of the potential entrepreneurs differs from the overall ALP, with more than third (37.8%) holding at least an associate’s degree, whereas Table 1 (page 6) shows 52.3% of the entire ALP holds at least an associate’s degree.

**Table 9: Highest Level of Education Achieved Among Potential Entrepreneurs**

	Number	Percent	Cumulative Percent
Doctoral Degree	213	1.0	1.0
Masters Degree	2,559	12.1	13.1
Bachelors Degree	2,491	11.7	24.8
Associates Degree	2,770	13.1	37.8
Some College	7,892	37.2	75.0
High School Diploma Only	4,227	19.9	94.9
Less HS Diploma	1,076	5.1	100.0
<b>Total</b>	<b>21,229</b>	<b>100.0</b>	

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

Figure 25 shows that 28% of the potential entrepreneurs are currently employed as general laborers and that 15% are currently employed as highly skilled blue-collar workers. The highest percentages are employed as service sector and support workers (47%), while 10% hold professional positions. (For comparison, Figure 2 on page 7 shows: 21% general laborers, 13% highly skilled-laborers, 51% service workers and 15% professionals).

**Figure 25: Occupational Sectors of Potential Entrepreneurs**

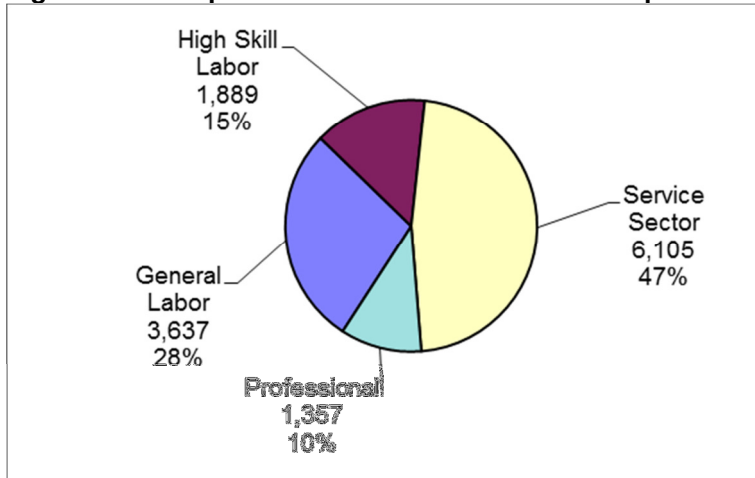
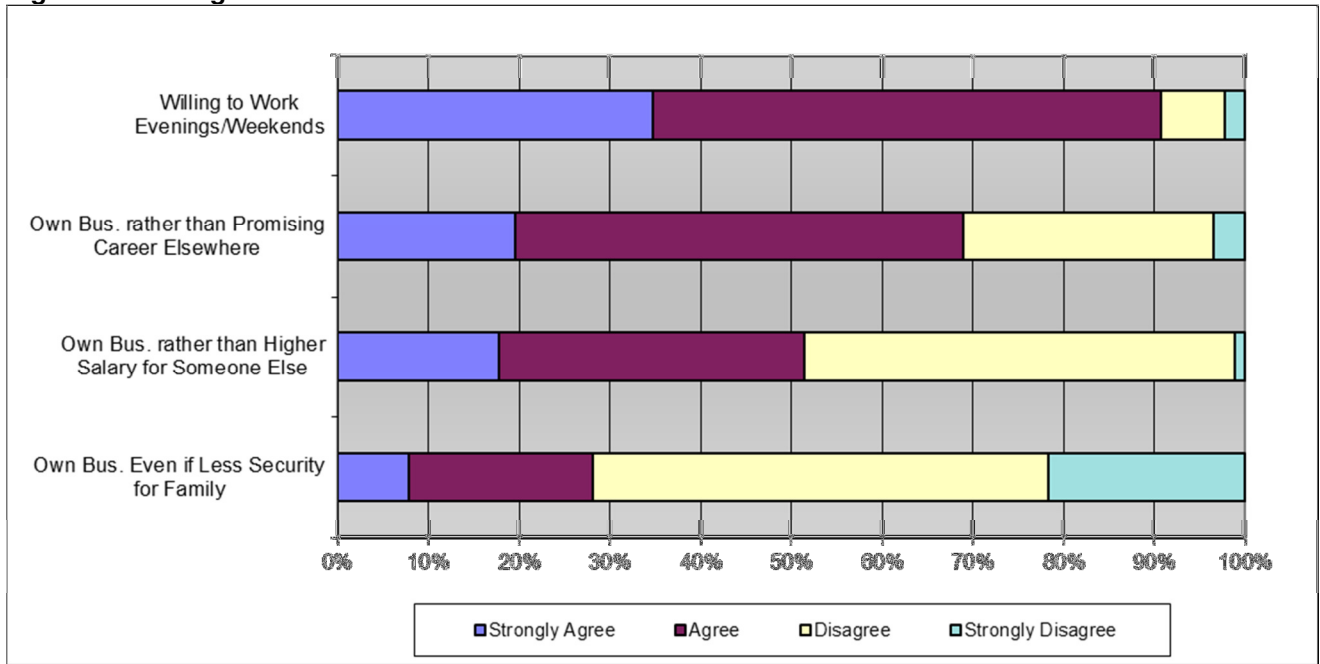


Figure 26 shows the strength of desire to own a business. About 34% of this subset of the ALP says that they “Strongly Agree” with a statement asking if they “are willing to work evenings or on weekends to make their business a success,” while about 56% say that they “Agree.” About 20% “Strongly Agree” with a statement asking if they “would rather own their own business than pursue a promising career elsewhere,” while 49% “Agree.”

About 18% percent “Strongly Agree” with the statement “I would rather own my own business than earn a higher salary working for someone else,” while another 34% “Agree” with that same statement. When presented with the statement, “I am willing to have less security for my family in order to operate my own business,” 8% “Strongly agreed” and 20% “agreed.” More respondents disagreed with this statement than any other, with 50% disagreeing and 22% strongly disagreeing, for a total of 72% disagreement.

**Figure 26: Strength of Desire for Own Business**



## Methods

The Salina Kansas Labor Basin has a total population of 209,015, and a Civilian Labor Force of 111,777. An estimated 106,365 people are currently employed and the official unemployment rate is 4.84%. The Docking Institute's analysis suggests that the basin contains an Available Labor Pool of 62,413 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 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.

While a review of Civilian Labor Force statistics represents the starting point for understanding the labor force in the Salina Kansas 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, Census-based and 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<sup>5</sup>." 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 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 Civilian Labor Force<sup>6</sup>. Secondly, the number of potential workers is

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<sup>5</sup> 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).

<sup>6</sup> 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

then *restricted* to 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 Salina Kansas Labor Basin includes 462,413 individuals. This represents a substantial number of workers and potential workers for employers to draw upon in the Salina Kansas Labor Basin.

### **Survey Research Methods**

Data for this study were collected from a random digit telephone survey<sup>7</sup> of adults living in thirteen counties in north central Kansas. Surveying took place from July 16 to September 20, 2014, using a Computer Assisted Telephone Interviewing (CATI) system. A total of 1,513 households were successfully contacted during the data collection period, and a randomly selected adult<sup>8</sup> in each was asked to participate in the study. In 984 households the selected adult agreed to be interviewed. This represents a cooperation rate of 65% and a Margin of Error of +/-3.12%.

Of the 984 respondents, 49.8% (or 474) 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 Salina Kansas Labor Basin. Responses from 474 individuals provide a margin of error of +/- 4.5%.

The study sponsors and Institute personnel agreed upon the survey items used, with the former identifying the study objectives and the latter developing items and methodologies that were valid, reliable and unbiased. Question wording and design of the survey instrument are the property of the Docking Institute. A detailed summary of the method of analysis used in this report can be found in Joseph A. Aistrup, Michael S. Walker and Brett A. Zollinger, "The Kansas Labor Force Survey: The Available Labor Pool and Underemployment." *Kansas Department of Human Resources*, 2002.

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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.

<sup>7</sup> 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). Both land-line and cell phone numbers were included in the sample.

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.

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

## Glossary of Terms

**Salina Kansas Labor Basin** – The Salina Kansas Labor Basin includes thirteen counties in Kansas: Clay, Cloud, Dickinson, Ellsworth, Geary, Lincoln, Marion, McPherson, Mitchell, Ottawa, Republic, Rice and Saline.

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

**Available Labor Pool** – The Available Labor Pool is composed of workers and potential categorized as either 1) currently not working *but* looking for employment, 2) currently 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 Salina is considered “willing to commute the necessary travel time” for a new job.

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

**Underutilization/Underemployment** – Individuals that perceive themselves as possessing skills and/or training levels that exceed the responsibilities of their current job are considered underutilized/underemployed.

**Job Sectors** – “Job sectors” include General Labor, Highly-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, welder, high-skilled mechanics, computer technician and lab technician.

**Service Sector** includes occupations such as clerical worker, waitress, retail sales clerk, bookkeeper, 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 salesperson, doctor, lawyer, professor and engineer.



## Appendix I: Current Employment Status of Available Labor Pool

	Current Employment Status of ALP	
	Number	Percent
General Labor	2,637	4.2
Farm or Ranch Labor	799	1.3
Manufacturing and Assembly	2,560	4.1
Maintenance	1,508	2.4
Driving (Delivery, Bus, Postal)	607	1.0
Truck Driving/Heavy Equipment Operator	1,857	3.0
Skilled Labor	1,706	2.7
Crew Management	1,413	2.3
General Customer Service	9,164	14.7
Office Management	2,090	3.3
Governmental Services	2,247	3.6
Executive Management	4,010	6.4
Advanced Social Services	957	1.5
Clerical	3,344	5.4
Accounting/Finance/Banking	483	0.8
Researcher/Analysit	0	0.0
IT Maintenance or Other Technology Maintenance (Non-Mec	1,067	1.7
Software Development/Computer Programming	406	0.7
Engineer/Designer	116	0.2
Health Aid	2,503	4.0
Nurse	2,156	3.5
Advanced Medical Practitioner	258	0.4
Education Aid	1,733	2.8
Teacher/Trainer	3,207	5.1
Professor/Lecturer	694	1.1
Writer/Editor	366	0.6
Homemaker	2,479	4.0
Full-Time Student	3,033	4.9
Unemployed	2,015	3.2
Retired	5,222	8.4
Disabled	1,774	2.8
<b>Total</b>	<b>62,413</b>	<b>100</b>

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