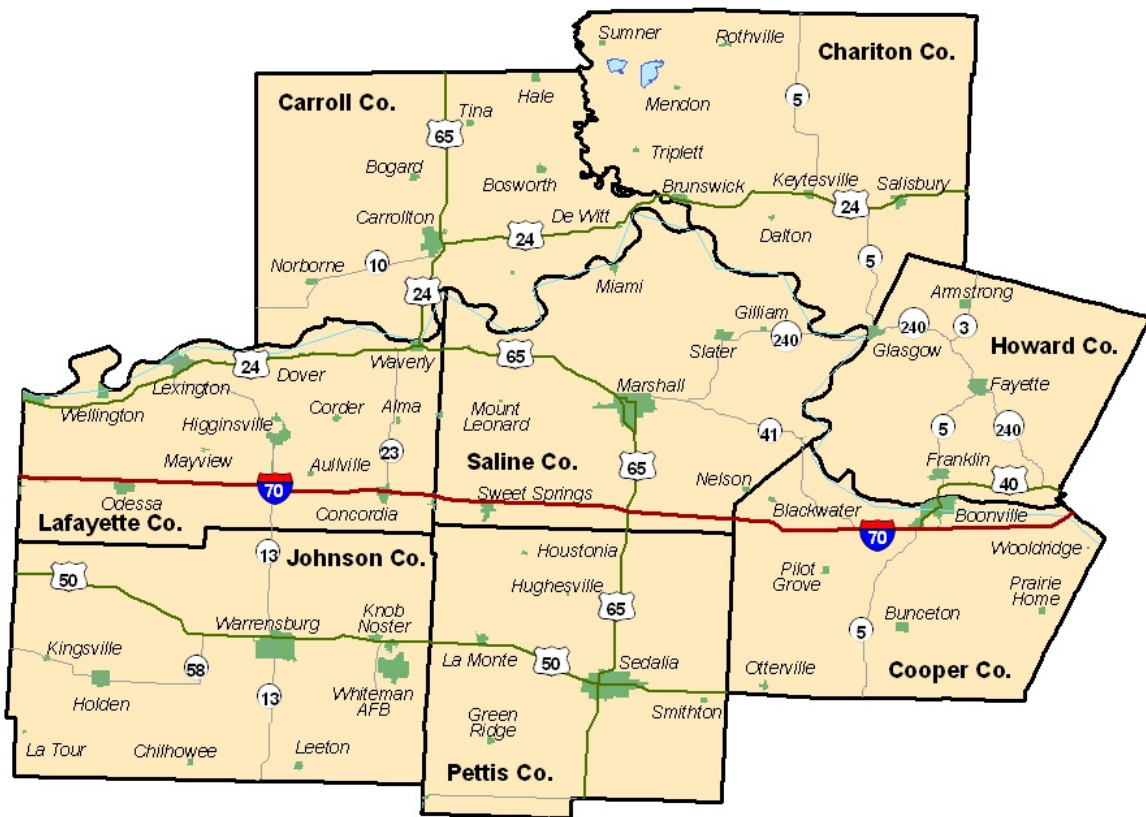


# Saline County Labor Basin Labor Availability Analysis – 2009

Including a comparison to data from the  
2005 Labor Availability Analysis

Carroll • Chariton • Cooper • Howard •  
Johnson • Lafayette • Pettis • Saline Counties



Prepared For

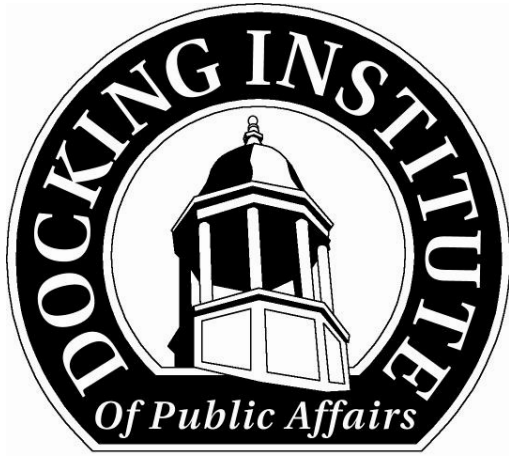
**Central Missouri Economic Development Alliance**

By

**The Docking Institute of Public Affairs**

Copyright © February 2009

All Rights Reserved



**Fort Hays State University**

**600 Park Street**

**Hays, Kansas 67601-4099**

**Telephone: (785) 628-4197**

**FAX: (785) 628-4188**

**[www.fhsu.edu/docking](http://www.fhsu.edu/docking)**

Gary D. Brinker, PhD  
Director

Michael S. Walker, MS  
Assistant Director

Jian Sun, PhD  
Research Scientist

Leslie Paige, MS, EdS  
Grants Facilitator

Joyce Wolfe, MS  
Survey Center Manager

Lynette Pfeifer  
Administrative Assistant

**Mission:**

To Facilitate Effective Public Policy Decision-Making.

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

# Saline County Labor Basin Labor Availability Analysis - 2009

Including a comparison to data from the  
2005 Labor Availability Analysis

## **Prepared By:**

Michael S. Walker, M.S.  
Assistant Director,  
Docking Institute of Public Affairs

## **Prepared For:**

Central Missouri Economic Development Alliance

**Copyright © February 2009**  
All Rights Reserved

## Table of Contents

List of Tables .....	ii
List of Figures .....	iii
List of Maps .....	iv
Executive Summary .....	1
The Saline County Labor Basin.....	2
The Saline County Labor Basin’s Available Labor Pool.....	3
Current Skills and Work Experiences .....	7
Educational Experience .....	11
Considerations for Employment .....	12
Wage Demands of Available Labor Pool.....	16
Willing to Commute the Necessary Travel Time.....	17
Underemployment Among Available Labor Pool Workers .....	19
Comparative Analysis (2005 and 2008 Data) .....	22
Methodology .....	27
<i>Explaining the Civilian Labor Force</i> .....	27
<i>Defining the Available Labor Pool</i> .....	27
<i>Survey Research Methods</i> .....	28
Appendix I: Current Employment Status of ALP .....	30
Appendix II: Hourly Wage to Annual Salary Conversion Chart .....	31

## List of Tables

Table 1: Age, Gender, and Education Levels of Available Labor Pool.....	5
Table 2: Major Occupational Categories of Available Labor .....	6
Table 3: Current Work Experience plus Previous Work or Training Experience .....	7
Table 4: Available Labor by Commute Minutes .....	14
Table 5: Cumulative Wage Demands for Occupational Sectors .....	18
Table 6: Cumulative Wage Demands Allowing Mobility between General Labor and Service Sector.....	18
Table 7: Highest Level of Education Achieved Among Underemployed .....	20
Table 8: Population, CLF, Employed, ALP, and Unemployment Rate .....	22
Table 9: ALP Occupation and Education Levels Comparison.....	23
Table 10: Willing to Take Job Outside of Primary Field .....	23
Table 11: Available Labor by Commute Minutes .....	24
Table 12: Importance of Benefits to Change Employment Comparison.....	25
Table 11: Underemployed Workers and Education Level Comparison.....	26

## List of Figures

Figure 1: The Available Labor Pool for the Saline County Labor Basin .....	3
Figure 2: Occupational Sectors of Available Labor (Employed Only).....	6
Figure 3: Current Work Experience plus Previous Work or Training Experience .....	8
Figure 4: Work Experience / Willing to Work in Field.....	9
Figure 5: Work Experience in Manufacturing or Processing Plant .....	10
Figure 6: Work Experience in Distribution Center or Warehouse.....	10
Figure 7: Undergraduate College Major .....	11
Figure 8: Willing to Work Outside of Primary Field .....	12
Figure 9: Willingness to Work Second Shift.....	12
Figure 10: Willingness to Rotating Shift.....	13
Figure 11: Willingness to Work Weekend Shift.....	13
Figure 12: Available Labor by Commute Minutes .....	14
Figure 13: Benefits Very Important to Change Employment .....	15
Figure 14: Available Labor by Hourly Wage .....	16
Figure 15: Available Labor by Hourly Wage (for those Indicating a Willingness to Commute) ...	17
Figure 16: Employed Members of the Available Labor Pool .....	19
Figure 17: Underemployed Workers.....	19
Figure 18: Reasons for Underemployment.....	20
Figure 19: Occupational Sectors of Underemployed Workers .....	21
Figure 20: Willing to Change Job to Better Use Skills/Education .....	21
Figure 21: Available Labor Pool Comparison .....	22
Figure 22: Available Labor by Commute Minutes Comparison .....	24
Figure 23: Comparison of Wage Demands of the Willing-to-Commute.....	25

## List of Maps

Map 1: Saline County Labor Basin.....	2
Map 2: Percent of Total Available Labor in Basin by Zip Code .....	4

## Saline County Labor Basin Labor Availability Analysis

### Executive Summary

The Saline County Labor Basin includes Carroll, Chariton, Cooper, Howard, Johnson, Lafayette, Pettis, and Saline Counties 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.

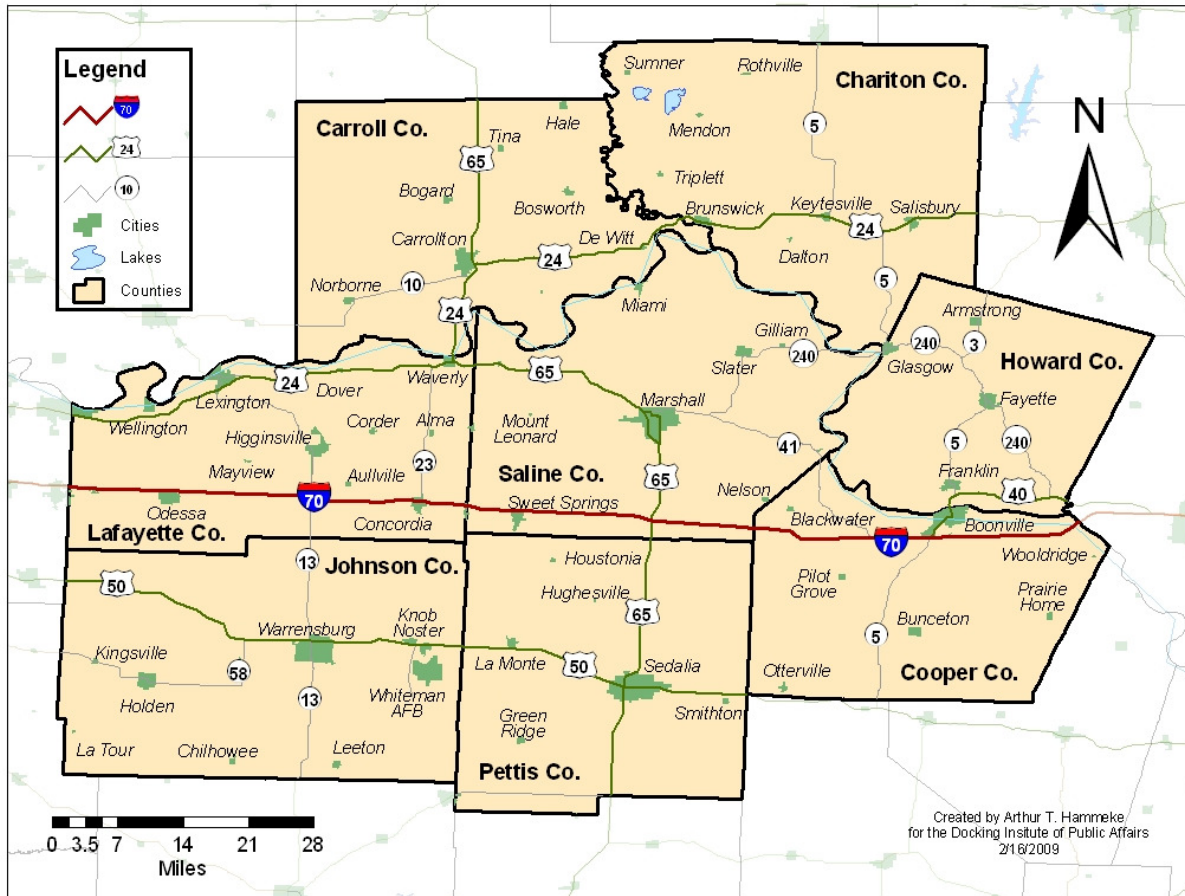
The Docking Institute’s independent analysis of this labor basin shows that:

- The population of the Saline County Labor Basin is estimated to be 192,742. About 28% of the population (or 53,119 individuals) are considered to be part of the Available Labor Pool (ALP).
- Of the ALP, an estimated 9,459 (17.8%) non-working and 10,815 (20.5%) working individuals are *looking* for new employment, while 2,183 (4.1%) non-working and 30,561 (57.7%) working individuals would *consider* new and/or different employment for the right opportunities.
- Seventy-two percent of the ALP has at least some college experience and about 95.9% has at least a high school diploma. The average age for members of the ALP is about 44 years old, and women make up half (49.6%) of the ALP.
- An estimated 10,900 members of the ALP are currently employed as general laborers, while an additional 4,217 work in government services or technical/high skill blue-collar occupations. An estimated 18,264 members of the ALP work in service sector jobs, while 8,538 work in professional white-collar jobs.
- Eighty-one percent of the ALP indicates that they are “willing to work outside of their primary field of employment for a new or different employment opportunity.”
- Slightly more than 47% of the members of the ALP will commute up to 45 minutes, one way, for an employment opportunity. About 88% will commute up to 30 minutes for employment.
- The most important desired benefits in order are on-the-job or paid training, good salary or hourly wage, good retirement benefits, good vacation benefits, and good health benefits.
- An estimated 34,689 members (65.3%) of the ALP are interested in a new job at \$16 an hour, 18,940 (35.7%) are available at \$12 an hour, and 4,512 (8.5%) are available at \$8 an hour.
- Of the 41,919 members in the subset of *employed members* of the ALP, 14,755 (35%) consider themselves underemployed.
- A comparison of 2008 and 2005 data for the labor region suggest that there is a larger percentage of non-employed ALP members *looking* for full-time employment in 2008 than in 2005. There is a larger percentage of service sector workers in the 2008 ALP compared to the 2005 ALP.

## The Saline County Labor Basin

The Saline County Labor Basin includes eight counties in west central Missouri (see Map 1 below). The labor basin includes Carroll, Chariton, Cooper, Howard, Johnson, Lafayette, Pettis, and Saline Counties.

Map 1: Saline County Labor Basin



The Saline County Labor Basin has a total population of approximately 192,742, and a Civilian Labor Force (CLF) of 98,956. There is an unemployment rate of 6.0%.

The Docking Institute's analysis suggests that the basin contains an Available Labor Pool (ALP) of 53,119 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 27 – for more information about the Institute's ALP analysis methodology and the survey research methods used for this report.

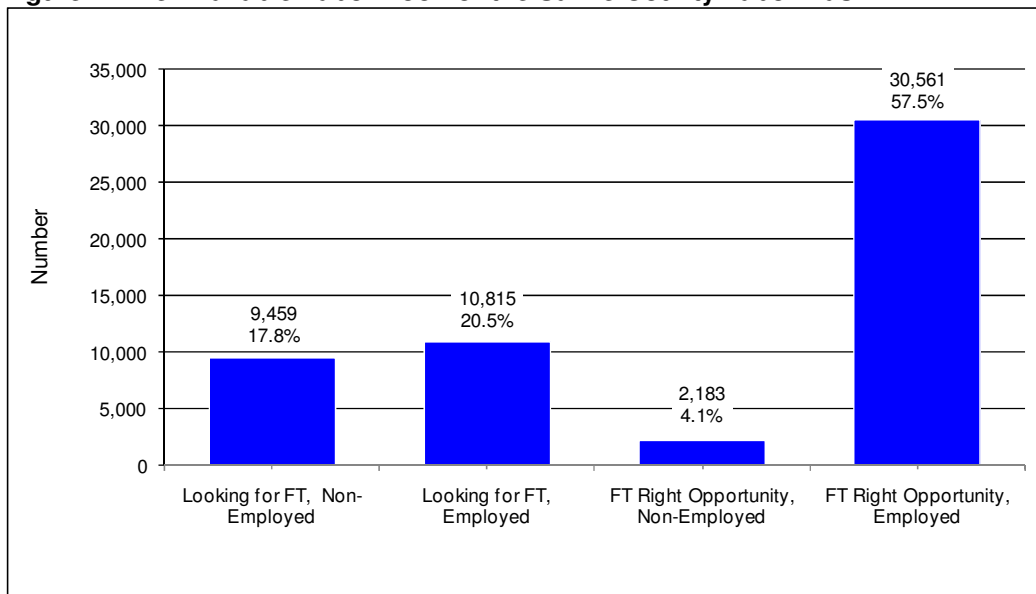
## The Saline County Labor Basin’s Available Labor Pool

This section of the report assesses the characteristics of the Available Labor Pool in the Saline 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 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?
- How do the results of this study compare to one conducted in 2005?

It is estimated that 9,459 (17.8% of the ALP) non-employed<sup>1</sup> and 10,815 (20.5%) employed individuals are *currently looking* for new or different full-time employment, and 2,183 (4.1%) non-employed individuals and 30,561 (57.5%) employed individuals *would consider* new or different full-time employment for the right opportunities.

**Figure 1: The Available Labor Pool for the Saline County Labor Basin**



<sup>1</sup> 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.



Table 1 shows the gender, age, and education levels of the 53,119-member ALP. About half (49.6%) are women, and the average age is about 44 years old. Most (95.9%) have at least a high school diploma, almost three-quarters (72.0%) have at least some college education, and almost a third (32.4%) have at least a bachelor's degree.

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

<b>Age</b>	Age in 2008		
Range	18 to 76		
Average	44		
Median	45		
<b>Gender</b>	Number	Percent	
Female	26,347	49.6	
Male	26,772	50.4	
Total	53,119	100	
<b>Highest Level of Education Achieved</b>	Number	Percent	Cumulative Percent
Doctoral Degree	1,336	2.5	2.5
Masters Degree	5,655	10.6	13.2
Bachelors Degree	10,219	19.2	32.4
Associates Degree	4,755	9.0	41.4
Some College (including current students)	16,287	30.7	72.0
High School Diploma	12,699	23.9	95.9
Less HS Diploma	2,169	4.1	100
Total	53,119	100	
<b>"Do you speak Spanish?"</b>	Number	Percent	
"Yes"	13,492	25.4	
<i>Speak Very Well</i>	0	0.0	These percentages represent portions of 25.4%
<i>Speak Fairly Well</i>	1,862	13.8	
<i>Speak Only a Little</i>	11,630	86.2	
		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 53,119-member ALP. General labor occupations represent 20.5% of the entire ALP, while high-skilled blue-collar jobs make up 7.9%. Traditional service-related occupations represent 34.4% of the ALP, while professional occupations represent 16.1% of the ALP.

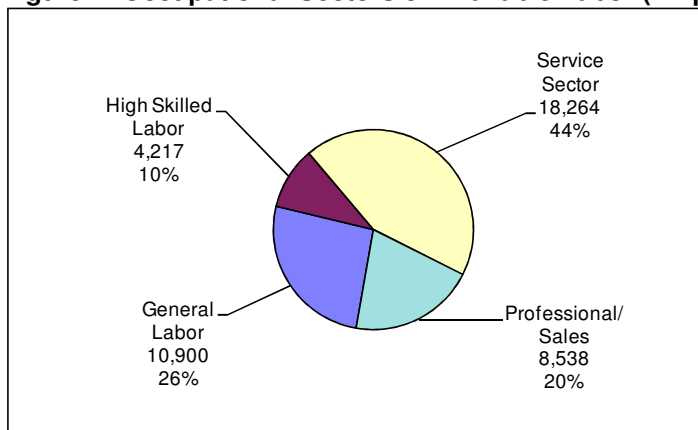
**Table 2: Major Occupational Categories of Available Labor**

	Number	Percent	Years at Occupation	
			Mean	Median
General Labor/Cleaning/Farm Labor/Delivery	4,384	8.3	12.0	10.0
Maintenance/Factory Work	4,017	7.6	13.8	13.2
Trucking/HEO/Other BC	2,500	4.7	9.9	5.0
<b>Total General Labor</b>	<b>10,900</b>	<b>20.5</b>	<b>11.9</b>	<b>9.4</b>
Gov't Service/Protective Service	1,387	2.6	1.8	1.0
Technician/Mechanic/Welder	2,830	5.3	13.6	10.4
<b>Total Highly-Skilled Labor</b>	<b>4,217</b>	<b>7.9</b>	<b>7.7</b>	<b>5.7</b>
Customer Service/Receptionist/Food Service	6,220	11.7	5.9	4.9
Clerical/Secretarial	2,361	4.4	8.9	5.7
Social Service/Para-Professional/Nursing	5,625	10.6	9.0	9.6
Office Manager/Small Business Owner/Other WC	4,057	7.6	9.7	7.6
<b>Total Service Sector</b>	<b>18,264</b>	<b>34.4</b>	<b>8.4</b>	<b>7.0</b>
Gov't & Business Professional/Sales	2,439	4.6	18.2	24.0
Educator/Counselor/Doctor/Attorney	6,099	11.5	12.4	10.3
<b>Total Professional</b>	<b>8,538</b>	<b>16.1</b>	<b>15.3</b>	<b>17.2</b>
Homemakers/Unemployed	7,846	14.8	n/a	n/a
Students	1,415	2.7	n/a	n/a
Retired/Disabled	1,939	3.6	n/a	n/a
<b>Total Non-Employed</b>	<b>11,200</b>	<b>21.1</b>		
<b>Total</b>	<b>53,119</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 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)**



## Current Skills and Work Experiences

To gain perspective on the types of workers that are available for new and/or different employment in the Saline 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 3,401 members of the ALP in the Saline County Labor Basin are currently employed as general labor, construction, cleaners, and similar positions. An additional 4,159 ALP members in the basin indicate previous employment experience or training in one of those jobs, for a total of 7,560 individuals.

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

	Current Employment*	Previous Work/Training*	Current plus Previous Work or Training**
	Number +	Number =	Number
General Labor/Construction/Cleaning	3,401	4,159	7,560
Farm Labor/Ranch Hand/Landscaping	340	884	1,225
Delivery/Driver/Courier	642	1,801	2,443
Maintenance/Wiring/Plumbing	1,644	1,455	3,099
Factory Worker/Grain Elevator Op/Meat Packer	2,373	3,083	5,456
Truck Driver/Heavy Equipment Operator	2,500	838	3,338
Police/Fire/Postal/Military Enlisted	1,387	3,100	4,487
Lab or Medical Technician/Comp Technician	1,154	0	1,154
Skilled Mechanic/Welder/Carpenter/Electrician	1,676	0	1,676
General Customer Service/Retail/Reception/Food Service	6,220	3,162	9,383
Clerical/Secretary/Book-Keeper/Bank Teller	2,361	5,018	7,379
Para-legal/Para-pro/CNA/Day Care	2,644	3,227	5,871
Nurse/LPN/RN/Semi-skilled Social Service	2,981	309	3,290
Office Manager/Small Business Owner	4,057	2,145	6,202
Teacher/Instructor/Writer/Researcher	3,647	3,107	6,754
Sales/Marketing/Accounting	2,096	1,939	4,035
Govt, Non-Profit, or Bus Exec/Farm Owner/Military Officer	343	0	343
Counselor/Social Worker/Physician's Assistant	343	0	343
Professor/Doctor/Engineer/Attorney	2,109	536	2,645
<b>Total</b>	<b>41,919</b>	<b>34,764</b>	

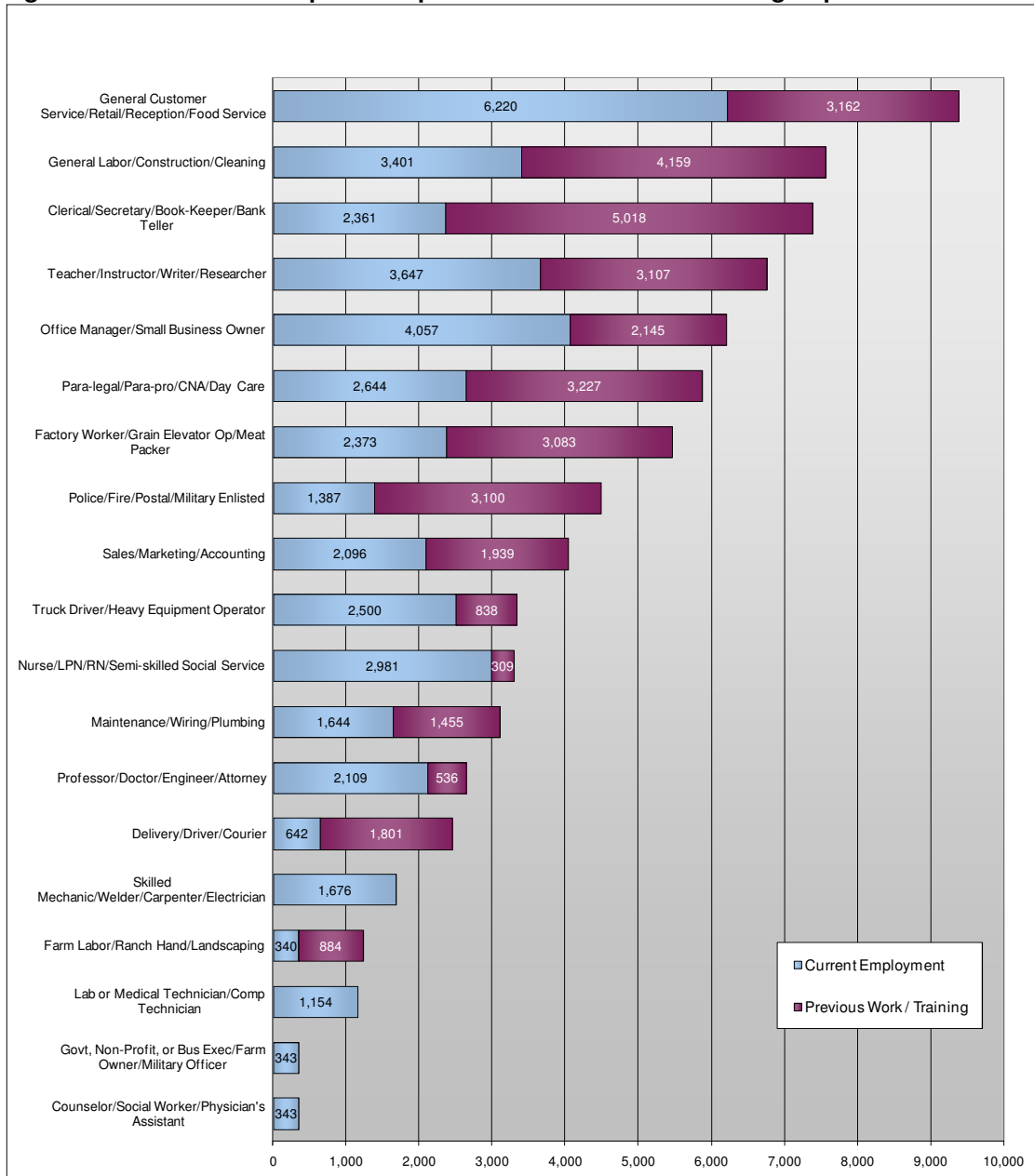
\* Retired, disabled, non-working students, homemakers are not included.

\*\* 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 general customer service workers, retail sales clerks, receptionists, food service workers and similar positions that often require face-to-face interaction with the public. There are 6,220 working ALP members currently employed in this category and 3,162 previously employed/trained in this category, for a total of 9,382 individuals.

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



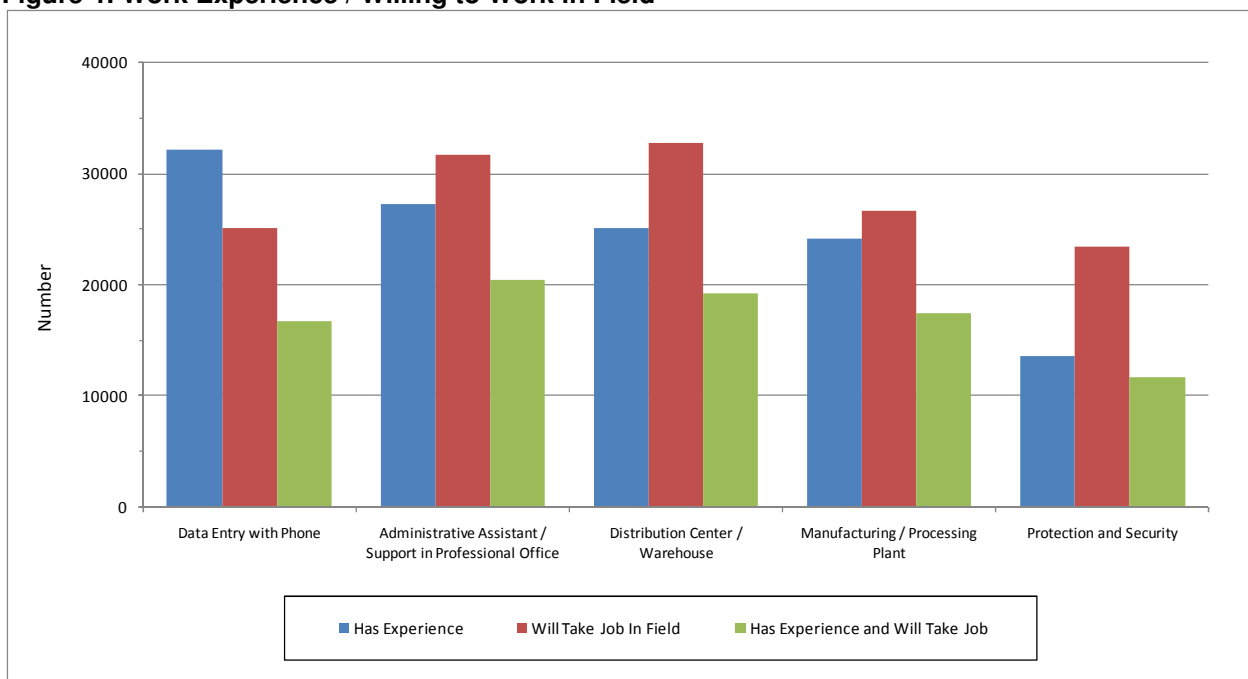
In addition to collecting data regarding the current employment status and previous work or training experience through a series of “open-ended” survey questions (the results of which are shown in the previous table and figure), respondents were asked about the four specific employment areas listed in 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 32,100 ALP members report having training and/or experience in data entry with telephone operation, while fewer (about 25,000 individuals) would consider employment in that field. An estimated 27,300 members of the ALP have training and/or experience in professional office environments as office workers or administrative assistants, while more (31,700 individuals) indicate that they would take a job in that field.

An estimated 25,000 members of the ALP suggest that they have training or experience working in a distribution center or warehouse while 32,800 would consider a job in that field. An estimated 24,100 have experience working in a manufacturing plant or processing center while about 26,700 would take a job in that field.

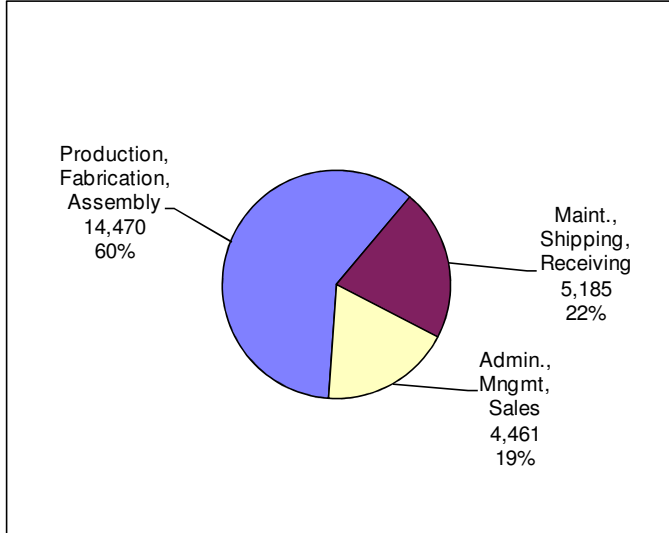
The third column shows the estimated number that have experience or training in a field **and** are willing to work in that field again.

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

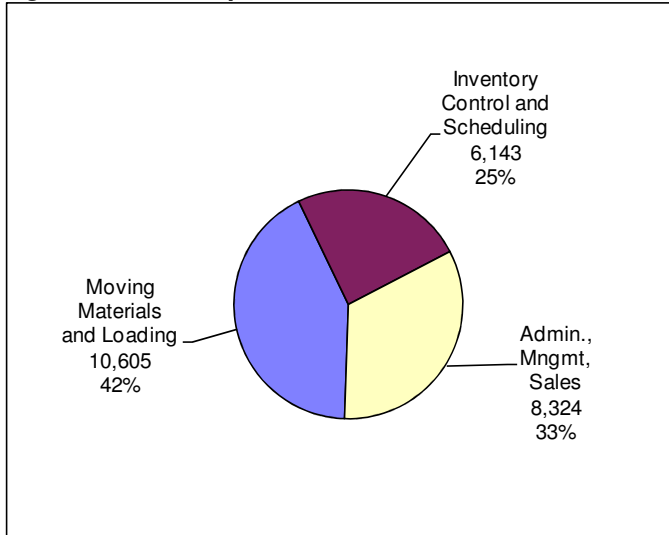


Survey respondents who indicated that they had worked in manufacturing and processing and those that indicated that they had worked in distribution/warehousing were asked additional questions to assess the type of work they performed at those jobs. Figures 5 and 6 show the responses to those questions.

**Figure 5: Work Experience in Manufacturing or Processing Plant**



**Figure 6: Work Experience in Distribution Center or Warehouse**



## 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.

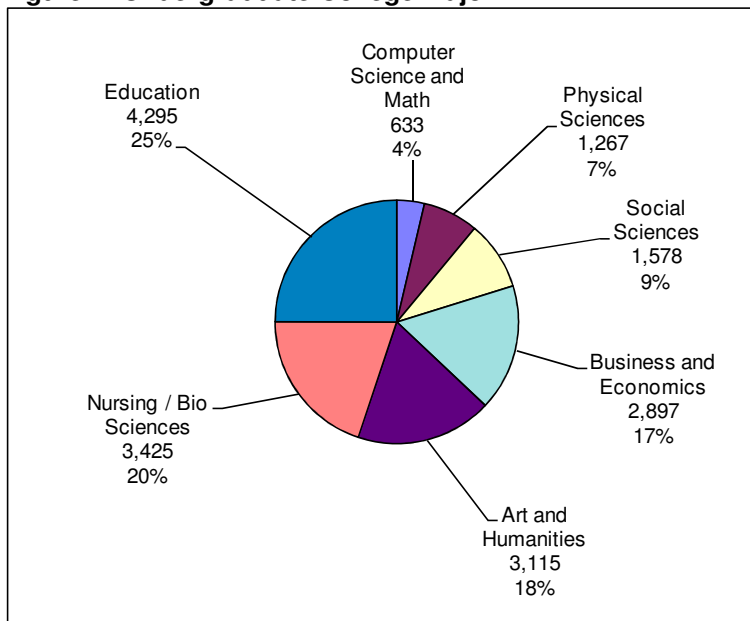
**Education:** Elementary and Secondary Teaching.

**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 Education (25%), Biological Sciences or Nursing (20%), Arts and Humanities (18%), and Business and Economics (17%). Social Sciences, Physical Sciences, and Computer Science and Math follow with 9% or less each.

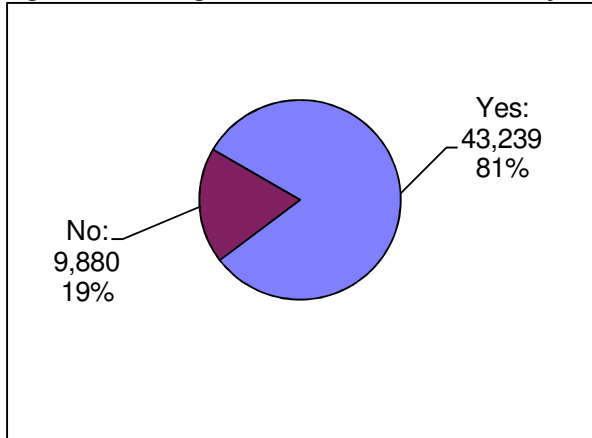
**Figure 7: Undergraduate College Major**



## 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 Saline County Labor Basin. Figure 8 indicates that 43,239 (81%) members of the Available Labor Pool are willing to accept positions outside of their primary fields of employment.

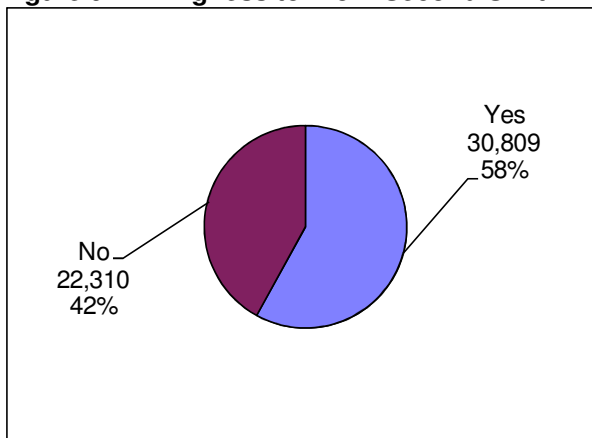
**Figure 8: Willing to Work Outside of Primary Field**



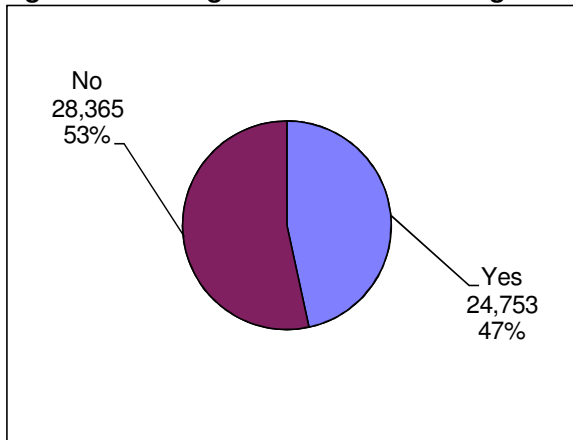
Figures 9, 10, and 11 show responses to three questions regarding work shifts. Respondents were asked if they would be willing to work a second or night shift for the right opportunities, whether they are willing to work rotating shifts, and if they would be willing to work on weekends for the right opportunities.

Figure 9 shows the responses to the first question, with 58% suggesting that they are willing to work a second or night shift for a new or different job. Figure 10 (next page) shows that 47% indicate that they are willing to work rotating shifts for a new or different job, and Figure 11 (next page) shows that 57% suggest that they are willing to work weekend shifts for a new or different job.

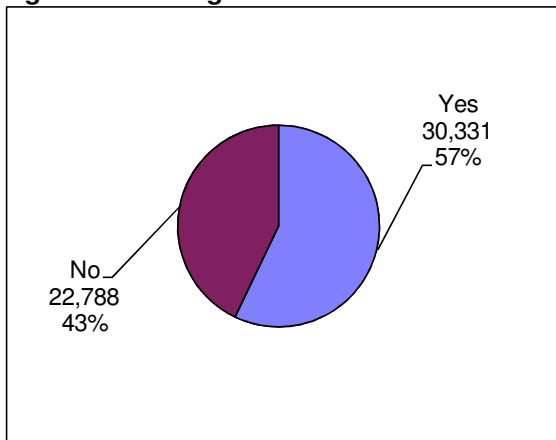
**Figure 9: Willingness to Work Second Shift**



**Figure 10: Willingness to Work Rotating Shift**

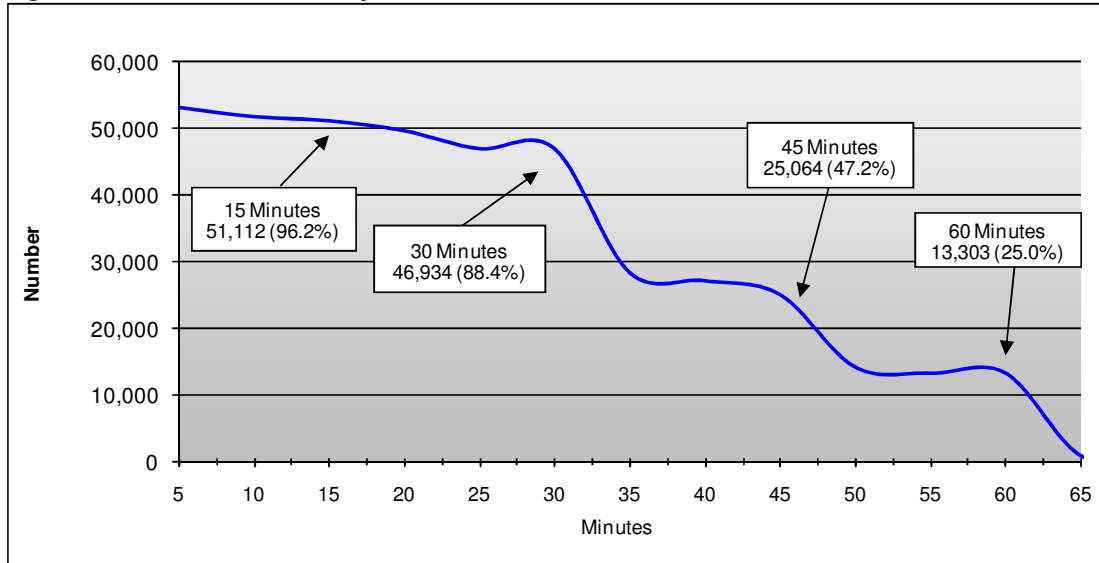


**Figure 11: Willingness to Work Weekend Shift**



Another important consideration for many employers is whether workers are willing to commute for a new or different employment opportunity. Figure 12 and Table 4 suggest that the Available Labor Pool in the labor basin is open to commuting. Almost half (47.2%) of the members of the Available Labor Pool will commute up to 45 minutes, one way, for an employment opportunity, while 88.4% will commute up to 30 minutes for employment. Almost all (96.2%) will travel up to 15 minutes for employment.

**Figure 12: Available Labor by Commute Minutes**



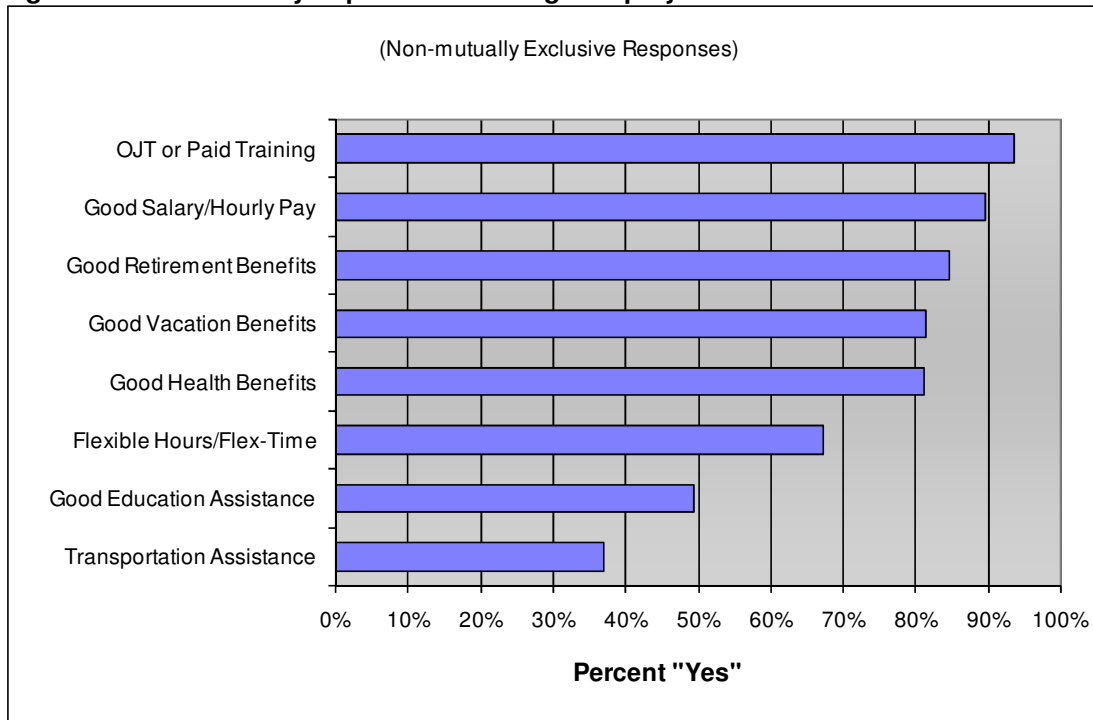
**Table 4: Available Labor by Commute Minutes**

	Number	Cumulative Percent
More than 60 Minutes	931	1.8
Up to 60 Minutes	13,303	25.0
Up to 55 Minutes	13,303	25.0
Up to 50 Minutes	14,204	26.7
Up to 45 Minutes	25,064	47.2
Up to 40 Minutes	27,143	51.1
Up to 35 Minutes	28,389	53.4
Up to 30 Minutes	46,934	88.4
Up to 25 Minutes	46,934	88.4
Up to 20 Minutes	49,621	93.4
Up to 15 Minutes	51,112	96.2
Up to 10 Minutes	51,744	97.4
Up to 5 Minutes	53,119	100

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

Figure 13 shows various benefits affecting the decisions of current workers to take a different job and potential workers to take a new job. The five most important benefits are, in order, on-the-job or paid training, good salary or hourly pay, good retirement benefits, good vacation benefits, and good health benefits. Each one of these benefits is considered “very important” by more than 80% of the Available Labor Pool each. Flexible hours or flextime benefits follows with 67%. The least two desired benefits are good educational assistance and transportation assistance, considered “very important” by 49% and 37% ALP members, respectively.

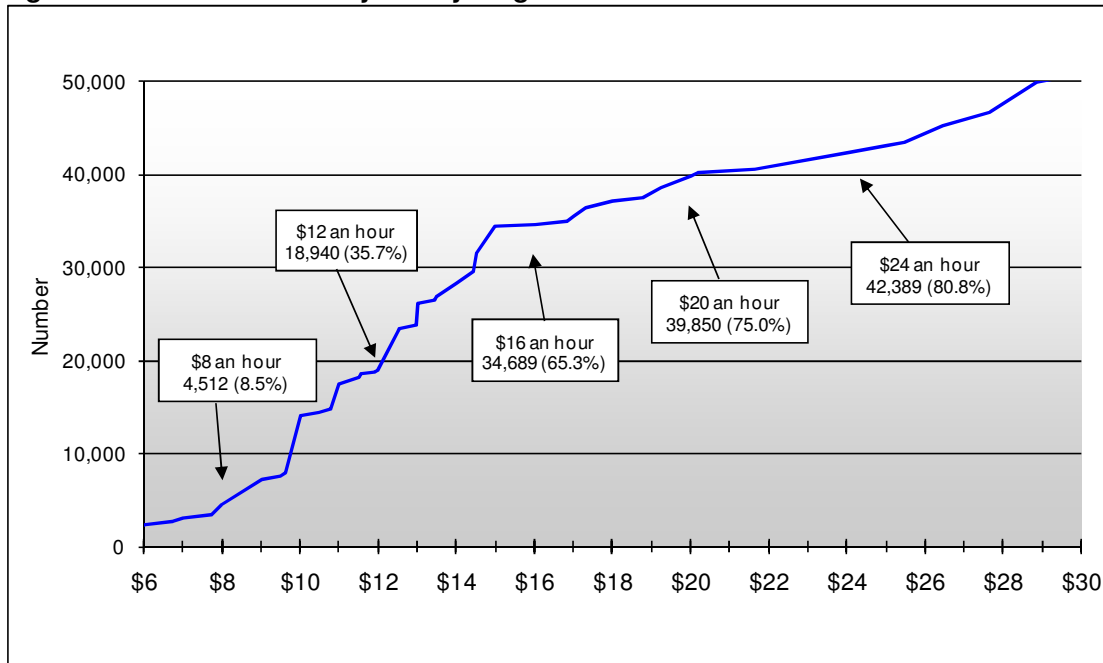
**Figure 13: Benefits Very Important to Change Employment**



## Wage Demands of Available Labor Pool

Wage demands are another important consideration for employers and economic developers. Figure 14 shows desired wages for members of the Available Labor Pool. It is estimated that 42,389 people (or 80.8% of the available labor) are interested in a new job at \$24 an hour<sup>2</sup>. An estimated 39,850 (or 75.0%) members of the labor pool are interested in new employment opportunity at \$20 an hour, while 34,689 (65.3%) are interested at \$16 an hour. Finally, an estimated 18,940 people (35.7%) are interested in a new job at \$12 an hour and 4,512 (8.5%) at \$8 an hour.

**Figure 14: Available Labor by Hourly Wage**



The figure above suggests the obvious: that the higher the wage, the larger the pool of available labor. For example, 26,085 members of the Available Labor Pool are available for a new or different job at \$13.00 an hour. At \$14.00 an hour, the size of the available labor increases to 28,350 members. This represents an increase of 2,265 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, 18,100 members of available labor are interested in a job at \$11.50 an hour. At \$12.00 an hour there are an estimated 18,940 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 840 individuals. Other wage preference plateaus can be seen between \$13 and \$13.50 an hour (690 individuals) and \$15 an hour and \$16 an hour (210 individuals).

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

## 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 15 shows the wage demands for the Available Labor Pool members that are “willing to commute.” It is estimated that 18,698 people are interested in a new job at \$24 an hour, while an estimated 17,771 are interested in new employment opportunity at \$20 an hour. An estimated 14,283 are interested at \$16 an hour, 8,858 at \$12 an hour and 2,223 at \$8 an hour.

**Figure 15: Available Labor by Hourly Wage (for those Willing to Commute)**

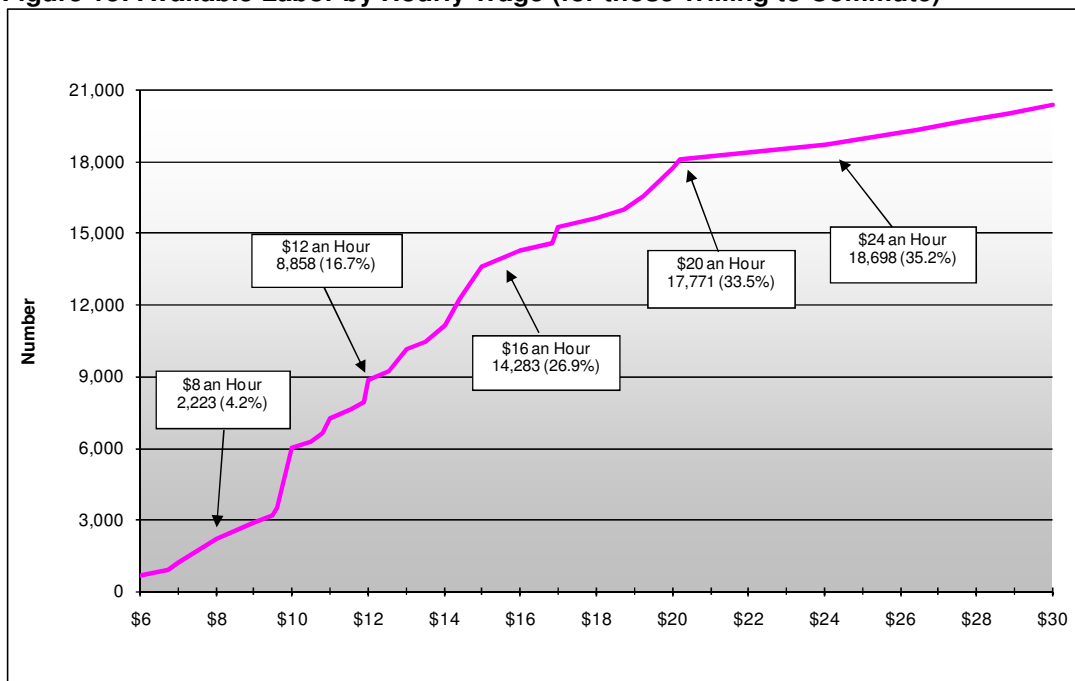


Table 5 (next page) shows the four main occupational sectors (employed only) of the ALP. The table shows data representing each occupational sector *independently* and does *not* include non-working ALP members. The table shows that 4% of the general laborers are available for a new or different job at a wage of up to \$9 an hour, while 26% are available for new employment at a wage of up to \$15 an hour. Of the skilled laborers, 7% are available for a job at \$15 an hour but none are available for a job at or below \$12 an hour.

Thirteen percent of the service workers are also available at a wage of up to \$9 an hour, while 64% are available at a wage of up to \$15 an hour. Conversely, only 7% of the professional

workers are available at a wage of up to \$15 an hour, none are available at a wage of \$12 an hour or less.

**Table 5: Cumulative Wage Demands for Occupational Sectors**

	General Labor		High Skilled Labor		Service Sector		Professional/Sales	
	(N= 20 ) (+/- 22.0% MoE)		(N= 13 ) (+/- 27.4% MoE)		(N= 26.7 ) (+/- 19.0% MoE)		(N= 12.8 ) (+/- 27.4% MoE)	
	Number	Cumulative	Number	Cumulative	Number	Cumulative	Number	Cumulative
\$30 or More	9,258	100%	5,981	100%	12,456	100%	5,981	100%
Up to \$30	7,860	85%	5,516	92%	10,491	84%	5,981	100%
Up to \$27	7,860	85%	4,584	77%	10,048	81%	5,050	84%
Up to \$24	6,928	75%	3,186	53%	9,658	78%	3,652	61%
Up to \$21	5,996	65%	1,788	30%	9,658	78%	2,254	38%
Up to \$18	4,132	45%	856	14%	9,214	74%	1,322	22%
Up to \$15	2,453	26%	390	7%	7,925	64%	390	7%
Up to \$12	1,610	17%	0	0%	5,549	45%	0	0%
Up to \$9	390	4%	0	0%	1,613	13%	0	0%
Up to \$6	0	0%	0	0%	780	6%	0	0%

Table 6 shows wage demand data for general labor and service sector workers that are willing to change fields of employment and thus, are presumably potential workers for either of these two sectors. 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 respondents<sup>3</sup> that:

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

**Table 6: Cumulative Wage Demands Allowing Mobility between General Labor and Service Sector**

	Mobile General Labor		Mobile Service Sector	
	(N= 52.2 ) (+/- 13.6% MoE)		(N= 55.4 ) (+/- 13.2% MoE)	
	Number	Cumulative	Number	Cumulative
\$30 or More	19,007	100%	20,170	100%
Up to \$30	16,311	86%	17,279	86%
Up to \$27	15,965	84%	16,933	84%
Up to \$24	15,965	84%	16,629	82%
Up to \$21	15,965	84%	16,629	82%
Up to \$18	14,366	76%	14,684	73%
Up to \$15	11,359	60%	11,676	58%
Up to \$12	7,613	40%	7,613	38%
Up to \$9	1,918	10%	2,223	11%
Up to \$6	609	3%	609	3%

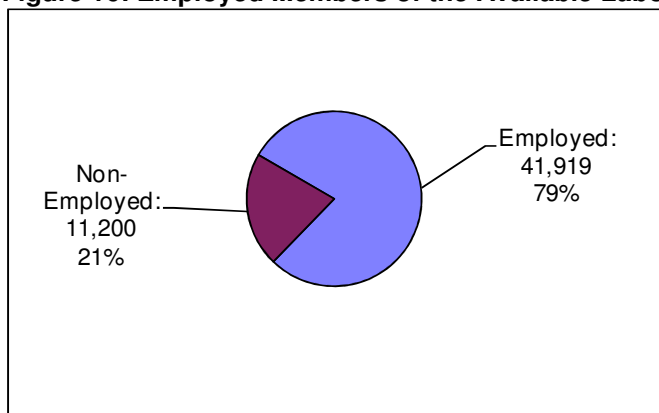
<sup>3</sup> Unlike Table 5, Table 6 allows a general laborer or service sector worker to be classified in both sectors *if* he or she indicates a willingness to change fields of employment (see Figure 8). High-skilled blue-collar workers and professional white-collar workers are excluded from Table 6 because it is presumed that, as a general rule, people in occupations such as Doctors, Lawyers, Engineers, Professors, Machinists, Electricians, etc... are unlikely to transfer into lower-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.

## Underemployment Among Available Labor Pool Workers

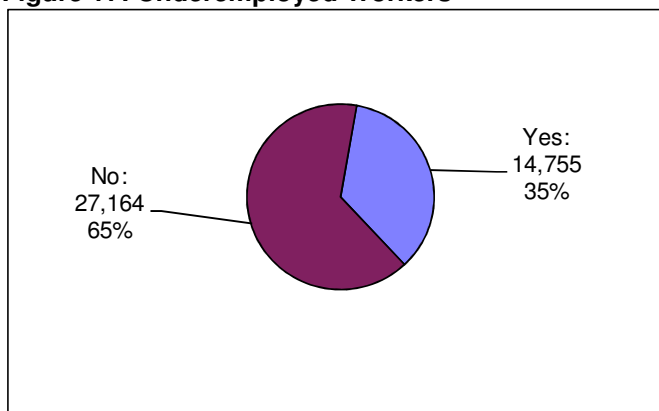
Underemployment — individuals possessing skills and/or training levels that exceed the responsibilities of their current job — is a significant issue in many communities. To assess underemployment in the Saline County Labor Basin, *employed members of the ALP* were presented with a scenario describing underemployment<sup>4</sup>. 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 41,919 *employed members* of the ALP (shown in Figure 16), less than a third answered “yes” to one or more of the questions presented above and are considered underemployed. Figure 17 shows that the underemployed workers represent 35% (or 14,755 individuals) of the employed members of the ALP.

**Figure 16: Employed Members of the Available Labor Pool**



**Figure 17: 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 underemployed worker because....?”

Figure 18 shows the percentages of the positive responses (i.e., “yes” answers) to the various measures of underemployment. Slightly less than 30% of this subset of the ALP considers themselves as underemployed because they possess skill levels greater than their current jobs require, and about 29% feel that their education levels exceed those needed for their current positions. Almost a quarter (24.7%) had greater incomes at a previous but similar job and 17% suggest they are not able to work enough hours.

**Figure 18: Reasons for Underemployment**

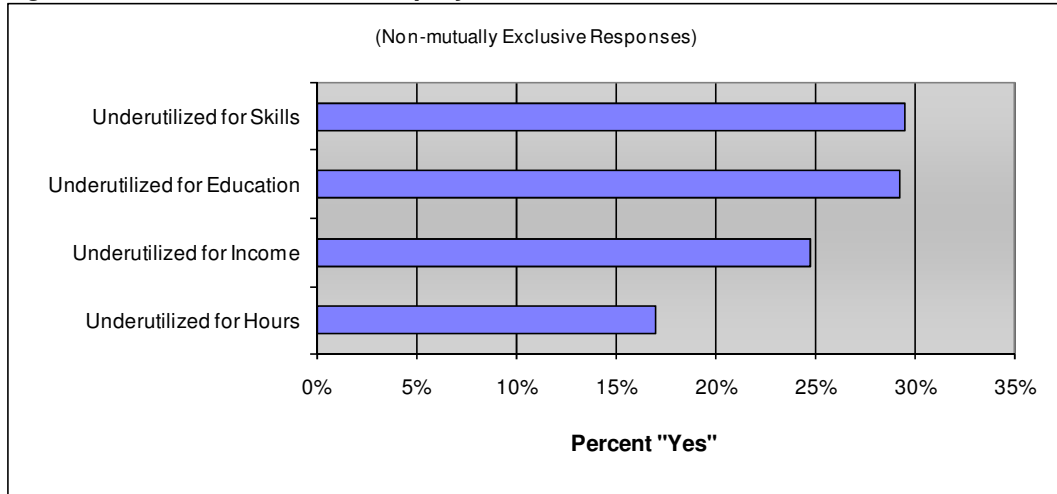


Table 7 and Figure 19 (next page) show some characteristics of the underemployed members of the Available Labor Pool. Table 7 indicates that a smaller percentage of underemployed workers have some college experience than the overall ALP (65.2% for the underemployed and 72.0% for the ALP as a whole).

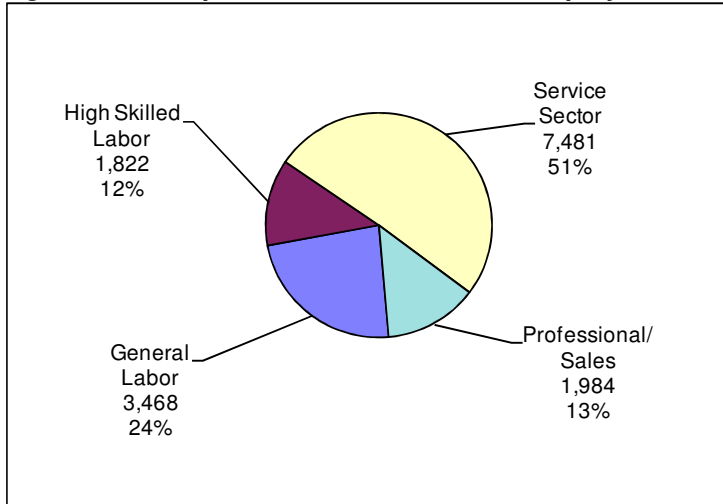
**Table 7: Highest Level of Education Achieved Among Underemployed**

	Number	Percent	Cumulative Percent
Doctoral Degree	546	3.7	3.7
Masters Degree	239	1.6	5.3
Bachelors Degree	2,711	18.4	23.7
Associates Degree	2,262	15.3	39.0
Some College	3,867	26.2	65.2
High School Diploma Only	4,654	31.5	96.8
Less HS Diploma	477	3.2	
Total	14,755	100	

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

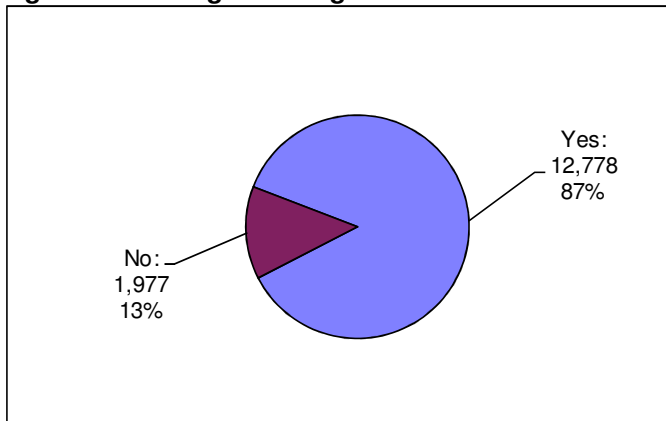
Figure 19 shows that 24% of the underemployed workers are employed as general laborers and 12% are employed as skilled blue-collar workers. The largest percentage of underemployed workers is employed as service sector and support workers (51%), while fewer (13%) hold professional positions.

**Figure 19: 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 suggests that many – 87% (or 12,778 individuals) – of the underemployed workers are willing to change jobs to address underemployment.

**Figure 20: Willing to Change Job to Better Use Skills/Education**



## Comparative Analysis (2005 and 2008 Data)

The Docking Institute of Public Affairs conducted a similar labor study in the Saline County Labor Basin in 2005. This section of the report will compare some of the data collected during 2005 to data collected in 2008.

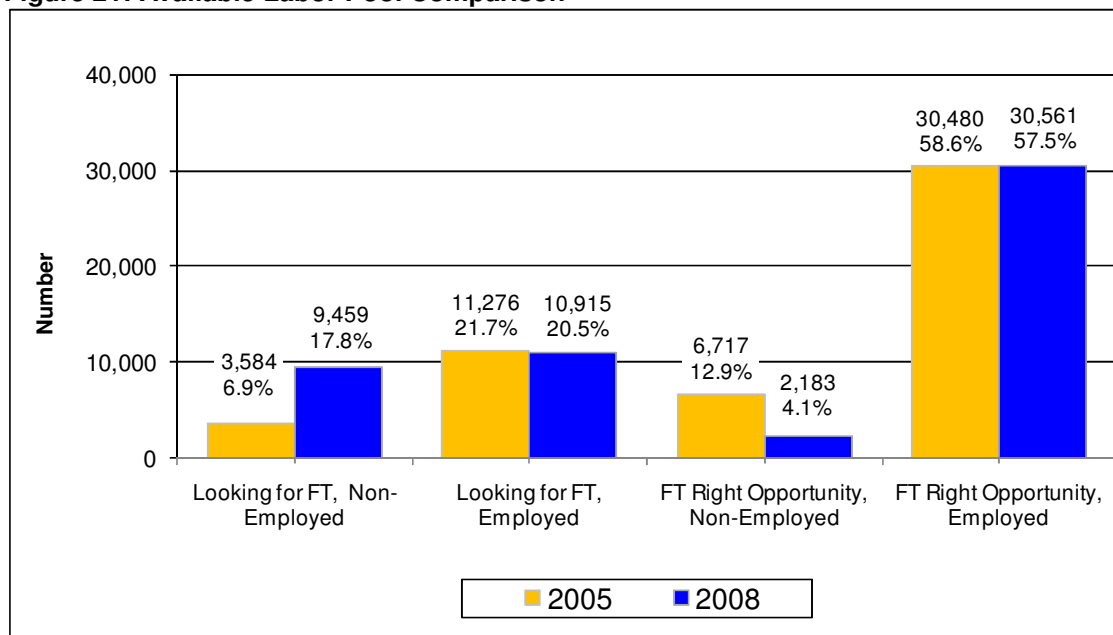
Table 8 shows population, civilian labor force, employment, and the ALP data presented in the 2005 and 2008 reports. Total population within the Saline County Labor Basin has increased from 192,085 to 192,742, the Civilian Labor Force increased from 97,239 to 98,956, and the number of employed individuals has increased from 92,015 to 93,308. The unemployment rate stayed about the same.

**Table 8: Population, CLF, Employed, ALP, and Unemployment Rate Comparisons**

	2005 Study	2008 Study
Labor Basin Population	192,085	192,742
Civilian Labor Force	97,239	98,956
Employed	92,015	93,308
Available Labor Pool	52,058	53,119
Unemployment Rate	5.3%	6.0%

Figure 21, below, shows the ALP for the Saline County Labor Basin in 2005 and 2008. The percentage of ALP members indicating that they are *non-employed* and *actively looking for other full-time employment* increased from 2005 to 2008 from 6.9% to 17.8%. The percentage that is *non-employed* and *available given the right opportunities* decreased from 12.9% to 4.1%. The percentages of ALP members in the other two categories are about the same.

**Figure 21: Available Labor Pool Comparison**



An occupation and education level comparison is shown in Table 9. The greatest changes in the occupations of the ALP are among service sector employees, general laborers, and professional white-collar workers. There are almost 10% more service sector employees in the 2008 ALP than in the 2005 ALP. There are almost 5% fewer general laborers and professional white-collar workers in the 2008 ALP than in the 2005 ALP.

The overall education level of the Available Labor Pool stayed relatively stable from 2005 to 2008, although there is a larger cumulative percentage of ALP members with some college experience in 2008 than in 2005.

**Table 9: ALP Occupation and Education Levels Comparison**

	2005 Study			2008 Study		
	Number	Percent	Percent of Wrkg ALP	Number	Percent	Percent of Wrkg ALP
<b>Employment Sector</b>						
General Labor	13,244	25.4	32.0	10,900	20.5	26.0
Skilled Labor	4,415	8.5	10.7	4,217	7.9	10.1
Service	12,877	24.7	31.1	18,264	34.4	43.6
Professional	10,853	20.8	26.2	8,538	16.1	20.4
Non-Working	10,669	20.5	N/A	11,200	21.1	N/A
<b>Education Level</b>						
	Number	Percent	Cumulative Percent	Number	Percent	Cumulative Percent
Doctoral Degree	761	1.5	1.5	1,336	2.5	2.5
Masters Degree	4,070	7.8	9.3	5,655	10.6	13.2
Bachelors Degree	9,344	17.9	27.2	10,219	19.2	32.4
Associates Degree	4,632	8.9	36.1	4,755	9.0	41.4
Some College	15,232	29.3	65.4	16,287	30.7	72.0
High School Diploma	14,857	28.5	93.9	12,699	23.9	95.9
Less HS Diploma	3,164	6.1	100	2,169	4.1	100

Data from the 2005 and 2008 studies shows that the percentage of the ALP indicating they are willing to take a job outside their primary field decreased by 7.9% (see Table 10).

**Table 10: Willing to Take Job Outside of Primary Field**

	2005 Study		2008 Study	
	Number	Percent	Number	Percent
Yes	46,488	89.3	43,239	81.4
No	5,570	10.7	9,880	18.6
Total	52,058	100	53,119	100

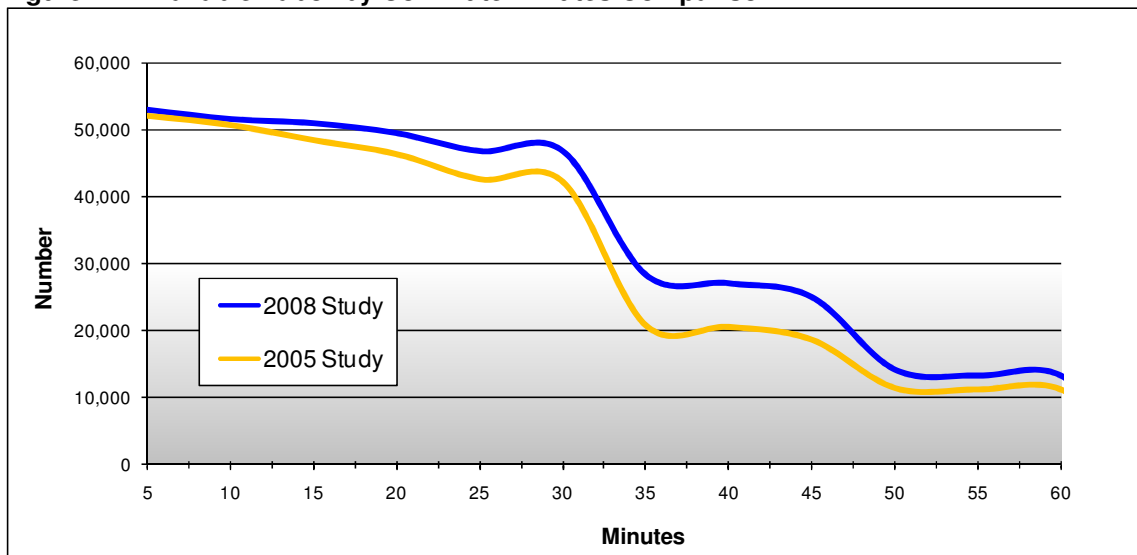
Table 11 shows a comparison of “willingness to commute” for the two studies. The cumulative percentages for the various commute minute categories are similar for the two studies up to the “up to 35 minutes” category. The cumulative percentages of the categories ranging from “up to 35 minutes” to “up to 60 minutes” suggests that members of the 2008 ALP are willing to travel for longer periods of time for a new or different job than are members of the 2005 ALP.

**Table 11: Available Labor by Commute Minutes**

	2005 Study		2008 Study	
	Cumulative Number	Cumulative Percent	Cumulative Number	Cumulative Percent
More than 60 Minutes	1,377	2.6	931	1.8
Up to 60 Minutes	11,275	21.7	13,303	25.0
Up to 55 Minutes	11,275	21.7	13,303	25.0
Up to 50 Minutes	11,494	22.1	14,204	26.7
Up to 45 Minutes	18,699	35.9	25,064	47.2
Up to 40 Minutes	20,592	39.6	27,143	51.1
Up to 35 Minutes	20,811	40.0	28,389	53.4
Up to 30 Minutes	42,202	81.1	46,934	88.4
Up to 25 Minutes	42,598	81.8	46,934	88.4
Up to 20 Minutes	46,342	89.0	49,621	93.4
Up to 15 Minutes	48,424	93.0	51,112	96.2
Up to 10 Minutes	50,669	97.3	51,744	97.4
Up to 5 Minutes	52,058	100	53,119	100

Figure 22 shows the same information as that in Table 11, but in graphic form. The lines seem relatively parallel up to the 35 minute range.

**Figure 22: Available Labor by Commute Minutes Comparison**



Regarding desired benefits to take a new or a different job, Table 12 shows that on-the-job or paid training is the most important benefit for the 2008 ALP. Health care benefits and retirement benefits lead the list for the 2005 ALP.

**Table 12: Importance of Benefits to Change Employment Comparison**

	2005 Study	2008 Study
	Percent Responding "Yes"	
OJT or Paid Training	84.6	93.6
Good Retirement Benefits	87.5	84.5
Good Vacation Benefits	76.5	81.5
Good Health Benefits	88.2	81.1
Flexible Hours/Flex-Time	71.5	67.3
Good Education Assistance	69.5	49.4

Figure 23 shows a comparison of the wage demands of the two study groups. The wage demand line shows that a smaller proportion of the 2008 ALP members are available for work for hourly wages up to \$13 per hour when compared to the 2005 ALP.

**Figure 23: Comparison of Wage Demands of the Willing-to-Commute**

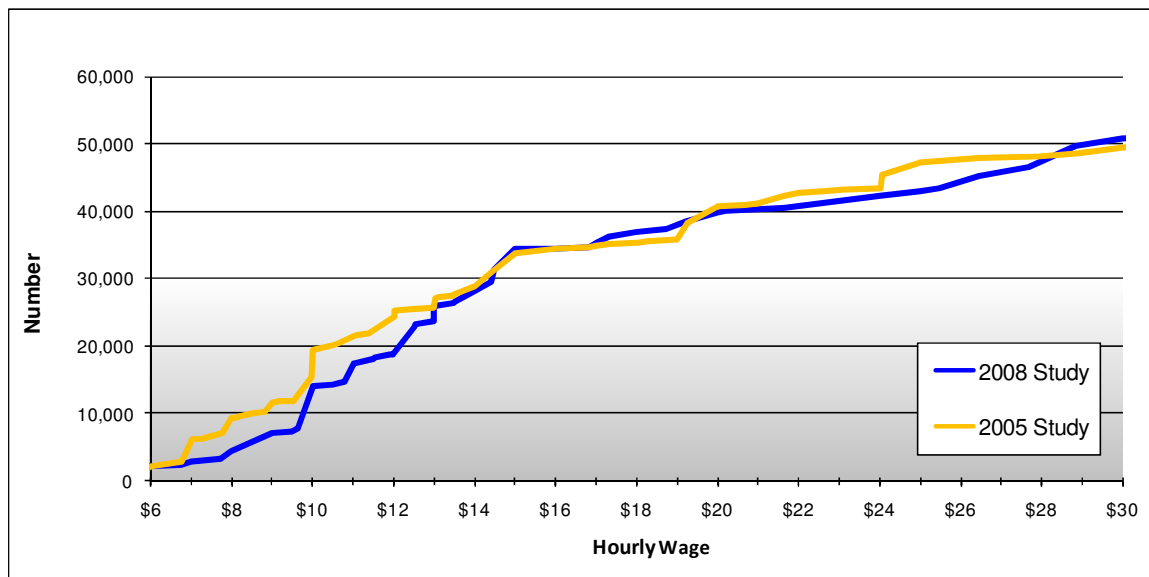


Table 11 shows a comparison of the underemployed members of the ALPs for 2005<sup>5</sup> and 2008. The levels of underemployment for the two study periods are similar. The table suggests that a few more service sector workers and few less general laborers consider themselves underemployed in 2008 than in 2005.

**Table 11: Underemployed Workers and Education Level Comparison**

	2005 Study		2008 Study	
Underemployed	Percent 34.0		Percent 35.2	
Will Change Jobs to address Underemployment	83.1		86.6	
<b>Employment Sector</b>				
	Percent		Percent	
General Labor	27.6		23.5	
Skilled Labor	11.4		12.4	
Service	45.9		50.7	
Professional	15.1		13.4	
<b>Education Level</b>				
	Percent	Cumulative Percent	Percent	Cumulative Percent
Doctoral Degree	2.5	2.5	3.7	3.7
Masters Degree	4.8	7.3	1.6	5.3
Bachelors Degree	19.4	26.7	18.4	23.7
Associates Degree	13.1	39.8	15.3	39.0
Some College	28.3	68.1	26.2	65.2
High School Diploma	29.8	97.9	31.5	96.8
Less HS Diploma	2.1	100	3.2	100

<sup>5</sup> The percentages shown for 2005 in this report will differ from those shown in the report published in 2005. This is because the 2005 underemployment section included employed ALP members seeking part-time employment. The 2008 survey asked only those employed ALP members seeking full-time employment the underemployment questions. This is consistent with usual Docking Institute labor study practices and the data from 2005 was reanalyzed and recalculated.

## **Methodology**

The Saline County Labor Basin has a total population of approximately 192,742, and a Civilian Labor Force (CLF) of 98,956. The Docking Institute's analysis suggests that the basin contains an Available Labor Pool (ALP) of 53,119 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 Saline 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 Pool<sup>6</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 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 CLF<sup>7</sup>. Secondly, the number of potential workers is then *restricted* to

---

<sup>6</sup> 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).

<sup>7</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 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 Saline County Labor Basin includes 53,119 individuals. This represents a substantial number of workers and potential workers for employers to draw upon in the Saline County Labor Basin.

### ***Survey Research Methods***

Data for the **2008 study** were collected from a random digit telephone survey<sup>8</sup> of adults living in twenty counties in west central Missouri: Bates, Benton, Caldwell, Carroll, Cass, Chariton, Clay, Cooper, Henry, Hickory, Howard, Jackson, Johnson, Lafayette, Moniteau, Morgan, Pettis, Ray, Saline, and St. Clair. Surveying took place from October 14 to December 15, 2008, using a Computer Assisted Telephone Interviewing (CATI) system. A total of 4,247 households were successfully contacted during the data collection period, and a randomly selected adult<sup>9</sup> in each was asked to participate in the study. In 2,361 households the selected adult agreed to be interviewed. This represents a cooperation rate of 59% and a margin of error of +/-2.1%.

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 1,177 and are considered eligible respondents.

The Saline County Labor Basin encompasses eight of the twenty counties in which surveying took place, and a portion of another county. These counties are Carroll, Chariton, Cooper, Howard, Johnson, Lafayette, Pettis, and Saline. A total of 520 cooperating and eligible respondents were found to lie within the basin (MoE +/- 4.30%). Of these respondents, 211 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 Saline County Labor Basin. The margin of error for the ALP is +/- 6.75%.

Data for the **2005 study** were collected from a random digit telephone survey of adults living in 17 counties (Bates, St. Clair, Hickory, and Camden were not included in 2005). Surveying took place from June 20, 2005 to August 4, 2005, using the same CATI system. A total of 3,061 households were successfully contacted during the data collection period, and a randomly

---

<sup>8</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).

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>9</sup> Surveyors requested to "speak with an adult over the age of 17 that has had the most recent birthday."

selected adult in 1,864 household agreed to be interviewed. The cooperation rate for the 2005 study was 61%, with a margin of error of +/-2.27%.

As in 2008, 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 1,149, and were considered eligible respondents.

A total of 589 cooperating and eligible respondents were found to lie within the Saline County Labor Basin in 2005 (MoE +/-4.04%). Of these respondents, 282 indicated that they were available for new or different employment and/or were looking for a new or different job. This represents the 2005 Saline County Labor Basin ALP (MoE +/- 5.83%).

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.

## Appendix I: Current Employment Status of ALP

	Current Employment Status of ALP	
	Number	Percent
General Labor/Construction/Cleaning	3,401	6.4
Farm Labor/Ranch Hand/Landscaping	340	0.6
Delivery/Driver/Courier	642	1.2
Maintenance/Wiring/Plumbing	1,644	3.1
Factory Worker/Grain Elevator Op/Meat Packer	2,373	4.5
Truck Driver/Heavy Equipment Operator	2,500	4.7
Police/Fire/Postal/Military Enlisted	1,387	2.6
Lab or Medical Technician/Comp Technician	1,154	2.2
Skilled Mechanic/Welder/Carpenter/Electrician	1,676	3.2
Other Blue Collar	0	0.0
General Customer Service/Retail/Reception/Food Service	6,220	11.7
Clerical/Secretary/Book-Keeper/Bank Teller	2,361	4.4
Para-legal/Para-pro/CNA/Day Care	2,644	5.0
Nurse/LPN/RN/Semi-skilled Social Service	2,981	5.6
Office Manager/Small Business Owner	4,057	7.6
Teacher/Instructor/Writer/Researcher	3,647	6.9
Sales/Marketing/Accounting	2,096	3.9
Govt, Non-Profit, or Bus Exec/Farm Owner/Military Officer	343	0.6
Counselor/Social Worker/Physician's Assistant	343	0.6
Professor/Doctor/Engineer/Attorney	2,109	4.0
Other White Collar	0	0.0
Homemaker	1,958	3.7
Full-Time Student	1,415	2.7
Unemployed	5,888	11.1
Retired	1,296	2.4
Disabled	642	1.2
<b>Total</b>	<b>53,119</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