

Bourbon County, Kansas Workforce Assessment

For



October 2022



200 S. Main Street, Suite 200

Fort Scott, KS 66701

(620) 215-0144

www.bourboncountyks.org

Cover photo credits:
Bourbon County REDI
Ward Kraft
Fort Scott Community College
Community Health Center of Southeast
Kansas

Table of Contents

Introduction	1
<ul style="list-style-type: none">• Background• Methodology	
Executive Summary and Observations & Recommendations	7
Economy Overview	19
<ul style="list-style-type: none">• Population and Employment Statistics• Labor and Job Trends• Educational Attainment• Business Characteristics• Occupation Characteristics	
Perspectives	53
<ul style="list-style-type: none">• Employers• Residents & Employees• Students	
Economic Drivers	81
<ul style="list-style-type: none">• Business Sector Clusters• Cluster Top Jobs• Top Growth Occupations 2032	
Workforce Dynamics	91
<ul style="list-style-type: none">• Labor Availability• Drivers for New Employment• Potential Employees: Education & Skills	
Workplace Dynamics	103
<ul style="list-style-type: none">• Labor Rates• Top Benefits• Commuting Patterns• Current Skills & Training• Building Student Skills• Fort Scott Community College	

More

Table of Contents (cont.)

Workforce Trends	127
• Impact of Automation & Training	
• Flextime	
• Diversity and Inclusion	
Workforce Challenges	143
• Generational Shift	
• Labor force Participation	
• Skills Gaps	
• Disabilities	
Finding & Recruiting Talent	151
• Local Market Outreach	
• Post-secondary Recruiting	
• Apprenticeships & Internships	
• Targeted Recruiting Geographies	
• Remote Workforce	
• Validating Talent Skills	
Appendix	165

Introduction

Background

Methodology

Background

Bourbon County Regional Economic Development, Inc is the economic development organization for Bourbon County, Kansas. Bourbon County is located on the east side of Kansas, adjoining Missouri and approximately halfway between Kansas City to the north and the Oklahoma state line to the south.

Bourbon County REDI contracted with O'Brian and Associates LLC to conduct a workforce study for its core county area. This on-the-ground portions of the study occurred during the spring and summer of 2022, as the national rebound from the COVID pandemic was well underway. The strength of the economic rebound that began in 2021 and continued into 2022 created an ever-changing workforce landscape, particularly during the times of interviews and surveys as noted in the methodology. This time frame noted great pressure on workforce availability as companies were in a strong hiring mode. The quest to hire quality employees also put pressure on the wages in Bourbon County, although that same pressure was reflected in counties across Kansas and Missouri, so Bourbon County still remained a place with competitive wage rates.

While Bourbon County REDI wanted to gain greater knowledge of workforce availability for local and new companies, it also wanted to look at ways to build and maintain a stronger workforce for the future. Consequently, this study covers a number of areas including employment drivers, the potential impact of automation, training options and linkages and partnerships that will support improving the overall quality of the workforce.

In addition to the workforce study, Bourbon County REDI believed housing and retail options are also critical to maintaining and attracting a workforce. Studies in these two areas were conducted by Goldstone Consulting in tandem with the workforce study.

--

The O'Brian and Associates team thanks Bourbon County REDI board and staff for allowing us to conduct this study. We appreciate their diligence in collaborating with us to arrange interviews, engage regional partners in the survey work and provide continuing feedback.

In addition, we thank the Fort Scott Chamber of Commerce for its partnership with Bourbon County REDI. The Chamber played a significant role in distributing surveys to businesses and residents. The survey data would not have been as extensive without the Chamber's assistance.

Also, we appreciate Fort Scott Unified School District 234 and Uniontown Unified School District 235 for surveying their students to add insights from the upcoming workforce. And thanks also to Fort Scott Community College for its assistance in developing the student survey.

Additional thanks go to representatives from the following companies who graciously shared their insights in one-on-one interviews that helped shape the broader business survey:

Bourbon County Cars	Labconco Corporation	Skitch's Hauling & Excavation
Citizens Bank	Lyons Realty Group	Stewart Realty Company
E3 Ranch & Company	Mid-Continental Restoration	Tractor Supply
Extrusions, Inc	Niece Products	Twisted Trailers
Front Door Real Estate	Peerless Products	Verity Enterprise
Integrity Home Care	Presbyterian Village	Wal-Mart
Key Industries	Sekan Printing Company	Ward-Kraft & Reprologix

Methodology

This study consisted of four major parts assessing both standardized data and on-the-ground data gathered through extensive survey work. Bourbon County REDI and its partners were critical to the success of this study by taking the lead in distributing and collecting surveys as well as arranging interviews with key employers. Their support is greatly appreciated.

The first part was a survey of Bourbon County firms. This survey was done in two steps. First was one-on-one confidential meetings with more than twenty companies in the county. These employers ranged from small retail and services businesses to health care to manufacturing. They encompassed some of the smallest firms and largest companies. These discussions helped inform us of the opportunities and issues employers were experiencing.

From those meetings, a survey was drafted and distributed to employers through an on-line process by the Bourbon County REDI, the Ft. Scott Chamber of Commerce and others. This was not intended to be a statistically accurate survey per se, but a snapshot of how employers perceive operating Bourbon County. In all, sixty-four companies responded, nearly 20% of companies in the county. These were across a spectrum of business sectors and sizes. The employers provided their insights on the quality of workforce, hiring and training. They also provided insight on trends that accelerated during the pandemic such as automation, flex and remote work and diversity and inclusion initiatives. While a snapshot of employers, the survey of businesses has a 95% confidence level +/- 11%.

The second part was a survey of county residents. This survey was conducted in early summer among area residents in the age ranges of 19-69. The survey was conducted through social media targeted to the Bourbon County. In addition, the link to the survey was distributed by REDI, the Chamber and through the City government social media. There were 442 respondents. Eighty-two percent (82%) were employed at the time of the survey, with the remaining eighteen percent (18%) Not in the Workplace. These included those who were seeking work, homemakers, disabled and retired. A number of these indicated interest in returning to the workplace as is noted in the section on "Employee & Resident's Perspectives. This survey has a 95% confidence level +/- 4.7%.

The third part was a survey of high school students. This was an in-depth effort to gain insights into the future workforce; from those entering the job market in the next year to those who will enter after college. The target groups were 14-16 and 17-19, this last adding the additional year to capture non-traditional students still in high school. The groups were nearly evenly balanced by gender. One-hundred and twenty-eight (128) students responded to the high school survey. This represents a 95% confidence level +/- 8%.

The final part was intensive collection of standardized data. This data was collected from several data aggregation sites as well as team research in specific areas. These primary data sources included:

Economic Modeling Specialists International (EMSI). Now called EMSI/Lightcast, the service is a leading provider of employment, unemployment, wage and other workplace data. It includes wage and employment in both business sectors and by occupations down to the zip code (where sufficient numbers exist), community, county, and state levels. It includes assessments of jobs subject to automation, remote work and training pipelines along with job posting numbers. EMSI collects current data from the U.S. Bureau of Labor Statistics, U.S. Census Bureau, Internal Revenue Service, state workforce and revenue offices and job posting websites.

Cares Engagement Network. The Engagement network is a service of the University of Missouri and is focused on demographics, education and health. It provides nation, state and county population statistics, percent of populations in poverty, with disabilities, and with various health issues. It also provides information on

education attainment including graduation rates and numbers of students qualifying for the federal Free and Reduced Lunch (FRL) program. Data is also available at city levels and, in some cases, at the census tract and block group level. The Engagement network collects current data from the U.S. Census Bureau, U.S. Department of Education, U.S. Department of Health and Human Services, U.S. Department of Education (lunch programs), state departments of public education, state departments of health, state departments serving the disabled and national community service umbrella organizations.

Bourbon County is surrounded by eight other counties: five in Kansas and three in Missouri. In some parts of the report these counties are used to make a comparison of workforce and wages.

Executive Summary

Observations & Recommendations

Executive Summary

Bourbon County, KS is located at the east edge of the state, adjoining Missouri and approximately halfway between Kansas City, KS and the Oklahoma state line.

In the 2020 census, Bourbon County had a population of 14,360 people. Its largest city and county seat, Fort Scott, had a census population of 7,552. Both Ft. Scott and Bourbon County have seen a population loss over the past decade but are projected to see modest growth in the next five years.

Employment has also dropped in the past five years from about 7,000 to around 6,500. Like the population, it is also expected to increase over the next five years.

Overall Employment:

The top five business sectors in Bourbon County in terms of employment are: Manufacturing, Government (which includes public education), Health Care and Social Assistance, Retail Trade and Accommodation and Food Services. The first three have a stronger presence than in the overall U.S. employment. They also supply more than half of all jobs in the county.

The largest occupation sectors in the county are Office and Administrative Support, Production, Sales and Related, Educational Instruction and Library Services, and Transportation and Material Moving. These five occupation sectors collectively have more than 3,300 jobs.

Employment and unemployment vary from month to month. On average, employment in the county was about 6,500 (Emsi/Lightcast Q2, 2022). There are approximately 6,400 county residents in the labor force of which just over 200 were unemployed in early 2022: a 3.4% unemployment rate.

Bourbon County is adjacent to eight other counties. Highways 69 (four-lane) and 54 make commuting relatively easy, reflected in the number of residents in and outside of the county who commute. According to U.S. Census numbers for 2021, 2,700 residents commute outside of the county for work. There are 2,300 people who commute into Bourbon County for employment.

The largest commuting areas, according to US Census 2021 numbers, are Crawford County, KS and Vernon County, MO. The inbound and outbound numbers with Crawford County are similar. Bourbon County receives significantly more inbound commuters from Vernon County than it sends. Significant populations in both counties are within a 30 minutes' drive time. The Census data is reflected in the employer survey, where respondents noted those two counties as the top areas from which they draw.

Despite the significant commuting numbers, employers indicate they have a largely localized workforce. Those responding to the survey noted about 60% of the workforce comes from within the county and an additional 30% comes from an adjoining county. In total about 90% of employees come from within an approximately 30 minutes commute time. Employees responding to that survey were even more localized, with a sizable number (80%) reporting travel of less than 20 minutes. Overall, 90% of employees reported a commute time of 30 minutes or less.

Concerns About the Region: Employers are particularly focused on workforce quality and workforce availability with 74% and 71% of employers respectively noting these as their top concerns about the region. Nearly 40% of employers expressed concerns about housing availability and about 25% of employers noted the quality of K-12 education. The need for better broadband service we pointed out by more than 16% of respondents while 14% expressed concern over the training option.

Employee Skills:

Despite concerns over quality and quantity of workforce, employers give high marks to the overall skills of their existing workforce. On a 1 to 5 scale, with 5 being best, the existing workforce gets a 3.9. Basic skills are ranked the highest with Education/Training suited to the specific job rated lowest, but still above average. However, employers show concerns about their newest hires. This group received a 3, or “average” rating in terms of overall skills.

From the employee side, 90% of survey respondents said they are Satisfied (54%) or Very Satisfied (36%) with their job. This is a strong statement by employees, especially considering the survey was taken during the national wave of resignations post-pandemic. Although a significant percentage of employees are satisfied with their jobs, twenty-seven percent (27%) believe they are underemployed. In addition, 21% of those employed full-time in Bourbon County indicated they are actively seeking new employment. Seven percent (7%) of those employed Part-time said they were looking for a new job and 8% of Independent Contractors said they would consider a new job.

Hiring:

Employers noted that finding applicants with a “willingness to work” was the top obstacle in hiring. Anecdotally, that comment is heard across the region and numerous national articles have been written about the “Great Resignation”. More specifically, employers also noted the Small Labor Pool as a critical obstacle to finding good applicants. Although eight other counties adjoin Bourbon County, most of them are rural as well and have respectively strong employment, consequently the regional labor market is also tight.

When asked about specific skills they look for in applicants, Willingness to Work was again the top mention. Employers also noted a Positive Attitude, Good Communications skills, and Ability to Learn and Use New Information. Job Specific Skills rounded out the top five.

Employers also noted they look for a Good Prior Work record for people already in the workforce.

In terms of communicating job openings, nearly 75% of employers indicated that word of mouth, typically considered incumbent employee communications, was the most successful. More than half also indicated Facebook was a top means of obtaining applicants, followed by Indeed at just over one-quarter of respondents.

Ft. Scott Community College is the top post-secondary institution from which employers recruit talent, with nearly 70% of employers saying they use the college. This is followed by nearly 60% indicating using Pittsburg State University. Similar numbers of students planning for post-secondary education indicate these two institutions as their top choices. A top pick for specific skills training for students, and for employers seeking the skills, is the Nevada Welding School.

Training:

Employers believe providing training is important. On a 1 to 5 scale, with 5 being Very Important, employers give training a 3.8. The top areas they consider important for which to provide training are Personal Communications and Job Specific Skills training at about 60% each. These are followed by Critical Thinking and Teamwork skills.

Employees’ perception of the importance of training by their employers is somewhat less. Asked if they believe their employers consider training to Enhance Current Skill and improve skills for Advancement, employees gave average marks, 3.1 and 2.7 respectively, to the important they believe their employers place on training. For employees, gaining Job Specific Skills is the top consideration, followed by Leadership skills. Computer/IT and People Management skills came next followed by Personal Communication in fifth.

In terms of training delivery, companies by far (95%) utilize in-house training with existing staff. About 20% to 25% of employers use In-house training with Vendors, Off-site training with Vendors, and Off-site training with Subject Matter Experts, respectively. The use of community colleges, universities and trade schools for training existing employees is small. In all forms (in-house, on-line, off-site) the use of post-secondary institutions comprised only 14% of respondents.

Apprenticeships and internships are currently used by 26% of responding employers. When asked the question if they would consider utilizing such programs, 74% of respondents said that they would. More than 60% expressed interest in apprenticeship / internship programs with a community college while just over half said they would consider programs with high school.

Among the high school students, 40% indicated they would like to participate in such programs. An additional 30% said they had an interest and would like to have more information.

Drivers for Attracting & Retaining Employees:

As noted above, 21% of those employed full-time indicated they are seeking new employment. An additional 27% (removing those actively seeking) consider themselves Underemployed. For those who live and work in the county, Better Pay is a top driver for seeking a new job, with 74% of those actively seeking and 88% of those underemployed. Obtaining Better Benefits was second, but decidedly less strong with 42% of those actively seeking and 52% of those underemployed noting this is a driver. Third for both was Better Work/Life Balance. For those actively seeking, Work/Life Balance was tied with Better Benefits at 42%. For those underemployed it was 40%.

For commuters, the opportunity to Reduce Commuting Time was the top driver for those actively seeking a new job at 56%. Better Pay was tied for second with Work/Life Balance and Remote Work options at 33%. Better Benefits were only noted by 11% of respondents. However, Better Pay was still the top driver for those commuters who consider themselves underemployed, at 78%. Better Benefits was also second at 70% but it was tied with Work/Life Balance.

Among those currently Not Working but who would consider coming back into the workforce, three pools of population were noted. These are: Retired, Disabled and Homemakers. For those Retired and Disabled, a paycheck was the top driver at 33% and 67% respectively. Neither group had interest in benefits. For homemakers, the biggest driver was the opportunity to do Remote Work, at 38% and Benefits at 25%. Pay was a top consideration for 12%.

- **Labor Rates:**

In interviews, all of the employers noted they had raised wages to attract maintain and attract talent. The pressure on wages as a result of a tight labor market as the economy rebounded from the pandemic has been noted in most business sectors at every level from local to national. Bourbon County companies were not immune to that trend.

While Bourbon County employers indicated raising wages, employers in other counties were as well. Along with the surrounding eight counties, statistical data was also collected on Johnson County, KS and Joplin, MO MSA, both of which attract workers from Bourbon County. Across all sectors, Bourbon County wages are about 2.5% lower than the average of the eight surrounding counties, lower than the Joplin MSA by approximately 6% and more than 20% lower than Johnson County. NOTE: Management sector wages in Johnson County are significantly higher than in the others, which is reflected in the average.

In several key areas of the Bourbon County economy, wages are lower than the average of the eight surrounding counties by just over 2% to 5%. These areas are Healthcare Support; Installation, Maintenance, and Repair; Production; and Transportation and Material Moving.

Bourbon County REDI selected several top occupations to determine the impact of wages on labor availability. These occupations are: Registered Nurse, Healthcare Support, Printing Press Operator, Electric and Electronic Engineering Technicians and General Operations Managers. Wages in Bourbon County, the eight surrounding counties, Johnson County and Joplin MSA, were averaged on these six occupations. Collectively that average was 7.5% higher than Bourbon County. Utilizing EMSI/Lightcast comparisons, increasing wages in these six occupations by 7.5% resulted in an increase in workforce availability by 7% to 50% depending on the job.

Those employed were asked “how much farther would they commute” for a step-up in pay. This was regardless of their current commute. On average, each 5% step in pay increment (EG: 5%-10% pay increase) added an additional 5 to 10 minutes in commute time. As noted above, while 80% of respondents currently commute 20 minutes or less, essentially within Bourbon County, a commute time of 30 minutes reaches substantially more population in surrounding counties.

- **Benefits:** Top benefits offered by companies included Vacation/Paid Time Off, Health Insurance for Employees and Families, and some form of Retirement Plan. However, nearly 26% of responding firms noted have no benefits at all.

Employed residents and commuting full-time workers noted Health Insurance for themselves and family, Retirement plans and Paid Time Off as the top three benefits they currently receive. For part-time workers, Vacation and paid Sick Leave were the top benefits reported. About 40% noted receiving Health Insurance and Retirement. These respondents generally have benefits, with only 7% of full-time and 18% of part-time workers saying that had no benefits.

For the future workforce, students indicated they had the greatest interest in Health Insurance and Vacation/Personal Time Off. These were followed by Flextime and Retirement. 30% of students noted they see on-going training as a benefit.

- **Flexible Time:**
For actively seeking a new job and those who consider themselves underemployed, Work/Life Balance is the number three consideration in seeking and accepting a new job after pay and typical benefits such as health insurance. Employers were asked how often the issue of flexible time came up in discussion with incumbent workers as well as applicants for jobs. On a 1 to 3 scale, with one as “never” and 3 as “often”, employers indicated just over a 2 for existing workers and just under a 2 for applicants.

Students responding to the question of their preferred benefits on obtaining a job, like the current workforce, noted flexible time as a third choice.

Generation Shift of the Workforce:

Nationally, the demographics see the last of the Baby Boomer generation retiring over the next seven years. Baby Boomers are the largest generation. Generation Z, those 10 to 24, is the second largest generation and many of them are already in the workforce. However, this group is still not as large as Boomers and many rural communities are seeing a declining and aging population. This is not the case in Bourbon County.

Bourbon County has a slightly larger Gen Z population than Boomers. Consequently, there are about 200 more Gen Z people who could be entering the workforce than Boomers leaving over the next eight years. The eight surrounding counties also have slightly larger Gen Z groups, which will add to the potential workforce in the commuting area. However, this is not sufficient to even replace the potential number of retirees. Currently some 1,500 people in the workforce are aged 55 or over.

Impact of Automation:

The current tight labor market and long-term demographic trends are leading more employers to look at automation and other technologies. When asked the question if automation could have a negative or positive impact on their operations, 75% a “some” to “significant” positive impact. About 20% said it was a neutral impact. Despite the current or anticipated positive impact of automation, less than half of responding companies say they are supplying specific training in this area.

While users of cell phones, games and computers, students are not sure of the impact automation can have on their future job opportunities. Overall, 27% of students thought there would be fewer jobs, while 22% thought there would be more. Half of the students were unsure. Males are more likely than females to believe there will be more job opportunities. Females tended to show more uncertainty. Younger students, both male and female, believed automation would result in fewer job options for them, than did the older students.

When asked if they believed they should take additional classes in computers, IT, and automation; young males were strongest with a 40% “yes” rate. However, the younger females only had an 18% “yes” response, lower than their older peers. More than 40% of students overall were “unsure”.

Occupation Clusters:

Based on good wages, local economic impact and growth in jobs over national average, Bourbon County has six key cluster areas: Production Technology / Heavy Machinery; Printing Services; Automotive; Transportation & Logistics; Paper & Packaging and Agricultural Inputs & Services. There are nine specific NAICS sectors within these clusters: four in manufacturing, two in transportation and two in agriculture.

Looking at the top ten jobs in each of the nine NAICS (90 jobs), there are 48 unique occupation titles; and nine which crosscut three or more of the sectors.

An assessment of occupation growth (EMSI/Lightcast data) to 2032 by both numbers and percent indicates nearly forty occupations, which include the nine cluster jobs. The top twenty of these jobs, by 2032 projected numbers, will employ nearly 2,000 people. They include jobs in manufacturing, health care, education and transportation; similar to the top employment sectors in 2022.

Attracting Talent and Remote Work:

Ninety-five percent (95%) of employers responding to the survey showed an interest in a talent attraction program if one was created. Of these, nearly 56% indicated their need was for semi-skilled workers. About 30% noted skilled workers as a target; similar to those who are seeking unskilled workers. Nearly 28% wanted to target professional talent.

In 2020, the top inbound migration came to Bourbon County from Crawford, Johnson and Vernon counties. The same three counties were the top out-bound migration locations, with Vernon and Johnson counties 2nd and 3rd respectively. More regionally, Bourbon County had inbound migration from areas around Topeka, Oklahoma City, St. Louis, and central Kansas.

In 2020, eight percent (8%) of Bourbon County's workforce identified as "remote" workers. Compared to the eight surrounding counties, Bourbon County had both the third highest percentage of employment and third highest number (522) of people working remotely. Both of the higher counties were in Missouri.

Labor Availability:

From the residents and employees survey, 21% of those with full-time jobs are actively seeking a new position. Among commuting residents, 25% are actively seeking a new job. Among part-time workers, 7% indicated they are actively seeking a new position. Extending that response to the overall workforce, there are more than 1,600 full-time workers and 100 part-time workers and independent contractors who were actively seeking new employment at the time of this study.

From the survey, 26% of full-time workers in the county indicated they are underemployed. For part-time workers and independent contractors, the response was 33% and 38% respectively. Among those commuting outside of the county, 25% of full-time workers believe they are underemployed. About 22% of full-time workers, both in county and commuting, indicated they are Actively Seeking a new job. Of those who are not actively seeking employment, approximately 80% said they would consider a new job. Overall, there are more than 1,200 full-time workers and 360 part-time workers and independent contractors who would consider new employment.

Adding underutilized potential pools of employees such as those disabled, homemakers and retirees who would return to the workforce along with students joining the workforce to the above, there are more than 1,400 potential full-time workers and nearly 1,500 potential part-time workers available.

Observations and Recommendations:

Bourbon County currently has a strong workforce that receives high marks for its skills from employers. Like many rural communities, however, the county has a limited workforce pool. With surrounding counties also generally rural in nature and having good economies, there is limited opportunity to obtain a net gain in workforce from those areas as evidenced from the commuting patterns.

Unlike many rural areas, Bourbon County is not facing a declining and aging population. The Gen Z population (10 to 24) is slightly larger than the Boomers who have retired or will be retiring over the next eight years. That is a good starting point, but strong efforts need to be made to retain as much of this incoming generation of workers in the county as possible and attract new people to the county both to fill key jobs and to help support and grow existing retail and service firms while creating new entrepreneurship opportunities. While talent attraction is important, opportunities will be constrained without a focus on housing. The lack of attainable housing will also impact retention of incoming workforce.

To attract and retain the workforce, the county will also need to put emphasis on community amenities. These amenities should be considered with a view to enhancing quality of living for current residents and the upcoming generation. Efforts that benefit current residents and families will be attractive to newcomers as well. These include quality housing, strong K-12 education and post-secondary options including a thriving community college, accessible broadband service, well-maintained parks with recreation and health options, hike/bike trails that connect within communities and across the county, and specific focused efforts to encourage community engagement.

The above are noted because having, maintaining, and growing a strong workforce starts with having a place where people want to live first and then find occupations that fit their talents, skills, and interests second. That said, the following observations and recommendations are focused on maintaining and further developing the strong workforce already present in Bourbon County. These recommendations are a starting point for action.

Supporting Existing Firms:

Observation: Companies in the county need greater access to data to assist them in hiring. Several of the largest firms already have the capacity to develop information on the local market. They are also “employers of choice” and as such can pull applicants. Smaller firms have limited access to overall regional data and very limited access to labor market data in competing communities as they consider how to retain and attract workers.

Recommendations:

- Utilize this report as a base for providing the broader business community and, where appropriate, specific firms with annual data to indicate the strongest employment sectors, numbers of people employed, wages both within the county and in the surrounding 8-county Region, to illustrate the size of workforce and the competition for workforce from surrounding counties.

- Related to above, utilize EMSI/Lightcast or similar service to provide the broader business community information on wages, number of current workers and potential workforce (by job / sector) in comparison to surrounding counties and competing areas. Customized data for individual firms can also be developed from the same data sources as needed. NOTE: Kansas Works and Department of Labor as well as the US Bureau of Labor Statistics are also good resources.
- To go deeper, consider establishing a detailed wage and benefit survey on a bi-annual basis to get more specific information across key sectors and sizes of firms. Share the results of survey back to participants to assist them in evaluating their own wages and benefits.
- Establish a formal Business Retention and Expansion (BRE) call program with county and/or city level partners such as the chamber of commerce, city government, community college. Utilize Synchronist or similar system that standardizes reporting to help identify both individual and collective trends in companies and allows for tracking of assistance.

Observation: In one-on-one interviews several companies noted that “no one knows what we do.” Bourbon County is not alone in an overall lack of public awareness, as well as future workforce awareness, of the types of companies that are located there, what they do and the jobs they have available. Increasing public awareness and, in particular, upcoming workforce awareness, of companies and jobs, helps increase interest in working in the area and retaining the county workforce. A number of respondent companies have jobs requiring advanced skills. Broader knowledge of the availability of such jobs may help residents and future workers (students) understand there are higher-level opportunities in Bourbon County.

Three of the largest and overall better-paying employment sectors are Manufacturing, Government (including public education) and Health Care & Social Services. In current clusters, Transportation and Agriculture are also strong. These would be good sectors to begin promoting in the county to add focus to and interest in occupations in these areas. Additionally, the top growth occupations noted in this report should be utilized to encourage specific consideration of these key jobs.

Recommendations:

- Develop a profile series, print and audio/visual, on companies with partners such as the chamber of commerce and local media. Ft. Scott Community College is also a resource for media production. This series can utilize broad data from this report and then a profile of a firm. (EG: Manufacturing sector provides more than 1,400 jobs in the county and is one of the top paying sectors. Among our firms is Labconco...brief profile.) In the profile include brief range of jobs and wages.
- Consider a second-level profile series on the key growth occupations noted in this report. occupations, this would be a job title (preferably one of the top growth jobs), how many jobs there are in the region, number of companies (with examples) that have those jobs and pay ranges. Also include education needed to obtain jobs.
- Add a WORKFORCE section to the REDI website, with the above company and occupation profiles with text, pics, and links to videos. Note that YouTube can be utilized so expand access to videos. Link this section of website to partners such as school districts, FSCC, chamber of commerce, Kansas Works etc.

- Work with schools to find impactful ways to promote print and video profiles to students.
- Utilize REDI and partner (city, county, chamber FSCC) Facebook pages to release company and occupation profiles on a regular basis. Additional impact can be gained through the “paid ad” approach.

Observation: Employers note the top five most important skills an applicant can bring are: 1) Willingness / commitment to work, 2) Positive attitude, 3) Communication skills, 4) Ability to learn and use new information and 5) Service orientation. These are primarily soft skills attributes that can be developed. Note that Specific Job Skills was sixth followed by Critical-thinking Skills.

It cannot be stressed enough that basic education skills (reading, clear writing, math) and soft skills (work ethic, attitude, interpersonal actions) are the key foundation for the workforce in any occupation and sector. While direct jobs skills training is important, providing these basic skills is absolutely critical for individuals to be successful and companies to maintain and grow in the county.

Recommendations:

- Work with companies and training organizations to identify programs and curricula to help train existing workforce on communication, problem-solving and learning and using new information. While some larger firms indicate they do such training, medium and smaller firms do not have the numbers or capacity to offer training. Creating, finding, and promoting resources to smaller firms will benefit their operations.
- Additionally, encourage employers to utilize ACTs WK Talent and WK Fit to help identify cognitive diversity as well as personality traits related to soft skills. In addition, ACT WorkReady testing will help to identify gaps in Graphic Literacy, Math, and Reading Workplace Documents. Identification of such gaps in both soft and basic skills can help provide specific remediation direction for currently employed individuals.
- Students exhibited a close correlation with Employers on understanding the top skills needed as an applicant and successful employee. The ACT testing noted above can help identify basic and soft skills gaps for additional attention through high school. Additional programming at the high school level, and even in middle school, should be developed to focus on soft skills such as attendance, timely assignment completion, response to direction / supervision and interpersonal communication. There are a number of training modules available to help in these areas. One other mechanism to consider at the high school level is the use of an Employability Report Card, which helps validate the above skills, while reinforcing their need. Working with Employers to ask students for their employability report card reinforces the importance of these soft skills.
- Work with Fort Scott Community College and Pittsburg State University, the two largest institutions from which employers hire, to make resources available to provide training in the above top five skills areas for existing employees, non-traditional and returning potential workforce and students.

Observation: There are several long-term trends that were accelerated by the pandemic. Several of these may be categorized under the heading of work-life balance and include employee benefits such as greater flextime and remote work. Work-life balance was noted by those actively seeking employment as well as many who would consider coming back into the work. Students noted benefits relating to work-life balance as important in their consideration for employment following graduation from high school, technical school, or college. A number of jobs do not lend themselves to flextime or remote work, for example manufacturing and restaurant food preparation. However, many manufacturers have created more “home” time by moving to four-day work weeks. Trends indicate that the desire for greater flexibility in work time, including remote work, is not going away. Employers need to find ways to address this to retain and attract quality employees.

Recommendations:

- Utilize this document to educate the broad business community about the accelerated trends in flextime and remote work. Disseminate through partners such as the chamber of commerce. Work with employers and training institutions to identify resources to help companies, where possible, adapt flextime and/or remote work options. Also consider workshops and presentations that can be made in person and on-line. Consider utilizing employers that have had success in the above for testimonials.
- In addition to flextime and remote work, there are several other benefits noted in a recent U.S. Chamber of Commerce report. This report came out after the survey work with county employers and is not included in the benefits section of this assessment. However, these additional benefits should be considered by area employers. Resources to help companies understand and use these benefits, including child and elder care, homebuying assistance, and mental wellness should be developed.

Observation: The demographics of the county have minimal diversity except for gender. Several companies surveyed indicated they are working on diversity and inclusion despite the demographics and indicate they feel they have made progress with gender and age diversity. However, several firms noted that even when they recruit employees from outside that could bring racial and ethnic diversity to their specific company, it is difficult to keep those employees. In one-on-one interviews, some employers noted that inclusion of new people from outside of the region is an issue, regardless of race and/or ethnicity. Inclusion is an issue regardless of community size, although perhaps more prevalent in rural areas. People develop their own circles and those may exist for decades. While often friendly and welcoming, companies and communities need to take extra steps to include and engage newcomers.

- Develop resources to assist companies, particularly smaller firms, with creating hiring and operating policies that includes diversity and inclusion. While the demographics may not have much diversity, by adopting policies that recognize such, companies show they are open to a diverse workforce.
- Provide workshops on diversity and inclusion, including workplace behavior, for company leadership and workforce to help encourage hiring diversity and operational inclusion.

- Develop information and programs that help companies with cognitive diversity. While racial and ethnic diversity may be limited by county and regional demographics, cognitive diversity presents challenges and opportunities for companies. Life experiences, education and economic status create views and opinions that may cause conflict within an organization or, conversely, that can be levered to develop create workplace momentum. ACTs WK Talent and WK Fit can help identify cognitive diversity as well as personality traits. A number of companies have adopted assessments like [Enneagram](#) or [Ntrinsx](#) to gain a better understanding of employees and how to use individual strengths and weaknesses in developing a strong and productive workforce
- Strongly consider developing or working with other entities to develop a “community concierge” program. This program would likely be started in larger companies recruiting new people from outside the region. This type of program is designed at the community level, with support from the chamber of commerce, employers, realtors, not-for-profit and social service organizations, schools, churches, and anyone else that offers information and ways to create engagement. Basically, it entails a questionnaire for the new employee and spouse to note what they like to do: what types of volunteering, recreation activities, church attendance, etc. Also note what their children like to be engaged in such as youth sports, learning opportunities. The goal is to then match them up to community members and organizations with one-on-one meetings, dinners, etc. to create engagement.

Observation: There is a non-traditional workforce available to existing companies with homemakers and retirees interested in full and part-time employment. There is also a large working age (18-64) group of disabled, many of whom will consider working. In addition, many communities have undertaken efforts to help companies employ people who have criminal records. As noted in the survey responses, part-time and flextime work as well as work from home options are attractive to these groups.

Recommendations:

- Work with existing employers who have pursued non-traditional workers, Kansas Works, and educational/training organizations to identify successful methods of outreach to the non-traditional workforce. Also consider HR organizations, such as SHRM, as resources for how to reach out and engage non-traditional workers. Compile into a “how-to” guide that can be used by employers of all sizes and sectors.
- Seek out similar sized communities that have had success with non-traditional workforce and, in particular, their companies that have had success. Utilize this input as testimonial and guidance to help county employers begin their own efforts.
- Develop workshops, presentations, and on-line resources for employers. (See “how-to” above)
- Consider development of an internal media campaign (traditional and social) to reach out to non-traditional workers, inform them jobs are available, guide them to specific companies that are hiring or to Career Center or other services that can assist them in getting engaged.
- Enhance adult learning opportunities to reach non-traditional and poverty adults who may need skills to return to the workforce or upskill to better jobs. The Council for Adult and Experiential Learning (CAEL) is a resource that may be helpful.

- Utilize ACT WorkReady testing to help validate basic skills of non-traditional workers to help them re-engage with workforce.

Connecting Students to Work:

Observation: Students, whether planning to go to work immediately after high school, after trade school, or after college, noted an array of careers they wanted to pursue. Health Care and Social Services, Manufacturing and Construction all offer jobs ranging from unskilled to highly skilled. Health Care and Social Services, which currently employ about 900 people in the region, get a strong look from college bound students (35%) and technical school/community college bound (24%).

However, Manufacturing is the largest sector in the county with 1,400 employees but does not receive as much attention. Less than 5% of those going to a four-year college and only 17% of students headed for community college/technical school express an interest in manufacturing. This disconnect should be a major concern to employers, educators, and the broad community. Additional emphasis needs to be added to many of the recommendations to connect students to manufacturing opportunities. This is particularly important in providing knowledge of the companies and key occupations.

Recommendations:

- Internships and Apprenticeships offer good opportunities to link students to work. Twenty-six percent (26%) of responding companies are currently doing apprenticeships and/or internships, but 74% say they would offer such programs. Approximately 3% of current students are or have participated in internships or apprenticeships, but more than 75% indicate they would participate or are at least interested in learning more. Develop information on internships and apprenticeships for companies.
- Fort Scott Community College can play a strong role in developing apprenticeship programs linking high school students and employers. Engage FSCC to assess interest in working on such development; connect to other community colleges that have had success.
- Develop information for students on the opportunities that internships and apprenticeships offer for their advancement and potential job on graduation. Work with school districts to convey that information.
- Work with school districts to get profile information on companies and specific jobs (as noted above) in classrooms by eighth grade.
- Connect companies to classrooms with speakers, company tours (where possible).
- Work with school districts to make sure profile videos and collateral, speakers, tours are cross connected in county. (EG: Students in Ft. Scott know about opportunities in Uniontown, etc.)

Actively build basic and specific skills for the future workforce:

Observation: While the county's employers need a workforce today, the long-term success of the businesses depends on developing a strong workforce for the future. Programs like internships and

apprenticeships help connect students to the workplace and help them gain workplace skills. However, there will still be limitations on the numbers of students who may participate. Efforts need to be made to ensure students today have a broad set of basic skills to be able to get the jobs of tomorrow.

Employers noted the top five skills they need from applicants as 1) Willingness to work, 2) Positive attitude, 3) Good Communication skills, 4) Problem-solving skills and 5) Ability to Learn and use new information. While the first two are more personality traits, they can still be conveyed as important to obtaining and retaining a good job. The next three are skills that can be assessed and enhanced through focused efforts in school. As noted above, key basic education and soft skills are absolutely critical for all employees and the foundation on which to build enhanced and job specific skills.

Fort Scott Community College is a valuable resource but has opportunities to provide more support to employers today and in the future. Key economic/job sectors in Healthcare and Social Services, Education, Agriculture and Construction are currently supported by education and training at FSCC. However, there is limited curricula supporting Manufacturing, the largest current and future employment sector, and Transportation. It should be noted that to enhance current programs and create new ones, it needs a “pipeline” of students coming in from high schools as well as adult learners and companies who will hire FSCC students and utilize FSCC training for existing workers.

Recommendations:

- Utilize ACT WorkReady pre-testing (Key Train) in 8th or early 9th grade to assess skills in Graphic Literacy, Reading and Understanding Documents, and Applied Math. Use ACT curricula guidance to help instructors work with students to fill the gaps in those skills. The Key Train and WorkReady testing may be used with skills profiles for jobs students may be considering.
- Also consider ACT WK Talent and WK Fit. In brief, Talent is an emotional and attitudes levels assessment that helps define soft skills including learning, working in teams, etc. Fit examines occupational compatibility based on the job seeker’s/student’s interests. These will help instructors work on soft skills with the students as well as help guide students toward jobs where they have a social/emotional personality fit as well as a fit on basic skills.
- Work with school districts to evaluate students at early 12th grade (or late 11th) for ACT WorkReady certification. Compare to jobs they are considering. Remediate as needed. Retest.
- Develop a program at 7th or 8th grade to give students “real life” view of job earnings and living costs. Engages employers, realtors, education, car dealers, insurance agents, etc. Students talk to employers about jobs in which they are interested, understand education needed for job and pay. They then talk with others about living costs, monthly/annual basis and compare. (EG: Reality Store, is a good example with resources found on-line)
- Develop and implement an Employability Report Card in the schools. This grades students on attendance, timeliness, completion of assignments and other items the schools may define with input on what is important to employers. Engage employers in supporting such a program and requesting the ERC.
- Work with FSCC and employers to develop stronger Manufacturing and Transportation curricula. Connect students in high schools to these programs.

- Develop collaboration with FSCC, high schools and employers to expand apprenticeships and internships. Along with these, look for opportunities where FSCC can coordinate and provide customized training for companies.

Observation: In the county, almost one in five children (19%) aged seventeen and under live at or below the Federal Poverty Level. Nearly sixty percent of all students qualify for the Free and Reduced Lunch program. Poverty poses a significant issue for students' ability to learn.

Recommendations:

- Consider implementing a collaboration of education, private businesses, government, faith-based organizations, social services and volunteers the helps supply basic needs (food, clothing) to children and assistance for families so children can go to the classroom ready to learn. Bright Futures, which is in more than eighty school districts across the country, is a good model for such an effort.
- Assist children by assisting their families. Adults in poverty may not be working or working full-time, due to lack of education/training and/or family circumstance. Develop a program to reach out to those adults and assess their current skills (use ACT Key Train); utilize ACT curricula to help remediate as well as linking to training. Also define other obstacles to employment and work on addressing.
- Concurrent to assisting students and parents who want to work, develop programs to help change lifestyles to move families out of poverty. Suggest Bridges Out of Poverty or Circles. Note that Mexico, MO is also using Bridges effectively.

The Impact of Automation and AI:

Observation: The pandemic accelerated long-running trends to automation in the workplace. An overall lack of labor as the economy rebounded has increased the use of automation in most business sectors. In the county, nearly 82% of responding companies indicate that automation will have some level of positive impact on their operations. The remainder believes automation will have both negative and positive impact. In the county, automation will be increasingly used by companies to offset lack of labor force, particularly at lesser-skilled, lower paying jobs. As noted in this study, a significant number of jobs, almost all lower skilled, are at risk in the future.

Of concern is the number of students who are uncertain about the impact of automation and other technology. While Gen Z is considered to be very comfortable with technology in general, it appears there is a gap in understanding what that means for their careers. Also note that in the student responses, 15% indicated going right to work after high school while 8% are uncertain of what direction they want to pursue. Many of these students will go to lower-skilled jobs that are at risk of automation in the coming years.

Recommendations:

- Develop, with partners including Fort Scott Community College and Pittsburg State University informational resources to help smaller firms better understand and adopt new technology overall, and automation where applicable. This is critical to help them offset a continued lack of labor.

- Work with employers, media, chamber of commerce and other community partners (such as social services) to develop outreach to the current lower-skilled workforce as well as those who may want to return to the workforce by messaging on the need to learn and/or upgrade their skills. Work with area education partners, K-16, and other partners to provide such skill training.
- As part of the student-oriented program noted above, provide information on how companies are using and/or plan to use automation. Stress learning basic technology skills.
- Provide educators and students with information noting the impact of automation on lower-skilled and entry-level jobs to encourage gaining more technology skills in high school as well as providing encouragement for post-secondary education.

Attracting Remote Workers:

Observation: Although there were major shifts in population movements created by the pandemic driven opportunity to work remotely, it has not developed into a wholesale move to smaller cities and rural areas in the center of the country as anticipated. The latest data indicates that more than 95% of the moves from the heart of major coastal cities went to suburbs with proximity to those cities. However, the county already has 8% of its workforce working remotely and the lower cost of living, presence of outdoor recreation and lakefront housing, and relatively strong amenities provide a foundation. Proximity to the Kansas City metropolitan area, specifically Johnson County, and smaller metro of Joplin support a pilot effort to attract workers.

Recommendations:

- Create a focused effort to attract new residents, utilizing targeted social media supported by a specific website extolling the region's attractiveness and opportunities. Utilize testimonials from people who have moved from "big" cities. Target the Johnson County and the Joplin metro area as well as Springfield and Topeka (second round). Focus on those that may be able to work remotely but need to be "at the office" several times a month; easy commute.
- Keep above site general enough, while noting "remote work," to be useful to existing companies in referring prospective employees from outside the region for more information.
- Utilize realtors to determine where people are moving from beside the metro areas noted above, and pilot social media campaigns in those areas to gauge response.
- Develop collateral materials for distribution through restaurants, motels and companies utilizing contract workers to promote the region as place for full-time living.

Recruiting Talent:

Observation: The demographics of the county, even with Generation Z coming into the workplace over the next decade, still are not sufficient to meet the needs of employers. With a limited labor market and limited media options, employers rely primarily on word of mouth and social media (Facebook) to let people in the region know of job opportunities. For the higher-skilled jobs, companies utilize jobs boards, like Indeed, and LinkedIn. Companies do hire students from community colleges and universities, with an emphasis on Ft. Scott Community College and Pittsburg State University. They

also expressed interest in supporting a county approach to recruiting talent, especially for semi-skilled and professional workforce.

Recommendations:

- Same website as noted above.
- Work with employers to develop a geo-fenced social media campaign to key geographic areas (as above) where there are skills related to jobs employers are offering. Have a specific “jobs board” and links to others so people can learn more about the jobs. Note: EMSI/Lightcast can be utilized to help pinpoint geographic areas with the skills.
- Work with employers to target technical schools, community colleges and universities that are preferred by regional students. This effort may include career fairs at the schools, messaging in school communication channels, social media. This should be done as a “collective” effort promoting the lifestyle, abundant jobs, opportunities to advance (see student perspectives on why to leave the county).
- Work with the K-12 schools, in-region technical schools and Ft. Scott Community College to create a targeted campaign for students who left the region and did not come back. Focus on those approx. 10-20 years after college (age 32-42). Promote upper-level jobs availability, opportunities to start a business and overall quality of life and education for their children.

Attracting New Employers:

Observation: The county has seen strong activity prior and through the pandemic and on into this year in expansions of companies. As the overall labor market becomes tighter, companies will look for increased validation of workforce availability and skill levels in deciding on placing work with existing firms or finding a new location.

Recommendations:

- From this report, develop a one-pager highlighting availability of workforce. Note wages, education/skills levels, experience (older workforce) and willingness to work. Also give the anecdotal response of current employers on the quality of their workforce related to basic, advanced, soft, and overall skills.
- Develop the above information for website use.
- Create “highlights” or bullets of workforce availability and skills quality, levels of education and training, for use in targeted social media and / or email campaigns to targeted sectors.
- Capitalize on the education skills gap where the region has more people with Some College and Associate’s degree than jobs available. Advanced manufacturing, administrative back-office operations (insurance and financial processes), transportation and logistics all require education beyond high school. Strongly suggest conducting a targeted industry study to further define targeted sectors and outreach.
- As noted above for existing employers, document all training offered currently in the region. Work with State Fair Community College, Crowder College, CMU, etc. to determine interest in providing additional training for new operations (and existing firms as noted above) based on skills needed. Contingent on targeted industry study.

- While new company attraction is often considered a brick-and-mortar location, consider opportunities to develop an outreach campaign encouraging companies to hire a “remote” workforce in the region.

Getting Started:

Observation: Bourbon County REDI has an opportunity to be a leader in improving the workforce, but only if it fosters communication and collaboration among a number of partners that all have a piece of the education and training infrastructure in the county. No one entity has all of pieces and without a coordinated effort both residents, especially the incoming workforce, and employers will suffer. As a neutral yet highly interested party, Bourbon County REDI can lead the effort. While there are number of suggestions above about sharing data and information and forming collaborations, doing so incrementally will result in a lengthy process that may not include entities that would like to be engaged. (EG: social service agencies don’t necessarily see themselves being asked to join in education / training discussions although they may have resources to help).

Recommendations:

- REDI should develop and host a workforce summit (half day minimum) to share key opportunities and needs for workforce development. Include employers, K-12 schools, local government, FSCC, PSU, social service organizations etc. ion the effort. Along with the key elements of this report, have speakers who can provide supporting resources, some noted below, to help participants discuss first steps they can take with resources available. Keep initiatives small in number and achievable to encourage continued collaboration.
- Continue Workforce Summit on an annual basis to share information, review progress and develop new approaches as needed.
- REDI should develop resources to hire at least one person to coordinate committees/programs that come from the workforce summit as well as look at other opportunities to develop.

Resources:

ACT WorkReady Community program and other tools: Cheri Hughes. 573.578.6716, cheri.hughes@act.org

Bright Futures USA: Kim Vann, Exec Director. 417.438.4887, kim@brightfuturesusa.org

Council for Adult and Experiential Learning (CAEL): Matthew Waltz, VP-Partnerships. 920.960.0876, mwaltz@cael.org

Reality Store. Counselor1Stop: www.counselor1stop.org

Employability Report Card and other tools. CJ Huff Group: Dr. C.J Huff. 417.434.8311, cj@cjhuff.com

Bridges Out of Poverty. Dr. Ruby Payne, Aha Process: Tee Bowman. 281.502.3007, tbowman@ahaprocess.com

Manufacturing Skills Standards Council: Neil Reddy, CEO. reddyn@msscusa.org

Economy Overview

Economy Overview

14,492

Population (2021)

The population decreased by 127 over the last 5 years but is projected to grow by 275 over the next 5 years.

6,447

Total Regional Employment

Jobs decreased by 625 over the last 5 years but are projected to grow by 312 over the next 5 years.

\$46.4K

Median Household Income (2020)

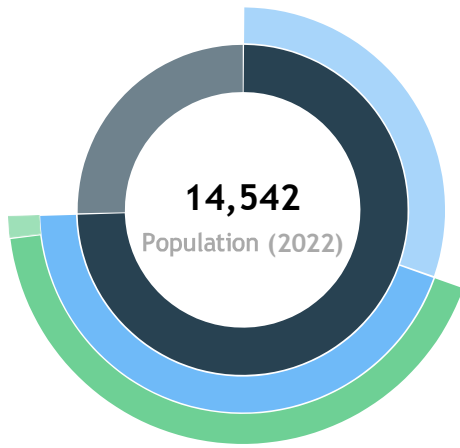
Median household income is \$18.6K below the national median household income of \$65.0K.

Takeaways

- As of 2021 the region's population declined by 0.9% since 2016, falling by 127. Population is expected to increase by 1.9% between 2021 and 2026, adding 275.
- From 2016 to 2021, jobs declined by 8.8% in Bourbon County, KS from 7,072 to 6,447. This change fell short of the national growth rate of 1.8% by 10.6%. As the number of jobs declined, the labor force participation rate decreased from 65.4% to 59.5% between 2016 and 2021.
- Concerning educational attainment, 15.5% of Bourbon County, KS residents possess a Bachelor's Degree (4.8% below the national average), and 10.4% hold an Associate's Degree (1.7% above the national average).
- The top three industries in 2021 are Education and Hospitals (Local Government), Printing and Related Support Activities, and Restaurants and Other Eating Places.

	Population (2022)	Labor Force (Jun 2022)	Jobs (2021)	Cost of Living	GRP	Imports	Exports
Region	14,542	6,432	6,447	93.3	\$625.23M	\$978.46M	\$829.13M
State	2,934,711	1,512,515	1,568,624	98.2	\$186.40B	\$182.64B	\$215.15B

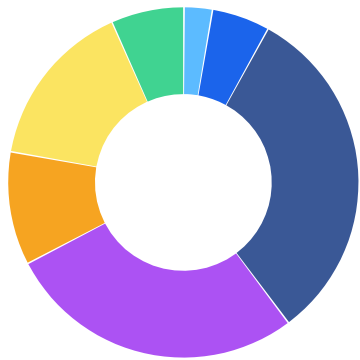
Jun 2022 Labor Force Breakdown



	Population
A 16+ Civilian Non-Institutionalized Population	10,838
A Not in Labor Force (16+)	4,406
A Labor Force	6,432
A Employed	6,210
A Unemployed	222
A Under 16, Military, and institutionalized Population	3,703

Educational Attainment

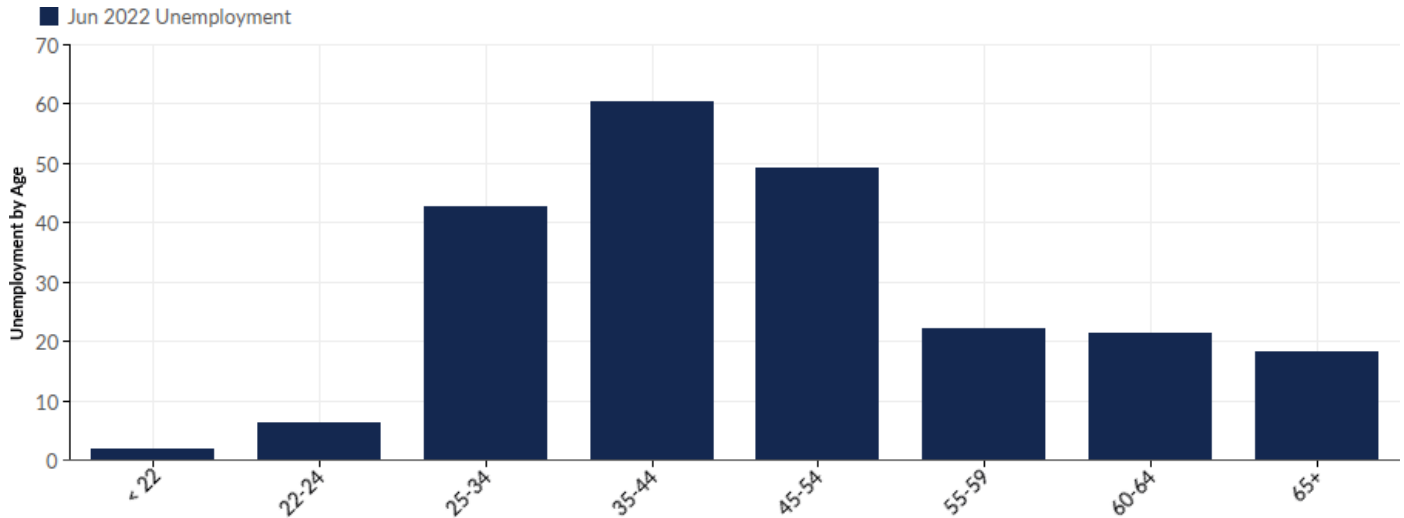
Concerning educational attainment, 15.5% of Bourbon County, KS residents possess a Bachelor's Degree (4.8% below the national average), and 10.4% hold an Associate's Degree (1.7% above the national average).



	% of Population	Population
A Less Than 9th Grade	2.6%	247
A 9th Grade to 12th	5.4%	509
A High School Diploma	31.7%	3,015
A Some College	27.6%	2,621
A Associate's Degree	10.4%	993
A Bachelor's Degree	15.5%	1,476
A Graduate Degree and Higher	6.7%	640

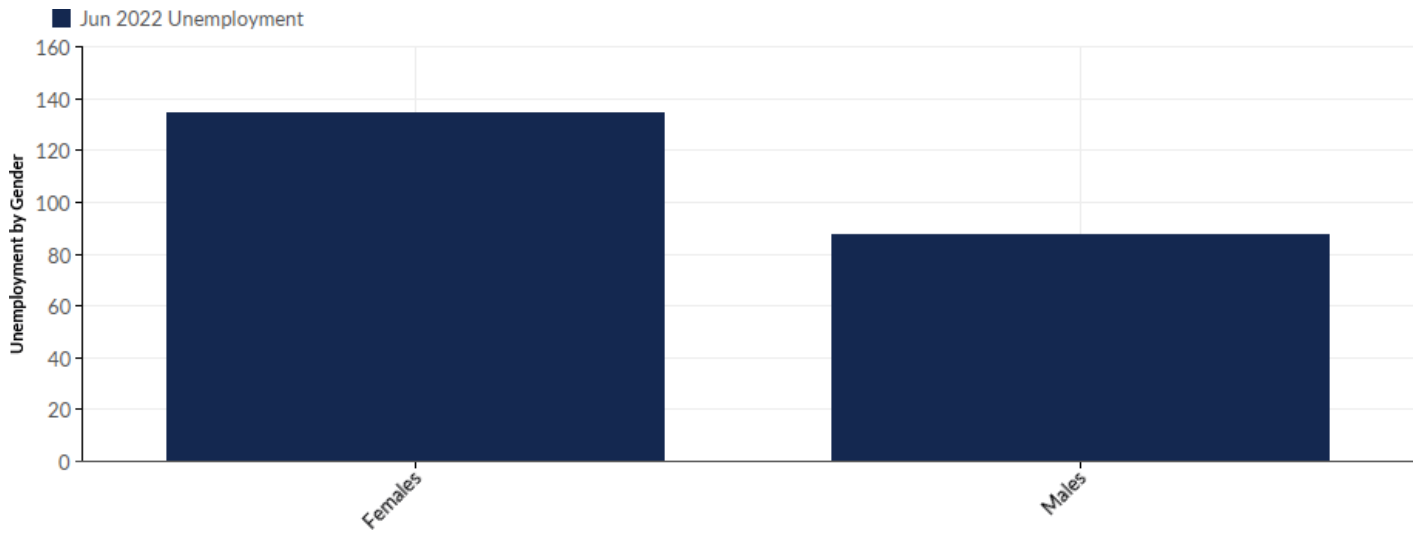
Unemployment by Demographics

Unemployment by Age



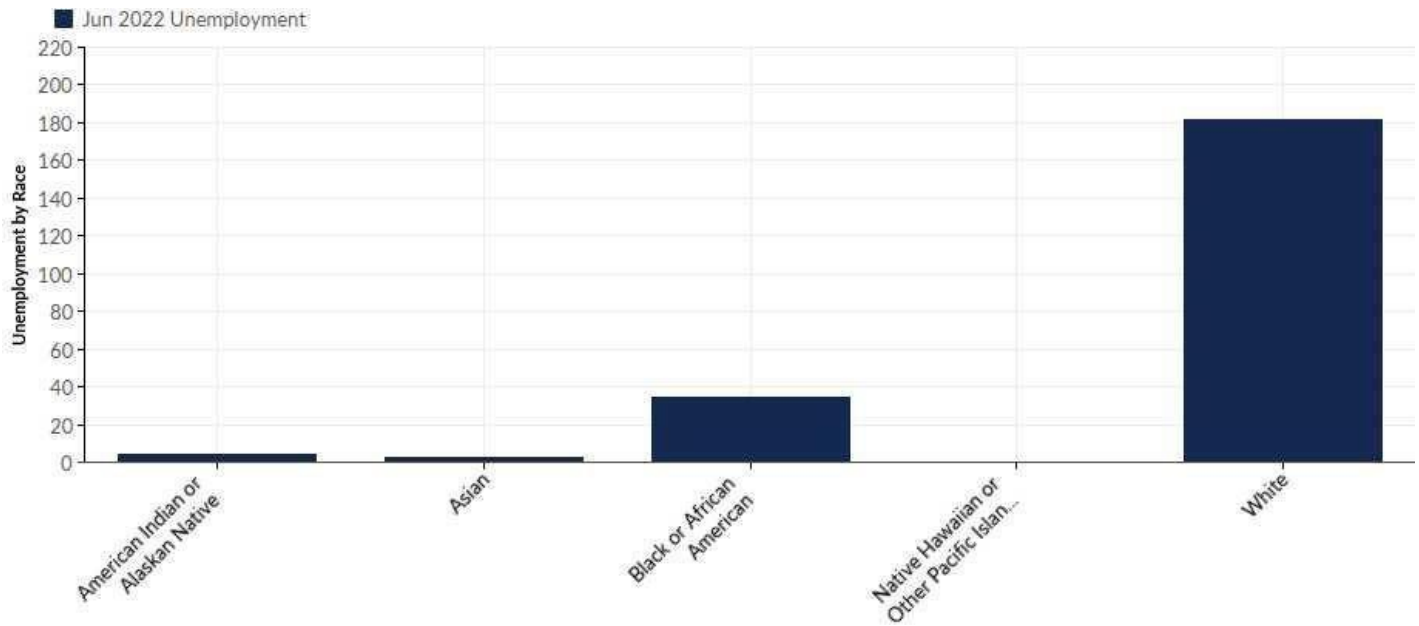
Age	Unemployment (Jun 2022)	% of Unemployed
< 22	2	0.90%
22-24	6	2.70%
25-34	43	19.37%
35-44	60	27.03%
45-54	49	22.07%
55-59	22	9.91%
60-64	21	9.46%
65+	18	8.11%
Total	222	100.00%

Unemployment by Gender



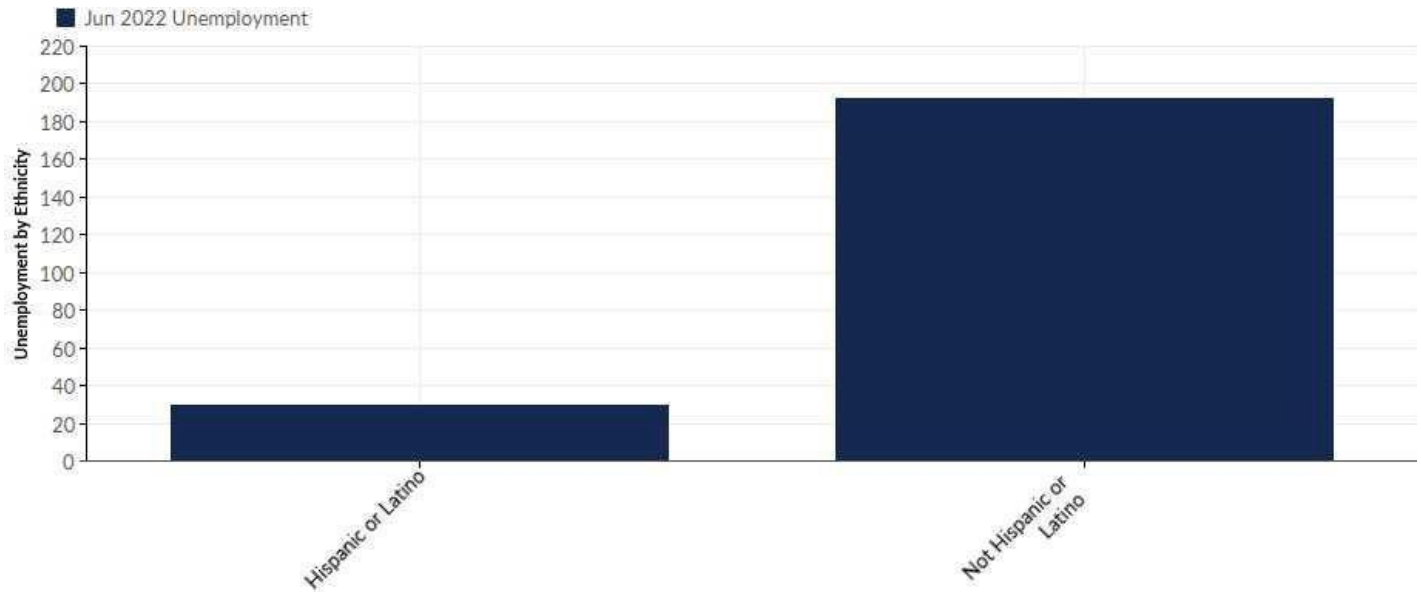
Gender	Unemployment (Jun 2022)	% of Unemployed
Females	134	60.36%
Males	88	39.64%
Total	222	100.00%

Unemployment by Race



Race	Unemployment (Jun 2022)	% of Unemployed
American Indian or Alaskan Native	4	1.80%
Asian	2	0.90%
Black or African American	35	15.77%
Native Hawaiian or Other Pacific Islander	0	0.00%
White	182	81.98%
Total	222	100.00%

Unemployment by Ethnicity

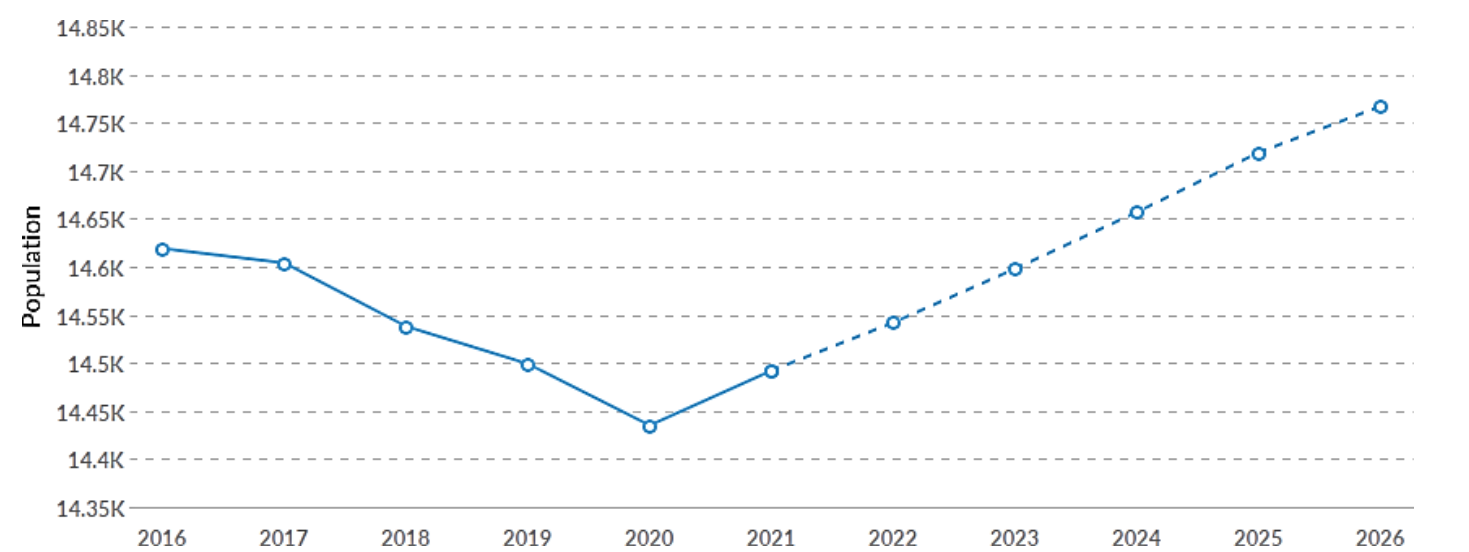


Ethnicity	Unemployment (Jun 2022)	% of Unemployed
Hispanic or Latino	30	13.51%
Not Hispanic or Latino	192	86.49%
Total	222	100.00%

Historic & Projected Trends

Population Trends

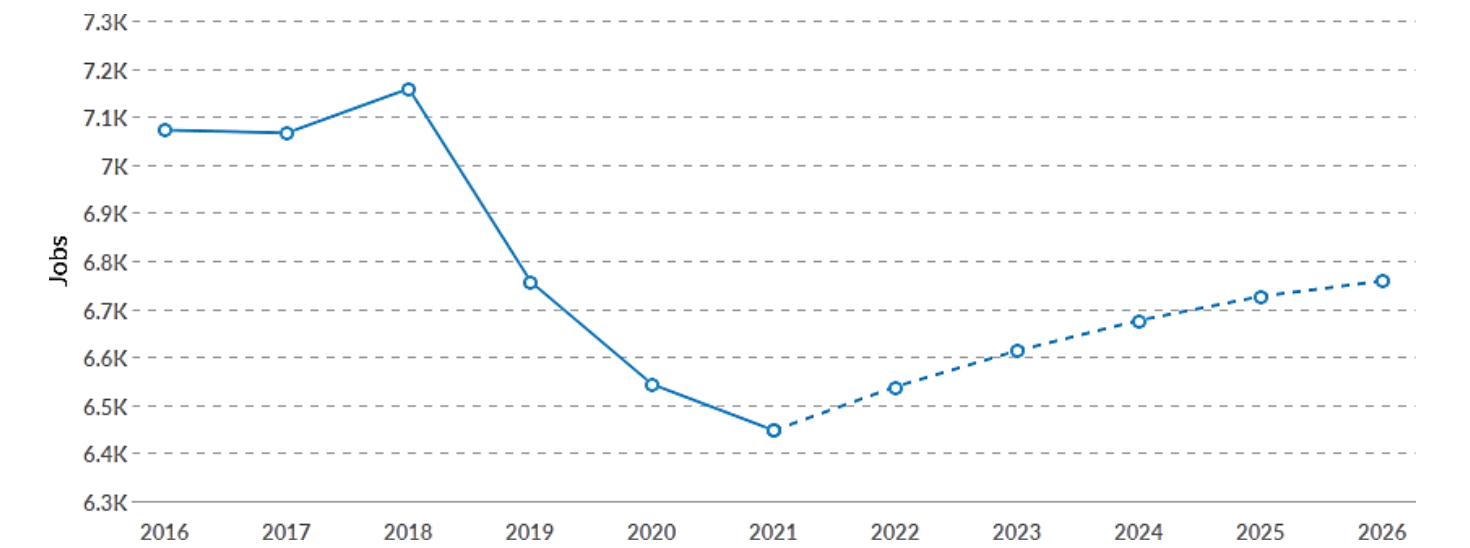
As of 2021 the region's population declined by 0.9% since 2016, falling by 127. Population is expected to increase by 1.9% between 2021 and 2026, adding 275.



Timeframe	Population
2016	14,619
2017	14,604
2018	14,538
2019	14,499
2020	14,435
2021	14,492
2022	14,542
2023	14,598
2024	14,657
2025	14,719
2026	14,767

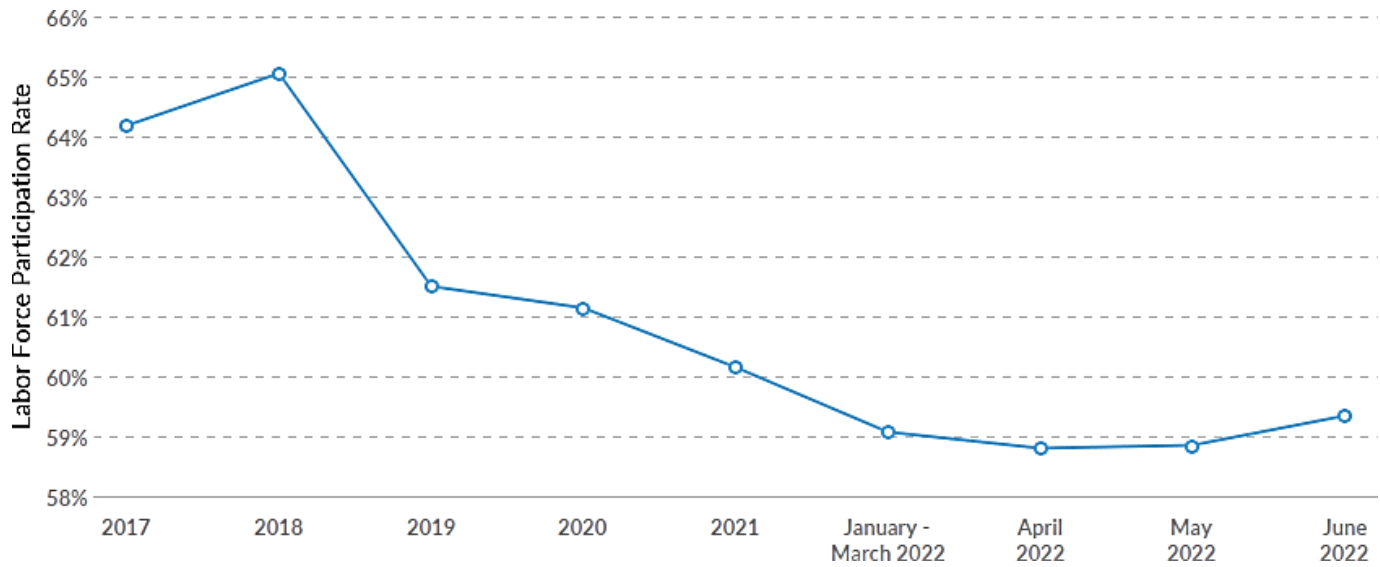
Job Trends

From 2016 to 2021, jobs declined by 8.8% in Bourbon County, KS from 7,072 to 6,447. This change fell short of the national growth rate of 1.8% by 10.6%.



Timeframe	Jobs
2016	7,072
2017	7,066
2018	7,158
2019	6,757
2020	6,543
2021	6,447
2022	6,538
2023	6,613
2024	6,676
2025	6,726
2026	6,758

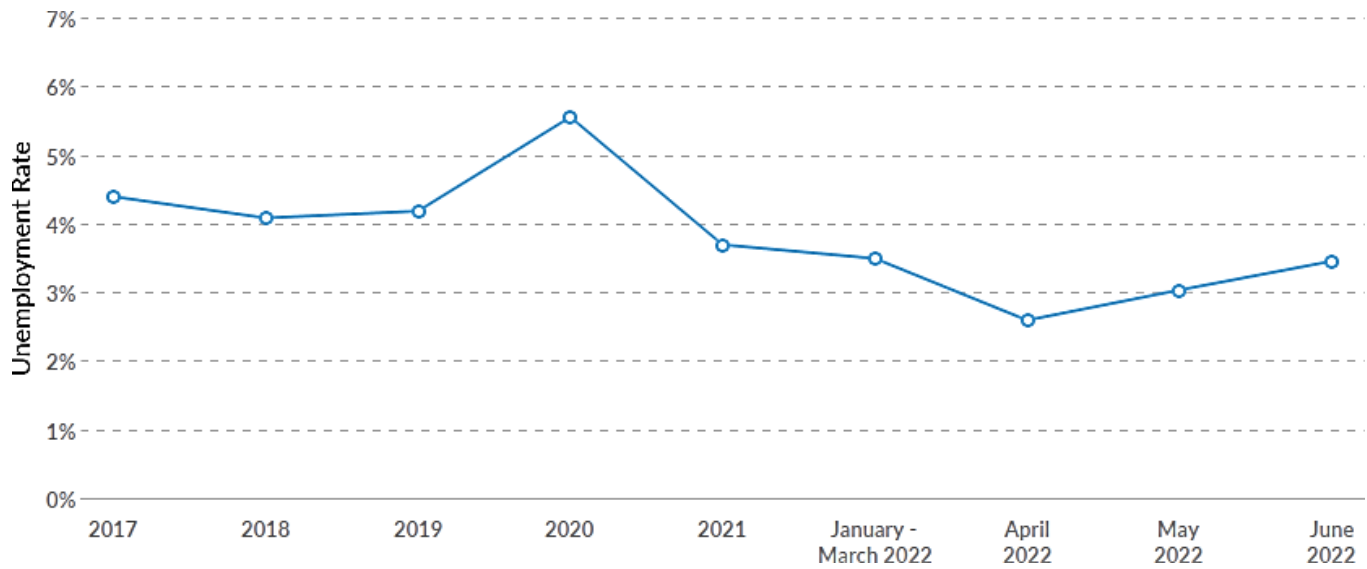
Labor Force Participation Rate Trends



Timeframe	Labor Force Participation Rate
2017	64.18%
2018	65.05%
2019	61.50%
2020	61.14%
2021	60.15%
January - March 2022	59.07%
April 2022	58.80%
May 2022	58.85%
June 2022	59.34%

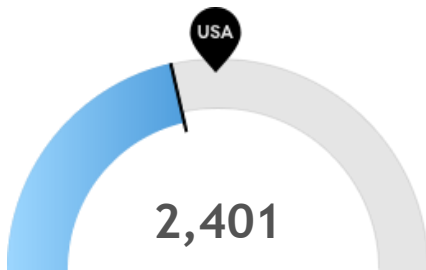
Unemployment Rate Trends

Bourbon County, KS had a June 2022 unemployment rate of 3.45%, decreasing from 4.39% 5 years before.



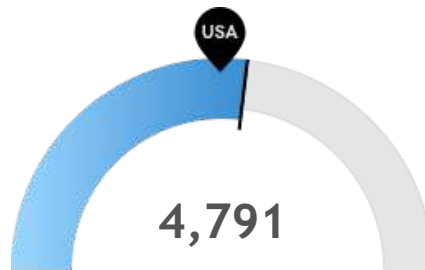
Timeframe	Unemployment Rate
2017	4.39%
2018	4.08%
2019	4.18%
2020	5.55%
2021	3.69%
January - March 2022	3.49%
April 2022	2.59%
May 2022	3.03%
June 2022	3.45%

Population Characteristics



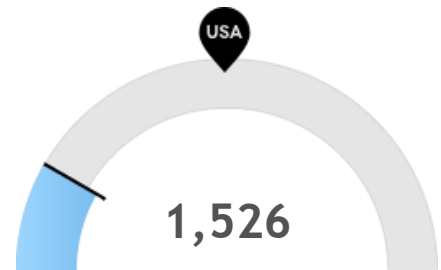
Millennials

Bourbon County, KS has 2,401 millennials (ages 25-39). The national average for an area this size is 2,975.



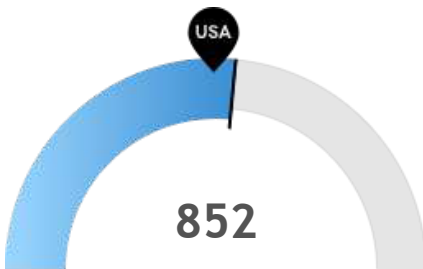
Retiring Soon

Retirement risk is high in Bourbon County, KS. The national average for an area this size is 4,296 people 55 or older, while there are 4,791 here.



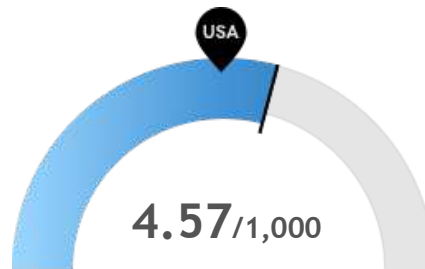
Racial Diversity

Racial diversity is low in Bourbon County, KS. The national average for an area this size is 5,814 racially diverse people, while there are 1,526 here.



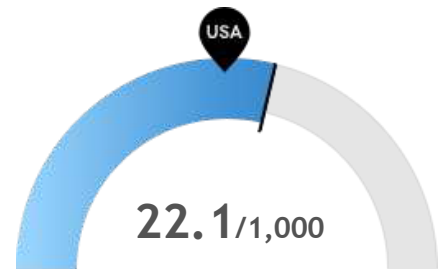
Vets

Bourbon County, KS has 852 veterans. The national average for an area this size is 781.



Violent Crime

Bourbon County, KS has 4.57 violent crimes per 1,000 people. The national rate is 3.62 per 1,000 people.

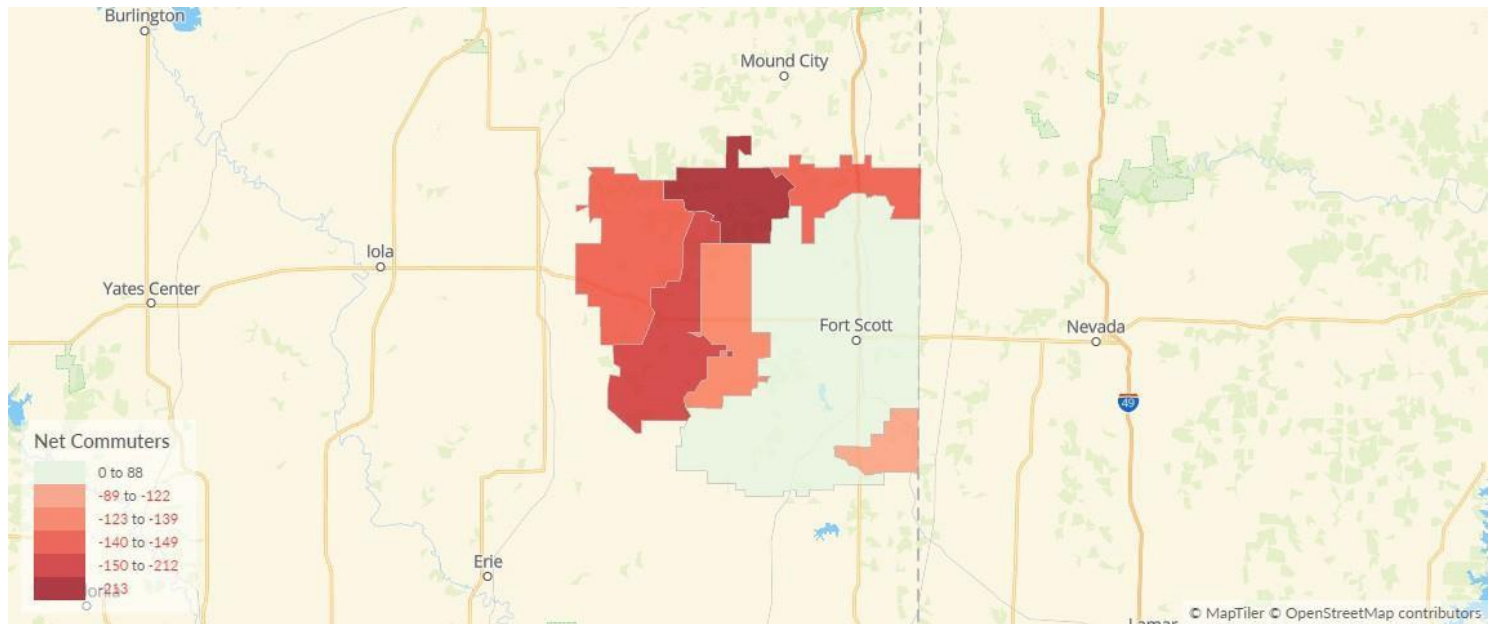


Property Crime

Bourbon County, KS has 22.1 property crimes per 1,000 people. The national rate is 17.91 per 1,000 people.

Place of Work vs Place of Residence

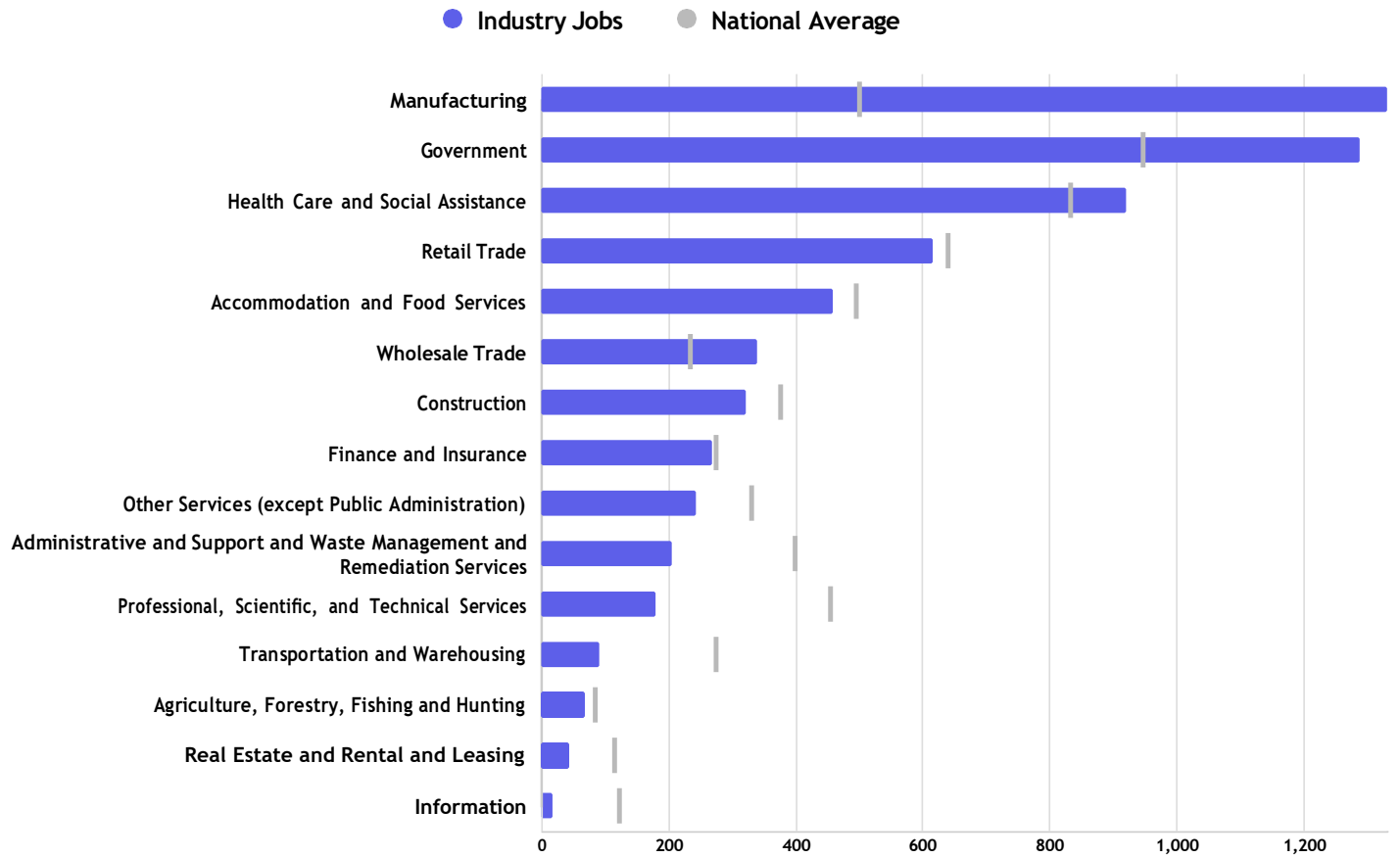
Understanding where talent in Bourbon County, KS currently works compared to where talent lives can help you optimize site decisions.



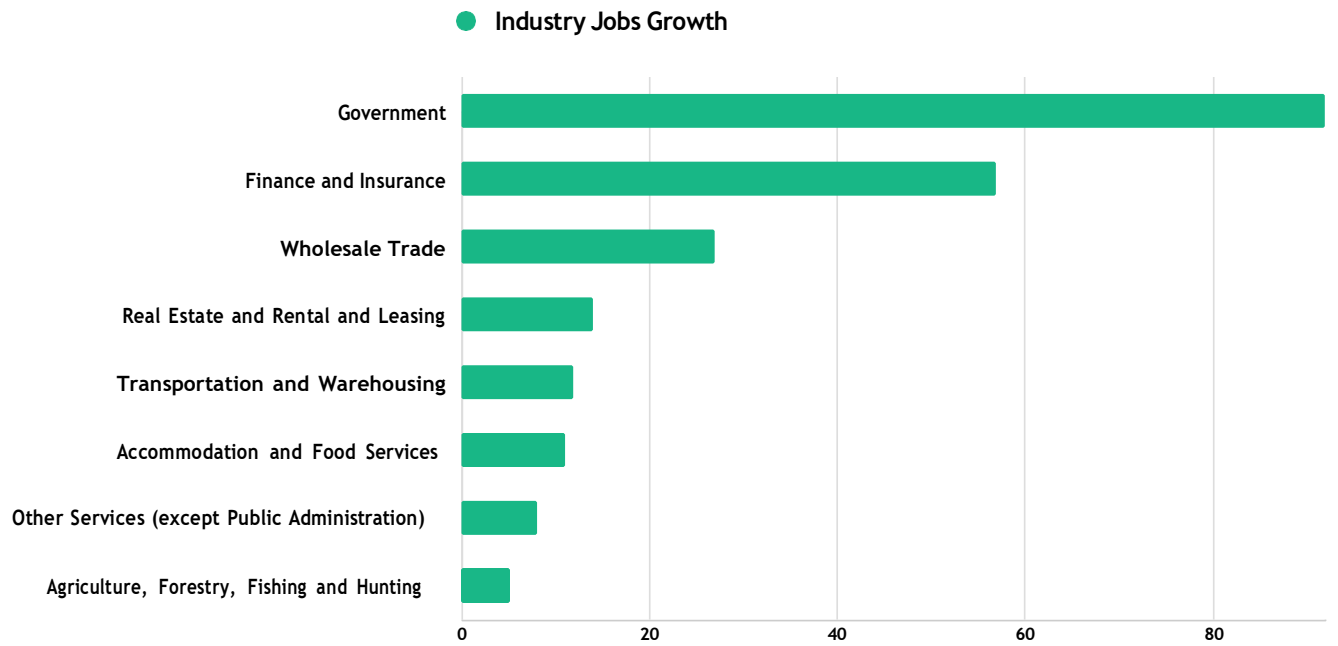
Where Talent Works			Where Talent Lives		
ZIP	Name	2021 Employment	ZIP	Name	2021 Workers
66701	Fort Scott, KS (in Bourbon...	5,945	66701	Fort Scott, KS (in Bourbon...	5,876
66779	Uniontown, KS (in Bour...	172	66779	Uniontown, KS (in Bour...	321
66716	Bronson, KS (in Bourbon...	123	66716	Bronson, KS (in Bourbon...	263
66769	Redfield, KS (in Bourbon...	120	66769	Redfield, KS (in Bourbon...	243
66738	Fulton, KS (in Bourbon c...	38	66754	Mapleton, KS (in Bourbon...	237

Industry Characteristics

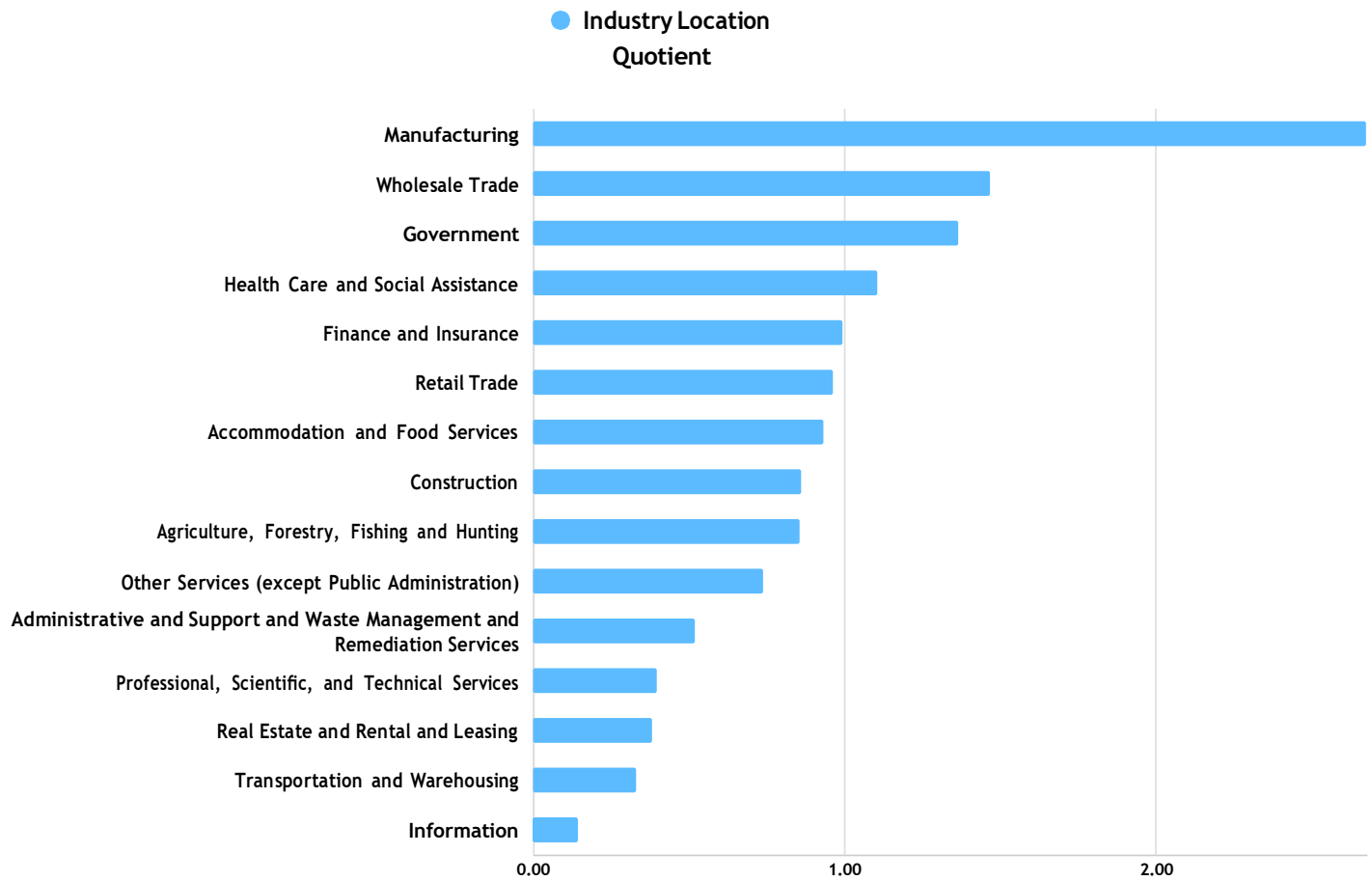
Largest Industries



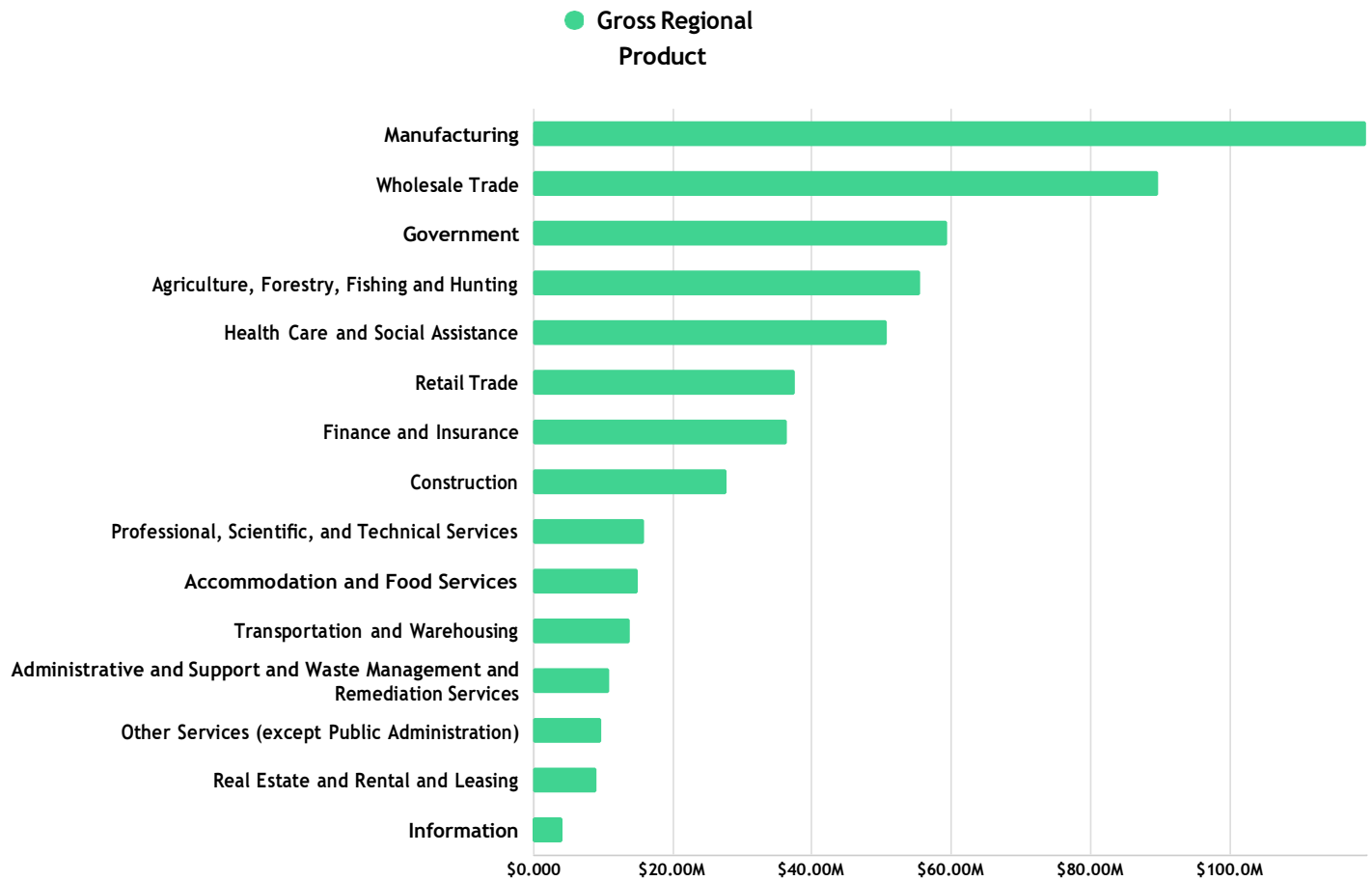
Top Growing Industries



Top Industry Location Quotient



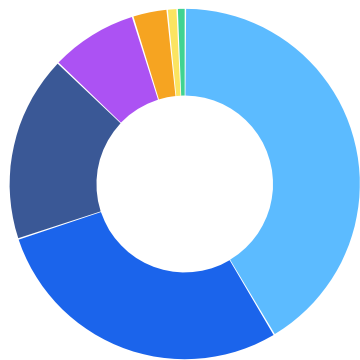
Top Industry GRP



Top Industry Earnings



Business Size

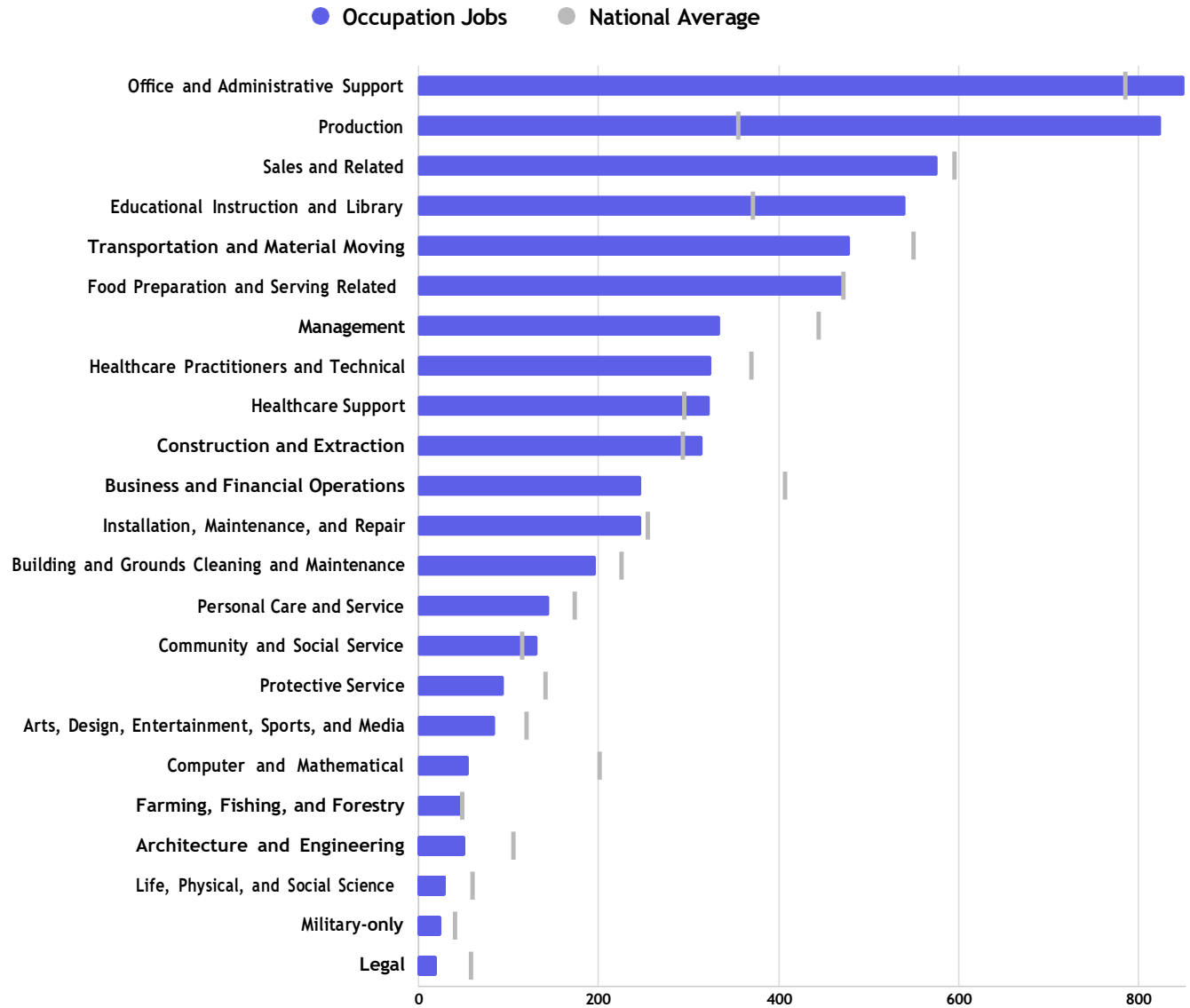


		Percentage	Business Count
A	1 to 4 employees	41.4%	272
A	5 to 9 employees	28.5%	187
A	10 to 19 employees	17.2%	113
A	20 to 49 employees	8.1%	53
A	50 to 99 employees	3.2%	21
A	100 to 249 employees	0.9%	6
A	250 to 499 employees	0.8%	5

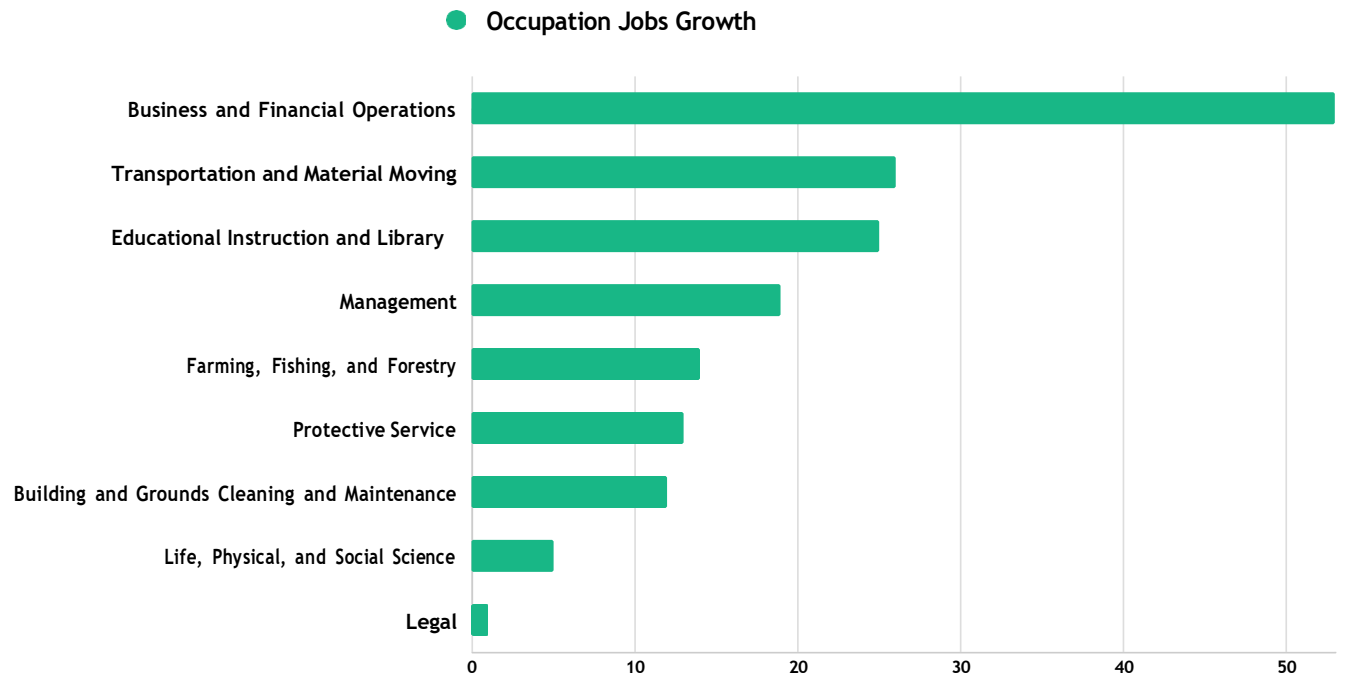
**Business Data by DatabaseUSA.com is third-party data provided by Lightcast to its customers as a convenience, and Lightcast does not endorse or warrant its accuracy or consistency with other published Lightcast data. In most cases, the Business Count will not match total companies with profiles on the summary tab.*

Workforce Characteristics

Largest Occupations



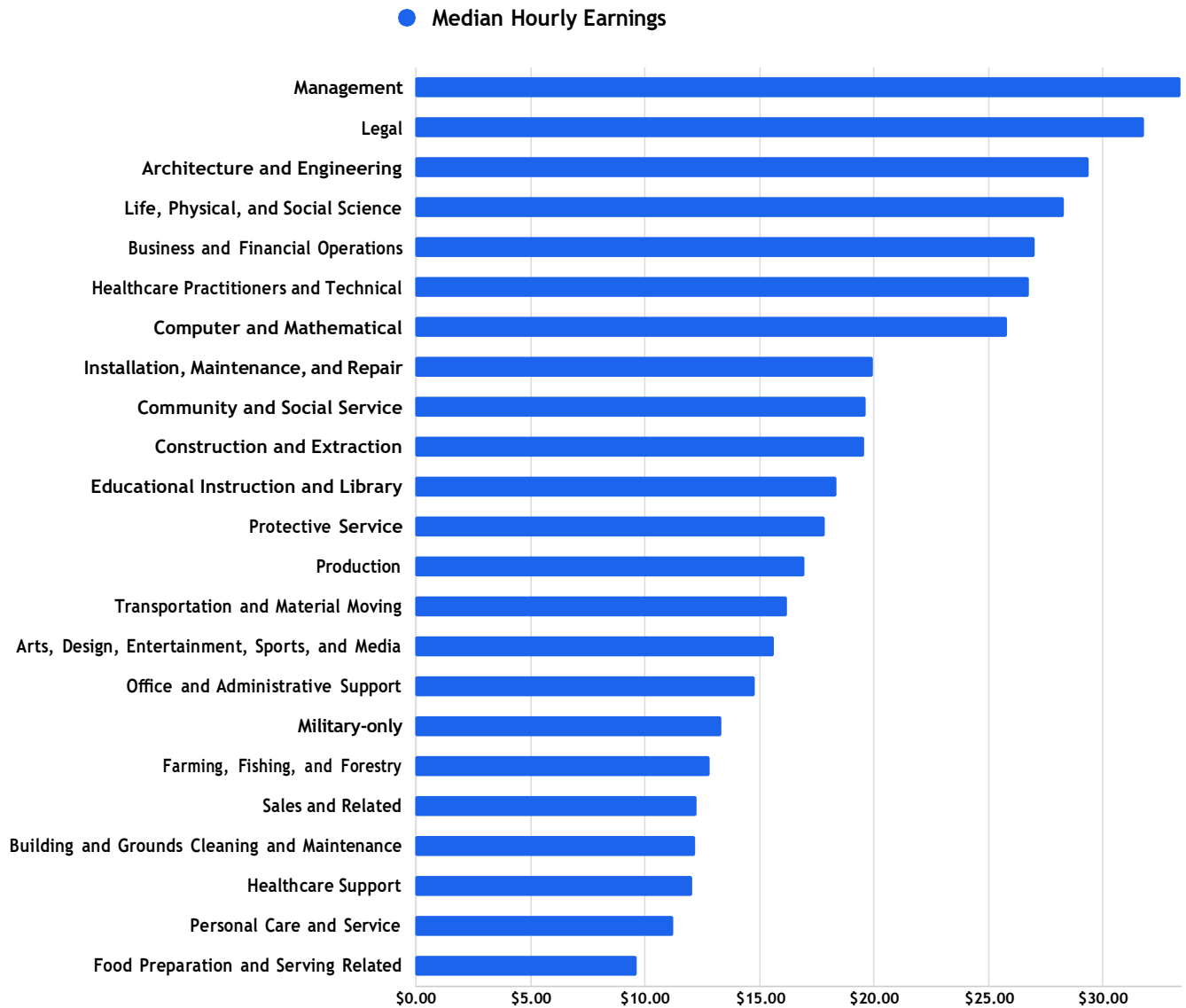
Top Growing Occupations



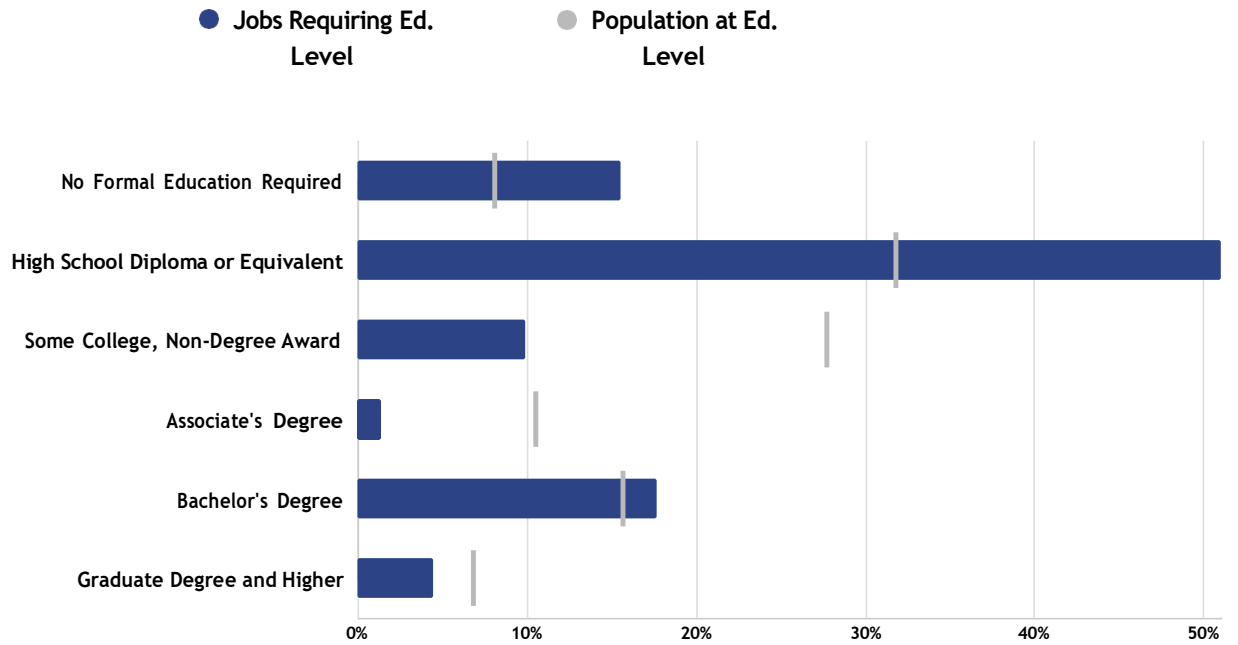
Top Occupation Location Quotient



Top Occupation Earnings



Underemployment



Perspectives

Employers

Residents/Employees

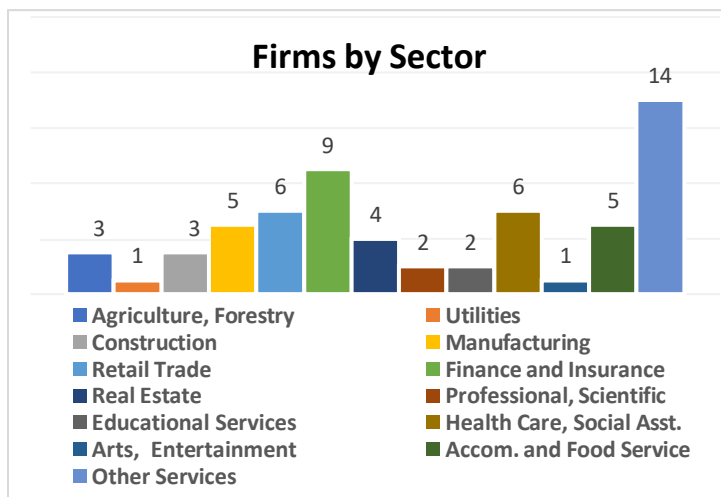
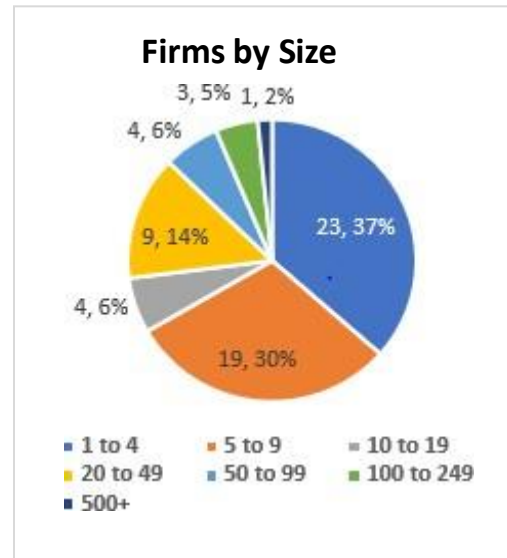
Students

Employers' Perspective

Overview: Sixty-three employers responded to the survey conducted by Bourbon County REDI and the Ft. Scott Area Chamber of Commerce.

The survey does not have a high level of statistical significance; it is meant to be a snapshot of how employers view the workforce. However, the respondents comprise nearly twenty percent (18%+) of all companies in Bourbon County.

As with many local economies, the largest number of firms are small. Companies of under ten employees comprised two thirds of the responses. Companies with between 20 and 99 employees made up twenty percent of total responses. There were no responses in the 250-499 size category.



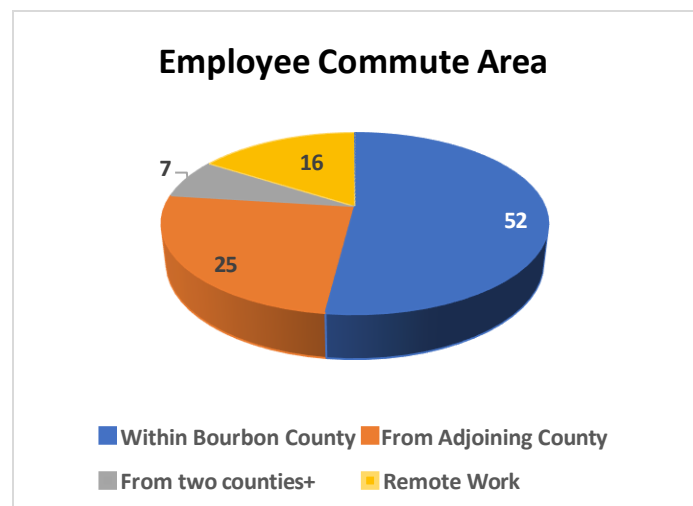
Companies were asked to respond in which of the twenty, two-digit North American Industry Classification System (NAICS) codes they operate. Seven NAICS had no responses. These are: Mining and Quarrying, Wholesale Trade, Transportation and Warehousing, Information, Management of Companies, Administrative Support and Public Administration.

In those NAICS that had responses, Other Services was the largest number, with fourteen. This was followed by Finance &

Insurance, Retail Trade, Health Care & Social Services and Manufacturing.

Companies were also asked where their employees reside. Fifty-two percent of employees come from within Bourbon County. And an additional twenty-five percent come from an adjoining county. Of these, Crawford County, KS and Vernon County, MO are by far the two largest commuting counties noted by employers.

Seven percent come from at least two counties away and sixteen percent are in the remote workforce. However, it should be noted that the largest responding firm, with 500+ employees, also had the largest percentage of remote workers, skewing this number.

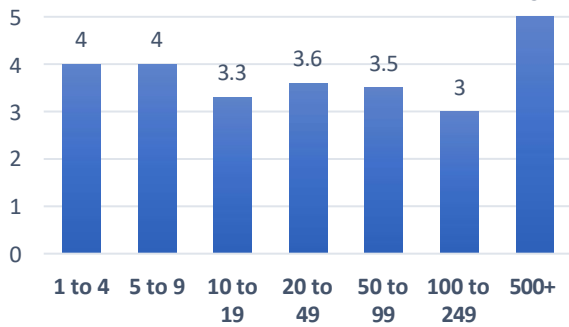


Current Workforce Skills Quality. Overall, employers give a good review of the quality of their workforce. On a scale of 1 to 5, with five being best, employers give their employees a 3.9.

Current Workforce Skills Quality

3.9 ★
average rating

Workforce Skills Quality by Size



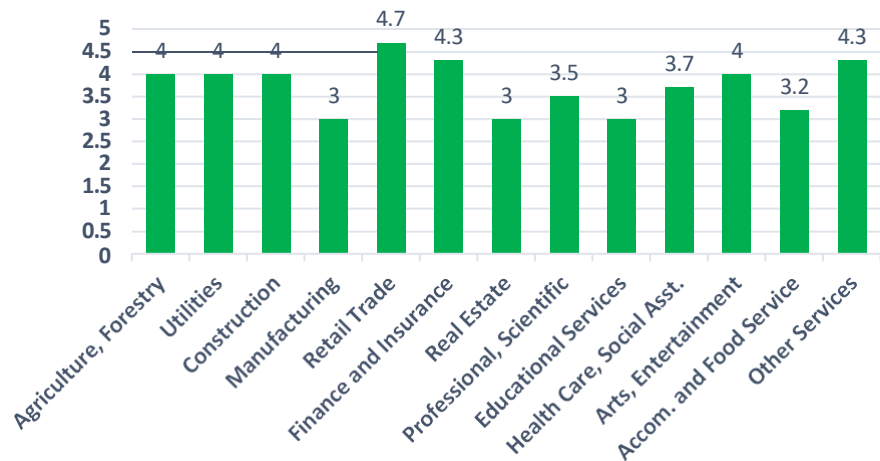
A closer look at the response by size of company indicates

those firms under ten employees give their employees a 4 out of 5 on overall skills quality. Employers from 10 to 99 employees ranged around 3.5 while firms in the 100 to 249 size were “average” at 3. The large firm of 500+ gave a 5 to employee skills quality. Without that company response, everyone else averages 3.6

By NAICS sector, Retail Trade had the highest responses of overall quality at 4.7. Finance and Insurance and Other Services also gave high marks to their workforce.

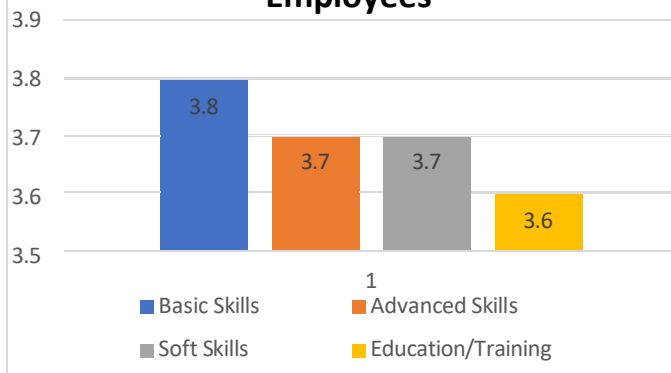
Average (3 out of 5) marks came from Manufacturing, Real Estate and Educational Services. There were no less than average marks given across the thirteen sectors.

Workforce Skills Quality by Sector



Along with an overall assessment of workforce skills quality, employers were asked to rank specific skills in three broad areas. Soft Skills addresses attitude, communication, work ethic and problem solving. Basic Skills are reading, understanding charts and graphs, math and writing communication.

Skills Ranking of Current Employees



Advanced Skills are specific to an employer, but typically are considered as jobs requiring some post-secondary credentialing or education such as machine operation, computer programming, and medical technician. Finally, employers were asked about employees’ education and/or training levels compared to the job they are doing.

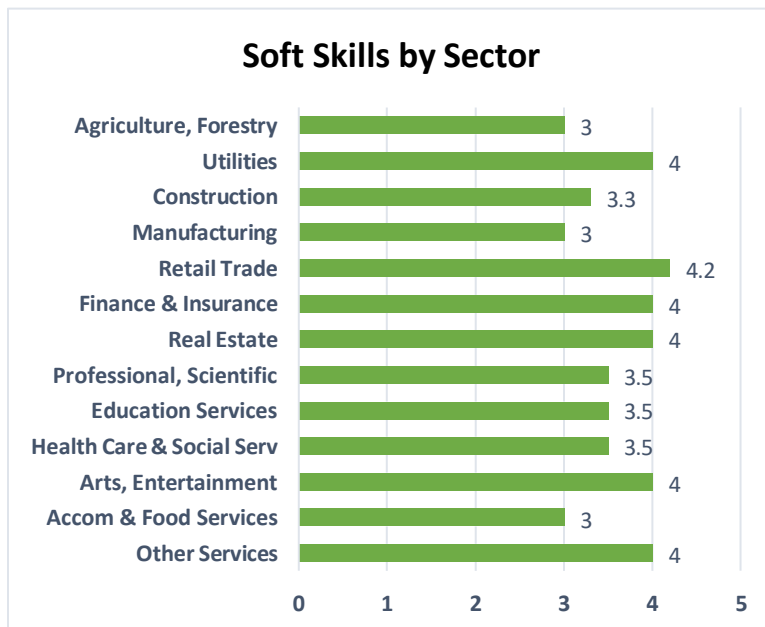
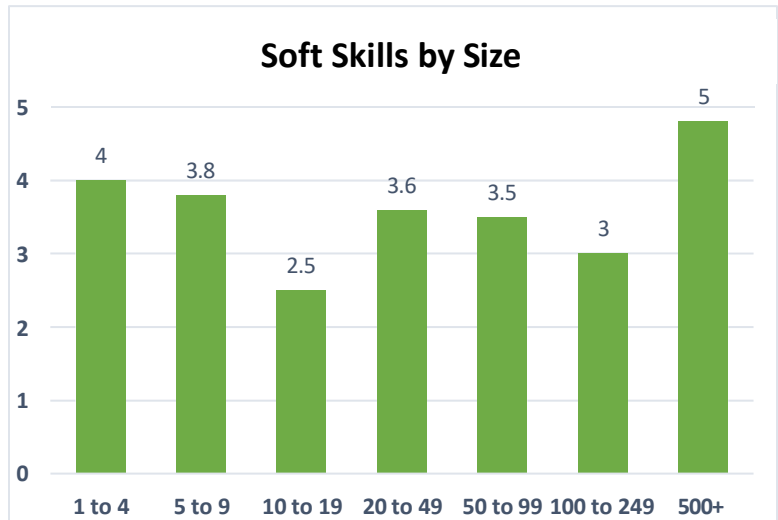
Basic Skills ranked the highest at 3.8, with advanced and soft skills at 3.7. Education and Training was above average, but lowest.

Soft Skill Level. Soft skills include many of the key personal and interpersonal skills employers are seeking. These include work ethic, attitude, communication with peers and supervisors and ability to problem solve.

Overall, Soft Skills ranked 3.7 out of 5. But there are significant variations when looking at respondents by size and by NAICS sectors.

By size, respondents of 10 to 19 employee size gave a less than average score of 2.5.

An average score of 3 was noted for the 100 to 249 group. The sole company in the 500+ size range gave a 5, which may not be reflective of the overall view larger firms have of soft skills.

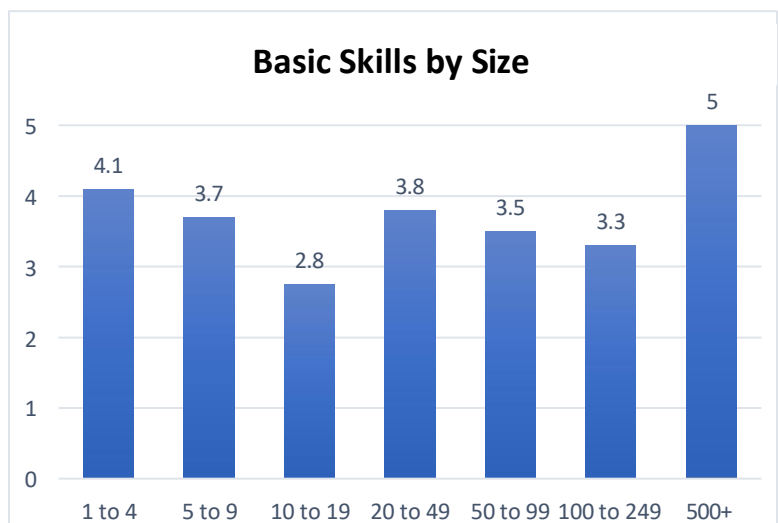


By sector, Agriculture, Manufacturing and Accommodations & Food Services all gave average marks of 3 to workforce soft skills.

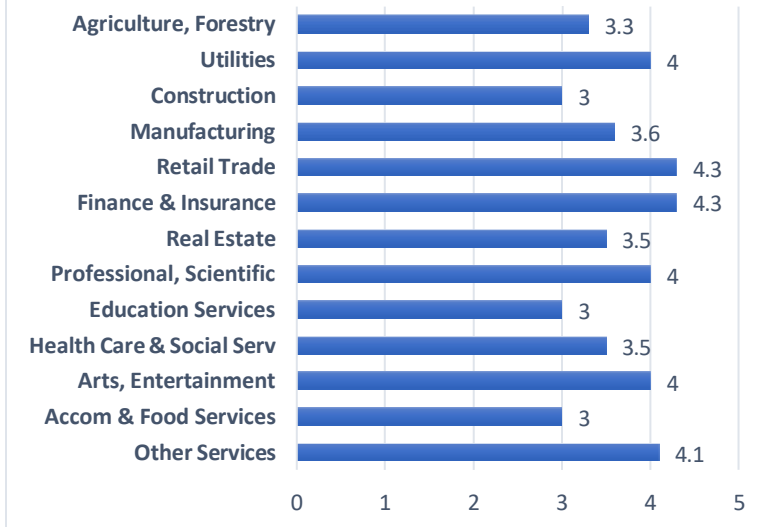
Accommodations & Food Services, in particular, relies on good soft skills, not only for employee interactions but also for customer-facing jobs. By comparison, Retail Trade employers, who also need customer facing skills gave a ranking of 4.2.

Employers in ten of the thirteen sectors gave better than average rankings in soft skills.

Basic Skill Level. Basic Skills include what many consider to be good educational skills. Reading, understanding charts and graphs, math and clear written communication are among basic skills. Basic Skills levels across size of companies and sectors are above average and reflect the 3.8 overall value on basic skills.



Basic Skills by Sector



As with Soft Skills, the size category of 10 to 19 employees is lowest at 2.8.

Again, the largest firm gives a 5 to Basic skills, which may not be reflective of the overall view of larger firms. By comparison, the 100 to 249 companies rate basic skills at just over average.

By sector, Construction, Education Services, and Accommodation and Food Services give an average ranking of 3 to their employees' basic skills. Manufacturing respondents are stronger on their employees' basic skills with a 3.6.

Retail Trade and Finance & Insurance give

their respective workforces a 4.3.

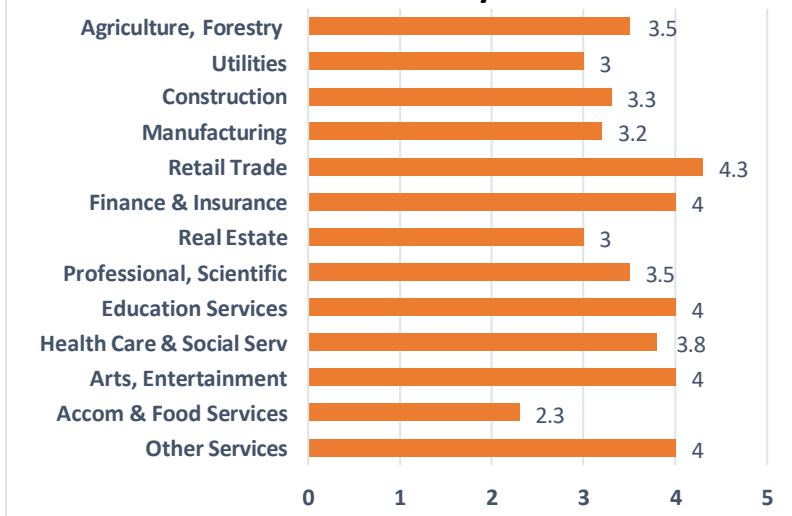
Advanced Skill Level. As noted above, Advanced Skills reflect the sector in which an occupation occurs. In general, some post-secondary training is required, ranging from credentials to degrees.

Overall, Advanced Skills ranked a 3.7, just below Basic Skills. By company size, respondents in most categories gave better than average (3) rankings, except for the 10 to 19 and 500+ company sizes.

Advanced Skills by Size



Advanced Skills by Sector

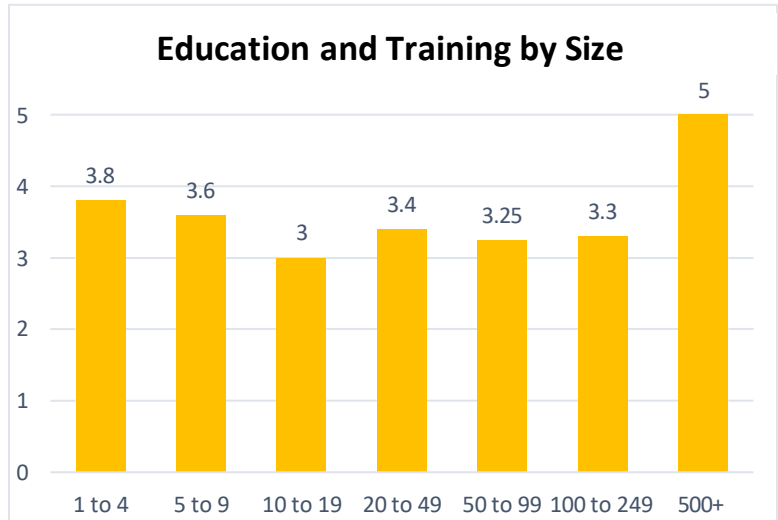


Advanced Skills were ranked as less than average in the Accommodations & Food Services sector. This may be due to a general lack of advanced skills occupations in that sector, however respondents self-selected which occupations in their sector needed advanced skills and ranked accordingly. This low ranking for this sector is a concern. Likewise, average rankings of workforce advanced skills in

Manufacturing, Construction, and Utilities suggest a need for more specific skills training is needed.

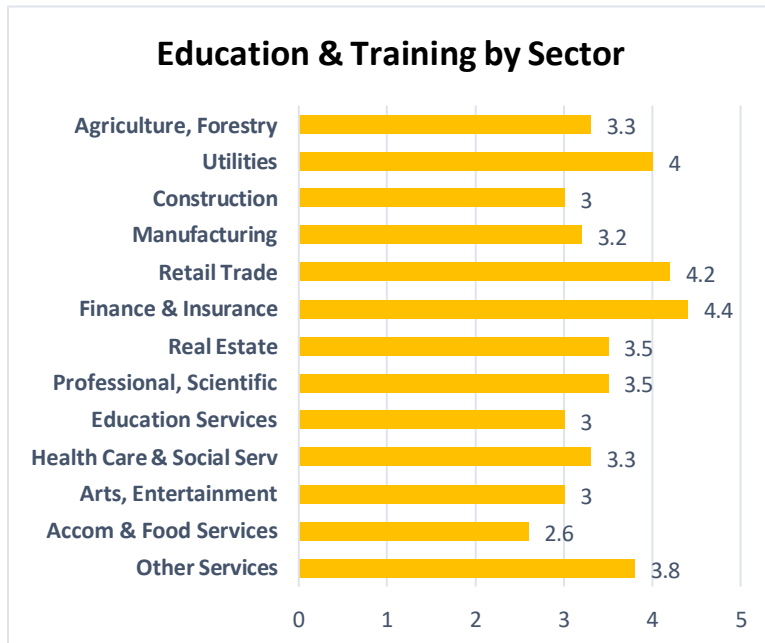
Education and Training Level.

Respondents were asked to rank the education and training level of their employees in relation to the job they are performing currently. Overall, this was a 3.6 ranking, the lowest of the four specific areas. In general, the size and sector breakdown of this category are consistent with responses to the other skill areas above.



By size of company, most categories gave the Education and Training levels of employees an above average ranking. The 10 to 19

respondents marked this as “average”. And the largest employer again gave a 5.



By NAICS sector, Accommodations and Food Services respondents only gave a 2.6 for their employees’ level of education and training.

Construction, Arts & Entertainment and Education Services gave an average 3 ranking to the education and training of their respective workforces.

Utilities, Retail Trade and Finance & Insurance gave the highest marks for the education and training levels of their employees.

New Hires Skills Quality: While ranking the existing workforce at nearly a 4, employers do not believe their new hires are as skilled. Across all sizes and sectors of respondents, New Hires were given an average, 3 out of 5, ranking.

New Hires Skills Quality

3.0★
average rating

New Hire Overall Skills Quality by Size



By company size, only those firms in the 100 to 249 size category ranked new hire skills at the same level (3) as current employees.

The greatest gap between new hire and current employee skills is in the 50 to 99 sizes: 2.5 to 3.5. The firm of 500 also noted that same 1-point gap+ employees.

By NAICS sector, greater differences in employers' views of new hires compared to existing employees are evident.

There is a gap of 1.5 in Retail Trade. In the Agriculture, Construction, and Other Services sectors there is a 1.3-point gap.

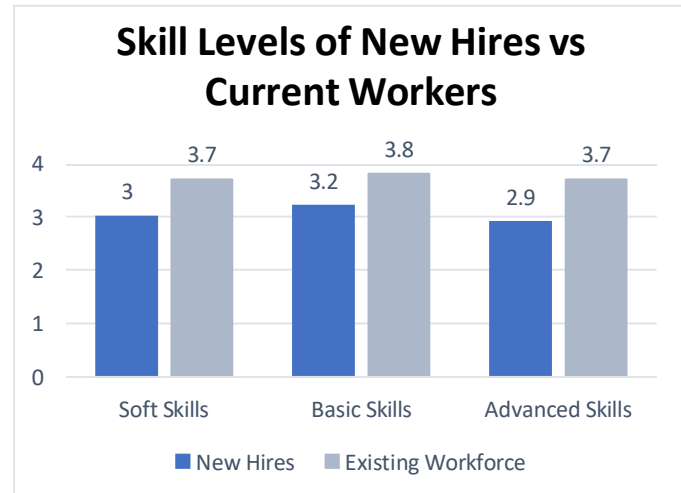
Utilities and Education Services ranked the overall skills of new hires and current workforce the same; 4 and 3 respectively.

Interestingly, Real Estate had a higher ranking of 3.5 for new hires, compared to a 3 ranking for the current workforce. Overall, however, by sector employers did rank new hires the same as the current workforce at best and in some sectors significantly lower.

New Hire Overall Skills by Sector

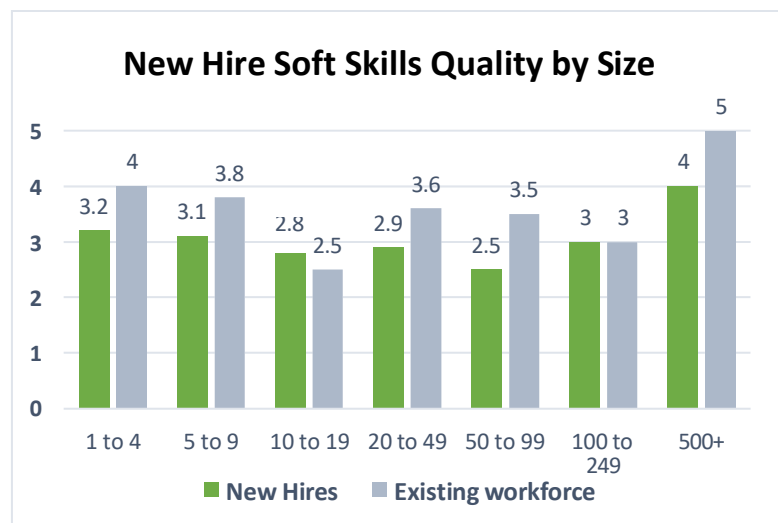


Looking at specific skills sets, new hires ranked lower than the current workforce in Soft Skills, Basic Skills, and Advanced Skills. Employers consider the skills of new hires in these three areas average.



Soft Skill Level. Overall, Soft Skills ranked a 3 out of 5 for new hires. But there are significant variations when looking at respondents by size and by NAICS sectors.

By company size, employers in the 50 to 99 size bracket are lowest at a 2.8, while the sole 500+ company gave new hires soft skills at 4 ranking. In comparison to the skills of the current workforce, the 10 to 19 employers ranked new hires above the current workforce, 2.8 to 2.5. In all other size categories new hire soft skills are less or, at best, equal to current workforce



By NAICS sector, soft skills of new hires are ranked lowest by Manufacturing employers at 2.2. Agriculture and Construction gave a 2.3 ranking.

Health Care & Social Services, a sector that has a number of patients and/or clients facing jobs, ranked the soft skills of new hires at 2.5. Employers in the Accommodations & Food Services sector, which also has significant jobs that are client and customer facing ranks soft skills a 2.8

At highest end, Utilities gave new hires a 5, even higher than current workers. Aside from that sector, the highest rankings for new hires were Real Estate (3.3), and Retail Trade (3.2).

Basic Skill Level. Basic jobs skills such as reading, math, and interpersonal communication, look similar to soft skills by employer size.

Again, the 50 to 99 employee category has the lowest ranking at 2.5, a full point below the indicated skill level of existing employees. The highest level, by the 500+ employer, is a 4. However, in this category all size category employers ranked new hire basic skills less or equal to current employees.



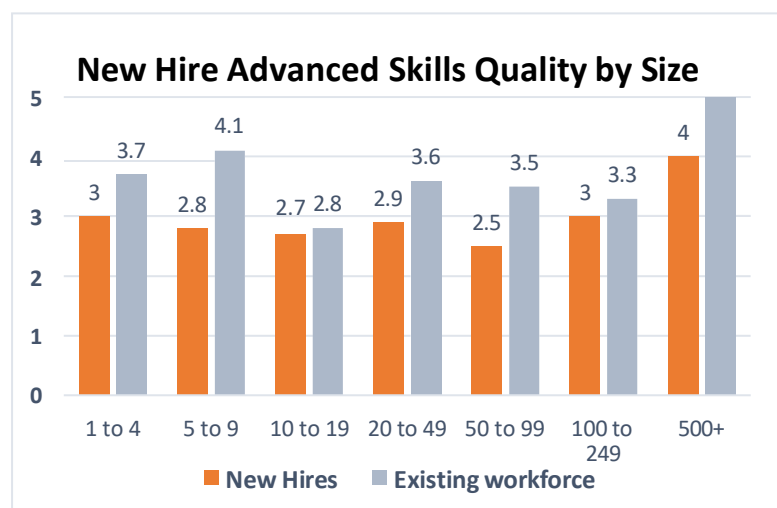
By sector, the lowest ranking of new hires basic skills is Education Services at 2.5. This is followed by Accommodations & Food Services at 2.6 and Health Care and Social Services at 2.7.

Highest rankings are in Utilities and Finance & Insurance, both at 4.

The largest gaps between the basic skills of new hire compared to existing workers are in Retail Trade at 1.3 and Arts, Entertainment at 1.

Advanced Skill Level. Advanced skills of new hires ranked the lowest among the three specific skill sets at 2.9: just under soft skills.

By company size, the 50 to 99 employee category again was the lowest ranking at 2.5 and the 500+ employer the highest at 4. The most significant gap, 1.3 points, is in the 5 to 9 employee category where employers give high marks to current workers, but only a 2.8 to new hires.





By sector, a ranking of 2.3 was given by employers in Agriculture. This was followed by Manufacturing at 2.4 and Construction and Professional, Scientific Services both at 2.5

Health Care and Social Services ranked at 2.6, along with Accommodation & Food Services and Other Services.

At the high end, the highest score of 3.8 was in Finance & Insurance and higher than the 3.5 ranking for exiting workers.

New hires were also given higher marks than existing workers for advanced skills in Utilities.

The less than average ratings, especially in areas that have occupations requiring advanced skills such as Manufacturing, Health

Care and Professional, Scientific Services is an area that needs to be addressed for employers to grow.

Key Skills Gaps

Employers were asked to identify the top skills gaps they see in Applicants and New Hires.

Soft Skills and having a Good Prior Work history were the top two areas employers pointed out.

Cognitive/Critical Thinking skills and having Adequate Training for the specific job were nearly identical in response.



By industry sector, the gap in Soft Skills was ranked as the top concern in six of the thirteen sectors and as the second highest concern in an additional five. Having a Good Prior Work history was the top concern in four of the sectors, though it was tied with Soft Skills in the Construction sector.

Top Skills Gaps by Firm Sector						
Sector	Soft Skills	Good Prior Work	Critical/ Cognitive Thinking	Adequate Training	Good Basic Education	Communication Skills
Agriculture, Forestry	4.5	3.5	1	4	4	3.5
Utilities	2	5	3	4	1	5
Construction	4	4	3	3.3	3	4
Manufacturing	4.75	3.2	3.4	2.5	3	3.2
Retail Trade	5.3	3.8	3	3.5	3	2.5
Finance & Insurance	4.5	3.8	3.4	4	2	2.6
Real Estate	3.5	3.3	4	2.5	3.5	3.5
Professional, Scientific	4	3	6	5	1	2
Educational Services	5	2.5	2.5	5	5	1
Health Care & Social Serv	5.5	4.2	2.5	3.7	2.5	2
Arts, Entertainment	3	0	4	0	0	0
Accom & Food Services	3.8	4.6	3.2	3.2	3.6	2.6
Other Services	4.1	4.4	4.1	2.38	3.1	3
	Top Pick		2 nd Pick			

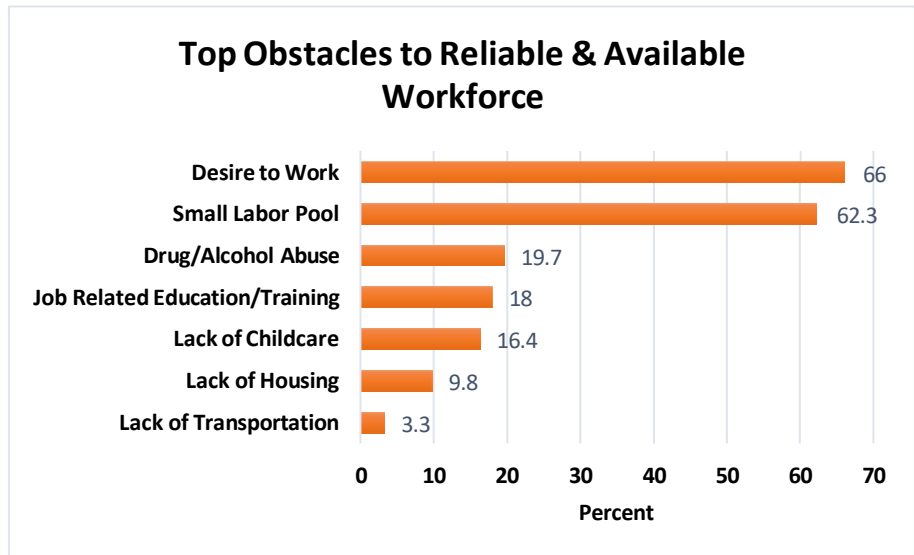
By size of company, Soft Skills gaps were a top concern in the 1 to 4 and the 20 to 49 employee size firms. Soft Skills gaps were a top or second pick concern in five of the seven size categories. Having a Good Prior Work History followed. Having a Good

Top Skills Gaps by Firm Size						
Size of Firm	Soft Skills	Good Prior Work	Critical/ Cognitive Thinking	Adequate Training	Good Basic Education	Communication Skills
1 to 4	4.9	3.9	3.21	2.8	3.2	3.3
5 to 9	3.8	4.3	3.9	3.2	2.8	2.9
10 to 19	4.3	3	3.3	3.8	4.8	2
20 to 49	4.7	3.9	2.7	4.6	2.5	2.3
50 to 99	4.3	4	3.3	1	5	3
100 to 249	4	5.7	3.7	3	2.5	3.3
500+	0	0	1	0	0	2
	Top Pick		2 nd Pick			

Basic Education was the top concern for firms in the 10 to 19 and 50 to 99 employee size categories.

Concerns over Soft Skills gaps are top of mind in area firms. For key sectors such as Manufacturing, Construction, Retail Trade and Agriculture it is the top gap in those seeking a job and new hires. By size of company, lack of Soft Skills is a top or second concern for most firms.

Obstacles to Hiring: Firms were asked to select the top two obstacles to hiring a good workforce. By a significant margin, Desire to Work and Small Labor Pool were pointed out. These were followed by Drug/Alcohol Abuse. A Lack of Childcare by more than 16% of respondents, while a lack of housing was noted by just less than 10 percent.



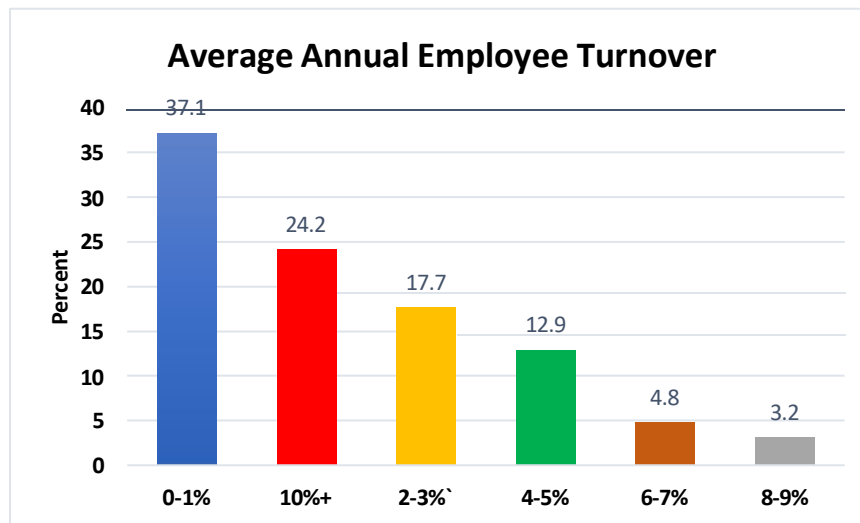
Top Skills for the Workforce: Respondents were asked to select the top three skills they need in their workforce. Not surprising, given the above on “Obstacles,” a Willingness/Commitment to work was the top consideration by a large margin.

Having a Positive Attitude was selected by nearly 50% of respondents. Having Direct Job-Related Skills and Service Orientation were noted by about 20% and Problem Solving and Critical Thinking were nearly 18%.

A Willingness to Adapt to New Technology was only selected by 3% of those responding.



Annual Turnover: The impact of the pandemic rebound created both pressure on hiring new workers and retaining incumbent employees as people looked for new jobs for a variety of reasons.



More than half of employers (55%) indicated an annual turnover rate of 3% or less at the time of the survey in late spring, 2022.

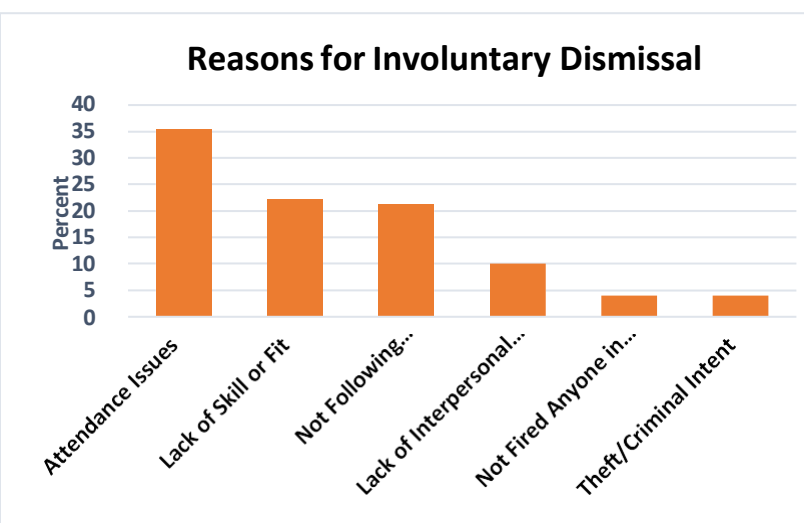
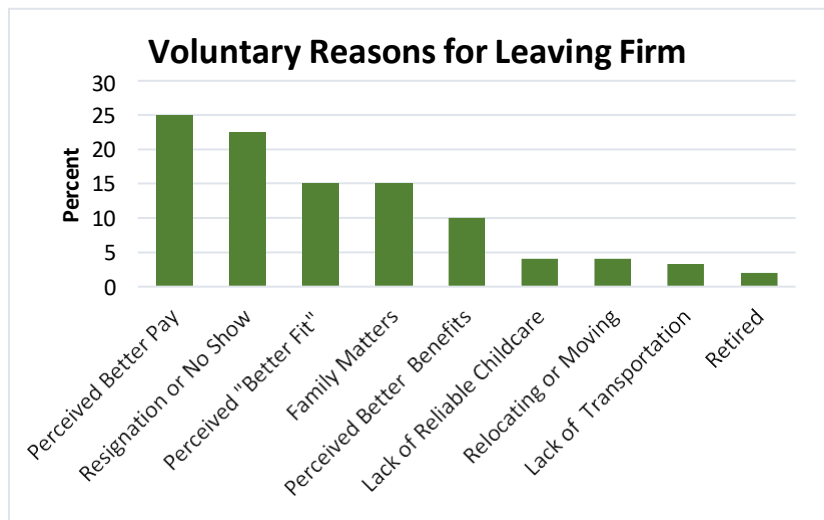
Expanding to a turnover rate of 5% or less, the percentage of employers increased to nearly 70%.

However, nearly a quarter of employers reported an annual turnover rate of 10% or greater.

When asked to indicate the top three reasons why people left employment on a voluntary reason, employers indicated 25% was for Perceived Better Pay. Employers also indicated a similar percentage that Resigned without any indication.

Better Benefits has typically been a similar driver to better pay for moving to a new job, but respondents indicated that a job that was “Better Fit” or Family Matters came up more frequently as reasons employees gave for leaving.

Top reasons for involuntary dismissal are generally because of attendance issues.



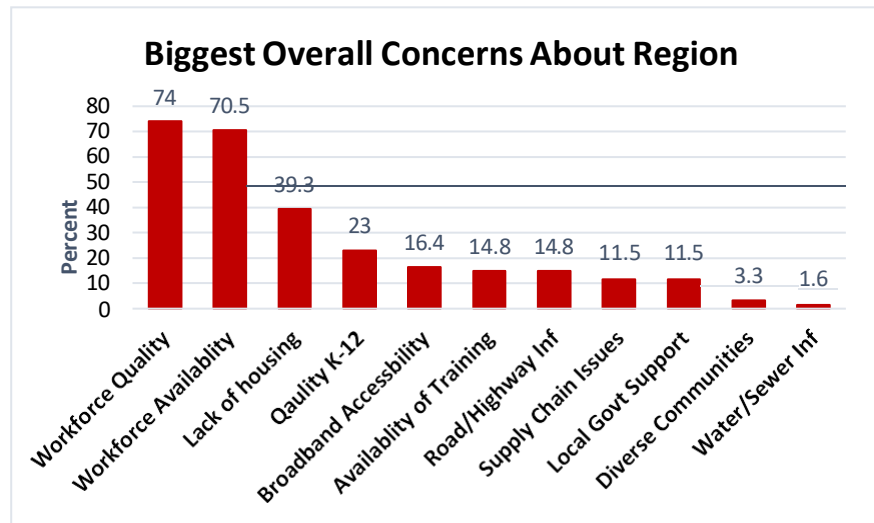
Lack of Skills or Fit for the job and Not Following Instructions were similar at 20% of the respondents.

Several respondents noted they had not fired anyone in “several years” in the comments.

Concerns About the Region: Companies were asked their top concerns about Bourbon County from their perspectives. Workforce Quality and Workforce Availability were the top two by a significant margin, with more than 70% of respondents selecting them.

A Lack of Housing was noted by nearly 40% and Quality of K-12 Education by almost a quarter.

Infrastructure in general was not noted as a major concern, with less than 2% pointing out Water/Sewer systems. Less than 15% expressed concern about Roads and Highways.



Employee & Residents Perspective

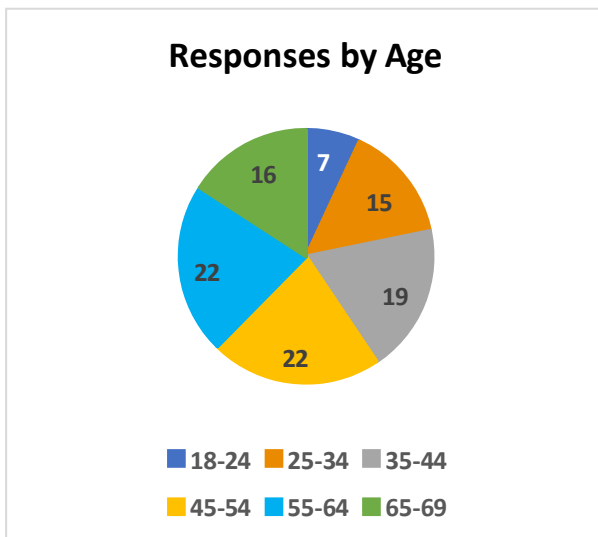
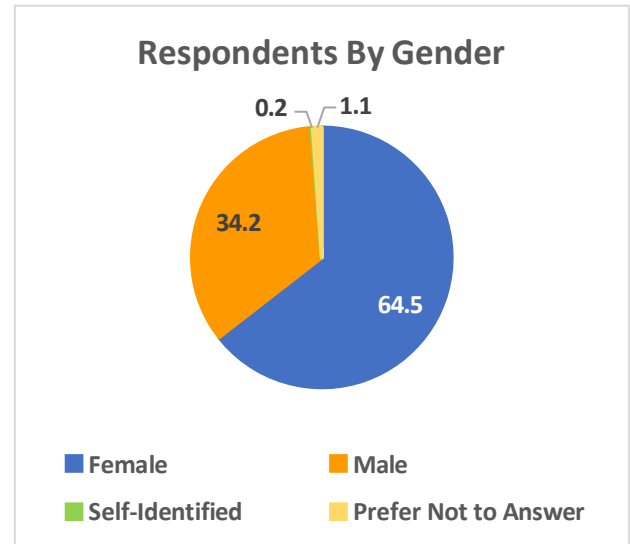
An on-line survey distributed by REDI, the Chamber and several major employers generated 442 resident/employee responses.

This survey was targeted at those 18 to 69.

With 422 responses coming from those living in Bourbon County, compared to nearly 8,200 people in the above age range, the survey has a 95% confidence rate +/- 4.7%.

By gender, approximately 65% of respondents are female. This is typical in other workforce survey conducted by this firm as females are more likely than males to respond to surveys and questionnaires.

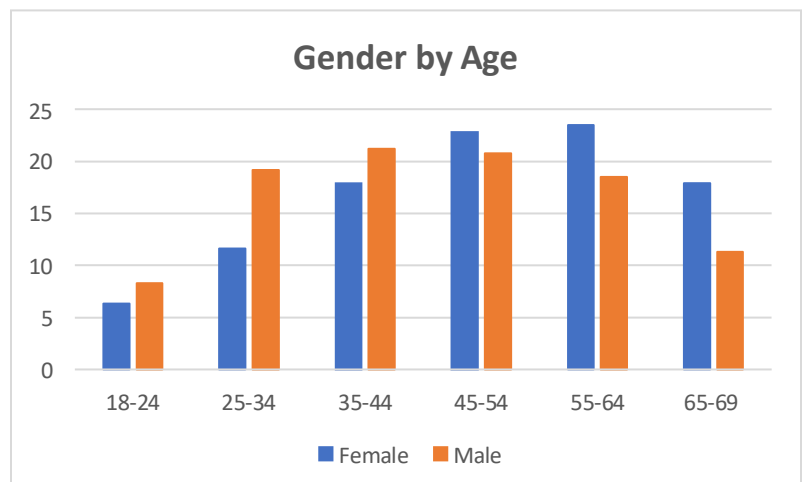
One respondent noted themselves as “Self-Identified” and five preferred not to answer.



By age groups, the largest responding categories at 22% each are those from 45-54 and from 55-64.

The 18–24-year-old group has only 7% of respondents, reflecting the inclination of those younger to not respond to voluntary surveys. Those from 25 to 44 comprise just over one-third (34%) of all respondents.

Comparing the age categories by gender (male/female only), Males were more responsive in the earlier age brackets, especially in the 25-34 group. Females were more responsive in the later age groups from 45 years old on.



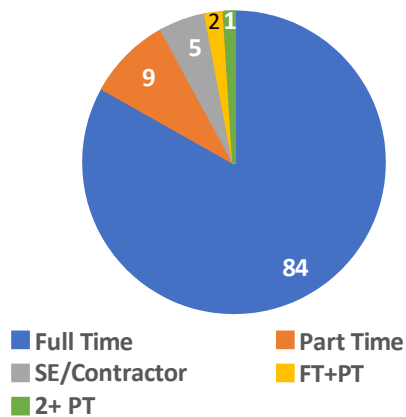
Of those responding, 95% live in Bourbon County. The vast majority of those, 83%, live in Fort Scott.

Other communities noted as resident locations are Uniontown, Garland, Redfield, Fulton, and Bronson.

Of those NOT living in Bourbon County, 80% were from Crawford County, KS (45%) and Vernon County, MO (35%). This is similar to the workforce commuting patterns noting these two counties as top inbound commuting counties for Bourbon County. Linn County, KS and Barton County, MO were other surrounding counties noted.

Employed. Of those that responded, 82% are currently employed. Of those employed, 84% are employed full-time and 10% are employed at part-time levels. Five percent (5%) classify themselves as self-employed or independent contractors. Two percent of respondents noted they work a full-time and part-time job.

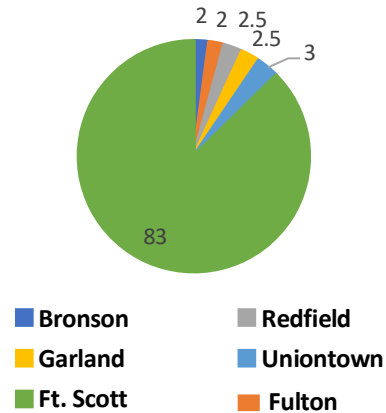
Employment Status



population.

On the other end, less than 1% of respondents have less than a high school diploma, compared to 8% of the general population. Those having Some College are nearly identical at 26% of respondents and 27% of overall population.

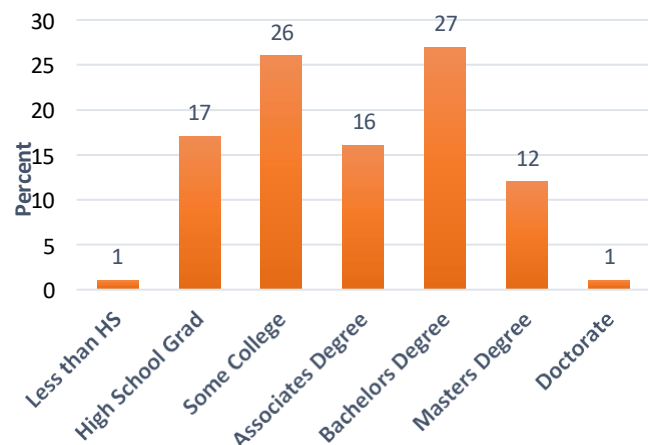
Respondents in Bourbon County



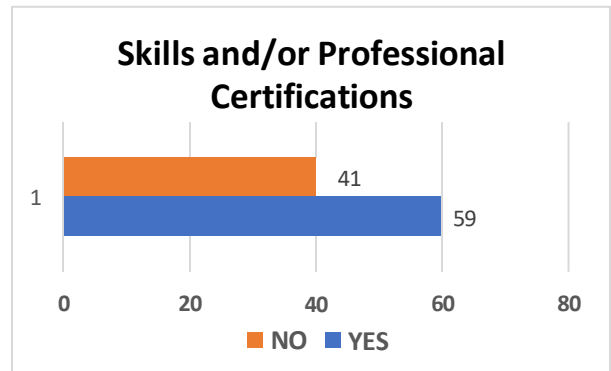
Employed respondents overall have a higher level of education than the county-wide population (age 25+) as a whole. For example, 16% have an Associate's degree and 27% have a Bachelor's degree, compared to 10% and 15.5% respectively in the general population.

More than 13% of respondents have a Master's degree or higher compared to 6.7% in the general

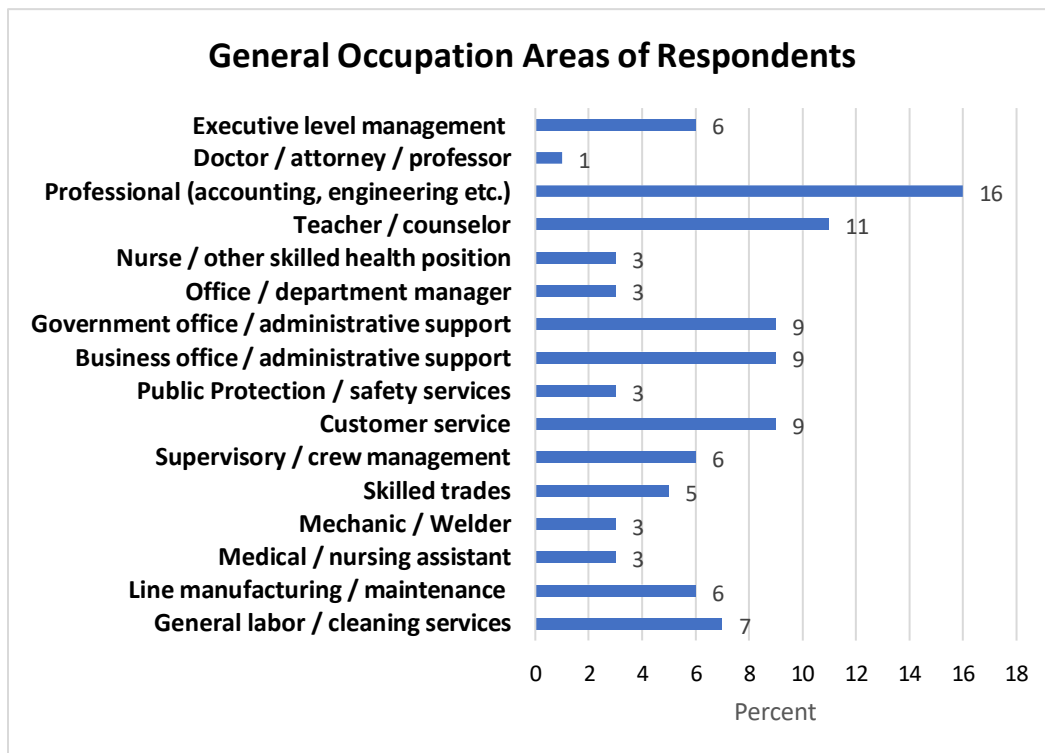
Employed Education Levels



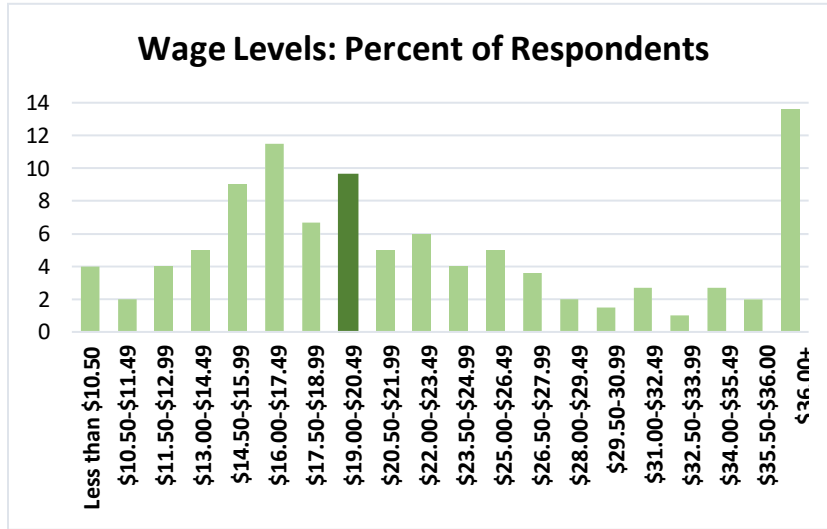
Nearly 60% of respondents also have obtained certifications in job-related skills. These run the gamut from skills certifications, such as CDL and machining, to professional certifications.



Respondents are employed in a cross section of key job areas in the region. Administrative and office positions are high in both Business and Government sectors but note that Government may also include public education and city-owned hospitals. Professionals (accountants, lawyers, architects, engineers etc.) comprised 16% of respondents. Those who noted jobs in health care (med-techs, nursing assistants, nurses, doctors) were 7% of respondents. The loss of the hospital has likely decreased the number of respondents in those occupations in the county. Those in Line Manufacturing, Maintenance and Skilled Trades comprise 11% of those working.

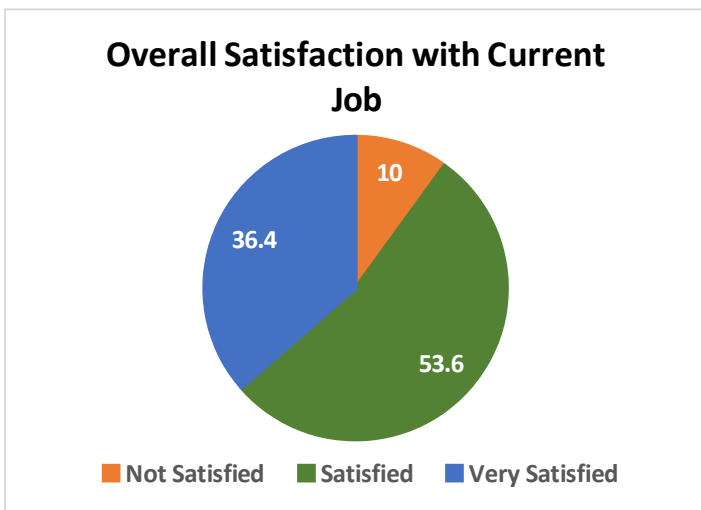


Respondents were asked to note their average pay in \$1.50 steps from less than \$10.50 an hour to more than \$36 per hour. Here were respondents in every step. As may be anticipated, the largest number of responses fell as wages increased after \$21 per hour. However, there were a substantial



number of people (13%) who indicated wages above \$36 per hour. These ranged from just over \$36 per hour up to \$70 per hour.

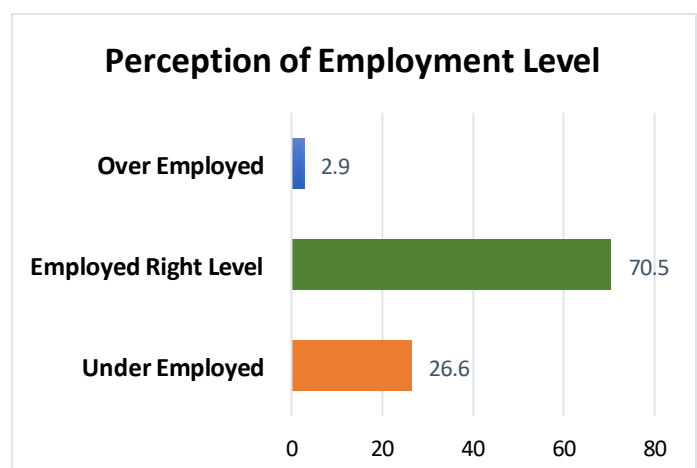
The Median response, which is the step fell closest to having 50% of respondents on both sides, is the **\$19.00 to \$20.49** range. For comparison, the overall average wage in Bourbon County is **\$19.71** for Q1, 2022.



Respondents were asked about their satisfaction level with their job. Choices ranged from Not Satisfied to Satisfied to Completely Satisfied. Just more than 90% indicated they are Satisfied or Very Satisfied with their job.

While satisfied with their jobs, a considerable number of those working believe they are Under-employed. More than 26% believe they could step into higher-skill jobs based on their training and experience.

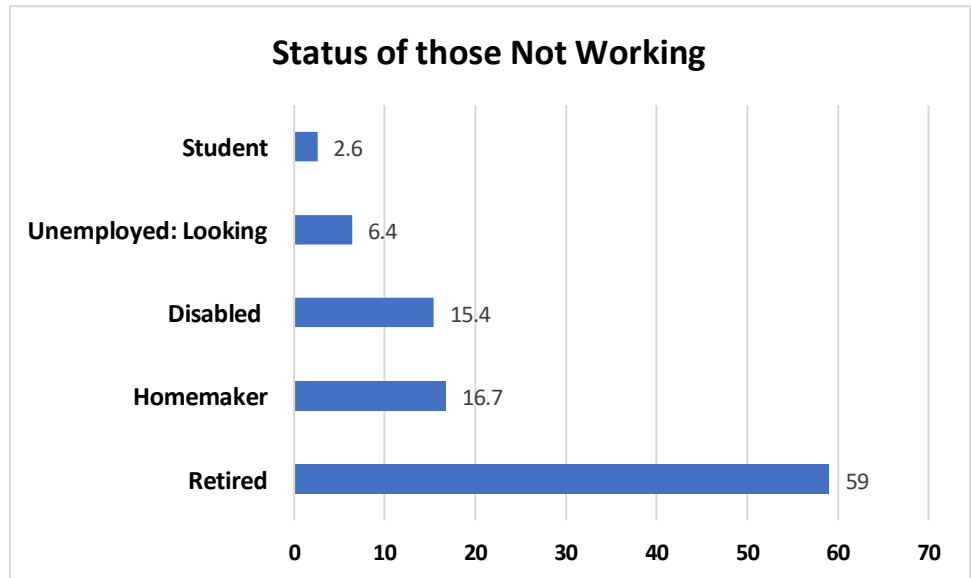
More than 70% believe they are employed at the Right level and only 3% believe they are Over Employed.



Not Employed.

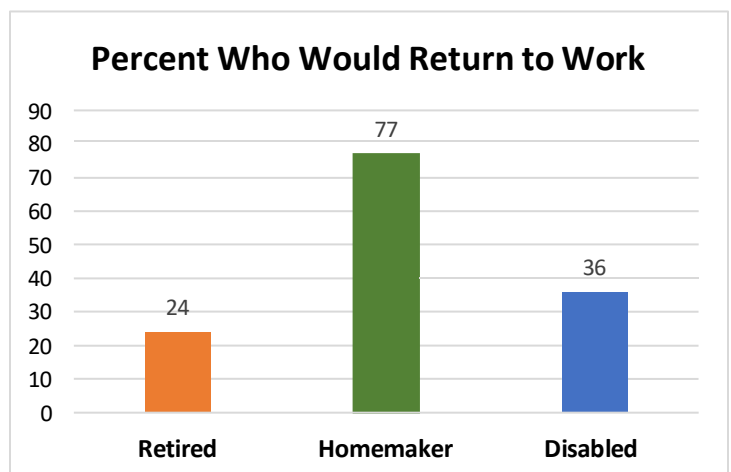
Respondents currently Not Employed were asked to provide their status.

Nearly 60% are Retired, with 6.4% identifying as Laid Off and Looking for employment. Those identifying as Homemakers are nearly 17% and Disabled make up more than 15%. Just 2.6% indicated they are non-working Students.

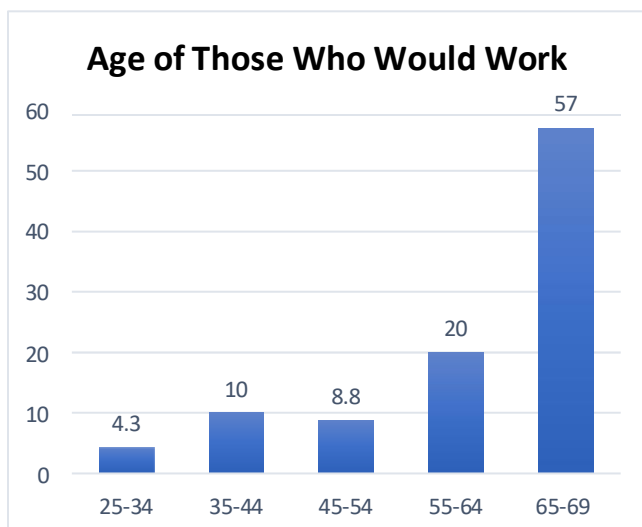


Removing those who are Laid Off and Looking and the Students on the assumption they are or will be actively seeking employment, 31% of those remaining (Retired, Homemaker, Disabled) indicated they would be interested in returning to the workforce for a good opportunity.

Homemakers had the highest response rate, with nearly 80% indicating interest in returning to the workforce for a good opportunity. This may reflect the lingering impact of the pandemic which saw a number of two-income families making the decision for one person to stay home to care for children who were not physically in school or to provide senior care. Some single parents also faced that choice.

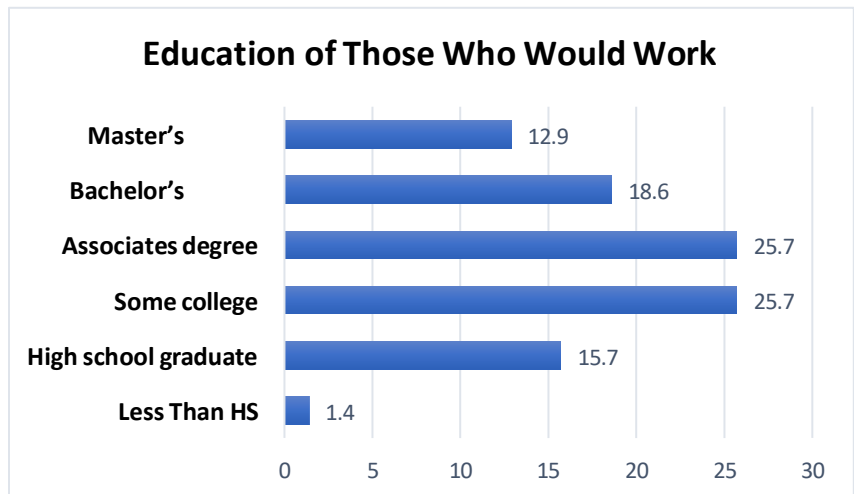


While Homemakers comprised a large group, a sizable number of those with Disabilities (36%) or Retired (24%) also indicated interested in returning to the workplace.

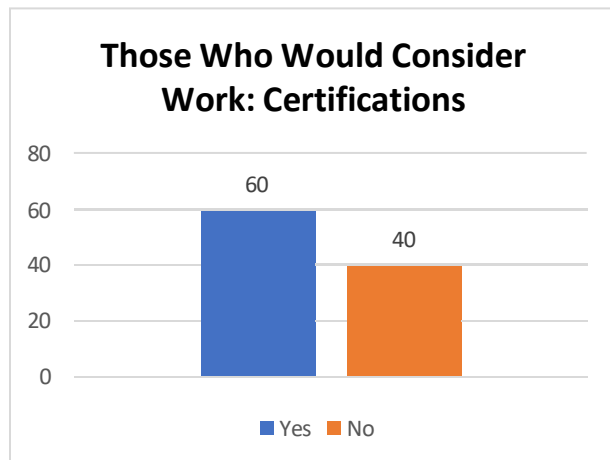


In the three groups of Homemakers, Disabled and Retired interested in returning to the workforce nearly 19% are between the ages of 35 and 54. A similar number is between 55 and 64. While not a larger group, younger residents between 25-34 were over 4% of those who would come back to the workplace.

Those who would consider returning to the workplace are well-educated. Those with a high school diploma or less comprise a lower percentage at that level than the general population age 25+. Conversely, those with Some College and various degree levels each have a higher percentage of population compared to the general population 25+.



In addition, 60% of those who would have an interest in returning to the workplace have professional and / or skills certifications, nearly the same level (59%) as those who are currently employed.

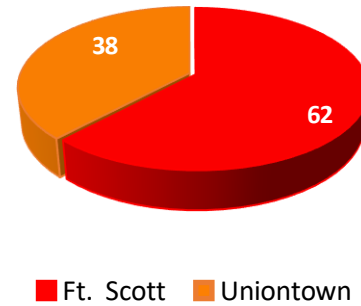


Students' Perspectives

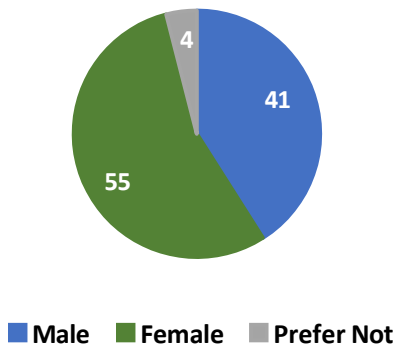
In April 2022 both Bourbon County high schools participated in Bourbon County REDI's workforce assessment with a survey to students. Although it was near the end of the year, which reduced overall participation by students, nearly 20% of students responded. With 128 student responses from a combined high school enrollment of 702 (9-21 numbers the survey information has a confidence rate of 95% +/- 8%.

Among the two high schools, Ft. Scott provided more than 60% of all responses and Uniontown had just under 40%. Note that Uniontown has 18% of the overall high school population, with 126 students.

Where Students Go to School



Gender of Students



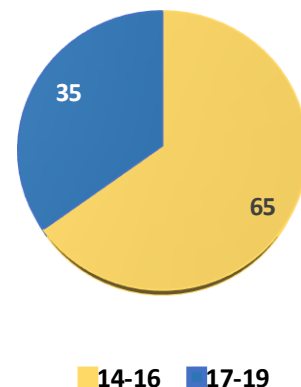
Females comprised 55% of all respondents, with males providing just over 40%. And an additional 4% of responses came from students who preferred not to answer.

By school, Uniontown had 52% male response, while only one-third of males at Ft. Scott high school responded.

Age ranges of 14-16 years old and 17-19 years old were set to break responses down by under and upper class-level students. This is not a strict grade definition. The age 19 is included to accommodate students who may be older due to birthdate or who had slower progress to graduation.

Those in the 14-16 age bracket comprised nearly two-thirds of responses, due to a number of pre-graduation events involving seniors during the time the survey was given.

Age Range of Students

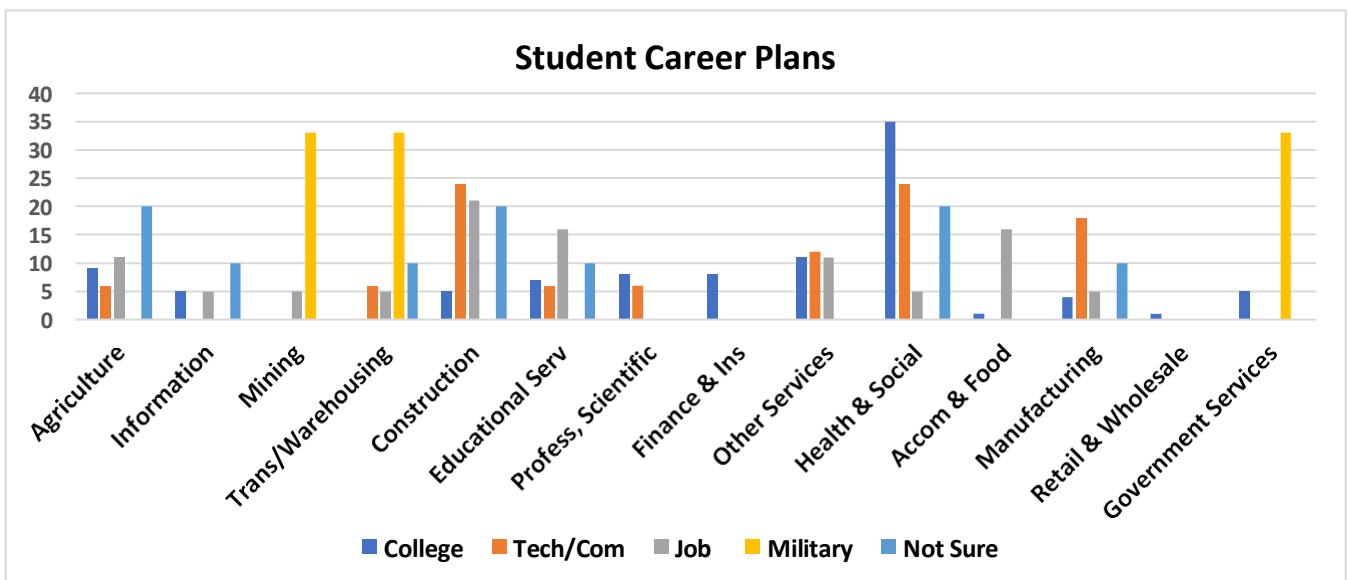
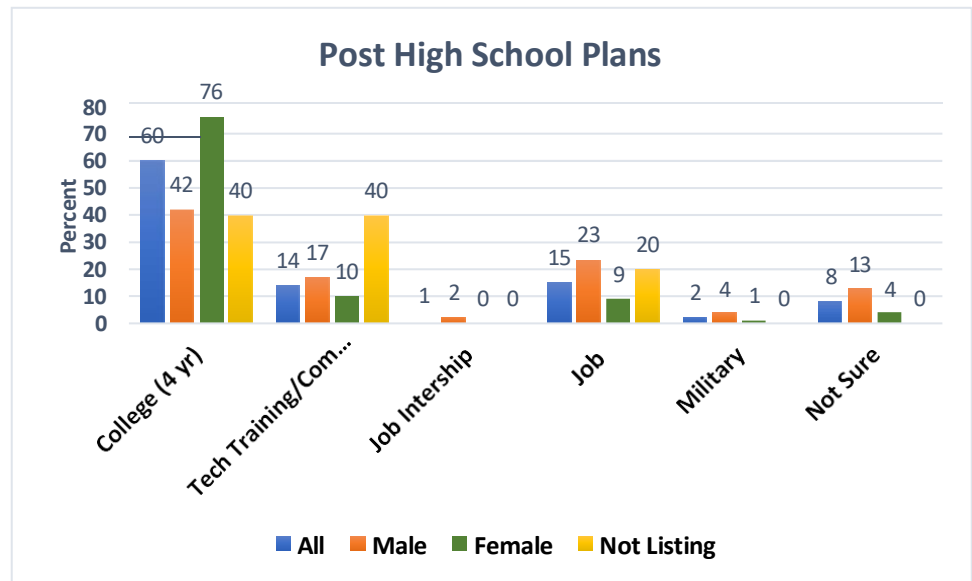


Of ALL responses, 60% of students plan to go to a four-year College or university. This is followed by going directly to a Job at 15% and Technical training or community college at 14%. Eight percent (8%) of students are not sure of their post-high plans.

Females, by a considerable number, are college bound. Seventy-six percent (76%) of females plan to go to

College compared to 42% of males. For males, after college, the next highest response is going directly to a Job at 23%. Males were also significantly higher than females in considering Technical training or community college at 17% compared to 10%. Among those preferring not listing a gender, 80% plan on college or technical training.

Students were asked the career area they would like to pursue, based on standard NAICS areas, regardless of post high school plans. Of those planning to go to college, 35% are considering a career in Health Care & Social Assistance. This is by far the largest group. This is followed by Other Services,



Agriculture, Finance & Insurance, Educational Services and Professional & Scientific sectors.

Students planning to go for technical training noted Construction and Health & Social as top picks. Manufacturing and Other Services followed.

For those going directly into the workforce after high school Agriculture was a significant top selection followed by Construction. These were followed by Health Care & Social Assistance, Other Services, Transportation & Warehousing and Manufacturing.

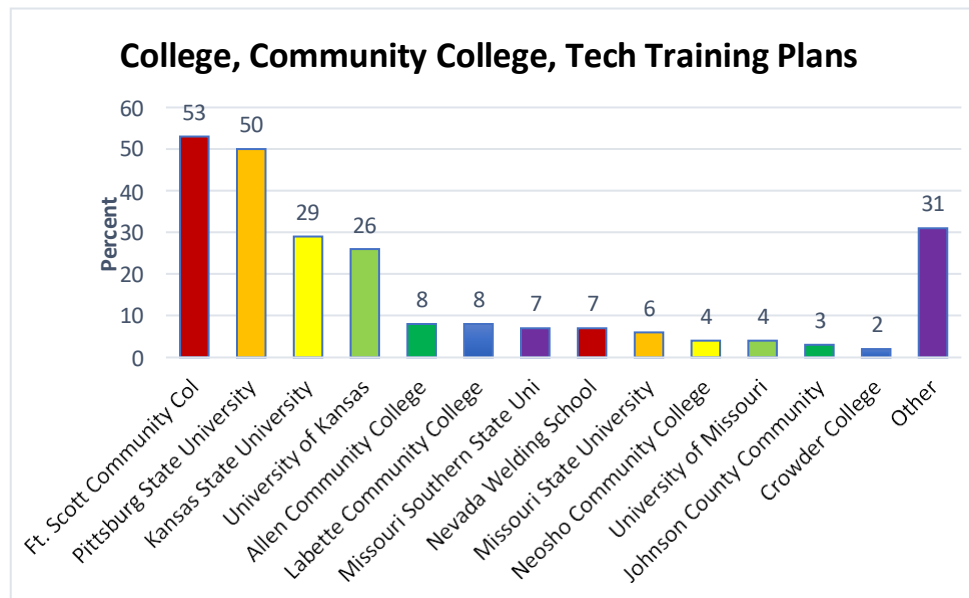
Specific Job Titles	
Nursing	12
Teacher	11
Welding	8
Engineer	7
Physician	6

More specifically, students were asked to give a Job Title for employment they would like to have on entering the workforce. There were more than 50 specific job titles given. These are in Appendix A. However, one-third of responses, 44 of the 128, were in five job titles. These top five jobs reflect the above emphasis on the health care profession. Education is another top pick with teachers having the second highest listing.

Students were asked where they want to go for post high school education and/or training. They were given the opportunity to name more than one place, consequently percent responses across choices add up to more than 100%.

More than half of respondents selected Fort Scott Community College and half indicated Pittsburg State University in nearby

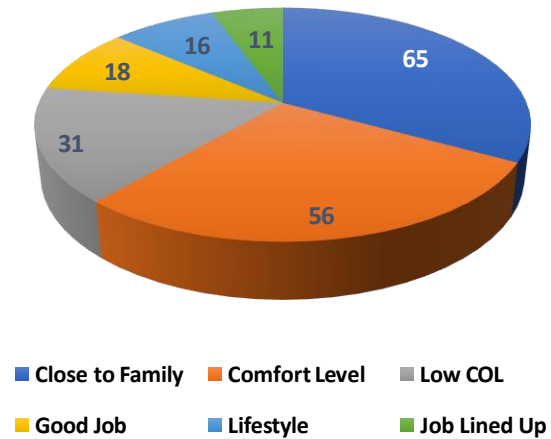
Crawford County. These are not unexpected findings. A big step down are Kansas State University and the University of Kansas, followed by nearby community colleges Allen and Labette, Missouri Southern State University and Nevada Welding School. Thirty-one percent (31%) of students also noted "Other" institutions. Emporia State University had two responses (1.6%). All others received only one mention each and covered a wide range of options.



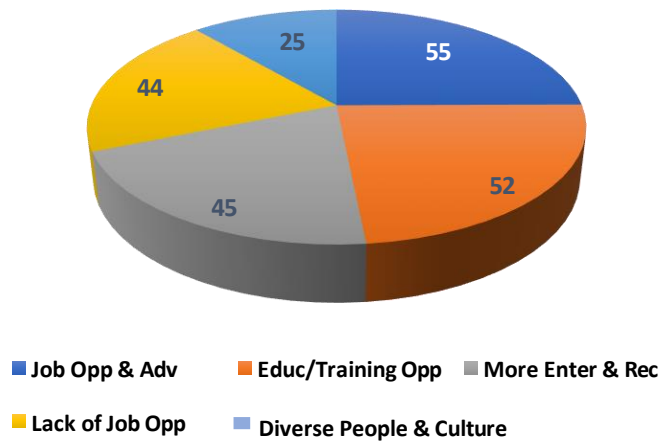
Students were asked the top two reasons for staying after high school or returning to Bourbon County following graduation from college or technical training. Proximity to Family (65%) and a Comfort level with the area (56%) were the top choices by a significant amount.

However, 18% of students believe they can have a Good Job opportunity by staying in the area. This was reinforced by 11% that indicated they already had a job lined up. Of that 11%, only one-third of them had also checked “Good Job”, so a non-duplicated 25% of students noted job opportunities.

Reasons To Stay or Return



Reasons to Leave

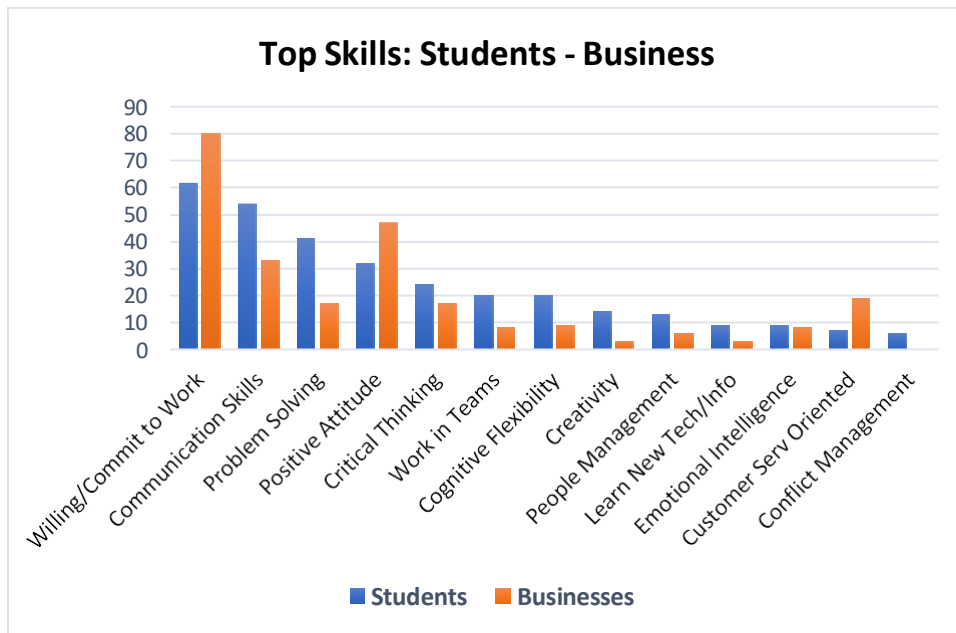


Students were also asked reasons to leave Bourbon County or not return to the area following graduation.

The top two reasons related to initial Job Opportunities & Advancement (55%) and pursuing Education & Training Opportunities for careers not found in area (52%).

Third highest was living in a location that offered More Entertainment and Recreation at 45% in a career. Looking for a place with more entertainment and recreation choices was third. About one-quarter of students noted living in a place with Diverse People and Culture was a consideration.

Students were asked what top three basic skills they believe are needed to get hired. A Willingness to Work followed by Communication Skills and Problem Solving were the top three.



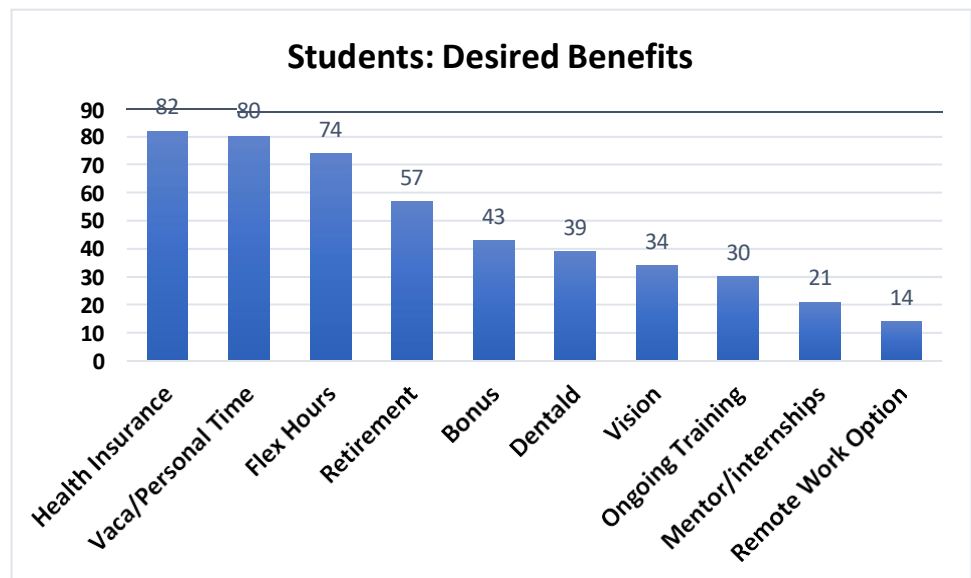
Student responses were compared to those provided by the business respondents. While there was some overall agreement, as noted in the Business Perspectives, employers gave “Positive Attitude” second place, while students ranked it fourth. Businesses did put Communications Skills third compared to second for students but did not rate Problem Solving skills as highly as the students did.

Interestingly businesses gave Customer/Client Service Orientation higher marks by far than students.

Students were asked to consider a number of benefits noted by businesses in Bourbon County. They could select as many as they felt applied to their expectations of the job they would be seeking.

As with the benefits offered by employees and utilized by those employed, Health Insurance is the top consideration, noted by more than 80% of the students.

However, the impact of the pandemic and how those entering the workforce view work-life balance may be reflected in the strong interest in Vacation (80%) and Flexible Hours (74%) as highly rated benefits.

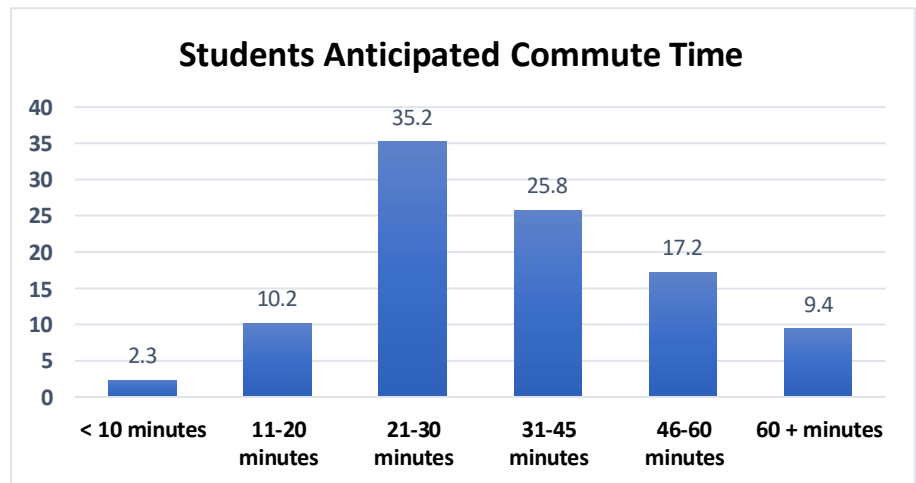


Additionally, 14% would like the ability to work from home if allowed by employers. Short- and Long-term disability were options available to choose from in the survey but had no responses.

It should be noted that 30% of respondents want an employer to invest in their overall professional development by providing training.

When asked about willingness to commute for a job they want, students indicated more willingness to travel compared to those currently working.

Sixty percent (60%) will commute from 21 to 45 minutes. Less than 15% percent indicated driving less than 20 minutes.



Economic Drivers

Business Clusters

Cluster Top Jobs

Top Occupations 2032

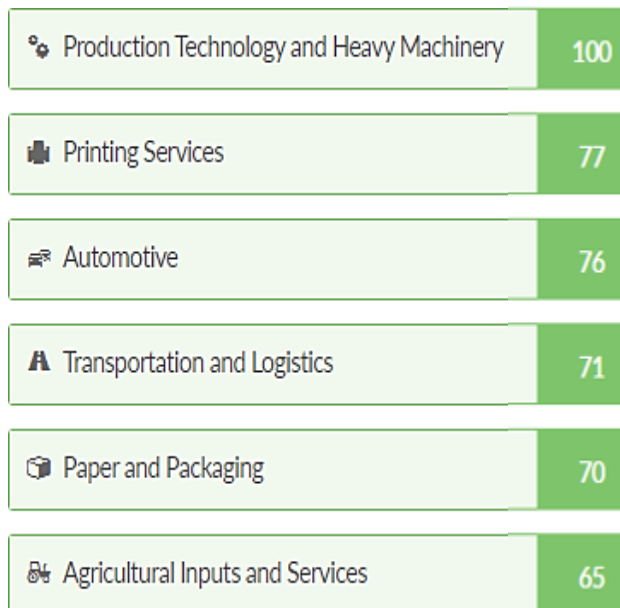
Business Clusters and Cross-Cutting Occupations

Business Clusters: According to the US Economic Development Administration’s cluster mapping programs (www.clustermapping.us), a cluster is a “regional concentration of related industries.” This concentration makes a region uniquely competitive for jobs and creates an array of suppliers, both materials and services, which help support the cluster.

Through the EMSI/Lightcast database, several indicators are used to define the strongest groups of businesses, based on relative importance to the economic development organization. These indicators are: 1) Earnings, 2) Growth in Jobs, 3) Higher level of Job Growth over national average, 4) Higher number of jobs in sector than national average (Specialization) and 5) Gross Regional Product impact. A selection could be made for each as: Not Important, Important or Very Important.

Given the current local and national tightness in labor availability, the economic development organization opted to make Earnings and impact on Gross Regional Product at a level of Very Important, with the other three set as Important. Based on the above parameters, sectors were rated on a 100 scale, with an average sector score of 47. There are six top clusters (and score) as shown on the chart below.

Within these six clusters there are nine specific NAICS sectors. Five of these are in the four clusters



around manufacturing, two are in transportation and logistics and two are in agriculture. These specific NAICS sectors are:

- 33324 Food Process (Industrial Equipment) Mfg.
- 32311 Commercial Printing
- 33699 Transportation Equipment Mfg.
- 32222 Paper Bag & Coated Paper Mfg.
- 33232 Metal Window and Door Mfg.
- 48211 Rail Transportation
- 48412 General Trucking -Long Distance
- 11200 Animal Production
- 11511 Crop Production Labor

There are a number of additional clusters that add to the area’s dynamic economy. The full listing of these clusters is in Appendix B.

It should be noted that Healthcare & Social Assistance scores are about average, due to the loss of the county’s hospital. Consequently, that sector does not have the GRP impact. Education Services fall just out of the top six. It has lower earnings overall, a key factor keeping it out of the top six, although it does have potential significant job growth. Both Health and Education have several occupations in the Top Jobs Growth section below.

Cluster Jobs: Top jobs within each of the sectors were defined. This selection was based on the percentage of the total workforce each job represents. Note that over the next decade many of the specific jobs are projected to decrease in numbers, especially in the manufacturing sectors, as employers increase automation. However, typical market churn, advancements and retirements will result in need for people for these jobs. These are occupations that are likely to remain a large part of each sector and will need a continuing supply of workforce for the near future. The sectors and top ten jobs in each follow.

Top Ten Jobs by NAICS Sectors in Clusters			
SOC	Occupation Title	SOC	Occupation Title
Manufacturing			
Industrial Machinery Manufacturing		Commercial Printing	
51-2090	Miscellaneous Assemblers and Fabricators	51-5110	Printing Workers
51-4120	Welding, Soldering, and Brazing Workers	51-9190	Miscellaneous Production Workers
51-4040	Machinists	53-7060	Laborers and Material Movers
51-2020	Electrical, Electronics, and Electromechanical Assemblers	27-1020	Designers
51-1010	First-Line Supervisors of Production and Operating Workers	43-4050	Customer Service Representatives
17-2140	Mechanical Engineers	51-1010	First-Line Supervisors of Production and Operating Workers
41-4010	Sales Representatives, Wholesale and Manufacturing	41-4010	Sales Representatives, Wholesale and Manufacturing
53-7060	Laborers and Material Movers	11-1020	General and Operations Managers
43-5070	Shipping, Receiving, and Inventory Clerks	43-3030	Bookkeeping, Accounting, and Auditing Clerks
51-4030	Machine Tool Cutting Setters, Operators, and Tenders, Metal and Plastic	43-5070	Shipping, Receiving, and Inventory Clerks
Paper Bag & Coated Paper Manufacturing		Metal Window and Door Manufacturing	
51-9190	Miscellaneous Production Workers	51-4120	Welding, Soldering, and Brazing Workers
53-7060	Laborers and Material Movers	51-2090	Miscellaneous Assemblers and Fabricators
51-9030	Cutting Workers	51-2040	Structural Metal Fabricators and Fitters
53-7050	Industrial Truck and Tractor Operators	51-4030	Machine Tool Cutting Setters, Operators, and Tenders, Metal and Plastic
51-1010	First-Line Supervisors of Production and Operating Workers	51-1010	First-Line Supervisors of Production and Operating Workers
51-5110	Printing Workers	51-9120	Painting Workers
51-9110	Packaging and Filling Machine Operators and Tenders	53-7060	Laborers and Material Movers
49-9040	Industrial Machinery Installation, Repair, and Maintenance Workers	41-4010	Sales Representatives, Wholesale and Manufacturing
41-4010	Sales Representatives, Wholesale and Manufacturing	11-1020	General and Operations Managers
49-9070	Maintenance and Repair Workers, General	43-6010	Secretaries and Administrative Assistants

Top Ten Jobs by NAICS Sectors in Clusters

SOC	Occupation Title	SOC	Occupation Title
Manufacturing			
Transportation Equipment Manufacturing			
51-2090	Miscellaneous Assemblers and Fabricators		
51-4120	Welding, Soldering, and Brazing Workers		
51-9120	Painting Workers		
51-1010	First-Line Supervisors of Production and Operating Workers		
51-4040	Machinists		
53-7060	Laborers and Material Movers		
49-3040	Heavy Vehicle and Mobile Equipment Service Technicians and Mechanics		
51-9160	Computer Numerically Controlled Tool Operators and Programmers		
51-9060	Inspectors, Testers, Sorters, Samplers, and Weighers		
49-9070	Maintenance and Repair Workers, General		
Transportation and Logistics			
Rail Transportation		General Trucking - Freight Hauling	
53-4030	Railroad Conductors and Yardmasters	53-3030	Driver/Sales Workers and Truck Drivers
53-4010	Locomotive Engineers and Operators	53-7060	Laborers and Material Movers
53-4020	Railroad Brake, Signal, and Switch Operators	11-9190	Miscellaneous Managers
47-4060	Rail-Track Laying and Maintenance Equipment Operators	43-5030	Dispatchers
49-3040	Heavy Vehicle and Mobile Equipment Service Technicians	43-6010	Secretaries and Administrative Assistants
53-1040	First-Line Supervisors of Transportation Workers	11-1010	Chief Executives
49-9090	Miscellaneous Installation, Maintenance, Workers	53-1040	First-Line Supervisors of Transportation Workers
49-2090	Miscellaneous Electrical and Electronic Equipment Mechanics, Installers, and Repairers	49-3030	Bus and Truck Mechanics and Diesel Engine Specialists
51-4120	Welding, Soldering, and Brazing Workers	43-3030	Bookkeeping, Accounting, and Auditing Clerks
49-1010	First-Line Supervisors of Mechanics, Installers, Repairers	11-1020	General and Operations Managers
Agriculture			
Animal Production		Farm Labor and Management	
11-9010	Farmers, Ranchers, and Other Agricultural Managers	45-2090	Miscellaneous Agricultural Workers
45-2090	Miscellaneous Agricultural Workers	53-7060	Laborers and Material Movers
45-1010	First-Line Supervisors of Farming, Fishing, and Forestry Workers	45-1010	First-Line Supervisors of Farming, Fishing, and Forestry Workers
53-3030	Driver/Sales Workers and Truck Drivers	45-2040	Graders and Sorters, Agricultural Products
39-2020	Animal Caretakers	39-2020	Animal Caretakers
39-2010	Animal Trainers	53-3030	Driver/Sales Workers and Truck Drivers
53-7060	Laborers and Material Movers	53-7050	Industrial Truck and Tractor Operators
43-3030	Bookkeeping, Accounting, and Auditing Clerks	39-2010	Animal Trainers
37-2010	Building Cleaning Workers	11-9010	Farmers, Ranchers, and Other Agricultural Managers
49-9070	Maintenance and Repair Workers, General	43-9060	Office Clerks, General

Top and Cluster Jobs & Education

Top Jobs. Along with the cluster occupations, top occupations for Bourbon County overall were considered. These top occupations, by growth in numbers and percentage, help provide focus on areas in which to provide continued training to ensure a good workforce.

To determine the top occupations, those with the largest overall numbers, the largest numeric growth and those with the largest growth, by percentage, from 2022 to 2032 were considered. Using growth by percentage was used to help capture occupations that, while small in current numbers, have opportunity to expand in the next decade.

The top 50 occupations by the above (a total of 150) were developed and duplicates removed. This resulted in a list of 79 unique occupations, with an average wage of \$20.25. From this group, the list was adjusted to only those making at least two-thirds of the average wage, or \$13.50 an hour. This resulted in 55 unique occupations. These occupations have an average wage of \$24. There are 2,636 people in these occupations in 2022. That is expected to grow to 2,820 in 2032.

The full list is in Appendix D.

Depending on which criteria was used, there was significant change in occupations. For comparison, the top fifteen occupations in numbers of jobs in 2032 and the top fifteen percentage of growth from 2022 to 2032 are shown below.

Top Fifteen Jobs by Numbers in 2032						
SOC	Occupation Title	2022	2032	# Chg.	% Chg.	Avg Wage
43-6010	Secretaries and Administrative Assistants	235	232	(3)	(1%)	\$16.01
11-1021	General and Operations Managers	120	129	10	8%	\$37.46
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	92	107	15	17%	\$13.61
51-4121	Welders, Cutters, Solderers, and Brazers	113	106	(6)	(6%)	\$20.73
43-4051	Customer Service Representatives	108	103	(5)	(4%)	\$14.36
25-2021	Elementary School Teachers, Except Special Education	80	91	11	14%	\$22.17
53-3032	Heavy and Tractor-Trailer Truck Drivers	86	88	2	2%	\$24.78
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	77	88	11	15%	\$22.94
43-3031	Bookkeeping, Accounting, and Auditing Clerks	91	87	(5)	(5%)	\$17.13
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	85	82	(3)	(4%)	\$30.40
51-2098	Miscellaneous Assemblers and Fabricators	96	79	(17)	(18%)	\$15.77
49-9071	Maintenance and Repair Workers, General	69	75	6	9%	\$18.04
31-9091	Dental Assistants	43	72	30	69%	\$15.99
51-5112	Printing Press Operators	73	70	(3)	(4%)	\$15.38
29-1141	Registered Nurses	56	69	13	22%	\$27.04

A number of the above occupations, particularly in the manufacturing sector, are expected to decrease in number by 2032. Despite that, the number of people retiring indicates there will still be a need for new workers in these jobs for the next decade.

Top Fifteen Jobs by Percent Growth 2022- 2032						
SOC	Occupation Title	2022	2032	# Chg.	% Chg.	Avg Wage
29-1171	Nurse Practitioners	16	31	16	100%	\$52.90
29-1292	Dental Hygienists	21	36	15	70%	\$31.75
31-9091	Dental Assistants	43	72	30	69%	\$15.99
29-1021	Dentists, General	14	23	9	69%	\$69.33
31-9092	Medical Assistants	26	41	15	56%	\$14.64
21-1018	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	21	28	8	38%	\$24.78
43-6013	Medical Secretaries and Administrative Assistants	40	55	15	37%	\$14.16
11-9111	Medical and Health Services Managers	19	26	7	35%	\$40.58
49-2098	Security and Fire Alarm Systems Installers	16	21	5	32%	\$19.50
21-1093	Social and Human Service Assistants	27	34	7	25%	\$16.63
13-1161	Market Research Analysts and Marketing Specialists	22	27	5	25%	\$28.69
25-9031	Instructional Coordinators	16	20	4	23%	\$23.76
29-1141	Registered Nurses	56	69	13	22%	\$27.04
11-9013	Farmers, Ranchers, and Other Agricultural Managers	19	24	4	22%	\$25.63
21-1021	Child, Family, and School Social Workers	13	15	3	20%	\$20.64

The first chart, Jobs by Numbers, has an array of occupations across manufacturing, transportation, medical and education. The second chart, Jobs by Percent Growth, is more heavily weighted toward medical jobs and social services. Only Registered Nurses and Dental Assistants appear on both charts. The percent growth in medical occupations reflects numbers in 2022 without a hospital in the county. The projected growth in these occupations could be even higher if a new hospital is opened.

Taking the list of 55 top occupations and comparing it the top 23 cross-cutting jobs (shown in two+ sectors) in the clusters, only nine of the cluster occupations appear among the 55. Overall, the addition of the cross-cutting jobs, except for those paying less than \$13.50 an hour, results in a total of 64 unique occupations. The full list of these is in Appendix E.

The top twenty occupations, by numbers, are shown below. Of these, seven are cluster jobs and denoted in green.

Top Twenty Jobs by the Numbers, Including Cluster Occupations, by 2032						
Soc	Occupation Title	2022	2032	#Chg.	%Chg.	Avg Wage
43-6010	Secretaries and Administrative Assistants	235	232	(3)	(1%)	\$16.01
53-3030	Driver/Sales Workers and Truck Drivers	132	130	(2)	(1%)	\$21.94
11-1021	General and Operations Managers	120	129	10	8%	\$37.46
37-2011	Janitors and Cleaners, Except Maids and Housekeeping	92	107	15	17%	\$13.61
51-4121	Welders, Cutters, Solderers, and Brazers	113	106	(6)	(6%)	\$20.73
43-4051	Customer Service Representatives	108	103	(5)	(4%)	\$14.36
25-2021	Elementary School Teachers, Except Special Education	80	91	11	14%	\$22.17
53-3032	Heavy and Tractor-Trailer Truck Drivers	86	88	2	2%	\$24.78
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	77	88	11	15%	\$22.94
43-3031	Bookkeeping, Accounting, and Auditing Clerks	91	87	(5)	(5%)	\$17.13
41-4010	Sales Representatives, Wholesale and Manufacturing	87	84	-3	-3%	\$30.54
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	85	82	(3)	(4%)	\$30.40
51-2098	Miscellaneous Assemblers and Fabricators	96	79	(17)	(18%)	\$15.77
49-9071	Maintenance and Repair Workers, General	69	75	6	9%	\$18.04
31-9091	Dental Assistants	43	72	30	69%	\$15.99
51-5112	Printing Press Operators	73	70	(3)	(4%)	\$15.38
29-1141	Registered Nurses	56	69	13	22%	\$27.04
41-1011	First-Line Supervisors of Retail Sales Workers	64	69	4	7%	\$17.01
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	65	67	2	3%	\$16.01
25-1099	Postsecondary Teachers	76	64	(12)	(15%)	\$24.13
	TOTAL	1,818	1,892	74	4%	

All of the occupations can be further assessed based on the level of education needed and whether there is a growth opportunity for that occupation. The U.S. Department of Labor, Employment and Training Administration has developed the O*NET website that offers key information on all occupations.

It should be noted that for the level of education required, O*NET assesses levels based on employers' responses and indicates levels by percentage of response. Consequently, the following chart indicates the lowest, largest percentage of education level required. For example, for Secretaries, a high school education has nearly half of responses, with higher levels requested by smaller percentages. Consequently, it would have a "high school+."

O*NET also indicates whether an occupation has a "Bright" outlook. This indicates the numbers in that occupation are likely to increase faster than average in the near future.

About half of the top twenty occupations require at least a high school diploma or equivalent. Several occupations require some form of post-secondary certification, such as a CDL for tractor-trailer drivers. And a number require Bachelor's or better. For those that note high school diploma and post-secondary certification, many employers indicate some college and Associates degrees are preferred as well.

Top Twenty Jobs Level of Education and Growth Outlook			
SOC	Occupation Title	Level of Education	Outlook
43-6010	Secretaries and Administrative Assistants	High school+	Bright
53-3030	Driver/Sales Workers and Truck Drivers	High school+	Bright
11-1021	General and Operations Managers	Some College	Bright
37-2011	Janitors and Cleaners, Except Maids and Housekeeping	High school	Bright
51-4121	Welders, Cutters, Solderers, and Brazers	High school+	
43-4051	Customer Service Representatives	High school	Bright
25-2021	Elementary School Teachers, Except Special Education	Bachelor's	Bright
53-3032	Heavy and Tractor-Trailer Truck Drivers	Post-secondary cert	Bright
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	Bachelor's	
43-3031	Bookkeeping, Accounting, and Auditing Clerks	Bachelor's	
41-4010	Sales Representatives, Wholesale and Manufacturing	Some College	Bright
51-2098	Miscellaneous Assemblers and Fabricators	High school	
49-9071	Maintenance and Repair Workers, General	Post-secondary cert	Bright
31-9091	Dental Assistants	Post-secondary cert	Bright
51-5112	Printing Press Operators	High school	
29-1141	Registered Nurses	Bachelor's	Bright
41-1011	First-Line Supervisors of Retail Sales Workers	High school	Bright
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	High school	Bright
25-1099	Postsecondary Teachers	Master's	

Workforce Dynamics

Labor Availability

Drivers for New Employment

**Education & Training Levels of
Potential Employees**

Labor Availability

To assess the potential for available labor for companies in Bourbon County, results from the Resident's Survey and EMSI workforce information were considered against the Q1 2022 jobs numbers. In addition, those not working that would be considered non-traditional sources of employees between the ages of 24-69 were also considered.

The number of those officially "unemployed" in monthly Kansas labor data (and Missouri for commuting counties) were not considered. While a source of employees, the number of those "unemployed" varies by the month as people are hired and laid off and, especially with the continuing rebound of the economy post-pandemic, are volatile and not completely representative of a workforce that could be obtained for expanding companies and new companies in the market.

Considerations. Results of the survey for those currently employed (332) well as those not working were used to estimate the potential workforce that may be available.

Jobs and Employed in Bourbon County: Q1 2022		
	In Bourbon County	Residents Commuting
All jobs	6,280*	2,775*
Full-time	4,898 (78%)	2,387 (86%)
Part-time	1,068 (17%)**	194 (7%)
Indep. Contractor	314 (5%)	194 (7%)
*EMSI 2021 **National average percent of part-time jobs, US BLS 2021		

In the Commuting section it was noted that 2,775 Bourbon County residents work outside of the county. Of the 6,280 jobs in the county, more than 2,300 are filled by people living outside the county. Based on the survey, 5% of those working Bourbon County are Independent Contractors (which include self-employed). This figure was applied to the total number of jobs as shown above.

In the survey, only 11% of those working indicated they have part-time positions. Nationally, part-time occupations comprise 17% of all jobs. For the purposes of this survey, the larger percentage was used to have a more conservative figure of full-time workers at 78%.

Of those Bourbon County residents commuting, 7% are Independent Contractors and 7% said they are working part-time. Since people are generally unlikely to commute far for a part-time job, the survey response of 7% was used, as it was with independent contractors. These are reflected in the above chart.

Actively Seeking. With unemployment numbers low and volatile as noted above, the most likely potential pool is those that are Actively Seeking new employment. From the survey 21% of those employed full-time in Bourbon County indicated they are actively seeking new employment. Seven percent (7%) of those employed Part-time said they were looking for a new job and 8% of Independent Contractors said they would consider a new job.

Among those on the survey who live in Bourbon County but commute outside of the county for work, 25% of those with full-time jobs said they were Actively Seeking new employment. Interestingly none working Part-time indicated they were looking for a new job. No Independent Contractors said they were looking for a new job either.

the survey, there are more than 1,000 full-time workers in Bourbon County who are Actively Seeking employment. Likewise, there are nearly 600 residents who work outside of the county who are Actively Seeking work. That is a total pool of more than 1,600 full-time workers in the county or living in the county who are seeking a new job. The same format was followed for those working Part-time and Independent Contractors.

Number of Workers Underemployed								
	In Bourbon County				Residents Commuting			
	Number	Percent	Total		Number	Percent	Total	Total Und.
Full-time	4,898	26	1,273		2,387	25	597	1,870
Part-time	1,068	33	356		194	0	0	356
IC	314	38	119		194	0	0	119

independent contracts the percentage is higher. For residents who commute out of the county, 25% of those working full-time consider themselves underemployed. Using the percentage of those who consider themselves underemployed against total employment, there are 1,870 full time

To avoid “double-dipping”, those Actively Seeking were removed from the count. As shown in the below chart, an averaged 77.5% of full-time workers who indicate they are underemployed are NOT Actively seeking a new job; a total of 1,449. Part-time and Independent Contractors had

Underemployed NOT Actively Seeking, but Would Consider						
	Number	Percent	Total		% Consider	Total
Full-time	1,870	77.5	1,449		83	1,203
Part-time	356	93	331		83	275
IC	119	92	109		80	87

small numbers actively seeking (7% and 8% respectively, to those not seeking were in the 90+% range. Survey Respondents had been asked the question if they were NOT Actively Seeking a job, would they consider a new opportunity if it offered better pay, better benefit, more time flexibility etc. Eighty percent (80%) to 83% in each level of employment indicated they would Consider a new job. There are more than 1,200 people working full-time who would Consider a new job. More than 260 part-time and independent contractors would consider an offer.

Non-Traditional Workforce. The Non-Traditional workforce opportunities were considered in a similar manner. In 2021, there was an estimated 9,000 people between the ages of 20 and 69 in Bourbon County. Given an average labor participation rate of 58% (42% not working); an estimated 3,780 were not employed.

From the survey, 11% of those Not Employed are Homemakers. Disabled comprise 14%, compared to 12.7% of adult population, and Retirees 60%. The percent Retired across all age groups is likely

Estimated Not Employed - Return to Work					
Category	% Total	% Return	% Of Total Returning	Total Not Employed 20-69	Total
Homemakers	11	62	7	3,780	265
Disabled	14	73	10	3,780	378
Retired	60	63	38	531	202

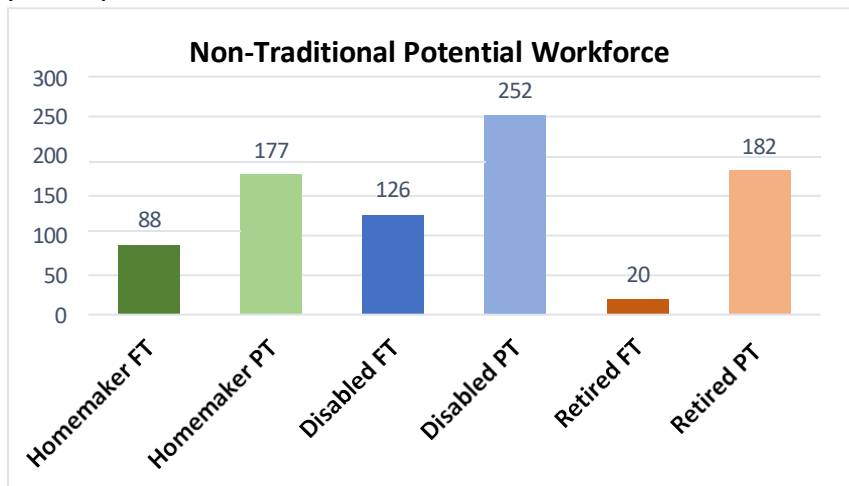
overstated in the survey given that the U.S. Census 2020 estimates 20% of the adult population overall is retired. This is addressed below.

Considering that 11% of the total surveyed respondents are Homemakers and 62% of those indicating an interest in returning to work, then 7% of the total are Homemakers who would consider returning to work. This percentage applied to the total Not Employed provides as estimated 265 people who would come back to work. The same formula is followed for those Disabled, resulting in 378 potential workers. For retirees, only the population in the 55-69 age brackets was considered. This number, 2,655, was reduced to 20% of population, based on the U.S. Census figure for total population. This results in a population of 531 of which 38% or 202 people, estimated by survey, would return to work.

Based on the survey results, one-third of those in both the Homemakers and Disabled categories would work full-time, while two-thirds want part-time opportunities.

Among Retirees, 10% would like a full-time position with 90% seeking part-time work.

The number of potential full-time and part-time employees is indicated in the adjoining chart.



Students Entering the Workforce. Employers anticipate high school and community college/technical school graduates as a source of potential employees. In Bourbon County 15% of students surveyed say they plan to enter the workforce on graduation from high school. Another 14% indicate they plan to attend community college or technical school. In the survey, no further details were asked regarding community college or technical school, but from the institutions they indicated they planned to attend, training could run from a 16-week course to two years. For purposes of considering impact on the market, one-year is considered a timeline for those going to technical school.

Students Entering Workforce Annually	
High School Graduates	26
Tech School Graduates	25
Total	51

For calculation purposes, the above was considered against fall 2021 high school enrollment of 702. As four-year high schools, this shows an estimated 175 students graduating annually.

With 29% of those students entering the workforce annually (15% from high school and 14% after one year at trade school) that results in an additional 51 county residents entering the workforce. For this survey, all these students are considered to be seeking full-time jobs.

Combining all groups results in a potential labor market of more 4,100 full-time employees and nearly 1,500 part-time employers. There are 95 Independent Contractors who are also available. They are separate in the chart but should be considered as potential full-time employees. This brings the total full-time potential labor availability to 4,234 people. Adding those in the potential Part-time labor pool, there is a potential employee availability of more than 5,600.

This potential labor market does not include the potential to pull employees from surrounding counties or farther contingent of types of jobs and pay and benefits offered.

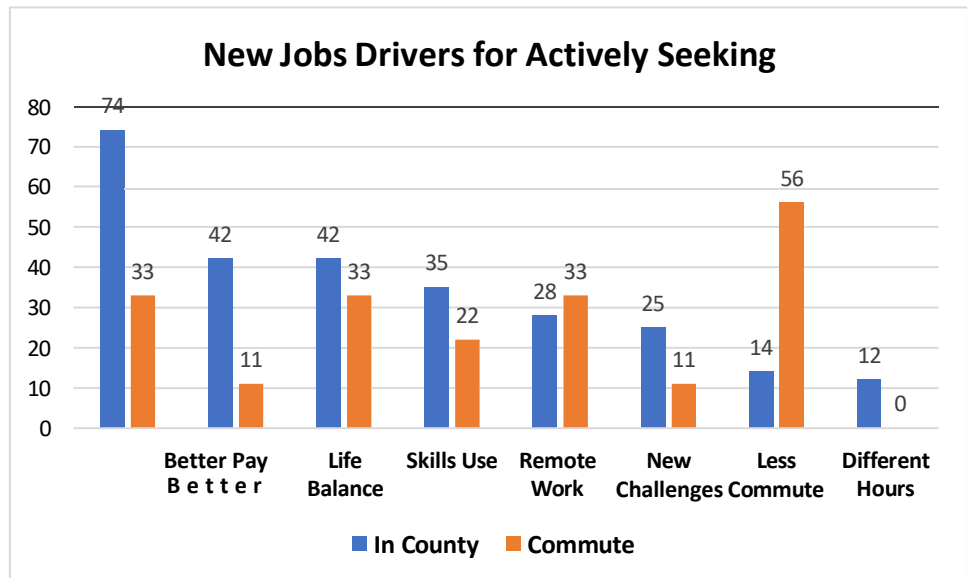
Total Potential Labor Pool by Group			
Category	Full-time	Part-time	Indep. Cont.
Actively Seeking In-County	1,027	597	8
Actively Seeking Commute	1,624	0	0
Under-Employed-Consider	1,203	275	87
Retired	20	182	
Homemaker	88	177	
Disabled	126	252	
Students	51		
TOTAL	4,139	1,483	95

Drivers for New Job Consideration

With a potential labor pool of more 5,600 the drivers for a person to actively seek or consider a move to a new job or to come back into the labor market become key to attracting those people, especially in the very competitive employment climate at this time.

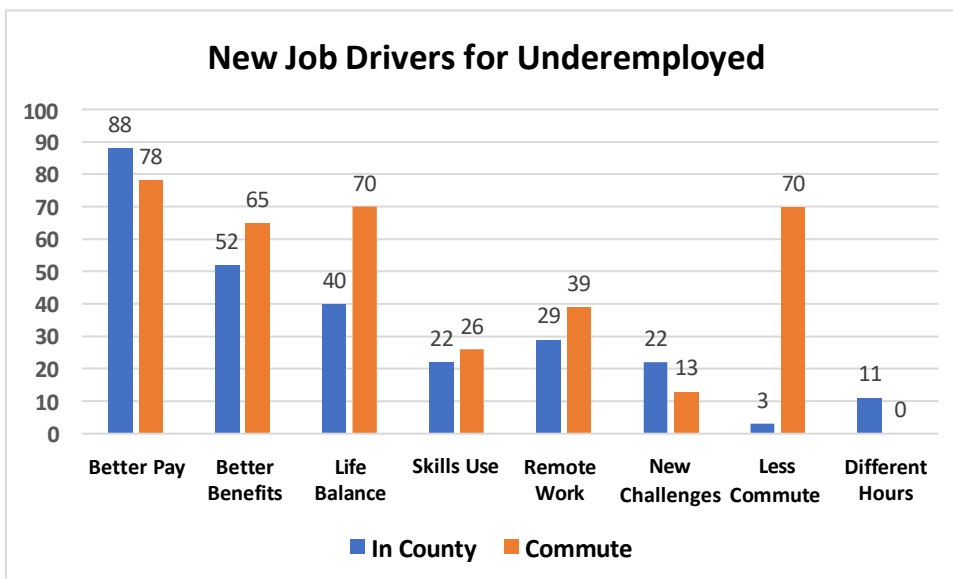
In the survey, respondents were asked to rate the key drivers they would consider for a new job. They were allowed to mark “all that apply” and from that the total responses were considered by percent of all. Those who are Actively Seeking new employment, as noted above, are the most likely candidates for expanding and new companies. Actively Seeking includes those who live and work in Bourbon County as well as those who commute out of the county for employment.

Not surprisingly, Better Pay (74%) is the top driver for those survey respondents who live and work within the county. This was followed by Better Benefits. However, improving one’s Work/Life Balance ranked just as highly as better benefits, with 42% of respondents saying it’s a consideration for a new job.



Form those commuting, cutting the drive time was the main driver for seeking a new job, with 56% selecting Less Commute. Work/Life Balance was in a three-way tie for second, reinforcing the less commuting time aspect for this group. At the same level (33%) of response were Better Pay and Remote Work options.

Remote Work options.



For those Underemployed who could consider a new job, the results were similar.

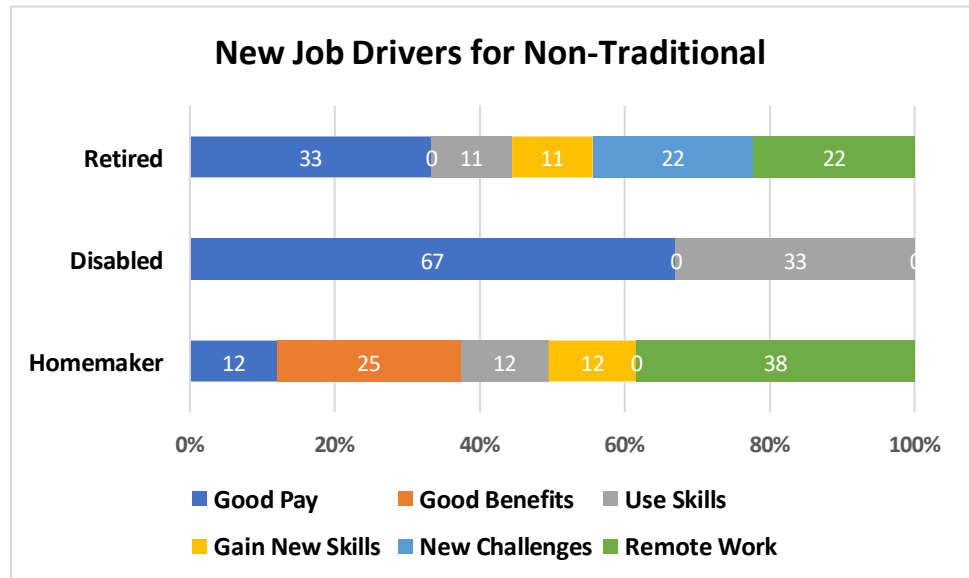
For those living and working in Bourbon County, Better Pay was the top consideration at 88% of respondents. This was followed by Better Benefits (52%). Work/Life Balance was third.

For those commuting, Better Pay was also a top consideration at 78%. Having Less Commute and Work/Life Balance were noted by 70% of respondents. Better Benefits was the fourth highest driver.

For the Non-Traditional Workers, having Good Pay is the top consideration for those Disabled and Retired.

However, for Homemakers the opportunity for Remote Work, either full or part-time, is a biggest consideration. This is followed by Good Benefits, with 25% of those respondents.

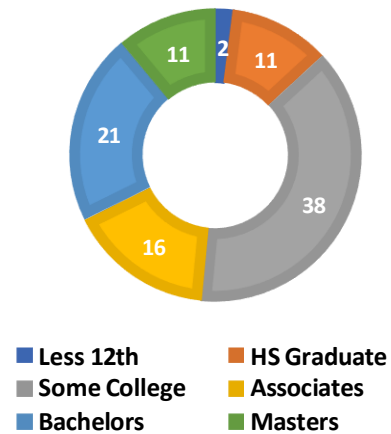
Good Benefits are not considered drivers by those who are Disabled and Retired, likely because they already have key support from Medicare and Medicaid. For Retirees, having New Challenges ranks even higher than using their existing skills and about 22% would like to have Remote Work.



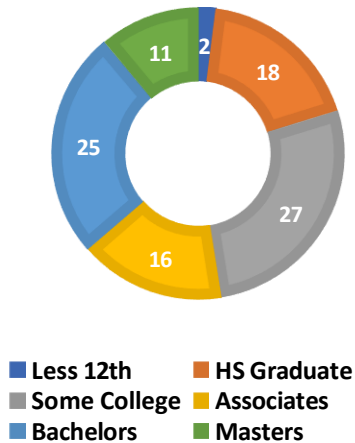
Potential Labor Pool Education & Training

Actively Seeking. People who are Actively Seeking a new position are better educated than the general population age 25+. Thirty-six percent (38%) have Some College and 16% have an Associate's degree. This compares to 28% and 11% respectively in the general population. This group also has significantly more people with a Bachelor's degree than the general population with 21% vs. 15%. Only a small number (2%) have not graduated from high school, compared to 9% of the overall adult population.

Actively Seeking: Education Levels



Underemployed Would Consider: Education Levels



Under-Employed. People that indicated they are Under-employed but would consider a new job likewise have a higher education level than the general population age 25+. In this group, 27% have Some College, compared to the 28% in the general population. However, 16% have Associates degrees, the same as those actively seeking and higher than the 11% in the general population.

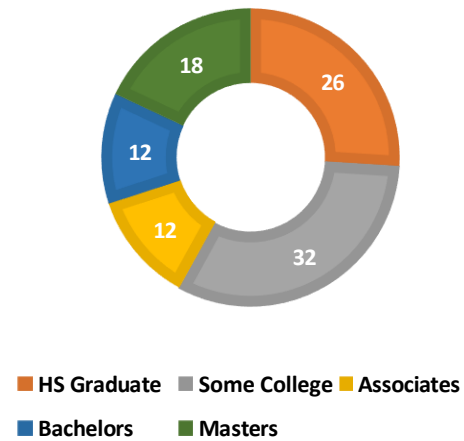
Of this group, 25% have a Bachelor's degree, higher than those Actively Seeking and substantially higher than the general population.

Not Employed. Among the group of those currently Not Employed but interested in returning to the workforce, this report only considered respondents who are Homemakers, Disabled and Retirees.

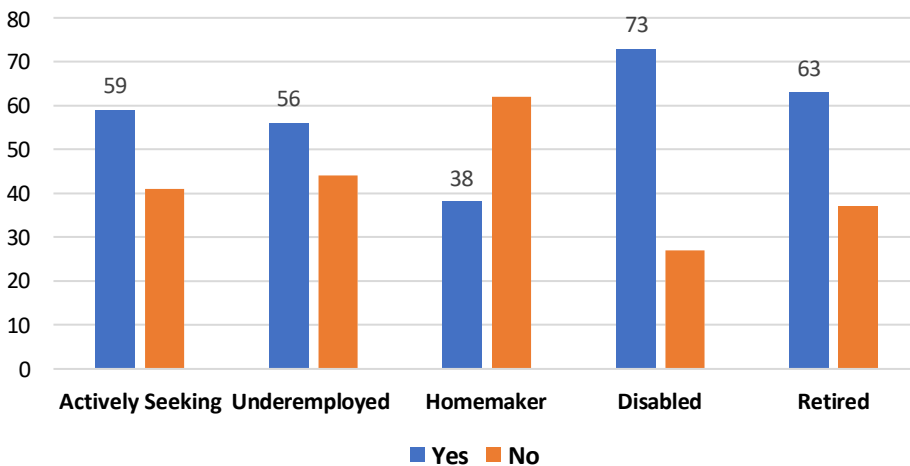
In this group, there are no people who have less than a High School diploma. More than a quarter (26%) have a high school diploma. Nearly one-third have Some College, higher than those Underemployed and the general population.

This group has fewer people with Associates or Bachelor's degrees (12% each) compared to the prior two groups. The Associates is similar to the general population however Bachelors is less than the general population (12% vs 15%).

**Interested in Returning:
Education Levels**



Skill and/or Professional Certifications

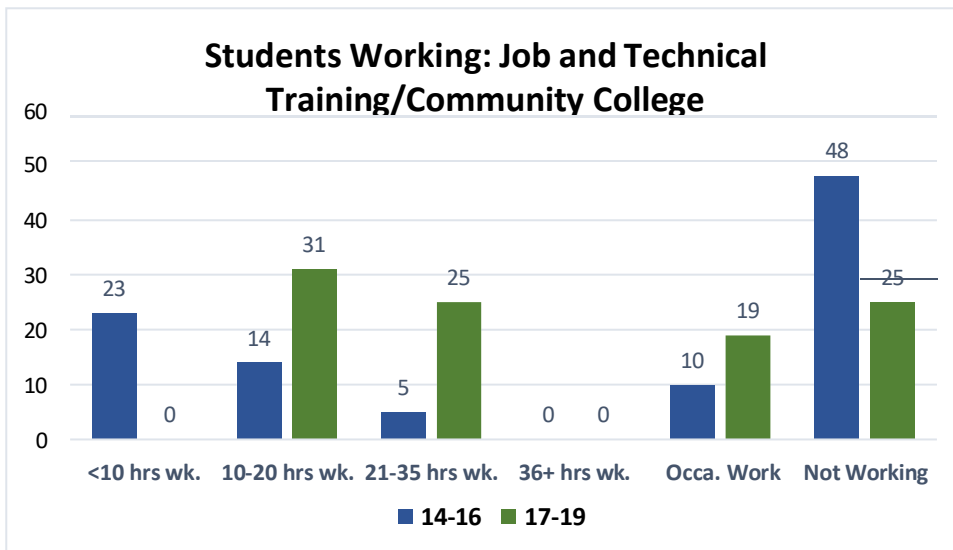


Substantially more than half of those Actively Seeking new employment and those who are Underemployed but would consider a new job have additional skills and/or Professional certifications.

Those who are Not Employed but would consider returning also indicate having additional training beyond education among those responding to the survey.

More than 70% of those Disabled and 60% of Retirees have more Skills and/or Professional Certifications. Although Homemakers are not as high in the percentage of those with Certifications, there are still nearly 40% with additional training.

Students with Employment. As noted, about 15% of the student respondents indicated they planned to go directly to the workforce after graduation from high school. In addition, 14% plan to enter the workforce after Technical Training/Community College.



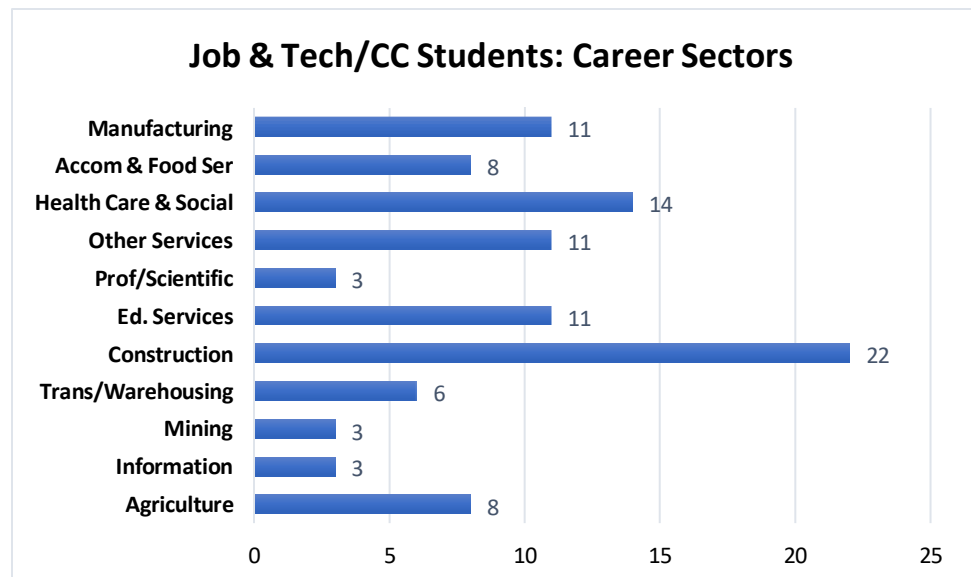
While still in high school, a significant number of these students are already working at some level.

Students were asked about working for a business or farm (including family operation) on a regular basis from less than 10 hours a week up to more than 36 hours per week. They also had an option of Occasional Work for others such as mowing, childcare, and odd jobs.

Among those in the 14–16-year-old bracket, 52% are working at some level. Ten percent (10%) indicated they work Occasionally, but nearly a quarter (23%) work Less than 10 hours per week at a business or farm. Nineteen percent (19%) work from 10 to 35 hours a week. For those 17-19 years old, 75% are working at some level. More than 30% work from 10 to 20 hours a week and an additional 25% work up to 35 hours a week. About 20% work Occasionally.

Among these students planning to go directly to a Job after high school or to Technical Training/Community College and then to work, more than 20% are looking at a career in Construction. This is the largest sector by a significant margin.

Health Care & Social Assistance is the next largest group at 14% followed by Manufacturing and Educational Services at 11% each. Agriculture rounds out the top five of career sector picks.



Workplace Dynamics

Labor Rates

Top Benefits

Commuting Patterns

Current Skills & Training

Building Student Skills

Ft. Scott Community College

Labor Rates

Labor Rates Comparison. The economic rebound from the pandemic along with Bourbon County's generally already strong economy has put pressure on wage rates. Anecdotally in one-on-one interviews employers talked about their need to raise wages to attract and retain good employees. However, employers in the surrounding eight counties (as well as statewide and nationally) are facing the same issues. In addition, commuting patterns also noted Johnson County, KS and the Joplin MO MSA as competitive areas to which Bourbon County loses more workers than it attracts.

Looking at the surrounding eight counties average along with the two metro counties noted above, Bourbon County wages are, on average, just over 2% less. Compared to the Joplin MSA, Bourbon County is almost 6% less and it is substantially less than Johnson County. Note that a big driver in Johnson County is in Management jobs, which are 42% above Bourbon County.

Bourbon County Wage Rate Comparisons to Surrounding Counties and Competing Metro Areas					
SOC	Occupations	Bourbon County	8 Surround	Johnson County	Joplin MSA
11-0000	Management	\$38.98	\$37.46	\$55.63	\$40.57
13-0000	Business and Financial	\$30.51	\$31.75	\$38.54	\$32.36
15-0000	Computer and Mathematical	\$29.24	\$33.05	\$42.61	\$34.86
17-0000	Architecture and Engineering	\$31.26	\$35.40	\$40.46	\$35.40
19-0000	Life, Physical, and Social Science	\$29.64	\$31.55	\$36.08	\$31.77
21-0000	Community and Social Service	\$20.93	\$20.54	\$25.87	\$21.15
23-0000	Legal	\$45.06	\$39.44	\$45.66	\$40.96
25-0000	Educational Instruction and Library	\$19.03	\$20.78	\$26.09	\$23.33
27-0000	Arts, Design, Entertainment, Sports	\$19.91	\$21.97	\$26.88	\$23.37
29-0000	Healthcare Practitioners and Technical	\$37.43	\$34.53	\$40.52	\$38.16
31-0000	Healthcare Support	\$13.22	\$13.63	\$15.07	\$13.35
33-0000	Protective Service	\$19.06	\$21.39	\$22.15	\$19.04
35-0000	Food Preparation and Serving Related	\$10.27	\$11.19	\$13.31	\$12.26
37-0000	Building and Grounds Cleaning and Main.	\$14.60	\$14.65	\$16.45	\$14.36
39-0000	Personal Care and Service	\$14.56	\$14.72	\$15.00	\$14.57
41-0000	Sales and Related	\$17.99	\$17.59	\$26.04	\$18.32
43-0000	Office and Administrative Support	\$16.55	\$17.18	\$20.37	\$17.87
45-0000	Farming, Fishing, and Forestry Occupations	\$16.00	\$15.24	\$16.42	\$15.24
47-0000	Construction and Extraction Occupations	\$22.38	\$21.97	\$25.83	\$24.38
49-0000	Installation, Maintenance, and Repair	\$21.69	\$22.79	\$25.62	\$22.92
51-0000	Production Occupations	\$18.24	\$18.99	\$21.58	\$18.36
53-0000	Transportation and Material Moving	\$18.23	\$18.68	\$20.60	\$20.04
55-0000	Military-only occupations	\$18.54	\$20.63	\$18.54	\$21.48
	Average Wage	\$22.75	\$23.27	\$27.62	\$24.09
	Difference		2.30%	21.40%	5.90%

In the resident's survey, 90% of the employed respondents noted they currently commute from within 30 minutes commute or less. Consequently, the impact of wages in the surrounding counties should be considered. In the chart below, the Occupation wages in Bourbon and each of the eight surrounding counties are shown.

Bourbon County REDI noted that it had a specific interest in keeping and growing specific occupation areas to support existing firms and entrepreneurs as well as positioning for new companies that may consider the area. In comparing those occupations across counties, green denotes where Bourbon County has a higher wage level and those in red are where the county is lower.

In the key Production, Transportation and Installations & Maintenance areas, Bourbon County wages are lower than a number of surrounding counties. In Health Support, Bourbon County also faces challenges from several other counties, although for Healthcare Practitioners the county is higher.

Bourbon County Wage Rates Comparison to Surrounding Counties: Competitive Areas									
Occupations	Bourbon County	Allen County	Anderson County	Crawford County	Linn County	Neosho County	Barton County	Bates County	Vernon County
Management	\$38.98	\$38.41	\$37.50	\$39.44	\$39.85	\$37.62	\$31.42	\$37.83	\$36.20
Business and Financial	\$30.51	\$29.22	\$32.69	\$31.33	\$34.76	\$31.47	\$32.13	\$34.66	\$31.22
Computer and Mathematical	\$29.24	\$29.14	\$29.92	\$31.27	\$35.96	\$35.14	\$36.87	\$37.58	\$35.16
Architecture and Engineering	\$31.26	\$33.62	\$36.10	\$33.69	\$39.37	\$37.12	\$33.75	\$35.91	\$36.85
Life, Physical, Science	\$29.64	\$27.83	\$29.86	\$32.31	\$30.43	\$32.81	\$33.25	\$33.51	\$31.03
Community and Social Service	\$20.93	\$21.34	\$19.52	\$21.56	\$23.44	\$18.33	\$21.13	\$20.88	\$19.91
Legal	\$45.06	\$34.00	Insf.	\$35.46	Insf.	\$38.90	\$44.65	\$49.31	\$43.56
Educational and Library	\$19.03	\$18.60	\$18.73	\$20.39	\$22.94	\$19.12	\$18.20	\$21.73	\$26.86
Arts, Design, Entertainment,	\$19.91	\$20.86	\$21.97	\$20.79	\$24.72	\$21.61	\$25.09	\$25.95	\$23.01
Healthcare Practitioners	\$37.43	\$32.48	\$32.73	\$35.72	\$35.40	\$35.74	\$33.71	\$36.81	\$31.71
Healthcare Support	\$13.22	\$13.08	\$12.70	\$14.61	\$16.38	\$13.44	\$14.25	\$14.17	\$12.25
Protective Service	\$19.06	\$22.38	\$18.98	\$20.96	\$24.55	\$22.37	\$18.18	\$23.85	\$18.12
Food Preparation	\$10.27	\$10.56	\$10.37	\$11.07	\$12.04	\$10.59	\$11.68	\$12.44	\$11.58
Building and Grounds	\$14.60	\$13.79	\$15.02	\$14.55	\$17.82	\$14.42	\$14.29	\$15.62	\$14.02
Personal Care and Service	\$14.56	\$14.07	\$14.48	\$14.87	\$15.24	\$15.30	\$14.20	\$15.46	\$13.94
Sales and Related	\$17.99	\$16.26	\$18.18	\$16.88	\$18.82	\$17.50	\$18.58	\$18.85	\$18.22
Office and Administrative	\$16.55	\$16.30	\$17.67	\$17.21	\$18.63	\$17.09	\$17.03	\$19.32	\$16.22
Farming, Fishing	\$16.00	\$15.86	\$14.07	\$15.51	\$14.72	\$14.86	\$15.96	\$15.38	\$15.09
Construction	\$22.38	\$20.62	\$22.80	\$22.24	\$22.75	\$20.76	\$21.19	\$24.06	\$21.38
Installation, Maintenance,	\$21.69	\$21.67	\$21.66	\$23.25	\$26.56	\$24.45	\$20.41	\$23.85	\$20.36
Production	\$18.24	\$18.43	\$19.89	\$18.27	\$29.89	\$18.28	\$18.48	\$19.08	\$19.46
Transportation Mater. Moving	\$18.23	\$17.87	\$20.11	\$18.60	\$21.19	\$18.28	\$18.35	\$20.72	\$17.89
Military-only	\$18.54	\$18.54	\$18.54	\$18.54	\$18.54	\$18.54	\$21.46	\$23.76	\$21.31
Average Wage	\$22.75	\$21.95	\$21.98	\$22.98	\$24.73	\$23.21	\$23.23	\$25.25	\$23.28

Wage Impact on Talent Availability. Noting that the above data is for the broad, two-digit Standard Occupation Codes, Bourbon County REDI requested a closer look at six high-demand, specific job titles. These titles are Registered Nurse, Healthcare Support (which covers a number of assistant type position in nursing, dentistry, therapies, and physician assistants); Industrial Maintenance Mechanic; Printing Press Operators, Electric & Electronic Engineering Technicians, and General Operations Manager.

The Median wage, which is half-way between the lowest and highest pay, Bourbon County, the 8 Surrounding Counties and the two metro areas of Johnson County and Joplin are shown in the chart on right.

Median Wages Comparison for Specific High-Demand Occupations						
Occupation Title	Bourbon County	8 Surrnd.	Johnson County	Joplin MSA	All Average	% Dif. BC & All
Registered Nurse	27.04	28.86	33.58	29.95	29.86	10.40
Healthcare Support	12.35	13.21	17.86	13.11	14.13	14.4
Indus Maintenance Mechanic	26.21	26.41	25.96	28.60	26.80	2.3
Printing Press Operator	16.15	17.63	20.03	17.19	17.75	10
Elec & Electronic Eng. Technicians	27.17	27.08	30.48	20.51	26.31	-3
General and Operations Man.	30.45	30.93	42.22	33.17	34.19	9.8
	23.23	24.02	28.36	23.76		7.32

Along with the specific median wages, the average of ALL of the wages is shown. This is followed by the percent Difference between the Bourbon County Wage and the All Average. In five of the six occupations, Bourbon County is lower by 9,8% to 14.4%. For the Electric and Electronic Engineering Technicians, the All Average is 3% lower than Bourbon County. The average difference across all six occupations is 7.3%.

EMSI/Lightcast has developed data showing how many people are available for a specific occupation based on the wage offered. The system indicates those with a specific skill set, as well as those with similar skills and people with general skills. Only those with the specific skills sets were included in the following comparison. For each of the six occupations, the number of those available for the current wage in Bourbon County was compared to a wage 7.5% higher. The 7.5% is rounded from the 7.32% above and is also the center point of a 5% - 10% wage increase. In addition, the All Average was also

Increase in Workforce by Occupations with Wage Increase				
Occupation Title	Current Wage	7.5% Inc	All Avg	Increase at 7.5%
Registered Nurse	103	124	131	20.40%
Healthcare Support	599	680	713	11.90%
Indus Maintenance Mechanic	126	135	129	7%
Printing Press Operator	186	248	272	33%
Elec & Electronic Eng. Technicians	4	6	3	50%
General and Operations Man.	117	129	137	10.30%

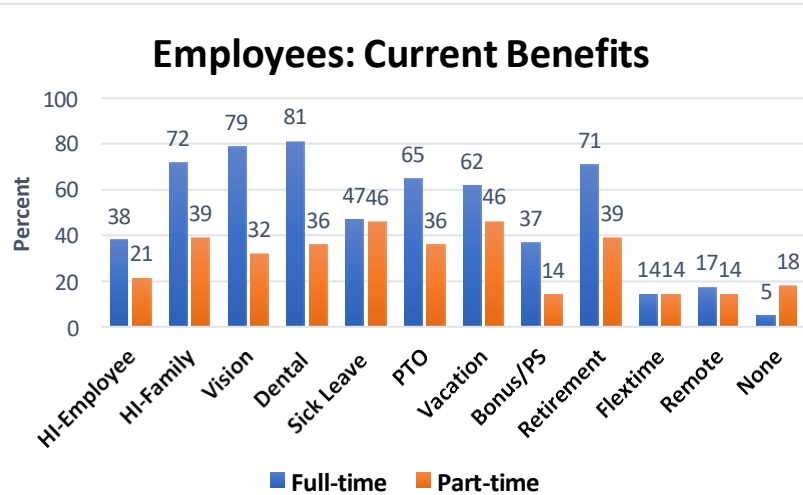
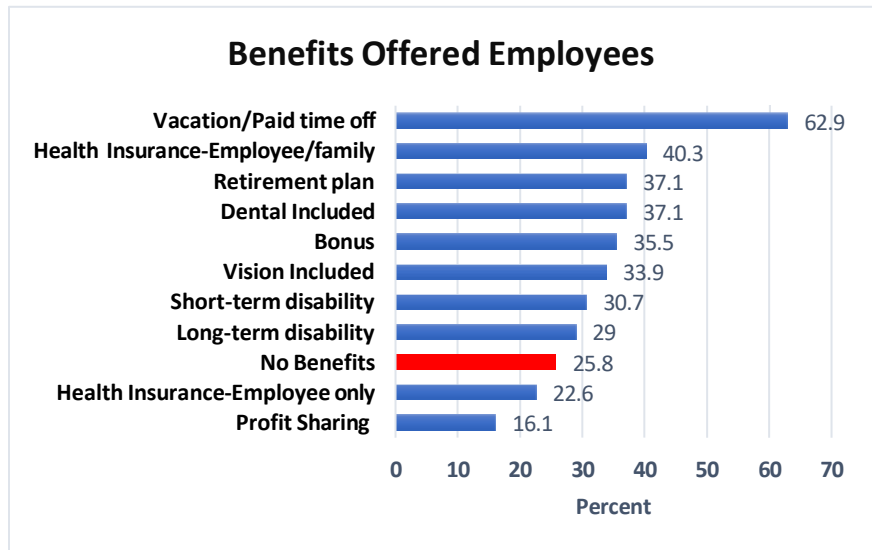
compared. With a 7.5% increase, the available workforce increased 7% to 50% depending on occupation.

Top Benefits

After pay, benefits are the second major driver for obtaining a new job or staying at a current job. Companies were asked about the benefits they offered their employees. They were asked to check all that applied. Just over sixty percent indicate Vacation/Paid Time Off as the top benefit offering

Health Insurance also has more than 60% of responses with Employee only and Family combined. About two-thirds of those offer Employee/Family benefits as well.

More than 25% of respondents do not offer any benefits. Those sectors not offering any benefits included: Agriculture-100%; Accommodation & Food Service-60%; Retail Trade-50%; Real Estate-50%; Construction-33%; Other Services-21% and Manufacturing-20%.



Those employed were asked which benefits they currently received. Five percent (5%) of full-time and 18% of part-time workers have no benefits.

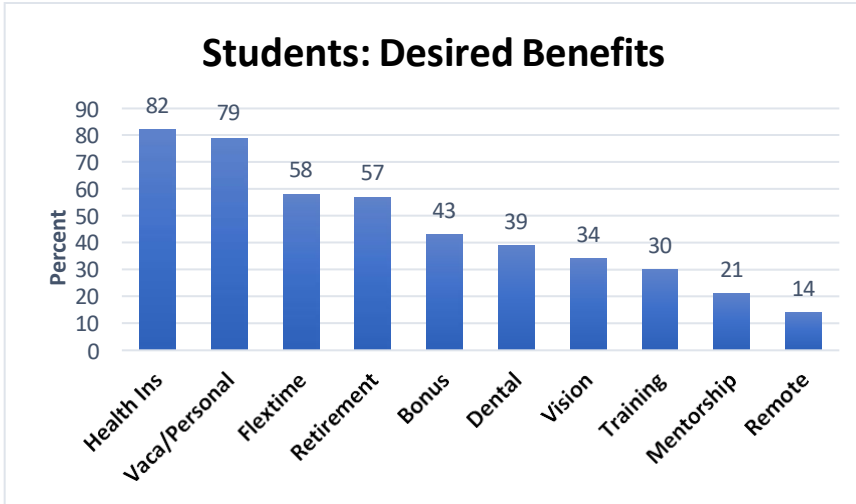
Health Insurance and Paid Time off along with Vacation were top benefits of full-time workers, although a number of part-time workers also noted receiving those benefits. Just over 70% of full-time workers reported getting some form of retirement benefits. While flextime

and remote work have been widely discussed during and post-pandemic, only about 14% of full and part-time employees receive those benefits.

For students, health insurance is a top benefit expectation along with vacation/personal time. Nearly

60% would like to have flextime with a similar number considering retirement.

Thirty percent (30%) noted ongoing training and 21% indicated mentorship as key benefits.



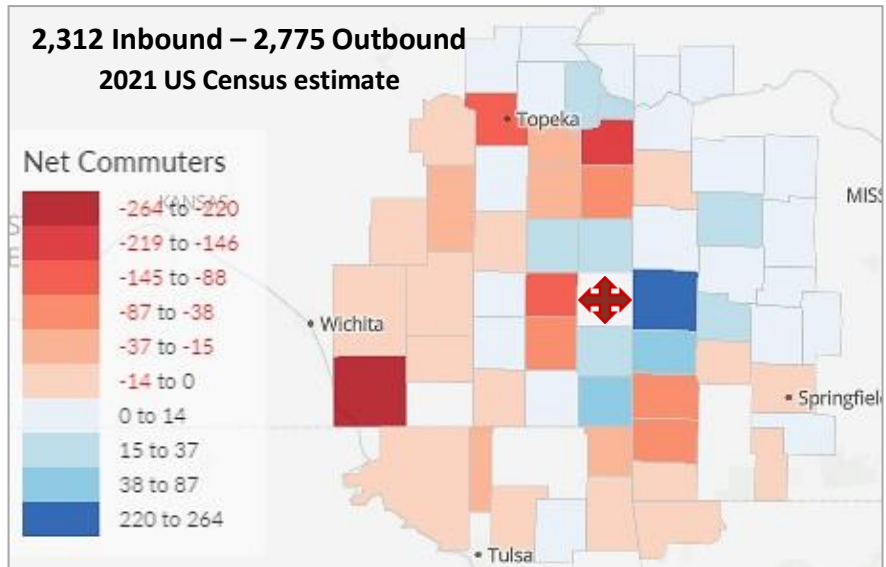
Commuting Patterns

Bourbon County's location at the crossroads of U.S. highway 69 (N/S) and 54 (E/W) have helped give companies in the area an advantage in drawing a workforce from surrounding counties as well as farther away. That transportation system also works the other way; allowing county residents to find employment in other locations.

The U.S. Census Bureau estimates that in 2021, more than 2,300 commuted IN to Bourbon County, helping to fill the more than 6,200 job position there. However, more than 2,700 county residents went OUT to jobs in other locations.

In terms of net commute, adjoining Vernon County, MO is the largest "donor" of employees to Bourbon County, with a net 220 people.

Looking at the immediate eight surrounding counties (see chart below), the largest number of commutes is with Crawford County, KS, with 495 residents going to that county and 524 people coming from that county. Bourbon County is a "donor" to two of the eight counties: Allen and Neosho. Overall, Bourbon County draws a net 172 people from the surrounding eight counties. The surrounding eight counties account for 58% of the inbound commute and 42% of the outbound commute.



Net Commuting: Surrounding Counties and Closest Metros			
County	Inbound Commute	Outbound Commute	Net Commute
Vernon County, MO	387	168	220
Crawford County, KS	524	495	29
Barton County, MO	56	13	43
Linn County, KS	152	124	28
Anderson County, KS	32	12	20
Bates County, MO	52	43	9
Allen County, KS	97	208	(111)
Neosho County, KS	49	114	(65)
	1,349	1,177	172
Johnson County, KS	170	315	(146)
Jasper County, MO	43	104	(61)
Newton County, MO	5	49	(44)
	218	468	(250)

Within a one-hour drive of Bourbon County are two metro areas. In the Kansas City metro area, Johnson County, KS is a significant draw with more than 300 residents working there. This is offset by 170 Johnson County residents commuting to Bourbon County.

The two-county (Jasper-Newton), Joplin, MO MSA also draws a good number of Bourbon County residents. While the 153 traveling to Joplin is about half of that going to Johnson County, there is not a significant number going the other way. The net loss to the Joplin MSA is 105 residents.

Commuting Time

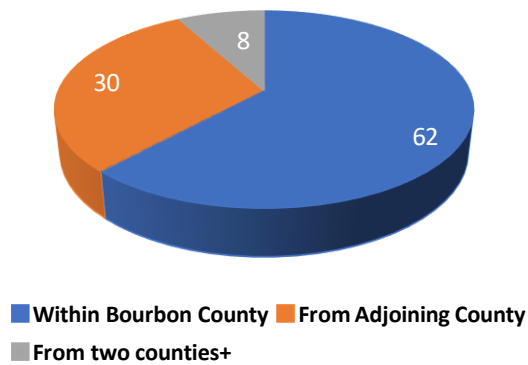
The mean commute time for those living in Bourbon County is just over 19 minutes. Given the major highway transportation system and a good network of county highways, this time allows for easy commute with the county or to adjoining counties, depending on residence location.

Avg Commute Time

19.3 min.

US Census 2020

Employers: Employee Commute Area



Employers responding to the survey indicated that just over 60% of their workforce commutes from within Bourbon County. An additional 30% comes from the surrounding counties.

Employers noted the top two counties for inbound workforce were Crawford County, KS and Vernon County, MO. This anecdotal input is reflected in the government data above.

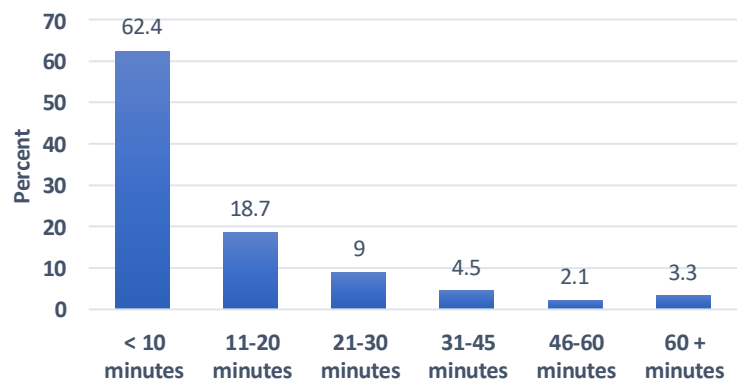
This is a fairly localized labor shed area.

Those employed living in the county were more localized in their commute time. More than 62% indicated they had a commute of 10 minutes or less. An additional nearly 19% commute 11 to 20 minutes. Overall, 80% of respondents commute 20 minutes or less and 90% of respondents commute 30 minutes or less.

That 30-minute commute time generally fits commuting within Bourbon County

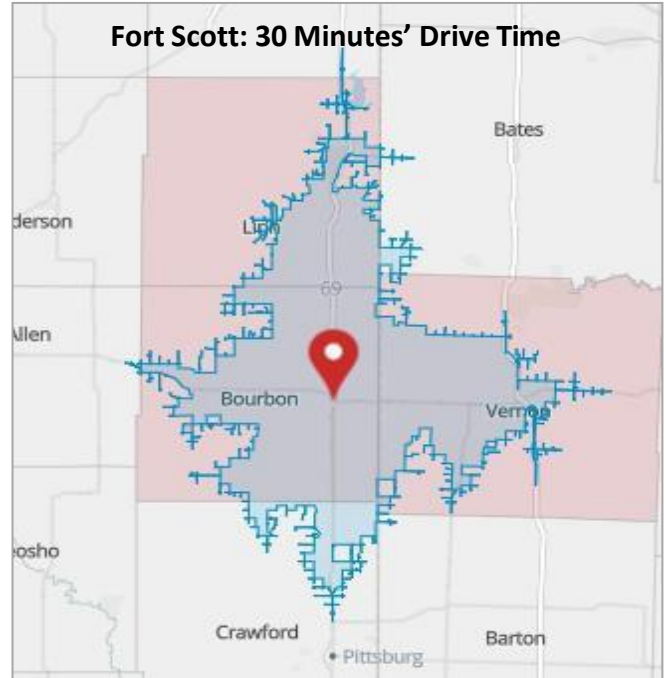
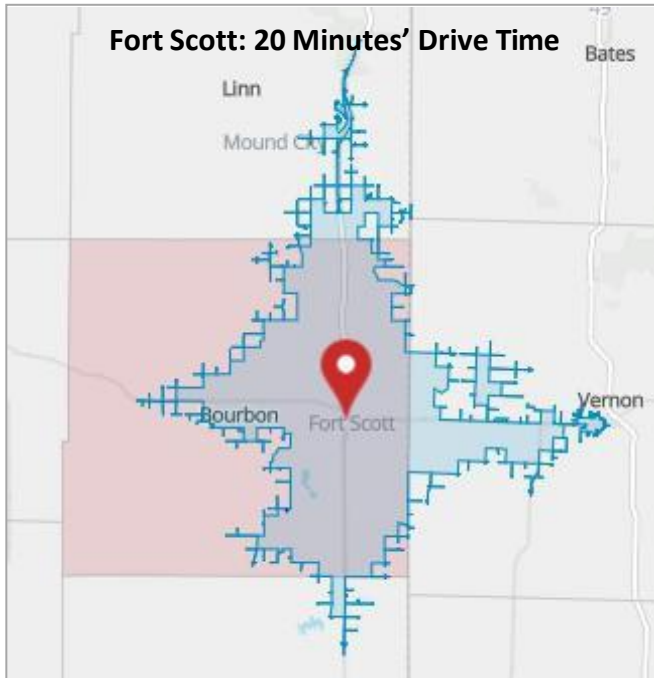
and to adjoining counties depending on residence location. For example, Nevada in Vernon County and the north side of Pittsburg in Crawford County are in a 30-minute commute time from Fort Scott. Likewise, the same 30 minutes or less is applicable to those in adjoining counties commuting into Bourbon County. Overall, the commute time of those commuting generally corresponds to the Employers views of from where their workforce comes.

Employed: Current Commute Times

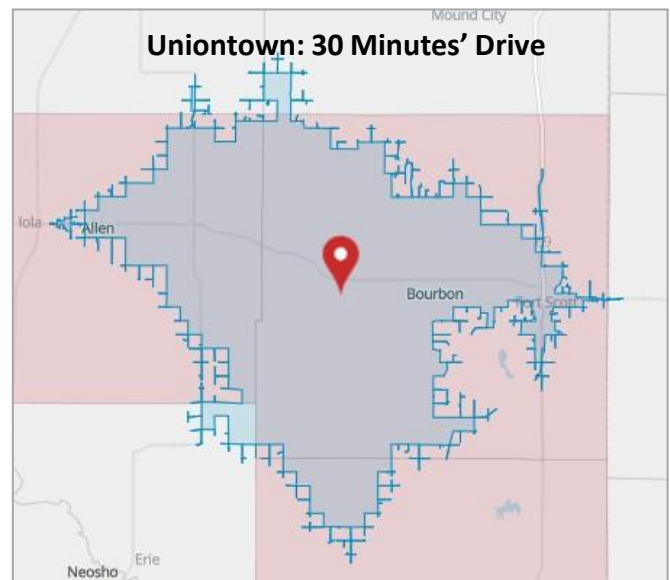
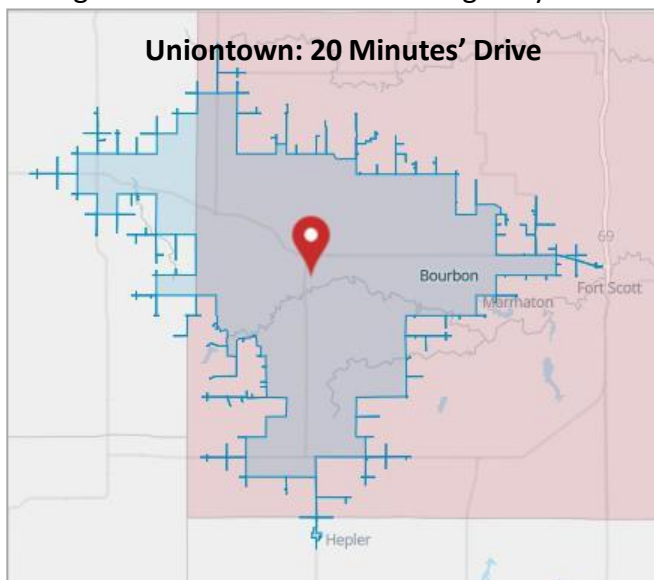


Drive time maps. A better visualization of where people commute from and to in drive time mapping. The below maps, generated through EMSI/Lightcast, indicate 20- and 30-minute commute times from Fort Scott and Uniontown.

Fort Scott's position at the crossing of U.S. highways 69 and 54 provides a good reach into adjacent counties, even at the 20-minute commute. However, since highway 69 is four-lane, and has a higher speed limit north, the commuting pattern has a definite north-south bias. Once four-laning of 69 is completed to the south, it will improve the drive-time to Pittsburg.



Uniontown is just east of U.S. highway 54 on the west side of Bourbon County. It is also served by Kansas state highway 3, which goes south only. The drive-time commute pattern is more east-west, with greater access south due to highway 3.



Commute Time and Increased Pay

As noted in the Labor Availability section, those actively seeking a new job and those who would consider a new job are primarily driven by better pay. The opportunities for better benefits, flextime or even remote work cannot be discounted as motivators for new employment even if pay is a key driver.

In the survey, those employed were asked how much farther they would commute or how much of an increase in pay, all other factors being equal. The framing of the question was not contingent on how far that person already commutes; it asks “how much farther” than they currently commute. Residents were asked how much farther they would commute in increments starting with NO Farther up to more than 60 minutes. The options for pay increases ranged from Less than 5% up to 20%.

It should be pointed out that the timing of the survey was during a period of increasing fuel prices and overall inflationary impact on all costs. A survey during a time of lower prices could well indicate a greater willingness to commute farther distances.

The below chart assessed the additional commuting times compared to pay increases in five areas. All areas included those working full and part time since there was negligible difference between the two groups in willingness to commute. All levels also included those residing in Bourbon County as well as those commuting in for employment. In the chart, NO Farther and Less than 5 minutes were combined.

The first area included All of those working. The second and third areas were based on respondents’ current commuting times. As the overall median commute time for Bourbon County is 19.3 minutes, commuting times of 20 minutes or less and 21 minutes or more were used, reflecting an approximation either side of the median commute time.

Finally, two current wage groups were assessed. The first included those making up to \$12.99 an hour. The second included those making from \$17.50 to \$21.99 an hour. These cover three wage brackets for respondents that include and are on either side of the Bourbon County average wage of \$19.71 per hour.

Since the 20 minutes current commute time encompasses 80% of the overall respondents above, that 80% limit was used as a point to determine the level of pay increase it would take to again get 80% of the market and how much farther people would commute based on that pay. The percentages of movement in each category do not add up to exactly 80%, so the number closest to the 80% mark is used to consider the increase in distance people will travel. NOTE no respondents indicated commuting more than 45 minutes of additional time.

For example, as the chart below indicates, for ALL of those working, 75.7% will only commute an additional less than five minutes for a pay increase of less than 5%. Functionally, that is closest to the 80% of market threshold. There is an additional nearly 12% out to ten minutes, indicating 87% of the available market will only commute ten minutes or less for a less than 5% pay increase.

However, at the payrate of \$17.50+, there is a similar 75.8% of market in the lowest time but expanding commute to 10 minutes brings in 83.4% of the market, which is closest to the 80% threshold. An additional 6% are willing to commute up to 20 minutes. With a less than 5% pay increase, 90% of the market is available for an additional up to 20 minutes, but the vast majority will only drive 10 minutes.

Percent of Market Commute Time Increase by Incremental Pay Increase									
Categories	% Pay Increase	NF<5 min	5-10 min	11-20 min		21-30 min	31-45 min	Closest to 80%	Percent Added >NF
All Working	< 5%	75.7	11.7	5.4		4.1	1.3	75.7	0
	5%-10%	56.5	16.6	12.3		8.1	3.25	85.4	28.9
	11%-15%	41.1	17.6	17.5		13.6	4.9	76.2	35.1
	16%-20%	23.9	11.9	20.4		21	12.3	77.2	53.3
Current Commute <20 min	<5%	74	12.3	5.9		5.1	1.2	74	0
	5%-10%	54.5	16.7	12.6		9.80	3.3	83.8	29.3
	11%-15%	38.6	16.7	17.9		15.5	5.7	73.2	34.6
	16%-20%	21	10.9	20.7		23.5	14.6	76.1	55.1
Current Commute 21 min+	<5%	82.5	9.5	3.2		0	1.6	82.5	0
	5%-10%	64.5	16.1	11.3		1.6	3.2	80.6	16.1
	11%-15%	38.4	21	16.1		6.5	1.6	82	43.6
	16%-20%	35.5	16.1	19.4		11.3	3.2	82.3	46.8
Pay Rate <\$10.50-\$12.99	<5%	53.2	31.3	9.4		3.1	0	84.5	31.3
	5%-10%	33.4	26.7	23.3		10	0	83.4	50
	11%-15%	19.4	19.4	32.3		12.9	3.2	84	64.5
	16%-20%	13.8	17.2	17.2		20.7	17.2	86.1	72.3
Pay Rate: \$17.50-\$21.99	<5%	75.8	7.6	6		7.6	1.5	83.4	7.6
	5%-10%	43.9	24.2	13.6		7.6	9.1	81.7	37.8
	11%-15%	34.8	19.7	21.2		9.1	9.1	84.8	40.9
	16%-20%	12.1	18.2	22.7		21.2	13.6	74.2	62.1

Overall, the results indicate that most people are willing to add commute time for pay increases of 5% or greater. In general, 80% of the market is available in an additional commute of up to 20 minutes for a 5% to 10% pay increase. However, an 11% -15% pay increase expands the willingness of people to drive up to 30 minutes farther

Current Skills and Training

Skills Ratings. As noted in a preceding section, Employers surveyed give high marks to the overall skills and training of their current workforce.

On a one to five, low to high, scale employers gave their current workforce nearly a four. Employers' view of their new hires overall skills quality was not as high, coming out at an average score of 3.

Breaking down skillsets, employers ranked Soft skills and Advanced skills well above average, although not quite as high as Basic skills. Soft skills are defined as interpersonal skills, including attendance, attitude, problem solving and teamwork. Advanced skills are those that are more occupation specific and require some form of advanced skills training and/or education.



Basic skills such as reading, math and basic computer skills ranked just above the other skill sets for the current workforce. Employers gave the highest marks where advanced skills are required.

Across the board, new hires ranked lower on skills. The lowest was on Advanced skills. In general, employers consider new hire skillsets average.

By specific business size, new hires were generally ranked lower than current employees in overall skills and training.

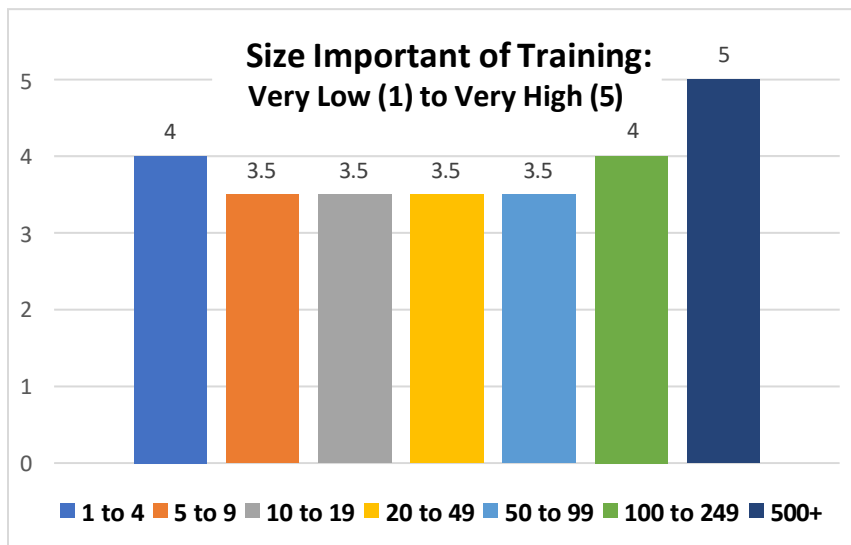
In the 100 – 249 size category, New Hires and Existing Workforce were both given an average 3 rating.



By sector, new hires generally were rated lower than those in the Existing Workforce. However, in Real Estate New hires were given a higher rating than those in the Existing workforce. In Utilities and in Education Services the rating between new hires and existing workers were identical.



The Importance of Training. Training is an important consideration for employers in Bourbon County. On a 1 to 5 scale, with 1 giving Very Low importance and 5 as Very Important to training, the overall rating was a 3.8 out of 5 rating.



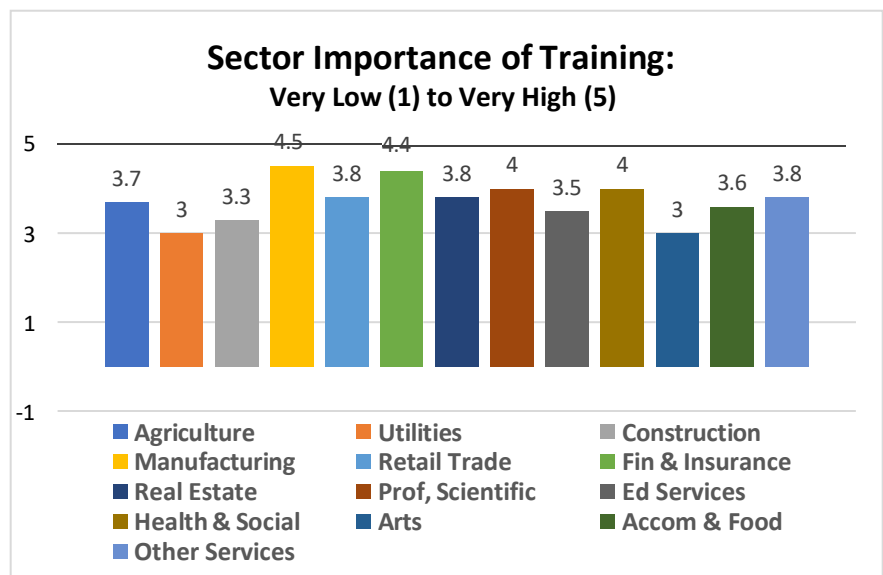
By Size of companies responding to the survey, the smallest (1-4 employees) and largest (100 to 500+) give the highest rating to the importance of training.

The other size categories of firms all rate higher than average at 3.5.

By Sector of firms, Manufacturing gives the highest rating to the importance of training at 4.5 out of 5, followed by Finance & Insurance at 4.4.

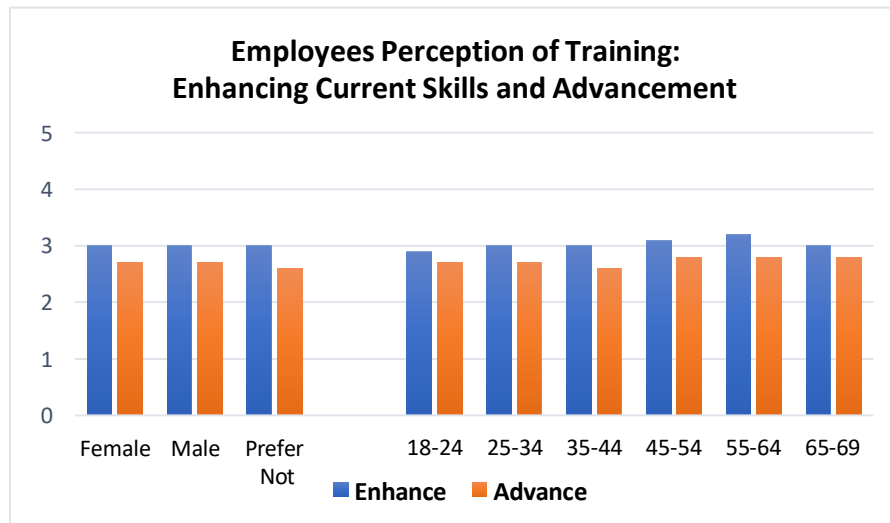
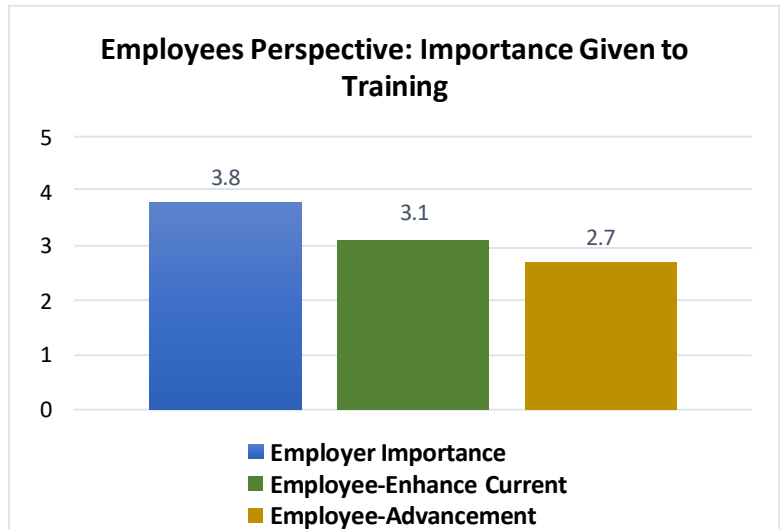
Professional & Scientific organizations and Healthcare & Social Assistance organizations both rated the importance of training as a 4.

A rating of 3 “important” was noted by Utilities and Arts companies.



While responding companies rate training and skills development highly, feedback from employees indicates some gap in their perception of how important training is to their respective companies.

Employees were asked to rate the importance of training and skills development at their company two ways: training to Enhance Current Job performance and training to gain new skills for Advancement. In general, the employees gave “Average” marks to the two areas with a 3.1 for Enhancing skills to improve the current job performance and a 2.7 to training oriented to Advancing to another job.

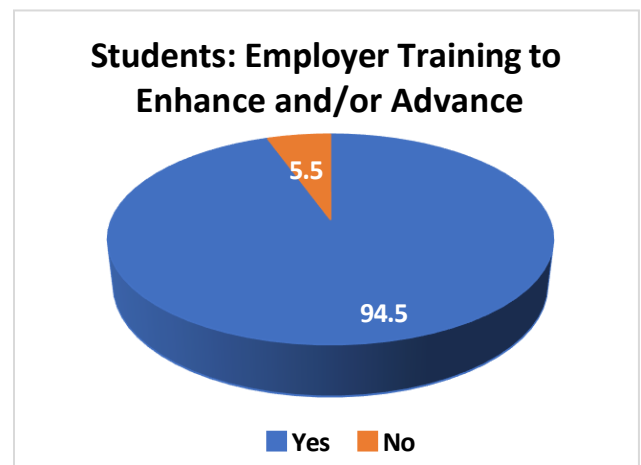


The breakdown of employee responses reaffirms that they consider Enhancement of current skills to be of more importance to their companies than training for Advancement. This is true by gender and age group.

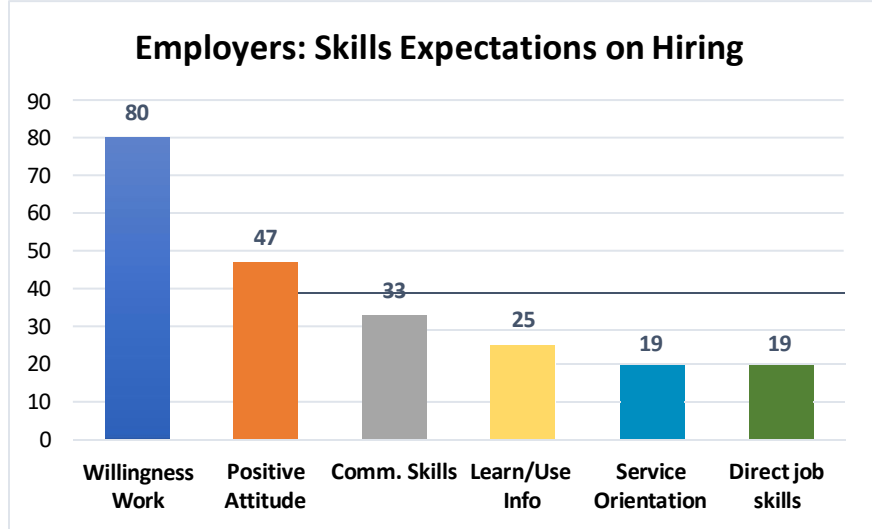
By gender, including those who preferred not to answer, the results are nearly identical on both the Enhancing and

Advancement with Enhancing given an average 3 rating and training for Advancement slightly less. By age groups, the 18–24-year-old group generally felt the least supported by training to either improve on their current skills or to advance, although the difference with others was minimal.

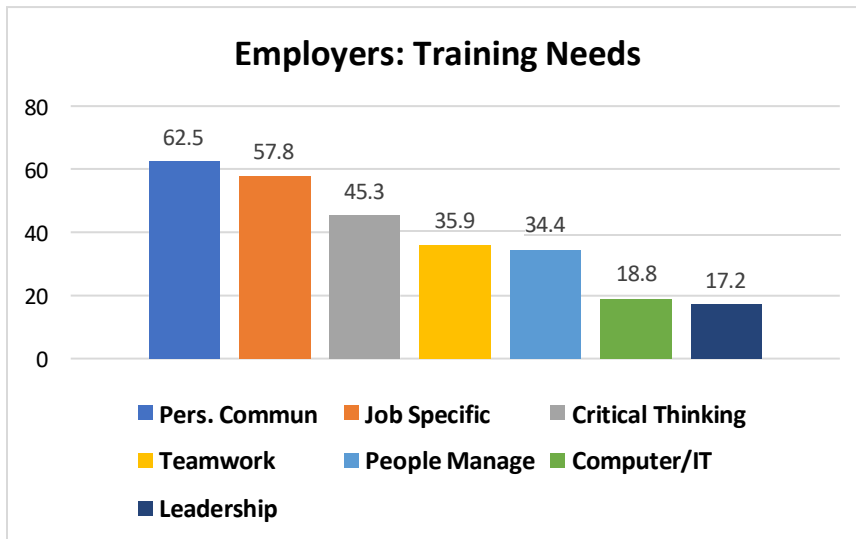
The need to provide more training and skills development for both the current job and for advancement for younger workers is reinforced by those preparing to enter the workforce in the future. High school students responding to the question “Would you want your future employer to give you more training / education so you can better do the job and/or advance to new jobs in the company?” overwhelmingly responded “Yes.”



Company Training: In one-on-one company interviews, most indicated they are willing to, and do, train employees as long as they have basic skills. On the survey, companies were asked to select the “top three” most important skills their new hires should have to obtain and to maintain employment. By a large margin, Willingness / commitment to work was number one. This was followed by Positive attitude. Communication skills and Ability to Learn / Use information along with a Service orientation and having good skills for the specific job.



Respondents were asked what “top three” skills training they believe are most important to provide to their employees, new and long-time.



Overall, firms noted the Personal Communication training and Enhance the Job specific skills as the top two areas.

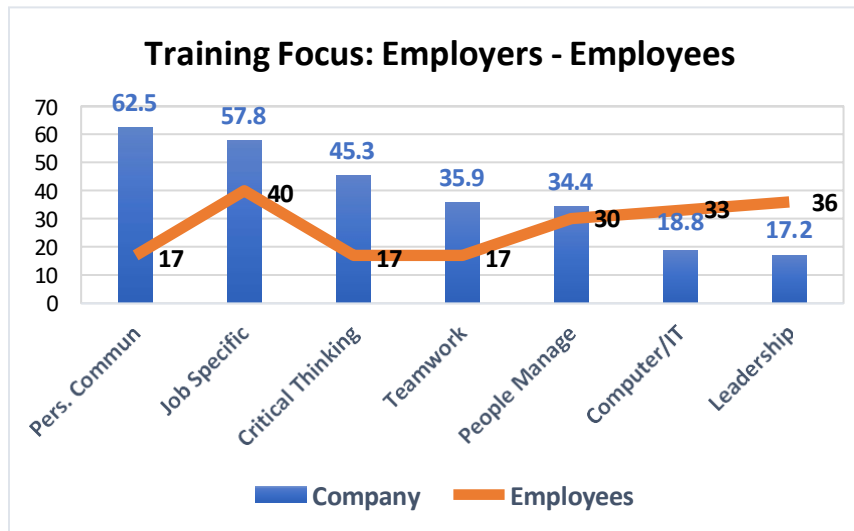
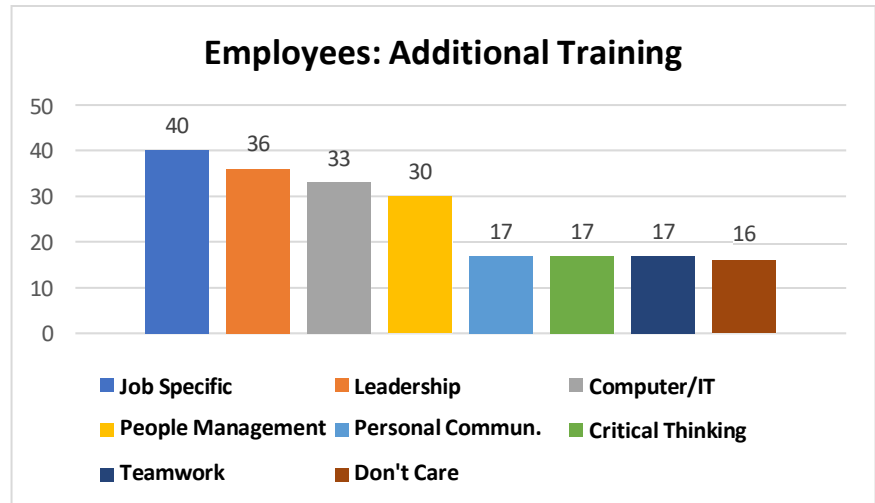
These are followed by training in Critical Thinking and Teamwork.

People management, Computer/IT and Leadership round out the top training employers indicate they believe are important to provide to their employees.

From the perspective of those employed, having training that is Job specific is the top consideration with 40% of respondents indicating they would like to have more. Close to that, they indicate they would like more Leadership, Computer/IT and People management training.

Equal in consideration are Personal communication, Critical thinking, and Teamwork training.

Sixteen percent (16%) of respondents Don't Care to have any additional training.



Comparing what employers and employees consider to be important training shows some areas of mismatch.

First, in areas where there is a good match, Job Specific skills training rates highly for both employees and employers. There is a close correlation for People management training.

The greatest mismatch is on Personal communications, where

far more employers indicate it is important training, compared to their employees. Other big mismatches between employer focus and employee interest are Critical thinking and Teamwork. On the other hand, employees indicate Computer/IT and Leadership training are of greater importance than the emphasis by employers.

Training Delivery. In terms of training delivery companies were asked to note all sources they use. In-house, staff led training by far the largest response with 95% of respondents noting that form of training.

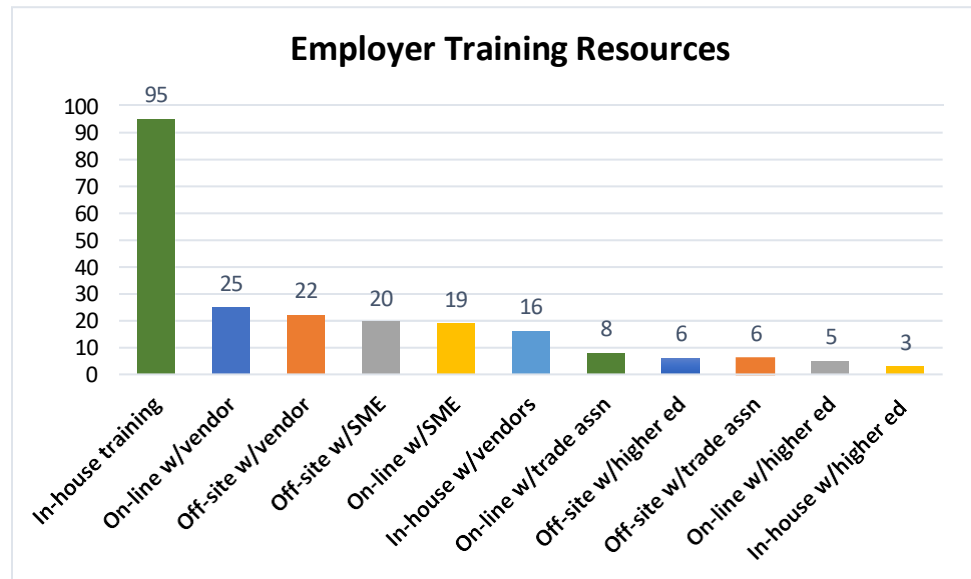
This was followed by On-line training with Vendors and then Off-site training with Vendors. Off-site with Subject Matter Experts (SME) and on-line with SMEs round out the top five training resources used by companies overall.

In-house, staff-led training was the top for all business sectors. In-house with Vendors was second with Construction, Manufacturing, Retail, Finance & Insurance, and Educational Services.

By size, firms also rely on In-house, staff led training across the board. In-housing training using Vendors was second, noting that companies of 50-99 and 500+ only use In-house, staff-led training.

On-line with Vendors and In-house with Higher Education were third, depending on size of firm.

Overall, use of higher education (which includes community colleges, universities, and trade schools) only comprise 14% of training resources. This 14% is the total of In-house, Off-site, and On-line use.



Increasing Student Skills

Students were asked what types of additional classes they believed would be of benefit. NOTE: Students were given the option to check all that were of interest to them.

Only half indicated they were interested in classes that would help them succeed in a four-year institution. Potential jobs in Health Careers, Construction,

Manufacturing and Trucking & Logistics were briefly described to help student considerations. These were:

- Health careers (such as nursing, CNA, EMT, medical assistant, etc.)
- Construction & Building careers (such as welding, heating & air, electrical, etc.)
- Manufacturing careers (welding, machine operations, machine programming, electronics, etc.)
- Trucking and Heavy Equipment careers (equipment operators, truck drivers, logistics management, etc.)

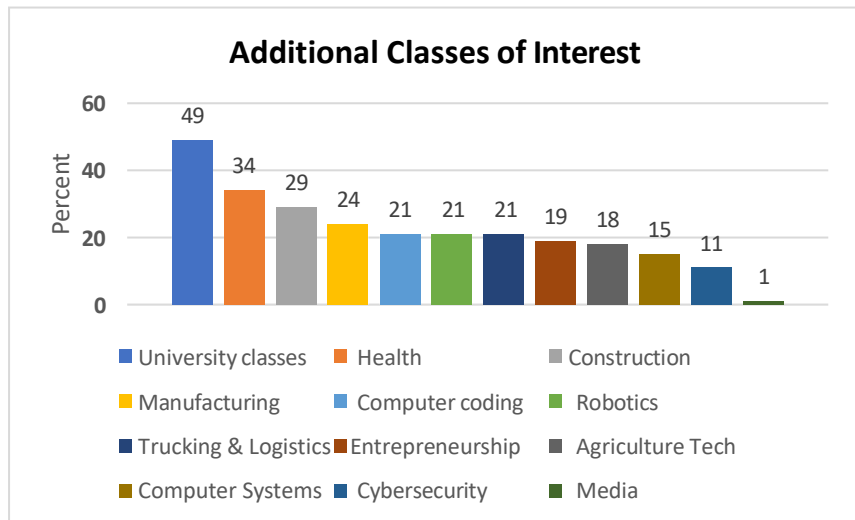
Nearly half (49%) of those responding indicated taking additional courses for a four-year university. This was followed by Health Career, Construction and Manufacturing. Computer Coding, Robotics and Trucking & Logistics all had a 21% response. A few students mentioned career options that could be put together in a broader category of Media Production, which was a 1% response.

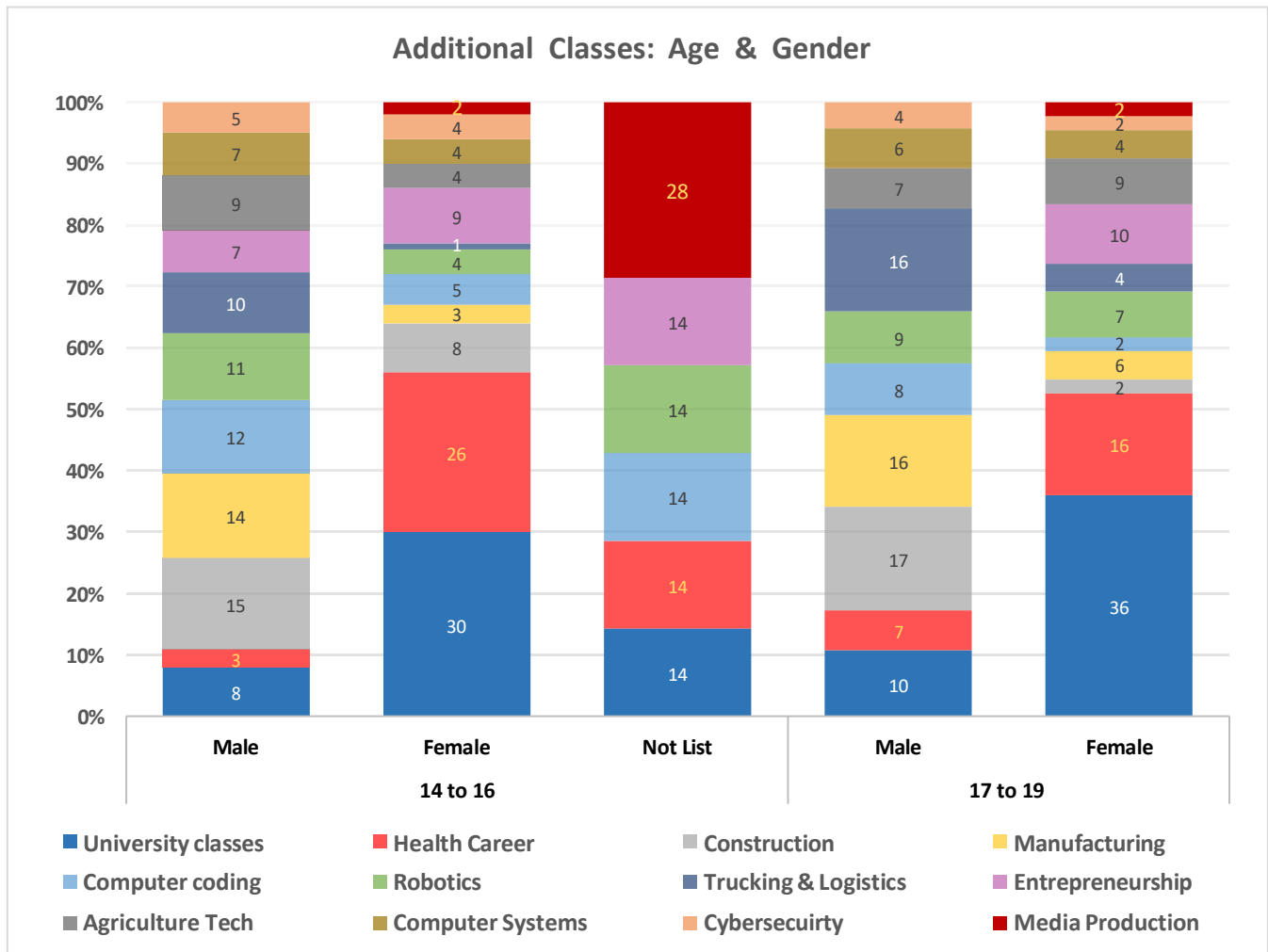
In a more specific breakout of response, on next page, females are significantly more focused on four-year university classes than males. They also have a greater interest in classes related to healthcare careers.

Males in both age categories noted some interest in healthcare, although it was less pronounced in the younger age category.

Males in both age categories expressed the strongest interest in Construction and Manufacturing, with Construction slightly higher. For older males there was also a strong interest in Trucking & Logistics, tied with manufacturing. The interest in Trucking was less for the younger males, coming in fifth behind Computer Coding and Robotics.

Overall, males were more likely to be interested in computer and robotic technology than females and the younger age group was more likely to have that interest overall than the older students. Computer coding, Robotics, Computer Systems and Cybersecurity combined had 35% of responses for males in the 14-16 age category compared to 27% for older males. For females, there was a 17% and 15% response, respectively.





Those Not Listing gender in the 14-16 age group had responses in six areas, the strongest in Media Production skills. There were only two Not Listing in the age 17-19 age category so that is not show in the bar chart. There was one response for Healthcare Careers and one for Entrepreneurship.

Regarding Entrepreneurship, in the age 17-10 category females had a 10% response, third highest after university and healthcare careers. However, there was no interest among the males in the age category. In the early age category, there was a good interest among both males and females, although slightly higher for females. Entrepreneurship is also of interest among students who preferred not to list their gender.

Ft. Scott Community College: Education & Training

Fort Scott Community College has served Bourbon County and the surrounding area for more than 100 years. With an enrollment of approximately 2,000 students each year, the college plays a key role in providing on-going education as well as direct occupational training for the community.

The college provides more than thirty-five areas of study (see below), with fifty classes with credits accepted by four-year institutions in Kansas.

Student and Business Views. Ft. Scott Community College is a post-secondary institution of choice for county students seeking to continue their education. On the student survey, more than half of the students noted FSCC as a consideration for attendance, making it the top pick. As with many community colleges, FSCC is also a resource for those already in the workforce seeking to upgrade their current skills or to gain skills for a new occupation.

In the business survey, two-thirds of respondents indicated hiring from Ft. Scott Community College, again making it the top pick among post-secondary institutions in the region. However, only 14% of responding businesses noted using any community colleges, trade schools and/or universities for on-going staff training. Although this hiring vs. existing workforce training gap is not limited to FSCC, it does point out an area where the college and businesses could deepen collaboration.

Ft. Scott Community College Study Areas (www.fortscott.edu)			
Agriculture	Education – Elementary	History	Physics
Art	Education – Secondary	Home Health Aide	Political Science
Biological Sciences	Emergency Medical Technician (EMT)	John Deere Tech	Psychology
Business	Engineering	Mathematics	Sociology
Certified Medication Aide (CMA)	English	Manicuring	Speech
Chemistry	Environmental Water Technologies	Masonry	Theatre
Computer Science	Geriatric Certified Nurse Aide (CNA)	Music	Welding
Construction Trades	Farm and Ranch Management	Nursing	
Cosmetology	Harley-Davidson Motorcycle Tech	Phlebotomy	
Criminal Justice	Heating, Ventilation & Air Conditioning (HVAC)	Physical Education	

Training for the Future. As noted earlier in this report, the county has a number of growth occupations over the next decade. These are primarily in Health Care and Social Services, Manufacturing, Transportation & Logistics and Education. There is also a general business and management component that runs through all of the above. While small in numbers, Agriculture is also a key sector for Bourbon County.

Along with general education areas, FSCC has a good base for Health Care and Social Services, Education and Agriculture. Given the current demand in construction it has also developed a good base of training in that area.

FSCC's base of medical-related areas, developed when Bourbon County had its own hospital, can be a plus in attracting and supporting a new hospital for the county. Biological Sciences is an area that supports occupations in the health care sector but also aligns with Agriculture. As noted earlier, the county has clusters in Animal and Crop production.

However, the college has a very limited curriculum support for Manufacturing, although that is the largest employment sector in the county economy and projected to remain that way for the future. This is not necessarily an area that FSCC can address by itself. Only a small number of students responding to the survey indicated manufacturing as a choice. While FSCC can add additional training in manufacturing, it needs to be assured of a "pipeline" of students that will utilize the training and employers that will hire the students.

Noting the above, given the strong response on increasing automation, especially among manufacturers, FSCC could consider a training curriculum that includes basic manufacturing knowledge along with mechatronics and industrial maintenance. These skills are needed in most manufacturing operations.

In Transportation, there is a demand for CDL certified drivers, but this is an area that ebbs at times. Other institutions that once offered CDL training have reduced or ended those services due to the expense and low demand. However, business management and, especially, logistics management are areas where FSCC may have opportunities.

As noted above, companies use FSCC as a resource for hiring, but overall do not use post-secondary education institutions for on-going training of existing employees. Enhancing current offerings and adding additional training in some key areas, as pilot projects initially, may offer an opportunity for FSCC and companies to collaborate on customized training to improve current workforce skills.

Note also that community colleges are often coordinators, as well as training providers, for apprenticeship programs. Further developing apprenticeship programs supporting the key growth areas and occupations is an opportunity for FSCC.

Major Workforce Trends

Automation Impact

Flextime

Diversity & Inclusion

Impact of Automation and Training Needs

Impact on Occupations. The merging of machines and computer controls has been accelerating for a number of years. The pandemic quickened the pace of automation adoption in areas where it was not previously considered. The post-pandemic rebound has put pressure on the Bourbon County job market. Coupled with the demographics of an ageing and potentially smaller workforce, the adoption of automation is gaining ground in firms of all sizes.

EMSI/Lightcast developed a comparison of job skills required against the capability of machines to replicate those skills. The resulting Automation Index indicates the impact of automation on occupation, with a score of over 100 indicating those that may be at risk of being automated. The following chart shows the impact of automation at the two-digit occupation level.

Automation Impact on Occupation Sectors (100+ significant)			
SOC	Occupation	Automation Index	2021 Jobs
11-0000	Management Occupations	84.9	336
13-0000	Business and Financial Operations Occupations	89.5	249
15-0000	Computer and Mathematical Occupations	83.4	57
17-0000	Architecture and Engineering Occupations	87.0	52
19-0000	Life, Physical, and Social Science Occupations	84.7	31
21-0000	Community and Social Service Occupations	82.3	133
23-0000	Legal Occupations	84.0	22
25-0000	Educational Instruction and Library Occupations	85.9	542
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	89.6	85
29-0000	Healthcare Practitioners and Technical Occupations	88.3	325
31-0000	Healthcare Support Occupations	95.0	324
33-0000	Protective Service Occupations	98.7	96
35-0000	Food Preparation and Serving Related Occupations	125.5	473
37-0000	Building and Grounds Cleaning and Maintenance Occupations	122.4	198
39-0000	Personal Care and Service Occupations	96.4	147
41-0000	Sales and Related Occupations	95.0	577
43-0000	Office and Administrative Support Occupations	98.1	851
45-0000	Farming, Fishing, and Forestry Occupations	109.9	53
47-0000	Construction and Extraction Occupations	122.9	315
49-0000	Installation, Maintenance, and Repair Occupations	108.8	249
51-0000	Production Occupations	113.6	825
53-0000	Transportation and Material Moving Occupations	110.8	480
55-0000	Military-only occupations	N/A	26
			6,447

The impact of automation at the broad two-digit occupations indicates seven above 100. These seven sectors, noted in the chart above, are in key areas in the current Bourbon County economy including Production, Transportation, Construction and Farming. Also, Installation, Maintenance and Repair occupations, which cut across manufacturing, transportation, agriculture, and construction also have a high impact from automation. Together these seven sectors have 2,593 jobs or 40% of the 6,447 in 2021.

Looking more closely at specific occupations, the twenty most impacted occupations, shown below, are primarily in Construction (SOC 47) and Food Preparation (SOC 35). While automation could have a significant negative impact on those occupations, they are not large in numbers. The most, Fast Food and Counter Workers, has 130 people employed in Q2, 2022. This is followed by Waiters and Waitresses at 87 and Construction Laborers with 67.

Occupations with Highest Risk of Automation Impact			
SOC	Occupation	Automation Index	2022 Jobs
47-2170	Reinforcing Iron and Rebar Workers	137.2	<10
35-9020	Dishwashers	136.4	17
47-2140	Painters and Paperhangers	136.3	15
47-3010	Helpers, Construction Trades	134.5	<10
47-2020	Brick masons, Block masons, and Stonemasons	133.6	<10
47-2080	Drywall Installers, Ceiling Tile Installers, and Tapers	132.7	<10
47-2220	Structural Iron and Steel Workers	132.2	<10
47-2060	Construction Laborers	131.9	67
47-2130	Insulation Workers	131.5	<10
35-3020	Fast Food and Counter Workers	130.8	130
47-2180	Roofers	130.8	<10
35-9010	Dining Room and Cafeteria Attendants and Bartender Helpers	130.6	13
51-2040	Structural Metal Fabricators and Fitters	130.3	19
47-2160	Plasterers and Stucco Masons	130.1	<10
35-3030	Waiters and Waitresses	129.8	87
35-2020	Food Preparation Workers	129.1	27
47-2040	Carpet, Floor, and Tile Installers and Finishers	129.0	<10
37-3010	Grounds Maintenance Workers	128.6	51
47-2120	Glaziers	127.1	<10
47-2050	Cement Masons, Concrete Finishers, and Terrazzo Workers	126.7	11

Those occupations on which automation will have minimal impact are primarily in management and supervisor roles. Medical and Industrial Production managers as well as Education & Childcare Administrators (SOC 11) are in key occupation sectors for Bourbon County, reflecting medical, manufacturing, and education. Medical scientists are also low on automation impact as are Forest and Conservation technicians. Many of these occupations comprise fewer than ten people.

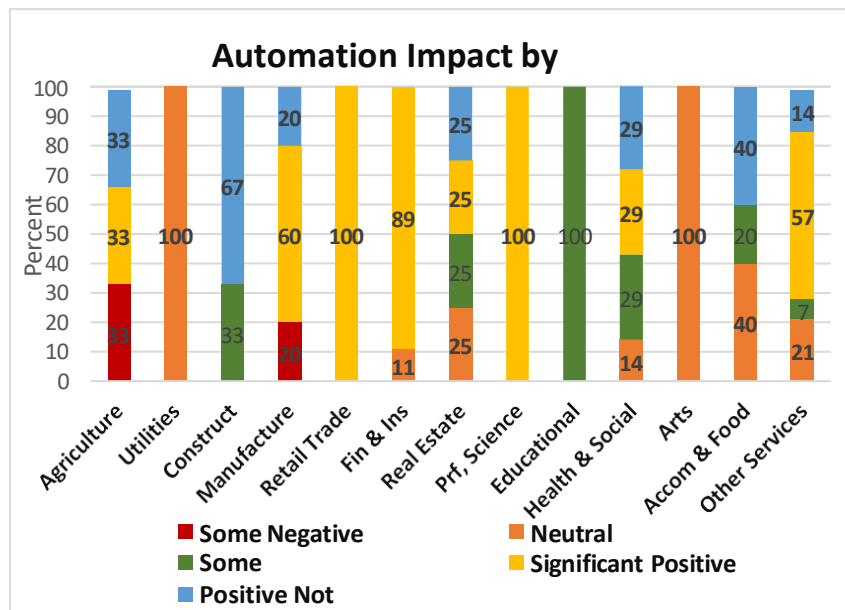
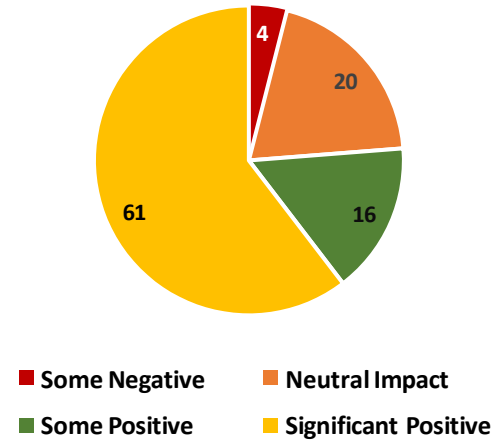
Occupations with Lowest Risk of Automation Impact			
SOC	Description	Automation Index	2022 Jobs
15-2010	Actuaries	75.0	<10
11-9110	Medical and Health Services Managers	75.2	19
21-2010	Clergy	75.3	14
19-4070	Forest and Conservation Technicians	75.5	<10
19-2040	Environmental Scientists and Geoscientists	76.0	<10
17-2080	Environmental Engineers	76.6	<10
11-9120	Natural Sciences Managers	76.8	<10
19-1030	Conservation Scientists and Foresters	77.8	<10
19-1040	Medical Scientists	78.3	<10
17-1010	Architects, Except Naval	78.5	<10
11-9130	Postmasters and Mail Superintendents	79.1	<10
33-1020	First-Line Supervisors of Firefighting and Prevention Workers	79.6	<10
11-9030	Education and Childcare Administrators	79.6	26
11-3020	Computer and Information Systems Managers	79.9	<10
11-9040	Architectural and Engineering Managers	80.7	<10
11-3050	Industrial Production Managers	80.9	13
11-3010	Administrative Services and Facilities Managers	81.0	<10
21-2090	Miscellaneous Religious Workers	81.1	<10
19-1020	Biological Scientists	81.1	<10
23-1010	Lawyers and Judicial Law Clerks	81.2	15

A full list of occupations in Bourbon County and the impact of Automation can be found in Appendix F.

Employers: Automation is a Plus. Automation will have a positive impact for businesses in Bourbon County, according to the 82% of responding firms that answered specific questions on the topic. For these firms, more than 75% indicated some or significant positive impact from automation for their companies, while 20% believe automation may have equally positive and negative (neutral) impact. There were no firms indicating a Significant Negative impact.

The 18% that did not respond to the range of choices indicated automation is not applicable to or currently being used/considered in the organization.

Employers: Impact of Automation

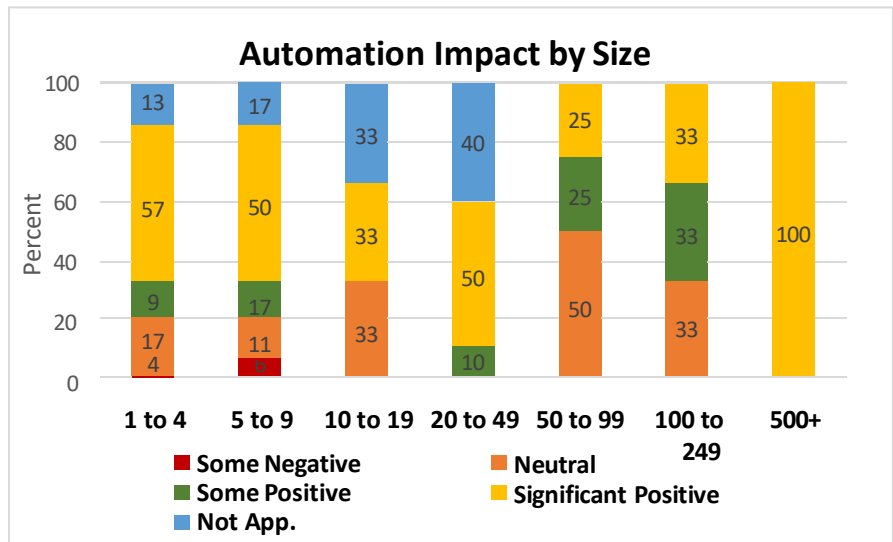


By business sectors, those that have the greatest response on Significant Positive are Retail Trade, Professional & Scientific, Finance & Insurance, Manufacturing and Other Services.

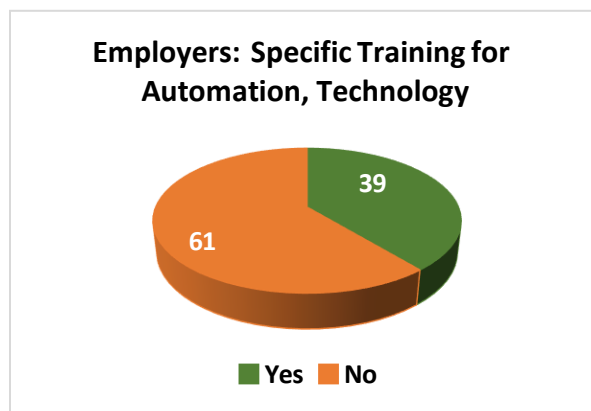
The Not Applicable responses were noted on this chart. Those sectors with the greatest NA response are Construction and Accommodations and Food Services. It should be noted from the automation index above that these are sectors that

have the most occupations facing negative risk from automation. Utilities and Arts & Entertainment sectors both see automation as having both good and bad impacts. Overall, most sectors see positive impacts from automation.

By company size, most see positive impacts from automation. Outside of the largest (500+) firm, smaller companies tend to see automation as having a Significant Positive impact. The first two size categories are the only ones to indicate Some Negative from automation, but it is minimal.



Employers: Automation Training. While 75% of all companies indicate a positive impact from automation and other technology, just under 40% indicate a focus on training in this area. The numbers indicating No on the chart at left also include those who indicated that automation is not applicable in their organization. Even adjusting for that 18%, there is still less than half (48%) of the firms who are providing specific automation training.

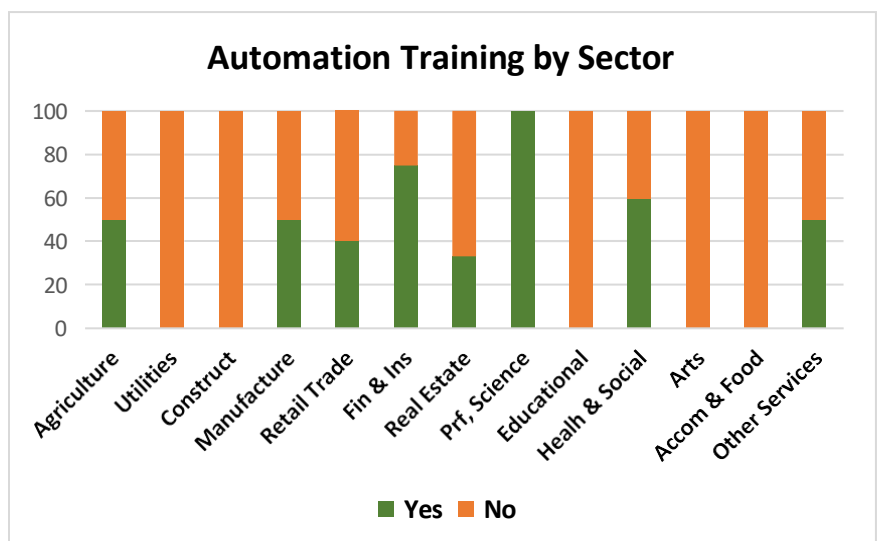


Removing those that indicated automation is Not

Applicable and looking only at those who provided a response on the impact of automation, several sectors are currently not providing any training in this area.

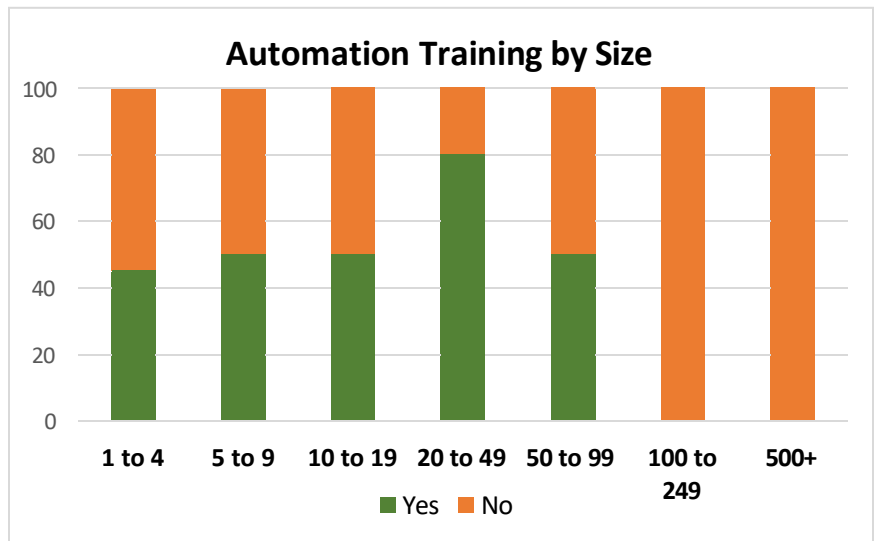
Utilities, Construction, Education Services, Arts & Entertainment and Accommodation & Food Services respondents indicate no automation or other technology training.

Professional & Scientific Services is a 100% yes. Manufacturing is typically an area that is consistently applying technology. Among those respondents, only half are currently providing training.



By company size, all categories up to 99 employees indicate some level of automation training is being provided. This ranges from just over 40% to 80% of respondents depending on the size category.

Larger employers responding to the survey are not currently taking steps to deliver training, even though 66% of the 100 to 249 and 100% of the 500+ sizes indicated automation has some or significant positive impact.



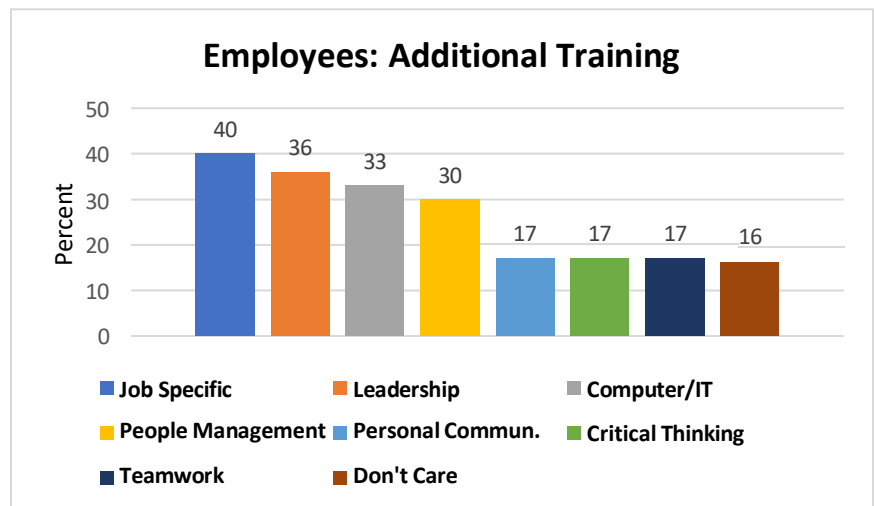
Residents: Automation Training.

Residents currently working or considering coming back into the workforce indicate an awareness that automation and/or technology training is important.

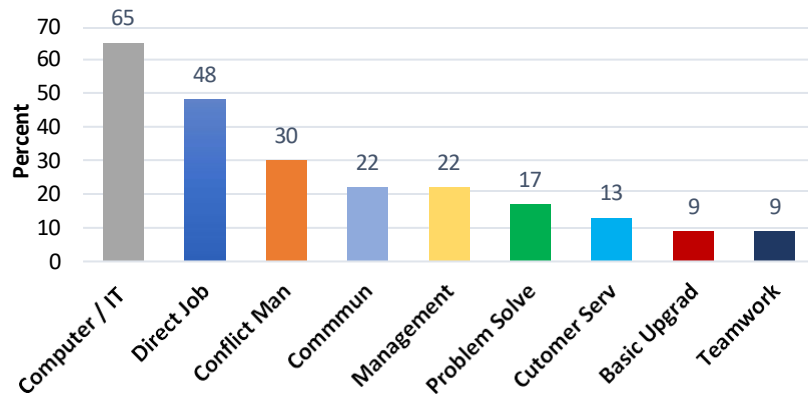
NOTE: respondents could check all responses that they felt applied, consequently responses total over 100%.

When asked about what skills training they believe are most important, those currently employed rated Job Specific and Leadership at the top. Depending

on the job, automation or other technology skills could be involved in job specific training. Third was "Computer / IT skills," noting the importance of those specific skill sets.



Willing to Return: Additional Training



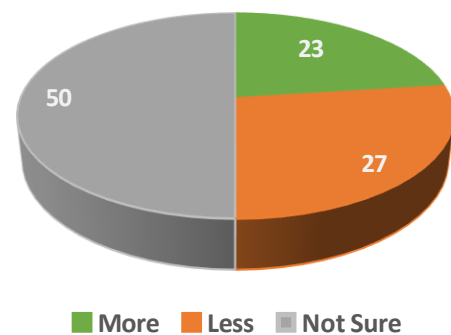
For those who are out of the workplace but would consider returning to a full or part-time job Computer/IT skills was the top area in which they believed they needed additional training. Direct or Specific Job skills followed this. As above, automation or technology skills may be a key part of the jobs in which they are interested.

Students: Additional Training. High school students are perceived as being more adept at and adopting of technology. As part of Generation Z, they have grown up with computers, video games and cell phones. However, they appear to lack knowledge of how the future of work is changing.

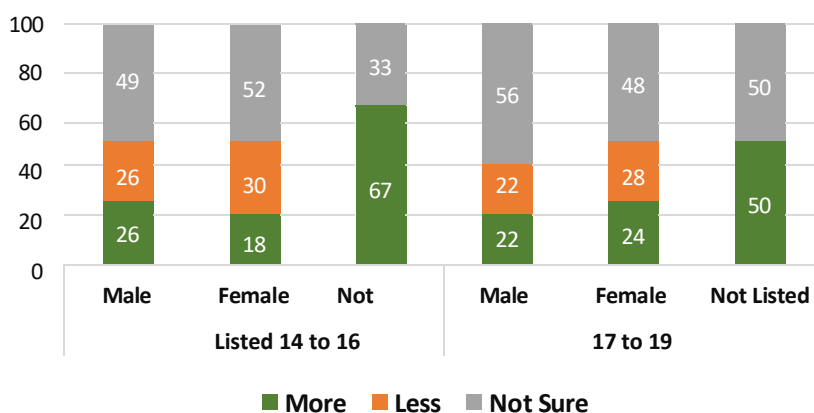
When asked the question if they believed automation would create more or less job opportunities for them in the future, only 23% indicated “More”. Half of them said Not Sure.

However, by age and gender, there are notable differences. Males in the 17 to 19 age category are not as sure about the impact of automation and technology (56%) compared to those in the younger age group at 49%. In terms of creating More job opportunities the older males are not as strong on that (22%) compared to the early age category (26%).

Automation Impact: Job Opportunities



Job Opportunities: Age & Gender

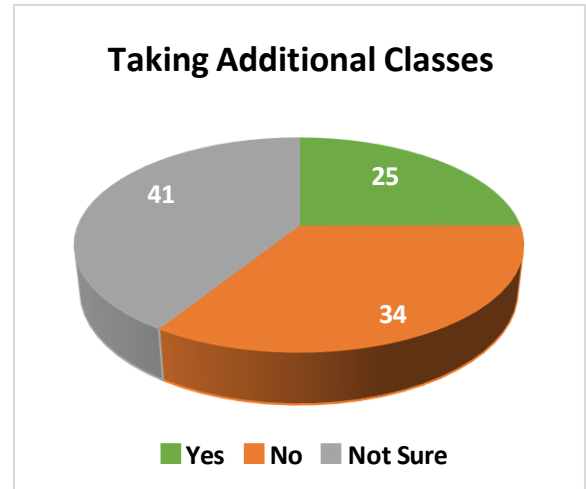


Females in both age groups have a stronger belief that automation and technology will result in Less jobs, at about 30% in each age group. This compares to 26% and 22% noted for males. NOTE: Male respondents in each age category were identical for More and Less job opportunities.

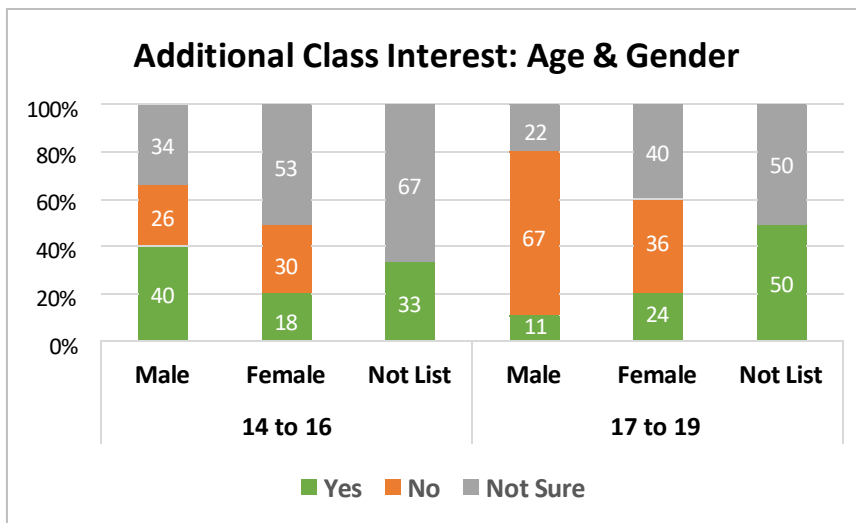
Regardless, except for those Not Listing gender, which are very small numbers, there is great uncertainty about the impact of automation on future job opportunities.

Students were asked if they thought they should have additional classes in computer and/or automation-related classes before leaving high school.

Those answering Yes (25%) are a close comparison to those who believe there are More job opportunities (23%) in response above. Thirty-four percent (34%) of students indicated they did not think they should take additional classes. This may be skewed somewhat by the seniors who were out of time to take additional classes at the time the survey was taken.



Most telling again, however, is the large percentage of students who are Not Sure they should take additional classes related to computers and technology.



Males in the older age category of 17 to 19 were strongest in saying they did not believe they needed to take additional classes at 67%. This contrasts with only 26% of the age 14 to 16 males who indicated No on taking additional computer or technology related classes.

Females in the older age category also were strong on a No response but only at 36%, with 24% of them said they believed they needed additional

classes. Overall, females indicated a stronger “Not Sure” response than males in both age categories. For those Not Listing gender, they are certain there will be More job opportunities but Not Sure also received consideration.

Flexible Time and Work-Life Balance

Increased flexible time or flextime became a greater topic of discussion through the course of the pandemic, although it has been offered as a benefit within some companies. In many companies, Personal Time Off or PTO has been offered for some time as a benefit. Typically, and contingent on company, PTO is considered a “bundle” of days that may be used specifically for vacation and sick time as well as a needed day for personal or family activities. Flextime as a program gives additional flexibility on what the time is used for as well as a greater emphasis on “no explanation;” it is the employee’s day to use as wanted or needed.

As indicated in the Employer Perspectives, flextime was not offered as a specific Benefit response, since it was not mentioned in the one-on-one interviews with companies that helped guide the survey. While not offered as a response point, companies had the opportunity to note the offering of PTO and/or vacation. More than 60% of responding firms indicated they provide PTO / vacation.

More specifically, employers were asked how often a desire for flextime or better work/life balance came up in discussion with employees. On a 1-3 scale, with 1 being “never”; 2 being “sometimes” and 3 being “often”, the overall rating was a 2.2

2.2★
average rating

1.9★
average rating

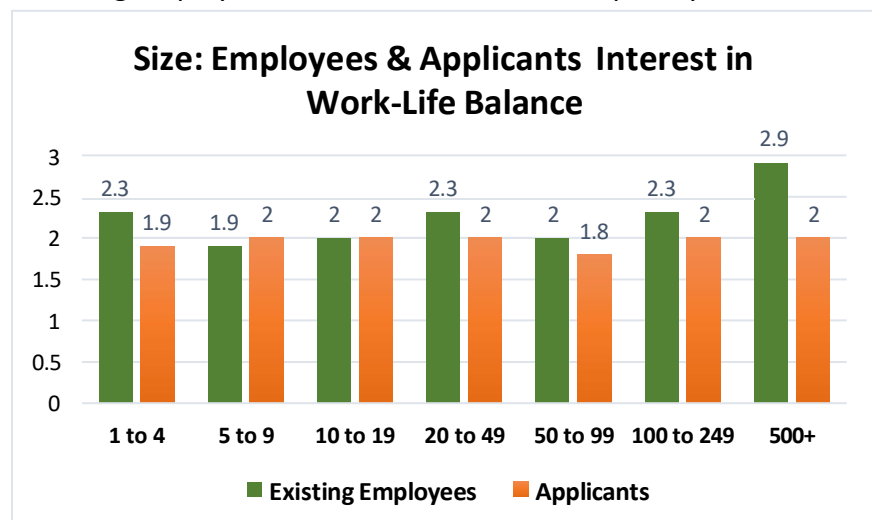


A similar question regarding how often flextime or work/life balance came up in interviews with applicants was asked. The overall response from employers, on the same scale as above, was 1.9; slightly less than the response related to existing workers.

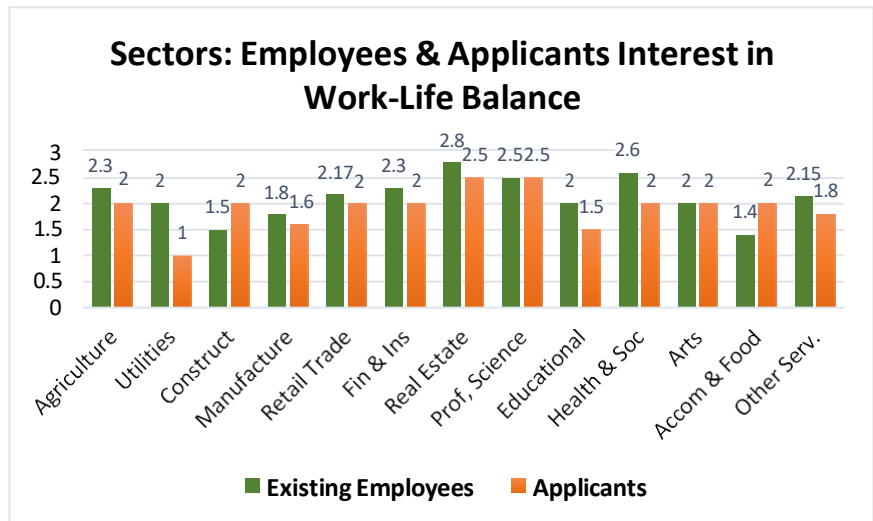


By company size, this indication that existing employees raised the issue more frequently than those seeking a job was also reflected.

Across most size categories employers indicated that existing employees mentioned flextime or work/life balance more often than occurred in applicant interviews.



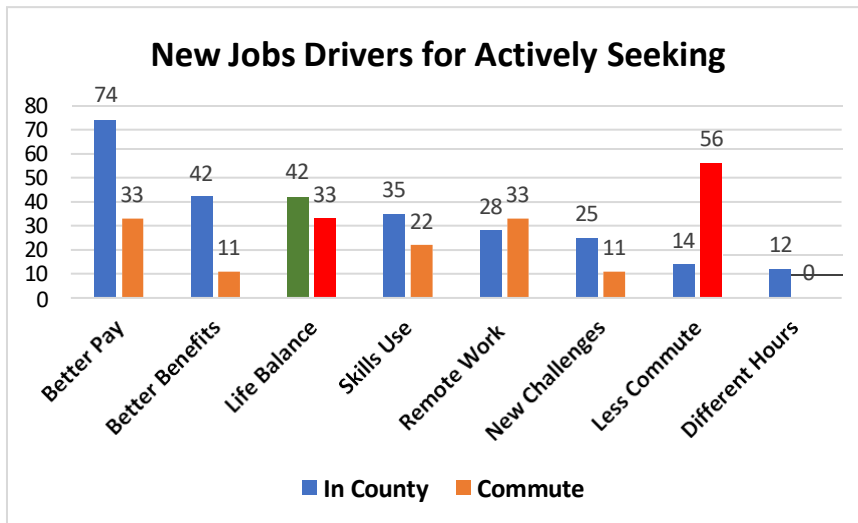
By sector of employment, the same interest in flextime or work/life balance by existing employees compared to applicants was reflected. The exception to that was in Accommodations & Food Services, where applicants were more likely to discuss the topic than existing employees.



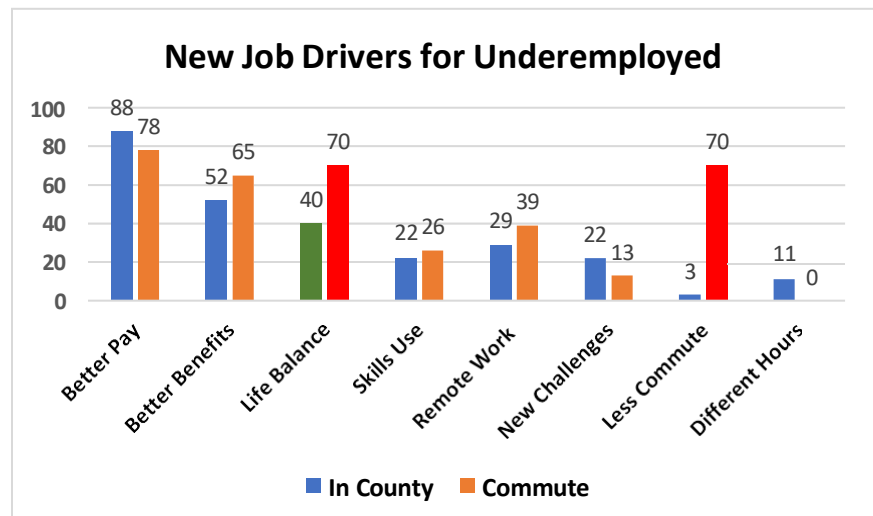
Given the increasing dialogue nationally about flextime through the study time, this benefit was included in the resident and student surveys that followed. Among Employed residents, nearly 22% indicated they did enjoy flex-time benefit.

Moving to those Actively Seeking a new job, typically Better Pay and Better Benefits are the two key

drivers. However, for those living and employed in Bourbon County Work-Life Balance was third. For those commuting, was a second place with Pay and opportunity for Remote work. Commuting Less Commute was the top consideration for a new job, but that may also be considered as adding to a better work/life balance.



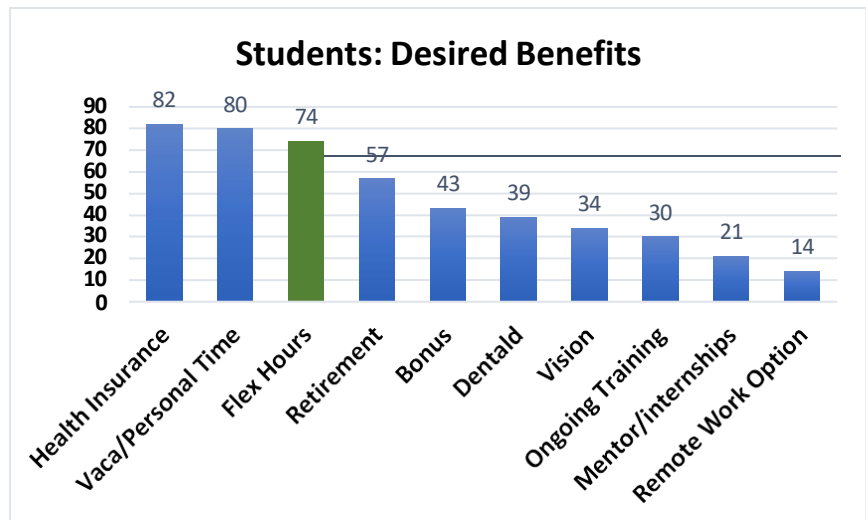
For those Underemployed, Work-Life Balance was also third for those living and working in Bourbon County. However, for those commuting, it was second right after better pay and tied with Less Commute. Again, decreasing commute time is also a consideration for improving Work/Life Balance.



Students had a high level of positive response to flextime as a benefit.

Here the option was more nuanced, with Vacation/Personal Time Off and Flexible Hours as separate choices.

While Health Insurance was noted as the top benefit students would like to have in a job, both Vacation/PTO and Flexible Hours were top picks.



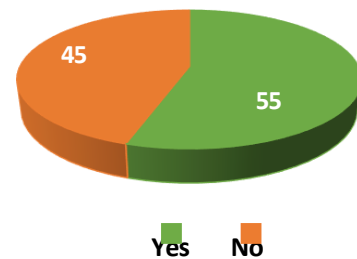
Diversity & Inclusion

A number of protests over Black citizens being killed by police as well accompanying calls to expand ethnic and racial diversity in law enforcement and other government agencies occurred in many cities throughout the summer and fall of 2020 and into 2021.

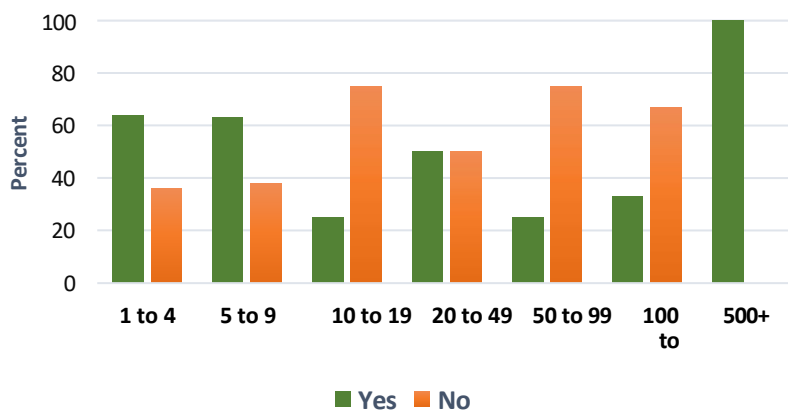
These public events increased the dialogue nationally around the concepts of diversity and inclusion in companies. For that reason, the question of efforts to proactively address diversity and inclusion was included in the survey to businesses.

Fifty-five percent (55%) of respondents indicated they are working on these issues

Percent of Firms Addressing Diversity & Inclusion



Size: Working on Diversity & Inclusion

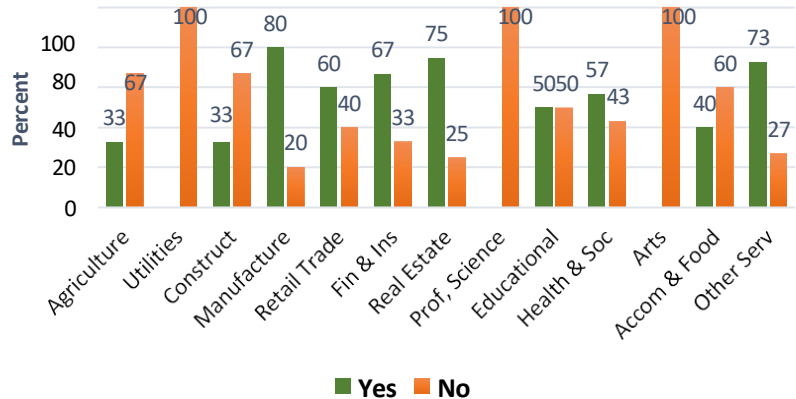


By company size, every category showed efforts on diversity and inclusion.

The two smallest size categories had more than 60% of respondents working on this issue.

By sector, Manufacturing respondents indicated 80% were working on diversity and inclusion. This was closely followed by Real Estate at 75%, Other Services at 73%, Finance and Insurance at more than 65% and Retail Trade at 60%.

Sector: Working on Diversity & Inclusion



Companies were asked an open-ended response question on the obstacles they had to having greater diversity and inclusion in their hiring. These responses were grouped and fell into three general areas.

Not surprisingly in an area that is 94% Non-Hispanic White, the largest response was lack of diversity in the labor pool.

Nearly 19% pointed out they had good diversity of age and gender and made efforts to work on greater diversity. Twenty-five percent (25%) raised concerns about close-minded attitudes or barriers to bringing in potential hires that had greater racial / ethnic diversity.

In the confidential interviews, two of the larger companies noted that the prospect of moving to a small town was something they often had to address. They noted that proximity of larger communities in the Expanded region and the Kansas Metro area helped address recreation, shopping and entertainment options and noted they often talked about the safety and lower cost of living in smaller towns. Saying that, however, they also noted that greater efforts could be made to be “inclusive.” They noted that many people are friendly and welcoming to newcomers, but there needs to be a next step to get newcomers engaged and actively meeting people.

Students were asked the Top Two reasons they would consider leaving the region or not returning after graduation. Twenty-two percent (22%) noted they would like to live in a place with more diverse people and cultures. While the vast majority of their responses noted job and advancement opportunities, having more than 1 in 5 students indicate diversity as a reason indicates it is a significant point of consideration for students on where they want to work after completion of college or trade school.

Workforce Challenges

Generation Shift

Labor Force Participation

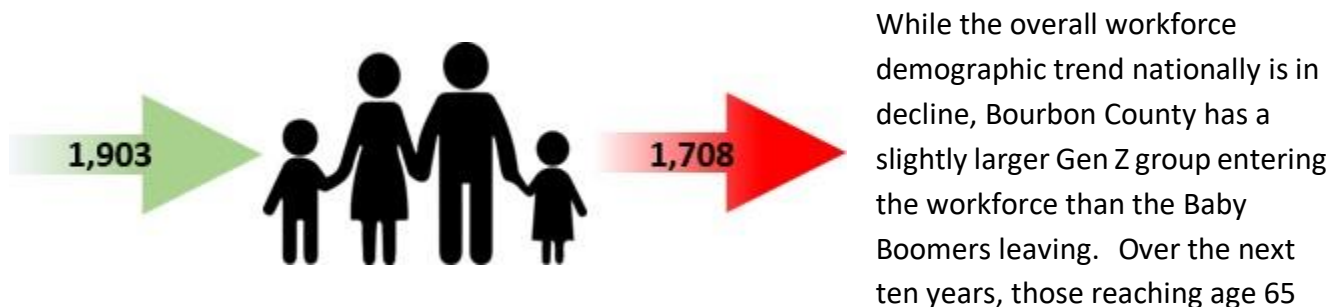
Disabilities

Generation Shift

Prior to the pandemic, the national labor market was already tight. Bourbon County did not see the substantial unemployment found in many areas during that period consequently, as the economy nationally rebounded, the already tight labor market in the region has gotten even tighter for many sectors and companies.

This situation is unlikely to change and is due to a number of reasons, foremost among them changing demographics. The Baby Boomer generation (1946-64) is the largest in the United States in terms of numbers. In 2023, those born in 1958 will turn 65. Younger Boomers will hit that 65 age over the next seven years. While many will continue working at some level after age 65, most Boomers will be out of the workforce in the next decade.

The second largest age group nationally is Generation Z. This group is considered to have started in 1997 and births ran until 2015. The oldest Gen Z's turn 26 in 2023. As a group about one-third have reached the age of 20 or more currently. While there are still a majority of the Gen Z group coming into the workforce over the next decade, it is still not offsetting the loss of Boomers on a national level.



(those currently 55 to 64) is an estimated 1,708 people. In the same period, an estimated 1,903 people will reach the age of 24 (those currently 15-24). That's an increase of 195 people potentially joining the working age population. While a good sign compared to national trends, it is only an increase of 11% over the decade. It should also be noted that that number is also subject to the level of labor participation, currently under 60%.

The surrounding eight county region also shows a larger Gen Z than Baby Boomer population. Projections anticipate nearly 17,065 people will reach the age of 65 over the decade compared to 19,824 Gen Z



members reaching 24 in the same period. That's an additional 2,759 people of working age. This is an increase, across the surrounding eight counties of 16% over the next decade.

While the projections are positive, the numbers basically maintain job counts over the next decade, at best. And they assume all of the current Gen Z population in Bourbon County remains in the county or in the surrounding eight counties where they can be attracted into the labor force.

The threat of an aging and diminishing workforce nationally is even more clear for Bourbon County when looking at occupation sectors. Any sector with 25% or more of its jobs held by those 55 and over is considered to be at risk of significant impact in attempting to fill positions over the next decade.

The below chart shows those sectors at risk as well as the actual number of jobs held in 2022 (Q1) by those 55+. The bottom of the “Numbers” columns shows total age 55+ in black as well as only those from the sectors that have higher risk, in red.

Occupation Sectors	Bourbon County			Surrounding Eight Counties		
	2022 Jobs	55+ % of Sector	55+ Num	2022 Jobs	55+ % Of Sector	55+ Num
Management	343	33%	113	3,676	36%	1,323
Business and Financial Operations	253	31%	78	1,928	32%	617
Computer and Mathematical	58	Insf Data	-	567	18%	102
Architecture and Engineering	54	25%	14	501	31%	155
Life, Physical, and Social Science	32	Insf. Data	-	349	23%	80
Community and Social Service	139	27%	38	1,024	28%	287
Legal Occupations	22	Insf. Data	-	209	38%	79
Educational Instruction and Library	551	24%	132	4,891	24%	1,174
Arts, Design, Entertainment, Sports	86	15%	13	738	23%	170
Healthcare Practitioners and Technical	341	25%	85	3,213	26%	835
Healthcare Support	330	25%	83	2,734	24%	656
Protective Service	98	12%	12	1,108	18%	199
Food Preparation and Serving Related	492	14%	69	4,297	13%	558
Building and Grounds Cleaning & Maintenance	205	32%	66	1,821	31%	565
Personal Care and Service	149	26%	39	1,635	23%	376
Sales and Related	586	26%	152	4,923	26%	1,280
Office and Administrative Support	859	29%	249	6,209	32%	1,987
Farming, Fishing, and Forestry	55	22%	12	778	23%	179
Construction and Extraction	313	23%	72	3,292	23%	757
Installation, Maintenance, and Repair	251	26%	65	2,526	27%	682
Production	809	25%	202	5,098	25%	1,274
Transportation and Material Moving	343	26%	89	4,381	28%	1,227
Totals	6,369		1,583	55,898		14,562

As the above indicates, 13 of the 22 occupations sectors in Bourbon County are 25% or more of employees aged 55 and older. Two of the sectors have Insufficient Numbers data to calculate. Nearly 1,600 jobs in the county have people who will retire over the next decade: 25% of all jobs.

The surrounding eight county region, which from Bourbon County draws significant commuting employees, is in no better position. Twelve of the 22 sectors have 25% or more of the workforce in the 55+ age groups. Overall, 26% of current jobs in the surrounding eight counties will be impacted by retirements over the next decade.

In terms of large employments sectors; Healthcare and Production occupations have at least 25% of those employed age 55+.

Labor Force Participation

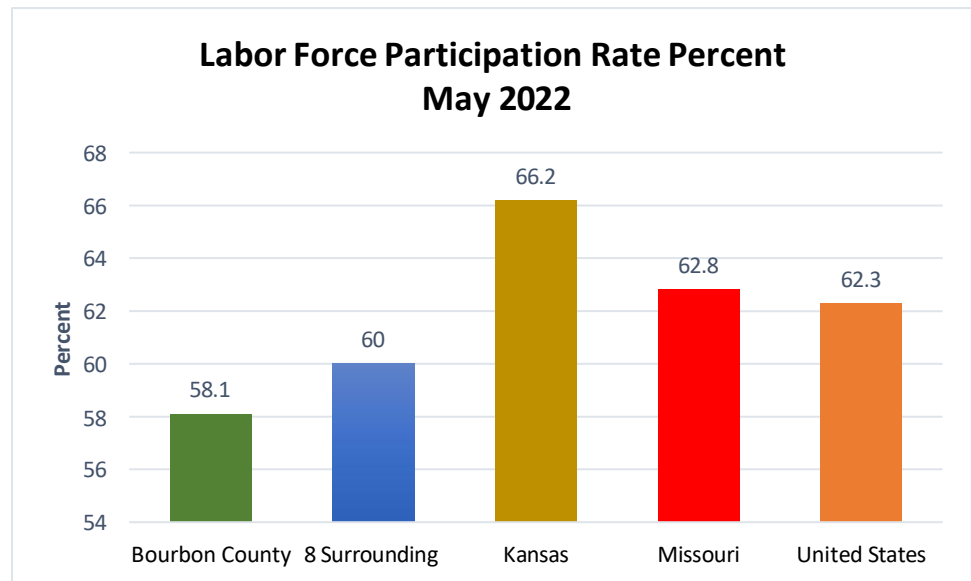
Another area of concern is the overall Labor Force Participation Rate. The LPR is an indication of the percent of those of working age who are working or actively seeking work compared to the overall working age population. It does not consider the institutionalized population, generally those who are not available to work because of debilitating health issues or criminal punishment. For the non-institutionalized civilian population participation in employment can be impacted by a number of reasons including staying home to take care of children or an aging parent. That may be a forced decision if child and senior care services are limited. Also keeping people out of the workforce may be disabilities, lack of education or skills to obtain a job or being over-qualified for occupations available. A desire to not work is also a consideration.

Bourbon County reached a Labor Force Participation Rate of 65% in 2018. That rate began falling in 2019 and dropped during the pandemic. In May 2022, the rate had climbed back to just over 58%.

Bourbon County's rate of labor force participation, while improving post-pandemic, has not reached the same level as the eight

surrounding counties. The state of Kansas shows a rate of over 66% while adjoining Missouri has a rate of 62.3%. The overall Labor Force Participation Rate in the United States in May 2022 was 62.3%.

If Bourbon County could increase LFPR to the 60% average of the surrounding counties, it would bring nearly 200 more people into the workforce.

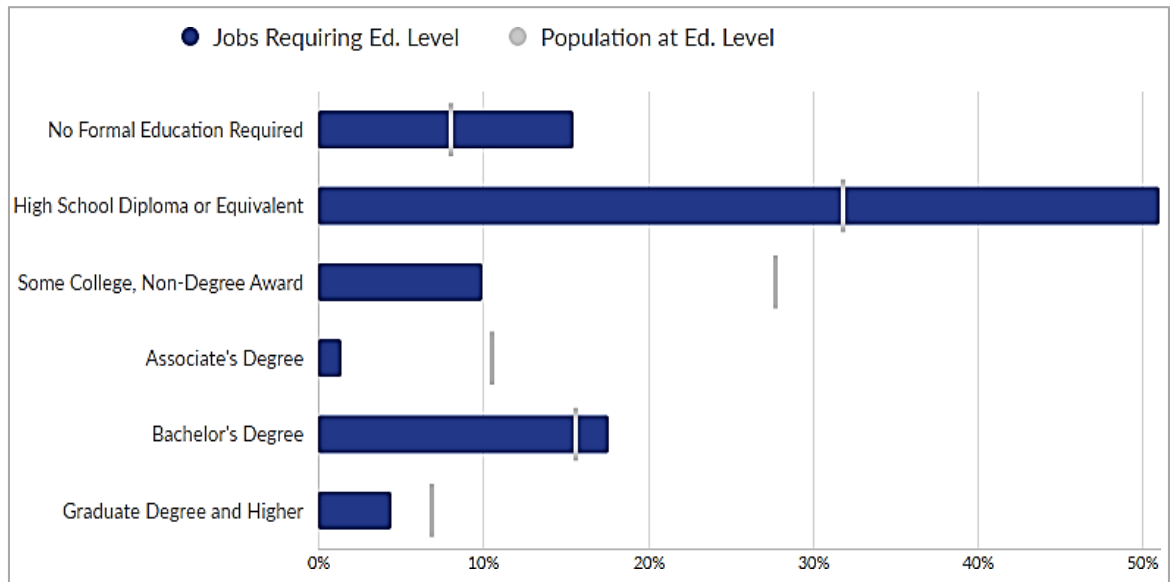


Skills Gaps

People with education and skills gaps as well as those overqualified for jobs available may have an impact on the available labor force in Bourbon County.

As noted below, there is a significant number of jobs that do not require formal education (16%) and that can be obtained with a high school diploma (51%). However, the working age population that is only educated to those levels is less than the number of jobs. That indicates there are people in those jobs who are under-employed, having a higher education level than the jobs require. This mirrors the survey responses from those residents currently working where 30% believe they are underemployed.

Conversely there are fewer jobs available that require some college (10%) and/or an Associate's Degree (1%) than population



that has those backgrounds. For this group, there are not enough jobs in the county to match their education and opportunities may be sought elsewhere.

Percent of Jobs vs Education Level		
Education Level	% Of Jobs	% Of Workforce
No Formal Education	16	8
HS Diploma - GED	51	32
Some College	10	28
Associates Degree	1	10
Bachelor's Degree	18	16
Graduate Degree	4	7

The larger availability gap with Some College and Associates degrees could offer opportunities for firms that require a higher skill level.

Strongly note that the data does not show a category for those with additional skills and professional certifications. Among those responding to the survey, more than 50% of those who are educated at High School or Some College have certifications.

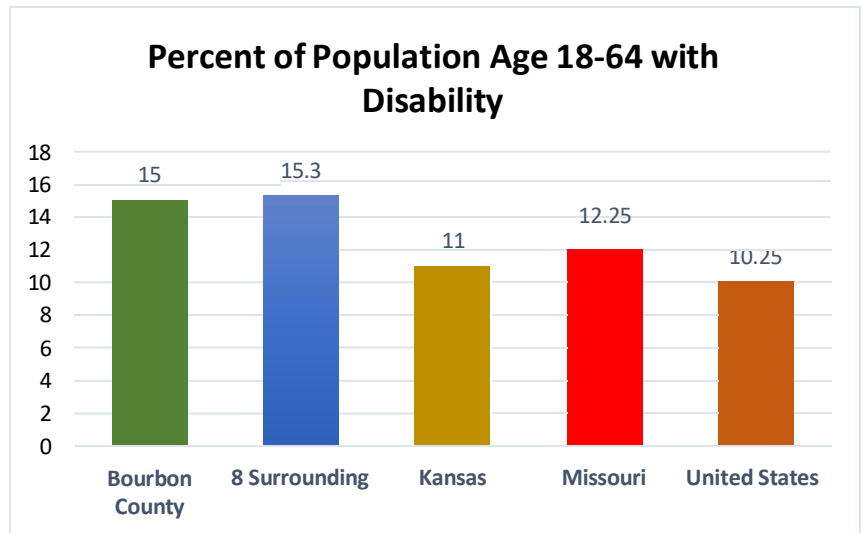
There is also a slightly larger number of jobs requiring a Bachelor's degree than population at that level. That may offer an opportunity to encourage more people to move to the area for jobs that require that level of education.

Disabilities

Disabilities, both physical health and mental health related, often play a role in reduced labor force participation. Chronic natural health issues as well as drug and/or alcohol abuse leading to health issues may keep people from being able to obtain and maintain employment. This reduces overall labor force participation.

In Bourbon County, 15% of the population is Disabled. In the surrounding eight counties, the percentage varies but averages out, at just over 15%.

However, both of these are significantly higher percentages of population compared to Kansas and Missouri as well as the U.S. average.



In Bourbon County, that 15% disabled population translates into an estimated 1,184 people. From the residents' survey, of those Not Employed 14% were disabled, closely corresponding. Adjusting the disabled population to 14% is a total of 1,100 people. In the survey, 73% of those disabled indicated they would come back into the workplace. Extrapolating that percentage to the pool of disabled people, indicates more than 800 could be in a potential workforce.

However, employers often need to make physical space (including remote), management and/or time modifications in order to successfully employ those who are disabled. There are a number of tax credits and other programs that can assist. A U.S. Chamber of Commerce document on these programs is provided separately.

Finding & Recruiting Talent

Local Market Outreach

Post-secondary Recruiting

Apprenticeships & Internships

Targeted Recruiting Geographies

Remote Workforce

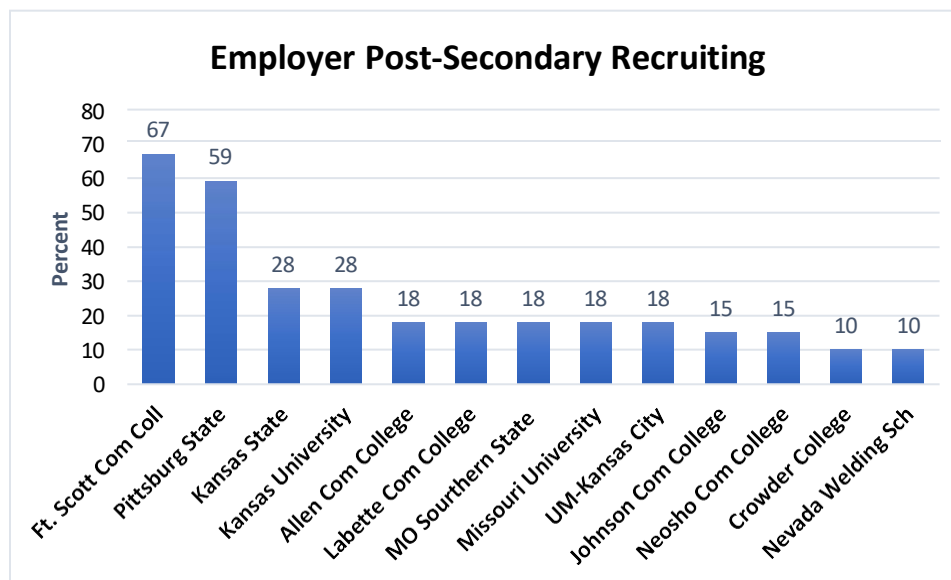
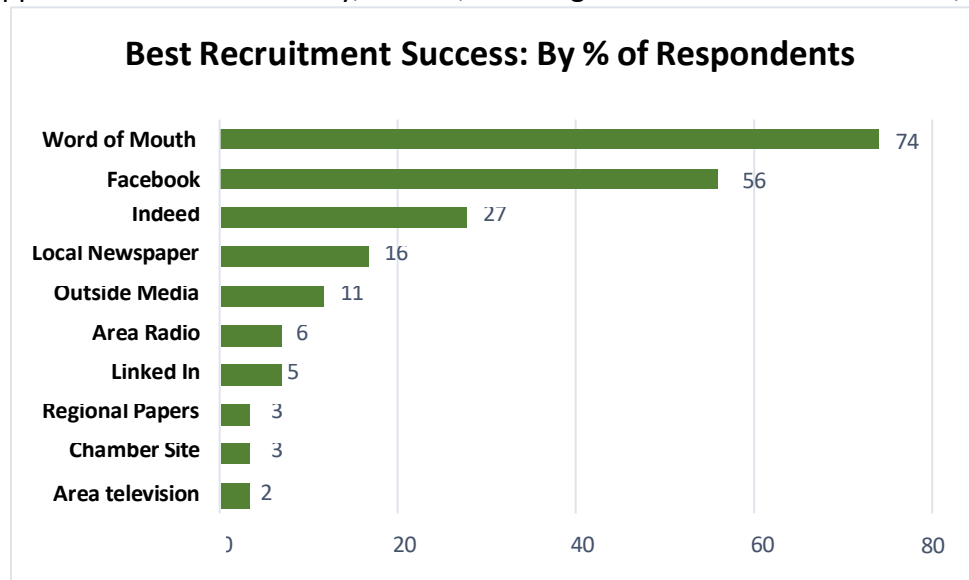
Validating Talent Skills

Local Market and Post High School Institutions

Word of mouth is widely considered to be the best form of recruitment in the local market. Employers were asked to select all resources that applied as well as name others they considered. Since employers give their current workforce overall high marks it is not surprising that they would ask them to spread the word of job opportunities to their family, friends, and neighbors. After Word of mouth, selected by 74% of respondents, employers report that Facebook (56%) and Indeed (27%) are resources for advertising job opportunities.

Employers also consider post-secondary institutions as they recruit for open job positions. Recruiting runs the gamut from entry-level professional

positions in areas such as accounting, human resources, and management to specific skilled trades such as welding, machining, health care support occupations and more.



On the survey 39 of 62 business respondents or 63%, indicated they recruit from post-secondary institutions.

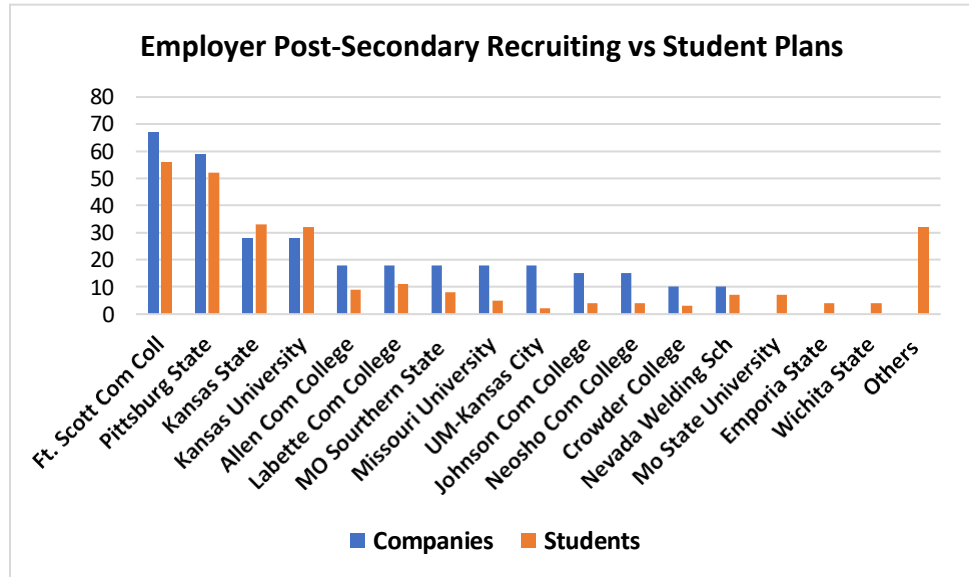
They responded to all institutions they utilized as well as having the opportunity to add additional facilities

Not surprisingly, two-thirds noted they use Fort Scott Community College and

59% indicated recruiting from Pittsburg State University in adjoining Crawford County.

Following those two, it was a significant drop to those using Kansas State University and the University of Kansas. Several of the other southeast Kansas community colleges and Johnson County Community College in the Kansas City metro area were also noted. In Missouri, Missouri Southern State University and University of Missouri were four-year institutions noted by 18% of respondents. Crowder College and the Nevada Welding School were indicated by 10% of respondents.

The responses by businesses were compared to that of the high school students who indicated their plans to go to community college, technical training or universities on graduating from high school. As with employers, students could select all institutions that applied in their post-secondary plans.



As the chart indicates, Ft. Scott Community College and Pittsburg State University are the top destinations for the students, aligning well with the business responses. Also aligning well with business recruiting are Kansas State University and the University of Kansas, although both had a somewhat higher percentage of students planning to attend compared to the percent of businesses who recruit at those institutions.

From there, student plans for other community colleges and universities are less aligned to the businesses going there to recruit. However, Nevada Welding School has a good alignment of percent of students planning to attend and where employers are recruiting, likely due to the extremely specific nature of the training.

Not mentioned by employers but named by students as places they were considering were a wide array of training institutions, community colleges and universities ranging across the country. However, Missouri State University, Emporia State University and Wichita State University are worth noting for potential recruiting efforts by businesses. More than 30% of students noted an array of single-mention post-secondary options.

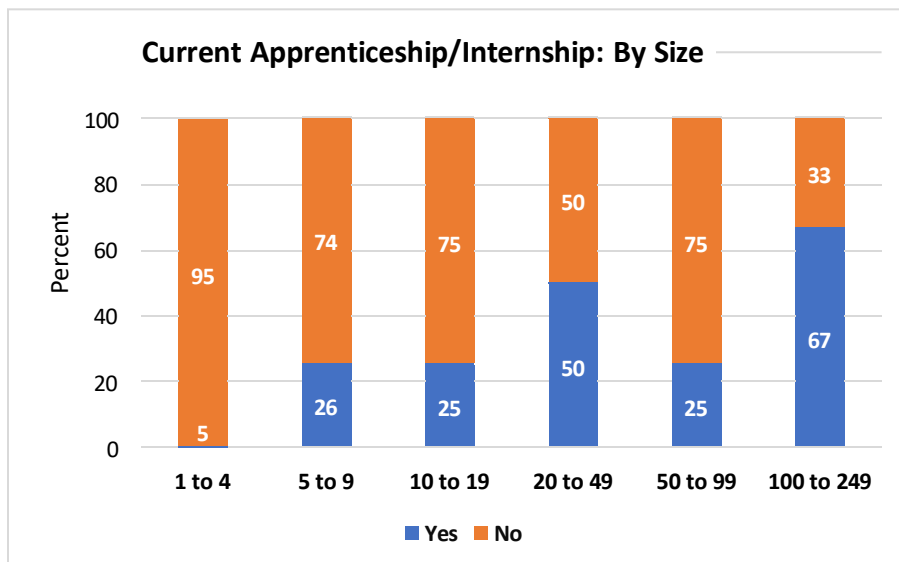
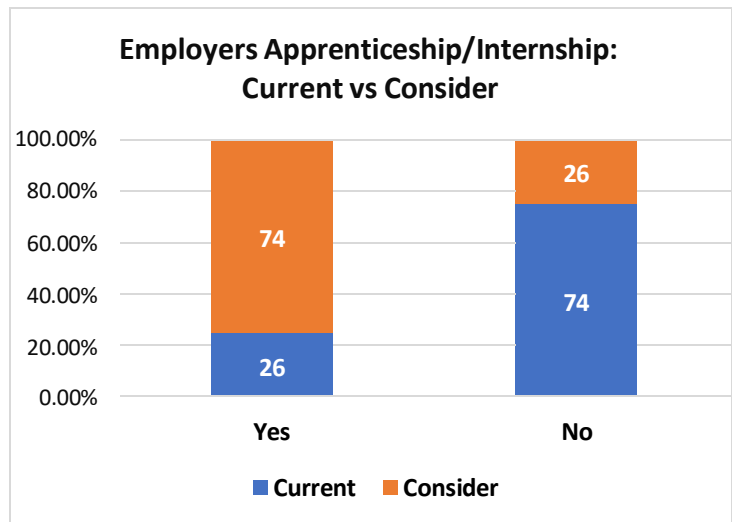
It should be noted that the type of occupations employers need are major drivers of where they go for post-secondary institution recruiting. Likewise, students are indicating where they are considering based on their career plans at the time of the survey, which are subject to change. However, the comparison and additional input from students may give employers for changing or enhancing post-secondary recruitment.

Internships, Apprenticeships and Work Study

For the past several years, the State of Kansas and the U.S. Department of Labor have been putting additional emphasis on apprenticeship programs as a means of connecting students to employers. Typically, such programs are implemented at the community college level, however similar programs can be done with high school students with some modifications. Paid and unpaid internships and work study programs are also ways to connect students with employers. These programs give students real work experience while also giving employers additional temporary workforce and, long-term, the potential to make permanent employees those students who have done well.

Among the Bourbon County employers responding to the survey, less than 30% indicate they have used or are currently using apprenticeship, internship and/or work study programs. Seventy-six percent (76%) currently do not have such programs.

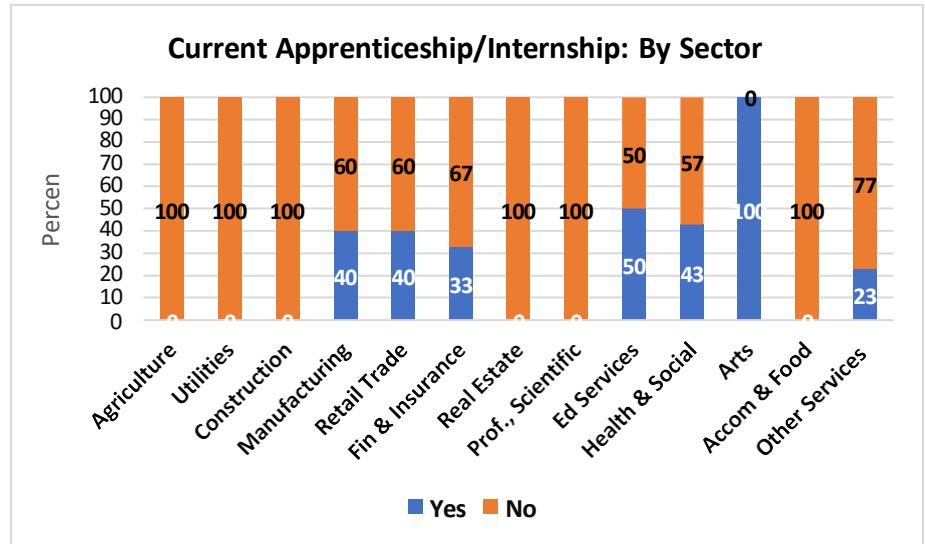
However, when asked if they would consider developing apprenticeship and internship programs, 74% of respondents indicated they would, a significant increase from the current 24% with such programs. Only 26% of those who currently do not have such programs indicated they would not consider them in the future.



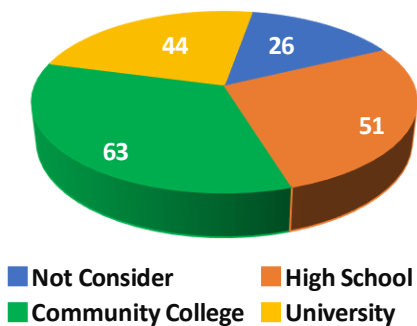
Current programs by size of firms responding generally indicate greater use of apprenticeships and internships in larger companies. However, about 25% of companies with 5 to 19 employees have programs. The largest firm of 500+ did not respond to this question.

In the responses by sectors, Arts, Educational Services, Health and Social Assistance are top responders for apprenticeships and internships.

Manufacturing, Retail Trade and Finance & Insurance are also significant providers of apprenticeships and internships.



Employers Consideration of Apprenticeship/Internship



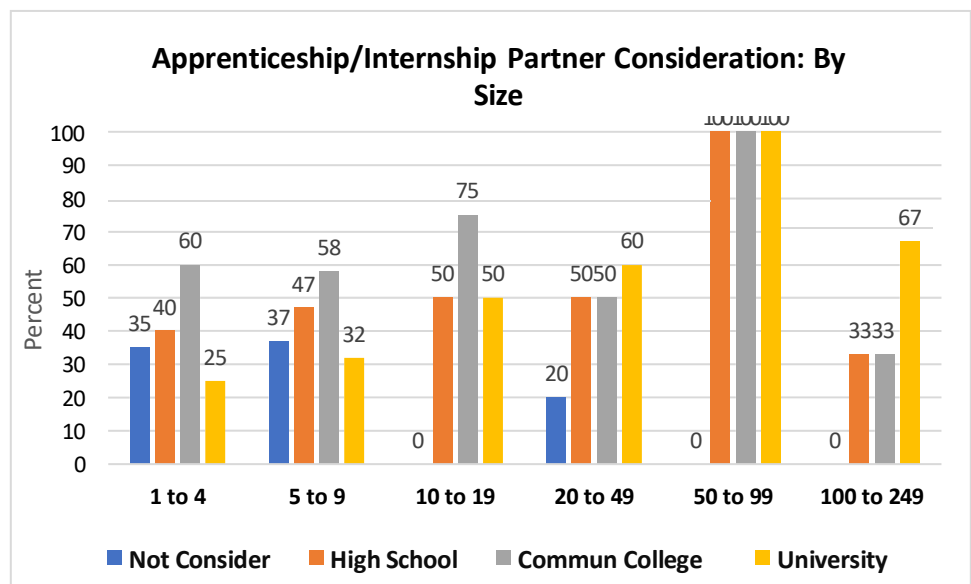
Employers were asked to consider preferred partners for establishing apprenticeships and internships. They could select all that apply.

Sixty-three percent (63%) indicated Community College as their top choice. Just over 50% would consider partnering with high schools. More than 40% indicated an interest in university partnerships.

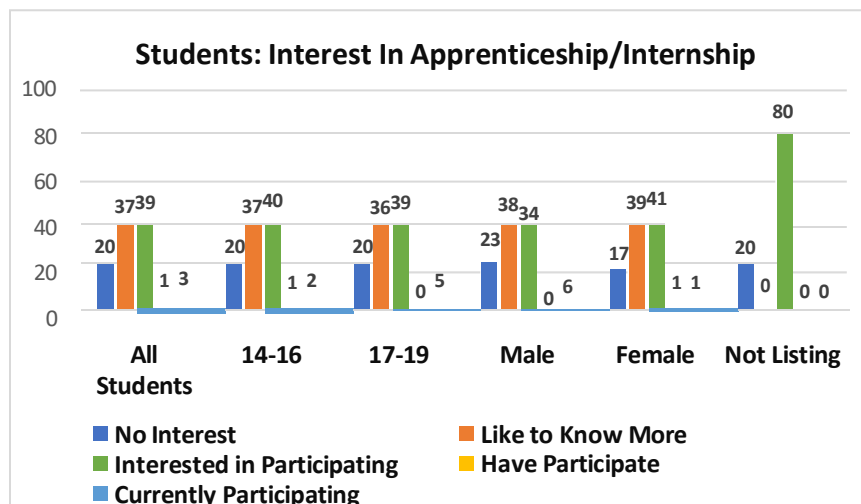
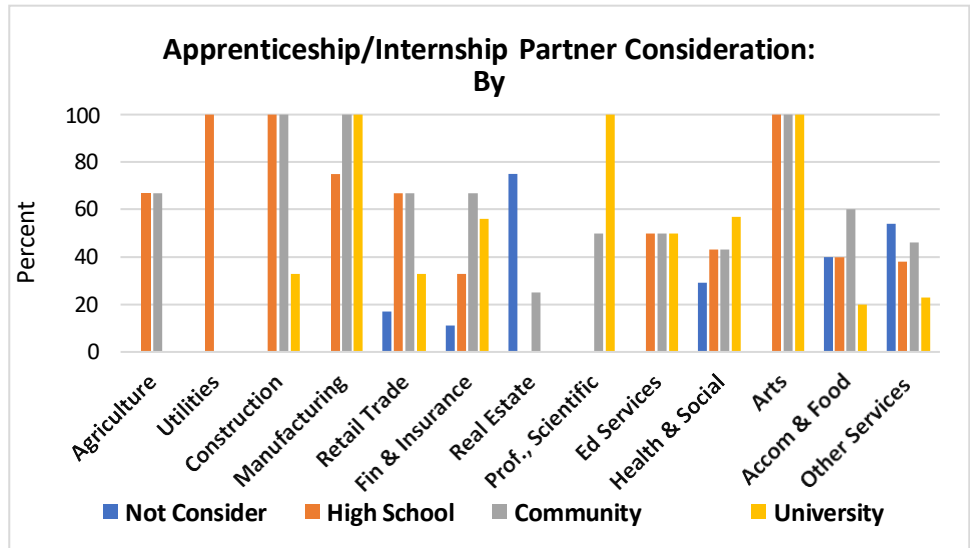
By company size, smaller firms (1 to 9 employees) had the largest share who expressed no interest in apprenticeships and internships.

For those that would consider such programs community college was the top pick, followed by high school.

For larger firms, universities increased in interest.



By sector, 100% of respondents in Construction, Manufacturing and Arts selected community college as a potential partner. High school partnerships were also significant considerations for those sectors as well as Utilities, Retail Trade and Agriculture



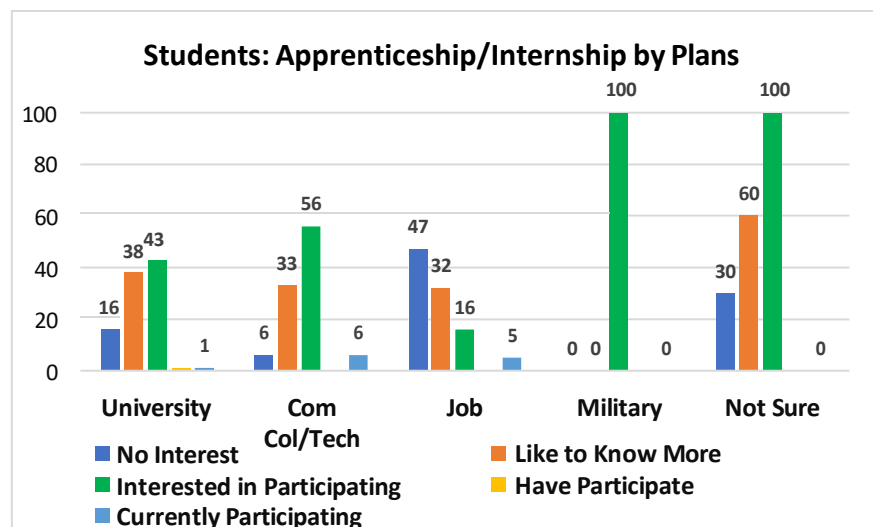
Overall, student interest in apprenticeships and internships is strong with about 40% indicating an interest in participating, regardless of age or gender.

Similar numbers said they would like to know more.

There are a few students who have or are currently participating in programs.

According to current plans, those considering university and community college/technical training show interest in programs or would like to know more. Those considering the military had great interest in participating.

Those going straight to work had the highest level of No Interest at 47%. But 48% had an interest or wanted to know more

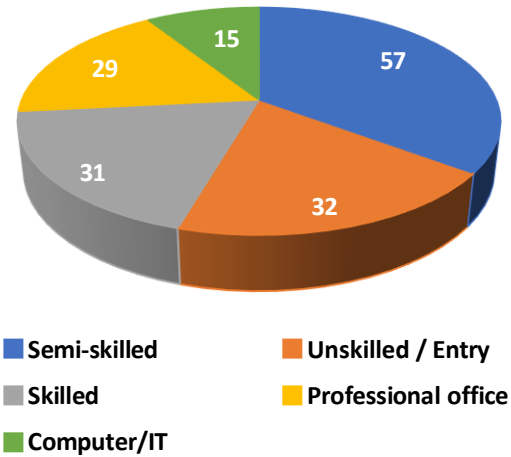


Migration and Potential Geographies for Talent

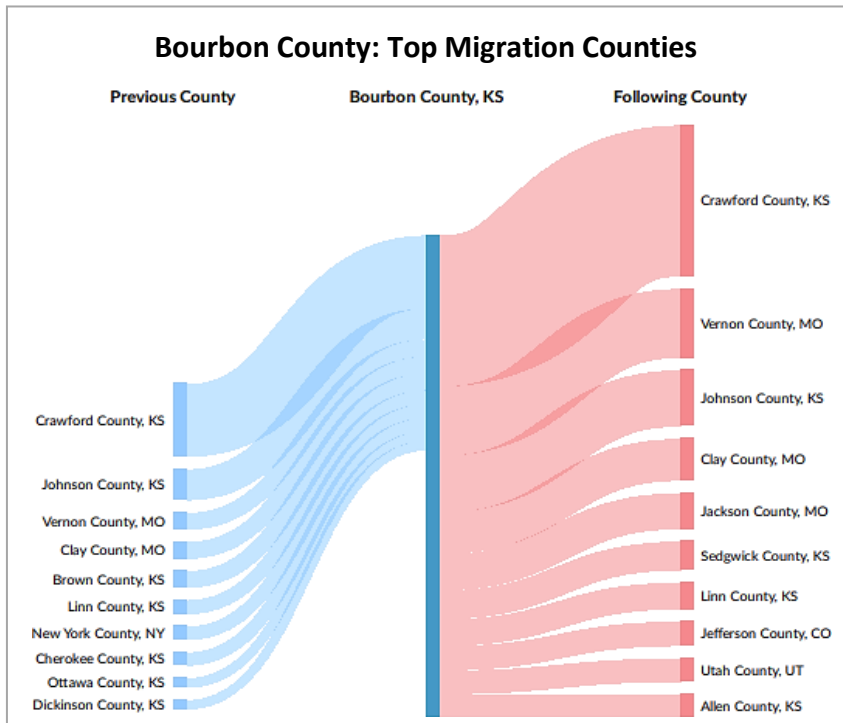
Employers were asked about workforce targets IF Bourbon County REDI and/or other organizations were to undertake a specific campaign to attract new employable residents to the area. Overall, companies indicate that those who would fill Semi-skilled positions would be the top choice, with 57% of companies picking that area. Unskilled and Skilled positions were the second and third choices, respectively.

People who would be considered for Professional office positions were noted by 29% of respondents.

Talent Recruitment: Skills Targets



Considering the “where” of where people currently come from and where they go to as a starting point for attracting new employees into the region, it is helpful to look at migration patterns. The Internal Revenue Service tracks migration by tax return addresses. The most current information is 2020.

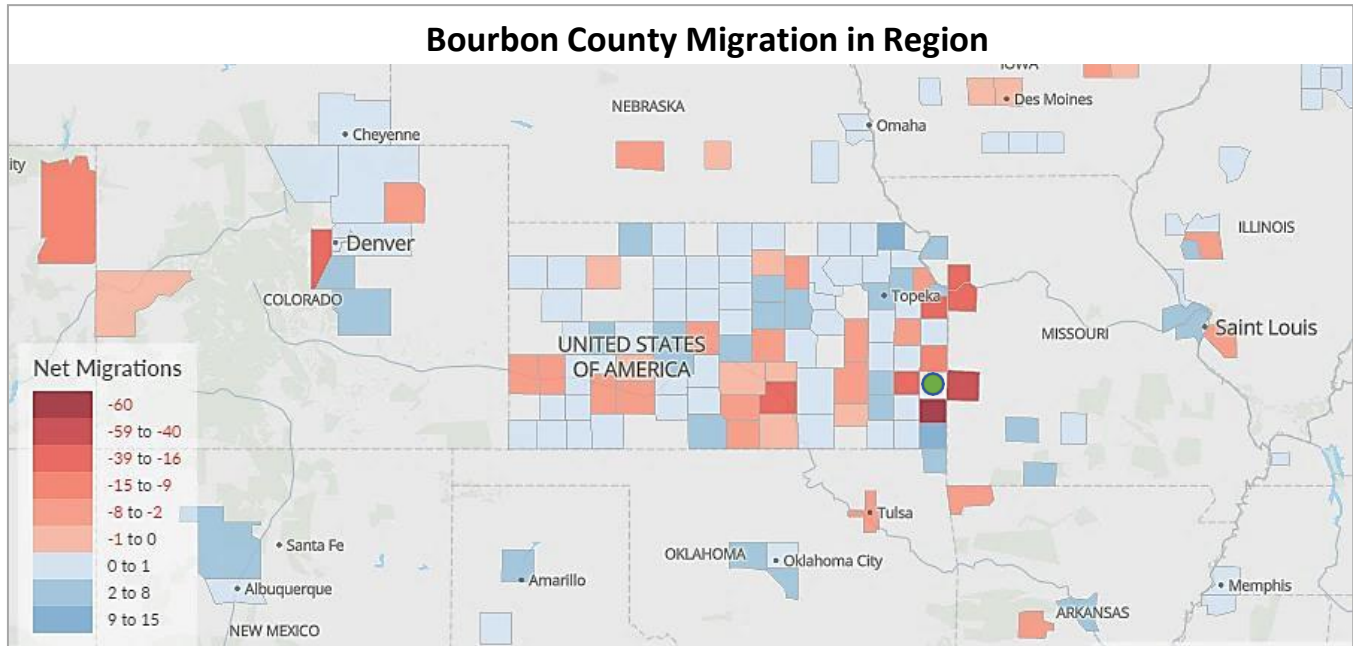


A closer look at migration indicates Bourbon County had a net migration loss of 90 people from and to the top ten counties. Moving in from the counties shown in blue were 179 people while 269 moved into the red counties.

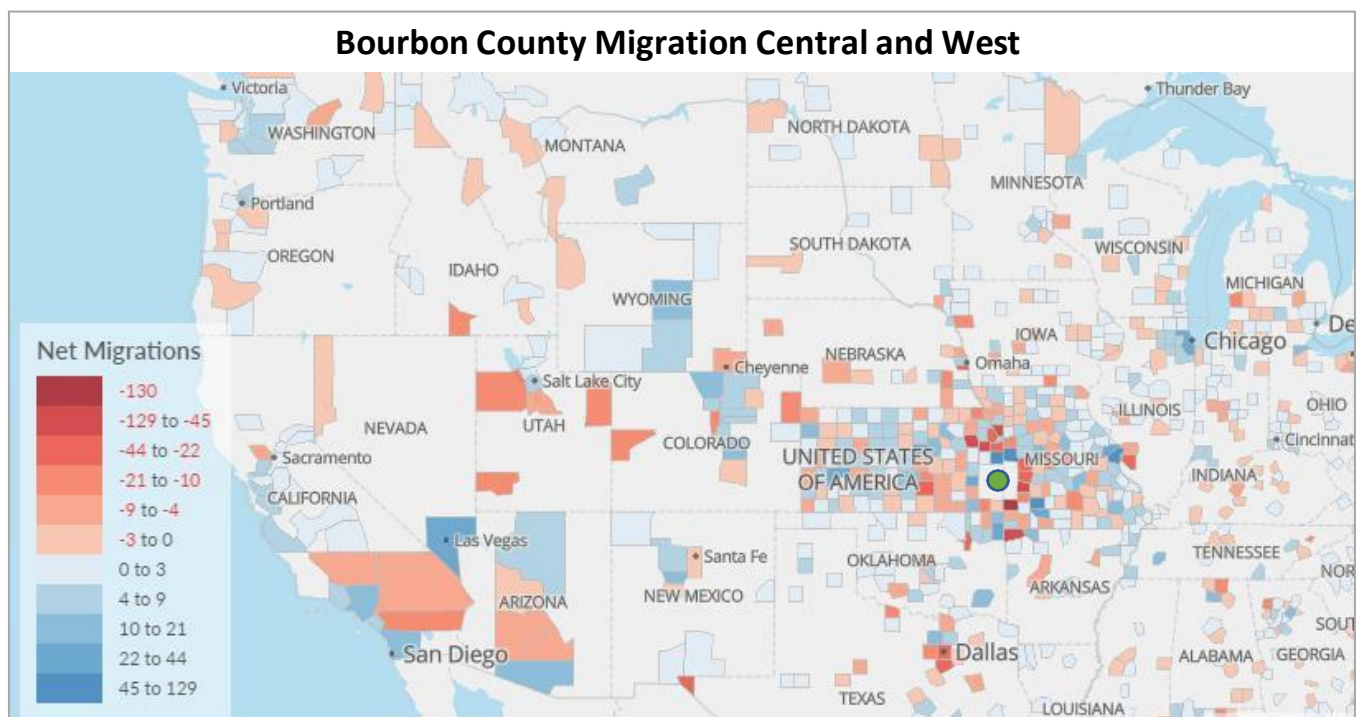
Crawford County was the top migrating county for both inbound and outbound movements, with 56 in and 117 out. Second for inbound movement was Johnson County

(24) followed by Vernon County (13). These two switched place on outbound migration with Vernon (53) moving to second place followed by Johnson County (44). Overall, for the year Bourbon County had 537 inbound migrations and 644 outbound, a net loss of 107.

Looking at the states adjoining Kansas and Missouri (since Bourbon County is on the border, it is clear the county loses population to four surrounding counties: Crawford, Allen, Linn, and Vernon). However, Bourbon County does get a draw from many Kansas counties including the Topeka and Salina areas and the Springfield, MO, St. Louis MO/IL, and Oklahoma City metros.



Due to the relatively small migration numbers for Bourbon County, a larger region of Bourbon and the eight surrounding counties was used to look at migration across a larger part of the county. The opportunities for inbound migration from which Bourbon County could draw expand to more counties in central Missouri and Kansas. The Chicago region becomes an area of interest as does a region around Denver. There are pockets of current inbound migration in southern California as well as in the middle of that state.



Remote Workforce

In considering the attraction of workforce from other locations, Bourbon County also needs to strongly consider opportunities for remote workforce. Often, remote workers have a trailing spouse who will seek work at local firms. Even if the spouse is a remote worker as well, a remote working family buys or rents property, pays utilities, purchases products locally and overall, adds to the economic base.

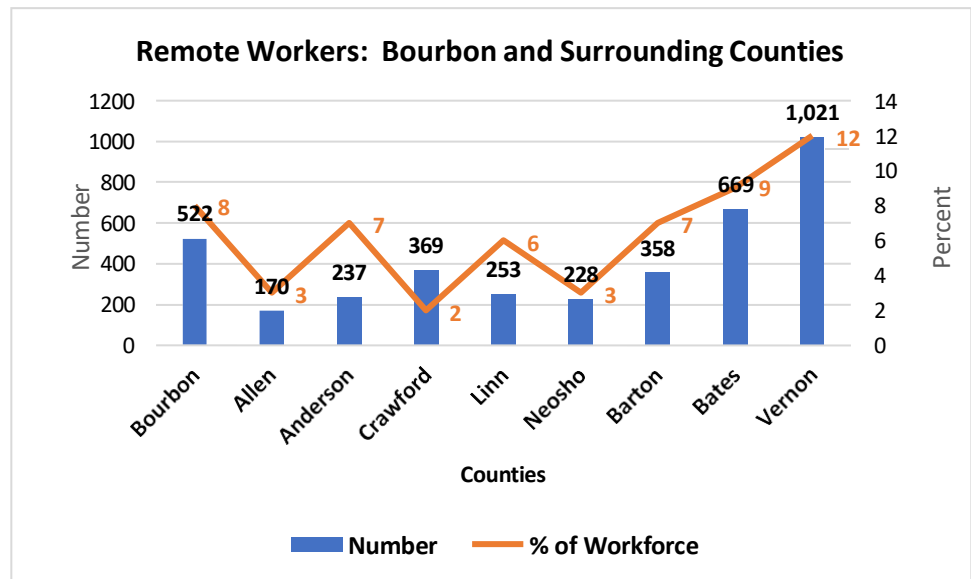
Remote work was given a boost during the pandemic as people sought less crowded and perceived safer locations. While the pandemic has waned, the option of working remotely has remained as people and their employers become more comfortable with remote work.

Even prior to the pandemic the dynamic of remote work was changing. Approximately 3.5% of the U.S. workforce, more than 4.7 million people, worked remotely at least one day a week in 2019. In the same year, about 45% of employers offered opportunities for their employees to work remotely. Remote work was a growing trend that the pandemic accelerated.

At the peak of the pandemic, nearly 45% of the workforce worked remotely, according to BuiltIn, a tech talent recruiting organization. BuiltIn anticipates long-term remote work at over 22% of employees' post-pandemic as companies offer more flexibility in hours and work location to attract talent.

In Bourbon County, 8% of total workforce, or more than 500 people, was engaged in remote work, according to U.S. Census 2020 numbers.

In comparison to the surrounding counties, Bourbon County had the third highest number of people and the third highest percentage of employment. The two highest counties were both in Missouri.



While there is a perception of remote workers as a younger, tech-oriented group the reality is different. Most are established in careers, have positions in sales, marketing, legal, accounting, and human resources positions that lend themselves to remote work and run the gamut of ages, with an average age of 45, according to BuiltIn. For employers in Bourbon County, offering more remote work options, which can be as little as one day a week, can help retain employees who may take their skills to a fully remote opportunity with some firm outside of the area.

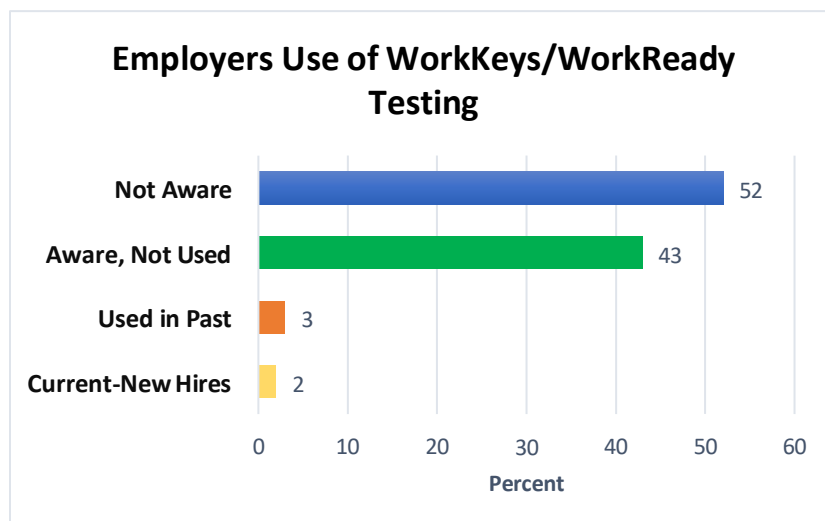
Validating Basic Skills

While not direct talent recruiting effort, employers can gain a better overall workforce by validating the basic skills of new hires. Likewise, people seeking new jobs can show they have the needed basic skills through ACT's WorkReady certification program. WorkReady builds on ACT's nearly three decades of providing WorkKeys testing for employers, accurately assessing key skills needed for jobs.

The state of Kansas participates in ACT's national WorkReady Communities program, which assesses basic skills in three areas: applied math, reading workplace documents and graphic literacy, which is understanding charts, graphs, and visual instructions. This WorkReady assessment helps validate that people have the basic skills needed to do a specific or array of jobs. Currently 29 states participate in the WorkReady certification program with more than 27,000 companies engaged.

Bourbon County Workforce (July 2022)	Goals	Actual NCRC
✓ Emerging (High School/College)	98	426
✓ Current (Employed Private/Public)	19	22
Transitioning (Adult Ed/Unemployed)	72	48
✓ Employers Supporting	17	19

Bourbon County is one of the Kansas counties participating in WorkReady. As noted in the chart above, more than 426 high school students have taken the NCRC WorkReady assessments since the program began. Among those who are employed or transitioning to employment 70 people have done the assessment. And 19 companies are noted as participating in the program. These 19 counties make up only about 5% of all employers in the county.



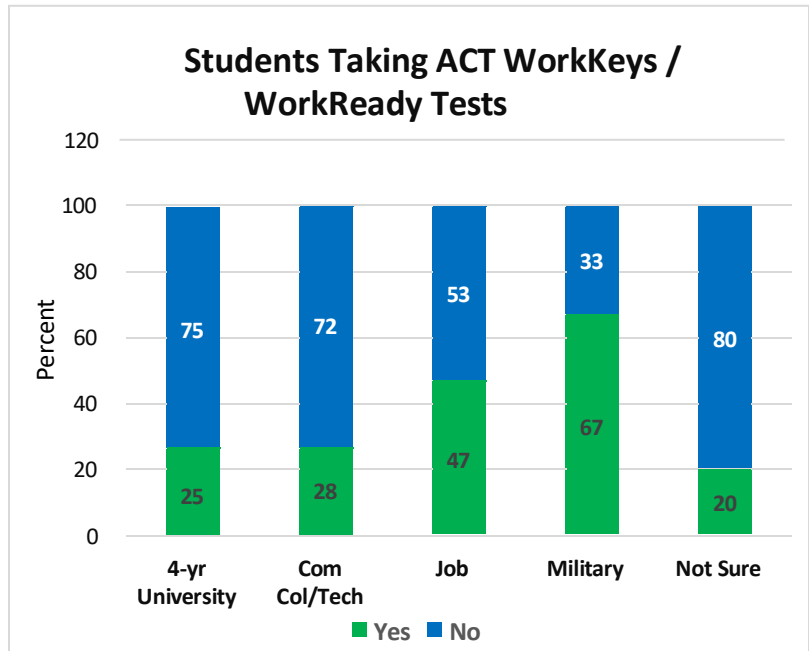
In conversations, employers indicated they had not used WorkReady certification testing or WorkKeys assessments or, if they had, it was not recently. This input was verified in the survey, where 52% of respondents indicated they were not aware of WorkReady / WorkKeys. Forty-three percent (43%) said they were aware of but had not used the certification or assessment programs. Two percent (2%) indicated they were using WorkReady assessments for

new hires, while none indicated use with existing employees to validate skills for new positions.

Smaller firms were least likely to be Aware of or Used WorkReady testing. Among larger firms, the most awareness and use was in Manufacturing.

One of the key targets for WorkReady Community certification is the future workforce. The WorkReady certification test helps students validate their key basic skills for employment. It may also be used by teachers to identify skills gaps to address prior to graduation.

In Bourbon County more than 25% of students have participated in the WorkReady assessments. Breaking that out by career plans, students headed directly for a Job or the Military were mostly likely to have taken the WorkReady assessment. Twenty-five percent (25%) of those headed to four-year college indicated they had taken the WorkReady assessment, although most take the ACT placement test.



Anecdotally, employers indicated the WorkReady certification may be difficult to understand and/or to use.

SOC	Description	NCRC Certificate Level (Lowest Median Score Among 3 Core Skills)	Typical Entry Level Education
53-7062	Laborers and Material Movers,	Bronze (3)	No formal educational credential
Skill Assessment			
Skill Area	Median	Minimum	Maximum
<i>Applied Math</i>	3	3	5
<i>Workplace Documents</i>	3	3	6
<i>Graphic Literacy</i>	4	3	5
Applied Technology	3	3	4
Business Writing	-	-	-
Workplace Observation	2	1	4

The test itself can cover up to six areas, however three (in italics on chart) are used to award the Work Ready certificate. The lowest median score sets the “numeric” level needed to be certified. However, that median number is translated to a “color” for the certification. This makes it difficult for employers to easily compare the “color” certification to the occupation. For example,

the Laborers and Material Movers lowest median score is a 3 on both Applied Math and Workplace Documents. This translates to a WorkReady Bronze Certification for people who are seeking that job.

ACT provides a depth of background on the skill levels (as shown above) for each occupation as well as base education, work experience and typical on the job training at this website: <http://jobprofiles.act.org>. However, human resources managers often do not have the time to verify the certification level of an applicant meets the job posted. Developing a chart, such as the one below, for employers that are hiring could assist them in obtaining new employees with better basic skills.

SOC	Description	National Career Readiness (NCRC) Certificate	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
29-1141	Registered Nurses	Gold	Bachelor's degree	None	None
31-1131	Nursing Assistants	Silver	Postsecondary nondegree award	None	None
43-9061	Office Clerks, General	Silver	High school diploma or equivalent	None	Short-term on-the-job training
47-2111	Electricians	Gold	High school diploma or equivalent	None	Apprenticeship
47-2152	Plumbers, Pipefitters, and Steamfitters	Silver	High school diploma or equivalent	None	Apprenticeship
49-9071	Maintenance and Repair Workers, General	Silver	High school diploma or equivalent	None	Moderate-term on-the-job training
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	Silver	No formal educational credential	None	Short-term on-the-job training

Appendix

Appendix A: Jobs in Which Students Have Interest

Both Schools		Ft. Scott		Uniontown	
Nursing	11	Nursing	4	Nursing	7
Teacher	11	Teacher	7	Teacher	4
Welding	8	Welding	4	Welding	4
Engineer	8	Engineer	8	Engineer	0
Physician	6	Physician	4	Physician	2
Not Sure	5	Not Sure	2	Not Sure	3
Cosmetology	4	Cosmetology	1	Cosmetology	3
Veterinarian	4	Veterinarian	3	Veterinarian	1
Lawyer	3	Lawyer	3	Lawyer	0
Marketing	3	Marketing	3	Marketing	0
Physical Therapy	3	Physical Therapy	3	Physical Therapy	0
Food Service	3	Food Service	2	Food Service	1
Entrepreneur	3	Entrepreneur	2	Entrepreneur	1
Electrician	3	Electrician	2	Electrician	1
Psychologist	3	Psychologist	3	Psychologist	0
Construction/carpentry	3	Construction/carpentry	0	Construction/carpentry	3
Auto Mechanic	2	Auto Mechanic	1	Auto Mechanic	1
Graphic Design	2	Graphic Design	2	Graphic Design	0
Photographer	2	Photographer	1	Photographer	1
Lineman	2	Lineman	1	Lineman	1
Police officer	2	Police officer	1	Police officer	1
Music Business/producer	2	Music Business/producer	1	Music Business/producer	1
Military	2	Military	0	Military	2
Computer Tech	2	Computer Tech	0	Computer Tech	2
Truck Driver	2	Truck Driver	0	Truck Driver	2
Machinist	2	Machinist	1	Machinist	1
Economist	1	Economist	1	Economist	0
Architect	1	Architect	1	Architect	0
Pharmacist	1	Pharmacist	1	Pharmacist	0
Farmer	1	Farmer	1	Farmer	0
Sonogram Tech.	1	Sonogram Tech.	1	Sonogram Tech.	0
Sports Agent	1	Sports Agent	1	Sports Agent	0
yes	1	yes	1	yes	0
Aerospace	1	Aerospace	1	Aerospace	0
Systems Administrator	1	Systems Administrator	1	Systems Administrator	0
Psychiatrist	1	Psychiatrist	1	Psychiatrist	0
Therapist	1	Therapist	1	Therapist	0
Zoology	1	Zoology	1	Zoology	0
Political Analyst	1	Political Analyst	1	Political Analyst	0
Real Estate	1	Real Estate	1	Real Estate	0
Plant Genetics	1	Plant Genetics	1	Plant Genetics	0
Social Worker	1	Social Worker	1	Social Worker	0
Botanist	1	Botanist	1	Botanist	0
Director	1	Director	1	Director	0
Librarian	1	Librarian	1	Librarian	0

Digital Designer	1	Digital Designer	1	Digital Designer	0
Boxing	1	Boxing	0	Boxing	1
Crane Operator	1	Crane Operator	0	Crane Operator	1
Accountant	1	Accountant	0	Accountant	1
Phlebotomist	1	Phlebotomist	0	Phlebotomist	1
Park Ranger	1	Park Ranger	0	Park Ranger	1
Insurance	1	Insurance	0	Insurance	1
Art	1	Art	0	Art	1
Totals	128		79		49

Appendix B: Bourbon County Clusters

- Your **highest ranked cluster** is **Production Technology and Heavy Machinery**, with a score of 100 (out of 100) points.
- Your **average cluster score** is **47** (out of 100) points. This is *not* a benchmark against other regions; it only compares the relative performance of your clusters to each other. Clusters ranked higher than 47 are above average for your region, while clusters ranked lower than 47 are below average.
- **Top clusters** must have a score of **at least 63**, while **bottom clusters** must have a score of **32 or less**. These thresholds are determined by applying the average deviation (plus or minus 16) to the average cluster score 47.

6 Top Clusters
 17 Average Clusters
 8 Bottom Clusters



Cluster Rankings

□ Production Technology and Heavy Machinery

100

You have 1 industry in this cluster:

NAICS	Industry	Jobs	Score
333241	Food Product Machinery Manufacturing	141	100

□ Printing Services

77

You have 1 industry in this cluster:

NAICS	Industry	Jobs	Score
323111	Commercial Printing (except Screen and Books)	402	77

□ Automotive

76

You have 1 industry in this cluster:

NAICS	Industry	Jobs	Score
336999	All Other Transportation Equipment Manufacturing	55	76

□ Transportation and Logistics

71

You have 2 industries in this cluster:

NAICS	Industry	Jobs	Score
482110	Rail transportation	42	75
484121	General Freight Trucking, Long-Distance, Truckload	11	54

☐ Paper and Packaging

70

You have 1 industry in this cluster:

NAICS	Industry	Jobs	Score
322220	Paper Bag and Coated and Treated Paper Manufacturing	12	70

☐ Agricultural Inputs and Services

65

You have 2 industries in this cluster:

NAICS	Industry	Jobs	Score
112000	Animal Production	32	88
115115	Farm Labor Contractors and Crew Leaders	19	26

☐ Local Education and Training

61

You have 1 industry in this cluster:

NAICS	Industry	Jobs	Score
903611	Elementary and Secondary Schools (Local Government)	492	61

☐ Downstream Metal Products

59

You have 1 industry in this cluster:

NAICS	Industry	Jobs	Score
332321	Metal Window and Door Manufacturing	310	59

Upstream Metal Manufacturing

59

You have 1 industry in this cluster:

NAICS	Industry	Jobs	Score
331318	Other Aluminum Rolling, Drawing, and Extruding	124	59

Local Commercial Services

56

You have 3 industries in this cluster:

NAICS	Industry	Jobs	Score
541110	Offices of Lawyers	18	69
541211	Offices of Certified Public Accountants	36	63
561720	Janitorial Services	15	20

Local Financial Services

55

You have 3 industries in this cluster:

NAICS	Industry	Jobs	Score
522110	Commercial Banking	57	49
524210	Insurance Agencies and Brokerages	71	61
524292	Third Party Administration of Insurance and Pension Funds	118	55

Local Retailing of Clothing and General Merchandise

52

You have 1 industry in this cluster:

NAICS	Industry	Jobs	Score
452311	Warehouse Clubs and Supercenters	235	52

Construction Products and Services

52

You have 3 industries in this cluster:

NAICS	Industry	Jobs	Score
237990	Other Heavy and Civil Engineering Construction	11	33
327991	Cut Stone and Stone Product Manufacturing	10	46
332420	Metal Tank (Heavy Gauge) Manufacturing	46	57

Local Government Services

51

You have 1 industry in this cluster:

NAICS	Industry	Jobs	Score
903999	Local Government, Excluding Education and Hospitals	318	51

Local Health Services

44

You have 11 industries in this cluster:

NAICS	Industry	Jobs	Score
446110	Pharmacies and Drug Stores	24	40
621111	Offices of Physicians (except Mental Health Specialists)	158	94
621210	Offices of Dentists	96	55
621320	Offices of Optometrists	32	30
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists	101	34
621420	Outpatient Mental Health and Substance Abuse Centers	83	17
621610	Home Health Care Services	141	31
623110	Nursing Care Facilities (Skilled Nursing Facilities)	74	16
623311	Continuing Care Retirement Communities	69	35
623312	Assisted Living Facilities for the Elderly	22	19
812210	Funeral Homes and Funeral Services	10	34

Medical Devices

You have 1 industry in this cluster:

NAICS	Industry	Jobs	Score
339113	Surgical Appliance and Supplies Manufacturing	43	44

□ Local Real Estate, Construction, and Development

43

You have 10 industries in this cluster:

NAICS	Industry	Jobs	Score
236115	New Single-Family Housing Construction (except For-Sale Builders)	19	27
236118	Residential Remodelers	17	30
236220	Commercial and Institutional Building Construction	10	33
238140	Masonry Contractors	12	35
238210	Electrical Contractors and Other Wiring Installation Contractors	25	33
238220	Plumbing, Heating, and Air-Conditioning Contractors	21	32
238310	Drywall and Insulation Contractors	14	33
238320	Painting and Wall Covering Contractors	16	33
238910	Site Preparation Contractors	64	60
238990	All Other Specialty Trade Contractors	83	47

□ State Government Services

42

You have 1 industry in this cluster:

NAICS	Industry	Jobs	Score
902999	State Government, Excluding Education and Hospitals	48	42

□ Education and Knowledge Creation

42

You have 2 industries in this cluster:

NAICS	Industry	Jobs	Score
903612	Colleges, Universities, and Professional Schools (Local Government)	149	20
903619	All Other Schools and Educational Support Services (Local Government)	156	62

☐ Federal Government Services

40

You have 3 industries in this cluster:

NAICS	Industry	Jobs	Score
901149	US Postal Service	40	43
901199	Federal Government, Civilian, Excluding Postal Service	37	59
901200	Federal Government, Military	50	23

☐ Local Entertainment and Media

39

You have 1 industry in this cluster:

NAICS	Industry	Jobs	Score
443142	Electronics Stores	24	39

☐ Distribution and Electronic Commerce

37

You have 4 industries in this cluster:

NAICS	Industry	Jobs	Score
423820	Farm and Garden Machinery and Equipment Merchant Wholesalers	17	52
424320	Men's and Boys' Clothing and Furnishings Merchant Wholesalers	17	36
424910	Farm Supplies Merchant Wholesalers	44	55
561499	All Other Business Support Services	42	13

☐ Local Food and Beverage Processing and Distribution

36

You have 4 industries in this cluster:

NAICS	Industry	Jobs	Score
424410	General Line Grocery Merchant Wholesalers	134	46
424490	Other Grocery and Related Products Merchant Wholesalers	10	37
445110	Supermarkets and Other Grocery (except Convenience) Stores	27	1
445310	Beer, Wine, and Liquor Stores	17	15

Local Motor Vehicle Products and Services

30

You have 5 industries in this cluster:

NAICS	Industry	Jobs	Score
441110	New Car Dealers	34	44
441310	Automotive Parts and Accessories Stores	25	29
447110	Gasoline Stations with Convenience Stores	67	23
811111	General Automotive Repair	19	30
811121	Automotive Body, Paint, and Interior Repair and Maintenance	14	39

Vulcanized and Fired Materials

26

You have 1 industry in this cluster:

NAICS	Industry	Jobs	Score
326220	Rubber and Plastics Hoses and Belting Manufacturing	105	26

Local Household Goods and Services

25

You have 3 industries in this cluster:

NAICS	Industry	Jobs	Score
444130	Hardware Stores	12	20
444220	Nursery, Garden Center, and Farm Supply Stores	18	23

561730	Landscaping Services	34	28

☐ Livestock Processing

24

You have 1 industry in this cluster:

NAICS	Industry	Jobs	Score
424520	Livestock Merchant Wholesalers	13	24

☐ Local Hospitality Establishments

24

You have 3 industries in this cluster:

NAICS	Industry	Jobs	Score
722310	Food Service Contractors	13	23
722511	Full-Service Restaurants	188	35
722513	Limited-Service Restaurants	198	14

☐ Local Personal Services (Non-Medical)

22

You have 3 industries in this cluster:

NAICS	Industry	Jobs	Score
541940	Veterinary Services	24	22
624410	Child Day Care Services	61	23
812112	Beauty Salons	25	19

☐ Local Community and Civic Organizations

21

You have 2 industries in this cluster:

NAICS	Industry	Jobs	Score
624120	Services for the Elderly and Persons with Disabilities	19	17
813110	Religious Organizations	90	22

☐ Hospitality and Tourism

20

You have 1 industry in this cluster:

NAICS	Industry	Jobs	Score
721110	Hotels (except Casino Hotels) and Motels	50	20

Clusters That Don't Appear in Your Region

- ☐ Video Production and Distribution
- ☐ Oil and Gas Production and Transportation
- ☐ Performing Arts
- ☐ Plastics
- ☐ Business Services
- ☐ Wood Products
- ☐ Recreational and Small Electric Goods
- ☐ Biopharmaceuticals
- ☐ Textile Manufacturing
- ☐ Water Transportation
- ☐ Tobacco
- ☐ Trailers, Motor Homes, and Appliances
- ☐ Communications Equipment and Services
- ☐ Coal Mining

- ☐ Upstream Chemical Products
- ☐ Aerospace Vehicles and Defense
- ☐ Nonmetal Mining
- ☐ Footwear
- ☐ Local Utilities
- ☐ Local Logistical Services
- ☐ Downstream Chemical Products
- ☐ Local Industrial Products and Services
- ☐ Electric Power Generation and Transmission
- ☐ Environmental Services
- ☐ Financial Services
- ☐ Fishing and Fishing Products
- ☐ Food Processing and Manufacturing
- ☐ Forestry
- ☐ Music and Sound Recording
- ☐ Furniture
- ☐ Information Technology and Analytical Instruments
- ☐ Jewelry and Precious Metals
- ☐ Leather and Related Products
- ☐ Lighting and Electrical Equipment
- ☐ Marketing, Design, and Publishing
- ☐ Apparel
- ☐ Metal Mining
- ☐ Metalworking Technology

Insurance Services



The clusters in this analysis are defined according to the methodology of Harvard Business School's U.S. Cluster Mapping Project. Cluster icons used with permission of the U.S. Cluster Mapping Project (<http://clustermapping.us>).

Source: U.S. Cluster Mapping (<http://clustermapping.us>), Institute for Strategy and Competitiveness, Harvard Business School. Copyright © 2014 President and Fellows of Harvard College. All rights reserved. Research funded in part by the U.S. Department of Commerce, Economic Development Administration.

Lightcast has made modifications to the Harvard clusters in order to integrate our additional data.

Appendix A - Data Sources and Calculations

Input-Output Data

The input-output model in this report is Emsi's gravitational flows multi-regional social account matrix model (MR-SAM). It is based on data from the Census Bureau's Current Population Survey and American Community Survey; as well as the Bureau of Economic Analysis' National Income and Product Accounts, Input-Output Make and Use Tables, and Gross State Product data. In addition, several Emsi in-house data sets are used, as well as data from Oak Ridge National Labs on the cost of transportation between counties.

Industry Data

Emsi industry data have various sources depending on the class of worker. (1) For QCEW Employees, Emsi primarily uses the QCEW (Quarterly Census of Employment and Wages), with supplemental estimates from County Business Patterns. (2) Non-QCEW employees data are based on a number of sources including QCEW, Current Employment Statistics, County Business Patterns, BEA State and Local Personal Income reports, the National Industry-Occupation Employment Matrix (NIOEM), the American Community Survey, and Railroad Retirement Board statistics. (3) Self-Employed and Extended Proprietor classes of worker data are primarily based on the American Community Survey, Nonemployer Statistics, and BEA State and Local Personal Income Reports. Projections for QCEW and Non-QCEW Employees are informed by NIOEM and long-term industry projections published by individual states.

Location Quotient

Location quotient (LQ) is a way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. It can reveal what makes a particular region unique in comparison to the national average.

Shift Share

Shift share is a standard regional analysis method that attempts to determine how much of regional job growth can be attributed to national trends and how much is due to unique regional factors.

State Data Sources

This report uses state data from the following agencies: Kansas Department of Labor

Appendix C: Cluster Top Cross-Cutting Jobs

[illegible]

49-3040	Heavy Vehicle and Mobile Equipment Service Technicians and Mechanics			X			X				2
51-4030	Machine Tool Cutting Setters, Operators, and Tenders, Metal and Plastic	X				X					2
51-4040	Machinists	X		X							2
51-5110	Printing Workers		X		X						2
51-9120	Painting Workers			X		X					2
51-9190	Miscellaneous Production Workers		X		X						2
53-1040	First-Line Supervisors of Transportation and Material Moving Workers					X	X				2
11-1010	Chief Executives							X			1
11-9190	Miscellaneous Managers							X			1
17-2140	Mechanical Engineers	X									1
27-1020	Designers		X								1
37-2010	Building Cleaning Workers								X		1
43-4050	Customer Service Representatives		X								1
43-5030	Dispatchers							X			1
43-9060	Office Clerks, General									X	1
45-2040	Graders and Sorters, Agricultural Products									X	1
47-4060	Rail-Track Laying and Maintenance Equipment Operators						X				1
49-1010	First-Line Supervisors of Mechanics, Installers, and Repairers						X				1
49-2090	Miscellaneous Electrical and Electronic Equipment Mechanics, Installers, and Repairers						X				1
49-3030	Bus and Truck Mechanics and Diesel Engine Specialists							X			1

49-9040	Industrial Machinery Installation, Repair, and Maintenance Workers				X						1
49-9090	Miscellaneous Installation, Maintenance, and Repair Workers						X				1
51-2020	Electrical, Electronics, and Electromechanical Assemblers	X									1
51-2040	Structural Metal Fabricators and Fitters					X					1
51-9030	Cutting Workers				X						1
51-9060	Inspectors, Testers, Sorters, Samplers, and Weighers			X							1
51-9110	Packaging and Filling Machine Operators and Tenders				X						1
51-9160	Computer Numerically Controlled Tool Operators and Programmers			X							1
53-4010	Locomotive Engineers and Operators						X				1
53-4020	Railroad Brake, Signal, and Switch Operators and Locomotive Firers						X				1
53-4030	Railroad Conductors and Yardmasters						X				1
53-7050	Industrial Truck and Tractor Operators				X					X	1

Appendix D: Top Jobs by Numbers & Growth 2032

SOC Code	Occupation	2022	2032	#Change	%Change	Avg Wage
29-1171	Nurse Practitioners	16	31	16	100%	\$52.90
29-1292	Dental Hygienists	21	36	15	70%	\$31.75
31-9091	Dental Assistants	43	72	30	69%	\$15.99
29-1021	Dentists, General	14	23	9	69%	\$69.33
31-9092	Medical Assistants	26	41	15	56%	\$14.64
21-1018	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	21	28	8	38%	\$24.78
43-6013	Medical Secretaries and Administrative Assistants	40	55	15	37%	\$14.16
11-9111	Medical and Health Services Managers	19	26	7	35%	\$40.58
49-2098	Security and Fire Alarm Systems Installers	16	21	5	32%	\$19.50
21-1093	Social and Human Service Assistants	27	34	7	25%	\$16.63
13-1161	Market Research Analysts and Marketing Specialists	22	27	5	25%	\$28.69
25-9031	Instructional Coordinators	16	20	4	23%	\$23.76
29-1141	Registered Nurses	56	69	13	22%	\$27.04
11-9013	Farmers, Ranchers, and Other Agricultural Managers	19	24	4	22%	\$25.63
21-1021	Child, Family, and School Social Workers	13	15	3	20%	\$20.64
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	42	50	8	18%	\$15.14
43-4111	Interviewers, Except Eligibility and Loan	11	13	2	18%	\$13.63
29-2052	Pharmacy Technicians	15	17	3	18%	\$16.75
25-2058	Special Education Teachers, Secondary School	12	14	2	18%	\$26.60
11-9032	Education Administrators, Kindergarten through Secondary	15	18	3	17%	\$37.50
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	92	107	15	17%	\$13.61
37-3011	Landscaping and Groundskeeping Workers	46	53	7	16%	\$17.55
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	77	88	11	15%	\$22.94
13-1199	Business Operations Specialists, All Other	18	21	3	14%	\$31.75
25-2022	Middle School Teachers, Except Special and Career/Technical Education	31	35	4	14%	\$23.09
25-2021	Elementary School Teachers, Except Special Education	80	91	11	14%	\$22.17
23-1011	Lawyers	15	16	2	14%	\$53.98
17-2141	Mechanical Engineers	11	12	1	13%	\$32.21
11-9199	Managers, All Other	27	31	3	13%	\$33.68
43-3021	Billing and Posting Clerks	20	23	2	12%	\$16.96
53-3051	Bus Drivers, School	24	27	3	12%	\$14.46
29-2061	Licensed Practical and Licensed Vocational Nurses	41	46	5	12%	\$19.13
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	30	33	3	10%	\$26.07

49-9071	Maintenance and Repair Workers, General	69	75	6	9%	\$18.04
39-5012	Hairdressers, Hairstylists, and Cosmetologists	30	32	3	8%	\$15.88
43-1011	First-Line Supervisors of Office and Administrative Support Workers	51	55	4	8%	\$23.83
11-1021	General and Operations Managers	120	129	10	8%	\$37.46
41-1011	First-Line Supervisors of Retail Sales Workers	64	69	4	7%	\$17.01
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	65	67	2	3%	\$16.01
53-3032	Heavy and Tractor-Trailer Truck Drivers	86	88	2	2%	\$24.78
13-2011	Accountants and Auditors	48	49	1	1%	\$34.31
41-3021	Insurance Sales Agents	57	56	(1)	(2%)	\$23.12
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	85	82	(3)	(4%)	\$30.40
51-5112	Printing Press Operators	73	70	(3)	(4%)	\$15.38
43-4051	Customer Service Representatives	108	103	(5)	(4%)	\$14.36
43-3031	Bookkeeping, Accounting, and Auditing Clerks	91	87	(5)	(5%)	\$17.13
51-4121	Welders, Cutters, Solderers, and Brazers	113	106	(6)	(6%)	\$20.73
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	153	143	(10)	(7%)	\$15.06
51-1011	First-Line Supervisors of Production and Operating Workers	63	58	(5)	(8%)	\$29.88
47-2073	Operating Engineers and Other Construction Equipment Operators	50	46	(4)	(8%)	\$22.28
47-2061	Construction Laborers	67	61	(6)	(9%)	\$19.91
43-5071	Shipping, Receiving, and Inventory Clerks	41	36	(4)	(11%)	\$16.31
39-9011	Childcare Workers	56	48	(7)	(13%)	\$13.94
25-1099	Postsecondary Teachers	76	64	(12)	(15%)	\$24.13
51-2098	Miscellaneous Assemblers and Fabricators	96	79	(17)	(18%)	\$15.77
		2,636	2,820			\$24.16

Appendix E: Top and Cluster Occupations

Denotes Cluster Occupations

SOC Code	Occupations	2022	2032	#Change	%Change	Avg Wage
43-6010	Secretaries and Administrative Assistants	235	232	-3	-1%	\$16.01
53-3030	Driver/Sales Workers and Truck Drivers	132	130	-2	-1%	\$21.94
11-1021	General and Operations Managers	120	129	10	8%	\$37.46
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	92	107	15	17%	\$13.61
51-4121	Welders, Cutters, Solderers, and Brazers	113	106	(6)	(6%)	\$20.73
43-4051	Customer Service Representatives	108	103	(5)	(4%)	\$14.36
25-2021	Elementary School Teachers, Except Special Education	80	91	11	14%	\$22.17
53-3032	Heavy and Tractor-Trailer Truck Drivers	86	88	2	2%	\$24.78
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	77	88	11	15%	\$22.94
43-3031	Bookkeeping, Accounting, and Auditing Clerks	91	87	(5)	(5%)	\$17.13
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	85	82	(3)	(4%)	\$30.40
51-2098	Miscellaneous Assemblers and Fabricators	96	79	(17)	(18%)	\$15.77
49-9071	Maintenance and Repair Workers, General	69	75	6	9%	\$18.04
31-9091	Dental Assistants	43	72	30	69%	\$15.99
51-5112	Printing Press Operators	73	70	(3)	(4%)	\$15.38
29-1141	Registered Nurses	56	69	13	22%	\$27.04
41-1011	First-Line Supervisors of Retail Sales Workers	64	69	4	7%	\$17.01
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	65	67	2	3%	\$16.01
25-1099	Postsecondary Teachers	76	64	(12)	(15%)	\$24.13
47-2061	Construction Laborers	67	61	(6)	(9%)	\$19.91
51-1011	First-Line Supervisors of Production and Operating Workers	63	58	(5)	(8%)	\$29.88
41-3021	Insurance Sales Agents	57	56	(1)	(2%)	\$23.12
43-1011	First-Line Supervisors of Office and Administrative Support Workers	51	55	4	8%	\$23.83
43-6013	Medical Secretaries and Administrative Assistants	40	55	15	37%	\$14.16
37-3011	Landscaping and Groundskeeping Workers	46	53	7	16%	\$17.55
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	42	50	8	18%	\$15.14
13-2011	Accountants and Auditors	48	49	1	1%	\$34.31
39-9011	Childcare Workers	56	48	(7)	(13%)	\$13.94
29-2061	Licensed Practical and Licensed Vocational Nurses	41	46	5	12%	\$19.13
45-2090	Miscellaneous Agricultural Workers	39	46	8	19%	\$13.60

47-2073	Operating Engineers and Other Construction Equipment Operators	50	46	(4)	(8%)	\$22.28
51-9190	Miscellaneous Production Workers	55	44	-10	-19%	\$14.25
31-9092	Medical Assistants	26	41	15	56%	\$14.64
43-5071	Shipping, Receiving, and Inventory Clerks	41	36	(4)	(11%)	\$16.31
29-1292	Dental Hygienists	21	36	15	70%	\$31.75
25-2022	Middle School Teachers, Except Special and Career/Technical Education	31	35	4	14%	\$23.09
21-1093	Social and Human Service Assistants	27	34	7	25%	\$16.63
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	30	33	3	10%	\$26.07
39-5012	Hairdressers, Hairstylists, and Cosmetologists	30	32	3	8%	\$15.88
29-1171	Nurse Practitioners	16	31	16	100%	\$52.90
11-9199	Managers, All Other	27	31	3	13%	\$33.68
21-1018	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	21	28	8	38%	\$24.78
53-3051	Bus Drivers, School	24	27	3	12%	\$14.46
51-4030	Machine Tool Cutting Setters, Operators, and Tenders, Metal and Plastic	34	27	-6	-19%	\$16.91
13-1161	Market Research Analysts and Marketing Specialists	22	27	5	25%	\$28.69
11-9111	Medical and Health Services Managers	19	26	7	35%	\$40.58
11-9010	Farmers, Ranchers, and Other Agricultural Managers	19	24	4	22%	\$25.63
53-1040	First-Line Supervisors of Transportation and Material Moving Workers	23	24	1	3%	\$24.53
11-9013	Farmers, Ranchers, and Other Agricultural Managers	19	24	4	22%	\$25.63
51-9120	Painting Workers	25	23	-2	-7%	\$17.90
29-1021	Dentists, General	14	23	9	69%	\$69.33
43-3021	Billing and Posting Clerks	20	23	2	12%	\$16.96
49-2098	Security and Fire Alarm Systems Installers	16	21	5	32%	\$19.50
13-1199	Business Operations Specialists, All Other	18	21	3	14%	\$31.75
49-3040	Heavy Vehicle and Mobile Equipment Service Technicians and Mechanics	19	20	1	3%	\$22.20
51-4040	Machinists	19	20	0	1%	\$19.11
25-9031	Instructional Coordinators	16	20	4	23%	\$23.76
11-9032	Education Administrators, Kindergarten through Secondary	15	18	3	17%	\$37.50
29-2052	Pharmacy Technicians	15	17	3	18%	\$16.75
23-1011	Lawyers	15	16	2	14%	\$53.98
21-1021	Child, Family, and School Social Workers	13	15	3	20%	\$20.64
25-2058	Special Education Teachers, Secondary School	12	14	2	18%	\$26.60
43-4111	Interviewers, Except Eligibility and Loan	11	13	2	18%	\$13.63
17-2141	Mechanical Engineers	11	12	1	13%	\$32.21

Appendix F: Occupation Risk of Automation

SOC	Description	2022 Jobs	Automation Index	Avg. Hourly Earnings
47-2170	Reinforcing Iron and Rebar Workers	<10	137.2	Insf. Data
35-9020	Dishwashers	17	136.4	\$8.85
47-2140	Painters and Paperhangers	15	136.3	\$21.74
47-3010	Helpers, Construction Trades	<10	134.5	Insf. Data
47-2020	Brickmasons, Blockmasons, and Stonemasons	<10	133.6	Insf. Data
47-2080	Drywall Installers, Ceiling Tile Installers, and Tapers	<10	132.7	Insf. Data
47-2220	Structural Iron and Steel Workers	<10	132.2	Insf. Data
47-2060	Construction Laborers	67	131.9	\$19.91
47-2130	Insulation Workers	<10	131.5	Insf. Data
35-3020	Fast Food and Counter Workers	130	130.8	\$9.51
47-2180	Roofers	<10	130.8	Insf. Data
35-9010	Dining Room and Cafeteria Attendants and Bartender Helpers	13	130.6	\$10.75
51-2040	Structural Metal Fabricators and Fitters	19	130.3	\$19.79
47-2160	Plasterers and Stucco Masons	<10	130.1	Insf. Data
35-3030	Waiters and Waitresses	87	129.8	\$8.64
35-2020	Food Preparation Workers	27	129.1	\$9.97
47-2040	Carpet, Floor, and Tile Installers and Finishers	<10	129.0	Insf. Data
37-3010	Grounds Maintenance Workers	51	128.6	\$17.68
47-2120	Glaziers	<10	127.1	Insf. Data
47-2050	Cement Masons, Concrete Finishers, and Terrazzo Workers	11	126.7	\$22.76
47-2030	Carpenters	30	125.9	\$22.29
35-2010	Cooks	131	125.2	\$10.90
47-4030	Fence Erectors	<10	124.7	Insf. Data
51-6030	Sewing Machine Operators	13	123.8	\$12.15
51-6040	Shoe and Leather Workers	<10	123.6	Insf. Data
47-5070	Roustabouts, Oil and Gas	<10	123.5	Insf. Data
47-2010	Boilermakers	<10	123.4	Insf. Data
37-2010	Building Cleaning Workers	140	123.3	\$12.71
35-9090	Miscellaneous Food Preparation and Serving Related Workers	<10	122.2	Insf. Data
45-2040	Graders and Sorters, Agricultural Products	<10	122.1	Insf. Data
51-3010	Bakers	<10	121.9	Insf. Data
51-9190	Miscellaneous Production Workers	55	121.8	\$14.25
47-4050	Highway Maintenance Workers	15	121.6	\$16.17
53-7020	Crane and Tower Operators	<10	121.5	Insf. Data
53-6030	Transportation Service Attendants	<10	121.4	Insf. Data
35-3010	Bartenders	10	121.3	Insf. Data
51-4120	Welding, Soldering, and Brazing Workers	114	121.2	\$20.71
51-4110	Tool and Die Makers	<10	120.2	Insf. Data
47-2070	Construction Equipment Operators	56	120.1	\$22.24
51-9080	Dental and Ophthalmic Laboratory Technicians and Medical Appliance Technicians	16	120.0	\$25.66
47-5030	Explosives Workers, Ordnance Handling Experts, and Blasters	<10	119.8	Insf. Data
53-7080	Refuse and Recyclable Material Collectors	<10	119.7	Insf. Data
51-7040	Woodworking Machine Setters, Operators, and Tenders	<10	119.6	Insf. Data
53-7050	Industrial Truck and Tractor Operators	23	119.5	\$18.93
47-4060	Rail-Track Laying and Maintenance Equipment Operators	<10	119.5	Insf. Data
51-3020	Butchers and Other Meat, Poultry, and Fish Processing Workers	<10	119.4	\$16.04

51-4080	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	<10	119.1	Insf. Data
51-4190	Miscellaneous Metal Workers and Plastic Workers	<10	118.8	Insf. Data
47-4090	Miscellaneous Construction and Related Workers	<10	118.8	Insf. Data
51-9120	Painting Workers	25	118.8	\$17.90
35-3040	Food Servers, Nonrestaurant	17	118.7	\$8.91
47-4070	Septic Tank Servicers and Sewer Pipe Cleaners	<10	118.6	Insf. Data
51-4050	Metal Furnace Operators, Tenders, Pourers, and Casters	<10	118.5	Insf. Data
51-9030	Cutting Workers	16	117.8	\$16.40
35-9030	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	14	117.8	\$8.56
51-4070	Molders and Molding Machine Setters, Operators, and Tenders, Metal and Plastic	11	117.8	\$16.20
47-2210	Sheet Metal Workers	<10	117.7	Insf. Data
51-7090	Miscellaneous Woodworkers	<10	117.6	Insf. Data
47-5020	Surface Mining Machine Operators and Earth Drillers	<10	117.4	Insf. Data
51-6090	Miscellaneous Textile, Apparel, and Furnishings Workers	<10	117.3	Insf. Data
51-9020	Crushing, Grinding, Polishing, Mixing, and Blending Workers	<10	117.3	Insf. Data
51-9040	Extruding, Forming, Pressing, and Compacting Machine Setters, Operators, and Tenders	36	117.3	\$19.04
51-4030	Machine Tool Cutting Setters, Operators, and Tenders, Metal and Plastic	34	117.2	\$16.91
51-9110	Packaging and Filling Machine Operators and Tenders	13	116.9	\$15.94
47-2150	Pipelayers, Plumbers, Pipefitters, and Steamfitters	13	116.9	\$23.17
51-9070	Jewelers and Precious Stone and Metal Workers	<10	116.5	Insf. Data
53-7060	Laborers and Material Movers	206	116.4	\$14.09
51-4020	Forming Machine Setters, Operators, and Tenders, Metal and Plastic	18	115.7	\$17.84
51-9050	Furnace, Kiln, Oven, Drier, and Kettle Operators and Tenders	<10	115.5	Insf. Data
49-9050	Line Installers and Repairers	<10	115.4	Insf. Data
49-3090	Miscellaneous Vehicle and Mobile Equipment Mechanics, Installers, and Repairers	<10	115.4	Insf. Data
51-6060	Textile Machine Setters, Operators, and Tenders	<10	115.3	Insf. Data
51-4040	Machinists	19	115.2	\$19.11
47-5050	Rock Splitters, Quarry	<10	114.7	Insf. Data
49-3030	Bus and Truck Mechanics and Diesel Engine Specialists	10	114.6	\$23.28
43-5040	Meter Readers, Utilities	<10	114.6	Insf. Data
49-9010	Control and Valve Installers and Repairers	<10	114.3	Insf. Data
49-3050	Small Engine Mechanics	<10	114.1	Insf. Data
51-6050	Tailors, Dressmakers, and Sewers	<10	114.1	Insf. Data
49-9090	Miscellaneous Installation, Maintenance, and Repair Workers	14	114.0	\$20.94
51-9160	Computer Numerically Controlled Tool Operators and Programmers	13	114.0	\$20.95
51-6010	Laundry and Dry-Cleaning Workers	<10	113.2	Insf. Data
53-7190	Miscellaneous Material Moving Workers	<10	113.1	Insf. Data
49-9020	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	10	113.0	\$22.21
51-3090	Miscellaneous Food Processing Workers	<10	112.8	Insf. Data
51-2090	Miscellaneous Assemblers and Fabricators	96	112.6	\$15.77
53-7120	Tank Car, Truck, and Ship Loaders	<10	112.1	Insf. Data
53-7070	Pumping Station Operators	<10	112.1	Insf. Data
51-9010	Chemical Processing Machine Setters, Operators, and Tenders	<10	112.0	Insf. Data

43-9050	Mail Clerks and Mail Machine Operators, Except Postal Service	<10	112.0	Insf. Data
53-7010	Conveyor Operators and Tenders	<10	111.5	Insf. Data
51-2020	Electrical, Electronics, and Electromechanical Assemblers	<10	111.4	Insf. Data
45-3030	Fishing and Hunting Workers	<10	111.3	Insf. Data
43-5050	Postal Service Workers	35	111.0	\$25.21
45-4010	Forest and Conservation Workers	0	111.0	\$0.00
39-3010	Gambling Services Workers	<10	111.0	Insf. Data
49-9040	Industrial Machinery Installation, Repair, and Maintenance Workers	29	110.9	\$26.12
53-3030	Driver/Sales Workers and Truck Drivers	132	110.8	\$21.94
45-2090	Miscellaneous Agricultural Workers	39	110.5	\$13.60
49-3040	Heavy Vehicle and Mobile Equipment Service Technicians and Mechanics	19	110.3	\$22.20
47-2110	Electricians	23	110.3	\$24.10
49-9060	Precision Instrument and Equipment Repairers	<10	110.2	Insf. Data
51-8020	Stationary Engineers and Boiler Operators	<10	109.9	Insf. Data
39-4020	Funeral Attendants	<10	109.8	Insf. Data
33-9030	Security Guards and Gambling Surveillance Officers	<10	109.7	Insf. Data
49-9070	Maintenance and Repair Workers, General	69	109.6	\$18.04
43-9070	Office Machine Operators, Except Computer	<10	109.4	Insf. Data
43-5070	Shipping, Receiving, and Inventory Clerks	41	109.1	\$16.31
53-4020	Railroad Brake, Signal, and Switch Operators and Locomotive Firers	<10	108.8	Insf. Data
53-6090	Miscellaneous Transportation Workers	<10	108.6	Insf. Data
49-3020	Automotive Technicians and Repairers	35	108.3	\$18.61
39-3090	Miscellaneous Entertainment Attendants and Related Workers	<10	108.3	Insf. Data
41-9010	Models, Demonstrators, and Product Promoters	<10	108.2	Insf. Data
45-4020	Logging Workers	<10	108.0	Insf. Data
51-5110	Printing Workers	140	107.6	\$14.64
53-6020	Parking Attendants	<10	107.3	Insf. Data
37-2020	Pest Control Workers	<10	107.2	Insf. Data
39-6010	Baggage Porters, Bellhops, and Concierges	<10	107.2	Insf. Data
47-5010	Derrick, Rotary Drill, and Service Unit Operators, Oil and Gas	<10	107.2	Insf. Data
39-2020	Animal Caretakers	12	107.0	\$12.34
53-5010	Sailors and Marine Oilers	<10	106.5	Insf. Data
47-1010	First-Line Supervisors of Construction Trades and Extraction Workers	28	106.2	\$31.20
43-5110	Weighers, Measurers, Checkers, and Samplers, Recordkeeping	<10	106.2	Insf. Data
51-9060	Inspectors, Testers, Sorters, Samplers, and Weighers	30	106.1	\$19.19
41-9040	Telemarketers	<10	105.8	Insf. Data
41-2010	Cashiers	155	105.6	\$9.68
49-9030	Home Appliance Repairers	<10	105.5	Insf. Data
49-2020	Radio and Telecommunications Equipment Installers and Repairers	<10	105.5	Insf. Data
35-1010	Supervisors of Food Preparation and Serving Workers	44	105.4	\$15.29
49-2090	Miscellaneous Electrical and Electronic Equipment Mechanics, Installers, and Repairers	20	105.4	\$20.73
43-5020	Couriers and Messengers	<10	105.3	Insf. Data
19-3050	Urban and Regional Planners	<10	104.9	Insf. Data
19-4030	Chemical Technicians	<10	104.6	Insf. Data
11-9050	Food Service Managers	<10	104.4	Insf. Data

39-3030	Ushers, Lobby Attendants, and Ticket Takers	<10	104.3	Insf. Data
49-2010	Computer, Automated Teller, and Office Machine Repairers	<10	104.2	Insf. Data

51-8030	Water and Wastewater Treatment Plant and System Operators	<10	104.1	Insf. Data
51-8090	Miscellaneous Plant and System Operators	<10	104.0	Insf. Data
43-4080	Hotel, Motel, and Resort Desk Clerks	17	104.0	\$9.27
53-3090	Miscellaneous Motor Vehicle Operators	<10	103.7	Insf. Data
51-8010	Power Plant Operators, Distributors, and Dispatchers	<10	103.7	Insf. Data
43-3030	Bookkeeping, Accounting, and Auditing Clerks	91	103.6	\$17.13
39-3020	Motion Picture Projectionists	<10	103.6	Insf. Data
43-9020	Data Entry and Information Processing Workers	<10	103.0	Insf. Data
53-6050	Transportation Inspectors	<10	102.5	Insf. Data
43-3070	Tellers	21	102.3	\$14.30
43-9060	Office Clerks, General	39	102.0	\$11.44
39-4010	Embalmers and Crematory Operators	<10	101.7	Insf. Data
49-3010	Aircraft Mechanics and Service Technicians	<10	101.2	Insf. Data
37-1010	First-Line Supervisors of Building and Grounds Cleaning and Maintenance Workers	13	101.2	\$22.64
43-3050	Payroll and Timekeeping Clerks	<10	101.1	Insf. Data
39-5090	Miscellaneous Personal Appearance Workers	<10	100.8	Insf. Data
43-2010	Switchboard Operators, Including Answering Service	<10	100.7	Insf. Data
33-2010	Firefighters	<10	100.6	Insf. Data
43-9040	Insurance Claims and Policy Processing Clerks	25	100.2	\$25.36
53-3050	Passenger Vehicle Drivers	51	99.7	\$13.03
13-2080	Tax Examiners, Collectors and Preparers, and Revenue Agents	<10	99.7	Insf. Data
41-2020	Counter and Rental Clerks and Parts Salespersons	21	99.7	\$16.42
39-4030	Morticians, Undertakers, and Funeral Arrangers	<10	99.6	Insf. Data
43-4060	Eligibility Interviewers, Government Programs	<10	99.4	Insf. Data
39-5010	Barbers, Hairdressers, Hairstylists and Cosmetologists	30	99.3	\$15.88
29-2050	Health Practitioner Support Technologists and Technicians	30	98.9	\$15.53
31-9090	Miscellaneous Healthcare Support Occupations	84	98.9	\$15.04
43-4070	File Clerks	<10	98.7	Insf. Data
43-3010	Bill and Account Collectors	<10	98.6	Insf. Data
43-3020	Billing and Posting Clerks	20	98.5	\$16.96
39-2010	Animal Trainers	<10	98.3	Insf. Data
53-4030	Railroad Conductors and Yardmasters	<10	98.1	Insf. Data
27-4010	Broadcast, Sound, and Lighting Technicians	<10	98.0	Insf. Data
29-2010	Clinical Laboratory Technologists and Technicians	<10	97.9	Insf. Data
53-5020	Ship and Boat Captains and Operators	<10	97.8	Insf. Data
43-4140	New Accounts Clerks	<10	97.6	Insf. Data
25-4010	Archivists, Curators, and Museum Technicians	<10	97.6	Insf. Data
31-1130	Nursing Assistants, Orderlies, and Psychiatric Aides	77	97.4	\$12.16
43-4150	Order Clerks	<10	97.4	Insf. Data
11-9080	Lodging Managers	<10	97.3	Insf. Data
33-9020	Private Detectives and Investigators	<10	97.3	Insf. Data
43-4130	Loan Interviewers and Clerks	<10	97.3	Insf. Data
43-4120	Library Assistants, Clerical	<10	97.1	Insf. Data
27-2010	Actors, Producers, and Directors	<10	96.9	Insf. Data
17-3020	Engineering Technologists and Technicians, Except Drafters	<10	96.7	Insf. Data
41-3090	Miscellaneous Sales Representatives, Services	30	96.7	\$26.07
13-1050	Cost Estimators	16	96.5	\$30.00
43-4050	Customer Service Representatives	108	96.4	\$14.36
25-4020	Librarians and Media Collections Specialists	<10	96.4	Insf. Data
39-7010	Tour and Travel Guides	<10	96.4	Insf. Data
27-4030	Television, Video, and Film Camera Operators and Editors	<10	96.4	Insf. Data

29-1180	Audiologists	<10	96.2	Insf. Data
53-4040	Subway and Streetcar Operators	<10	96.1	Insf. Data
41-3020	Insurance Sales Agents	57	96.0	\$23.12
45-1010	First-Line Supervisors of Farming, Fishing, and Forestry Workers	<10	96.0	Insf. Data
53-4010	Locomotive Engineers and Operators	<10	95.8	Insf. Data
43-4160	Human Resources Assistants, Except Payroll and Timekeeping	<10	95.8	Insf. Data
27-3090	Miscellaneous Media and Communication Workers	<10	95.7	Insf. Data
17-1020	Surveyors, Cartographers, and Photogrammetrists	<10	95.5	Insf. Data
41-3010	Advertising Sales Agents	<10	95.3	Insf. Data
43-3060	Procurement Clerks	<10	95.1	Insf. Data
25-4030	Library Technicians	<10	95.0	Insf. Data
19-4010	Agricultural and Food Science Technicians	<10	94.8	Insf. Data
41-9090	Miscellaneous Sales and Related Workers	20	94.8	\$12.94
33-3020	Detectives and Criminal Investigators	<10	94.7	Insf. Data
43-4030	Court, Municipal, and License Clerks	<10	94.6	Insf. Data
33-3050	Police Officers	25	94.5	\$19.32
43-4180	Reservation and Transportation Ticket Agents and Travel Clerks	<10	94.4	Insf. Data
45-2010	Agricultural Inspectors	<10	94.4	Insf. Data
17-3030	Surveying and Mapping Technicians	<10	94.3	Insf. Data
39-9040	Residential Advisors	<10	94.3	Insf. Data
43-4170	Receptionists and Information Clerks	60	94.2	\$12.39
33-9090	Miscellaneous Protective Service Workers	<10	94.2	Insf. Data
43-5060	Production, Planning, and Expediting Clerks	16	94.0	\$21.63
49-1010	First-Line Supervisors of Mechanics, Installers, and Repairers	25	94.0	\$30.40
43-5030	Dispatchers	13	93.7	\$17.45
43-4110	Interviewers, Except Eligibility and Loan	11	93.6	\$13.63
31-1120	Home Health and Personal Care Aides	132	93.6	\$10.33
53-1040	First-Line Supervisors of Transportation and Material Moving Workers	23	93.6	\$24.53
29-2030	Diagnostic Related Technologists and Technicians	<10	93.5	Insf. Data
11-9010	Farmers, Ranchers, and Other Agricultural Managers	19	93.5	\$25.63
41-9020	Real Estate Brokers and Sales Agents	<10	93.4	Insf. Data
13-1020	Buyers and Purchasing Agents	19	93.4	\$26.73
41-2030	Retail Salespersons	125	93.4	\$13.12
39-1010	First-Line Supervisors of Entertainment and Recreation Workers	<10	93.3	Insf. Data
29-2090	Miscellaneous Health Technologists and Technicians	<10	93.2	Insf. Data
13-2010	Accountants and Auditors	48	93.1	\$34.31
29-2080	Opticians, Dispensing	<10	92.9	Insf. Data
19-5010	Occupational Health and Safety Specialists and Technicians	<10	92.8	Insf. Data
41-3030	Securities, Commodities, and Financial Services Sales Agents	<10	92.8	Insf. Data
43-4190	Miscellaneous Information and Record Clerks	<10	92.7	Insf. Data
47-4010	Construction and Building Inspectors	<10	92.7	Insf. Data
33-2020	Fire Inspectors	<10	92.7	Insf. Data
27-3010	Broadcast Announcers and Radio Disc Jockeys	<10	92.3	Insf. Data
13-2040	Credit Analysts	<10	92.2	Insf. Data
27-4020	Photographers	<10	92.2	Insf. Data
43-6010	Secretaries and Administrative Assistants	235	92.2	\$16.01
29-2070	Medical Records Specialists	<10	92.1	Insf. Data
33-9010	Animal Control Workers	<10	92.0	Insf. Data

41-4010	Sales Representatives, Wholesale and Manufacturing	87	91.8	\$30.54
---------	--	----	------	---------

43-1010	First-Line Supervisors of Office and Administrative Support Workers	51	91.8	\$23.83
39-9090	Miscellaneous Personal Care and Service Workers	<10	91.8	Insf. Data
13-2070	Credit Counselors and Loan Officers	14	91.7	\$34.99
13-2030	Budget Analysts	<10	91.7	Insf. Data
29-1290	Miscellaneous Healthcare Diagnosing or Treating Practitioners	22	91.7	\$32.01
27-2090	Miscellaneous Entertainers and Performers, Sports, and Related Workers	<10	91.6	Insf. Data
17-2110	Industrial Engineers, Including Health, and Safety	11	91.5	\$37.79
39-1020	First-Line Supervisors of Personal Service Workers	<10	91.4	Insf. Data
15-2030	Operations Research Analysts	<10	91.2	Insf. Data
13-1110	Management Analysts	<10	91.1	Insf. Data
33-3010	Bailiffs, Correctional Officers, and Jailers	24	91.0	\$18.08
53-2010	Aircraft Pilots and Flight Engineers	<10	90.8	Insf. Data
53-2020	Air Traffic Controllers and Airfield Operations Specialists	<10	90.8	Insf. Data
53-6040	Traffic Technicians	<10	90.6	Insf. Data
13-1120	Meeting, Convention, and Event Planners	<10	90.5	Insf. Data
29-1150	Nurse Anesthetists	<10	90.5	Insf. Data
19-4020	Biological Technicians	<10	90.4	Insf. Data
33-1090	Miscellaneous First-Line Supervisors, Protective Service Workers	<10	90.3	Insf. Data
27-3040	Writers and Editors	<10	90.2	Insf. Data
29-9090	Miscellaneous Health Practitioners and Technical Workers	<10	90.2	Insf. Data
15-2040	Statisticians	<10	90.1	Insf. Data
27-3030	Public Relations Specialists	<10	90.0	Insf. Data
13-2060	Financial Examiners	<10	89.8	Insf. Data
29-9020	Health Information Technologists and Medical Registrars	<10	89.6	Insf. Data
13-2050	Financial Analysts and Advisors	14	89.6	\$38.94
13-1030	Claims Adjusters, Appraisers, Examiners, and Investigators	20	89.5	\$26.64
31-2020	Physical Therapist Assistants and Aides	25	89.5	\$20.13
13-2020	Property Appraisers and Assessors	<10	89.4	Insf. Data
23-2010	Paralegals and Legal Assistants	<10	89.4	Insf. Data
25-9040	Teaching Assistants	143	89.3	\$11.56
25-9090	Miscellaneous Educational Instruction and Library Workers	<10	89.3	Insf. Data
29-1050	Pharmacists	<10	89.1	Insf. Data
13-2090	Miscellaneous Financial Specialists	<10	89.0	Insf. Data
25-3020	Self-Enrichment Teachers	<10	89.0	Insf. Data
23-1020	Judges, Magistrates, and Other Judicial Workers	<10	88.9	Insf. Data
11-3060	Purchasing Managers	<10	88.7	Insf. Data
11-9020	Construction Managers	19	88.6	\$34.88
13-1160	Market Research Analysts and Marketing Specialists	22	88.6	\$28.69
51-1010	First-Line Supervisors of Production and Operating Workers	63	88.6	\$29.88
25-9030	Instructional Coordinators	16	88.5	\$23.76
19-4090	Miscellaneous Life, Physical, and Social Science Technicians	<10	88.4	Insf. Data
19-4040	Environmental Science and Geoscience Technicians	<10	88.3	Insf. Data
11-3070	Transportation, Storage, and Distribution Managers	<10	88.2	Insf. Data
17-2190	Miscellaneous Engineers	<10	88.2	Insf. Data
23-2090	Miscellaneous Legal Support Workers	<10	88.1	Insf. Data
19-3090	Miscellaneous Social Scientists and Related Workers	<10	88.1	Insf. Data
39-9010	Childcare Workers	56	88.0	\$13.94
13-1150	Training and Development Specialists	<10	88.0	Insf. Data
17-3010	Drafters	<10	87.8	Insf. Data
29-1070	Physician Assistants	<10	87.8	Insf. Data

31-2010	Occupational Therapy Assistants and Aides	<10	87.7	Insf. Data
43-9190	Miscellaneous Office and Administrative Support Workers	<10	87.6	Insf. Data
29-1020	Dentists	14	87.6	\$69.36
29-1120	Therapists	52	87.6	\$33.34
15-1240	Database and Network Administrators and Architects	13	87.4	\$31.74
17-2130	Materials Engineers	<10	87.3	Insf. Data
29-1210	Physicians	28	86.8	\$105.72
13-1190	Miscellaneous Business Operations Specialists	18	86.8	\$31.75
25-3010	Adult Basic Education, Adult Secondary Education, and English as a Second Language Instructors	<10	86.7	Insf. Data
27-2040	Musicians, Singers, and Related Workers	<10	86.7	Insf. Data
25-1090	Postsecondary Teachers	76	86.6	\$24.13
29-1080	Podiatrists	<10	86.6	Insf. Data
31-9010	Massage Therapists	<10	86.5	Insf. Data
13-1140	Compensation, Benefits, and Job Analysis Specialists	<10	86.4	Insf. Data
29-1160	Nurse Midwives	<10	86.3	Insf. Data
19-2030	Chemists and Materials Scientists	<10	86.3	Insf. Data
41-1010	First-Line Supervisors of Sales Workers	71	86.2	\$18.95
27-1010	Artists and Related Workers	<10	86.1	Insf. Data
13-1040	Compliance Officers	<10	86.1	Insf. Data
39-9030	Recreation and Fitness Workers	13	86.0	\$14.08
33-1010	First-Line Supervisors of Law Enforcement Workers	15	85.9	\$25.96
13-1080	Logisticians and Project Management Specialists	<10	85.8	Insf. Data
11-9070	Entertainment and Recreation Managers	<10	85.8	Insf. Data
11-3030	Financial Managers	16	85.8	\$54.13
13-1130	Fundraisers	<10	85.8	Insf. Data
11-9150	Social and Community Service Managers	<10	85.7	Insf. Data
27-1020	Designers	35	85.5	\$17.41
15-1290	Miscellaneous Computer Occupations	<10	85.5	Insf. Data
41-9030	Sales Engineers	<10	85.4	Insf. Data
29-1140	Registered Nurses	56	85.3	\$27.04
29-1240	Surgeons	<10	85.3	Insf. Data
25-3040	Tutors	<10	85.1	Insf. Data
11-2030	Public Relations and Fundraising Managers	<10	85.1	Insf. Data
25-3090	Miscellaneous Teachers and Instructors	<10	85.1	Insf. Data
21-1090	Miscellaneous Community and Social Service Specialists	37	85.1	\$17.45
17-2070	Electrical and Electronics Engineers	<10	85.0	Insf. Data
25-2030	Secondary School Teachers	82	84.8	\$23.04
29-2060	Licensed Practical and Licensed Vocational Nurses	41	84.8	\$19.13
21-2020	Directors, Religious Activities and Education	<10	84.7	Insf. Data
29-1030	Dietitians and Nutritionists	<10	84.7	Insf. Data
11-9160	Emergency Management Directors	<10	84.6	Insf. Data
11-9190	Miscellaneous Managers	27	84.5	\$33.68
11-9170	Personal Service Managers	<10	84.4	Insf. Data
11-3130	Training and Development Managers	<10	84.3	Insf. Data
33-3030	Fish and Game Wardens	<10	84.3	Insf. Data
11-3120	Human Resources Managers	<10	84.0	Insf. Data
11-9140	Property, Real Estate, and Community Association Managers	<10	83.8	Insf. Data
11-3110	Compensation and Benefits Managers	<10	83.8	Insf. Data
19-3010	Economists	<10	83.8	Insf. Data
15-1230	Computer Support Specialists	19	83.7	\$19.61
29-2040	Emergency Medical Technicians and Paramedics	<10	83.7	Insf. Data
27-2020	Athletes, Coaches, Umpires, and Related Workers	16	83.5	\$15.43

13-1070	Human Resources Workers	22	83.4	\$27.00
17-2140	Mechanical Engineers	11	83.4	\$32.21
15-2050	Data Scientists	<10	83.4	Insf. Data
25-3030	Substitute Teachers, Short-Term	39	83.3	\$13.14
29-1170	Nurse Practitioners	16	83.2	\$52.90
19-2020	Atmospheric and Space Scientists	<10	83.2	Insf. Data
29-1040	Optometrists	<10	83.2	Insf. Data
29-1130	Veterinarians	<10	83.1	Insf. Data
21-1020	Social Workers	30	83.1	\$22.36
25-2020	Elementary and Middle School Teachers	111	83.0	\$22.43
15-1210	Computer and Information Analysts	<10	82.8	Insf. Data
25-2050	Special Education Teachers	23	82.6	\$24.87
19-3030	Psychologists	10	82.4	Insf. Data
11-1020	General and Operations Managers	120	82.2	\$37.46
27-3020	News Analysts, Reporters and Journalists	<10	82.2	Insf. Data
17-2170	Petroleum Engineers	0	82.0	\$0.00
11-1010	Chief Executives	17	82.0	\$61.78
11-2020	Marketing and Sales Managers	12	82.0	\$54.22
21-1010	Counselors	46	81.8	\$22.56
19-3020	Survey Researchers	<10	81.8	Insf. Data
29-1010	Chiropractors	<10	81.8	Insf. Data
19-1010	Agricultural and Food Scientists	<10	81.7	Insf. Data
17-2050	Civil Engineers	<10	81.7	Insf. Data
25-2010	Preschool and Kindergarten Teachers	17	81.7	\$21.61
17-2030	Bioengineers and Biomedical Engineers	<10	81.6	Insf. Data
15-1250	Software and Web Developers, Programmers, and Testers	14	81.6	\$34.51
23-1010	Lawyers and Judicial Law Clerks	15	81.2	\$53.27
19-1020	Biological Scientists	<10	81.1	Insf. Data
21-2090	Miscellaneous Religious Workers	<10	81.1	Insf. Data
11-3010	Administrative Services and Facilities Managers	<10	81.0	Insf. Data
11-3050	Industrial Production Managers	13	80.9	\$49.02
11-9040	Architectural and Engineering Managers	<10	80.7	Insf. Data
11-3020	Computer and Information Systems Managers	<10	79.9	Insf. Data
11-9030	Education and Childcare Administrators	26	79.6	\$35.47
33-1020	First-Line Supervisors of Firefighting and Prevention Workers	<10	79.6	Insf. Data
11-9130	Postmasters and Mail Superintendents	<10	79.1	Insf. Data
17-1010	Architects, Except Naval	<10	78.5	Insf. Data
19-1040	Medical Scientists	<10	78.3	Insf. Data
19-1030	Conservation Scientists and Foresters	<10	77.8	Insf. Data
11-9120	Natural Sciences Managers	<10	76.8	Insf. Data
17-2080	Environmental Engineers	<10	76.6	Insf. Data
19-2040	Environmental Scientists and Geoscientists	<10	76.0	Insf. Data
19-4070	Forest and Conservation Technicians	<10	75.5	Insf. Data
21-2010	Clergy	14	75.3	\$23.88
11-9110	Medical and Health Services Managers	19	75.2	\$40.58
15-2010	Actuaries	<10	75.0	Insf. Data

**This report for Bourbon County
Regional Economic Development Inc
was produced by**

O'Brian & Associates, LLC.

www.obrianassociates.com

417.438.0100



