

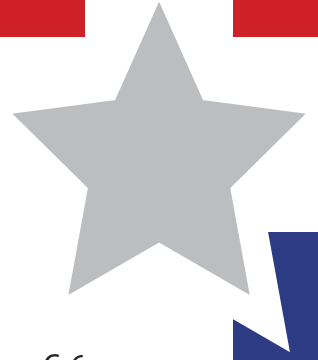
Appendix C:



National Security Workforce and Industry Analysis

This page intentionally left blank

Appendix C: Table of Contents



Summary.....	C-6
Defense Workforce Trends.....	C-8
Federal National Security Workforce.....	C-9
National Security Manufacturing	C-14
Professional, Scientific, and Technical Services	C-18
Workforce Supply and Demand	C-22
Defense Industry Companies.....	C-24
DoD Procurement in Kansas	C-26
DoD Procurement in Missouri	C-27
DHS Procurement in Kansas	C-28
DHS Procurement in Missouri.....	C-29
DOE Procurement in Kansas and Missouri.....	C-30
Academic Institutions and Workforce Development Organizations	C-31



Figures

Figure 1.	DHS Employment in Missouri and Kansas, FY14 to FY24	C-9
Figure 2.	DoD Employment in Missouri, FY14, FY19, and FY24	C-10
Figure 3.	DoD Employment in Kansas, FY14, FY19, and FY24	C-11
Figure 4.	Total Employment in Missouri’s Major National Security-Related Industry Subsectors, 2012 and 2022	C-12
Figure 5.	Total Employment in Kansas’s Major National Security-Related Industry Subsectors, 2012 and 2022	C-13
Figure 6.	National Security Manufacturing Percent Employment Change 2001-2022.....	C-14
Figure 7.	National Security Manufacturing Employment a Share of Total Employment 2001-2022.....	C-15
Figure 8.	Location Quotient of National Security Manufacturing Employment 2001-2022	C-16
Figure 9.	Average Earnings for National Security Manufacturing, NSC vs. US, 2001-2022.....	C-17
Figure 10.	Professional, Scientific, and Technical Services Percent Employment Change 2001-2022.....	C-18
Figure 11.	Professional, Scientific, and Technical Services Employment a Share of Total Employment 2001-2022	C-19
Figure 12.	Location Quotient of Professional, Scientific, and Technical Services Employment 2001-2022.....	C-20
Figure 13.	Average Earnings for Professional, Scientific, and Technical Services Employment, NSC vs. US, 2001-2022.....	C-21
Figure 14.	National Security Procurement by Agency in Kansas and Missouri.....	C-24
Figure 15.	Federal National Security Spending by Agency in the NSC, 2014-2023	C-25



Tables

Table 1.	Forecasted NSC Defense Industry Workforce Replacement Rate	C-22
Table 2.	Select Defense Contractors Headquartered in Kansas or Missouri	C-24
Table 3.	Top Kansas Companies by FY23 DoD Procurement Value.....	C-26
Table 4.	Top Missouri Companies by FY23 DoD Procurement Value.....	C-27
Table 5.	Top Kansas Companies by FY23 DHS Procurement Value.....	C-28
Table 6.	Top Missouri Companies by FY23 DHS Procurement Value	C-29
Table 7.	Academic Institutions with National Security-Related Programs in Kansas and Missouri.....	C-31
Table 8.	Workforce Development Organizations in Missouri and Kansas.....	C-37



Summary

The stakeholder engagements revealed that a workforce shortage has hindered Missouri and Kansas's national security sector. The region's academic institutions and workforce development organizations will play an integral role in equipping the next generation with the skills and training needed for a national security career. This appendix presents employment trends in the DoD, the Department of Homeland Security (DHS), the Department of Energy (DOE), and defense-related private subsectors, and identifies the universities, junior and technical colleges, and workforce development organizations that provide the talent pool for the NSC defense ecosystem's national security workforce. Additionally, it leverages procurement data to shed light on the companies that are likely to be pivotal to the growth of the national security sector in the coming years. The findings suggest that Kansas and Missouri have the infrastructure needed to create a robust national security sector and workforce.

The federal national security workforce is primarily employed by the DHS and DoD. Missouri and Kansas have substantial numbers of DHS and DoD personnel, with Missouri having 1,386 DHS employees and 39,381 DoD personnel, and Kansas having 425 DHS employees and 36,664 DoD personnel as of FY24. The DHS and DoD rely heavily on private contractors in Kansas and Missouri, with \$13.5 billion in national security-related procurement performed across the two states in FY23. While DOE spending was also significant in the region (nearly \$1.8 billion in total procurement), neither Missouri nor Kansas have significant numbers of DOE employees. This is primarily due to the fact that 99.9 percent of DOE spending was concentrated in the Kansas City National Security Campus (KCNSC) whose employees are classified primarily as contractors.

Missouri has seen significant growth in its Professional, Scientific, and Technical Services subsector, while Kansas has experienced substantial growth in the same subsector as well as in Construction. Annual total procurement values in the NSC defense ecosystem have fluctuated over the last decade but have increased over the last two years - a positive trend that should continue into the latter half of the 2020s.

This appendix studied two key categories of national security workforce to show how the NSC defense ecosystem compares to national averages. These two categories were national security manufacturing and professional, scientific, and technical services. National security manufacturing represents the manufacturing industries in Kansas and Missouri which receive the bulk of defense-related procurement contracts while professional, scientific, and technical services is a broad category that includes technical industries that are critical to the nation's defense and national security economics. As discussed in the Defense Workforce Trends section, data on these specific workforces shows a mixed bag of results. The NSC defense ecosystem has a larger share of national security manufacturing jobs than the rest of the nation, but, since 2001 has seen significantly less of an increase in its national security manufacturing workforce when compared to the rest of the nation. Likewise, national security manufacturing wages are significantly lower than the rest of the United States, although this may be due to more favorable cost of living in Kansas and Missouri. Additionally, the NSC's professional scientific, and technical services workforce has grown at a less rapid pace than the overall United States since 2001, although this is less pronounced than in the case of national security manufacturing. Additionally, wages in the professional, scientific, and technical services



industries compare favorably with the US average for similar industries, perhaps an indication of the strong engineering industry that is present throughout the NSC.

Likewise, data on the NSC's domestic ability to replenish key defense industry workforce positions shows mixed projections. Out of the top ten defense workforce positions analyzed, the NSC's academic institutions are projected to provide equal or greater than the replacement rate in four positions while the remaining six positions are projected to be lower than replacement rate. However, the NSC is projected to produce industrial and mechanical engineers above replacement rate and is also projected to produce computer and information analysts at 25% above replacement rate, significant accomplishments for these key career defense industry career fields. Key to these replacement rates are the seventy-eight colleges and universities in Kansas and Missouri which offer degree or certificate programs in key national security fields. Additionally, workforce development organizations have nearly 100 offices across the two states which can be utilized to help maintain and grow training pipelines to fill these critical workforces and increase the overall value of the NSC defense ecosystem.



Defense Workforce Trends

A robust national security workforce is a key community asset. In addition to helping protect the nation, these personnel stimulate economic growth by spending their incomes at local businesses. Economists consider this household spending to be an induced economic impact of the national security sector. Employment in the national security sector tends to be more stable and secure than in other sectors, affording communities a degree of protection from economic downturns. Similarly, the significant investments that the national security sector makes in technological innovation can spill over into civilian sectors, thereby inducing growth in local tech industries. The national security sector also contributes to community resiliency by facilitating intergovernmental coordination in times of crisis. This section discusses both the Federal national security workforce and select elements of the civilian national security workforces including current trends and future projections.

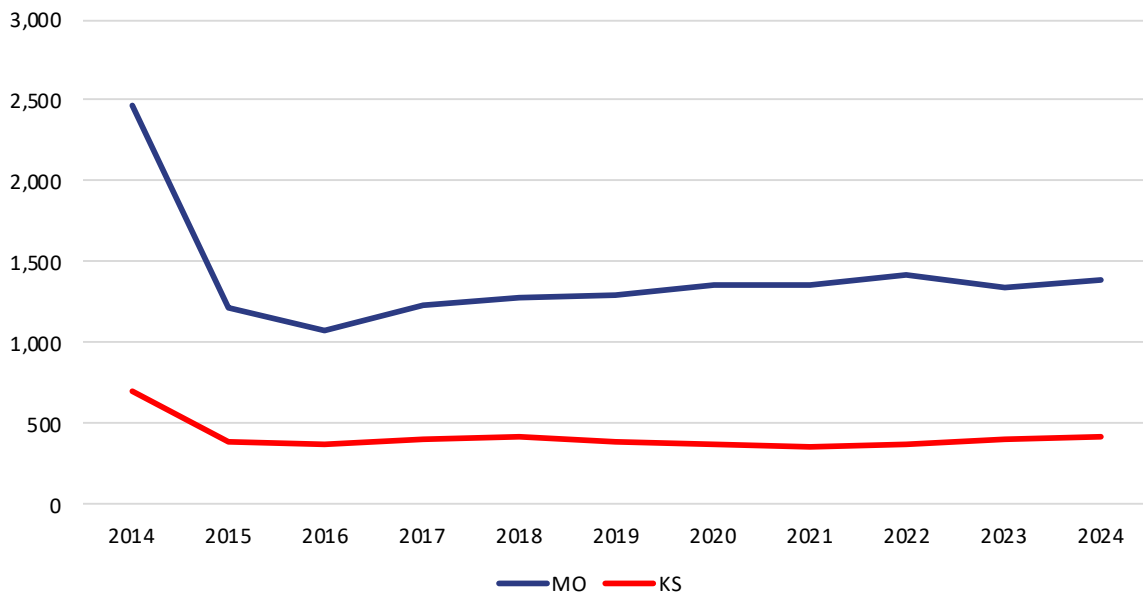


Federal National Security Workforce

The federal national security workforce is primarily employed by the DHS and DoD.¹ While the DOE is an important economic driver in the region, the DOE only directly employs 12 personnel in Kansas and 134 in Missouri. All other employees are contracted and their impacts are more appropriately classified under procurement because their wages are paid through procurement contracts. Because of these low numbers of direct employment, DOE employment is not enumerated further in this report, however, DOE procurement is further discussed in the Defense Industry Companies section of this report.

Figure 1 displays DHS employment trends in Missouri and Kansas. At the beginning of FY24, Missouri had 1,386 DHS employees, compared to 425 for Kansas. DHS employment has been relatively stable in Missouri since FY17 and in Kansas since FY15. Both states experienced sharp declines in employment from FY14 to FY15, a period in which the DHS underwent reorganization and was impacted by budget sequestration.

Figure 1. DHS Employment in Missouri and Kansas, FY14 to FY24



Source: Office of Personnel Management; Defense Manpower Data Center

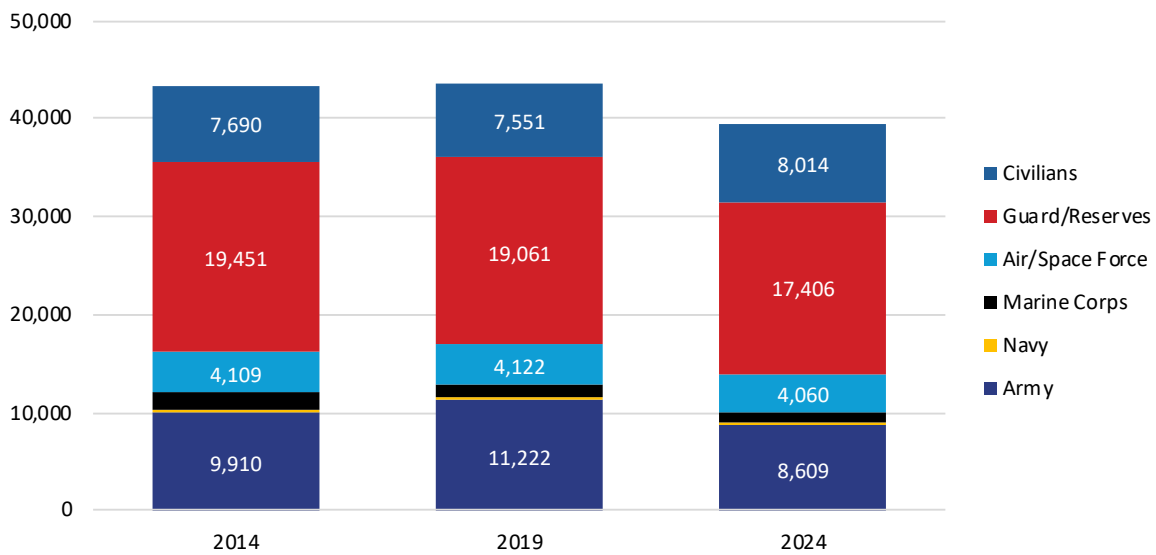
Note: Figures include U.S. Coast Guard personnel.

¹ The Department of Energy, Department of State, Central Intelligence Agency, and Federal Bureau of Investigation also play vital national security roles, but data from the Office of Personnel Management indicate they do not have a significant presence in Kansas and Missouri.



Data on DoD personnel in Missouri appear in Figure 2. At the beginning of FY24, the state was home to 39,381 DoD personnel. This represents a decline from the FY19 figure of 43,512. Personnel reductions have by no means been exclusive to Missouri. Over the same period, the total size of the DoD workforce decreased by 2.5%. A confluence of numerous developments, including the end of the war in Afghanistan, a strategic force restructuring that has led to an increased emphasis on cyber warfare and other modernizing capabilities, budget constraints, and an increased reliance on private contractors, have been contributing factors. National Guardsmen and Reservists represent the largest contingent of the state’s DoD workforce, numbering over 17,400. At the same time, this segment of the workforce has accounted for much of the reduction in personnel since FY19. The state has nearly equal numbers of active-duty Army and DoD civilian personnel, but whereas the former have decreased in number since FY19, the opposite has been the case for the latter. Meanwhile, the Air Force’s presence in the state has remained stable. Missouri has relatively few Marines and Sailors.

Figure 2. DoD Employment in Missouri, FY14, FY19, and FY24



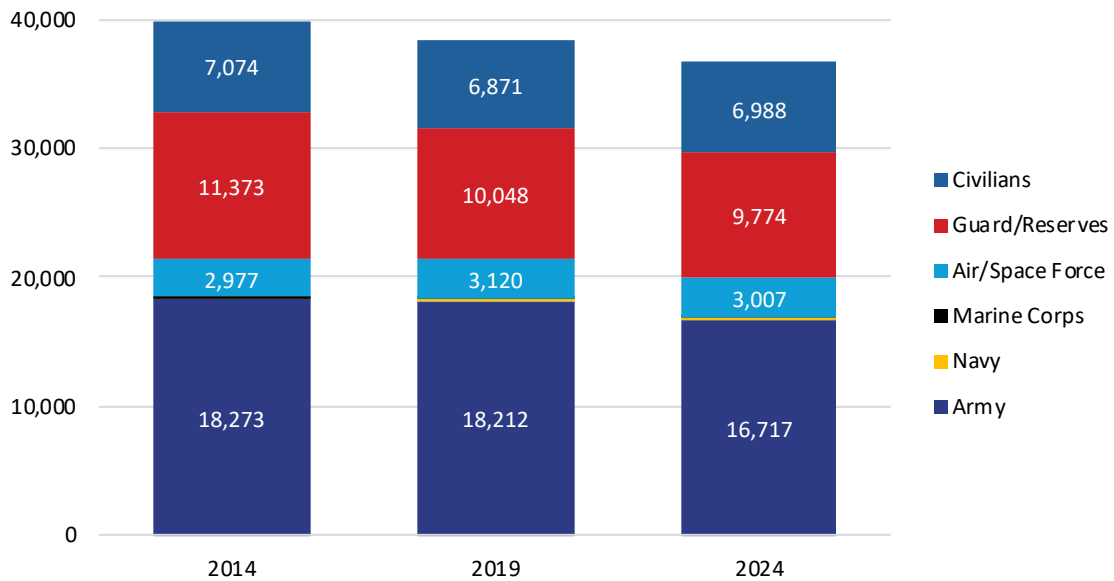
Source: Defense Manpower Data Center

Note: Coast Guard personnel are excluded from these figures since they are part of the DHS.



Kansas features a similarly sized DoD workforce, with 36,664 personnel residing in the state as of FY24. The state’s 16,717 active-duty soldiers represented almost half its total DoD workforce. The population of National Guardsmen and Reservists was also significant, totaling 9,774. DoD civilians and active-duty Airmen accounted for almost all the remaining approximately 10,000 personnel; the population of Marines has historically hovered around 100 or fewer. The number of personnel in Kansas has progressively declined over the past decade. As in Missouri, Kansas has witnessed sharp reductions in active-duty Soldiers and National Guardsmen/Reservists, whereas the other segments of the workforce have either grown or remained relatively stagnant.

Figure 3. DoD Employment in Kansas, FY14, FY19, and FY24



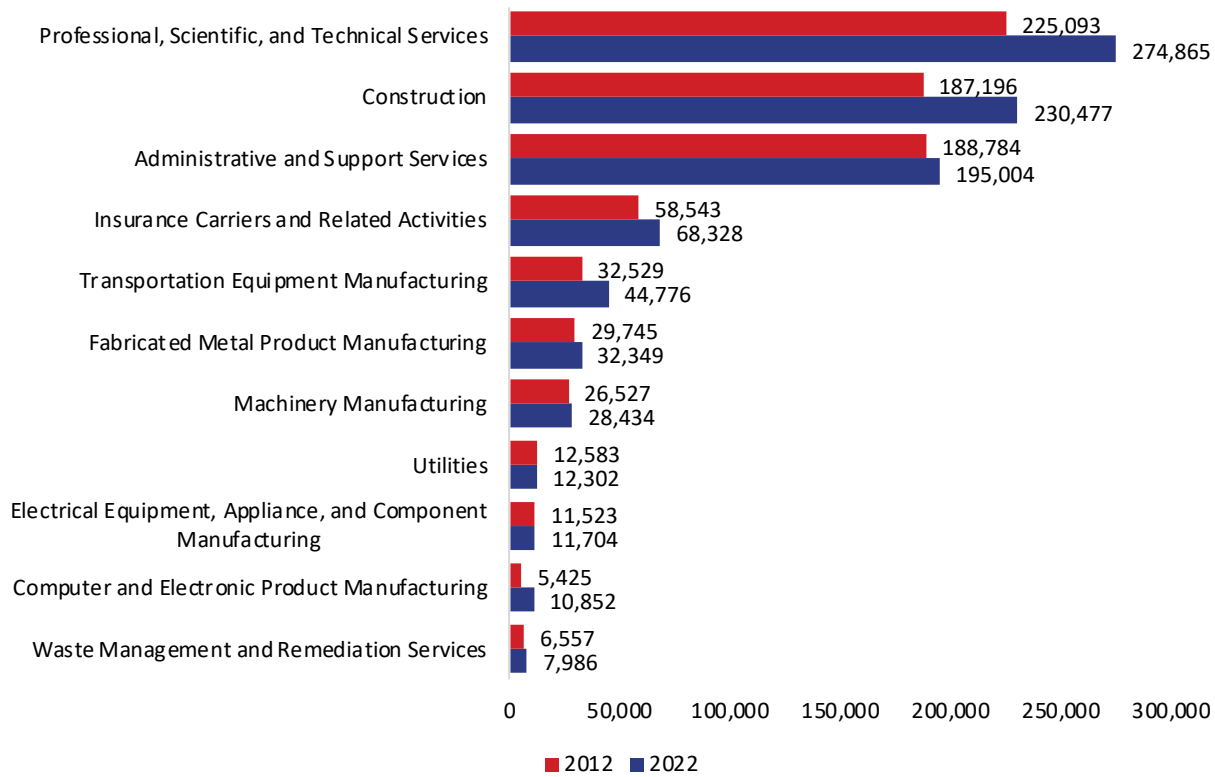
Source: Defense Manpower Data Center

Note: Coast Guard personnel are excluded from these figures since they are part of the DHS.



The DHS, DoD, and DOE rely heavily on the services of Kansas and Missouri private contractors, as evidenced by the billions of dollars of national security-related procurement performed annually across the two states. The national security workforce, therefore, also encompasses the employees of these contractors. For “procurement”, this study specifically analyzes DoD, DOE, and DHS contracts performed in Kansas and Missouri. Figure 4 provides insight into employment trends in Missouri’s major national security-related industry subsectors. According to data furnished by the Department of the Treasury, these subsectors — technically three-digit North American Industry Classification System (NAICS) codes — were the top beneficiaries of DoD and DHS procurement in FY23. Missouri has a growing Professional, Scientific, and Technical Services subsector, which provides crucial support to both Departments. As of 2022, 274,865 workers belonged to this subsector, a 22% increase over 2012. This far exceeded the 8% growth in overall employment that the state witnessed in the same period. Other key subsectors that have experienced notable growth include Construction, Computer and Electronic Product Manufacturing, and Transportation Equipment Manufacturing. Respectively, they consisted of 230,477, 10,852, and 44,776 employees in 2022. On the other hand, growth has been more modest in other subsectors, including Administrative Support Services, Fabricated Metal Product Manufacturing, and Electrical Equipment, Appliance, and Component Manufacturing. Utilities was the only national security-related subsector in which Missouri lost jobs.

Figure 4. Total Employment in Missouri’s Major National Security-Related Industry Subsectors, 2012 and 2022

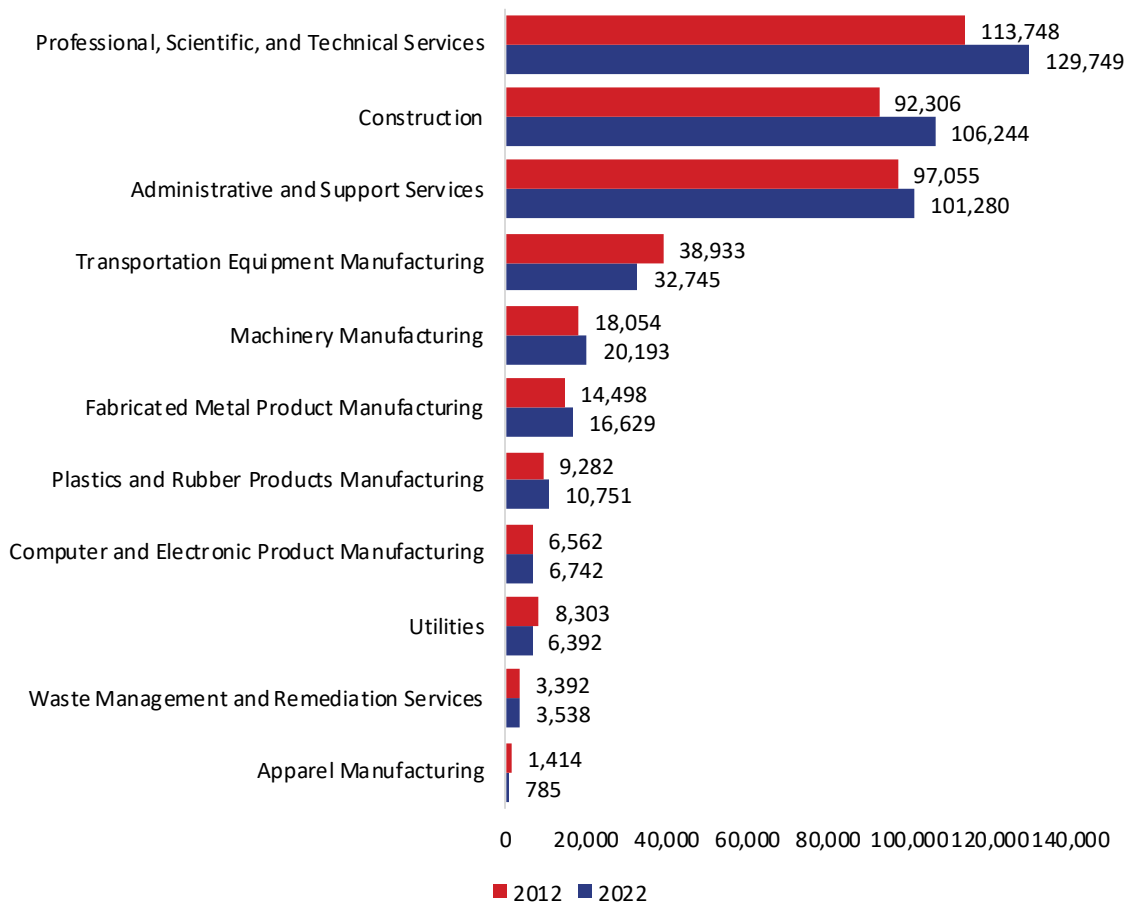


Source: IMPLAN



Figure 5 displays employment trends in Kansas’s major national security-related industry subsectors, which were identified using the same methodology described above. Like Missouri, Kansas experienced substantial growth in its Professional, Scientific, and Technical Services subsector, in which total employment increased by 14%, from 113,748 to 129,749 over the course of the decade. The relative increase was similar in Construction, which supported 106,244 jobs in 2022. For context, overall job growth increased by 5% in the state during the same period. Kansas gained jobs, albeit to a lesser degree, in several other industries, including Administrative and Support Services, Machinery Manufacturing, Fabricated Metal Product Manufacturing, and Plastics and Rubber Products Manufacturing. At least in terms of total employment, Apparel Manufacturing, Transportation Equipment Manufacturing, and Utilities are among the state’s subsectors that appear to be on the decline.

Figure 5. Total Employment in Kansas’s Major National Security-Related Industry Subsectors, 2012 and 2022



Source: IMPLAN

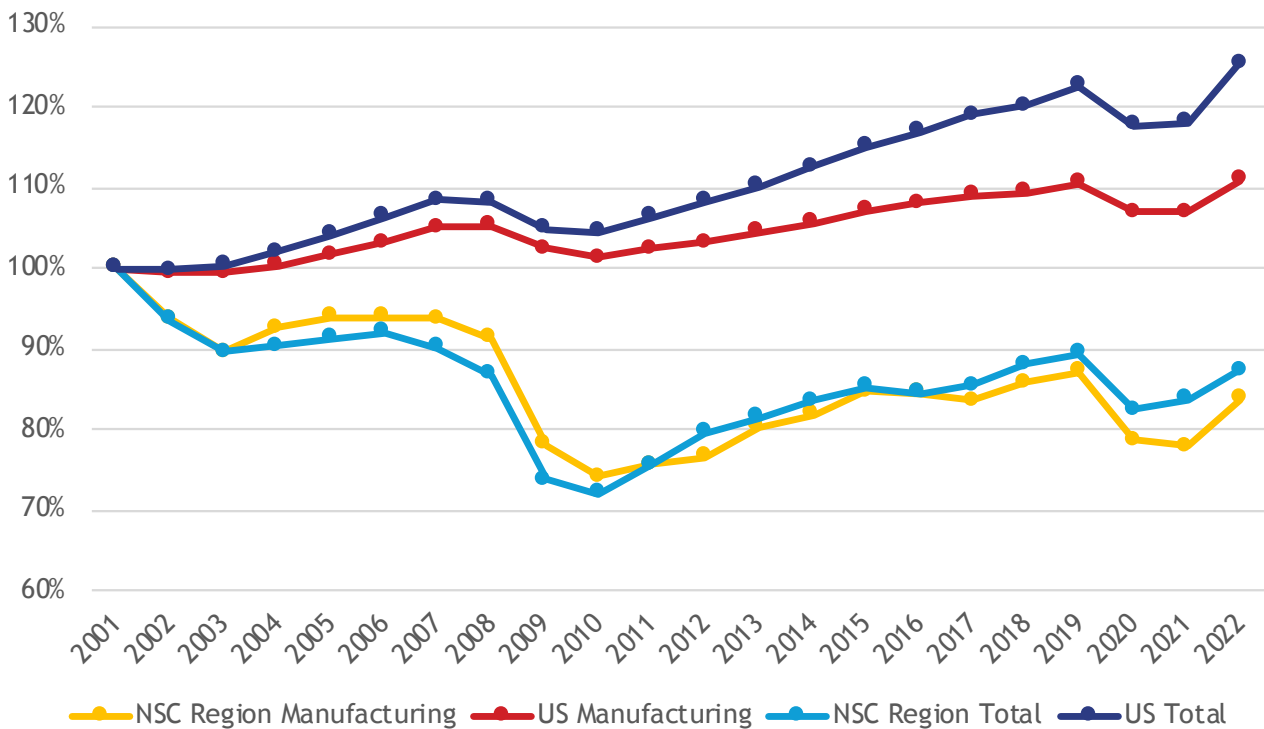


National Security Manufacturing

Aircraft manufacturing represents the single largest purpose for federal national security dollars that flow into the NSC Region, representing more than \$8.2 billion of the \$15.4 billion in total national security contracts across DoD, DOE, and DHS. Ammunition manufacturing represents another significant share of federal spending at \$1.4 billion. Combined, these manufacturing categories comprise nearly two thirds of all national security procurement in the region and are significant drivers for regional employment. For the purposes of this study, “national security manufacturing” includes NAICS 336 (transportation equipment manufacturing, which includes aerospace product and parts manufacturing) and 332 (fabricated metal product manufacturing, which includes ammunition manufacturing).

Figure 6 shows the percent change in national security manufacturing and total employment from 2001-2022 in the NSC Region and the US. Employment in 2001 represents 100%, and subsequent years are reflected as a % of 2001 employment. For example, national security manufacturing employment in the NSC Region bottomed out in 2010 at 72% of 2001 levels, then rebounded to 84% by 2022. While total employment and national security manufacturing employment have grown at the national level to 125% and 111% of 2001 levels, respectively, employment in the NSC region has decreased over the previous two decades.

Figure 6. National Security Manufacturing Percent Employment Change 2001-2022

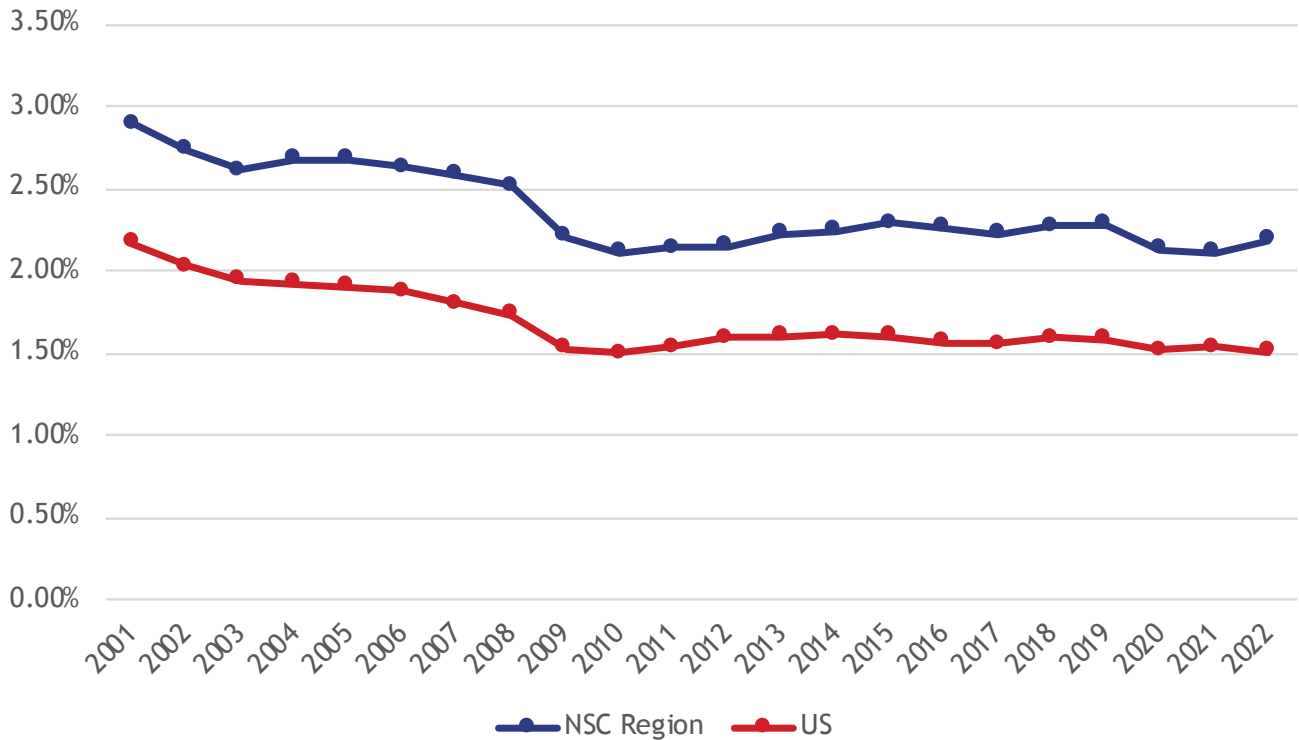


Source: IMPLAN



Figure 7 shows changes in national security manufacturing employment as a share of total employment over time. While manufacturing has decreased as a share of total employment since 2001 at both the regional and national levels, it has consistently formed a larger of employment in the NSC region than in the nation as a whole.

Figure 7. National Security Manufacturing Employment a Share of Total Employment 2001-2022

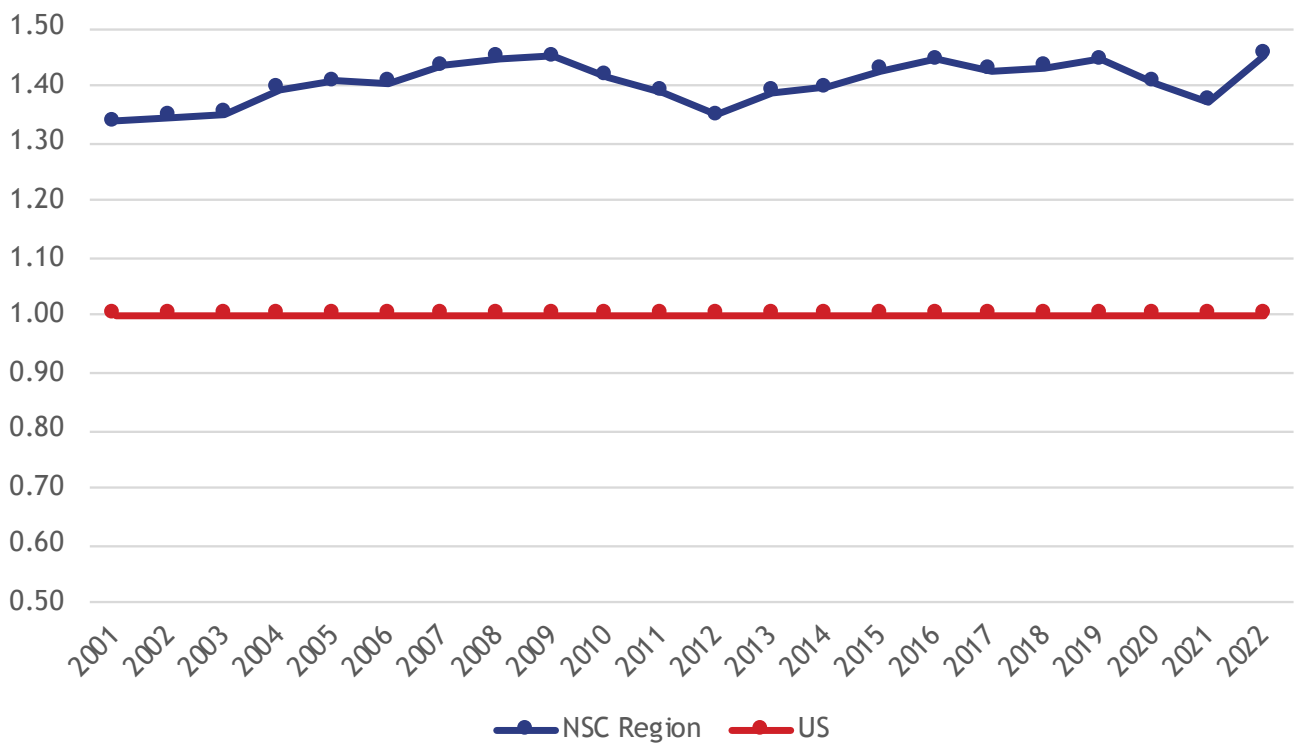


Source: IMPLAN



Figure 8 shows the location quotient of national security manufacturing employment in the NSC Region from 2001-2022. Location quotient is a measure of regional concentration of a given industry – in this case, it compares the share of national security manufacturing employment at the regional level to the national level. For example, in 2022, the NSC Region had 1.45 times as many national security manufacturing jobs as a share of total employment than did the US as a whole. The national security manufacturing employment location quotient has fluctuated around 1.4 over the past two decades, demonstrating the NSC Region’s importance to national security manufacturing.

Figure 8. Location Quotient of National Security Manufacturing Employment 2001-2022

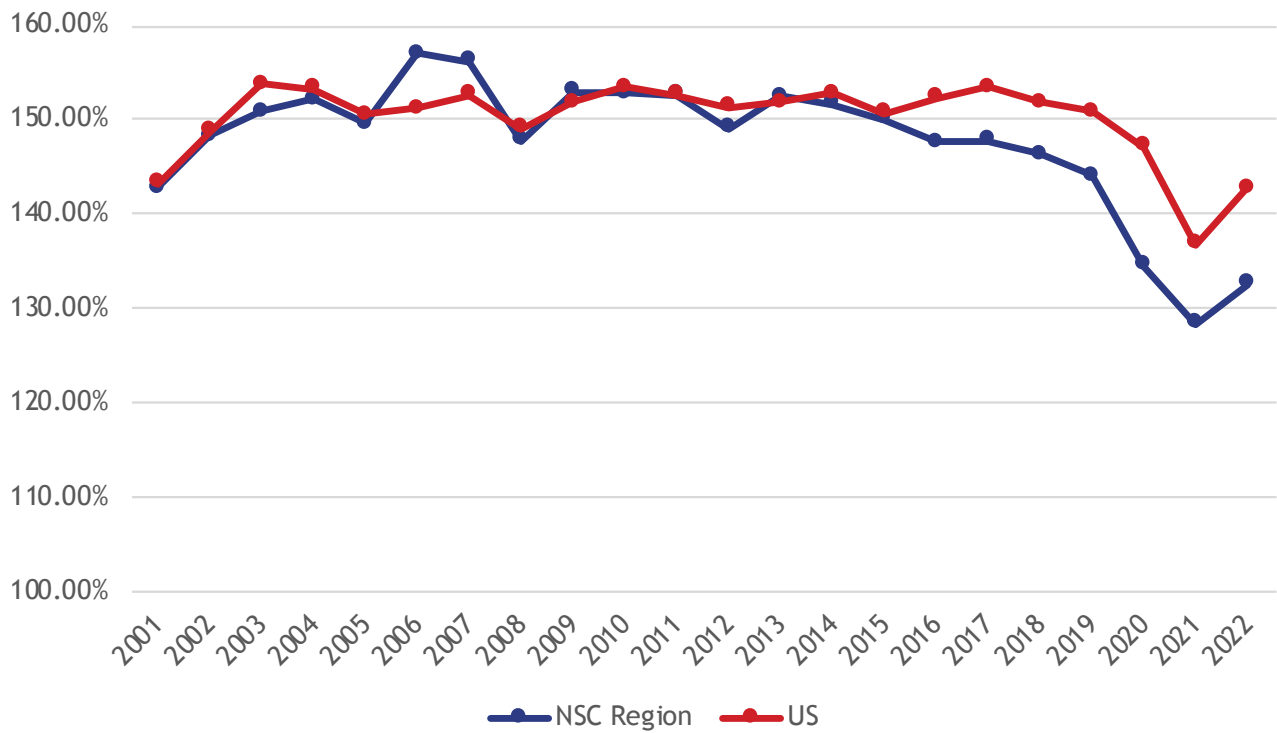


Source: IMPLAN



Figure 9 compares average earnings of workers in national security manufacturing to all industries at the NSC Region and US levels. For example, in 2022, national security manufacturing employees in the NSC Region received 133% of average compensation compared to all industries in the region; at the national level, national security manufacturing employees received 143% of average compensation across all industries. National security manufacturing has historically provided high-paying jobs in the range of 1.5 times average compensation. Though average compensation in the national security manufacturing space has decreased since 2017 (indicating that compensation in this industry has not kept pace with average compensation overall), it still represents a high-paying sector both regionally and nationally.

Figure 9. Average Earnings for National Security Manufacturing, NSC vs. US, 2001-2022



Source: IMPLAN

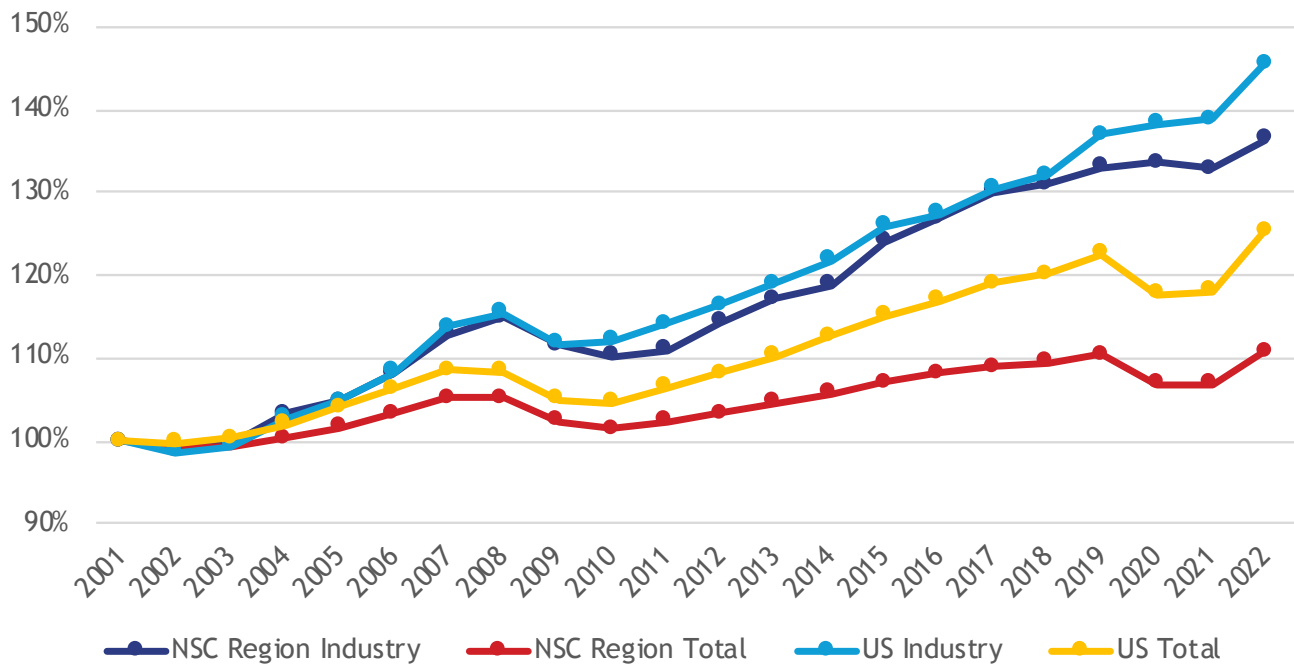


Professional, Scientific, and Technical Services

Professional, scientific, and technical services (PSTS) is a broad category that includes fields such as cyber, artificial intelligence, engineering, research and development, and geospatial services, which are increasingly vital to our nation’s defense and to national security economies. The federal government spent more than \$808 million on PSTS for national security purposes in the NSC Region in FY23; while this was not as significant as that spent on manufacturing, it represents a critical and growing area of national security spending. Specifically, PSTS is NAICS 541.

Figure 10 shows the percent change in PSTS and total employment from 2001-2022 in the NSC Region and the US. Employment in 2001 represents 100%, and subsequent years are reflected as a % of 2001 employment. For example, PSTS employment in the NSC Region has grown steadily over the previous two decades, peaking at 136% of 2001 levels in 2022. Employment in PSTS has outpaced total employment growth at both the NSC Region and US levels, demonstrating its increased importance to economies everywhere.

Figure 10. Professional, Scientific, and Technical Services Percent Employment Change 2001-2022

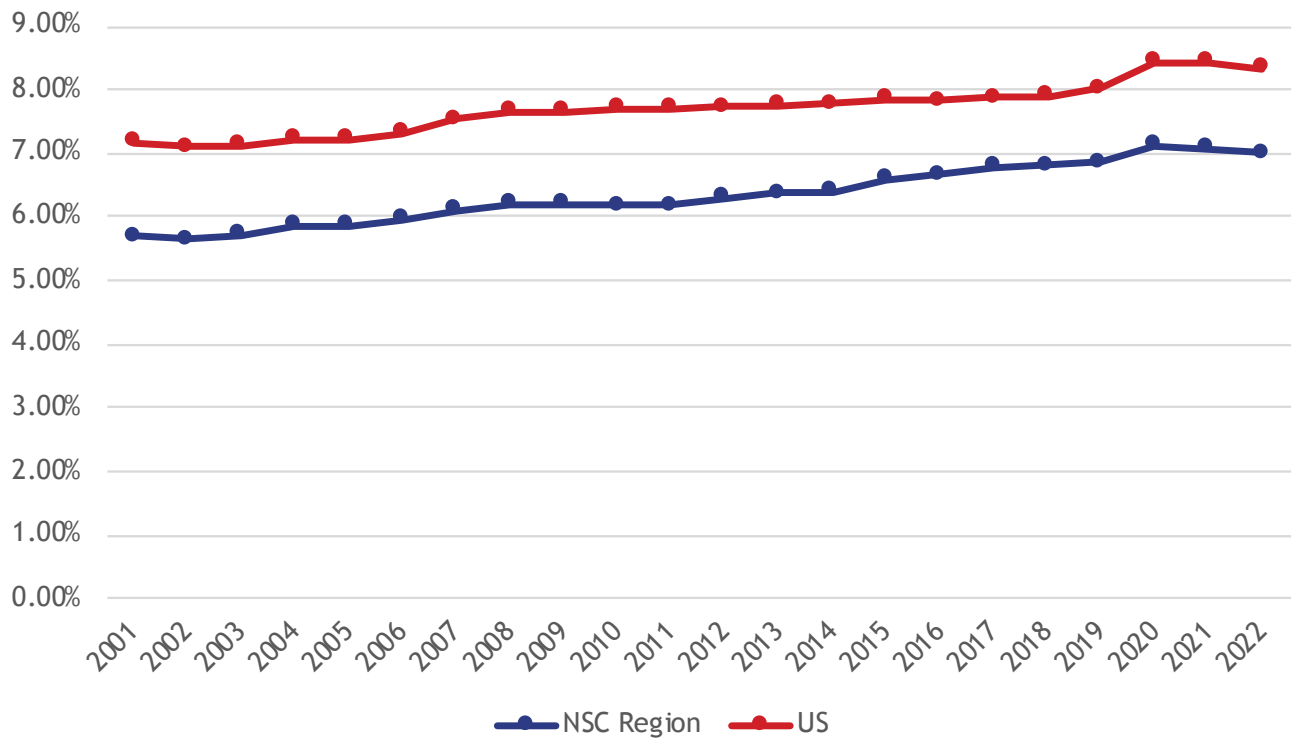


Source: IMPLAN



Figure 11 below shows changes in PSTS employment as a share of total employment over time. While PSTS has comprised a slightly lower share of total employment in the NSC Region than in the nation as a whole, it has consistently grown from 2001-2020. Despite leveling off in recent years, we expect PSTS to continue to grow as a share of total employment, especially in national security-based economies, as technological advances continue to provide a decisive edge in strategic competition.

Figure 11. Professional, Scientific, and Technical Services Employment a Share of Total Employment 2001-2022

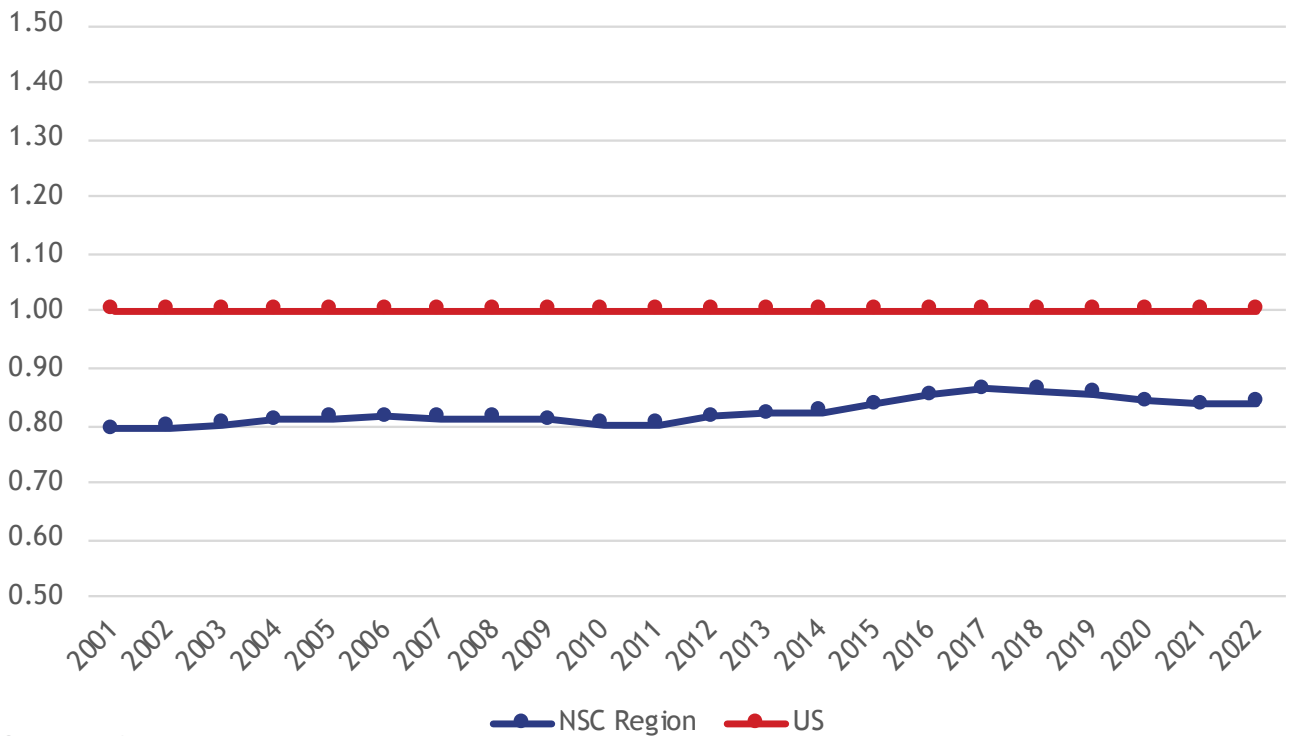


Source: IMPLAN



Figure 12 shows the location quotient of PSTS employment in the NSC Region from 2001-2022. Location quotient is a measure of regional concentration of a given industry – in this case, it compares the share of PSTS employment at the regional level to the national level. For example, in 2022, the NSC Region had 0.84 times as many PSTS jobs as a share of total employment than did the US as a whole. Over the past two decades, PSTS has been less concentrated in the NSC Region compared to the US.

Figure 12. Location Quotient of Professional, Scientific, and Technical Services Employment 2001-2022

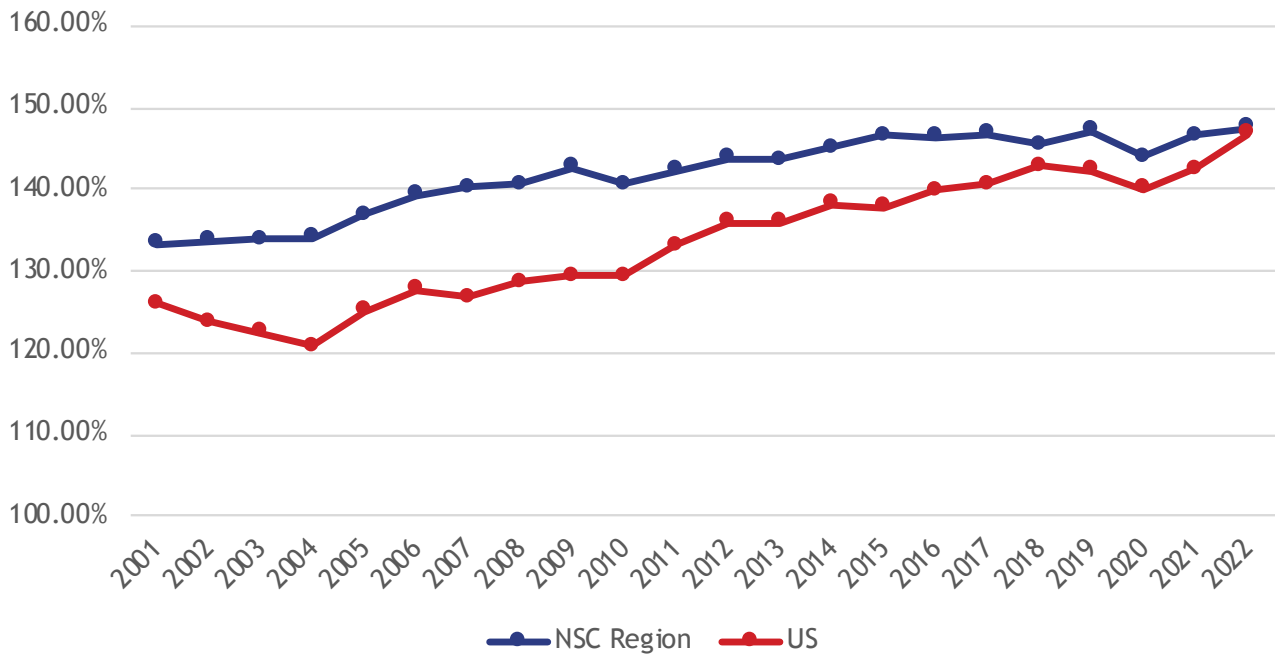


Source: IMPLAN



Figure 13 compares average earnings of workers in PSTS to all industries at the NSC Region and US levels. For example, in 2022, PSTS employees in the NSC Region received 148% of average compensation compared to all industries in the region; at the national level, PSTS employees received 147% of average compensation across all industries. PSTS average compensation compared to total average compensation has seen steady growth over the previous two decades, demonstrating both its importance to national security as well as its ability to provide high-paying jobs to the region’s residents.

Figure 13. Average Earnings for Professional, Scientific, and Technical Services Employment, NSC vs. US, 2001-2022



Source: IMPLAN



Workforce Supply and Demand

To maintain a strong defense industry, the NSC Region must ensure an adequate pipeline of workers in key jobs. As workers retire or transfer to new jobs, they create openings that need to be filled. Additionally, natural growth (or decline) in an industry creates additional (or fewer) job openings. To estimate future workforce needs, this study relied upon publicly available data from the Kansas Department of Labor, the Missouri Department of Higher Education and Workforce Development, the Bureau of Labor Statistics (BLS), and the Integrated Postsecondary Education Data System (IPEDS). We identified key occupations (classified by Standard Occupational Classification codes) associated with the defense industry NAICS analyzed above. Within PSTS (which is a broad category that includes more than just national defense industries), we focused on Engineering Services and Computer Systems Design and Related Services, since those were the main purposes of federal defense spending in that NAICS in the region.

Table 1 lists some of the top occupations associated with defense industry manufacturing and defense-related PSTS. The data provided are for those occupations across all industries. The average annual growth rate is the forecasted additional requirement for each occupation. The exit rate is the percentage of the forecasted workforce that is expected to attrit each year, whether through retirements or transfers. The enter rate is the percentage of the forecasted workforce that is locally produced each year (through certificate and degree programs at Kansas and Missouri colleges and universities). The replacement rate is the percentage of the forecasted workforce that must be replaced each year to meet NSC Region needs after accounting

Table 1. Forecasted NSC Defense Industry Workforce Replacement Rate

Description	Avg. Annual Growth Rate	Exit Rate	Enter Rate	Replacement Rate
Industrial engineers	1.62%	6.5%	10.6%	4.1%
Mechanical engineers	1.15%	6.2%	15.9%	9.7%
Miscellaneous assemblers and fabricators*	-0.72%	10.2%	N/A	-10.2%
Machinists	0.61%	10.0%	3.8%	-6.2%
Welding, soldering, and brazing workers	0.31%	9.8%	13.4%	3.6%
Inspectors, testers, sorters, samplers, and weighers	-0.01%	11.4%	0.1%	-11.3%
Computer and information analysts	1.42%	6.7%	32.3%	25.6%
Computer support specialists	0.64%	7.0%	2.6%	-4.3%
Software and web developers, programmers, and testers	2.05%	6.8%	3.4%	-3.4%
Civil engineers	0.71%	6.3%	5.8%	-0.5%

Source: IMPLAN

Note: Miscellaneous assemblers and fabricators do not require formal education and are not associated with a degree program; their enter rate is unknown, so in their case, replacement rate indicates the number of workers who are required from all sources (local and imported).



for local production, calculated as (number of annual graduates – number of annual openings) / number of forecasted jobs. (A negative replacement rate indicates Kansas and Missouri produce a shortage of those workers, who must then be imported from outside the region). Note that replacement rate does not account for migration patterns of graduates (i.e. if locally educated workers move away, or if those who graduate from colleges in other states move in).

The NSC Region produces an excess of industrial engineers, mechanical engineers, welders, and computer and information analysts to meet forecasted requirements. Computer science is undoubtedly a vital career field for the future; the current overproduction of computer and information analysts indicates that the NSC Region has capacity to expand operations in that field (potentially by redirecting those specific professionals to other aspects of the industry). However, the region will need to import (or increase local production of) machinists, inspectors, computer support specialists, software developers, and civil engineers. Assemblers and fabricators experience a relatively high turnover, but without data on how many are produced each year, the replacement rate in the chart above does not account for existing local production of talent. Among those occupations analyzed, software developer is the fastest growing; Kansas and Missouri could increase local production to ensure they have a steady stream for future needs.



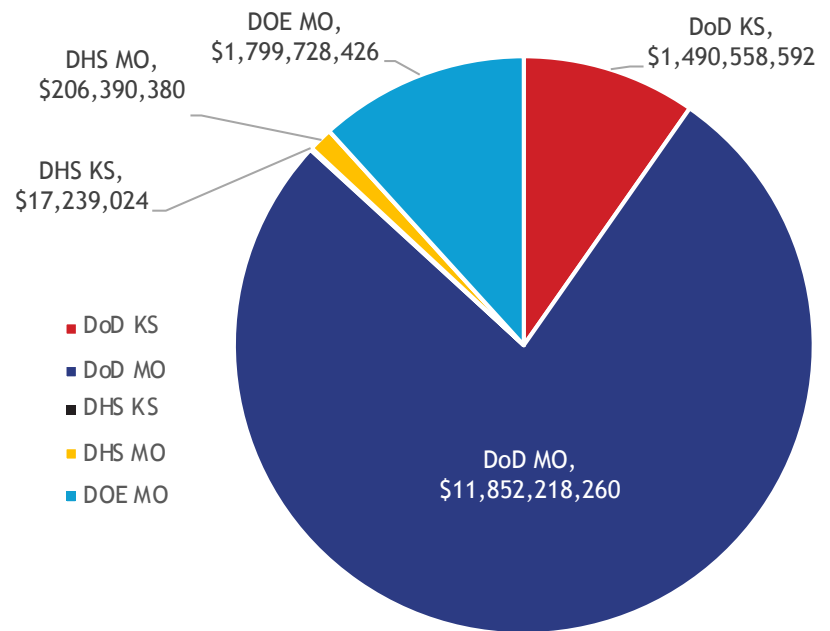
Defense Industry Companies

As mentioned above, Kansas and Missouri benefited from a combined \$15.4 billion in federal national security investment through the DoD, DOE, and DHS in FY23. This money flows to companies that do work in Kansas and Missouri, which then pay workers who live in Kansas and Missouri and spend their money in the economy.

As seen in Figure 14, the DoD accounts for 87% of federal national security spending in the region, with the DOE contributing 12% and DHS contributing the remaining 1%. Missouri receives 90% of the national security procurement in the region, with Kansas receiving the other 10%.

In FY23, large defense prime contractors such as The Boeing Company, General Electric Company, and Northrup Grumman Corporation received much of this spending. Other top recipients include Textron Aviation, Express Scripts, Olin Winchester, DRS Sustainment Systems (a subsidiary of Leonardo DRS), World Wide Technology, Corporate Lodging Consultants (a subsidiary of Corpay, formerly known as Fleetcor), and VendTech-SGI, all of which have headquarters in Kansas or Missouri.

Figure 14. National Security Procurement by Agency in Kansas and Missouri



Source: US Department of the Treasury

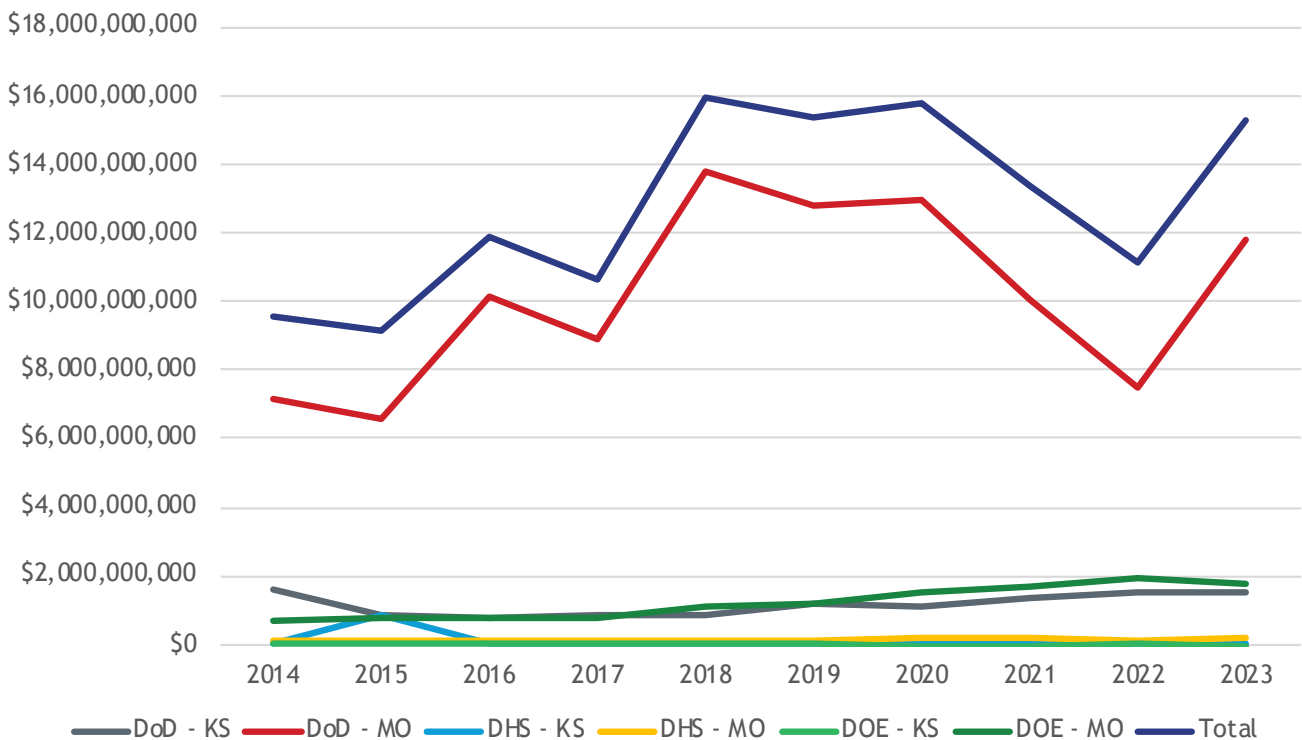
Table 2. Select Defense Contractors Headquartered in Kansas or Missouri

Company	Product/Service	Headquarters Location
Textron Aviation, Inc.	Aircraft	Wichita, KS
Express Scripts Holding Company	Pharmacy benefit management	St. Louis, MO
Olin Winchester	Arms and ammunition	Clayton, MO
DRS Sustainment Systems, Inc.	Military products and technologies	Bridgeton, MO
World Wide Technology, Inc.	Technology services	St. Louis, MO
Corporate Lodging Consultants, Inc.	Lodging management programs	Wichita, KS
VendTech-SGI	Security services	Kansas City, MO



Figure 15 shows the change in federal national security spending in the NSC Region over the past decade. This includes DoD, DHS, and DOE spending on contracts performed in both Kansas and Missouri (also referred to as “procurement” throughout this report). In every year, the overwhelming majority of federal national security dollars were spent by the DoD in Missouri, with the DOE in Missouri and the DHS in Kansas approximately tying for the second largest share of spending.

Figure 15. Federal National Security Spending by Agency in the NSC, 2014-2023



Source: US Department of the Treasury



DoD Procurement in Kansas

There are 797 companies with which the DoD contracted in FY23 to perform work in Kansas, for a total of \$1.5 billion (this excludes companies that received negative obligations, which can happen when contracts get revised or to account for previous overpayments). Nearly 73% of that DoD procurement, or just over \$1 billion, was paid to the top 20 companies.

Table 3. Top Kansas Companies by FY23 DoD Procurement Value

Company	Federal Action Obligation	% of Total Federal Action Obligation
GENERAL ELECTRIC COMPANY	\$364,825,180	24.48%
TEXTRON AVIATION, INC	\$153,717,720	10.31%
TEXTRON AVIATION DEFENSE, LLC	\$90,134,080	6.05%
LEARJET, INC	\$80,627,846	5.41%
NORTHROP GRUMMAN SYSTEMS CORPORATION	\$73,973,693	4.96%
LEADING TECHNOLOGY COMPOSITES, INC	\$62,074,020	4.16%
ENVISION XPRESS, INC	\$45,526,639	3.05%
MW BUILDERS, INC.	\$32,962,427	2.21%
FORT RILEY UTILITY SERVICES, INC	\$20,028,532	1.34%
BOOZ ALLEN HAMILTON, INC	\$19,602,130	1.32%
CITY LIGHT & POWER FTR, LLC	\$19,153,096	1.28%
WICHITA STATE UNIVERSITY	\$18,121,947	1.22%
BLACK & VEATCH SPECIAL PROJECTS CORP.	\$17,396,536	1.17%
FITT SCIENTIFIC, LLC	\$17,321,293	1.16%
SKOOKUM EDUCATIONAL PROGRAMS	\$16,429,526	1.10%
K & K PLUS, INC.	\$12,698,168	0.85%
THE LANE CONSTRUCTION CORPORATION	\$10,775,106	0.72%
SWMG PRODUCTIONS, INC	\$10,350,002	0.69%
DAY & ZIMMERMANN KANSAS, LLC	\$9,656,283	0.65%
BRISTOL GENERAL CONTRACTORS, LLC	\$9,464,233	0.63%
BRISTOL GENERAL CONTRACTORS, LLC	\$9,464,233	0.63%



DoD Procurement in Missouri

There are 1,011 companies with which the DoD contracted in FY23 to perform work in Missouri, for a total of \$11.9 billion (this excludes companies that received negative obligations, which can happen when contracts get revised or to account for previous overpayments). More than 74% of that money — \$8.8 billion — went to The Boeing Company. The next 19 companies combined account for another nearly 20% of DoD procurement.

Table 4. Top Missouri Companies by FY23 DoD Procurement Value

Company	Federal Action Obligation	% of Total Federal Action Obligation
THE BOEING COMPANY	\$8,778,177,561	74.06%
EXPRESS SCRIPTS, INC	\$673,218,800	5.68%
OLIN WINCHESTER, LLC	\$508,469,865	4.29%
DRS SUSTAINMENT SYSTEMS, INC	\$305,261,490	2.58%
WORLD WIDE TECHNOLOGY, LLC	\$223,885,564	1.89%
BURNS & MCDONNELL ENGINEERING COMPANY, INC.	\$80,884,569	0.68%
BOEING AEROSPACE OPERATIONS, INC.	\$80,382,267	0.68%
ENERSYS ENERGY PRODUCTS, INC.	\$65,092,473	0.55%
ATKINS NORTH AMERICA, INC	\$43,226,296	0.36%
MICHELS CONSTRUCTION, INC.	\$39,848,304	0.34%
MISSOURI DEPARTMENT OF SOCIAL SERVICES	\$37,350,241	0.32%
MW BUILDERS, INC.	\$31,777,000	0.27%
US FOODS, INC	\$31,612,800	0.27%
EAGLEPICHER TECHNOLOGIES, LLC	\$29,940,089	0.25%
TSAY PROFESSIONAL SERVICES, INC.	\$28,778,201	0.24%
PROAIM AMERICAS, LLC.	\$28,144,915	0.24%
SES CIVIL AND ENVIRONMENTAL, LLC	\$24,695,779	0.21%
GEORGIA TECH APPLIED RESEARCH CORP	\$24,405,966	0.21%
LUHR CROSBY, LLC	\$24,380,288	0.21%
NORTHROP GRUMMAN SYSTEMS CORPORATION	\$21,180,362	0.18%



DHS Procurement in Kansas

In FY23, DHS contracted with 21 companies in Kansas for more than \$17 million total (this excludes companies that received negative obligations, which can happen when contracts get revised or to account for previous overpayments). Corporate Lodging Consultants, Inc. received nearly 70% of DHS procurement in Kansas.

Table 5. Top Kansas Companies by FY23 DHS Procurement Value

Company	Federal Action Obligation	% of Total Federal Action Obligation
CORPORATE LODGING CONSULTANTS, INC.	\$11,893,731	68.99%
GENERAL ELECTRIC COMPANY	\$3,069,278	17.80%
KANSAS STATE UNIVERSITY	\$469,743	2.72%
RESOLUTION SERVICES, LLC	\$327,055	1.90%
HONEYWELL INTERNATIONAL, INC.	\$269,274	1.56%
MIL-STOCK ELECTRONICS, INC	\$266,998	1.55%
ARROWHEAD SCIENTIFIC, INC.	\$190,267	1.10%
NAVIFREIGHT, LLC	\$156,012	0.90%
MARLOW WHITE UNIFORMS, INC	\$139,763	0.81%
BKM CONSTRUCTION, LLC	\$121,894	0.71%
GARSITE PROGRESS, LLC	\$82,180	0.48%
SMITHS DETECTION, INC.	\$61,329	0.36%
AMETEK AIRCRAFT PARTS & ACCESSORIES, INC	\$39,044	0.23%
SUR-TEC, INC.	\$33,570	0.19%
TED MANUFACTURING CORP	\$31,324	0.18%
JJ & J, INC	\$28,278	0.16%
AVANT ACOUSTICS, LLC	\$18,000	0.10%
MIDWEST REPORTERS, INC.	\$16,943	0.10%
GARMIN INTERNATIONAL, INC.	\$14,983	0.09%
WICHITA AIRPORT AUTHORITY	\$5,303	0.03%
PERSONAL PRESS, INC	\$4,057	0.02%



DHS Procurement in Missouri

In FY23, DHS contracted with 82 companies for a total of \$206 million for work performed in Missouri (this excludes companies that received negative obligations, which can happen when contracts get revised or to account for previous overpayments). More than 99% of that money was paid to the top 20 companies.

Table 6. Top Missouri Companies by FY23 DHS Procurement Value

Company	Federal Action Obligation	% of Total Federal Action Obligation
VENDTECH-SGI, LLC	\$72,719,763	35.53%
BRILLIANT CORPORATION	\$63,231,880	30.90%
VMD SYSTEMS INTEGRATORS, LLC	\$28,270,457	13.81%
KONIAG BRILLIANT, LLC	\$18,314,406	8.95%
H&G MARINE SERVICE, INC	\$6,031,715	2.95%
CHEROKEE STRATEGIC SOLUTIONS, LLC	\$5,664,240	2.77%
MRIGLOBAL	\$2,190,728	1.07%
IRON MOUNTAIN INFORMATION MANAGEMENT, LLC	\$1,865,647	0.91%
TRANSYSTEMS CORPORATION	\$1,308,859	0.64%
CELEEN, LLC	\$788,643	0.39%
MIDVALE GROUP, INC.	\$770,306	0.38%
INTELLECT SOLUTIONS, LLC	\$707,006	0.35%
SMITHS DETECTION, INC.	\$467,260	0.23%
VISION CENTRIC, INC	\$393,619	0.19%
MIAMI TRIBAL SYSTEMS INTEGRATORS, LLC	\$367,825	0.18%
MOI, INC.	\$320,586	0.16%
ULTRAX AEROSPACE, INC	\$312,070	0.15%
ESSEX INDUSTRIES, INC.	\$244,930	0.12%
NAR MEDICAL DEPOT, LLC	\$223,943	0.11%
PANAMERICA COMPUTERS, INC.	\$219,829	0.11%

It is expected that these companies that already receive federal contracts will be instrumental to the success and growth of the National Security Crossroads community. In addition to large prime defense contractors, companies with a specialty in areas such as data analytics, artificial intelligence, cybersecurity, space and satellite systems, and aerospace manufacturing can be expected to generate jobs which will be critical to winning the great power competition of the future.



DOE Procurement in Kansas and Missouri

The DOE spent nearly \$1.8 billion in FY23 in the NSC Region, all of which was spent in Missouri. 99.9% of this spending was paid to Honeywell Federal Manufacturing & Technologies, LLC, for the management of the Kansas City National Security Campus (KCNSC).



Academic Institutions and Workforce Development Organizations

Table 7 presents a comprehensive list of the Kansas and Missouri academic institutions that train the national security workforce. The list consists of four-year, junior, and technical colleges that offer degrees or certificates in fields that are highly relevant to national security, such as engineering, cybersecurity, and international affairs. Additionally, it identifies the programs that students who proceed to embark on a national security career may be enrolled in.

Table 7. Academic Institutions with National Security-Related Programs in Kansas and Missouri

Institution	Location	Type	Notable Program(s)
Allen Community College	Iola, KS	Public, junior or technical	Cybersecurity (AS); Information Technology (AS); Physics/Pre-Engineering (AS)
Baker University	Baldwin City, KS	Private, 4-year	International Studies (BA); Supply Chain Management and Logistics (MBA)
Barton Community College	Great Bend, KS	Public, junior or technical	Applied Technologies (AAS); Computer Information Systems (AS); Computer Science (AS); Military Dangerous Materials Handling (Cert.); Military Leadership (Cert.); Military Logistics (Cert.); Military Studies (AGS); Network Security Specialist (Cert.)
Benedictine College	Atchison, KS	Private, 4-year	Civil Engineering (BS); Computer Science (BA, BS); Electrical Engineering (BS); International Studies (BS); Mechanical Engineering (BS); Political Science (BA)
Butler Community College of El Dorado	El Dorado, KS	Public, junior or technical	Cybersecurity (AAS, Cert.); Engineering Technology (AAS, AS, Cert.); Pre-Computer Science (AS); Pre-Engineering (AS)
Central Methodist University	Fayette, MO	Private, 4-year	Cybersecurity (BS); Political Science (BS, BA)
Cloud County Community College	Concordia, KS	Public, junior or technical	Applied Technologies (AAS)
Colby Community College	Colby, KS	Public, junior or technical	Political Science (AA); Physics/Engineering/Mathematics (AS); Pre-Physics/Engineering Pathway (AS)
Columbia College	Columbia, MO	Private, 4-year	Computer Information Systems (AS); Cybersecurity (AS, BS); Homeland Security (Cert.); Supply Chain Analytics (Cert.); Supply Chain Management and Logistics (BS)
Cottey College	Nevada, MO	Private, 4-year	International Relations (BA); Political Science (BA)
Crowder College	Neosho, MO	Public, junior or technical	Computer and Network Support Technology (AAS); Engineering Technology (Cert.); Pre-Engineering (AS)
Dodge City Community College	Dodge City, KS	Public, junior or technical	Political Science (AA)
Drury University	Springfield, MO	Private, 4-year	Cybersecurity (Cert.); Pre-Engineering
East Central College	Union, MO	Public, junior or technical	Computer Information Systems (AAS)
Emporia State University	Emporia, KS	Public, 4-year	Computer Science with Cybersecurity Concentration (BS); Information Technology (MS)



Table 7. Academic Institutions with National Security-Related Programs in Kansas and Missouri *Continued*

Institution	Location	Type	Notable Program(s)
Evangel University	Springfield, MO	Private, 4-year	Computer Science: Cybersecurity Track (BS); Military Science (Minor)
Flint Hills Technical College	Emporia, KS	Public, junior or technical	Industrial Engineering Technology (AAS, Cert.); Network Technology (AAS)
Fontbonne University	St. Louis, MO	Private, 4-year	Computer Science (BS); Cybersecurity (BS, Cert.)
Fort Hays State University	Hays, KS	Public, 4-year	Computer Science (BS, MS); Information Networking and Telecommunications with Cybersecurity Concentration (BS, BA); Political Science (BA, BS)
Friends University	Wichita, KS	Private, 4-year	Computer Science (BS); Computer Science and Information Systems (BS); Cybersecurity (BS); Mechanical Engineering (BS)
Garden City Community College	Garden City, KS	Public, junior or technical	Computer Information Systems (AS); Cybersecurity (AS); Pre-Engineering (AS)
Hannibal-LaGrange University	Hannibal, MO	Private, 4-year	Computer Sciences (BS)
Harris-Stowe State University	St. Louis, MO	Public, 4-year	Information Sciences and Computer Technology (BS); Political Science (BS)
Hutchinson Community College	Hutchinson, KS	Public, junior or technical	Computer Science (AS); Cybersecurity (AS); Political Science (AA)
Independence Community College	Independence, KS	Public, junior or technical	Computer Science (AS); Engineering, Mathematics, and Physical Sciences (AS)
Jefferson College	Hillsboro, MO	Public, junior or technical	Computer Information Systems: Cybersecurity Option (AAS, Cert.); Engineering (AS); Engineering Technology (AS)
Johnson County Community College	Overland Park, KS	Public, junior or technical	Cybersecurity (Cert.); Information Technology: Networking (AAS)
Kansas City Community College	Kansas City, KS	Public, junior or technical	Applied Technologies (AAS); Cybersecurity (AS, Cert.); Electronics Engineering Technology (AAS, Cert.); Homeland Security (Cert.)
Kansas State University	Manhattan, KS	Public, 4-year	Aeronautics (BS, MS); Aerospace (Cert.); Aerospace Cyber Operations (Cert.); Aerospace Safety (Cert.); Aerospace Studies (Minor); Civil Engineering (BS, MS, PhD); Computer Engineering (BS); Computer Science (BS, MS, PhD); Conflict Resolution (Cert.); Cyber Systems Programming (Cert.); Cybersecurity (BS); Electrical Engineering (BS); Electrical and Computer Engineering (MS, PhD); Electronic and Computer Engineering Technology (AS, BS); Geographic Information Science and Technology (BS); Industrial Engineering (BS, MS, PhD); Mechanical Engineering (BS, MS, PhD); Nuclear Engineering (Minor, MS, PhD); Operations and Supply Chain (BS); Political Science (BA, BS); Security Studies (MA, PhD, Cert.); Uncrewed Aircraft Systems Data Analytics (Cert.); Uncrewed Aircraft Systems (Minor); Uncrewed Aircraft Systems Design and Integration (BS)



Table 7. Academic Institutions with National Security-Related Programs in Kansas and Missouri *Continued*

Institution	Location	Type	Notable Program(s)
Kansas Wesleyan University	Salina, KS	Private, 4-year	Emergency Management (BA)
Lincoln University	Jefferson City, MO	Public, 4-year	Civil Engineering Technology (BS); Computer Information Systems (BS); Computer Science (AAS); Political Science (BA, BS)
Lindenwood University	Saint Charles, MO	Private, 4-year	Computer Science with Cybersecurity Emphasis (BS); Cybersecurity (BS); Information Technology with Networking Emphasis (BS); Political Science with International Relations Emphasis (BA)
Manhattan Area Technical College	Manhattan, KS	Public, junior or technical	Information and Network Technology (AAS)
Maryville University	Creve Coeur, MO	Private, 4-year	Computer Science (BS); Cybersecurity (BS); International Studies (BA)
Metropolitan Community College	Kansas City, MO	Public, junior or technical	Civil Engineering Technology (AAS); Cybersecurity (AAS); Information Systems and Technologies (Cert.); Information Technology (AAS);
Mineral Area College	Park Hills, MO	Public, junior or technical	Computer Networking: Cybersecurity (AAS)
Missouri Baptist University	Creve Coeur, MO	Private, 4-year	Cybersecurity (BS, Cert.)
Missouri Southern State University	Joplin, MO	Public, 4-year	Computer Forensics (BS); Information Technology (BS); Industrial Engineering Technology (BS); International Affairs (BA, BS); Network Systems Administrator (Minor)
Missouri State University	Springfield, MO	Public, 4-year	Civil Engineering (BS); Computer Science (BS); Cybersecurity (BS, MS); Defense and Strategic Studies with General or Weapons of Mass Destruction Focus (MS, PhD); Geographic Information Sciences (Cert.); Geospatial Sciences (BS); International Affairs (MA); Military Science (Minor)
Missouri State University–West Plains	West Plains, MO	Public, junior or technical	Computer Science (AS); Engineering Technology (AS); Information Sciences and Technology (AAS, Cert.)
Missouri University of Science and Technology	Rolla, MO	Public, 4-year	Aerospace Engineering (BS, MS, PhD); Biomedical Engineering (BS); Civil Engineering (BS, MS, PhD); Computer Science (BS, MS, PhD); Cybersecurity (Cert.); Electrical Engineering (BS, MS, PhD); Environmental Engineering (BS, MS); Explosives Engineering (Cert., Minor, MS, PhD); Explosives Technology (MS, Cert.); Geoanalytics and Geointelligence (Cert.); Information Science and Technology (BS, MS); Mechanical Engineering (BS, MS, PhD); Military Aerospace Studies (Minor); Military and Security Studies (Cert.); Nuclear Engineering (BS, MS, PhD); Nuclear Nonproliferation (Cert.); Systems Engineering (Cert., MS, PhD)
Missouri Valley College	Marshall, MO	Private, 4-year	Computer Science (BS); Cybersecurity (BS)



Table 7. Academic Institutions with National Security-Related Programs in Kansas and Missouri *Continued*

Institution	Location	Type	Notable Program(s)
Missouri Western State University	St. Joseph, MO	Public, 4-year	Cybersecurity (BS); Data Science (Minor); Manufacturing Engineering Technology (AAS, BS)
Moberly Area Community College	Moberly, MO	Public, 4-year	Aviation Flight Technology (AAS); Computer Science (AS); Engineering (AS); Information Technology: Networking (AAS); Cybersecurity (Cert.)
Neosho County Community College	Chanute, KS	Public, junior or technical	Computer Information Systems (AAS)
Newman University	Wichita, KS	Private, 4-year	Computer Science (BS); International Studies (Minor); Political Science (Minor)
North Central Kansas Technical College	Beloit, KS	Public, junior or technical	Information Technology (AAS, Cert.)
North Central Missouri College	Trenton, MO	Public, junior or technical	Computer Science and Information Science: Networking (AAS); Information Technology Specialist (Cert.)
Northwest Kansas Technical College	Goodland, KS	Public, junior or technical	Engineering Technology (AAS, Cert.); Mechanical Engineering Technology (AAS)
Northwest Missouri State University	Maryville, MO	Public, 4-year	Applied Computer Science (MS); Cybersecurity (BS); Geographic Information Systems (BAS, BS, Cert., MS); Information Systems (MS); International Studies (Minor); Military Science (Minor)
Ottawa University	Ottawa, KS	Private, 4-year	Computer Science (BS); Cybersecurity (Cert.); Engineering (BS)
Ozarks Technical Community College	Springfield, MO	Public, junior or technical	Civil Engineering (AS); Computer Information Science (AAS, Cert.); Computer Science (AS, Cert.); Electrical Engineering (AS); General Engineering (AS); Information Technology (AS); Mechanical Engineering (AS)
Park University	Parkville, MO	Private, 4-year	Cybersecurity (BS); Disaster and Emergency Management (Cert.); Drone (UAS) (Cert.); Geographic Information Systems (Minor, Cert.); Homeland Security (Minor); Information and Computer Science (AS, BS); Information Systems (BS); Military History (BS); Military Studies (Minor); Political Science (BA); Terrorism and Homeland Security (Cert.)
Pittsburg State University	Pittsburg, KS	Public, 4-year	Computer Science (BS); Data Science and Information Systems (BS); Geographical and Political Sciences with International Studies Emphasis (BS); Mechanical Engineering Technology (BS)
Pratt Community College	Pratt, KS	Public, junior or technical	Information Network Technology (AS, AAS)
Ranken Technical College	St. Louis, MO	Private, junior or technical	Information Technology (AS)



Table 7. Academic Institutions with National Security-Related Programs in Kansas and Missouri *Continued*

Institution	Location	Type	Notable Program(s)
Saint Louis University	St. Louis, MO	Private, 4-year	Aeronautics (BS); Aerospace Engineering (BS); Artificial Intelligence (MS); Computer Information Systems (BS); Computer Science (BA); Cybersecurity (MS); Engineering (MS, PhD); Geographic Information Systems (MS, Cert.); International Studies (BA)
Seward County Community College	Liberal, KS	Public, junior or technical	Computer Information Systems (AS); Pre-Engineering (AS)
Southeast Missouri State University	Cape Girardeau, MO	Public, 4-year	Aerospace Studies (Minor); Applied Computer Science (MS); Computer Information Systems (BS); Cybersecurity (BS, MS, Cert.); Data Science (Minor); Engineering Technology: Mechanical and Manufacturing (BS); Industrial and Systems Engineering (BS); Political Science (BS); Unmanned Aircraft Systems (BS)
Southwest Baptist University	Bolivar, MO	Private, 4-year	Computer Information Science (BS); Computer Science (BS); Cybersecurity (BS); Cybersecurity Operations and Management (BS); Engineering Physics (BS)
St. Charles Community College	Cottleville, MO	Public, junior or technical	Computer Science (AS); Cybersecurity (AAS); Information Technology (AAS); Supply Chain and Logistics (AAS)
St. Louis Community College	St. Louis, MO	Public, junior or technical	Cybersecurity (AAS, Cert.); Electrical/Electronic Engineering Technology (AAS)
State Technical College of Missouri	Linn, MO	Public, junior or technical	Computer Networking and Cybersecurity (AAS, Cert.)
Three Rivers College	Poplar Bluff, MO	Public, junior or technical	Civil Engineering Technician (Cert.); Cybersecurity (AAS); Pre-Engineering (AAS)
Truman State University	Kirksville, MO	Public, 4-year	Computer Science (BS); Data Science (BS); Information Studies (Minor); International Studies (Minor); Military Science (Minor); Political Science and International Relations (BA, BS)
University of Central Missouri	Warrensburg, MO	Public, 4-year	Computer Information Systems (Minor); Computer Science (BS, MS); Crisis and Disaster Management (BS); Cybersecurity (Cert.); Data Science and Artificial Intelligence (MS); Geographic Information Systems (Minor); International Studies (BA); Network Security (Cert.); Terrorism and Homeland Security (Cert.)
University of Kansas	Lawrence, KS	Public, 4-year	Aerospace Engineering (BS, MS, PhD); Civil Engineering (BS); Computer Science (BS); Cybersecurity (Cert.); Electrical Engineering (BS); Engineering Physics with Aerospace Systems (Aircraft or Spacecraft) Concentration (BS); Geographic Information Science (Cert.); Homeland Security: Policy and Law (MS, Cert.); Information Technology (BS); Intelligence and National Security Studies (Minor, Cert.); Interdisciplinary Computing (BS); Peace and Conflict Studies (Minor); Political Science (BA, MA, PhD); Supply Chain Management (MS)



Table 7. Academic Institutions with National Security-Related Programs in Kansas and Missouri *Continued*

Institution	Location	Type	Notable Program(s)
University of Missouri–Columbia	Columbia, MO	Public, 4-year	Biomedical Engineering (BS); Computer Science (BS); Cybersecurity (Cert.); Data Science (BS); Environmental Engineering (BS); Geographic Information Science (Cert.); International Studies (BA); Mechanical Engineering (BS); Naval Science (Minor); Nuclear Engineering (Minor); Peace Studies (Minor)
University of Missouri–Kansas City	Kansas City, MO	Public, 4-year	Biomedical Engineering (BS, MS); Civil Engineering (BS, MS, PhD); Computer Science with Cybersecurity Emphasis (BS); Geographic Information Systems (Cert.); Information Technology with Cybersecurity Emphasis (BS)
University of Missouri–St. Louis	St. Louis, MO	Public, 4-year	Civil Engineering (BS); Computer Science (BS, MS, PhD); Cybersecurity (BS, MS); Geographic Information Systems (Cert.); Information Systems and Technology (BS, MS); International Relations (BA); Supply Chain Analytics (MS); Supply Chain Management (BA, BS)
University of Saint Mary	Leavenworth, KS	Private, 4-year	Cybersecurity (BS); Information Technology (AS); Political Science (BA)
Washburn Institute of Technology	Topeka, KS	Public, junior or technical	Engineering (AS); Engineering Drafting and Design (AA, Cert.); Information Systems Technology (AS, Cert.)
Washington University in St. Louis	St. Louis, MO	Private, 4-year	Aerospace Engineering (Minor, MS, PhD); Applied Science: Electrical Engineering, Mechanical Engineering, Systems Science and Engineering (BS); Biomedical Engineering (BS, MS, PhD); Computer Science (BS, MS, PhD); Cybersecurity Engineering (MS, Cert.); Cybersecurity Management (MS, Cert.); Data Science (BA); Electrical Engineering (BS, MS, PhD); Environmental Engineering (BS); Geographic Information Systems (Cert.); Geospatial Science (Minor); International Affairs (MA); Materials Science and Engineering (MS, PhD); Mechanical Engineering (BS, MS, PhD); Supply Chain Management (MS); Supply Chain, Operations, and Technology (BS, BA); Systems Science and Engineering (BS)
Webster University	St. Louis, MO	Private, 4-year	Computer Science: Cybersecurity, Data Science, and Software Engineering (BS); Political Science (BA)
Wichita State University	Wichita, KS	Public, 4-year	Aerospace Engineering (BS, MS, PhD); Computer Networking (Cert.); Computer Science (BS, MS); Cyber Physical Systems (Minor); Cybersecurity (MS); Data Science (MS); Electrical Engineering (MS); Facilities Management (Cert.); Geographic Information Systems (Cert.); Homeland Security (BS); Human Factors in Security and Technology (Cert.); Industrial Engineering (BS, MS, PhD); Information Assurance and Cybersecurity (Cert.); International Studies (BA); Management Science and Supply Chain Management (MS); Mechanical Engineering (BS, MS, PhD); Political Science (BA); Supply Chain Management (Minor, Cert.)



Table 7. Academic Institutions with National Security-Related Programs in Kansas and Missouri *Continued*

Institution	Location	Type	Notable Program(s)
Wichita State University Campus of Applied Sciences and Technology	Wichita, KS	Public, junior or technical	IT Essentials (Cert.)
Wichita Technical Institute	Wichita, KS	Private, junior or technical	Computer Technology and Network Administration (Cert.)
William Jewell College	Liberty, MO	Private, 4-year	Civil Engineering (BS); Computer Science (BS); Cybersecurity (BS); Information Technology (BS); International Relations (BA);

The workforce development organizations active in Missouri and Kansas are identified in Table 8. These organizations, often in partnership with local educational institutions and employers, offer a variety of programs designed to equip the next generation of professionals with the skills critical to careers in cybersecurity, intelligence analysis, data management, and other national security-related areas. Job seekers can access training and certification programs in fields such as computer programming and information technology.

In Missouri, workforce development services are primarily provided by the nonprofit Missouri Community Action Network (CAN) and the state’s government-funded Job Centers. Missouri’s Job Centers are an outgrowth of the Workforce Investment Act of 1998, a federal law that mandated the creation of one-stop career centers across the U.S. The SkillUp program, an initiative aimed at helping Supplemental Nutrition Assistance Program (SNAP) recipients gain skills and training that help them secure employment, is primarily administered by Missouri Job Centers. Kansas’s counterpart to Missouri Job Centers is the state-run KANSASWORKS. Through a network of Workforce Centers, KANSASWORKS offers job fairs, workshops, and other services to job seekers.

Table 8. Workforce Development Organizations in Missouri and Kansas

★ *Affiliated with Missouri Community Action Network*
 ★★ *Part of Missouri Job Center network*
 ★★★ *Affiliated with KANSASWORKS*

Organization	Address	Organization	Address
Arnold Job Center	3675 West Outer Rd. Ste. 102 Arnold, MO 63010	Cape Girardeau Job Center ★★	612 Broadway St. Cape Girardeau, MO 63701
Better Family Life, Inc.	5415 Page Blvd. St. Louis, MO 63112	Catholic Charities of Northeast Kansas	9720 W 87th St. Overland Park, KS 66212
Branson Job Center ★★	2720 Shepherd of the Hills Expy. Ste. B Branson, MO 65616	Central Missouri Community Action Agency ★	807 N Providence Rd. Columbia, MO 65203
Butler Workforce Center ★★★	524 N Main St. El Dorado, KS 67042	Chillicothe Job Center ★★	601 West Mohawk Rd. Chillicothe, MO 64601



Table 8. Workforce Development Organizations in Missouri and Kansas *Continued*

Organization	Address	Organization	Address
Clinton Job Center– State Fair Community College Campus ★★	1701 N 2nd St. Clinton, MO 64735	Green Hills Community Action Agency ★	1506 Oklahoma Ave. Trenton, MO 64683
Columbia Job Center ★★	101 Park De Ville Dr. Ste. E Columbia, MO 65203	Hannibal Job Center ★★	203 North Sixth St. Hannibal, MO 63401
Community Action Agency of Greater Kansas City ★	6323 Manchester Ave. Kansas City, MO 64133	Jefferson City/Capital City Job Center ★★	301 West High St. Room 350 C Jefferson City, MO 65101
Community Action Agency of St. Louis County ★	2709 Woodson Rd. St. Louis, MO 63114	Jefferson-Franklin Community Action Corporation ★	2 Merchant Dr. P.O. Box 920 Hillsboro, MO 63050
Community Action Partnership of Greater St. Joseph ★	1322 N 36th St. St. Joseph, MO 64506	Johnson County Workforce Center ★★	8535 Bluejacket St. Lenexa, KS 66214
Community Action Partnership of Northeast Missouri ★	215 N Elson St. Kirksville, MO 63501	Joplin Job Center ★★	730 S Wall Ave. Joplin, MO 64801
Community Services, Inc. ★	1212 S Main St. Maryville, MO 64468	Junction City Workforce Center ★★	1012 W 6th St. Ste. A Junction City, KS 66441
Connecting for Good	3210 Michigan Ave. Kansas City, MO 64109	Kansas City–Northland Job Center ★★	3100 N.E. 83rd St. Ste. 2100 Kansas City, MO 64119
Connections to Success	2125 Bissell St. St. Louis, MO 63107	KANSASWORKS Chanute ★★	4101 S. Ross Ln. Chanute, KS 66720
Cowley County Workforce Center ★★	221 W Chestnut Ave. Arkansas City, KS 67005	KANSASWORKS Colby ★★	350 South Range Ave. Ste. 5 Colby, KS 67701
Delta Area Economic Opportunity Corporation ★	104 W. Center St. Sikeston, MO 63801	KANSASWORKS Dodge City ★★	236 San Jose Dr. Room 45A Dodge City, KS 67801
East Missouri Action Agency ★	1111 Linden St. Cape Girardeau, MO 63703	KANSASWORKS Eastern Mobile Workforce Center ★★	1430 SW Topeka Blvd. Topeka, KS 66612
Economic Security Corporation of Southwest Area ★	302 South Joplin Ave. Joplin, MO 64801	KANSASWORKS Emporia ★★	215 W 6th Ave. Ste. 107 Emporia, KS 66801
FACE FORWARD	1710 E 18th St. Kansas City, MO 64108	KANSASWORKS Fort Scott ★★	104 North National Ave. Fort Scott, KS 66701
Fort Leonard Wood Job Center ★★	140 Replacement Ave. Bldg. 470, Ste. 2201 Fort Leonard Wood, MO 65473	KANSASWORKS Garden City ★★	107 E Spruce St. Garden City, KS 67846
Full Employment Council Kansas City ★★	1740 Paseo Blvd. Kansas City, MO 64108	KANSASWORKS Goodland ★★	204 W 11th St. Goodland, KS 67735
Fulton Job Center ★★	610 Collier Ln. Fulton, MO 65251	KANSASWORKS Great Bend ★★	1025 Main St. Great Bend, KS 67530
Goodwill of Western Missouri and Eastern Kansas	800 E 18th St. Kansas City, MO 64108		



Table 8. Workforce Development Organizations in Missouri and Kansas *Continued*

Organization	Address	Organization	Address
KANSASWORKS Hays ★★★	332 E 8th St. Hays, KS 67601	Manhattan Workforce Center ★★★	322 Houston St. Ste. 112 Manhattan, KS 66502
KANSASWORKS Hutchinson ★★★	609 E 14th Ave. Hutchinson, KS 67501	Maries County Job Center ★★	211 4th St. Vienna, MO 65582
KANSASWORKS Independence ★★★	317 N Pennsylvania Ave. Independence, KS 67301	Maryville Job Center ★★	303 E Summit Dr. Maryville, MO 64468
KANSASWORKS Liberal ★★★	2215 N Kansas Ave. Liberal, KS 67901	Missouri Community Action Network	3337 Emerald Ln. Jefferson City, MO 65109
KANSASWORKS Mobile Workforce Center ★★★	332 E 8th St. Hays, KS 67601	Missouri Innovation Center–Lee's Summit ★★	1101 NW Innovations Pkwy. Lee's Summit, MO 64086
KANSASWORKS Newton ★★★	203 E. Broadway Newton, KS 67114	Missouri Office of Workforce Development	301 W High St. P.O. Box 1087 Jefferson City, MO 65102
KANSASWORKS Paola ★★★	1 S Pearl St. Ste. A Paola, KS 66071	Missouri Ozarks Community Action, Inc. ★	306 S Pine St. Richland, MO 65556
KANSASWORKS Pittsburg ★★★	1005 E Jefferson St. Pittsburg, KS 66762	Missouri Valley Community Action Agency ★	1415 S Odell Ave. Marshall, MO 65340
KANSASWORKS Salina ★★★	2259 S 9th St. Ste. 10 Salina, KS 67401	Monett Limited ★★	801 N Lincoln Ave. Monett, MO 65708
KANSASWORKS Thrive Allen County ★★★	9 S Jefferson Ave. Iola, KS 66749	Nevada Job Center ★★	14203 E Hwy. 54 Nevada, MO 64772
Kennett Job Center ★★	1100 South By-Pass Ste. 2 Kennett, MO 63857	North East Missouri Community Action Agency★	16 North Court St. Bowling Green, MO 63334
Kirksville Job Center ★★	2105 E Normal Ave. Kirksville, MO 63501	Ozark Action, Inc. ★	710 East Main St. West Plains, MO 65775
LaunchCode	4811 Delmar Blvd. St. Louis, MO 63108	Ozarks Area Community Action Corporation ★	215 S Barnes. Ave. Springfield, MO 65802
Lawrence Workforce Center ★★★	2920 Haskell Ave. Ste. 2 Lawrence, KS 66046	Park Hills Job Center ★★	403 Parkway Dr. Ste. A Park Hills, MO 63601
Leavenworth (Vet Outreach) ★★★	4101 South 4th St. Leavenworth, KS 66048	People's Community Action Corporation ★	5868 W Florissant Ave. St. Louis, MO 63120
Leavenworth County Workforce Center ★★★	515 Limit St. Ste. 200 Leavenworth, KS 66048	Platte County Resource Center ★★	11724 NW Plaza Cir. Ste. 500 Kansas City, MO 64153
Lebanon Job Center	2639 S. Jefferson Ave. Ste. 1 Lebanon, MO 65536	Poplar Bluff Job Center ★★	2080 Three Rivers Blvd. Harry Crisp Building Room 110 Poplar Bluff, MO 63901
Manhattan Vets Center ★★★	1133 College Ave. Ste. C 200 Manhattan, KS 66503	Potosi Job Center ★★	501 E High St. Potosi, MO 63664
		Rolla Job Center	1107 Kingshighway Rolla, MO 65401



Table 8. Workforce Development Organizations in Missouri and Kansas *Continued*

Organization	Address
Sedalia Job Center ★★	515 S Kentucky Ave. Sedalia, MO 65301
South Central Missouri Community Action Agency★	1716 S Broadway St. Poplar Bluff, MO 63901
Springfield Job Center ★★	2900 E Sunshine St. Springfield, MO 65804
St. Charles County Job Center ★★	3757 Harry S. Truman Blvd. St. Charles, MO 63301
St. Joseph Job Center ★★	2202 Frederick Ave. St. Joseph, MO 64506
St. Louis Agency on Training and Employment ★★	1520 Market St. Room 3050 St. Louis, MO 63103
St. Louis County–Florissant Job Center ★★	4040 Seven Hills Dr. Ste. 166 Florissant, MO 63033
St. Louis County–The Crossings at Northwest ★★	715 Northwest Plaza Dr. St. Ann, MO 63074
Sumner County Workforce Center ★★	215 S Washington Ave. Wellington, KS 67152
THE CUBE (Full Employment Council) ★★	1722 E 17th Terrace Kansas City, MO 64108
Topeka Workforce Center ★★	1430 SW Topeka Blvd. #2 Topeka, KS 66612
Troy Job Center ★★	260 Oak St. Troy, MO 63379
Urban League of Metropolitan St. Louis, Inc.	1408 Kingshighway Blvd. Ste. 108 St. Louis, MO 63113
Washington Job Center ★★	1108 Washington Square Shopping Ctr. Washington, MO 63090
West Central Missouri Community Action Agency★	112 W 4th St. Appleton City, MO 64724
West Plains Job Center ★★	408 Washington Ave. Ste. 100 West Plains, MO 65775
Wichita Workforce Center ★★	2021 N Amidon Ave. Ste. 1100 Wichita, KS 67203
Wyandotte County Workforce Center ★★	626 Minnesota Ave. Kansas City, KS 66101