

Skills 2014 Report

Assessment of Employers' Skill and Employment Needs

SPRING 2011

Corridor Alliance and Kirkwood Community College
Representing Benton, Cedar, Iowa, Johnson, Jones, Linn and Washington Counties

The Skills 2014 Study

In the past few years, we have seen considerable change in the economy in eastern Iowa, the state and the nation. As our region recovers from the recession and shows optimistic trends for growth, the workforce needs of area employers remain a critical component to a vibrant regional economy. In order for the region to be successful in economic development efforts, it is important that information be gained from area employers regarding the quality, capacity and capability of the regional workforce. This study assists the region in identifying any gaps between the existing workforce needs of industry and the existing skills of the region's workforce. The Skills 2014 recommendations are based on these gaps and provide information for educational institutions, employers and economic development organizations to continue to prepare and advance the available workforce and incumbent workers for success in the 21st century. It is for this reason the regional Corridor Alliance economic development organizations sponsored the Skills 2014 survey.

The Corridor Alliance is made up of representatives from the region's economic development organizations and Kirkwood Community College. The economic development organizations include Benton Development Group, Cedar County Economic Development Commission, Iowa City Area Development Group, Iowa County Economic Development Commission, Marion County Economic Development Commission, Priority One and Washington Economic Development Group. These partners collaborated to develop the Skills 2014 study, the fourth regional skills assessment, which updates the region's ongoing workforce needs. This important study provides current information about employment trends and employee skill needs for continued success among regional employers.

The Skills 2014 report builds on the region's continued efforts to identify and develop strong workforce tools to support business success. In addition, the Skills 2014 report reflects the success of the recommendations outlined in the Skills 2010 report and builds on the 2006 and 2000 Skills reports.

Previous Research Studies

In 1998, the Skills 2000 survey was conducted by a commission of local top executives with a primary focus on determining future employment and workforce skill needs. In this initial study, 33 large employers participated, predominately located on the north end of the Corridor. The Skills 2006 survey provided a reassessment of the original study and expanded the scope and

size of the process. The most substantial differences between the Skills 2000 and Skills 2006 studies included the number of employers surveyed and the expansion of geographic region. The Skills 2010 study built from this foundation, increasing again the number of employers surveyed and adding to the quantitative skills assessment survey.

Research Methods

The Skills 2014 study replicates the Skills 2010 study with numerous additions based on input from both employers and economic development organizations. This study provides the region with data to analyze differences and trends regarding workforce issues, and supplements existing workforce data produced by the Labor Market and Workforce Information Division of Iowa Workforce Development. The study used a mixed methods design involving both quantitative and qualitative approaches. In partnership with the economic development partners, 12 industry sectors were identified, consistent with those used for the Skills 2010 study.

Employers were then purposively sampled by considering industry sector, size of organization and geographic location in the corridor, in order to have equal representation of all types of organizations in the sample. From this effort, 399 employers were invited to participate in the study. This represented a substantial increase in the sample size to increase both response rate and validity of the data. Additionally, employers that were impacted by the Flood of 2008 were also surveyed as a subset of the population.

The Skills 2014 study is a two-part survey. The Employer Workforce Needs survey asked employers to identify their current employee headcount, as well as anticipated replacement and new job growth from 2011 to 2014 by Standard Occupational Classifications. Employers were also asked to indicate minimum educational levels desired for current, replacement and new job projections.

The second part, the Training and Workforce Climate survey, asked employers to respond to questions to determine satisfaction levels and skills needs of their job applicants and incumbent workers. Other questions included training program investments, declining occupations, work-based learning opportunities, workforce supports and impediments, and skills credentialing tools.

Of the 399 sample employers, 132 completed the Employer Workforce Needs survey, and 219 employers plus 53 flood impacted employers—for a total of 272 employers—completed the Training and Workforce Climate information phone survey.

Goals of the Study

1. Determine replacement and new job growth projections by occupational categories and industry cluster sectors for the next four years.
2. Determine the current and near-term hiring demands by industry sector and occupational categories.
3. Identify educational levels desired for current, near term, vacancy and retirement positions.
4. Assess employers' perceptions of workforce skills for job applicants and incumbent workers.
5. Assess employers' investment in training and methods being used.
6. Assess factors impeding growth and supporting growth.
7. Assess the effectiveness of skills credentials and internship programs.
8. Assess employers' perceptions of declining occupations.

Part I: Employer Workforce Needs: 2011-2014

The projections of the 132 employers who participated in the Employer Workforce Needs portion of the survey represent a total employment base of 51,467, which represents 22 percent of the region's workforce, based on Iowa Workforce Development's employment statistics as of 2009. Employers identified 7,646 new and 4,200 replacement workers—a total of 11,846 workers—will be needed in the next four years. The projection for replacement workers is determined by normal turnover and retirements.

Part II: Training and Workforce Climate: 2011-2014

Participation by 272 employers in Part II of the Skills 2014 study represents a 65 percent response rate.

Entire Skills 2014 Study

Participation by 241 (unique) employers in the Skills 2014 study represents a 61 percent response rate. The Skills 2014 employer sample represented a significant number of new employers to the study. From the Skills 2010 study, 60 percent of the represented employers participated in the Skills 2014 study. Industry sectors that declined in employer responses were the education and government industry sectors.

Emerging Themes

- Regional employers are projecting optimistic projections for new and replacement workers (11,846) primarily in the manufacturing, health care, information solutions, transportation/logistics and education sectors.
- Jobs in the region require a post-secondary education beyond high school; education and credentials remain a high priority among regional employers.
- Employers remain concerned about the missing basic, soft and occupational skills among job applicants, although improvement has been accomplished since the Skills 2010 study. The highest area of concern from employers is the occupational skills of job applicants.
- Work-based learning experiences show promising practices, and Skills 2014 employer respondents reported their experience to be a beneficial partnership in assisting the student to gain practical work experience, while assisting the business with daily work. Employers are looking for experienced workers throughout their hiring process (including entry-level positions). Additionally, internships and job shadowing experiences assist in informing high school and college students about employment/career opportunities within the region.

Recommendations

1. Continue to promote, reinforce and gain endorsement from regional employers to require or recommend the Iowa National Career Readiness Certificate as well as workforce credentialing systems in general.
2. Engage employers in a commitment to internships and job shadowing. Continue to invest and incentivize education and workforce systems that support employer linkages to high quality work-based learning experiences.
3. Develop a regional workforce development plan and approach that supports workforce development programs and training, that result in skill attainment and credentials aligned with the current and future talent and skill needs of the region's employers.
4. Leverage regional assets to attract, retain and grow more businesses and invest in human capital development. Assure that investments and policy incentives support both a regulatory and workforce climate conducive to business growth.

Conclusion

Responding to rapid workplace change in relationship to the number of educated and skilled workers to fill current and future workforce needs is imperative. The quality, capability and availability of the workforce are critical factors for the region’s economic advancement in an even more competitive global economy. The middle-skills jobs gap between worker readiness and job requirements is widening and more than 75 percent of the region’s new and replacement jobs require post-secondary education beyond high school (Building a National Workforce Skills Credentialing System, ACT, Inc., 2011).

Regional employers, educational institutions, economic development organizations, and human and social service organizations must work together to strengthen regional workforce development efforts. It is imperative to the region’s economic success that the skills gap between business, industry and worker needs be addressed to assist in retaining and attracting new business to the region. The Skills 2014 survey results and recommendations provide the region with critical direction to meet the changing dynamics of workplace and skill requirements.

SKILLS 2014 ASSESSMENT OF EMPLOYER SKILLS AND EMPLOYMENT NEEDS REPORT

Study Design and Research Methods

To respond to ongoing workforce issues identified by employers in the region, the Skills 2014 study used a combination of quantitative and qualitative research questions in order to get a full understanding of critical workforce issues. The survey process consisted of two components.

Purposeful sampling techniques were used to select small, medium and large employers from 12 industry clusters in Kirkwood Community College’s seven-county service area. These sectors were chosen based on the business attraction and retention strategies of the economic development organizations, as well as other large sectors that represent significant segments of the regional economy.

Figure 1 reflects the industry sectors included in the study and the percent of respondents per industry sector category.

Figure 1: Survey Respondents by Industry Sector

Industry Sector	Percent of Respondents
Advanced Manufacturing	25%
Bioprocessing/Biotechnology	6%
Consumer Products	8%
Education	8%
Information Solutions	16%
Government	5%
Health Care	7%
Logistics/Distribution	7%
Packaging/Plastics	6%
Printing	2%
Trades	2%
Other Selected Industries	8%

The first component of the survey asked employers to provide current employment figures, projections for replacement positions, including normal turnover and anticipated retirements, and new job growth. Of the 399 employers invited to participate, 132 returned the survey, providing a 33 percent return rate. The second component of the survey asked employers a series of questions regarding training trends, missing skill profiles, utilization of work-based learning programs, workforce supports and impediments, and effectiveness of skills credentials. Of the 399 employers invited to participate, 272 provided information for the second component representing a 65 percent response rate.

The employer workforce needs projections represent survey respondents’ self-reported information. The estimates and projections may be lower among non-respondents. These non-respondent employers may have been less likely to respond to the survey if they did not have projected replacement or new job estimates. The projections provided through the Skills 2014 study can be viewed as upper estimates regarding the information provided for current employment figures, projections for replacement positions and new job growth.

Part I—Employer Workforce Needs

Table 1: Employer Workforce Needs by Industry Sector

Industry Sector	Current Employees	Percentage of Current	Replacement Employees	Percentage of Replacement	New Employees	Percentage of New	New & Replacement	Percentage of New & Replacement
Advanced Manufacturing	18,080	35%	1,339	18%	1,872	45%	3,211	27%
Bioprocessing/Biotechnology	1,205	2%	63	1%	185	4%	248	2%
Consumer Products	3,406	6%	394	5%	150	4%	544	5%
Education	5,217	10%	545	7%	458	11%	1,003	8%
Government	529	1%	1	0%	1	0%	2	0%
Health Care	8,679	17%	2,300	30%	148	3%	2,448	21%
Information Solutions	7,574	15%	1,698	22%	548	13%	2,246	19%
Logistics/Distribution	3,516	7%	536	7%	537	13%	1,073	9%
Other	1,692	3%	443	6%	68	2%	511	4%
Packaging/Plastics	924	2%	177	2%	128	3%	305	3%
Printing	356	1%	98	1%	14	0%	112	1%
Trades	289	1%	52	1%	91	2%	143	1%
Grand Total	51,467	100%	7,646	100%	4,200	100%	11,846	100%

Table 1 summarizes anticipated job openings in each of the industry sectors through the year 2014. The table shows current employment, anticipated replacement jobs and projected new jobs. The total number of current employees provided by the sample was 51,467, representing 22 percent of the labor force in the seven-county region. The growth in new jobs is projected to be 4,200. The employers also report a total anticipated need for replacement workers at 7,646, or 65 percent of the total projected new and replacement positions. When new and replacement workers are aggregated, 11,846 workers will be needed over the next several years in the region.

TABLE 2: Employer Workforce Needs by Occupational Category

Category	Current Employees	Percentage of Current	Replacement Employees	Percentage of Replacement	New Employees	Percentage of New	New & Replacement	Percentage of New & Replacement
Administrative Support/ Clerical	8,806	17%	1,711	22%	605	14%	2,316	19%
Construction & Extraction	263	1%	30	0%	35	1%	65	1%
Education/Training/Media	2,956	6%	149	2%	74	2%	223	2%
Executive/Administration/ Management	4,656	9%	401	5%	385	9%	786	7%
Install/Maintenance/Craft & Repair	931	2%	162	2%	95	2%	257	2%
Marketing/Sales	4,695	9%	430	6%	498	12%	928	8%
Operators and Laborers	1,540	3%	196	3%	161	4%	357	3%
Production	8,889	17%	1,205	16%	820	20%	2,025	17%
Professional Specialties	14,137	27%	2,238	29%	1,256	30%	3,494	29%
Service	4,594	9%	1,124	15%	271	6%	1,395	12%
Grand Total	51,467	100%	7,646	100%	4,200	100%	11,846	100%

Table 2 shows a summary of the employer workforce needs by occupational category. Employers were asked to group their employee information within occupational classifications. The occupational categories used in the study aligned with the Standard Occupational Classifications listing by the United States Department of Labor Bureau of Labor Statistics. The occupational classifications are determined by the actual tasks done by the employee. The list was delimited to only those occupational categories related to the industry sectors in the region.

Of the occupational categories provided to the employers, the largest category of need identified as it compares to any other category was Professional Specialties, a continued trend from the Skills 2010 study. Due to the representative size of this occupational category in the Skills 2010 study, the Skills 2014 study included an additional occupational category for Education/Training/Media. The number of replacement jobs for Professional Specialties is 2,238 (64 percent), and the number of new jobs is 1,256 (36 percent) for a total of 3,494. Twenty-nine percent of the total for all replacement and new positions will be in the Professional Specialties category. The positions found in this category represent engineers, architects, health care practitioners, financial specialists and legal positions. The second highest occupation category reported was Administrative Support/Clerical, which demonstrated a need of 1,711 (74 percent) replacement positions and 605 (26 percent) new jobs projected for a total of 2,316 and 19 percent of the total for all replacement and new positions. Finally, the third highest category reported was Production reporting a need of 1,205 (59 percent) of replacement positions and 820 (41 percent) of new positions for a total of 2,025 and 17 percent of the total for all replacement and new positions.

Part I—Employer Workforce Needs

Table 3: Employer Workforce Needs by Educational Level

Education Level	Current Employees	Percentage of Current	Replacement Employees	Percentage of Replacement	New Employees	Percentage of New	New & Replacement	Percentage of New & Replacement
High School	16,035	33%	2,904	38%	1,083	26%	3,987	34%
High School + Some College	6,257	13%	1,241	16%	524	12%	1,765	15%
Associates Degree	5,843	12%	1,096	15%	468	11%	1,564	13%
Bachelors Degree	16,693	34%	1,902	25%	1,866	45%	3,768	32%
Masters Degree +	4,113	8%	461	6%	251	6%	712	6%
Grand Total	48,941	100%	7,604	100%	4,192	100%	11,796	100%

Employers were asked to provide the educational requirements for their current workforce, replacement positions and new positions. Sixty-six percent of all replacement and new jobs as a percentage of the total will require education beyond a high school diploma. In addition, 38 percent will require a four year or graduate degree. An interesting finding to note is in the category of new jobs, 51 percent will require a four-year degree or greater and 74 percent of newly created jobs will require education beyond high school, compared to 62 percent of replacement jobs requiring education beyond high school. It is clear from the survey responses that education remains a high priority among area employers whether they are replacing or adding new positions.

Part II—Training and Workforce Climate

Employee Training Programs

Employers were asked to provide information about the types of training they are providing to their incumbent workers. Respondents indicated they do provide training for their employees. A large percentage of employers offer both in-house and external training opportunities. Most employers are using a mix of in-house training and commercial training providers. For those employers offering online training options, respondents were equally split between the use of off-the-shelf training products and customized products. Additionally, online training is used the majority of the time for occupational skills training. Other skill areas where employers focus online training include regulatory education, awareness issues, internal policies and procedures, certification and safety skills.

When asked what, if any, barriers employers face when utilizing online training programs, 39 percent of survey respondents indicated they faced no barriers, while 34 percent indicated other barriers such as limited employee computer knowledge, customization, lack of interaction, different learning styles and time constraints. For those employers that do not use online training programs, respondents replied that barriers, such as technology, no online training available related to the nature of the employer's work, size of the company, employee computer literacy concerns and geographic location of where employees are completing their job tasks, prevented them from utilizing online training programs.

Figure 2: Employee Training Programs Questions and Response Ratings

What methods are you primarily using for current employee training programs?

In-house	41%
External	5%
In-house and External	48%
Other	5%
No training provided	1%

Which of the following online delivery formats do you primarily use?

Off-the-shelf	22%
Customized	22%
Combination Off-the-shelf and Customized	19%
Other	6%
Not Used	31%

For those employers that use online training programs, what skill areas do you use online training?

Technical Occupational Training	42%
Soft Skills Training	22%
Other	32%
Unknown/Refused	4%

Part II—Training and Workforce Climate

For those employers that use online training programs, what barriers are experienced while using online training?

Technology	12%
Cost	7%
No personnel to oversee	3%
Other	34%
None	39%
Unknown	5%

For those employers who reported they do not use online training, the following barriers were given.

Technology	11%
Cost	8%
No personnel to oversee	2%
Other	45%
None	28%
Unknown	6%

Barriers to Using Online Training – Other

Factor 1: Nature of work, uniqueness of business, difficult to find online training that meets business needs.

Factor 2: Lack of employee computer skills, computer access, not comfortable with the technology, different learning styles.

Factor 3: Non-interactive nature of training, impersonal, limits group interaction, difficulty in customizing, difficult to keep up-to-date.

Employer Engagement – National Career Readiness Certificate (NCRC)

Within the region, 168 employers endorse the Iowa National Career Readiness Certificate (INCR). Employers were asked a series of questions to evaluate the perceptions and effectiveness of the INCR program.

Of the respondents, 21 percent were members of the NCRC employer consortium. While almost half of the employer respondents are aware of the NCRC program, of this group 51 percent are not using the NCRC in their hiring process, 26 percent require or recommend the certificate in their hiring process, and 20 percent while aware of the certificate do not understand the certificate program's purpose.

Of the respondents that require or recommend the certificate and provided a response, 43 percent find the certificate to be effective, 38 percent are neutral and 10 percent find it ineffective. Clearly, as a region, awareness and education about the use of the NCRC certificate is needed. Employers using the certificate see more benefit than no benefit and 49 percent of respondents that either were aware but not using the certificate or simply not aware, were interested in receiving more information.

Is your company a member of the NCRC employer consortium?

Yes	21%
No	67%
Unknown	12%

For those employers who noted they are not members of the NCRC employer consortium, were they aware of the NCRC program?

Yes	46%
No	54%

Company utilization of the NCRC?

Require the certificate	10%
Recommend the certificate	16%
Aware of, do not use	51%
Not aware of the certificate purpose	20%
Refuse	3%

For those employers that recommend or require the NCRC for some of their positions, how would you rate the effectiveness of the NCRC?

Very effective	15%
Somewhat effective	28%
Neutral	38%
Somewhat not effective	3%
Not effective	7%
Refuse	9%

Employer Skill Requirements – Job Applicants

Employers were asked about their perceptions on the skills level of job applicants’ soft, basic and occupational skills. Additionally, respondents were provided the opportunity to provide information on what specific skills they perceive as missing from current job applicants. Nineteen percent of the region’s employers indicated that the available workforce does not possess the basic, soft and/or technical skills needed to fulfill necessary skill requirements. This is compared to 25.6 percent of executives interviewed for the *BEST of Iowa Competitive Capacity Scorecard* that indicated they are struggling to recruit skilled and technical workers.

Nearly 16 percent of employers surveyed feel that job applicants are lacking the basic, soft and occupational skills to fill open positions. While this represents significant gains in the capability and quality of the available workforce since the Skills 2010 study, employers remain concerned about these skill areas. The highest area of concern from employers of job applicants is the occupational skills area (23 percent). Occupational skills are the technical skills that apply directly to the job and are often primarily job specific. When evaluating the qualitative data provided by employers related to missing occupational skills, technical, mechanical, automation and electrical knowledge areas were ranked as the highest priority.

The next highest area of concern regarding job applicants is the soft or interpersonal skills. Respondents stated that communication, dependability, conflict resolution, customer service and problem solving ability are skills missing from job applicants.

A significant improvement in the region appears to have been made in the basic skills area. Only nine percent of respondents feel that job applicants do not possess the basic reading, writing and mathematics skills to meet their job requirements.

Table 4: Employer Perceptions of Job Applicants

Employer Perceptions	Strongly Agree	Agree	Disagree	Strongly Disagree	Refuse
In general, your job applicants fulfill the necessary skill requirements.	9%	74%	14%	2%	1%
In general, your job applicants possess the basic skills (reading, writing, mathematics) required for the job.	24%	67%	9%	0%	0%
In general, your job applicants possess the soft (interpersonal) skills required for the job.	6%	77%	17%	0%	0%
In general, your job applicants possess the occupational skills required for the job.	9%	68%	21%	2%	0%

Job Applicants’ Skills Missing

Basic Skills Missing

- Priority 1* Writing and communication skills including written, oral, basic English and grammar.
- Priority 2* Math skills including critical thinking, math problems, aptitude and estimation skills.
- Priority 3* Reading skills including reading for information, processing information and reading blueprints.

Soft Skills Missing

- Priority 1* Communication skills including interpersonal skills, oral communication, ability to express ideas clearly, crucial conversations and tact.
- Priority 2* Dependability including high work ethic, dedication, timeliness, professionalism, accountability, engaging, commitment, willingness and ethical.
- Priority 3* Conflict resolution and customer service skills including building rapport, teamwork, understanding of manners and etiquette, ability to accept change, service orientation.
- Priority 4* Problem solving, critical thinking and listening, leadership and presentation skills.

Occupational Skills Missing

- Priority 1* Technical skills including mechanical, automation, programming machines, equipment, electronics, assembly, plastics, electrical, welding, manufacturing aptitude, industrial maintenance, energy field, analytical, technical reading and troubleshooting skills.

- Priority 2* Computer skills including digital literacy, e-commerce, information technology, computer software and multi-tasking skills.
- Priority 3* Decision-making skills, business writing ability, professional certifications or credentials, and scientific knowledge.

Employer Skill Requirements – Current Workforce

Employers were asked about their perceptions on the skill level of their current workforce’s soft, basic and occupational skills. Additionally, respondents were provided the opportunity to provide information on what specific skills they perceive as missing from their current workforce.

Employers feel strongly that their current workforce has the requisite skills to fulfill the necessary skills requirements. As compared to how employers feel about the job applicants, employers rate current workforce skill levels at a much higher percentage in the “strongly agree” rating for the current workforce skills. The area of greatest concern is in the soft skills area. Ten percent of employer respondents believe soft skills could be improved upon in the areas of communication, conflict resolution, customer service and problem-solving. Employers rate current workforce occupational skills strong as well, documenting analytical, technology and higher-level leadership skills as areas of need.

In the event that the current employees were lacking basic, soft and/or occupational skills, employers were asked if their current workforce was willing to invest in continuing education or skills training, 79 percent responded that they agreed their employees were willing to make educational investments, with 19 percent disagreeing and 2 percent refusing to answer.

Table 5: Employer Perceptions of Current Workforce (Incumbent Workers)

Employer Perceptions	Strongly Agree	Agree	Disagree	Strongly Disagree	Refuse
In general, your current workforce fulfills the necessary skill requirements.	29%	70%	0%	0%	1%
In general, your current workforce possesses the basic skills (reading, writing, mathematics) required for the job.	36%	59%	4%	0%	1%
In general, your current workforce possesses the soft (interpersonal) skills required for the job.	12%	78%	10%	0%	0%
In general, your current workforce possesses the occupational skills required for the job.	25%	72%	3%	0%	0%

Current Workforce’s Skills Lacking

Basic Skills Missing

- Priority 1* Writing and communication skills including written, oral, email, customer correspondence, grammar, spelling and business communication.
- Priority 2* Math skills including critical thinking, math problems, aptitude and estimation skills.

Soft Skills Missing

- Priority 1* Communication skills including interpersonal skills, ability to express ideas clearly, crucial conversations, professionalism and internal customer service.
- Priority 2* Conflict resolution and customer service skills including building rapport, teamwork, understanding of manners and etiquette, ability to accept change and service orientation.
- Priority 3* Problem solving, follow-through and critical thinking.

Occupational Skills Missing

- Priority 1* Technical skills including product knowledge, analytical and troubleshooting skills.
- Priority 2* Computer skills including use of technology, e-commerce, information technology, computer software, file management and multi-tasking skills.
- Priority 3* Decision-making skills, leadership and leading teams.

Table 6: Employer Perception – Current Workforce Interest in Lifelong Learning Investment

Employer Perceptions	Strongly Agree	Agree	Disagree	Strongly Disagree	Refuse
In general, your current workforce has an interest in investing in continuing education or skills training.	23%	56%	19%	0%	2%

Workforce Factors – Supporting Growth and Expansion

Employers were asked to share their thoughts on the three workforce factors supporting their ability to grow and expand in the region. More than 170 employer comments were collected. The general themes that support business growth and expansion were quality and capability of the workforce, strong partnerships with regional educational institutions (University of Iowa, Kirkwood Community College, private colleges, K-12), a geographic location that supports commerce and community involvement, and an economy that is showing signs of recovery.

- Supporting Factor 1* *Quality and capability of the available workforce.*
Well-educated labor force, qualified candidates, talent accessible and available, younger workforce, willingness to invest in training, strong educational providers and a loyal workforce.
- Supporting Factor 2* *Geographic location.*
Community connections, community resources, Midwest values, growth of Iowa City/ Coralville area, proximity to suppliers and other companies, interstates, and is centrally located.
- Supporting Factor 3* *Economic state.*
Current economy has supported more job applicants with the necessary degree and credential requirements, unemployment rate and availability of labor.

Workforce Factors – Impeding Growth and Expansion

Employers were asked to share their thoughts on factors impeding their ability to grow or expand in the region. For this question, employers were asked to rate their perceptions based on the three workforce impediment factors (quality of available workers, small labor pool and wages/benefits related to the cost of doing business) identified in the Skills 2010 study. Slightly more employer respondents disagreed that these three workforce factors that impeded growth and expansion as noted in the Skills 2010 study remain impediments to growth and expansion today.

The Skills 2014 study supports emerging new workforce factors impeding growth and expansion in the region. These are increased governmental regulation and uncertain political climate, slow recovering economic climate, challenged access to specialized technical and high-level skills sets, and a challenging regional climate.

- Impeding Factor 1* *Government regulation and political climate.*
Limited or declining business incentive programs, health care costs, benefit package costs, taxation, and limited federal, state and local government funding.
- Impeding Factor 2* *Economic climate.*
Access to capital resources, impacting sales, impacting overseas markets, state current revenue situation, and when the economy does recover, the challenge of having an available labor pool will return.
- Impeding Factor 3* *Access to specialized skills sets.*
Lack of available specialized knowledge for printing, manufacturing, information solutions and health care industry sectors, concern for pending impact of retirements in the near future and limited diversity in labor pool.
- Impeding Factor 4* *Regional climate.*
Lack of dynamic business climate, industrial expansions, quality of life, rural geographic location and attracting people to live in the region.

Table 7: Employer Perceptions Workforce Factors – Impeding

Employer Perceptions	Strongly Agree	Agree	Disagree	Strongly Disagree	Refuse
Lack of qualified candidates (quality of available workers)	7%	39%	49%	4%	1%
Availability of skilled workers (small labor pool)	8%	36%	51%	4%	1%
Wage and benefits (as it relates to the cost of doing business)	6%	36%	51%	3%	4%

Workforce Factors – Declining Occupations

One-fifth (20 percent) of all respondents acknowledged that their companies currently employ individuals in occupations that are in decline based on advanced technology, consolidation, or global competition and will experience a continued decline in the next one to three years. Respondents predominantly cited advances in technology as the cause for occupational declines in future years. Respondents forecast that the following occupations are declining in employment within the region:

- Occupations impacted by advances in technology: print and publishing, warehouse and production, entry-level clerical and office, meter readers, medical record clerks and medical transcription.
- Occupations impacted by skill level: low-level, low-skill occupations for manual work, hourly, data entry and unskilled labor.

Employer Feedback – Work-based Learning Programs

When asked if employers in the region are utilizing work-based learning programs, mainly internships, half of the respondents were engaging in internships and the remaining half were not actively engaging in internship programs.

For those employers that are utilizing interns, the predominant occupational classifications and company departments included production, marketing, finance/accounting, administrative/operations, engineering and human resources. Over four-fifths (87 percent) of employers that utilize interns state their experience to be a beneficial partnership in assisting the student to gain practical work experience while assisting the business with daily work. When asked about barriers to utilizing interns, time was a factor as well as the unique nature of many work places, positions and the temporary nature of many positions.

Figure 3: Number of Interns Utilized – Next One to Three Years

1	2%
2	9%
3	10%
4	5%
5	5%
6	10%
7	0%
8	2%
9	3%
10	7%
10+	33%
Refuse	14%

Figure 4: Barriers to Utilization of Interns

Reason	Percent
Bad experience(s) in past	2%
Cost	6%
Location	1%
No follow-up from college or university	2%
Quality of interns	4%
Size of company	9%
Time	16%
Other (See Fig. 5)	41%
Refuse	19%

**Figure 5: Factors –
Barriers to Utilization of Interns**

- Use Factor 1* Nature of work, workload issues, liability, positions are highly trained, scheduling, type of work, a lean workforce.
- Use Factor 2* Future prospects, not being able to offer a job, not keeping them, investing only to lose them.

**Skills 2014 Research Team and
Project Partners**

The research team and project partners provided direction to shape the research methods and design the survey questions. This team also reviewed the research results and collaborated to determine the Skills 2014 recommendations. The research team and project partners include:

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Ed Raber, Washington Economic Development Group

Skills 2014 Human Resources Advisory Panel

The Iowa City Area Development Group, Priority One and Kirkwood Community College convene a group of human resources professionals in the region on a regular basis. This human resources professionals group provided analysis and feedback to shape the Skills 2014 Workforce Development recommendations.

A Special Note of Thanks

RuffaloCODY was hired to conduct the phone interviews of employers as they did in the Skills 2010 study. In partnership with Kirkwood Community College, RuffaloCODY provides these services at a significantly reduced price as a service to the college. It is through the generosity of this partnership that the study can be done on a consistent basis. On behalf of the project team, we wish to thank the leadership team at RuffaloCODY and their employees for their great support of this project.

Skills 2014 Participating Companies and Organizations

112 on Vinton Antiques and Tearoom	Communications Data Service, Inc.	Highway Equipment Company
849 Vesta LLC	CompleWare	Higley Mansion Care Center
A Touch of Class Convention Center	Coralville Bay	HJ Heinz
AAMCO Coralville	Coralville Donut, L.C.	Hopf Home Furnishings, Inc.
Acciona	Coralville Venture, L.C.	Horizons Family Services
Actera Group	Cornell College	Hospers & Brothers Printers
ADM-Growmark	Corridor Media Group, Inc.	Howard R Green
Advanced Material Placement, Inc.	Cottage Grove	HS Industries
Advanced Millwork	CRST	Hunan Chinese Restaurant
AEGON	Crystal Group, Inc.	IBEW
Alliant Energy Co	Custom Impressions	Ideal Industries
Allstate Insurance - Toni Sexton Agency	Dave's Barber Shop	Imprinted Sportswear, LTD
Alpla	Delong Construction	InTolerance
Ament Engineering	Destinations Unlimited/Carlson	Infinity Contact
American Color Graphics	Wagonlit	Informatics, Inc.
American Profol	Diamond V Mills	Innovative Ag Services
Anamosa Travel Mart, Inc.	DKM Manufacturing	Innovative Software Engineering
AW Welt Ambrisco	Earthview Environmental, LLC	Inteconnect
Bard Materials	Ecolips	Integrated DNA
Barnes Manufacturing	El Cactus Mexican Resturant	International Paper
Barron Motor Inc	Electronic Print, Inc. d/b/a Copyworks	Involta
Bazooka Farmstar	Energy Manufacturing, Inc.	Iowa Bridge and Culvert
Bennett Manufacturing	Engineered Building Design	Iowa City Community School District
Bimm Ridder	English River Pellets	Iowa Glass
Bio::Neos	Epley Marketing Services, Inc.	Iowa Hearing Aid Centers
Bob Lenton Hardwood Floors	Erb's Business Machines	Iowa Interstate Railroad
Bochner Chocolates	ES Services, Inc.	Iowa Metal Products
Business Radio Sales & Service Inc	ESCO Group	Iowa Realty Co, Inc.
CarPac Publishing Co	Evergreen Packaging	Iowa Renewable Energy
CCB Packaging	F&M Bank	John Garrity, CPA, PC
Cedar Graphics	Family First Chiropractic	Johnson County Board of Supervisors
Cedar Manor	Fannon Investments, LLC	Jones Regional Medical Center
Cedar Rapids Bank & Trust	Fastek International Ltd	JRS Pharma
Cedar Rapids Community Schools	Fisher Group	Julin Printing
Cedar Valley Farms	Five Star Venture, Inc.	K & F Enterprises, L.C.
Cell Mex	Foundation 2	Kalonial Transport, Ltd.
Center Point-Urbana Community	Foundry Equipment Company	Kepa Inc. d/b/a Elikia Restaurant
School District	Four Oaks	Keystone Assisted Living
Centro	Freedom Security Bank	King's Auto Repair
Childrens Center For Therapy	Frohwein Office Supply Co., Inc.	Kinze Manufacturing, Inc.
Chrisma, Inc.	Frontier Natural Products	Kirkwood Community College
CIPCO	Game Day Iowa	Klein Tools
City Carton	Garling Construction	Konomi, Inc.
City of Hiawatha	GEICO	Kroul Farm Gardens
City of Iowa City	Genencor	Kwik-Way Inc.
City of Marion	Genova	KZIA
City of Monticello	Geonetric LLC	L.S.B., Inc.
City of North Liberty	Gluten Evolution	Lebeda Mattress Co.
City of Washington	Graham Packaging	Level 10 Apparel
Clear Creek Amana Schools	HACAP	Limolink
ClickStop	Hall & Hall Engineers, Inc.	Linn County Board of Supervisors
Clifton Gunderson	Hawkeye Electric	Linn County REC
Clipper Windpower	Hawkeye Lube Inc. Jiffy Lube	LL Pelling
Cole's Quality Foods	Heartland Express	LMS North America

Skills 2014 Participating Companies and Organizations

Maja, LTD d/b/a Every Bloomin Thing	Procter & Gamble	Van Meter Industrial
ManorCare Health Services	Quaker Oats	Vangent, Inc.
Marion Independent Schools	Quality Associates	Vector
Marsh Cook Investment Group, LLC	Quintrex	Velvette's Hair Styling
MAS Auto	Radiology Consultants of Iowa	Vida Diagnostics
Mass Mutual	Raining Rose, Inc.	Vinton Tire and Auto Repair
Max-Cast	RBA, Inc. d/b/a Taco Johns	Virginia Gay Hospital
McGladrey	Reinhardt Food Service	Vita - Iowa City Inc d/b/a Old Chicago
McGuire Empire, LLC	River City Radio, Inc.	Wabtec Railway Electronics
McWane Dairy Queen, Inc.	River Products	Washington County Hospital
MedPlast	River Valley Cooperative	Washington School District
Medtech Solutions, Inc.	Riverbend Industries	Welter Storage Equipment Co.
Mercer	Riverside Casino and Resort	West Chester Savings Bank
Mercy Hospital Iowa City	RM Boggs	West Liberty Foods
Mercy Medical Center	Rockwell Collins, Inc.	West Ridge Care Center
Midamar	RPC Flow Research	Whirlpool
Mid-River Marine Service & Storage	RR Donnelly	Woody's Trucking LLC
Midwest Free Community Papers	RuffaloCODY	WORLEY
Midwest Metal Products	Ryan Companies	YellowBook USA
MidWest One Bank	Sadler Machine Co., Inc.	
Millard Refrigerated Services	Schenker Logistics	
Millenium Properties LLC	Schneider Electric	
Miller Hybrids, Inc.	Shakespeare Storage Units	
Millhiser-Smith Agency Inc.	Sheet Metal Local #263	
Millstream Brewing Company	Siemens Transportation Systems	
MMS Consultants	Sonocco Corflex	
MobileDemand LC	South Slope Cooperative	
Modine Manufacturing	SoyaWax International, Inc.	
Mount Mercy University	Sparti's, LLC	
MSI Mold Builders	Spider's Welding LLC	
Nash Finch Company	St. Luke's Hospital	
NCI Building Systems	Stamats Communications	
Noel-Levitz	Statler Construction	
Nordstrom Direct	Steindler Orthopedic Clinic	
Oaknoll Retirement Community	Sunopta	
Oncology Associates of Cedar Rapids	Syngenta Seeds	
OPN Architects	Systems Unlimited, Inc.	
Oral B	Tattoo Majik	
ORBIS	Terpenoid Therapeutics, Inc.	
Pardata	The Hotel at Kirkwood Center	
PCI	The Hounds Tooth	
Pearson	Tidewater Direct	
Petsel Ventures LLC	Timberline Manufacturing	
Phil's Repair, LLC	Titronics Research & Development, Inc.	
Plastic Products Co.	Toyota Financial Services	
Plumbers & Pipefitters Local 125	Transport America	
PMX Industries	TruArt Color Graphics	
PowerCom Motor Controls	True North Companies	
PRC	Twin County Dairy	
Precision Structures, Inc.	United Fire and Casualty	
Premier Media Holdings	United Natural Foods (Blooming Prairie)	
Premier Sheep Supplies, Ltd.	University of Iowa Hospitals and Clinics	
Presentations, Inc.	University of Iowa Hygienic Lab	
Preston Enterprises	US Corrugated	

Appendix I: Employment Data Summary Table

Administrative Support and Clerical

	Current Employees	Percentage of Current	Replacement Employees	Percentage of Replacement	New Employees	Percentage of New	New & Replacement	Percentage of New & Replacement
Advanced Manufacturing	1,586	18%	62	4%	187	31%	249	11%
Bioprocessing/Biotechnology	90	1%	7	0%	26	4%	33	1%
Consumer Products	123	1%	9	1%	2	1%	11	1%
Education	532	6%	117	7%	92	15%	209	9%
Government	59	1%	1	0%	-	0%	1	0%
Health Care	1,883	21%	311	18%	-	0%	311	13%
Information Solutions	3,558	40%	1,028	60%	208	34%	1,236	53%
Logistics/Distribution	669	8%	99	6%	75	12%	174	8%
Other	143	2%	47	3%	3	1%	50	2%
Packaging/Plastics	43	1%	8	0%	5	1%	13	1%
Printing	115	1%	20	1%	6	1%	26	1%
Trades	5	0%	2	0%	1	0%	3	0%
Total	8,806	100%	1,711	100%	605	100%	2,315	100%

Construction and Extraction

Advanced Manufacturing	26	10%	4	14%	1	3%	5	7%
Bioprocessing/Biotechnology	-	0%	-	0%	-	0%	-	0%
Consumer Products	-	0%	-	0%	-	0%	-	0%
Education	-	0%	-	0%	-	0%	-	0%
Government	12	5%	-	0%	-	0%	-	0%
Health Care	29	11%	1	3%	-	0%	1	2%
Information Solutions	-	0%	-	0%	-	0%	-	0%
Logistics/Distribution	-	0%	-	0%	-	0%	-	0%
Other	1	0%	-	0%	-	0%	-	0%
Packaging/Plastics	2	1%	1	3%	-	0%	1	2%
Printing	-	0%	-	0%	-	0%	-	0%
Trades	193	73%	24	80%	34	97%	58	89%
Total	263	100%	30	100%	35	100%	65	100%

Education, Training and Media

Advanced Manufacturing	50	2%	7	5%	6	8%	13	6%
Bioprocessing/Biotechnology	4	0%	-	0%	3	4%	3	1%
Consumer Products	16	1%	2	1%	-	0%	2	1%
Education	2,515	85%	95	64%	42	57%	137	61%
Government	15	1%	-	0%	-	0%	-	0%
Health Care	78	3%	9	6%	-	0%	9	4%
Information Solutions	212	7%	29	20%	18	24%	47	21%
Logistics/Distribution	51	1%	5	3%	2	3%	7	3%
Other	8	0%	-	0%	-	0%	-	0%
Packaging/Plastics	2	0%	-	0%	-	0%	-	0%
Printing	4	0%	2	1%	2	3%	4	2%
Trades	1	0%	-	0%	1	1%	1	1%
Total	2,956	100%	149	100%	74	100%	223	100%

Appendix I: Employment Data Summary Table

Executives, Administrative and Managerial	Current Employees	Percentage of Current	Replacement Employees	Percentage of Replacement	New Employees	Percentage of New	New & Replacement	Percentage of New & Replacement
Advanced Manufacturing	2,161	46%	111	28%	254	66%	365	46%
Bioprocessing/Biotechnology	205	4%	7	2%	21	5%	28	4%
Consumer Products	203	4%	30	7%	2	1%	32	4%
Education	282	6%	22	5%	14	3%	36	4%
Government	47	1%	-	0%	-	0%	-	0%
Health Care	608	13%	105	26%	3	1%	108	14%
Information Solutions	524	11%	64	16%	31	8%	95	12%
Logistics/Distribution	304	7%	24	6%	37	9%	61	8%
Other	195	4%	25	6%	7	2%	32	4%
Packaging/Plastics	81	2%	8	2%	11	3%	19	2%
Printing	17	1%	3	1%	2	1%	5	1%
Trades	29	1%	2	1%	3	1%	5	1%
Total	4,656	100%	401	100%	385	100%	786	100%

Installation, Maintenance, Craft and Repair

Advanced Manufacturing	378	41%	83	51%	50	53%	133	52%
Bioprocessing/Biotechnology	46	5%	2	1%	2	2%	4	1%
Consumer Products	129	14%	20	12%	3	3%	23	9%
Education	8	1%	-	0%	-	0%	-	0%
Government	7	1%	-	0%	-	0%	-	0%
Health Care	135	14%	12	8%	-	0%	12	4%
Information Solutions	37	4%	5	3%	-	0%	5	2%
Logistics/Distribution	49	5%	10	6%	25	26%	35	14%
Other	67	7%	9	6%	1	1%	10	4%
Packaging/Plastics	63	7%	10	6%	13	14%	23	9%
Printing	10	1%	10	6%	-	0%	10	4%
Trades	2	0%	1	1%	1	1%	2	1%
Total	931	100%	162	100%	95	100%	257	100%

Marketing and Sales

Advanced Manufacturing	3,056	65%	17	4%	50	10%	67	7%
Bioprocessing/Biotechnology	5	0%	-	0%	2	0%	2	0%
Consumer Products	58	1%	4	1%	4	1%	8	1%
Education	258	6%	25	6%	168	34%	193	20%
Government	-	0%	-	0%	-	0%	-	0%
Health Care	7	0%	3	1%	-	0%	3	0%
Information Solutions	441	9%	182	42%	67	14%	249	27%
Logistics/Distribution	811	17%	183	42%	189	38%	372	40%
Other	21	1%	7	2%	11	2%	18	2%
Packaging/Plastics	25	1%	4	1%	2	0%	6	1%
Printing	11	0%	4	1%	1	0%	5	1%
Trades	2	0%	1	0%	4	1%	5	1%
Total	4,695	100%	430	100%	498	100%	928	100%

Appendix I: Employment Data Summary Table

Operators and Laborers	Current Employees	Percentage of Current	Replacement Employees	Percentage of Replacement	New Employees	Percentage of New	New & Replacement	Percentage of New & Replacement
Advanced Manufacturing	265	17%	14	7%	16	10%	30	8%
Bioprocessing/Biotechnology	29	2%	3	1%	7	4%	10	3%
Consumer Products	69	4%	16	8%	-	0%	16	4%
Education	83	5%	8	4%	2	1%	10	3%
Government	101	7%	-	0%	1	1%	1	0%
Health Care	14	1%	1	1%	-	0%	1	0%
Information Solutions	1	0%	-	0%	-	0%	-	0%
Logistics/Distribution	906	59%	114	58%	124	77%	238	67%
Other	26	2%	15	8%	1	1%	16	4%
Packaging/Plastics	29	2%	13	7%	10	6%	23	7%
Printing	13	1%	9	5%	-	0%	9	3%
Trades	4	0%	3	1%	-	0%	3	1%
Total	1,540	100%	196	100%	161	100%	357	100%

Production

Advanced Manufacturing	4,656	52%	638	53%	551	67%	1,189	59%
Bioprocessing/Biotechnology	399	5%	15	1%	6	1%	21	1%
Consumer Products	2,556	29%	267	22%	107	13%	374	19%
Education	20	0%	1	0%	2	0%	3	0%
Government	-	0%	-	0%	-	0%	-	0%
Health Care	7	0%	-	0%	-	0%	-	0%
Information Solutions	107	1%	23	2%	6	1%	29	1%
Logistics/Distribution	358	4%	84	7%	68	8%	152	8%
Other	34	0%	5	1%	-	0%	5	0%
Packaging/Plastics	569	7%	125	10%	77	9%	202	10%
Printing	183	2%	47	4%	3	1%	50	2%
Trades	-	0%	-	0%	-	0%	-	0%
Total	8,889	100%	1,205	100%	820	100%	2,025	100%

Professional Specialties

Advanced Manufacturing	5,886	42%	402	18%	755	60%	1,157	33%
Bioprocessing/Biotechnology	427	3%	29	1%	118	9%	147	4%
Consumer Products	194	1%	14	1%	14	1%	28	1%
Education	688	5%	244	11%	135	11%	379	11%
Government	115	1%	-	0%	-	0%	-	0%
Health Care	3,432	24%	1,155	51%	15	1%	1,170	33%
Information Solutions	2,647	19%	332	15%	130	11%	462	13%
Logistics/Distribution	364	3%	16	1%	17	1%	33	1%
Other	218	2%	17	1%	15	1%	32	1%
Packaging/Plastics	109	1%	7	0%	10	1%	17	1%
Printing	3	0%	3	0%	-	0%	3	0%
Trades	54	1%	19	1%	47	4%	66	2%
Total	14,137	100%	2,238	100%	1,256	100%	3,494	100%

Appendix I: Employment Data Summary Table

Service	Current Employees	Percentage of Current	Replacement Employees	Percentage of Replacement	New Employees	Percentage of New	New & Replacement	Percentage of New & Replacement
Advanced Manufacturing	17	0%	1	0%	2	1%	3	0%
Bioprocessing/Biotechnology	-	0%	-	0%	-	0%	-	0%
Consumer Products	58	1%	32	3%	18	7%	50	4%
Education	831	18%	33	3%	3	1%	36	2%
Government	173	4%	-	0%	-	0%	-	0%
Health Care	2,484	54%	703	63%	130	48%	833	60%
Information Solutions	47	1%	35	3%	88	32%	123	9%
Logistics/Distribution	4	0%	1	0%	-	0%	1	0%
Other	979	22%	318	28%	30	11%	348	25%
Packaging/Plastics	1	0%	1	0%	-	0%	1	0%
Printing	-	0%	-	0%	-	0%	-	0%
Trades	-	0%	-	0%	-	0%	-	0%
Total	4,594	100%	1,124	100%	271	100%	1,395	100%
Grand Total	51,467		7,646		4,200		11,846	

Appendix II: Skills 2014 Standard Occupational Classifications

Executive, Administrative and Managerial Occupations Executives

Advertising, Marketing, Public Relations and Sales Managers
Operations Specialties Managers — Administrative, CIS, Financial, HR, Purchasing, Other Management Occupations

Professional Specialty Occupations

Business Operations Specialists
Financial Specialists
Computer and Mathematical
Architecture and Engineering
Life, Physical and Social Science
Community and Social Services
Legal
Health Care Practitioners and Technologists and Technicians

Education, Training and Media Occupations

Education, Training and Library
Primary, Secondary and Other Education Teachers
Arts, Design, Entertainment, and Sports
Media and Communication Workers

Service Occupations

Health Care Support
Protective Service
Food Preparation and Serving
Building and Grounds Cleaning and Maintenance
Personal Care and Service — Entertainment, Transportation and Tourism, Child Care

Marketing and Sales Occupations

Supervisors, Sales Workers
Retail Sales Workers
Sales Representatives, Services
Sales Representatives, Wholesale and Manufacturing
Other Sales and Related Workers

Administrative Support and Clerical Occupations

Supervisors, Office and Administrative Support Workers
Communications and Office Equipment Operators
Financial Clerks
Information and Record Clerks — Customer Service Representatives, Receptionists
Material Recording, Scheduling, Dispatching and Distributing Workers
Secretaries and Administrative Assistants
Desktop Publishers
Other Office and Administrative Support Workers

Installation, Maintenance, Craft and Repair Occupations

Installations, Maintenance and Repair Supervisors and Workers
Electrical and Electronic Equipment Mechanics, Installers and Repairers
Vehicle and Mobile Equipment Mechanics, Installers and Repairers
Other Installers and Repairers — Control and Valve, Industrial Machinery, Line, Precision Instrument and Equipment, Miscellaneous

Production Occupations

Supervisors, Production Workers
Assemblers and Fabricators
Food Processing Workers
Metal Workers and Plastic Workers
Printing Workers
Textile, Apparel and Furnishings Workers
Woodworkers
Plant and System Operators

Operators and Laborers Occupations

Transportation and Material Moving Occupations
Supervisors, Transportation and Material Moving Workers
Motor Vehicle Operators

Construction and Extraction Occupations

Construction and Extraction Supervisors
Brickmasons, Blockmasons and Stonemasons
Carpenters
Carpet, Floor and Tile Installers and Finishers
Cement Masons, Concrete Finishers and Terrazzo Workers
Construction Laborers
Helpers, Construction Trades
Construction Equipment Operators
Drywall Installers, Ceiling Tile Installers and Tapers
Electricians
Extraction Workers
Glaziers
Inspectors
Insulation Workers
Painters and Paperhangers
Pipelayers, Plumbers, Pipefitters and Steamfitters
Roofers
Sheet Metal Workers

Corridor Alliance Project Partners

Kirkwood Community College
6301 Kirkwood Blvd. SW
Cedar Rapids, Iowa 52404

Benton Development Group
303 First Ave.
Vinton, Iowa 52349

Cedar County Economic Development Commission
218 West Fifth St.
Tipton, Iowa 52772

Iowa City Area Development Group
325 East Washington St., Suite 101
Iowa City, Iowa 52240

Iowa County Economic Development Commission
P.O. Box 569
Williamsburg, Iowa 52361

Jones County Economic Development Commission
118 E. Main St., Suite 3
Anamosa, Iowa 52205

Marion Economic Development Company
1225 Sixth Ave., Suite 100
Marion, Iowa 52302

Priority One
424 First Ave. NE
Cedar Rapids, Iowa 52401

Tipton Economic Development Corporation
520 Cedar St.
Tipton, Iowa 52772

Washington Economic Development Group
205 West Main St.
Washington, Iowa 52353



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Skills 2014 Report

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