



# EAST CENTRAL IOWA LOCAL PLAN

EAST CENTRAL IOWA WORKFORCE DEVELOPMENT BOARD  
LOCAL PLAN – May 26, 2022



**TABLE OF CONTENTS**

**SECTION 1 – INFRASTRUCTURE ..... 3**

- East Central Iowa Workforce Development Board (ECIWDB)..... 3
  - Counties: Benton, Cedar, Iowa, Johnson, Jones, Linn and Washington. ....3
  - ECIWDB Members.....3
  - Subcommittees .....5
  - Fiscal Agent .....5
  - ECIWDB Iowa Board Support .....6
  - ECIWDB - Title I Service Provider .....6
  - ECIWDB - One-Stop Operator .....6
  - ECIWDB – Office Locations .....7
  - Local Plan Draft Process.....7

**SECTION 2 – STRATEGIC PLANNING ELEMENTS ..... 7**

- Economic Analysis ..... 8
- Workforce Analysis..... 30
- Workforce Development, Education and Training Analysis..... 34
- Vision..... 39
  - ECIWDB Strategic vision .....39
  - ECIWDB goals .....40
- Strategies..... 40

**SECTION 3 – IowaWORKS SYSTEM COORDINATION..... 44**

- ECIWDB Iowa Workforce Development System ..... 44
  - Workforce Development Programs .....44
  - Implement and Support State Strategies Identified in the State Plan .....45
- Core Programs ..... 49
  - Expand Access to Employment, Training, Education and Supportive Services .....49
  - Facilitate Development of Career Pathways and Co-Enrollment In Core Programs.....50
  - Postsecondary Credentials and Industry-Recognized Certifications .....50

ECIWDB Strategies and Services .....	51
Employer Engagement .....	51
support local workforce system .....	51
Coordinate Workforce Development Programs and Economic Development .....	52
Linkages Between One-Stop Delivery System and Unemployment Insurance .....	52
Implement Initiatives Designed to meet the Needs of Local Employers .....	53
Coordination of Local Workforce Investment Activities with Economic Development Activities .....	54
ECIWDB One-Stop Delivery System .....	55
Adult & Dislocated Worker Employment and Training Activities .....	58
Statewide Rapid Response Activities Coordination .....	60
Youth Services .....	61
Secondary and Postsecondary Education Programs .....	63
Transportation and Other Support Services .....	64
Strategies to Maximize Service and Minimize Duplication .....	65
WIOA Title I and WIOA Title II Program Coordination .....	66
Memorandum of Understanding .....	67
Procurement of Service Providers .....	68
Negotiated Performance Levels .....	68
Maintaining a High-Performance Workforce Development Board .....	69
Provision of Training Services .....	69
Local Plan Public Comment Period .....	70
Integrated, Technology-Enabled Intake and Case Management .....	71
Priority of Service .....	72
Veterans Priority of Service .....	73
Assurances .....	74

# EAST CENTRAL IOWA LOCAL PLAN

## SECTION 1 – INFRASTRUCTURE

Local Plan Question:

1. Describe the local workforce delivery system in the local workforce development area (LWDA), including the following:
  - a. Name of the LWDA
  - b. Identification of the counties included in the LWDA
  - c. A roster of all LWDB members, including the organization representing and title/role and the city/county each is from, and identification of the LWDB Chairperson
  - d. Identification of Subcommittees of the LWDB and the chair of each
  - e. Identification of the Fiscal Agent (entity responsible for disbursement of Title I grant funds)
  - f. Identification of all LWDB Staff and brief description of their role(s)
  - g. Identification of the competitively selected WIOA Title I Adult, Dislocated Worker, and Youth service providers
  - h. Identification of the One-Stop Operator for the local area
  - i. Identification of the office locations in the local area, including:
    - i. Comprehensive One-Stop locations
    - ii. Affiliated sites
    - iii. Specialized Centers
  - j. A description of the process used to draft the local plan

## EAST CENTRAL IOWA WORKFORCE DEVELOPMENT BOARD (ECIWDB)

Counties: Benton, Cedar, Iowa, Johnson, Jones, Linn and Washington.

### ECIWDB MEMBERS

East Central Iowa Workforce Development Board:	Organization Representing:
Jasmine Almoayyed Vice President of Continuing Ed & Training Services – Kirkwood Community College Cedar Rapids (Linn)	Employment & Training Institution of Higher Education providing workforce activities including community colleges
Dustin Ashmore Apprentice Coordinator Fairfax (Linn)	Workforce Labor Organization or Training Director from an Apprenticeship Program

<p><b>Erica Bellach</b>  Director of Marketing – Thompson Truck &amp; Trailer  Cedar Rapids (Linn)</p>	<p>Business</p>
<p><b>Chris Carr</b>  Customer Service Manager – US Cellular  Marion (Linn)</p>	<p>Business</p>
<p><b>Ashley Ferguson</b>  Talent Acquisition – TrueNorth Companies  Marion (Linn)</p>	<p>Business</p>
<p><b>Christine Gust</b>  Human Resources Generalist – University of Iowa Health Care  Hiawatha (Linn)</p>	<p>Business</p>
<p><b>Joseph Linn</b>  Hospital Administration – Unity Point Health – St. Luke’s  Fairfax (Linn)</p>	<p>Business</p>
<p><b>Patrick Lyons (Vice Chair)</b>  President &amp; CEO – Ideal Industries  Vinton (Benton)</p>	<p>Business</p>
<p><b>Holly Mateer</b>  Rehabilitation Supervisor – State of Iowa IVRS  Cedar Rapids (Linn)</p>	<p>Government  Vocational Rehabilitation Representative</p>
<p><b>Scott Mather</b>  Operations Manager – Iowa Workforce Development  Cedar Rapids (Linn)</p>	<p>Government  State Wagner-Peyser Representative</p>
<p><b>Rick Moyle</b>  Executive Director – Hawkeye Area Labor Council AFL-CIO  Center Point (Linn)</p>	<p>Workforce – Labor Organization</p>
<p><b>Daniel Perez</b>  Commercial Product Manager – Bankers Trust  Robins (Linn)</p>	<p>Business</p>
<p><b>Julie Perez</b>  Planning &amp; Support Manager – Toyota Financial Services  Cedar Rapids (Linn)</p>	<p>Business</p>
<p><b>Terry Rhinehart</b>  Manager Secondary Programs – Kirkwood Community College  Center Point (Linn)</p>	<p>Employment &amp; Training  Adult Education</p>

<b>Stefanie Rupert (Chair)</b> President & CEO – Collins Community Credit Union Cedar Rapids (Linn)	Small Business
<b>Mike Sadler II</b> Business Manager – Plumbers & Pipefitters Local 125 Center Point (Linn)	Workforce – Labor Organization
<b>Ana Stomp</b> Economic Development Specialist – City of Cedar Rapids Marion (Linn)	Government Economic & Community Development
<b>Deborah Stradt Craig</b> Chief Advocacy Officer – Four Oaks Family & Children Services Hiawatha (Linn)	Workforce – Community Entity
<b>Aaron-Marie Thoms</b> Vice President of People & Culture – Raining Rose Cedar Rapids (Linn)	Small Business

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**SUBCOMMITTEES**

- Planning & Operations Committee** – Joe Linn (Chair)
- Finance Committee** – Vacant (Chair)
- Disability Access Committee** – Holly Mateer (Chair)
- Youth Committee** – Vacant (Chair)

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**FISCAL AGENT**

**Fiscal Agent**  
 Royceann Porter, Johnson County Board of Supervisors Chair  
 Administration Building  
 913 S. Dubuque Street, Suite 101  
 Iowa City, IA 52240

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## ECIWDB IOWA BOARD SUPPORT

### **Heather Garcia** – Board Executive Director

P.O. Box 965

Waukee, IA 50263

515.669.0998

[heather@workforcedevelopmentboards.com](mailto:heather@workforcedevelopmentboards.com)

### **Johnna Forbes** – Board Consultant

P.O. Box 965

Waukee, IA 50263

515.669.0998

[johnna@workforcedevelopmentboards.com](mailto:johnna@workforcedevelopmentboards.com)

### ***Role Description:***

The executive director and consultant to the board assist the CIWDB in carrying out the required functions of a local workforce development board as mandated by WIOA and state policies.

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## ECIWDB - TITLE I SERVICE PROVIDER

### Adult and Dislocated Worker Service Provider:

Kirkwood Community College

Dr. Lori Sundberg, President

6301 Kirkwood Avenue SW

Cedar Rapids, IA 52404

### Youth and Young Adult Service Provider:

Kirkwood Community College

Dr. Lori Sundberg, President

6301 Kirkwood Avenue SW

Cedar Rapids, IA 52404

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## ECIWDB - ONE-STOP OPERATOR

East Central Iowa Core Partner Consortium (ECICPC)

Carla Andorf – Dean – Workforce Services

4444 1<sup>st</sup> Avenue NE, Suite #436

Cedar Rapids, IA 52402

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## ECIWDB – OFFICE LOCATIONS

### **Comprehensive One-Stop Location**

IowaWORKS

Lindale Male

4444 1<sup>st</sup> Avenue NE, Suite #436

Cedar Rapids, IA 52402

[CedarRapidsIowaWORKS@iwd.iowa.gov](mailto:CedarRapidsIowaWORKS@iwd.iowa.gov)

<https://www.iowaworkforcedevelopment.gov/cedar-rapids-iowa-city>

### **Satellite Office**

IowaWORKS

Eastdale Plaza

1700 S. 1st Avenue, Suite 11B

Iowa City, IA 52240

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## LOCAL PLAN DRAFT PROCESS

To draft their local plan, the East Central Iowa (ECI) Local Workforce Development Area (LWDA) collaborated with Chief Elected Officials, Local Workforce Development Board (LWDB), core, required, and non-required partners to create an understanding and agreement on the LWDA's workforce development needs. Collaborative efforts with local stakeholders were made to develop, align, and integrate the East Central Iowa LWDA workforce development systems and accomplish the strategic and operational goals of the LWDA. Meetings were held to work on each of the local plan strategic planning elements and the required descriptions. The Local Planning Guidance and Template was used throughout the development of the local plan for East Central Iowa LWDA. The ePolicy was frequently used as guidance throughout the local planning process.

A public comment was submitted which suggested adding introductory verbiage to the section introducing the steps the LWDB will take to implement and support the state strategies. The local area took the comment into account and section 3.1.b. was rewritten to provide a robust description of how the local area aligns strategies and goals with the local vision, the state strategic vision and state goals.

## SECTION 2 – STRATEGIC PLANNING ELEMENTS

Questions in this section are designed to address the aspects of the local area's labor force, such as its composition and the determination of skills gaps between the talent needed by employers in the local area and the knowledge and skills held by workers and job seekers. It is recommended that these plans include data samples and streamlined graphics and tables that support the narrative provided. The local board must cite the source(s) used to collect all or part of the local area labor market.



## ECONOMIC ANALYSIS

Local Plan Question:

1. **Economic Analysis:** *Include a local area analysis of the:*
  - a. *Economic conditions including existing and emerging in-demand industry sectors and occupations.*
  - b. *Employment needs of employers in existing and emerging in-demand industry sectors and occupations.*

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The Governor's Future Ready Iowa initiative calls for Iowa's employers to have greater access to advanced, skilled, diverse, and Future Ready workers. To emphasize that need for additional skilled workers, according to Iowa Workforce Development, just over half (50.2%) of the LWDA's workers have some level of post-secondary education. The mission statement for East Central Iowa supports this focus of creating a quality workforce with the East Central Iowa LWDA's vision statement also calls out connecting the workforce skills with employer needs.

According to The Labor Market and Economic Research Bureau of Iowa Workforce Development (IWD), projections show Educational Services, Truck Transportation and Ambulatory Health Care Services to be the top three areas with the largest number of occupations that are part of East Central Iowa's ten fastest growing occupations. Projected employment for Educational Services by 2028 is 46,525 individuals, which is a 9.3% change. However, Truck Transportation has the biggest percent change with 29.4% increasing by 2,650 individuals. Hospitals has the lowest percent of growth and percent change with only 870 individuals from 2018 to 2028, which is 5.7% change.

### East Central Iowa Occupational Projections (2018 - 2028)

| Industry Description                      | 2018                 | 2028                 | Total Growth | Percent Change |
|-------------------------------------------|----------------------|----------------------|--------------|----------------|
|                                           | Estimated Employment | Projected Employment |              |                |
| Educational Services                      | 42,585               | 46,525               | 3,940        | 9.3%           |
| Truck Transportation                      | 9,010                | 11,660               | 2,650        | 29.4%          |
| Ambulatory Health Care Services           | 8,605                | 11,000               | 2,395        | 27.8%          |
| Administrative and Support Services       | 11,540               | 13,515               | 1,975        | 17.1%          |
| Specialty Trade Contractors               | 8,050                | 9,850                | 1,800        | 22.4%          |
| Food Services and Drinking Places         | 17,790               | 19,435               | 1,645        | 9.2%           |
| Insurance Carriers and Related Activities | 6,805                | 8,170                | 1,365        | 20.1%          |
| Social Assistance                         | 6,130                | 7,345                | 1,215        | 19.8%          |
| Nursing and Residential Care Facilities   | 6,980                | 8,080                | 1,100        | 15.8%          |
| Hospitals                                 | 15,275               | 16,145               | 870          | 5.7%           |
| Self Employed and Unpaid Family Workers   | 21,195               | 22,675               | 1,480        | 7.0%           |

**Source: Labor Market and Economic Research Bureau, Iowa Workforce Development**

The following two charts were developed based upon data collected from East Central Iowa employers through the Iowa Workforce Needs Assessment Survey conducted by IWD. Beginning in July 2018, 4,728 employers operating 6,075 locations in the LWDA were contacted either by mail or email and asked to complete the survey. By the end of the survey period (October 2018), IWD had received 1,732 responses, yielding a 36.5 percent response rate. (Source: Workforce Needs Assessment Iowa Workforce Development Region 10, Released 2019)

The chart below labeled “Vacancy Rate by Occupational Category” illustrates ongoing employment vacancies within occupational groupings. This data provides insight as to the frequency with which employers will need to address vacancies for each of these categories.

Arts, Design, Entertainment, Sports & Related occupational category has the highest percentage (9%) of estimated vacancies, but the total employment of this category is the fourth smallest of the categories represented in this analysis.

Food Preparation & Serving Related Occupations represents the largest estimated vacancies (1,106) along with the second largest numbers of employment (21,870) and projected annual openings (4,195). In comparison to the other categories profiled in this chart, this category has the lowest entry wage (\$8.41).

The categories of Transportation and Material Moving and Sales & Related have similar statistics. The overall employment of both categories falls in the 20,000 range while the number of estimated vacancies falls between 350 and 380. The projected annual openings are among the highest, between 3,370 and 3,730. The entry wages are \$10.40 and \$8.80 respectively.

This information provides some insight to job seekers regarding availability of jobs and the entry level wages to be expected. Job seekers with little to no experience have many opportunities to find employment within these categories to begin building valuable skills that will lead to higher paying positions.

Another category of significance to support this concept is that of Management. The three categories previously discussed include occupational experience that oftentimes leads to management positions. There are 2,220 projected annual openings anticipated within the Management category. The entry wage of \$25.20 is the highest among the 22 categories represented.

As employers know, the hiring process is time-consuming. Hiring activities often disrupt normal productivity in the duties that generate income for the business. By targeting workforce activities to reduce or eliminate vacancy rates, businesses will be able to operate at full capacity, thus generating more revenue and contributing to the LWDA’s economic success. Turnover is likely unavoidable for low-wage occupations, but employers can use this information to their advantage.

Employers might take note of the correlation between estimated vacancies and wages. Employers can incorporate these positions into training models to build a steady pipeline of workers within their organization. As a part of the training model, employers can develop career ladders for their entry-level employees to move into higher paying positions internally as the skills are mastered.

### Vacancy Rate by Occupational Category

|                                               | Employment <sup>2</sup> | Estimated Vacancies | *Vacancy Rate | Entry Wage <sup>2</sup> | Projected Annual Openings <sup>3</sup> |
|-----------------------------------------------|-------------------------|---------------------|---------------|-------------------------|----------------------------------------|
| Arts, Design, Entertainment, Sports & Related | 3,010                   | 272                 | 9.0%          | \$10.28                 | 460                                    |
| Building & Grounds Cleaning & Maintenance     | 7,100                   | 488                 | 6.9%          | \$9.70                  | 1,300                                  |
| Food Preparation & Serving Related            | 21,870                  | 1,106               | 5.1%          | \$8.41                  | 4,195                                  |
| Healthcare Practitioner & Technical           | 15,390                  | 780                 | 5.1%          | \$18.61                 | 1,105                                  |
| Healthcare Support                            | 6,050                   | 308                 | 5.1%          | \$12.12                 | 955                                    |
| Education, Training & Library                 | 18,770                  | 873                 | 4.7%          | \$11.99                 | 2,330                                  |
| Farming, Fishing & Forestry                   | 390                     | 18                  | 4.6%          | \$11.74                 | 260                                    |
| Computer & Mathematical Science               | 8,430                   | 297                 | 3.5%          | \$23.28                 | 780                                    |
| Construction & Extraction                     | 10,910                  | 304                 | 2.8%          | \$14.59                 | 1,580                                  |
| Installation, Maintenance & Repair            | 9,240                   | 209                 | 2.3%          | \$14.48                 | 1,170                                  |
| Production                                    | 17,650                  | 372                 | 2.1%          | \$11.81                 | 2,245                                  |
| Personal Care & Service                       | 8,790                   | 165                 | 1.9%          | \$9.16                  | 1,775                                  |
| Transportation & Material Moving              | 20,820                  | 380                 | 1.8%          | \$10.40                 | 3,370                                  |
| Architecture & Engineering                    | 4,640                   | 71                  | 1.5%          | \$22.57                 | 390                                    |
| Community & Social Services                   | 3,860                   | 57                  | 1.5%          | \$13.55                 | 520                                    |
| Sales & Related                               | 23,180                  | 341                 | 1.5%          | \$8.80                  | 3,730                                  |
| Protective Service                            | 3,500                   | 41                  | 1.2%          | \$10.98                 | 465                                    |
| Life, Physical & Social Science               | 2,890                   | 33                  | 1.1%          | \$18.39                 | 355                                    |
| Business & Financial Operations               | 11,110                  | 106                 | 1.0%          | \$18.50                 | 1,350                                  |
| Office & Administrative Support               | 34,510                  | 336                 | 1.0%          | \$11.54                 | 4,495                                  |
| Management                                    | 14,670                  | 120                 | 0.8%          | \$25.20                 | 2,220                                  |
| Legal                                         | 1,180                   | 4                   | 0.3%          | \$20.34                 | 115                                    |



## VACANCY ESTIMATES

### Vacancy Rate by Industry

|                                         | Employment <sup>4</sup> | Estimated Vacancies | *Vacancy Rate | New Hire Wage <sup>4</sup> | Projected Annual Openings <sup>3</sup> |
|-----------------------------------------|-------------------------|---------------------|---------------|----------------------------|----------------------------------------|
| Administrative & Waste Services         | 11,880                  | 1,294               | 10.9%         | \$11.90                    | 272                                    |
| Educational Services                    | 27,658                  | 1,405               | 5.1%          | \$14.71                    | 306                                    |
| Accommodation & Food Services           | 19,901                  | 948                 | 4.8%          | \$6.10                     | 206                                    |
| Health Care & Social Assistance         | 36,936                  | 1,160               | 3.1%          | \$13.21                    | 554                                    |
| Agriculture, Forestry, Fishing & Mining | 1,457                   | 42                  | 2.9%          | \$13.76                    | 17                                     |
| Construction                            | 12,729                  | 322                 | 2.5%          | \$21.38                    | 250                                    |
| Professional & Technical Services       | 8,012                   | 185                 | 2.3%          | \$22.20                    | 124                                    |
| Manufacturing                           | 32,059                  | 488                 | 1.5%          | \$19.77                    | -33                                    |
| Personal Services                       | 6,247                   | 91                  | 1.5%          | \$10.71                    | 84                                     |
| Wholesale & Retail Trade                | 34,784                  | 468                 | 1.3%          | \$9.33                     | 210                                    |
| Arts, Entertainment & Recreation        | 3,132                   | 38                  | 1.2%          | \$4.96                     | 33                                     |
| Information                             | 4,715                   | 54                  | 1.1%          | \$18.97                    | -19                                    |
| Transportation & Warehousing            | 13,941                  | 144                 | 1.0%          | \$15.07                    | 306                                    |
| Public Administration                   | 8,776                   | 70                  | 0.8%          | \$11.42                    | 23                                     |
| Finance, Insurance & Real Estate        | 14,106                  | 13                  | 0.1%          | \$18.05                    | 265                                    |
| Management                              | 1,666                   | 0                   | 0.0%          | \$15.81                    | 44                                     |
| Utilities                               | 1,722                   | 0                   | 0.0%          | \$24.25                    | 2                                      |

According to Iowa Workforce Development's Labor Market Division the above chart discusses the vacancy rate by industry in East Central Iowa. Administrative and Waste Services, have a vacancy rate of 10.9%. Estimated vacancies are 1,294. Projected annual openings will be approximately 272 positions. Educational Services has a vacancy rate of 5.1% with estimated vacancies of 1,405. The projected annual openings are approximately 306 positions. Accommodation and Food Service has a vacancy rate of 4.8%, Health Care and Social Assistance has a vacancy rate of 3.1% and Agriculture, Forestry, Fishing and Mining has a vacancy rate of 2.9%.

Based on the total employment, the Health Care and Social Assistance industry has the largest number (36,936) as well as the largest number of projected annual openings, 554. The average new hire wage is \$13.21 per hour. Manufacturing has a total employment of 32,059, but the annual openings are anticipated to decrease by 33.

| QUICK FACTS                                                                                                                                                                                                                                  |         |                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|--------------------|
| Counties Included in East Central Iowa LWDA                                                                                                                                                                                                  |         |                    |
| Benton                                                                                                                                                                                                                                       | Cedar   |                    |
| Iowa                                                                                                                                                                                                                                         | Johnson |                    |
| Jones                                                                                                                                                                                                                                        | Linn    |                    |
| Washington                                                                                                                                                                                                                                   |         |                    |
| 2014 Covered Employment (QCEW)                                                                                                                                                                                                               |         |                    |
|                                                                                                                                                                                                                                              |         | %                  |
| Total Employment                                                                                                                                                                                                                             | 235,905 | 16.0 <sup>1</sup>  |
| Average Weekly Wage                                                                                                                                                                                                                          | \$1,069 | 106.3 <sup>2</sup> |
| Largest Private Sector: Trade                                                                                                                                                                                                                | 33,963  | 14.6 <sup>3</sup>  |
| <sup>1</sup> Percent is based on statewide covered employment of 1,475,942<br><sup>2</sup> Percent is based on statewide average weekly wage of \$1,006<br><sup>3</sup> Percent is based on statewide covered employment in specified sector |         |                    |
| Census Statistics                                                                                                                                                                                                                            |         |                    |
| East Central Iowa LWDA Population (2020)                                                                                                                                                                                                     | 487,106 |                    |

Total employment for the counties of the East Central Iowa local area in 2014 was 235,905 individuals. Average weekly wage was \$1,069 and the largest private sector was Trade. The employment total in the Trade sector was 33,963, 14.6% of the total employment in East Central Iowa. The percentage was based on statewide covered employment of 1,475,942 individuals.

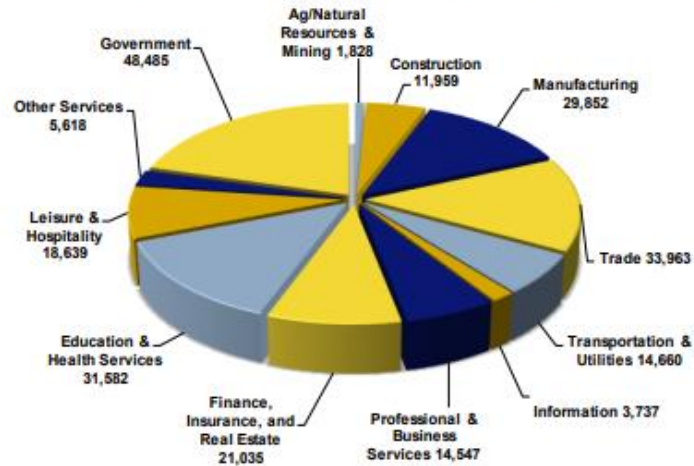
According to the Quarterly Census of Employment and Wages, the 2020 Industry Breakout by Employment in East Central Iowa is Government is the largest industry with 48,485 positions. Trade is second with 33,963 positions and Education and Health Services is a total of 31,582.

According to the Occupational and Wage Statistics, the top ten occupations in East Central Iowa are heavy and tractor trailer truck drivers, cashiers, registered nurses, retail salespersons, customer service

representatives, fast food and counter workers, office clerks, general and operations managers, software developers and software quality assurance analysts and testers, and stockers and order fillers.

Heavy and tractor trailer truck drivers make up approximately 8,360 of the total estimated employment. Cashiers estimated total employment is 6,940 and registered nurses is 6,570.

### 2020 Industry Breakout by Employment



Source: Quarterly Census of Employment and Wages

### Top Ten Occupations in the East Central Iowa LWDA

| Occupational Title                                                      | Estimated Employment |
|-------------------------------------------------------------------------|----------------------|
| Heavy and Tractor-Trailer Truck Drivers                                 | 8,360                |
| Cashiers                                                                | 6,940                |
| Registered Nurses                                                       | 6,570                |
| Retail Salespersons                                                     | 5,800                |
| Customer Service Representatives                                        | 5,440                |
| Fast Food and Counter Workers                                           | 5,400                |
| Office Clerks, General                                                  | 4,660                |
| General and Operations Managers                                         | 4,220                |
| Software Developers and Software Quality Assurance Analysts and Testers | 4,170                |
| Stockers and Order Fillers                                              | 4,060                |

Source: Occupational Employment and Wage Statistics (OEWS)

## 2021 EAST CENTRAL IOWA QUARTERLY CENSUS OF EMPLOYMENT AND WAGES PROFILE

### 2019 - 2020 Covered Employment and Reporting Units by Industry

| Reporting Units |        |          |                                     | Employment |         |          |
|-----------------|--------|----------|-------------------------------------|------------|---------|----------|
| 2019            | 2020   | % Change |                                     | 2019       | 2020    | % Change |
| 14,871          | 15,051 | 1.21%    | Total All Industries                | 251,025    | 235,905 | -6.02%   |
| 14,291          | 14,465 | 1.22%    | Private Business                    | 201,352    | 187,421 | -6.92%   |
| 256             | 259    | 1.17%    | Ag/Natural Resources & Mining       | 1,957      | 1,828   | -6.59%   |
| 1,377           | 1,392  | 1.09%    | Construction                        | 12,238     | 11,959  | -2.28%   |
| 542             | 527    | -2.77%   | Manufacturing                       | 31,561     | 29,852  | -5.41%   |
| 2,753           | 2,751  | -0.07%   | Trade                               | 35,655     | 33,963  | -4.75%   |
| 1,086           | 1,109  | 2.12%    | <i>Wholesale Trade</i>              | 8,373      | 8,334   | -0.47%   |
| 1,667           | 1,642  | -1.50%   | <i>Retail Trade</i>                 | 27,282     | 25,629  | -6.06%   |
| 502             | 517    | 2.99%    | Transportation & Utilities          | 15,628     | 14,660  | -6.19%   |
| 285             | 298    | 4.56%    | Information                         | 4,298      | 3,737   | -13.05%  |
| 1,416           | 1,433  | 1.20%    | Finance, Insurance, and Real Estate | 15,025     | 14,547  | -3.18%   |
| 2,642           | 2,696  | 2.04%    | Professional & Business Services    | 21,805     | 21,035  | -3.53%   |
| 1,936           | 2,146  | 10.85%   | Education & Health Services         | 33,292     | 31,582  | -5.14%   |
| 1,364           | 1,342  | -1.61%   | Leisure & Hospitality               | 23,418     | 18,639  | -20.41%  |
| 1,218           | 1,103  | -9.44%   | Other Services                      | 6,475      | 5,618   | -13.24%  |
| 580             | 586    | 1.03%    | Government                          | 49,674     | 48,485  | -2.39%   |
| 120             | 124    | 3.33%    | <i>State</i>                        | 22,590     | 22,900  | 1.37%    |
| 335             | 335    | 0.00%    | <i>Local</i>                        | 23,610     | 22,103  | -6.38%   |
| 125             | 127    | 1.60%    | <i>Federal</i>                      | 3,473      | 3,482   | 0.26%    |

Source: Quarterly Census of Employment and Wages

In 2019-2020, the covered employment and reporting units by industry chart is found above. Total employment for private business in 2019 was 201,352 and in 2020 was 187,421, which is a -6.92% change. Leisure and hospitality total employment in 2019 was 23,418 and in 2020 it was 18,639. This is a percentage change of -20.41. Manufacturing in 2019 was 31,561 employed and in 2020 was 29,582 employed. This is a -5.41% change from 2019 to 2020.

According to the Quarterly Census of Employment and Wages in 2019-2020 average annual and weekly wage by industry can be found below. Other services, retail trade, and professional and business services had a highest percent average annual wage from 2019-2020. Average weekly wage percent change for retail trade was 10.95%. Other services percent change for average weekly wage was 14.01%.

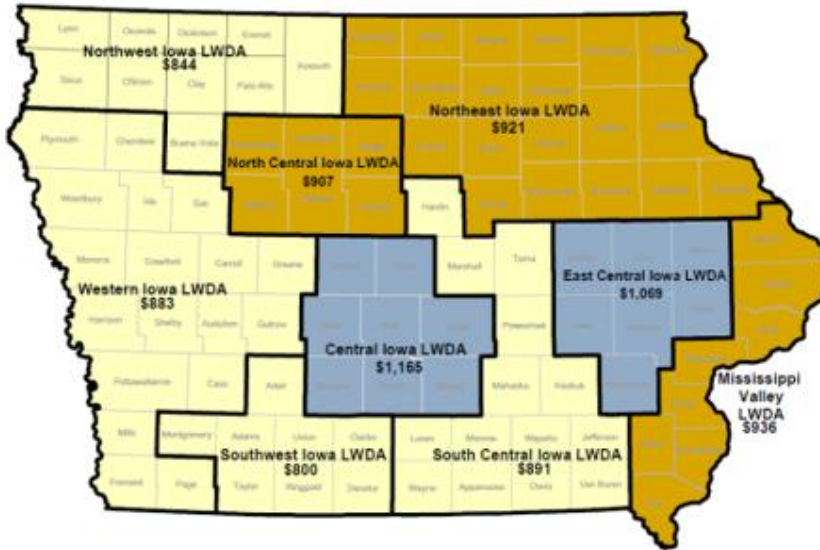
**2019 - 2020 Average Annual and Weekly Wage by Industry**

| Average Annual Wage |           |          |                                  | Average Weekly Wage |          |          |
|---------------------|-----------|----------|----------------------------------|---------------------|----------|----------|
| 2019                | 2020      | % Change |                                  | 2019                | 2020     | % Change |
| \$ 51,566           | \$ 55,598 | 7.82%    | Total All Industries             | \$ 992              | \$ 1,069 | 7.76%    |
| \$ 49,083           | \$ 53,139 | 8.26%    | Private Business                 | \$ 944              | \$ 1,022 | 8.26%    |
| \$ 43,228           | \$ 45,238 | 4.65%    | Ag/Natural Resources & Mining    | \$ 831              | \$ 870   | 4.69%    |
| \$ 59,141           | \$ 62,675 | 5.98%    | Construction                     | \$ 1,137            | \$ 1,205 | 5.98%    |
| \$ 73,018           | \$ 77,870 | 6.64%    | Manufacturing                    | \$ 1,404            | \$ 1,498 | 6.70%    |
| \$ 37,893           | \$ 40,994 | 8.18%    | Trade                            | \$ 729              | \$ 788   | 8.09%    |
| \$ 70,101           | \$ 71,494 | 1.99%    | <i>Wholesale Trade</i>           | \$ 1,348            | \$ 1,375 | 2.00%    |
| \$ 28,008           | \$ 31,077 | 10.96%   | <i>Retail Trade</i>              | \$ 539              | \$ 598   | 10.95%   |
| \$ 49,723           | \$ 51,959 | 4.50%    | Transportation & Utilities       | \$ 956              | \$ 999   | 4.50%    |
| \$ 69,588           | \$ 73,982 | 6.31%    | Information                      | \$ 1,338            | \$ 1,423 | 6.35%    |
| \$ 68,760           | \$ 73,581 | 7.01%    | Finance, Insurance, Real Estate  | \$ 1,322            | \$ 1,415 | 7.03%    |
| \$ 53,346           | \$ 58,103 | 8.92%    | Professional & Business Services | \$ 1,026            | \$ 1,117 | 8.87%    |
| \$ 45,464           | \$ 47,899 | 5.36%    | Education & Health Services      | \$ 874              | \$ 921   | 5.38%    |
| \$ 17,182           | \$ 18,169 | 5.74%    | Leisure & Hospitality            | \$ 330              | \$ 349   | 5.76%    |
| \$ 35,609           | \$ 40,602 | 14.02%   | Other Services                   | \$ 685              | \$ 781   | 14.01%   |
| \$ 61,629           | \$ 65,103 | 5.64%    | Government                       | \$ 1,185            | \$ 1,252 | 5.65%    |
| \$ 76,929           | \$ 78,668 | 2.26%    | <i>State</i>                     | \$ 1,479            | \$ 1,513 | 2.30%    |
| \$ 45,338           | \$ 49,421 | 9.01%    | <i>Local</i>                     | \$ 872              | \$ 950   | 8.94%    |
| \$ 72,856           | \$ 75,442 | 3.55%    | <i>Federal</i>                   | \$ 1,401            | \$ 1,451 | 3.57%    |

*Source: Quarterly Census of Employment and Wages*



**Average Weekly Wage for All Industries by Region**  
Annual 2020



Source: Quarterly Census of Employment and Wages

**QUICK FACTS**

**Average Weekly Wage Comparisons**

East Central Iowa LWDA  
\$1,069

Rank  
Among All 9  
IWD Regions  
2

Statewide  
\$1,006

According to the Quarterly Census of Employment and Wages, the average weekly wage for East Central Iowa is \$1,069. East Central Iowa ranks 2<sup>nd</sup> out of 9 LWDA's. Central Iowa is ranked 1<sup>st</sup> out of all the LWDA's. The statewide average weekly wage is \$1,006.

The Quarterly Census of Employment and Wages reported in December 2020 there were sixteen firms in East Central Iowa LWDA that employ 1,000 or more workers, totaling 52,369 workers, which accounts for 22.0 percent of the total employment in the East Central local area. Firms that employ less than 50 workers represent 95.0 percent of all establishments area wide. 38,192 total workers, which is 1,282 employers hire 20-49 employees.

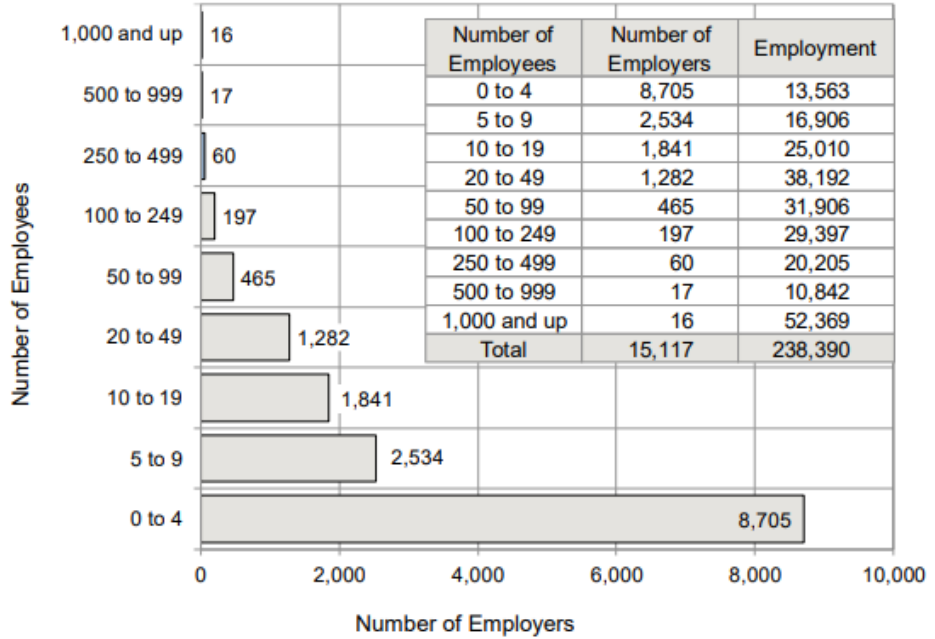
**QUICK FACTS**

**Size of Firm**

Sixteen firms in the East Central Iowa LWDA employ 1000 or more workers, totaling 52,369 workers, which accounts for 22.0 percent of total employment in the region.

Firms that employ less than 50 workers represent 95.0 percent of all establishments region-wide.

**Size of Firm Based on Employment**  
December 2020



Source: Quarterly Census of Employment and Wages

According to the local employment dynamics that can be found below, total employment in East Central Iowa in 2019 was 254,540 and in 2020 it was 254,688. 31,972 in 2020 were new hires and 43,294 in 2020 were separations. In the state of Iowa in 2019, 1,530,465 were the total employments and in 2020, 1,534,701 were the total employments in the state of Iowa.

Total employment is the number of workers who are employed by the same employer in both the current and previous quarter. New hires are the total number of workers that were also not employed by that employer during the previous four quarters.

## QUICK FACTS

### Quarterly Workforce Indicators Definitions

**Total Employment**  
Number of workers who are employed by the same employer in both the current and previous quarter

**New Hires**  
Total number of workers that were also not employed by that employer during the previous four quarters

*For additional definitions see source information below the LED tables*

## 2020 Local Employment Dynamics (LED) - Quarterly Workforce Indicators

*Comparison of 1st Qtr 2019 to 1st Qtr 2020*

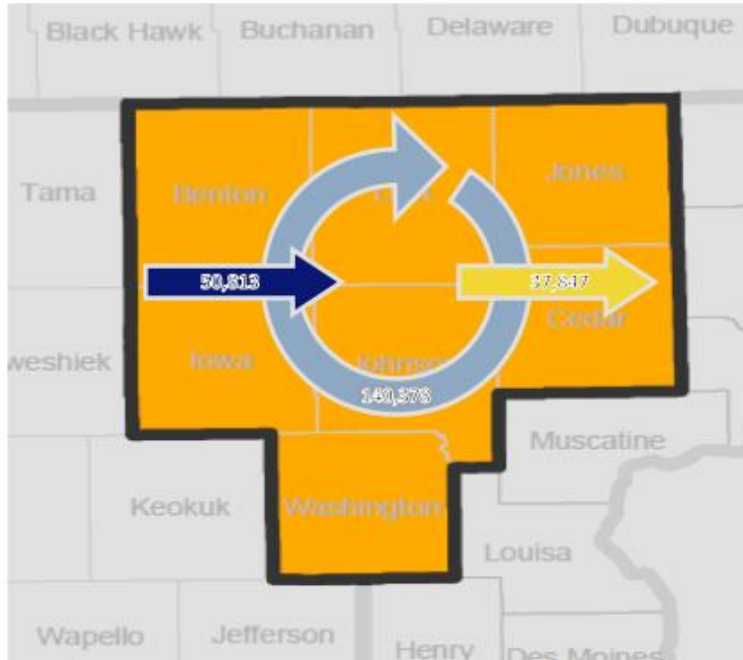
| Quarterly Workforce Indicator | East Central Iowa (2019) | East Central Iowa (2020) |
|-------------------------------|--------------------------|--------------------------|
| Total Employment              | 254,540                  | 254,688                  |
| New Hires                     | 31,666                   | 31,972                   |
| Separations                   | 32,330                   | 43,294                   |
| Turnover                      | 8.6%                     | 8.0%                     |
| Firm Jobs Gained              | 7,131                    | 5,248                    |
| Firm Jobs Lost                | 7,796                    | 16,568                   |

| Quarterly Workforce Indicator | Iowa (2019) | Iowa (2020) |
|-------------------------------|-------------|-------------|
| Total Employment              | 1,530,465   | 1,534,701   |
| New Hires                     | 188,454     | 188,317     |
| Separations                   | 190,893     | 256,376     |
| Turnover                      | 8.5%        | 7.9%        |
| Firm Jobs Gained              | 45,400      | 34,362      |
| Firm Jobs Lost                | 47,838      | 102,421     |

Source: Local Employment Dynamics, <http://lehd.census.gov>.

According to the local employment dynamics, on the map, as of 2019, there were 191,191 primary jobs in East Central Iowa. 37,847 workers live in the East Central local area but leave the area for their primary jobs. 73.4 percent of the local area workers live and work in the East Central Iowa LWDA. That makes up of about 140,378 individuals.

**Inflow/Outflow Job Analysis of the East Central Iowa LWDA 2019**  
 Characteristics of workers who commute in, out, and within the East Central Iowa LWDA



Source: Local Employment Dynamics, On the Map: <http://onthemap.ces.census.gov/>.

**QUICK FACTS**

**'On the Map' Interactive Mapping Application**

As of 2019, there were 191,191 primary jobs in this region.

37,847 workers live in the East Central Iowa LWDA but leave the region for their primary jobs

73.4 percent (140,378) of the region's workers live and work in the East Central Iowa LWDA.

## QUICK FACTS

### Hourly Wage by Occupation

The occupation with the highest hourly mean wage in the East Central Iowa LWDA is Surgeons, Except Ophthalmologists with a mean hourly wage of \$125.92.

The lowest hourly mean wage by occupation in the East Central Iowa LWDA is for Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers with \$9.60 an hour

## 2020 Hourly Wages for the Ten Largest Occupations\* in the East Central Iowa LWDA

*\*Based on employment numbers*

| Occupational Title                                                      | Mean Wage | Entry Wage | Experienced Wage |
|-------------------------------------------------------------------------|-----------|------------|------------------|
| Heavy and Tractor-Trailer Truck Drivers                                 | \$20.52   | \$14.55    | \$23.50          |
| Cashiers                                                                | \$11.82   | \$10.09    | \$12.69          |
| Registered Nurses                                                       | \$31.71   | \$26.94    | \$34.09          |
| Retail Salespersons                                                     | \$13.70   | \$9.95     | \$15.58          |
| Customer Service Representatives                                        | \$18.66   | \$12.48    | \$21.75          |
| Fast Food and Counter Workers                                           | \$11.59   | \$9.26     | \$12.76          |
| Office Clerks, General                                                  | \$18.54   | \$12.57    | \$21.52          |
| General and Operations Managers                                         | \$50.57   | \$24.66    | \$63.52          |
| Software Developers and Software Quality Assurance Analysts and Testers | \$50.21   | \$34.62    | \$58.00          |
| Stockers and Order Fillers                                              | \$15.56   | \$11.78    | \$17.44          |

*Source: Occupational Employment and Wage Statistics (OEWS)*

According to the Occupational Employment and Wage Statistics, in 2020 the occupation with the highest hourly mean wage in East Central Iowa is surgeons, with a mean hourly wage of \$125.92. The lowest mean wage by occupation in East Central Iowa is lifeguards, ski patrol, and other recreational protective service workers with \$9.60 an hour. General operations managers have a mean wage of 50.57 and registered nurses have a mean wage of \$31.71.

According to the Local Area Unemployment Statistics, in 2020 the unemployment rate averaged 5.5 percent in East Central Iowa. The local area's jobless rate translated into 14,200 unemployed persons. The 2020 unemployment rate for the East Central LWDA was higher than the statewide average of 5.3 percent. In Linn County, 7,600 individuals were unemployed, which is 6.4 percent of the unemployment rate. In Johnson County, 4,000 individuals were unemployed, which is 4.8 percent of the unemployment rate. Iowa County had the lowest unemployment rate with 440. The COVID pandemic was the main reason for the high unemployment rates.

**Employment and Unemployment Statistics**  
Annual 2020

| County                        | Labor Force    | Number Unemployed | Unemployment Rate | Number Employed |
|-------------------------------|----------------|-------------------|-------------------|-----------------|
| Benton                        | 12,900         | 700               | 5                 | 12,300          |
| Cedar                         | 10,370         | 450               | 4.4               | 9,920           |
| Iowa                          | 10,010         | 440               | 4.4               | 9,570           |
| Johnson                       | 84,100         | 4,000             | 4.8               | 80,100          |
| Jones                         | 10,300         | 600               | 5.7               | 9,700           |
| Linn                          | 118,900        | 7,600             | 6.4               | 111,300         |
| Washington                    | 11,500         | 500               | 4.1               | 11,000          |
| <b>East Central Iowa LWDA</b> | <b>258,000</b> | <b>14,200</b>     | <b>5.5</b>        | <b>243,800</b>  |

*Note: The unemployment rate is widely recognized as an important economic indicator that is used to gauge the vitality of the labor market. The release of the monthly unemployment rate causes markets to react and analysts to speculate on the health of the economy.*

Source: Local Area Unemployment Statistics (LAUS)  
Note: Total employed and unemployed may not reflect total labor force, due to rounding.

**QUICK FACTS**

**Labor Force 2020**

Unemployment averaged 5.5 percent in the East Central Iowa LWDA for 2020. The region's jobless rate translated into 14,200 unemployed persons.

The 2020 unemployment rate for the East Central Iowa LWDA was higher than the statewide average of 5.3 percent.

The following is the list of hot jobs for East Central Iowa. Information Security Analysts have an annual growth rate of 3.2 percent. In 2018, there were approximately 285 employed as an information security analyst and it is projected to grow to 375 by 2028. Physician assistants have an annual growth rate of 3.1 percent to 2028. Operations research analysts have a growth rate of 2.8 percent to 2028. Physical therapists and speech and language pathologists both have a growth rate of 2.5 to 2028.

In East Central Iowa the hot jobs lists will be utilized to better serve job seekers. As hard and soft skills continue to be in demand as these jobs continue to rise, staff will ensure that they are equipping customers with the tools they need to be successful in any one of these positions. With some of these positions the use of training will be utilized as well.

## Hot Jobs - East Central Iowa

| 2018-2028 REGION 10 OCCUPATIONAL PROJECTIONS |                                                           |                           |                   |                   |                              |                                               |                  |                        |                  |  |
|----------------------------------------------|-----------------------------------------------------------|---------------------------|-------------------|-------------------|------------------------------|-----------------------------------------------|------------------|------------------------|------------------|--|
| SOC <sup>[1]</sup>                           | Occupational Title                                        | Employment <sup>[2]</sup> |                   |                   |                              | Annual Job Separations/Opening <sup>[3]</sup> |                  |                        |                  |  |
|                                              |                                                           | 2018<br>Estimated         | 2028<br>Projected | Numeric<br>Change | Annual<br>Growth<br>Rate (%) | Exits<br>[a]                                  | Transfers<br>[b] | New<br>(Growth)<br>[c] | Total<br>[a+b+c] |  |
| 29-1215                                      | Family Medicine Physicians                                | 285                       | 320               | 40                | 1.4                          | 5                                             | 5                | 5                      | 15               |  |
| 27-2042                                      | Musicians & Singers                                       | 85                        | 95                | 10                | 1.2                          | 5                                             | 5                | *                      | 10               |  |
| 25-1011                                      | Business Teachers, Postsecondary                          | 305                       | 365               | 60                | 2.0                          | 10                                            | 15               | 5                      | 35               |  |
| 29-1021                                      | Dentists, General                                         | 225                       | 255               | 30                | 1.3                          | 5                                             | *                | 5                      | 10               |  |
| 11-3031                                      | Financial Mgrs                                            | 1,335                     | 1,630             | 290               | 2.2                          | 30                                            | 80               | 30                     | 145              |  |
| 11-2022                                      | Sales Mgrs                                                | 470                       | 520               | 50                | 1.1                          | 10                                            | 35               | 5                      | 50               |  |
| 11-9121                                      | Natural Sciences Mgrs                                     | 75                        | 80                | 10                | 1.3                          | *                                             | 5                | *                      | 10               |  |
| 25-1066                                      | Psychology Teachers, Postsecondary                        | 115                       | 135               | 20                | 1.7                          | 5                                             | 5                | *                      | 15               |  |
| 29-1071                                      | Physician Assistants                                      | 175                       | 230               | 55                | 3.1                          | 5                                             | 10               | 5                      | 15               |  |
| 11-9033                                      | Educ Administrators, Postsecondary                        | 515                       | 575               | 60                | 1.2                          | 15                                            | 30               | 5                      | 50               |  |
| 29-1171                                      | Nurse Practitioners                                       | 375                       | 485               | 110               | 2.9                          | 10                                            | 15               | 10                     | 35               |  |
| 11-2030                                      | Public Relations & Fundraising Mgrs                       | 135                       | 150               | 15                | 1.1                          | 5                                             | 10               | *                      | 15               |  |
| 11-3121                                      | Human Resources Mgrs                                      | 315                       | 350               | 35                | 1.1                          | 10                                            | 20               | 5                      | 35               |  |
| 15-1241                                      | Computer Network Architects                               | 360                       | 410               | 50                | 1.4                          | 5                                             | 20               | 5                      | 30               |  |
| 15-1132                                      | Software Developers, Applications                         | 2,310                     | 2,785             | 475               | 2.1                          | 35                                            | 145              | 45                     | 225              |  |
| 29-1131                                      | Veterinarians                                             | 215                       | 245               | 35                | 1.6                          | 5                                             | 5                | 5                      | 10               |  |
| 11-9111                                      | Medical & Health Services Mgrs                            | 1,125                     | 1,305             | 180               | 1.6                          | 30                                            | 65               | 20                     | 115              |  |
| 15-1245                                      | Database Administrators & Architects                      | 135                       | 150               | 15                | 1.1                          | 5                                             | 5                | *                      | 10               |  |
| 25-1042                                      | Biological Science Teachers, Postsecondary                | 210                       | 240               | 35                | 1.7                          | 10                                            | 10               | 5                      | 20               |  |
| 11-3071                                      | Transportation, Storage, & Distribution Mgrs              | 225                       | 250               | 30                | 1.3                          | 5                                             | 15               | 5                      | 20               |  |
| 15-1212                                      | Information Security Analysts                             | 285                       | 375               | 90                | 3.2                          | 5                                             | 20               | 10                     | 35               |  |
| 13-2061                                      | Financial Examiners                                       | 145                       | 165               | 20                | 1.4                          | 5                                             | 10               | *                      | 15               |  |
| 29-1011                                      | Chiropractors                                             | 195                       | 220               | 25                | 1.3                          | 5                                             | *                | *                      | 10               |  |
| 15-1211                                      | Computer Systems Analysts                                 | 1,215                     | 1,365             | 150               | 1.2                          | 25                                            | 70               | 15                     | 110              |  |
| 19-3031                                      | Clinical, Counseling, & School Psychologists              | 225                       | 270               | 40                | 1.8                          | 5                                             | 10               | 5                      | 20               |  |
| 11-9021                                      | Construction Mgrs                                         | 625                       | 735               | 110               | 1.8                          | 15                                            | 35               | 10                     | 60               |  |
| 15-1199                                      | Computer Occupations, All Other                           | 760                       | 875               | 115               | 1.5                          | 15                                            | 45               | 10                     | 70               |  |
| 13-1111                                      | Management Analysts                                       | 720                       | 810               | 90                | 1.3                          | 25                                            | 50               | 10                     | 80               |  |
| 13-1141                                      | Compensation, Benefits, & Job Analysis Specialists        | 140                       | 170               | 30                | 2.1                          | 5                                             | 10               | 5                      | 20               |  |
| 29-1123                                      | Physical Therapists                                       | 335                       | 415               | 85                | 2.5                          | 5                                             | 10               | 10                     | 25               |  |
| 25-1072                                      | Nursing Instructors & Teachers, Postsecondary             | 225                       | 280               | 55                | 2.4                          | 10                                            | 10               | 5                      | 25               |  |
| 15-2031                                      | Operations Research Analysts                              | 160                       | 205               | 45                | 2.8                          | 5                                             | 10               | 5                      | 15               |  |
| 29-1122                                      | Occupational Therapists                                   | 185                       | 225               | 40                | 2.2                          | 5                                             | 5                | 5                      | 15               |  |
| 25-1067                                      | Sociology Teachers, Postsecondary                         | 80                        | 85                | 10                | 1.3                          | 5                                             | 5                | *                      | 10               |  |
| 15-1257                                      | Web Developers & Digital Interface Designers              | 195                       | 220               | 30                | 1.5                          | 5                                             | 10               | 5                      | 20               |  |
| 25-9031                                      | Instructional Coordinators                                | 370                       | 410               | 40                | 1.1                          | 15                                            | 20               | 5                      | 40               |  |
| 13-2011                                      | Accountants & Auditors                                    | 1,810                     | 2,010             | 200               | 1.1                          | 55                                            | 125              | 20                     | 200              |  |
| 29-2032                                      | Diagnostic Medical Sonographers                           | 130                       | 155               | 25                | 1.9                          | 5                                             | 5                | *                      | 10               |  |
| 19-1013                                      | Soil & Plant Scientists                                   | 110                       | 120               | 15                | 1.4                          | *                                             | 10               | *                      | 15               |  |
| 29-1127                                      | Speech-Language Pathologists                              | 260                       | 325               | 65                | 2.5                          | 5                                             | 10               | 5                      | 25               |  |
| 13-2072                                      | Loan Officers                                             | 550                       | 615               | 65                | 1.2                          | 15                                            | 35               | 5                      | 55               |  |
| 13-1041                                      | Compliance Officers                                       | 315                       | 355               | 40                | 1.3                          | 10                                            | 20               | 5                      | 35               |  |
| 47-1011                                      | First-Line Supvs of Construction Trades & Extraction Wrks | 1,185                     | 1,390             | 205               | 1.7                          | 40                                            | 95               | 20                     | 155              |  |
| 11-9151                                      | Social & Community Service Mgrs                           | 390                       | 460               | 70                | 1.8                          | 15                                            | 25               | 5                      | 45               |  |
| 49-9052                                      | Telecommunications Line Installers & Repairers            | 110                       | 120               | 15                | 1.4                          | 5                                             | 10               | *                      | 15               |  |
| 13-2052                                      | Personal Financial Advisors                               | 200                       | 235               | 35                | 1.8                          | 5                                             | 10               | 5                      | 20               |  |
| 11-9141                                      | Property, Real Estate, & Community Association Mgrs       | 250                       | 285               | 30                | 1.2                          | 10                                            | 10               | 5                      | 25               |  |
| 29-1141                                      | Registered Nurses                                         | 6,305                     | 7,105             | 800               | 1.3                          | 185                                           | 170              | 80                     | 440              |  |
| 13-1051                                      | Cost Estimators                                           | 320                       | 370               | 50                | 1.6                          | 10                                            | 25               | 5                      | 40               |  |
| 19-1042                                      | Medical Scientists, Ex Epidemiologists                    | 875                       | 980               | 105               | 1.2                          | 15                                            | 70               | 10                     | 95               |  |

Below are some long-term and short-term industry projections for East Central Iowa from 2018-2028. Clothing and Food and Drinks Services are projected to continue to grow. Management companies and truck transportation will continue to see growth.

### Long-Term (2018-2028) IWD Region 10 Industry Projections

| NAICS + Industry Description                                  | Base Estimated Employment | Projected Estimated Employment | Employment Numeric Change | Employment Percent Change |
|---------------------------------------------------------------|---------------------------|--------------------------------|---------------------------|---------------------------|
| 611 Educational Services                                      | 42,585                    | 46,525                         | 3,940                     | 9.3%                      |
| 484 Truck Transportation                                      | 9,010                     | 11,660                         | 2,650                     | 29.4%                     |
| 621 Ambulatory Health Care Services                           | 8,605                     | 11,000                         | 2,395                     | 27.8%                     |
| 561 Administrative and Support Services                       | 11,540                    | 13,515                         | 1,975                     | 17.1%                     |
| 238 Specialty Trade Contractors                               | 8,050                     | 9,850                          | 1,800                     | 22.4%                     |
| 722 Food Services and Drinking Places                         | 17,790                    | 19,435                         | 1,645                     | 9.3%                      |
| 671 Self Employed and Unpaid Family Workers                   | 21,195                    | 22,675                         | 1,480                     | 7.0%                      |
| 524 Insurance Carriers and Related Activities                 | 6,805                     | 8,170                          | 1,365                     | 20.1%                     |
| 624 Social Assistance                                         | 6,130                     | 7,345                          | 1,215                     | 19.8%                     |
| 623 Nursing and Residential Care Facilities                   | 6,980                     | 8,080                          | 1,100                     | 15.8%                     |
| 622 Hospitals                                                 | 15,275                    | 16,145                         | 870                       | 5.7%                      |
| 541 Professional, Scientific, and Technical Services          | 8,520                     | 9,365                          | 845                       | 9.9%                      |
| 551 Management of Companies and Enterprises                   | 2,070                     | 2,670                          | 600                       | 29.0%                     |
| 445 Food and Beverage Stores                                  | 6,205                     | 6,700                          | 495                       | 8.0%                      |
| 236 Construction of Buildings                                 | 2,720                     | 3,185                          | 465                       | 17.1%                     |
| 493 Warehousing and Storage                                   | 3,060                     | 3,520                          | 460                       | 15.0%                     |
| 721 Accommodation                                             | 2,890                     | 3,335                          | 445                       | 15.4%                     |
| 441 Motor Vehicle and Parts Dealers                           | 3,330                     | 3,725                          | 395                       | 11.9%                     |
| 811 Repair and Maintenance                                    | 2,245                     | 2,540                          | 295                       | 13.1%                     |
| 713 Amusement, Gambling, and Recreation Industries            | 2,055                     | 2,305                          | 250                       | 12.2%                     |
| 452 General Merchandise Stores                                | 4,985                     | 5,235                          | 250                       | 5.0%                      |
| 447 Gasoline Stations                                         | 2,640                     | 2,875                          | 235                       | 8.9%                      |
| 311 Food Manufacturing                                        | 4,455                     | 4,685                          | 230                       | 5.2%                      |
| 237 Heavy and Civil Engineering Construction                  | 1,415                     | 1,610                          | 195                       | 13.8%                     |
| 813 Religious, Grantmaking, Civic, Professional Organizations | 4,195                     | 4,385                          | 190                       | 4.5%                      |
| 531 Real Estate                                               | 1,940                     | 2,115                          | 175                       | 9.0%                      |
| 423 Merchant Wholesalers, Durable Goods                       | 4,835                     | 5,000                          | 165                       | 3.4%                      |
| 488 Support Activities for Transportation                     | 675                       | 815                            | 140                       | 20.7%                     |
| 336 Transportation Equipment Manufacturing                    | 795                       | 915                            | 120                       | 15.1%                     |
| 532 Rental and Leasing Services                               | 780                       | 895                            | 115                       | 14.7%                     |
| 115 Support Activities for Agriculture                        | 390                       | 505                            | 115                       | 29.5%                     |
| 812 Personal and Laundry Services                             | 1,855                     | 1,960                          | 105                       | 5.7%                      |
| 446 Health and Personal Care Stores                           | 1,610                     | 1,715                          | 105                       | 6.5%                      |
| 523 Securities, Commodity Contracts, and Other Investments    | 515                       | 610                            | 95                        | 18.4%                     |
| 492 Couriers and Messengers                                   | 815                       | 895                            | 80                        | 9.8%                      |
| 451 Sporting Goods, Hobby, Book and Music Stores              | 1,235                     | 1,315                          | 80                        | 6.5%                      |
| 712 Museums, Historical Sites, and Similar Institutions       | 190                       | 260                            | 70                        | 36.8%                     |
| 711 Performing Arts, Spectator Sports, and Related Industries | 765                       | 835                            | 70                        | 9.2%                      |
| 562 Waste Management and Remediation                          | 435                       | 505                            | 70                        | 16.1%                     |
| 930 Local Government, Excluding Education and Hospitals       | 7,755                     | 7,820                          | 65                        | 0.8%                      |
| 444 Building Material and Garden Equipment                    | 2,200                     | 2,265                          | 65                        | 3.0%                      |
| 321 Wood Product Manufacturing                                | 260                       | 315                            | 55                        | 21.2%                     |



|                                                         |       |       |     |        |
|---------------------------------------------------------|-------|-------|-----|--------|
| 518 Internet Service Providers, Web Search              | 855   | 900   | 45  | 5.3%   |
| 312 Beverage and Tobacco Product                        | 435   | 475   | 40  | 9.2%   |
| 522 Credit Intermediation and Related Activities        | 4,365 | 4,395 | 30  | 0.7%   |
| 454 Nonstore Retailers                                  | 665   | 695   | 30  | 4.5%   |
| 519 Other Information Services                          | 65    | 90    | 25  | 38.5%  |
| 425 Wholesale Electronic Markets and Agents             | 530   | 555   | 25  | 4.7%   |
| 325 Chemical Manufacturing                              | 2,115 | 2,140 | 25  | 1.2%   |
| 485 Transit and Ground Passenger Transport              | 310   | 330   | 20  | 6.5%   |
| 443 Electronics and Appliance Stores                    | 780   | 800   | 20  | 2.6%   |
| 814 Private Households                                  | 510   | 525   | 15  | 2.9%   |
| 512 Motion Picture and Sound Recording                  | 230   | 245   | 15  | 6.5%   |
| 337 Furniture and Related Product                       | 145   | 160   | 15  | 10.3%  |
| 326 Plastics and Rubber Products                        | 1,755 | 1,770 | 15  | 0.9%   |
| 327 Nonmetallic Mineral Product Manufacturing           | 400   | 410   | 10  | 2.5%   |
| 482 Rail Transportation                                 | 200   | 205   | 5   | 2.5%   |
| 424 Merchant Wholesalers, Nondurable Goods              | 3,075 | 3,080 | 5   | 0.2%   |
| 533 Lessors of Nonfinancial Intangible Assets           | 25    | 25    | 0   | 0.0%   |
| 525 Funds, Trusts, and Other Financial Vehicles         | 5     | 5     | 0   | 0.0%   |
| 521 Monetary Authorities - Central Bank                 | 0     | 0     | 0   | 0.0%   |
| 487 Scenic and Sightseeing Transportation               | 0     | 0     | 0   | 0.0%   |
| 486 Pipeline Transportation                             | 45    | 45    | 0   | 0.0%   |
| 483 Water Transportation                                | 0     | 0     | 0   | 0.0%   |
| 481 Air Transportation                                  | 10    | 10    | 0   | 0.0%   |
| 442 Furniture and Home Furnishings Stores               | 710   | 710   | 0   | 0.0%   |
| 324 Petroleum and Coal Products Manufacturing           | 15    | 15    | 0   | 0.0%   |
| 323 Printing and Related Support Activities             | 930   | 930   | 0   | 0.0%   |
| 316 Leather and Allied Product Manufacturing            | 150   | 150   | 0   | 0.0%   |
| 315 Apparel Manufacturing                               | 0     | 0     | 0   | 0.0%   |
| 314 Textile Product Mills                               | 20    | 20    | 0   | 0.0%   |
| 313 Textile Mills                                       | 25    | 25    | 0   | 0.0%   |
| 213 Support Activities for Mining                       | 5     | 5     | 0   | 0.0%   |
| 114 Fishing, Hunting and Trapping                       | 0     | 0     | 0   | 0.0%   |
| 113 Forestry and Logging                                | 0     | 0     | 0   | 0.0%   |
| 910 Federal Government                                  | 2,515 | 2,510 | -5  | -0.2%  |
| 221 Utilities                                           | 1,690 | 1,685 | -5  | -0.3%  |
| 515 Broadcasting (except Internet)                      | 255   | 240   | -15 | -5.9%  |
| 491 Postal Service                                      | 960   | 940   | -20 | -2.1%  |
| 920 State Government, Excluding Education and Hospitals | 1,630 | 1,605 | -25 | -1.5%  |
| 333 Machinery Manufacturing                             | 2,385 | 2,355 | -30 | -1.3%  |
| 331 Primary Metal Manufacturing                         | 555   | 525   | -30 | -5.4%  |
| 212 Mining (except Oil and Gas)                         | 275   | 245   | -30 | -10.9% |
| 339 Miscellaneous Manufacturing                         | 1,095 | 1,055 | -40 | -3.7%  |
| 511 Publishing Industries                               | 1,660 | 1,600 | -60 | -3.6%  |
| 332 Fabricated Metal Manufacturing                      | 1,675 | 1,610 | -65 | -3.9%  |
| 453 Miscellaneous Store Retailers                       | 1,285 | 1,205 | -80 | -6.2%  |
| 334 Computer and Electronic Product                     | 9,135 | 9,055 | -80 | -0.9%  |
| 322 Paper Manufacturing                                 | 730   | 650   | -80 | -11.0% |

## Short-Term (2020Q2 - 2022Q2) East Central Iowa LWDA (Short-Term) Industry Projections

| NAICS + Industry Description                                  | Base Estimated Employment | Projected Estimated Employment | Employment Numeric Change | Employment Percent Change |
|---------------------------------------------------------------|---------------------------|--------------------------------|---------------------------|---------------------------|
| 722 Food Services and Drinking Places                         | 11,470                    | 16,815                         | 5,345                     | 46.6%                     |
| 561 Administrative and Support Services                       | 8,935                     | 10,715                         | 1,780                     | 19.9%                     |
| 721 Accommodation                                             | 1,670                     | 3,100                          | 1,430                     | 85.6%                     |
| 621 Ambulatory Health Care Services                           | 7,670                     | 9,055                          | 1,385                     | 18.1%                     |
| 624 Social Assistance                                         | 5,180                     | 6,155                          | 975                       | 18.8%                     |
| 713 Amusement, Gambling, and Recreation Industries            | 1,285                     | 2,190                          | 905                       | 70.4%                     |
| 448 Clothing and Clothing Accessories Stores                  | 795                       | 1,600                          | 805                       | 101.0%                    |
| 930 Local Government, Excluding Education and Hospitals       | 7,450                     | 8,130                          | 680                       | 9.1%                      |
| 611 Educational Services                                      | 40,630                    | 41,265                         | 635                       | 1.6%                      |
| 711 Performing Arts, Spectator Sports, and Related Industries | 375                       | 995                            | 620                       | 165.0%                    |
| 812 Personal and Laundry Services                             | 1,245                     | 1,780                          | 535                       | 43.0%                     |
| 814 Private Households                                        | 170                       | 615                            | 445                       | 262.0%                    |
| 813 Religious, Grantmaking, Civic, Professional Organizations | 3,740                     | 4,170                          | 430                       | 11.5%                     |
| 622 Hospitals                                                 | 15,565                    | 15,985                         | 420                       | 2.7%                      |
| 493 Warehousing and Storage                                   | 2,615                     | 3,020                          | 405                       | 15.5%                     |
| 441 Motor Vehicle and Parts Dealers                           | 2,970                     | 3,315                          | 345                       | 11.6%                     |
| 451 Sporting Goods, Hobby, Book and Music Stores              | 780                       | 1,075                          | 295                       | 37.8%                     |
| 541 Professional, Scientific, and Technical Services          | 8,760                     | 9,040                          | 280                       | 3.2%                      |
| 453 Miscellaneous Store Retailers                             | 935                       | 1,215                          | 280                       | 29.9%                     |
| 484 Truck Transportation                                      | 8,355                     | 8,615                          | 260                       | 3.1%                      |
| 238 Specialty Trade Contractors                               | 7,965                     | 8,220                          | 255                       | 3.2%                      |
| 671 Self Employed and Unpaid Family Workers                   | 21,105                    | 21,355                         | 250                       | 1.2%                      |
| 446 Health and Personal Care Stores                           | 1,455                     | 1,705                          | 250                       | 17.2%                     |
| 236 Construction of Buildings                                 | 2,300                     | 2,550                          | 250                       | 10.9%                     |
| 524 Insurance Carriers and Related Activities                 | 6,930                     | 7,165                          | 235                       | 3.4%                      |
| 335 Electrical Equipment, Appliance and Component Manufac.    | 3,570                     | 3,800                          | 230                       | 6.4%                      |
| 623 Nursing and Residential Care Facilities                   | 6,860                     | 7,040                          | 180                       | 2.6%                      |
| 442 Furniture and Home Furnishings Stores                     | 505                       | 675                            | 170                       | 33.7%                     |
| 445 Food and Beverage Stores                                  | 5,920                     | 6,080                          | 160                       | 2.7%                      |
| 551 Management of Companies and Enterprises                   | 2,365                     | 2,505                          | 140                       | 5.9%                      |
| 485 Transit and Ground Passenger Transport                    | 250                       | 385                            | 135                       | 54.0%                     |
| 511 Publishing Industries                                     | 1,190                     | 1,315                          | 125                       | 10.5%                     |
| 336 Transportation Equipment Manufacturing                    | 540                       | 665                            | 125                       | 23.1%                     |
| 512 Motion Picture and Sound Recording                        | 75                        | 185                            | 110                       | 147.0%                    |
| 424 Merchant Wholesalers, Nondurable Goods                    | 3,105                     | 3,210                          | 105                       | 3.4%                      |
| 492 Couriers and Messengers                                   | 890                       | 990                            | 100                       | 11.2%                     |
| 522 Credit Intermediation and Related Activities              | 4,585                     | 4,670                          | 85                        | 1.9%                      |
| 517 Telecommunications                                        | 1,380                     | 1,465                          | 85                        | 6.2%                      |
| 532 Rental and Leasing Services                               | 410                       | 490                            | 80                        | 19.5%                     |
| 518 Internet Service Providers, Web Search                    | 735                       | 805                            | 70                        | 9.5%                      |
| 339 Miscellaneous Manufacturing                               | 1,130                     | 1,195                          | 65                        | 5.8%                      |
| 712 Museums, Historical Sites, and Similar Institutions       | 130                       | 190                            | 60                        | 46.2%                     |

|                                                            |       |       |     |        |
|------------------------------------------------------------|-------|-------|-----|--------|
| 531 Real Estate                                            | 1,905 | 1,965 | 60  | 3.2%   |
| 452 General Merchandise Stores                             | 4,405 | 4,465 | 60  | 1.4%   |
| 323 Printing and Related Support Activities                | 750   | 810   | 60  | 8.0%   |
| 312 Beverage and Tobacco Product                           | 295   | 350   | 55  | 18.6%  |
| 325 Chemical Manufacturing                                 | 2,170 | 2,220 | 50  | 2.3%   |
| 423 Merchant Wholesalers, Durable Goods                    | 4,730 | 4,775 | 45  | 1.0%   |
| 811 Repair and Maintenance                                 | 2,145 | 2,180 | 35  | 1.6%   |
| 444 Building Material and Garden Equipment                 | 2,195 | 2,230 | 35  | 1.6%   |
| 425 Wholesale Electronic Markets and Agents                | 470   | 505   | 35  | 7.5%   |
| 311 Food Manufacturing                                     | 4,320 | 4,355 | 35  | 0.8%   |
| 237 Heavy and Civil Engineering Construction               | 1,590 | 1,625 | 35  | 2.2%   |
| 488 Support Activities for Transportation                  | 555   | 585   | 30  | 5.4%   |
| 221 Utilities                                              | 1,455 | 1,485 | 30  | 2.1%   |
| 562 Waste Management and Remediation                       | 485   | 510   | 25  | 5.2%   |
| 515 Broadcasting (except Internet)                         | 270   | 295   | 25  | 9.3%   |
| 337 Furniture and Related Product                          | 150   | 175   | 25  | 16.7%  |
| 115 Support Activities for Agriculture                     | 335   | 360   | 25  | 7.5%   |
| 331 Primary Metal Manufacturing                            | 495   | 515   | 20  | 4.0%   |
| 314 Textile Product Mills                                  | 20    | 40    | 20  | 100.0% |
| 333 Machinery Manufacturing                                | 2,205 | 2,220 | 15  | 0.7%   |
| 332 Fabricated Metal Manufacturing                         | 1,540 | 1,555 | 15  | 1.0%   |
| 533 Lessors of Nonfinancial Intangible Assets              | 25    | 35    | 10  | 40.0%  |
| 523 Securities, Commodity Contracts, and Other Investments | 565   | 575   | 10  | 1.8%   |
| 447 Gasoline Stations                                      | 2,345 | 2,355 | 10  | 0.4%   |
| 482 Rail Transportation                                    | 200   | 205   | 5   | 2.5%   |
| 481 Air Transportation                                     | 40    | 45    | 5   | 12.5%  |
| 454 Nonstore Retailers                                     | 645   | 650   | 5   | 0.8%   |
| 327 Nonmetallic Mineral Product Manufacturing              | 380   | 385   | 5   | 1.3%   |
| 321 Wood Product Manufacturing                             | 260   | 265   | 5   | 1.9%   |
| 313 Textile Mills                                          | 15    | 20    | 5   | 33.3%  |
| 213 Support Activities for Mining                          | 5     | 10    | 5   | 100.0% |
| 920 State Government, Excluding Education and Hospitals    | 1,705 | 1,705 | 0   | 0.0%   |
| 525 Funds, Trusts, and Other Financial Vehicles            | 5     | 5     | 0   | 0.0%   |
| 521 Monetary Authorities - Central Bank                    | 0     | 0     | 0   | 0.0%   |
| 519 Other Information Services                             | 50    | 50    | 0   | 0.0%   |
| 487 Scenic and Sightseeing Transportation                  | 0     | 0     | 0   | 0.0%   |
| 486 Pipeline Transportation                                | 45    | 45    | 0   | 0.0%   |
| 483 Water Transportation                                   | 0     | 0     | 0   | 0.0%   |
| 324 Petroleum and Coal Products Manufacturing              | 15    | 15    | 0   | 0.0%   |
| 316 Leather and Allied Product Manufacturing               | 150   | 150   | 0   | 0.0%   |
| 315 Apparel Manufacturing                                  | 0     | 0     | 0   | 0.0%   |
| 212 Mining (except Oil and Gas)                            | 265   | 265   | 0   | 0.0%   |
| 114 Fishing, Hunting and Trapping                          | 0     | 0     | 0   | 0.0%   |
| 113 Forestry and Logging                                   | 0     | 0     | 0   | 0.0%   |
| 910 Federal Government                                     | 2,465 | 2,460 | -5  | -0.2%  |
| 443 Electronics and Appliance Stores                       | 660   | 650   | -10 | -1.5%  |
| 322 Paper Manufacturing                                    | 680   | 670   | -10 | -1.5%  |

Below is a list of long-term and short-term occupational projections from 2020-2028 for East Central Iowa. Food preparation and serving related occupations and personal care and service occupations will see some growth throughout the next several years.

**Short-Term (2020-2028) Occupational Projections - East Central Iowa  
Major Occupational Groups**

| SOC     | Occupational Title                                       | Base<br>Estimated<br>Employment | Projected<br>Estimated<br>Employment | Annual<br>Growth Rate | Total Annual<br>Openings | Median<br>Wage* |
|---------|----------------------------------------------------------|---------------------------------|--------------------------------------|-----------------------|--------------------------|-----------------|
| 11-0000 | Mgmt Occupations                                         | 25,690                          | 26,695                               | 2.0%                  | 2,595                    | \$45.64         |
| 13-0000 | Business & Financial Operations Occupations              | 12,310                          | 12,920                               | 2.5%                  | 1,350                    | \$31.25         |
| 15-0000 | Computer & Mathematical Occupations                      | 9,955                           | 10,410                               | 2.3%                  | 860                      | \$39.37         |
| 17-0000 | Architecture & Engineering Occupations                   | 4,835                           | 4,945                                | 1.1%                  | 390                      | \$37.38         |
| 19-0000 | Life, Physical, & Social Science Occupations             | 3,710                           | 3,825                                | 1.5%                  | 370                      | \$28.90         |
| 21-0000 | Community & Social Service Occupations                   | 4,310                           | 4,690                                | 4.4%                  | 600                      | \$22.53         |
| 23-0000 | Legal Occupations                                        | 1,235                           | 1,270                                | 1.2%                  | 95                       | \$28.40         |
| 25-0000 | Educ, Training, & Library Occupations                    | 23,315                          | 23,890                               | 1.2%                  | 2,200                    | \$24.27         |
| 27-0000 | Arts, Design, Entertainment, Sports, & Media Occupations | 3,645                           | 4,095                                | 6.1%                  | 615                      | \$20.17         |
| 29-0000 | Healthcare Practitioners & Technical Occupations         | 15,550                          | 16,595                               | 3.4%                  | 1,330                    | \$30.31         |
| 31-0000 | Healthcare Support Occupations                           | 9,785                           | 10,770                               | 5.0%                  | 1,585                    | \$15.17         |
| 33-0000 | Protective Service Occupations                           | 3,075                           | 3,445                                | 5.9%                  | 515                      | \$23.96         |
| 35-0000 | Food Preparation & Serving Related Occupations           | 16,135                          | 21,660                               | 17.1%                 | 5,790                    | \$11.55         |
| 37-0000 | Building & Grounds Cleaning & Maintenance Occupations    | 7,715                           | 9,130                                | 9.1%                  | 1,710                    | \$15.15         |
| 39-0000 | Personal Care & Service Occupations                      | 6,080                           | 7,505                                | 11.7%                 | 1,655                    | \$11.91         |
| 41-0000 | Sales & Related Occupations                              | 22,820                          | 25,100                               | 5.0%                  | 4,135                    | \$13.50         |
| 43-0000 | Office & Admin Support Occupations                       | 31,265                          | 32,975                               | 2.7%                  | 4,240                    | \$18.71         |
| 45-0000 | Farming, Fishing, & Forestry Occupations                 | 1,690                           | 1,715                                | 0.6%                  | 255                      |                 |
| 47-0000 | Const & Extraction Occupations                           | 12,485                          | 13,060                               | 2.3%                  | 1,495                    | \$23.32         |
| 49-0000 | Installation, Maintenance, & Repair Occupations          | 9,895                           | 10,455                               | 2.8%                  | 1,160                    | \$23.88         |
| 51-0000 | Production Occupations                                   | 16,910                          | 17,520                               | 1.8%                  | 2,035                    | \$19.31         |
| 53-0000 | Transportation & Material Moving Occupations             | 25,505                          | 27,465                               | 3.8%                  | 3,850                    | \$17.24         |

## Long-Term (2018-2028) Occupational Projections - IWD Region 10 Major Occupational Groups

| SOC     | Occupational Title                                       | Base Estimated Employment | Projected Estimated Employment | Annual Growth Rate | Total Annual Openings | Median Wage* |
|---------|----------------------------------------------------------|---------------------------|--------------------------------|--------------------|-----------------------|--------------|
| 11-0000 | Management Occupations                                   | 26,700                    | 28,425                         | 0.6%               | 2,615                 | \$45.24      |
| 13-0000 | Business & Financial Operations Occupations              | 11,570                    | 12,730                         | 1.0%               | 1,270                 | \$30.22      |
| 15-0000 | Computer & Mathematical Occupations                      | 9,350                     | 10,680                         | 1.4%               | 860                   | \$39.80      |
| 17-0000 | Architecture & Engineering Occupations                   | 4,805                     | 5,070                          | 0.6%               | 420                   | \$36.71      |
| 19-0000 | Life, Physical, & Social Science Occupations             | 3,335                     | 3,755                          | 1.3%               | 395                   | \$28.24      |
| 21-0000 | Community & Social Service Occupations                   | 6,065                     | 7,055                          | 1.6%               | 795                   | \$22.32      |
| 23-0000 | Legal Occupations                                        | 1,265                     | 1,390                          | 0.9%               | 105                   | \$31.48      |
| 25-0000 | Educ, Training, & Library Occupations                    | 25,275                    | 27,930                         | 1.1%               | 2,665                 | \$22.61      |
| 27-0000 | Arts, Design, Entertainment, Sports, & Media Occupations | 4,180                     | 4,420                          | 0.6%               | 520                   | \$20.04      |
| 29-0000 | Healthcare Practitioners & Tech Occupations              | 16,090                    | 18,125                         | 1.3%               | 1,150                 | \$29.96      |
| 31-0000 | Healthcare Support Occupations                           | 6,920                     | 8,175                          | 1.8%               | 985                   | \$14.76      |
| 33-0000 | Protective Service Occupations                           | 3,340                     | 3,420                          | 0.2%               | 375                   | \$22.45      |
| 35-0000 | Food Preparation & Serving Related Occupations           | 22,540                    | 24,855                         | 1.0%               | 4,330                 | \$10.89      |
| 37-0000 | Building & Grounds Cleaning & Maintenance Occupations    | 9,020                     | 10,180                         | 1.3%               | 1,370                 | \$14.77      |
| 39-0000 | Personal Care & Service Occupations                      | 9,610                     | 11,190                         | 1.6%               | 1,720                 | \$11.62      |
| 41-0000 | Sales & Related Occupations                              | 26,380                    | 27,730                         | 0.5%               | 3,945                 | \$13.13      |
| 43-0000 | Office & Admin Support Occupations                       | 37,575                    | 38,295                         | 0.2%               | 4,570                 | \$18.20      |
| 45-0000 | Farming, Fishing, & Forestry Occupations                 | 1,675                     | 1,650                          | -0.2%              | 265                   | \$17.03      |
| 47-0000 | Construction & Extraction Occupations                    | 12,890                    | 15,125                         | 1.7%               | 1,750                 | \$23.08      |
| 49-0000 | Installation, Maintenance, & Repair Occupations          | 10,470                    | 11,445                         | 0.9%               | 1,160                 | \$23.91      |
| 51-0000 | Production Occupations                                   | 18,670                    | 18,615                         | 0.0%               | 2,170                 | \$18.94      |
| 53-0000 | Transportation & Material Moving Occupations             | 25,265                    | 29,160                         | 1.5%               | 3,715                 | \$16.59      |

In East Central Iowa, heavy and tractor trailer truck drivers is a high demand occupation along with customer service representatives and retail sales workers supervisors.

### VACANCY ESTIMATES



## HIGH DEMAND OCCUPATIONS



The list of job orders listed below shows a list of the number of job orders for that occupation along with the entry wage and average wage. East Central Iowa had 3,573 total job orders for heavy and tractor

trailer truck drivers. There were 2,033 total job orders for customer service representatives and 1,819 for retail sales worker supervisor positions in East Central Iowa.

### Top Reported Total Job Orders

|                                                                                 | Total Job Orders <sup>1</sup> | Entry Wage <sup>2</sup> | Average Wage <sup>2</sup> |
|---------------------------------------------------------------------------------|-------------------------------|-------------------------|---------------------------|
| Heavy and Tractor-Trailer Truck Drivers                                         | 3,573                         | \$13.37                 | \$20.45                   |
| Customer Service Representatives                                                | 2,033                         | \$12.35                 | \$16.89                   |
| First-Line Supervisors of Retail Sales Workers                                  | 1,819                         | \$12.63                 | \$18.64                   |
| Retail Salespersons                                                             | 1,544                         | \$8.39                  | \$13.36                   |
| Healthcare Practitioners and Technical Workers, All Other                       | 1,432                         | **                      | **                        |
| Accountants and Auditors                                                        | 1,230                         | \$21.83                 | \$33.18                   |
| Physicians and Surgeons, All Other                                              | 1,196                         | \$77.57                 | \$111.19                  |
| Computer Support Specialists                                                    | 1,151                         | **                      | **                        |
| Stock Clerks and Order Fillers                                                  | 1,142                         | \$8.88                  | \$13.08                   |
| Life, Physical, and Social Science Technicians, All Other                       | 1,048                         | \$12.55                 | \$21.32                   |
| Business Operations Specialists, All Other                                      | 939                           | \$18.29                 | \$29.82                   |
| Registered Nurses                                                               | 852                           | \$23.27                 | \$29.68                   |
| Cashiers                                                                        | 840                           | \$8.24                  | \$10.15                   |
| Postsecondary Teachers, All Other                                               | 811                           | \$25,012                | \$62,383                  |
| Sales Representatives, Services, All Other                                      | 609                           | \$15.83                 | \$28.66                   |
| Computer Software Engineers, Systems Software                                   | 594                           | **                      | **                        |
| Combined Food Preparation and Serving Workers, Including Fast Food              | 591                           | \$8.44                  | \$9.99                    |
| First-Line Supervisors of Office and Administrative Support Workers             | 575                           | \$18.32                 | \$25.96                   |
| Computer Software Engineers, Applications                                       | 559                           | **                      | **                        |
| First-Line Supervisors of Food Preparation and Serving Workers                  | 545                           | \$10.37                 | \$14.89                   |
| Healthcare Support Workers, All Other                                           | 545                           | \$13.37                 | \$18.95                   |
| Bookkeeping, Accounting, and Auditing Clerks                                    | 540                           | \$11.79                 | \$18.22                   |
| Financial Analysts                                                              | 517                           | \$26.86                 | \$37.25                   |
| Sales Representatives, Wholesale and Manufacturing, Except Technical and Scient | 508                           | \$16.55                 | \$31.34                   |
| Credit Analysts                                                                 | 479                           | \$19.64                 | \$38.77                   |
| Managers, All Other                                                             | 478                           | \$26.14                 | \$44.79                   |
| Financial Managers                                                              | 465                           | \$31.24                 | \$54.46                   |
| Engineers, All Other                                                            | 442                           | \$19.67                 | \$32.91                   |
| Computer Specialists, All Other                                                 | 428                           | **                      | **                        |
| Waiters and Waitresses                                                          | 417                           | \$8.37                  | \$10.03                   |

<sup>1</sup>Iowa Workforce Development Job Bank  
<sup>2</sup>Iowa Wage Report - Iowa Workforce Development  
 \*\*Insufficient data to report

### EMPLOYER NEEDS

Across the East Central Local Area, employers are looking to fill open positions with qualified candidates who have the credentials and skills needed to perform a certain job. Job positions often change to adapt to the content and skills required to meet the employment needs of the employer and the position itself. Employers are competing for those highly skilled and qualified candidates. Job openings have been more difficult to fill due to a lack of applicants in general and those who have the skills and credentials necessary to fulfill those job duties.

Advances in technology have made it rather difficult for businesses to keep up with changes. The pressure on current employees to adapt to rapid changes and to perform a task well has made it easy for them to leave a position. Employers are looking for training and skill development for current employees so they can be successful and feel like they are being invested in. Other options to consider for employers are apprenticeship programs to allow them to work while moving up into a different career path.

Skill development is on the list of employer needs as well. There is a lack of individuals lacking those hard and soft skills to perform a job. The East Central Local Area can address those skill needs and work with individuals on a case-by-case basis to ensure they are getting the training they need in order to perform a job.

East Central Local Area along with the partners involved supports businesses in addressing their concerns and needs. East Central will continue to be actively engaged with partners and continue to collaborate and work together to address the workforce needs.

## WORKFORCE ANALYSIS

Local Plan Question:

2. **Workforce Analysis:** *Include a current analysis of:*
  - a. *The knowledge and skills needed to meet the employment needs of employers in the local area, including employment needs in in-demand industry sectors and occupations.*
  - b. *An analysis of the local workforce, including current labor force employment and unemployment data, information on labor market trends, and education and skill levels of the workforce, including individuals with barriers to employment.*

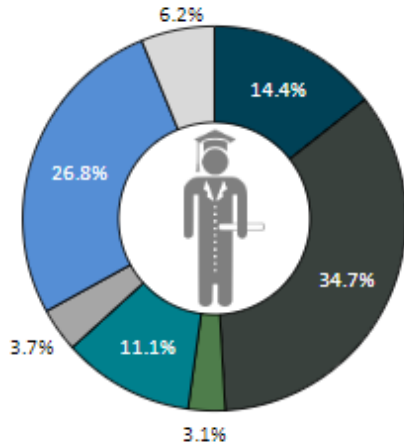
The Needs Assessment Survey also collected data regarding the knowledge and skills employers seek. The following chart illustrates the education and experience as listed within the position descriptions of job orders (job postings for open positions) through the Iowa Jobs job bank.



## EDUCATION & EXPERIENCE REQUIREMENTS

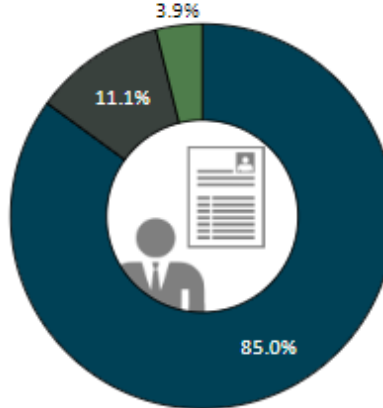
Education and experience levels required and on-the-job training for the job orders (56,709 total) within the Iowa Workforce Development job bank are shown below. These requirements are based on the typical levels needed to enter an occupation according to data reported by the Bureau of Labor Statistics and does not reflect expected levels indicated by survey respondents.

**Education Requirements - Total Job Orders**



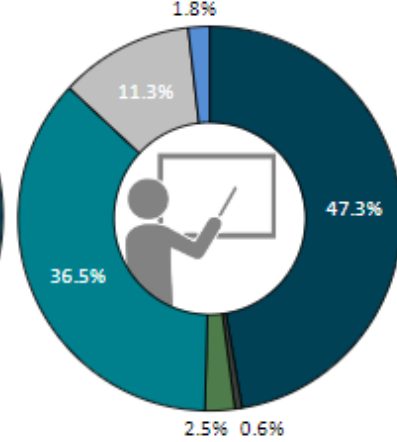
- No Formal Educational Credential - 14.4%
- High School Diploma or Equivalent - 34.7%
- Some College, No Degree - 3.1%
- Postsecondary Non-Degree Award - 11.1%
- Associate Degree - 3.7%
- Undergraduate Degree - 26.8%
- Postgraduate/Professional Degree - 6.2%

**Experience Requirements - Total Job Orders**



- No Experience Required - 85.0%
- Less than 5 Years - 11.1%
- 5 Years of More - 3.9%

**On-The-Job Training - Total Job Orders**

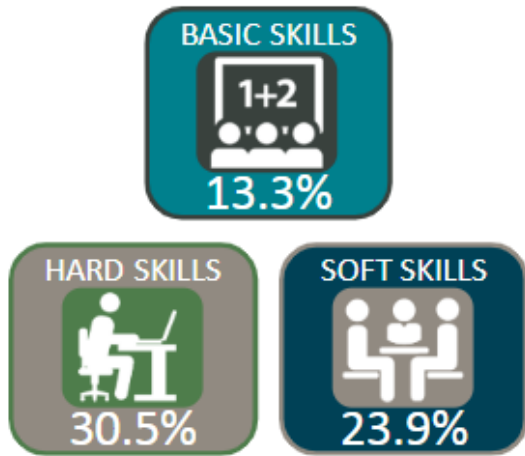


- None - 47.3%
- Apprenticeship - 0.6%
- Internship/Residency - 2.5%
- Short-term on-the-job training - 36.5%
- Moderate-term on-the-job training - 11.3%
- Long-term on-the-job training - 1.8%

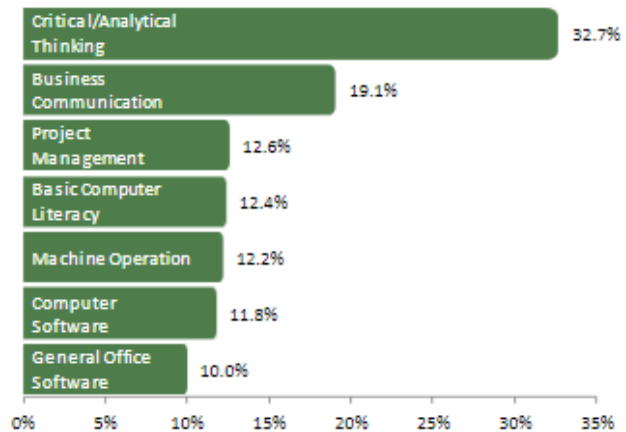
Through ongoing survey data collected by the IowaWORKS offices of East Central Iowa, employers indicate prospective employees often lack the basic skills, soft skills, hard skills necessary to perform the basic functions of the jobs to which they apply. Basic skills are defined as literacy, numeracy, basic computer skills, and organization. Soft skills include timeliness, responsibility, personal integrity, and self-esteem. Also included are interpersonal skills such as leadership, customer service skills and teamwork. Hard skills are the specific technical know-how skills that apply directly to a job and are often taught embedded within day-to-day activities on the job at the workplace.



**Percentage of Employers That Perceive A Lack of Skills Among Applicants Across All Categories**

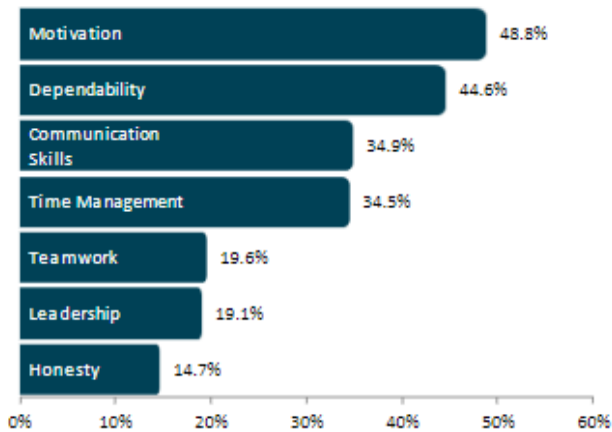


**Occupational "Hard" Skills Lacking in Applicants**



**Occupational "hard" skills** are the technical and know-how skills that apply directly to a job. In general, occupational skills include analytical skills, managerial ability, physical ability, knowledge and experience. The exact definition of these skills varies, depending on the job in question.

**Interpersonal "Soft" Skills Lacking in Applicants**



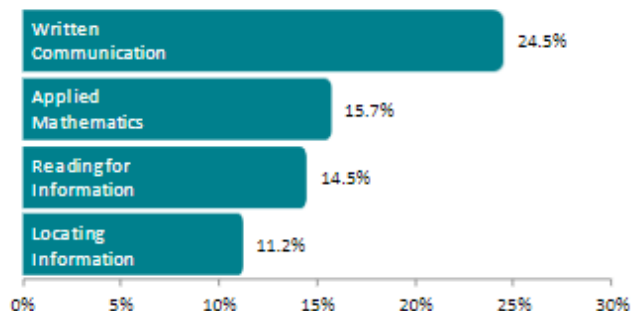
**Interpersonal "soft" skills** are skills associated with an individual's habits, personality and character. Soft skills include timeliness, responsibility, integrity and self-esteem. Also included are interpersonal skills such as leadership, customer service and teamwork. Individuals with strong soft skills are, generally, well suited to working with others.

The following chart illustrates the job applicants view of the skills they lack, based upon their own perceptions. This data was collected by IWD through the use of survey instruments. Individuals with significant barriers to employment were included in the audiences surveyed.



## PERCEPTION OF APPLICANTS

### Basic Skills Lacking in Applicants



**Basic skills** are those skills developed during the elementary and middle part of an individual's education. These skills include literacy, numeracy (the ability to do arithmetic and reason with numbers), and the abilities to locate and read for information. The Skilled Iowa initiative, through the National Career Readiness Certificate testing program, provides a means to benchmark and certify applicants' skills in Applied Mathematics, Reading for Information and Locating Information. For more information on Skilled Iowa visit [www.skillediowa.org](http://www.skillediowa.org).

The pandemic also influenced unemployment rates throughout 2020. As restrictions were lifted, unemployment rates dropped. The following chart shows the fluctuations experienced in 2020:

|           | Labor Force | Employment | Unemployment | Rate |
|-----------|-------------|------------|--------------|------|
| January   | 268,936     | 260,286    | 8,650        | 3.2  |
| February  | 269,409     | 261,572    | 7,837        | 2.9  |
| March     | 266,005     | 257,167    | 8,838        | 3.3  |
| April     | 264,552     | 234,339    | 30,213       | 11.4 |
| May       | 256,078     | 234,198    | 21,880       | 8.5  |
| June      | 257,503     | 237,824    | 19,679       | 7.6  |
| July      | 256,229     | 239,811    | 16,418       | 6.4  |
| August    | 253,071     | 238,374    | 14,697       | 5.8  |
| September | 252,718     | 240,592    | 12,126       | 4.8  |
| October   | 252,499     | 243,028    | 9,471        | 3.8  |
| November  | 250,980     | 241,014    | 9,966        | 4.0  |
| December  | 247,859     | 237,379    | 10,480       | 4.2  |

Unemployment Data provided by IWD

Due to the pandemic, there is some volatility and uncertainty regarding the trends of the labor market. As of the time this data was analyzed, several anomalies exist regarding historical data and projections made prior to the pandemic.

Disruptions in workforce activity continue to impact the future of East Central Iowa’s economic climate. Businesses have modified daily operations to alleviate disruptions caused by social distancing requirements and a reduced workforce. Many adaptations developed for survival have spurred new trends that may become long-term solutions.

Job seekers are also evolving due to pandemic experiences. Many workers were forced to seek alternate employment throughout the pandemic. The necessity to learn new skills has influenced the types of employment for which workers seek and attain.

The expectations of job seekers have also been influenced by the pandemic. Some evidence also exists indicating job seekers may rate job satisfaction on criteria that may not have been a strong consideration prior to 2020.

Family needs are also influencing trends due to ways in which families have adapted to changes in childcare and education. There are indications some families have adapted to become one-income households. Additional research will need to be conducted to determine whether this trend will have a significant impact on the workforce, but it could potentially show an overall reduction of the number of available workers actively seeking employment. If childcare providers continue to be understaffed, the lack of available childcare services may have an unforeseen long-term impact on the workforce.

The ECIWDB would like to further analyze how family needs, health, safety and remote working has influenced expectations of both employers and workers. This data may identify the new skills needed to perform duties as well as predict ways in which employers can attract and retain the workers they desire.

## WORKFORCE DEVELOPMENT, EDUCATION AND TRAINING ANALYSIS

Local Plan Question:

3. **Workforce Development, Education and Training Analysis:** *Include an analysis of:*

- a. *The strengths and weaknesses of workforce development activities.*
- b. *Capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment.*
- c. *The employment needs of employers.*

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a. *The strengths and weaknesses of workforce development activities.*

The East Central Iowa LWDA has many service and training providers in the LWDA to ensure a robust workforce system, while the local one-stop operator (OSO) works with all provides to ensure a coordinated referral process is in place. The LWDB works with many providers and the OSO to assess needs, strengths, weaknesses, and strategies that can grow and support the LWDA.

Assessment of Strengths:

- The East Central Iowa LWDA has many local providers that offer workforce programming, support services for job seekers, education/training and more.

- Local core WIOA partners have been meeting on a bi-weekly basis since 2016. This team partners together well, coordinating together on staff professional development, job fairs, community events, and disability access. Regular communication builds trust and strong relationship among these partners.
- The four core partners work closely together to provide a seamless array of services, with “no wrong door” approach to customer service. There are a variety of services available to customers based on their needs.
- WIOA mandatory and non-mandatory partners meet quarterly as a large group and more frequently (typically monthly) in three break-out committees coordinated by the OSO. The strong partners in the ECI LWDA provide robust offering of services for job seekers.
- Monthly lunch and learn opportunities allow community partners to learn and share about their workforce services.
- The LWDA has many quality training providers available. Top training providers include Mt. Mercy, Kirkwood Community College and the University of Iowa. Other providers sometimes utilized by job seekers include Coe College and Cornell College. Other quality programs are available in neighboring LWDA’s including many community colleges and the University of Northern Iowa.
- While transportation is a concern within the LWDA, the local area established a bus system 3 years ago between Cedar Rapids and Iowa City allowing individuals who live in one community to commute to jobs and school in the other community even if they do not have a car or the funds to drive a car back and forth. This has been a great benefit to the colleges in the area, businesses and job seekers.
- The business services team has created a coordinated schedule of job seeker hiring events, offering options multiple times per week between the Iowa City and Cedar Rapids location. In addition, the team works on larger, area wide efforts and activities to bring together job seekers and businesses.
- The Title II program provides HiSET and high school completion options in person throughout all seven counties of the LWDA. English language learner services are available in person within Linn and Johnson Counties. Online options for both English language learner services and HiSET/high school completion options are available as well, and a technology lending library supports students who may lack the technology needed to participate online.

#### Assessment of Weaknesses:

- The East Central Iowa LWDA has some room for improvement. This includes continuing and expanding learning opportunities among area partners regarding local workforce services and supports, such as the lunch and learn strength listed above. The OSO workgroups will continue to work on this.

- Due to the vast array of services available, it can be difficult for staff to stay apprised of all opportunities when working with customers.
- Some relationships with certain mandatory WIOA partners could be strengthened. The OSO and partners will work with the LWDB to do more outreach to these key partners to increase referrals and knowledge of services:
  - Senior programming
  - PROTEUS
  - Job Corps
- The LWDA struggles with two key support needs critical to the success of businesses and families in the LWDA:
  - Transportation
  - Quality Childcare
- Transportation:
  - The metro areas of Cedar Rapids/Marion/Hiawatha and Iowa City/Coralville enjoy a city bus system. The system in CR/M/H do not have Sunday or evening service which is an issue for some job seekers who may work 2<sup>nd</sup>/3<sup>rd</sup> shift or weekends. The IC/CV system offers more robust offerings with 7-day service and service through 10 pm, but residents of this metro area may need to navigate three systems offering transportation within the city (three bus passes, three schedules) to get where needed. The three systems (Iowa City, Coralville and the University of Iowa Cambus) could partner together more collaboratively to streamline services for citizens.
  - Rural areas of ECI have limited public transportation. The regional transit system is utilized as needed to assist some individuals but can be cost prohibitive. Access to support services that offer car repairs is critical to the rural population. In addition, all providers work with job seekers to help them find employment near their place of residence to reduce transportation barriers and ensure rural community business needs are met.
- Childcare:
  - Childcare is an issue throughout the LWDA. Seats are in short supply, and not all providers offer a quality program. Many quality programs have significant wait lists (several years).
  - Linn County alone has lost 40% of childcare seats in the past five years according to research completed by the City of Cedar Rapids. Neighboring counties are experiencing a similar reduction in childcare slots.

- The cost of childcare is too high for some families to afford. Not all qualify for DHS services, and those who do may not be able to afford to accept pay raises which may disqualify them from continuing to receive DHS funded childcare.
- Demand for English language learner services: East Central Iowa is proud to be a resettlement area for refugees and is a site for secondary migration which means migrants settled in other areas of the United States, often eventually move to the ECI area as we are welcoming, have plentiful jobs, and affordable housing. While this is a benefit to our area, it has created a demand for English language learner services greater than funding is able to provide. The Title II provider is seeking other funding streams to support additional seats, and local municipalities understand the benefit to supporting this service with two providing funding to increase seats and access. Additional funding is needed to fully meet demand.

*b. Capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment.*

As shared earlier, the core partner team has been meeting on a bi-weekly basis since 2016. This has created strong bonds and collaboration that help the OSO and LWDA meet the education and skill needs of East Central Iowa job seekers and businesses. The area has many other strengths to draw upon as well, when working to tackle weaknesses and opportunities for growth in the area. Below is an assessment of the capacity within the East Central Iowa LWDA.

- Staff work with job seekers to assess the education and skills they possess compared with the education and skills needed to achieve their career goals. This work is done on an individualized basis, tailored to ensure the job seeker is equipped to meet the needs of the employer. If a job seeker lacks the requirements of the desired occupation, guidance is provided to help the job seeker connect with the appropriate resources.
- Strong, quality WIOA core partners, who collaborate regularly with most mandatory and non-mandatory partners.
- The ECI local workforce development board is engaged and committed to meeting the workforce needs of the LWDA.
- WIOA partners and the LWDB are seeking other funding sources to meet needs.
- Online services are available through all core WIOA partners. This helps reduce the transportation barriers some may experience and allows rural customers to receive services within their home or community.
- Two Iowa**WORKS** offices are located in the area, allowing the majority of customers in the area to be within 30 minutes or less of an Iowa**WORKS** office.
- All WIOA core partners have services co-located within the Cedar Rapids office which allow for greater linkage between the programs. Co-enrollment is recognized as critical to the success of the LWDA as one partner program alone cannot solve all the needs of the LWDA or even of one job seeker.

- The area has a strong business services team offering one-on-one assessment and coaching which includes offering customized solutions, registered apprenticeship and much more.
- Youth services are integrated well into the Title II program and other local partner services. Experiential learning is critical for youth to develop strong work habits and an understanding of local careers. While only 20% of local youth funds must be spent on experiential learning, approximately 40% of youth funds are spent on these types of services which greatly benefits youth and young adults.
- Career pathway awareness and support in accesses the tools needed to start on those pathways is critical. The strong sector board work and career pathway development within the East Central Iowa LWDA provides a framework for training services provided by dislocated worker, adult, youth, vocational rehabilitation and Title II. These career pathways ensure participants understand where training can take them, while the WIOA programs fulfill the workforce needs of local businesses.
- The IowaWORKS system has a robust menu of services to support job seekers, and the ability to adjust and add as needed. This menu includes job seeking skills (resume, interviews, job planning, LMI), soft skill development, and assessment of basic skills (NCRC, computer skills).
- The core programs are aligned with postsecondary education and training programs available in the local area.
- Funding streams from a variety of sources are leveraged to assist as many job seekers as possible in their pursuit of training and education (including Last Dollar Scholar, GAP, PACE, and financial aid programs through federal, state and local resources mainly in the form of grants and scholarships).

*c. The employment needs of employers.*

As shared above in strengths and capacity, the business services team provides significant services and opportunities for job seekers and businesses within the Local Workforce Development Area (LWDA). The East Central Iowa LWDA has led the state in workforce assessments provided, offering a variety of solutions to include learn and earn, untapped population outreach, corporate training, and labor market information consultation. One-on-one consultation with businesses helps us understand their needs, and then customize our approach to them by including many partners and agencies. As a result, several employers are following the recommendations and creating improved onboarding plans, developing registered apprenticeships, assessing their pay scales, developing customized training and considering untapped workforce populations. In addition, on-going weekly recruiting events have provided easy no cost access to available workers at Iowa**WORKS**. These events have grown due to employer interest and job seeker attendance. Beyond weekly events, the business team has created an aggressive plan to offer additional targeted events for youth, returning citizens, refugees, and professionals with previous education and experience. The diversity of these events offers something for everyone, both employers and job seekers.

The local business services team coordinates regularly with the many economic development entities in the area, and sector boards (currently being realigned). Through this work they are plugged into and aware of new businesses moving to the area, needs being shared with the county economic development teams, and have a regular opportunity to meet with businesses by key industry sectors that make up the backbone of the ECI economy. This information is used to inform the outreach and recruitment activities and is used by Title I when supporting job seekers accessing training for in-demand careers. Below is a listing of the key industries in the area.

According to the 2021 East Central Iowa LWDA profile the following industries in the LWDA have the greatest employment:

- Government
- Trade
- Education and Health Services
- Manufacturing
- Finance, Insurance and Real Estate
- Transportation and Utilities
- Professional and Business Services
- Construction

The business services team works with the six area sector boards, which align with many of these occupations to ensure services and outreach events are leading job seekers to these critical industries for the ECI LWDA. The six sector boards include:

- Transportation
- Healthcare
- Construction
- Financial Services and Insurance
- Business IT
- Advanced Manufacturing

## VISION

Local Plan Question:

4. **Vision** - Include a description of:
  - a. *The LWDB's strategic vision to support the economic growth and economic self-sufficiency of the local area, including:*
    - i. *Goals for preparing an educated and skilled workforce, including youth and individuals with barriers to employment.*
    - ii. *Goals relating to performance accountability measures based on the performance indicators.*
  - b. *The LWDB's strategic vision to align local resources, required partners, and entities that carry out core programs to achieve the strategic vision and goals.*

## ECIWDB STRATEGIC VISION



The Local Workforce Development Board (LWDB) will serve as a strategic leader and convener of local workforce development system stakeholders. The LWDB will partner with employers and the local workforce development system to develop policies and investments in public workforce system strategies that support:

- The local economy.
- The development of effective approaches including local and regional sector partnerships and career pathways; and
- High quality, customer centered service delivery and service delivery approaches.
- An educated and skilled workforce, with specialized services to support youth and individuals with barriers to employment.
- The alignment of local resources, required partners and core programs in the most effective and cost-efficient manner.

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## ECIWDB GOALS

The LWDB will work to achieve the following goals:

- The area’s employers will have access to advanced, skilled, diverse, and future ready workers.
- All Iowans in the area, including youth and individuals with barriers to employment, will be provided access to a continuum of high-quality education, training, and career opportunities.
- The area’s One-Stop delivery system will align all programs and services in an accessible, seamless, and integrated manner.
- Effective partnerships will be maintained, expanded, and strengthened.
- Maintain an ongoing commitment to braid funds through partnerships in service management.
- Work in partnership to ensure workers possess a solid work ethic with appropriate skill sets.
- The East Central LWDB is committed to partnering with business and education to ensure workers possess the needed skill sets within the local area.
- Increase data collection and conduct ongoing analyses of local data.
- Data and performance accountability measures will be used to determine whether goals are successfully achieved.

## STRATEGIES

Local Plan Question:

5. **Strategies** – *Taking into account the analyses described in sections 1-3 above:*

- a. *Describe the strategy to work with the entities that carryout the core programs and required partners to align resources available in the local area to achieve the strategic vision and goals described in section 4 above.*

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The ECIWDB, board staff, one-stop operator and core partners will spearhead the implementation of the following strategies to align resources to achieve the vision and goals previously described:

- Build increased awareness of services among job seekers through outreach campaigns.
- Review current outreach activities to identify gaps and areas for improvement.
- Partner with other service organizations to spread awareness of complementary programming to enhance and emphasize the high-quality programs offered in the area.
- Utilize feedback from previous customers to ensure programming is attractive to future customers- work to provide the services job seekers want and need.
- Increase access points to services to make it easy for job seekers to engage in programs.
- Streamline the enrollment process to reduce paperwork and application completion time.
- Develop 'Barrier Elimination Strategies' to help staff and customers to use in developing plans for the customers to knock down the roadblocks that have kept them from reaching their goals.
- Develop 'Safety Net' models of collaborative partner service delivery. These models will intertwine programs provided by different partners to create group service delivery that is customer centric. Meetings with customers will be streamlined to ensure partners are working together and the customer will feel elevated by the support his or her team is providing.
- Develop more relationships with employers to facilitate successful job placements.
- Encourage business representatives of the local board to participate in Iowa**WORKS** activities and services.
- Utilize committees of the board to develop strategies to make programming more attractive to businesses.
- Build awareness of the benefits and services available to businesses through Iowa**WORKS** and partner programs.
- Increase and improve outreach campaigns targeted to businesses.
- Work with area employers to assist them with recruitment efforts by listing jobs online through Iowa**WORKS**.
- Increase access to and availability of high-quality education, training, and career opportunities.
- Conduct ongoing research to identify education, training and career opportunities available.

- Increase outreach to education and training providers to build awareness of IowaWORKS programming.
- Facilitate connections to encourage and promote more participation in the Eligible Training Provider List (ETPL).
- Track in-demand career opportunities available in the local area.
- Increase access to services that are integrated and seamless.
- Maintain, expand, and strengthen effective partnerships with businesses and service organizations.
- Ensure workers possess a solid work ethic with appropriate skill sets.
- Increase active participation of local board members in workforce activities through committee work and educational opportunities designed for board members.
- Increase communication and collaboration with state workforce board members through invitations to local board meetings and by committing more local representation at state board meetings.
- Leverage existing partnerships to amplify IowaWORKS messaging throughout the community.
- Convene core and required partners.
- Seek out new partnership opportunities.
- Facilitate training and cross-training efforts.
- Utilize performance measures to ensure the local area is on track to meet goals.
- Utilize data to adapt services to meet the ever-changing needs of the workforce system.
- Assess the various ways in which youth are currently served across all programs and identify gaps in coverage.
- Seek out new ways to attract and engage out-of-school youth with center programs.
- Increase accessibility for individuals with disabilities, both programmatically and physically.
- Improve services and supports for justice-involved individuals and individuals with barriers to employment.
- Inventory local resources to align the services and programs of the core and required partners to achieve the local vision and goals.

All career services offered through the Iowa**WORKS** centers are designed to meet the strategic vision and goals of the State Plan and the LWDB. These services are reviewed regularly by the Iowa**WORKS**

management and the LWDB to ensure they are aligned with the vision and goals of the board as well as the strategies identified in the State Plan.

Coordination of workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006, is defined in the LWDA Memorandum of Understanding (MOU). The required partners, the one-stop operator and the ECIWDB will collaborate with each other to ensure the delivery of services is aligned in an accessible, seamless and integrated manner.

The ECIWDB provides oversight to ensure the following career services are available at the center:

- Eligibility for services; outreach, intake, orientation
- Initial assessment
- Labor exchange services
- Referrals to programs
- Labor market information
- Performance, cost information
- Supportive services information
- UI information and assistance
- Financial aid information
- Follow-up services
- Comprehensive assessment
- Individual employment plan
- Career planning and counseling
- Short-term prevocational services
- Internships, work experiences
- Out-of-area job search
- Foreign language acquisition
- Workforce preparation

With the implementation of Perkins V, a comprehensive local needs assessment (Perkins Action Section 134) is now completed once every two years by the federal funds' local recipients. The needs assessment includes a review of CTE student performance, program quality, labor market needs, educator development and special populations' access to programs of study. This data is used by the partners and the LWDB to ensure efficient coordination of programming.

## SECTION 3 – IOWAWORKS SYSTEM COORDINATION

Questions in this section are designed to address collaboration and coordination across workforce system partners to ensure the LWDB is administering an effective and efficient local workforce system.

### ECIWDB IOWA WORKFORCE DEVELOPMENT SYSTEM

Local Plan Question:

1. *The workforce development system in the local area, including the identification of:*
  - a. *The programs that are included in the system*
  - b. *Describe the steps the LWDB will take to locally implement and support the state strategies identified in the State Plan and work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006, to support service alignment.*

### WORKFORCE DEVELOPMENT PROGRAMS

Programs in the Local Memorandum of Understanding

| Core Programs                                        | Partner Organization                           | Partner          |
|------------------------------------------------------|------------------------------------------------|------------------|
| Title I – Adult                                      | Kirkwood Community College                     | Core Partner     |
| Title I – Dislocated Worker                          | Kirkwood Community College                     | Core Partner     |
| Title I – Youth                                      | Kirkwood Community College                     | Core Partner     |
| Title II – Adult Education & Family Literacy         | Kirkwood Community College                     | Core Partner     |
| Title III – Wagner Peyser Act                        | Iowa Workforce Development (IWD)               | Core Partner     |
| Title IV – Rehabilitation Act of 1973                | Iowa Department for the Blind                  | Core Partner     |
| Title IV – Rehabilitation Act of 1973                | Iowa Vocational Rehabilitation Services (IVRS) | Core Partner     |
| Career and Technical Education                       | Kirkwood Community College                     | Required Partner |
| Senior Community Services Employment Program (SCSEP) | AARP Foundation                                | Required Partner |
| Native American Programs                             | American Indian Council                        | Required Partner |

|                                                |                                           |                  |
|------------------------------------------------|-------------------------------------------|------------------|
| National Farmworkers Jobs Program              | Proteus, Inc.                             | Required Partner |
| State Unemployment Compensation Program        | Iowa Workforce Development (IWD)          | Required Partner |
| Jobs for Veterans State Grant (JVSG)           | Iowa Workforce Development (IWD)          | Required Partner |
| ReEntry Employment Opportunities (REO) Program | Iowa Workforce Development (IWD)          | Required Partner |
| Temporary Assistance to Needy Families (TANF)  | Promise JOBS (Iowa Workforce Development) | Required Partner |
| RESEA                                          | Iowa Workforce Development (IWD)          | Required Partner |
| Trade Adjustment Assistance (TAA) Program      | Iowa Workforce Development (IWD)          | Required Partner |

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## IMPLEMENT AND SUPPORT STATE STRATEGIES IDENTIFIED IN THE STATE PLAN

Guided by Governor Reynolds’s vision to build a Future Ready Iowa, Iowa’s WIOA Unified State Plan establishes three goals and corresponding strategies for the state workforce system.

### ***Iowa’s Vision:***

*Iowa’s workforce delivery system partners will collaborate to build a Future Ready Iowa. The system will provide the training and education needed to develop a pipeline of skilled workers who are prepared to meet the workforce needs of Iowa’s current and emerging industries. Iowa employers will have access to the skilled workforce needed to prosper in today’s global economy.*

### **Goals and Strategies:**

**Goal I:** *Iowa’s employers will have access to skilled, diverse and Future Ready workers.*

*State Strategy 1.1: Expand and support the framework of sector partnerships that are championed by business and industry to drive career pathways.*

### **ECIWDB Strategies:**

- Kirkwood Community College facilitates the six local active sector boards in ECI and is currently revamping these to increase effectiveness and ensure business led boards are created. Impartial conveners will be assigned to each sector board. At Iowa**WORKS**, weekly recruiting events and employer panels still strive to have representation from Advanced Manufacturing, IT, Transportation, Healthcare, Business Services (Finance/Customer Service) and Architecture/Construction/Engineering (ACE) as these have been the active sector boards in the area. Career Pathways have been a common goal within the sector boards, emphasizing stackable credentials that are relevant to business needs. Iowa Vocational Rehabilitation Services hosts an on-campus Vocational Counselor at KCC in Cedar Hall, available to staff and students.

*State Strategy 1.2: Grow the skilled labor force by advancing the Future Ready Iowa initiatives, resources and programming to all Iowans.*

**ECIWDB Strategies:**

- Iowa**WORKS** staff promote and encourage customers to consider training and education beyond a high school diploma in order to earn a sustainable wage. Referrals are made to Title I whenever training is something a customer wants to consider. If the person discloses having a disability, referrals to Title IV also occur, which may include support of training services provided as well. If a customer is lacking a high school diploma or equivalent, lack adult basic skills, or language barriers, referrals are made to Title II. Staff are trained to use the Future Ready website to access the wealth of information available to include career exploration, labor market information, learn and earn opportunities, etc. Business Marketing Specialists are familiar with the funding available to businesses and also make them aware of grants they can apply for to assist in the costs associated with workforce, like starting or expanding registered apprenticeships.

*State Strategy 1.3: Collaborate with sector partnerships and Iowa employers to enhance work-based learning opportunities for all Iowans.*

**ECIWDB Strategies:**

- Iowa**WORKS** business engagement team promotes and encourages businesses to consider earn and learn models for a variety of reasons, including increased retention, structured training plans and pay increases, portable credentialing, and financial incentives.
- Title IV champions the Employment First model, which creates opportunity for employment for all Iowans, including those with the most significant disabilities. Work-based learning allows for increased exposure to business and industry via hands on engagement in a safe and inclusive learning environment. Work based learning is also one of the five areas of Pre-Employment Transition Services provided to high school students with disabilities. Coordination of WBL activities support both the needs of employers and the interests of the students.
- The Title I team works collaboratively with many businesses and utilizes a youth focused business service consultant to work one-on-one with businesses developing experiential learning opportunities for youth, which also has helped low-income adults access these types of opportunities.
- The Title II program works collaboratively with local businesses to develop career pathways for non-native English speakers to build up basic English skills to be successful on the job at those local employers. The Title II team creates a customized training program to be offered on site, and then supports the employer with recruiting and hiring events as needed.

***Goal II: All Iowans will be provided access to a continuum of high-quality education, training, and career opportunities.***

*State Strategy 2.1: Further develop and promote accessible career pathways to all Iowans.*

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### **ECIWDB Strategies:**

- As stated above, the business led local sector boards have worked hard to provide meaningful career pathway opportunities, ensuring skills taught match the needs of the businesses. These career pathway models support the Future Ready Iowa Initiative as it provides training and education beyond a high school diploma and not necessary to the point of a 4-year degree.
- The WIOA programs understand that career training is a pathway, and some of the most vulnerable job seekers need to access career training through a pathway approach as they may need to stair step training with working. Title I and IV, who provide support and assistance, can help map out a career pathway where individuals may need to start with a short-term certificate program, that can pathway into a one-year diploma and onto a two- or four-year program of study, with progressively higher skills and wages at each credential attainment. The Title I program closely partners with the state PACE program which offers pathway programming along a healthcare, manufacturing or office professional pathway.

*State Strategy 2.2: Educate the system, partners and communities about the programs, initiatives, resources and opportunities available to up-skill the workforce.*

### **ECIWDB Strategies:**

- WIOA core partners organize quarterly workforce partner meetings to provide opportunities for each partner to give updates on their programs, review referral processes, etc. In addition, three sub-groups have been created which include Understanding Services, Common Referral Process, and Partner Projects. As a result, the subgroup “Understanding Services” has set up monthly lunch and learn sessions where partners can attend and learn more about specific programs. The referral subgroup is working on a universal desk aid regarding programs, eligibility, and points of contact for each program. The events subgroup has scheduled events that shared customers would benefit from, such as re-entry, refugees/immigrants, etc. This approach has led to an increased engagement from required partners in the LWDA.

*State Strategy 2.3: Connect all Iowans with long-term career opportunities from high-growth, in-demand sectors.*

### **ECIWDB Strategies:**

- As stated throughout this plan, the goal is to connect Iowans to employment opportunities with meaningful employment providing sustainable wages aligning with their education, skills, and abilities. When recruitment events are coordinated, in demand sectors like advanced manufacturing, IT, Health care, Transportation, Customer Service, Finance, and Architecture/Construction/Engineering is highlighted whenever possible. When customers inquire about training opportunities to make a career change, they are challenged to ensure the occupation is high growth and high demand. The in-demand sectors listed above have had active boards in place to ensure training is aligned with business needs and offer pathway opportunities for job seekers to choose when they enter the workforce versus continuing to advance their education. There is flexibility to re-enter into the classroom to further their



education along the way and can happen when it works best for the student and their needs. The Title I and Title IV teams work collaboratively with job seekers accessing training funds, to ensure they fully understand the labor market, viable career pathways for their situation and how to grow their career in the LWDA.

**Goal III:** *Iowa's workforce delivery system will align all programs and services in an accessible, seamless and integrated manner.*

**State Strategy 3.1:** *Align workforce programs and initiatives to improve service delivery and outcomes for all Iowans.*

**ECIWDB Strategies:**

- Local leadership value feedback from both job seekers and business regarding services provided, to ensure they are meeting needs and resulting in positive outcomes. As a result, core WIOA partner customers are surveyed by the local one-stop operator on a quarterly basis. These surveys are reviewed and discussed by leadership to assess areas for concern and where changes may be needed in providing services. Results are shared with the local workforce board as well for input and feedback that can be utilized to make programmatic changes to better serve the community. The local board has established a customer service goal for the local one-stop operator to attain and they have exceeded that goal so far. In addition, surveys are collected from employers participating in local employment and hiring events to gain feedback about things they liked about the event as well as any changes recommended.

**State Strategy 3.2:** *Ensure seamless access to programs and services of the workforce delivery system to all Iowans.*

**ECIWDB Strategies:**

- The local WIOA leadership team comprised of Title I, II, III, and IV all agree the need for a simple, seamless process to ensure all customers have access to the workforce system. As a result, all four core partners use a common referral form accessible by everyone. A point of contact for each partner is alerted when a referral is made. The receiving entity then initiates contact with the customer. This “no wrong door” approach to the workforce system has resulted in a more pleasant experience from the customer and ensures a timelier response to their needs. In addition to the common form, warm hand offs occur whenever possible where in-person introductions are made between the customer and partner. The one-stop operator is revising a referral guide that helps partners better understand services across the LWDA to make more and better referrals.

**State Strategy 3.3:** *Continuous improvement of the system to ensure no programmatic or physical barriers exist to accessing programs and services by all Iowans.*

**ECIWDB Strategies:**

- Continuous improvement discussions occur frequently. The one-stop operator and one stop partner staff consult on topics of integration and accessibility to troubleshoot barriers and

identify best practices. The one-stop operator in partnership with Title IV, host one-stop staff training related to diversity, equity and including. This includes the use of accommodations in the field. ECI partner staff review feedback from quarterly data received in customer satisfaction surveys to identify targeted areas of need.

- Each goal has identified outcomes and measures that will be tracked statewide in order to gauge progress and to better understand our system’s success in working towards this shared vision and shared goals. These goals and strategies should help all Iowa workforce delivery system partners consider how services are delivered, whether the services are reaching in need populations, and where improvements are needed to help address gaps in the system.

## CORE PROGRAMS

Local Plan Question:

2. *Describe how the LWDB will work with the entities carrying out the core programs to:*
  - a. *Expand access to employment, training, education, and supportive services for eligible individuals, particularly individuals with barriers to employment.*
  - b. *Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs.*
  - c. *Improve access to activities leading to a recognized postsecondary credential, including a credential that is an industry-recognized certificate or certification, portable, and stackable.*

## EXPAND ACCESS TO EMPLOYMENT, TRAINING, EDUCATION AND SUPPORTIVE SERVICES

The selected One-Stop Operator (OSO) creates a local referral guide and process that allows workforce partner agencies to understand where to refer customers for workforce services and makes completing the referral easy through a web form.

In addition, the OSO group ensures regular team meetings of WIOA core partners (weekly/monthly/2 in-service events) occur and are set up as an opportunity to learn more about each program, build relationships among team members.

Quarterly meetings are held with WIOA mandatory partners and other key workforce partners. These meetings are held to align workforce system activities with the board’s local plan and to coordinate services and activities among partners.

The above activities ensure all job seekers, including those experiencing significant barriers to employment, including persons with the most significant disabilities, are connected and can participate in the full scope of services available. By ensuring partners have accurate referral guides, and staff are well trained in partner services, ensures a greater likelihood of success in career training and employment by making sure customers have access to a full menu of support services, training services and employment assistance.

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## FACILITATE DEVELOPMENT OF CAREER PATHWAYS AND CO-ENROLLMENT IN CORE PROGRAMS

Career pathways and progressive employment opportunities are critical for residents of the area. Job seekers, including those with disabilities and other barriers, benefit from inclusive pathway programs that allow participants to stair step their skills, credentials, and wages. The local board will work with the core WIOA programs to ensure established pathway programs are both accessible and available to job seekers and align with the needs of local businesses:

1. Integrated business services team identifies established career pathways within local businesses, and shares with partners, including those that serve opportunity populations and persons with disabilities.
2. WIOA partners attend industry sector board meetings to understand career pathway maps and the aligned training programs and use when serving customers.
3. Engage with local businesses, board members, and sector boards to identify and map new sector pathways and training programs that lead to a diverse workforce pipeline.

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## POSTSECONDARY CREDENTIALS AND INDUSTRY-RECOGNIZED CERTIFICATIONS

In addition to educating job seekers and incumbent workers on career pathway opportunities in the area, partners will coordinate with businesses to host information sessions on local career and educational pathways, incentives to serve as an Iowa Vocational Rehabilitation Services (IVRS) or Iowa Department for the Blind (IDB) customized training host, education on tax incentives such as those related to onboarding of returning citizens as well as those available for hiring persons with disabilities. Additionally, partners assist local businesses with recruiting newly qualified workers, and connect job seekers with training services allowing them to increase skills, gain credentials and enter in-demand, higher wage careers. A focus will be on job seekers obtaining local industry recognized credentials.

Local industry recognized credentials may include:

1. Credentials provided through a third party that are of value and recognized by local employers. Examples of third-party credentials may include nurse aide certification, DOT licensure, and OSHA, NIMS, and AWS certification.
2. Local employers may develop career pathway trainings aligned to local industry needs such as the Customer Service Professional Certificate which was developed with input from local inbound call center employers in the area. This certificate is continually updated to meet the changing technology needs within the industry. Currently ten local employers inform the content of this training program and actively hire successful candidates.

The local board focuses on coordination and cross representation between the six local industry sector boards and the ECIWDB. This helps inform usage of WIOA funds and helps the ECIWDB align the one-stop system with local needs.

The board aligns with other workforce training programs including state funded programs like GAP and PACE as well as the SNAP Employment & Training program.

## ECIWDB STRATEGIES AND SERVICES

Local Plan Question:

3. *Describe the strategies and services that will be used in the local area to:*
  - a. *Facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations.*
  - b. *Support a local workforce system that meets the needs of employers in the area.*
  - c. *Better coordinate workforce development programs and economic development.*
  - d. *Strengthen linkages between the one-stop delivery system and unemployment insurance programs.*
  - e. *Implement initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, other work-based learning opportunities, registered apprenticeships, industry and sector strategies, career pathway initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of local employers. These initiatives must support the strategies described in a.- c. above.*

## EMPLOYER ENGAGEMENT

- a. *Facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations.*

The East Central Iowa LWDA has held multiple Workforce Roundtables to share information out to the business community regarding services available through the workforce system. One of the services offered is a comprehensive Workforce Assessment, where a multidisciplinary team comprised of state staff, community colleges and STEM meet with employers and learn more about their workforce challenges. Recommendations are made as a result and are customized to meet business needs. These recommendations may range from incumbent worker training, Registered Apprenticeship, accessing untapped populations, etc. Businesses are able to decide which services they would like to move forward with and points of contact initiate next steps to actualizing the recommendations. The ECI LWDA has led the state in the number of workforce assessments performed, resulting in positive outcomes for businesses. In many cases, funding is available for the business to offset the cost, due to the collaborative effort of the workforce team.

## SUPPORT LOCAL WORKFORCE SYSTEM

- b. *Support a local workforce system that meets the needs of employers in the area.*

The East Central Iowa LWDA has an integrated business service team that has created a 2022 business plan, focusing on the goals and objectives of the team with the goal of best serving business needs. As part of the plan, the business team engaged community partners including education, nonprofit, and government agencies to discuss targeted recruiting events to be held over the course of the year. The intent is to provide labor exchange events highlighting the various targeted populations with hiring businesses in the area. These events have been successful in the past due to recruiting businesses

offering the types of employment the job candidates are interested in, creating a win/win situation for both.

In addition to targeted recruiting events, both Cedar Rapids Iowa**WORKS** offices offer weekly Grab A Job recruiting events. These events are small, with a maximum of four employers present, with the intent to have different industries represented. The Grab A Job events are regularly attended by small businesses and local non-profits. Agencies utilize these events in the strategic recruitment of critical positions, such as direct support professionals serving persons with disabilities in our LWDA. These events align with workforce workshops, which are required for customers engaged in the re-employment programs through IowaWORKS. These business outreach events count toward participation in the re-employment programs and help job seekers gain a better understanding of local careers in a variety of industries, beyond what they may have done in their previous careers. If the newly desired career requires additional education, customers are linked into the workforce system to explore Title I services to engage in training. The local business services team also has connected businesses with the Title II team to determine if Integrated Education and Training or Integrated English Language and Civics Education services would be a good solution for businesses looking to target lower skilled individuals or those who are learning English.

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#### COORDINATE WORKFORCE DEVELOPMENT PROGRAMS AND ECONOMIC DEVELOPMENT

*c. Better coordinate workforce development programs and economic development.*

The integrated business engagement team collaborates with economic development on an ongoing basis. Strong relationships exist in each of the county economic development office, including the metro area economic development teams of Cedar Rapids, Marion and Iowa City. Team members partner with economic development to schedule onsite business visits, host human resources training events in collaboration with Employer Council of Iowa and facilitate recruitment events. Economic development partners routinely invite Iowa**WORKS** team members to attend their meetings, providing opportunities for workforce updates and networking to further expand relationships. Iowa**WORKS** strongly believe that economic development are experts in their community and believe their engagement is critical to serving local employers. For example, the Washington County Economic Development lead partnered with Iowa**WORKS** to host a Home Base Iowa event for businesses to educate businesses on the opportunities Home Base Iowa offers in recruiting and hiring veterans. In addition, the Washington County Economic Development lead collaborated with Iowa**WORKS** to perform four workforce assessments, which she also attended. Other examples of partnering with economic development would be in the creation of Home Base Iowa communities. Currently, five of seven counties in the East Central Iowa LWDA are Home Base Iowa communities are a result of partnership between Iowa**WORKS** and economic development. Iowa**WORKS** is now invited to be at the table for the quarterly business economic development meeting with a standing agenda item to update on workforce. Metro Economic Alliance frequently invites Iowa**WORKS** to serve as panelists on the topics of workforce and serve on committees addressing childcare shortages and its impact on workforce.

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#### LINKAGES BETWEEN ONE-STOP DELIVERY SYSTEM AND UNEMPLOYMENT INSURANCE

*d. Strengthen linkages between the one-stop delivery system and unemployment insurance programs.*

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The unemployment programs offered at the Iowa**WORKS** Centers in the East Central Iowa area are linked closely to other services in the centers. A referral process is in place for work ready customers being served through the state and federal unemployment program to the business engagement team to provide participant level employment services, including one-on-one career counseling, resume assistance, mock interviews, and outreach to businesses on their behalf. In addition, weekly recruiting events are held for customers to connect with businesses hiring in the area. While all customers are notified of these events, those customers receiving participant level services are personally invited as a result of the relationships developed. As a result, success stories are shared on a monthly, if not weekly, basis. In addition, individual slots are provided for individual assistance to customers receiving unemployment assistance through Reemployment Case Management (RCM) or Reemployment Services and Eligibility Assessment (RESEA). These services include mock interviews and career counseling. Often, these customers are then referred to the business team to work with on-going. Unemployment insurance customers working with RCM or RESEA who express interest in career training, lack basic skills and credentials such as a high school diploma or English skills or who disclose a disability that may prevent them from being successful on the job are referred to the appropriate WIOA partners for additional assessment and support if appropriate. The aforementioned referral guide and online form are used to track referrals, and warm hand offs completed when possible.

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#### IMPLEMENT INITIATIVES DESIGNED TO MEET THE NEEDS OF LOCAL EMPLOYERS

*e. Implement initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, other work-based learning opportunities, registered apprenticeships, industry and sector strategies, career pathway initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of local employers. These initiatives must support the strategies described in a.- c. above.*

As shared in sections a, b and c above, the East Central Iowa LWDA regularly connects with local businesses through planned hiring events happening on a weekly basis. This allows the East Central Iowa partner staff to meet frequently with diverse businesses and obtain feedback on local strategies and plans. It is critical to partner with local economic development entities to identify services that will meet the needs of the area's local businesses. The one-on-one workforce assessments completed with key businesses in the LWDA allow the local area to provide customized solutions and data to businesses to ensure a greater understanding of key business needs.

As a result of these activities with local businesses the team has been able to grow business connections to provide intensive business work and support around:

- Registered apprenticeship development
- Develop customized training for incumbent and new workforce
- Providing business recommendations based upon labor market information
- Creation of customized workforce training programs
- Establish linkages with K12 partners, intermediary networks and other youth experiential learning opportunities

These above services are provided through collaboration with workforce system partners to include community colleges, corporate training providers, intermediaries, and state and federal funded workforce initiatives. While some assessments resulted from the Governor's roundtables driven from the state level, these types of assessments regularly occur at a local level in an on-going capacity as part of business services.

## COORDINATION OF LOCAL WORKFORCE INVESTMENT ACTIVITIES WITH ECONOMIC DEVELOPMENT ACTIVITIES

Local Plan Question:

4. *Describe how the LWDB will coordinate local workforce investment activities with economic development activities that are carried out in the local area and how the LWDB will promote entrepreneurial skills training and microenterprise services.*

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As previously shared, the business-led sector boards have collaborated to create career pathway opportunities for in-demand occupations leading to industry recognized credentials and increased wages. These initiatives have targeted both the current available workforce and the future workforce.

IVRS & IDB: Provides specific entrepreneurial services via the Title IV Iowa Self Employment (ISE) program that supports both microenterprise and full self-employment plans. IVRS provides technical assistance and support after file closure.

IVRS Job Candidates leverage benefit from a team approach throughout the business development and implementation process. The East Central Iowa LWDA is fortunate to work closely with SBDC and SCORE to support local technical assistance and resources. IVRS/IDB job candidates are assigned to business development specialist who will provide individualized consultation along with assigned rehabilitation counselor to discuss self-employment opportunities that exist in microenterprise to larger scale self-employment ventures.

Title I supports entrepreneurial training through the Adult, Youth and Dislocated Worker programs. This activity connects individuals with local resources like SCORE, SBDA, Jane Boyd/GoDaddy and Papa John's Business Center at the University of Iowa. Career Planners assist potential entrepreneurs with links to these partners, establish goals and regular check ins, and connect them with necessary training, funded through Title I when needed, related to the day-to-day operation of a business.

IVRS offers the Iowa Self Employment Program to eligible job candidates as agreed.

Through strong partnerships with local economic development entities throughout the ECI LWDA, referrals between Iowa**WORKS** and economic development occur regularly for job seekers who may be seeking entrepreneurial supports and services. The economic development entities make referrals to Iowa**WORKS** of job seekers wishing to start their own business to obtain available resources shared above, and as Iowa**WORKS** team members are working with an entrepreneur there may be a need to connect back to the economic development teams to help the candidate seek out potential business sites and other supports the local economic development teams can offer.

## ECIWDB ONE-STOP DELIVERY SYSTEM

### Local Plan Question:

5. *Describe the one-stop delivery system in the local area, including:*
  - a. *How the LWDB will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local employers, workers, and job seekers.*
  - b. *How the LWDB will facilitate access to the services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means.*
  - c. *How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with section 188 of WIOA, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, including providing staff training and support for addressing the needs of individuals with disabilities.*
    - i. *Include how the LWDB will utilize Disability Access Committees (DACs) as a strategy.*
    - ii. *Describe the process that an individual would use to request an accommodation as well as how an individual will know what accommodations/assistive technology equipment are available.*
    - iii. *Describe how partners/operator will ensure individuals with disabilities can participate in workshops and services offered throughout the center.*
  - d. *The roles and resource contributions of the one-stop partners.*

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The LWDB selected one-stop operator (OSO) helps support continuous improvement of all providers and shares information with the local LWDB. A consortium of core partner representatives was selected to serve as the OSO of East Central Iowa.

Through the activities coordinated by the OSO, core WIOA partners meet bi-weekly to share information and ensure services are coordinated. Required WIOA partner agencies meet quarterly to share updates and best practices. These required partners have established three workgroups to support continuous improvement in the areas of understanding services, completing referrals and integrated business services. This creates opportunities for dialogue with many partners to share information with teams, and work collaboratively in these three core areas that align with the board and state workforce goals.

The OSO also coordinates the customer service survey process, sharing that information with the LWDB so they can make decisions and adjustments in the provision of localized services.

Title I financial and performance data is provided on a regular basis to the LWDB. This information can help the board determine if adjustments to programming and services are required.

The LWDB provides input to ensure One-Stop programs provide flexible service delivery options to clients. Person-centered service delivery options offer customers flexible access to services through face-to-face meetings, phone, video conferencing, and other platforms. All core partner services are available in-person at the Cedar Rapids Iowa **WORKS** Office, with the ability to walk customers from one provider to another for a warm handoff, and to better coordinate integrated customer meetings where two or more partners are able to meet jointly with a participant to provide better service.



The Iowa City Iowa**WORKS** office has Title I and Title III staff co-located. Title IV is located next door and Title II is located one block away. It is easy for customers to move seamlessly between these partner programs in Iowa City. In addition, staff provide in-person itinerant services in Jones County on a weekly basis. Customers also have the option of calling staff to address issues when physically unable to come to the center.

The workforce system in East Central Iowa provides services in ways that ensure customer accessibility. Workshops are provided virtually to ensure customers can attend regardless of where they live. If they lack access to technology, they are able to access the workshops by coming to the center where they are connected virtually. If the customer is in need of accommodations, these can be provided as needed. In addition, individual services can be provided in person or virtually, depending on customer needs. For example, in the re-employment program (RESEA) customers are able to attend the appointments virtually or in-person. Mock interviews are provided both in-person or virtually. Customers can address issues with their unemployment claims over the phone or in person, depending on their preferences. Most Title I services can be provided completely remotely utilizing technology and the Iowa**WORKS** system to upload and store documents and application information and signatures.

The system also provides services throughout the East Central Iowa LWDA, and not just in or near the Iowa**WORKS** centers. IVRS meets with many clients at colleges and in the K12 system. The Title I program provides office hours in rural areas when there is a large layoff to ensure services are available locally when a layoff happens. Title I staff also spend significant time at Title II locations in Cedar Rapids and Iowa City as well as at the Opportunity Center in Cedar Rapids. Title III works with many businesses and WIOA mandatory partners in the LWDA to bring workforce services to homeless shelters (Shelter House in Iowa City), the Opportunity Center, and onsite at other service providers where low income and at-risk populations receive services.

Disability Access Committee (DAC) serves the one-stop as the disability advisory committee. The DAC works to eliminate barriers to one-stop services for persons with disabilities. The DAC is a subcommittee of the ECIWDB, with a voting member of the board serving as the chair of the DAC. The ECIWDB strives to include at least one member from the ECIWDB that represents the business community. DAC membership also includes subject matter experts from community workforce programs, and disability organizations as well as the Veteran's Administration. The DAC provides consult on universal design to ensure ADA compliance and provides technical assistance feedback to the ECIWDB on areas of opportunity. The DAC utilizes a comprehensive ADA accessibility review process.

As customers seek services at the Iowa**WORKS** center they are asked a series of questions that helps identify if they may have a disability and require an accommodation. Staff can then seek additional information and connect the individual to services through IVRS or IDB if appropriate, and ensure they have the correct resources available at the Iowa**WORKS** center to be successful in their job search. The partners work together to ensure staff are aware of resources available to assist those with a disability and how to use them. That is a current goal of the East Central Iowa One Stop Operator team, to re-assess all software and other resources available to support those with disabilities, identify gaps and

purchase needed items using OSO funds, and then train/re-train staff on how to use the resources available.

The Title IV partners completed an accessibility review of the Cedar Rapids Iowa**WORKS** one-stop, Iowa City Iowa**WORKS** center and Title II Cedar Rapids location. That information was shared with the ECIWDB and DAC. Urgent updates required to be accessible were addressed immediately. Lower priority changes were completed over time within all three locations.

The ECIWDB will utilize the DAC to support surveillance of program accessibility across the one stop. DAC can provide recommendations for trainings that can benefit and enhance one-stop center staff's approach to recognition and practice in support of individuals with disabilities. DAC can explore opportunities to develop training for job seekers and business/industry driven by local workforce needs.

The one-stop operator is working with members of the DAC to ensure ongoing training on resources and services occurs annually with the core WIOA partners.

As customers seek services at the Iowa**WORKS** center they are asked a series of questions that help identify if they may have a disability and require an accommodation. Staff can then seek additional information and connect the individual to services through IVRS or IDB if appropriate, and ensure they have the correct resources available at the Iowa**WORKS** center to be successful in their job search. The WIOA partners work collaboratively and with the one-stop operator to ensure staff are aware of resources available to assist those with a disability and how to use them. The East Central Iowa one-stop operator is currently in the process of re-assessing all one-stop resources available to support those with disabilities, identify gaps and purchase needed items using OSO funds. Training of staff on how to use resources available will also occur annually.

The one-stop maintains current inventory of technology that is available and also has access to tools that can support exploration of technology based on the type of disability related needs that are presented. IVRS/IDB can provide linkage and consult to loaner library items available through Easter Seals of Iowa and via their connection to online resources through the Job Accommodation Network.

WIOA partners assess the needs of everyone receiving services to ensure individuals with disabilities can participate in workshops and programming offered throughout the center. Those who self-identify as having a disability or who the team believes may benefit from in-house disability services and accommodations, receive those as appropriate. WIOA partners will consider individual needs based on program guidelines and requirements. IVRS/IDB team members are available and have provided additional support to determine solutions for accommodations and customized approaches to support participation of persons with disabilities in center services and workshops. The OSO provider works with all WIOA partners to ensure an assessment and inventory of available services and resources is completed regularly with information on using those resources provided to all WIOA core staff. The OSO provider is working with the Title IV provider to ensure a disability guide and reference materials are available. As needed consultation with IVRS and IDB team members is completed to collaborate on solutions based on job seekers' unique needs. DAC with the LWDB and OSO will provide ongoing

training suggestions for partners to grow staff awareness of disability related needs and strategies they can apply in day-to-day service delivery. OSO and WIOA partners provide disclaimer to customers on awareness of accommodations and resources for individuals with disabilities that can support service and program accessibility.

Title I will utilize translators and other supports as needed to work with individuals who are seeking training and other Title I services but require additional services and supports. It may simply involve additional one-on-one time to ensure the individual has the support needed. If the individuals will be accessing training, if needed, the Title I consultant will work with the training provider and participant to ensure they are receiving appropriate services offered by law through the training institute.

Title II works regularly with individuals who have a disability. This team works collaboratively with Title IV when needed, and often seeks support and services through Kirkwood Community College's disability services team. They may provide access to technology like Dragon and Read/Write. They have also provided scribes for some students. Additional tutoring services are made available as well when appropriate.

Iowa**WORKS** partners would work with each customer who may require an accommodation to provide that for any inhouse services and workshops. If needed, a translator would be scheduled to support a job seeker seeking workshop services or one-on-one support such as a mock interview. Other accommodations that have been provided in the past may include ensuring participant is seated near the front of a workshop, additional time for testing, the ability to work in a private room, large screens, and specialized keyboards to name a few.

Title I, II and IV have funding available to support services for their enrolled participants respectively. Ticket to Work funds are also utilized to pay for supports as a funding source of the last resort.

## ADULT & DISLOCATED WORKER EMPLOYMENT AND TRAINING ACTIVITIES

Local Plan Question:

6. *A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.*

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The adult and dislocated worker program provides a wide variety of services to support low-income area residents and dislocated workers enter the labor market. The adult and dislocated worker program provides a variety of basic career and individual career services which support individuals with career exploration, job search preparation, skill upgrades and development of basic workplace skills.

Some individuals may require additional career training to enter an in-demand area critical to the local are, or to increase wages to a family sustaining level. They may enter career training services that lead to a credential.

Support services are critical to ensuring job seekers can successfully complete the services. Support services are intended to remove barriers allowing individuals to complete training enter a new job or attend workshops.

#### Career and Training Services:

- English Language and Integrated Education and Training
- Entrepreneurial Training
- Financial Literacy
- Guidance and Counseling
- Internship
- Job Search and Placement
- Job Shadow
- Objective assessment
- Occupational Skills Training
- On the Job Training
- Out of the area Job Search Assistance
- Pre-Employment Training
- Quality Pre-Apprenticeship
- Registered Apprenticeship
- Remedial and Basic Skills Training
- Secondary Education Certification
- Skill Upgrading
- Staff Assisted Job Development
- Transitional Jobs
- Work Experience

#### Support Services:

- Clothing
- Dependent Care
- Educational Testing
- Financial Assistance
- Health Care
- Miscellaneous Services
- Services for Individuals with Disabilities
- Supported Employment and Training
- Transportation
- Educational Assistance

While the ECI area has two large metropolitan areas, there is also a significant portion of the local area that resides in rural areas. While services are available within both IowaWORKS centers, Adult and Dislocated Worker career planners seek out options to serve rural participants as well. All the above

services can be accessed remotely using phone, internet, and mail. Many participants can enroll and receive services without ever stepping into the IowaWORKS center. If there are community events that arise, such as a large layoff in a rural community, the Dislocated Worker team schedules regular office hours in that community for months to years depending upon the demand and need.

## STATEWIDE RAPID RESPONSE ACTIVITIES COORDINATION

Local Plan Question:

7. *How the LWDB will coordinate workforce investment activities in the local area with statewide rapid response activities.*

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Rapid response services quickly coordinate activities and community support to laid off individuals impacted by large area layoffs or business closings.

Following notification and confirmation of a federal level WARN layoff, the State Rapid Response Coordinator arranges an on-site or virtual meeting with the company, union officials (if applicable) and service providers in the LWDA. In the East Central Iowa LWDA, the Title I and Title III management attend these state lead rapid response meetings with the company officials to gather information regarding the layoff/closure with the goal of setting up employee informational meetings prior to separations beginning. A petition may need to be filed for UI benefits under Trade Adjustment Assistance (TAA) for job losses attributed to foreign competition.

For smaller layoffs including those that trigger a state WARN notice, the local East Central Iowa Title I and Title III management team lead up the above activities directly with the local business experiencing a reduction in staffing. The Title I director typically takes the lead in reaching out to the company.

Ideally, employee informational meetings are held prior to the separation occurring for the impacted workers and involve all core partners as well as additional partners such as the Department of Human Services and Community Action Agency. The intent is to provide information on supportive services available in the community to assist with the transition from their current employer to the next step in their career. IowaWORKS staff discuss services available including job search assistance, employment related workshops, career counseling, no cost training, and unemployment. A packet of information including local resources are shared with the impacted workers. Surveys are also completed to help understand the labor shed the workers pull from, including talents, education level and more. These services are fully funded by the Department of Labor through the State of Iowa under the dislocated worker program.

Additional Information: When the East Central Iowa leadership team meets with the impacted business, they discuss the process of hosting employee information meetings and what information will be shared with the workers. Information shared includes:

- Importance of maintaining workforce until the separation occurs and how IowaWORKS can assist with that messaging (how this impacts their classification as a Dislocated Worker and access to training).

- Review the needs of the impacted workforce and how we can connect them with businesses who are interested in hiring a similar talent set.
- Learn how to tailor services to the needs of the workforce which may include services such as onsite re-employment services like resume assistance, mock interviews, and recruitment events specifically for the impacted workers.
- Convey that the overall intent of the rapid response events, including Worker Information Meetings, is to ensure the impacted workers understand there is support in place for them once the separation occurs and they are not going through this alone.
- Documentation is entered into Iowa**WORKS** to reflect the rapid response services provided. The documentation requirements are provided through guidance from the state rapid response coordinator.

If local or state leadership believes a layoff may be eligible for the Trade Adjustment Act (TAA) the state TAA team will be included to learn more and submit an application if appropriate. If the layoff is included as part of TAA, the Title I dislocated worker consultants will serve individuals requiring additional training activities and services through co-enrollment.

Worker impact meetings (WIM) are held within six months of a layoff. The Title I dislocated worker team meets one-on-one with impacted workers after the WIM to enroll individuals into Title I and TAA services as appropriate. Training services through Title I may start upon layoff. Basic and career services may occur prior to layoff.

The East Central Iowa team quickly adjusted during the COVID19 pandemic to provide rapid response and WIMs. The team utilized various online meeting technology including Zoom, Teams and Skype depending upon the desire of local businesses. The local team developed a PowerPoint presentation with local resources and materials that are typically in a physical information packet now available online. For much of the COVID19 pandemic the local offices were closed to the public for safety and to allow efforts to be targeted to unemployment insurance needs. The PowerPoint also included information on basic job searching tips and tricks, and resources available in the community regarding technology (libraries, colleges, etc.). This was critical when Title III staff were not allowed to travel to off-site meetings, and when serving companies who are laying off staff who are working from home either due to the nature of their role or because of the pandemic.

## YOUTH SERVICES

Local Plan Question:

8. *The type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities, which much include an identification of successful models of such activities.*
  - a. *Include how the LWDB will utilize the Youth Standing Committee as a strategy.*

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The Title I Youth program services youth and young adults aged 14-24 years. Youth experiencing barriers such as a disability are a target audience, as well as other barriers such as parenting/pregnant,

criminal background or foster care child. Youth not connected with education are also a key demographic served, helping them complete high school credentials or workforce credentials.

Youth career planners provide services in a customer centered manner with the goal of enhancing skills, increasing likelihood of entering meaningful employment, retaining employment, attaining self-sufficiency, and removing barriers to employment. Activities offered to youth and young adults focus on career exploration, educational attainment, occupational skills training, and job placement. Youth with disabilities are referred to IVRS or IDB and staff work collaboratively to address individual needs and to coordinate services.

Below are a listing of career and support services available to youth.

#### Career and Training Services:

- English Language and Integrated Education and Training
- Entrepreneurial Training
- Financial Literacy
- Guidance and Counseling
- Internship
- Job Search and Placement
- Job Shadow
- Objective assessment
- Occupational Skills Training
- On the Job Training
- Out of the area Job Search Assistance
- Pre-Employment Training
- Quality Pre-Apprenticeship
- Registered Apprenticeship
- Remedial and Basic Skills Training
- Secondary Education Certification
- Skill Upgrading
- Staff Assisted Job Development
- Transitional Jobs
- Work Experience

#### Support Services:

- Clothing
- Dependent Care
- Educational Testing
- Financial Assistance
- Health Care
- Miscellaneous Services

- Services for Individuals with Disabilities
- Supported Employment and Training
- Transportation
- Educational Assistance

In addition, youth are connected to a wide variety of community services and supports including the WIOA Title IV program. Youth with disabilities are referred to IVRS or IDB and staff work collaboratively to address individual needs and to coordinate services.

The youth advisory committee supports the work of the WIOA youth programs offered through Titles I, II, III and IV. The committee can provide linkages to local community-based organizations, provide focus on specific in demand career pathways, provide guidance on outreach programs, and assist with job placement services.

## SECONDARY AND POSTSECONDARY EDUCATION PROGRAMS

Local Plan Question:

9. *How the LWDB will coordinate relevant secondary and postsecondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services.*
  - a. *Include the name of the Title II adult education provider grantee(s) in the local area that were included in this coordination.*

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The ECIWDB plan calls for many partners including WIOA Titles I, II, III, and IV to network together to provide unduplicated services. The partners currently use Google Sheets based survey form. This platform is being reviewed and at this time. Title II collaborates with PK-12 schools and business partners to identify potential students. We are working in collaboration with the city of Iowa City to bring ESL programming into the Iowa City school district for parents of students due to the large growth of families with ELL children. Title II also receives referrals from community service partners including the Opportunity Center, HACAP, Catherine McCauley Center, IC Compassion, Libraries, DHS, PROMISE JOBS, Goodwill and Department of Corrections, to name a few. Annual workforce partner meetings are held with WIOA extended partners to share program information and encourage referrals and coordination. Title II will continue to expand to partners in recruiting students as opportunities arise. Title II is under the direction of Kirkwood Community College where it maintains a website for the program. Marketing strategies will focus on the connection between high school completion, to post-secondary education pathways to careers. The college offers orientation to the program, Pathways (career goal setting) classes and CASAS testing to determine the best placement for each potential student.

The plan calls for adults to be provided the opportunity to improve their work skills and ability for career advancement. This includes individuals earning their high school diploma and/or improving their ability to use English. Kirkwood Community College provides this service for individuals in the seven-county area. The college offers ESL courses and ABE courses for individuals to improve in the area needed. KCC's focus for students completing ESL and ABE courses as outlined by: Advanced Training and Credentials Essential



for Employment. Many key industries in the region require credentials. Several are reliant on education and credentials like health care, education, and insurance/finance. Transportation careers require DOT licensure. The current global pandemic has affected service industry fields. These workers are less likely to hold credentials, creating an opportunity to invest in training. KCC is reaching this population through partnership with WIOA Title I Dislocated Worker.

The customer service strategic plan focuses on ensuring WIOA participants are entering into sector board supported industries. The Title II program at KCC continues to work towards this goal as evident in the sector board aligned IET and IELCE programs. The Pathways course helps students understand key pathways in the area and set goals. The current strategic plan focuses on ensuring businesses are aware of all WIOA business services, and that participants are connected appropriately with all WIOA services which is critical to funding long term and credential training for students. Education Plans and Supportive Services. The current ECIWDB strategic plan focuses on stronger coordination between the core WIOA partners to provide services, and increased coordination with sector boards to ensure all business services available are coordinated in a way that makes it easy for businesses to take advantage of them. This is important to connect student with as many programs as needed, and to make the process as seamless as possible, so they can complete their training, and access all they need to meet household and family demands.

## TRANSPORTATION AND OTHER SUPPORT SERVICES

Local Plan Question:

*10. How the LWDB will coordinate WIOA Title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area.*

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The WIOA Title I program provides a robust menu of support services to WIOA Title I participants. Participants must be participating in an individual career or training activity and require a support service to fully participate in the activity. The East Central Iowa board has developed a detailed policy outlining all support services, with specific details on amounts and how the supports are to be offered to WIOA Title I participants.

A link to the ECIWDB Policies and Procedures can be found here: <https://www.iowawdb.gov/east-central/east-central-iowa-local-policies-procedures>

Here is a listing of local support services available in the East Central Iowa LWDA:

Support Services:

- Clothing
- Dependent Care
- Educational Testing
- Financial Assistance
- Health Care
- Miscellaneous Services
- Services for Individuals with Disabilities
- Supported Employment and Training
- Transportation

- Educational Assistance

The Title I team partners work closely with other community partners to connect participants with support services outside of the Title I program, or to coordinate support services. Some supports may be required that are not able to be covered through the Title I program but may be offered within the community. The Title I program most closely partners with the Title IV IVRS program and the state's TANF program, PROMISE JOBS, to ensure co-enrolled participants are receiving all supports needed to remove barriers.

## STRATEGIES TO MAXIMIZE SERVICE AND MINIMIZE DUPLICATION

### Local Plan Question:

- 11. Plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act services and other services provided through the one-stop delivery system.*

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The Iowa**WORKS** centers in the Eastern Iowa Local Workforce Development Area are part of the American Job Center network and provide integrated workforce services. More specifically, WIOA Core Partners Title I and Title III provide employment services to customers in a coordinated fashion with both working in the greeting and exploratory sections of the centers. From the customer perspective, they are being assisted by Iowa**WORKS** staff, not Iowa Workforce Development and Kirkwood. With this model, both Title I and Title III use the same case management system, Iowa**WORKS**, to document services and enroll customers into participant level services as appropriate, meaning Title I or Wagner-Peyser enrollment. In addition, center workshops are facilitated by both Title I and Title III staff depending on staff skills.

At a higher level all four Core Partners work together in a collaborative fashion to avoid duplication of services. A single electronic referral form is used by all core partners to ensure consistency and avoid duplication of work. With this process, each core partner has a designated point person who receives the referral and assigns it to staff who follow up with the customer. Once follow up has occurred by the referred partner, this is documented on a shared spreadsheet visible by all staff. Once more functionality is available to make and track referrals for all four Core Partners within the Iowa**WORKS** case management system, the current referral form will no longer be needed. In addition, currently, Title I, III, and IV staff are invited to attend a weekly staff meeting to discuss relevant topics and training. Plans are in place to offer this training/meeting time to Title II as well.

In addition to using a shared referral form for initiation of services, all four Core Partners use a streamlined process to make a work ready referral to the business engagement team. This is for customers who have a presentable resume, have an occupational goal, and are motivated to find meaningful work. This process avoids duplication of employment services and ensure customers are all treated in a consistent manner.

As stated earlier, business engagement is provided in an integrated manner, with participation from all four Core Partners to avoid duplication and enhance services to both job seekers and businesses.

Recruitment events are planned collaboratively and executed with the assistance of everyone rather than partners holding their own events independently. This also includes the planning and coordinating of workshops for the human resources community.

Every year, two professional development in-service training days are held for all four core partners and staff participating in the operation of the one-stop center. The two full training days are developed collaboratively and designed with the assistance of staff. Training agendas are often built with consult from the Disability Access Committee. A variety of topics have been covered to build familiarity and instill staff confidence in using resources available to provide high quality services to diverse range of one-stop customer needs. Trainings instill the importance of teamwork and collaboration, allowing participants to gain a better understanding of how each individual staff and partner program adds critical value to the workforce delivery system.

## WIOA TITLE I AND WIOA TITLE II PROGRAM COORDINATION

Local Plan Question:

- 12. How the LWDB will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II, including how the LWDB will carry out the review of local applications submitted under Title II.*

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Title II connection with core WIOA partners offers students significant connection to other services and more intensive case management services. Students aged 16-24 years (most of our students), who are experiencing the significant barriers listed above are prime candidates for referrals to the WIOA Title I Youth Creating Futures program. This program provides intensive case management, financial emergency supports, ongoing support services, work experiences and internships, career counseling and tuition/books/fees for higher education.

The Title I youth program services out of school individuals (i.e., HiSET students) who have other barriers such as homelessness, pregnant/parent, or a criminal background. Creating Futures staff spend significant time at HiSET sites, working with and supporting co-enrolled participants. In addition to being onsite, the Creating Futures team is part of orientation presentations and is listed as a resources on PowerPoint slides for students who are entering into the Title II program. Students coming into the Title II program also receive Title I information at the same time and are encouraged to connect with the Creating Futures consultants. Title I and Title II teams meet together regularly, presenting information on services available through Title I so HiSET instructors are also aware of Title I services and can appropriately refer students (using the online referral tool) who are struggling with life or career concerns to the Title I program. The Creating Futures team can pay for childcare, car repairs and mileage for students attending HiSET and ESL classes, as well as emergency services which may help these students be retained by the Title II program. When students hit milestones, such as completing a HiSET test or obtaining their HiSET credential, they receive incentive cash payments through Creating Futures. The partnership between the Creating Futures and ESL/HiSET is a win-win.

In addition, the Title I program has partnered closely with the Title II program in development of a transportation IET program and are currently working on a welding IET program. Title II students will work with both the Title I and Title II programs to ensure they have the basic skills needed to succeed in

either transportation or welding, and then move into a full welding credential program or training to obtain DOT licensure as a Class A driver. The Title I team can support the cost of tuition for the credential or licensure. The Title II team ensures students have the basic skills needed to successfully complete their job training and work with them throughout the training period as well.

The Title I team, with feedback from Title II instructors, developed a 1-hour career and education exploration session that will be offered multiple times per year allowing students from Title II to learn about basic educational programs and terms such as:

- What is a certificate, credential, associates degree, bachelor degree, etc?
- How does financial aid work and how do I access it?
- What are top careers in the East Central Iowa LWDA and how do I learn more about them?
- And an opportunity to participate in a breakout session to speak with experts in top industries in the East Central Iowa area.

The ECIWDB will seek board members familiar with our local plan so they can determine if the Title II grant applicants are aligned with the local plan. These members chosen to review the Title II grant should not be affiliated with the entities applying for the grant. When the Title II program is completing a competitive bid process in the East Central Iowa LWDA, a local subcommittee of the LWDB will be identified and convened. This subcommittee will meet to learn about the Title II program, process for selection of a provider, and establish dates and timelines to complete. Once the applications are released for review, this subcommittee will review and provide a recommendation to the full LWDB. The full LWDB will review, discuss and officially submit a recommendation to the Department of Education.

## MEMORANDUM OF UNDERSTANDING

### Local Plan Question:

- 13. Provide copies of executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA Sec. 107(d)(11)) between the Local WDB or other local entities described in WIOA Sec. 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of the Rehabilitation Act (29 U.S.C. 720 et seq.) (other than Sec. 112 or part C of that title (29 U.S.C. 732, 741) and subject to Sec. 121(f)) in accordance with Sec. 101(a)(11) of the Rehabilitation Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts of cooperation, collaboration, and coordination.*

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The Memorandum of Understanding (MOU) for East Central Iowa is posted on the East Central Iowa Workforce Development Board website and can be found here:

<https://www.iowawdb.gov/east-central/east-central-iowa-mou-20160630>

The workforce system partners with Title IV programs to provide disability specific approach to service delivery. VR collaborates on business services, cross trainings, and placement activities that create accessibility for customers across system programs. Collaborative TTW and EN partnerships ensure that education and options on long term support is available to SSA recipients. Technical assistant from IVRS Benefits Cadre as needed for who choose to assign their ticket to the IowaWORKS EN upon IVRS case closure.

Title IV provides technical assistance, information sharing of best practices and business relationships to further promote opportunities and collaboration in areas of opportunity that create robust employment programs prepared to meet the needs of job seekers, including those with the most significant disabilities. For IVRS connected Veterans, partnership, and collaboration with IowaWORKS DVOP staff help to implement person centered plan that leverages expertise and reduces duplication of services. For Transition Aged youth, Pre-Employment Transition Services are enhanced via the enhanced with contributions and participation of staff from IowaWORKS, Kirkwood and IDB. Staff often join in providing summer events and in partnership with local school plans and activities.

## PROCUREMENT OF SERVICE PROVIDERS

Local Plan Question:

*14. The competitive process that will be used to award sub-grants and contracts for WIOA Title I activities.*

The ECIWDB developed a local procurement policy in accordance with Federal and state policies. The ECIWDB utilizes a request for proposal (RFP) bidding process to select providers of Title I services.

RFPs will be publicized to identify all evaluation factors and their relative importance for WIOA activities. All responses to publicized requests for proposals will be reviewed by the policy set forth.

Technical evaluations of the proposals received and for selecting contractors will be conducted. The LWDB ensures conflicts of interest are eliminated when the proposal reviewers are identified. The selected reviewers will score all proposals that meet the submission requirements and will present recommendations to the full board to make the final selection of service providers.

Final selections will primarily be based on, yet not limited to, effectiveness, demonstrated performance, potential for meeting performance goals, costs, quality of training, participant characteristics, past workforce development experience and performance of the bidder and non-duplication of services. The proposals will be weighed against established criteria.

## NEGOTIATED PERFORMANCE LEVELS

Local Plan Question:

*15. Provide information on the local levels of performance negotiated with the Governor and CLEO and LWDB, to be used to measure the performance of the local area and to be used by the LWDB for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the one-stop delivery system in the local area.*

*Note: This section is not required for the PY2021 Local Plan Submission.*

## MAINTAINING A HIGH-PERFORMANCE WORKFORCE DEVELOPMENT BOARD

### Local Plan Question:

16. *The actions the LWDB will take toward becoming or remaining a high-performing WDB, consistent with the factors developed by the State WDB.*

*Note: This section is not required for the PY2021 Local Plan Submission.*

## PROVISION OF TRAINING SERVICES

### Local Plan Question:

17. *How training services will be provided through the use of individual training accounts (ITAs), including:*
- a. If contracts for training services will be used.*
  - b. How the use of contracts will be coordinated with the use of ITAs.*
  - c. How the Local WDB will ensure informed consumer choice in the selection of training programs regardless of how the training services are to be provided.*

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An Individual Training Account (ITA) is a mechanism through which funds are used to make a payment for purchasing training or educational services from eligible training providers. The Eligible Training Provider List (ETPL) includes all programs approved by IWD for ITA funding. Iowa's ETPL may be accessed online. Priority consideration will be given to programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the East Central Iowa LWDA.

To ensure participant consumer choice, the training provider selection is made by each program participant in consultation with a Title I career planner. As part of the enrollment into Title I training services, a participant completes a review of various providers in the area or state that may provide training for the career goal. Participants complete a review of three providers using a state issued form. They compare the training, location, cost, credentials offered and more. This information is then reviewed together, and the participant selects the training provider that aligns with their needs. The Title I team then ensures the state required consumer choice form is uploaded into the IowaWORKS system and attached to a case note outlining the steps the participant completed to make a training selection.

ITAs are issued for approved training programs on the ETPL after career counseling including Labor Market Information and consumer choice activities have been completed and documented. The East Central Iowa enrollment selection process for an ITA will follow the same process as for selection into WIOA programming. All payments issued through an ITA must be warranted through the Financial Needs Determination (FND) form. ITAs are subject to cost limitations, availability of funding and ECIWDB local policies.

Once an FND is completed and a financial need is identified, the ITA is developed to include the training costs paid to the approved provider. The career planner develops the ITA. The Title I quality control reviews the ITA and ensures all steps related to choice, ETPL approval, and FND dollar amounts are accurate and complete. The ITA is then submitted to the training provider for signature. Once signed the Title I provider processes and begins payment as appropriate. All documentation is uploaded into the IowaWORKS system. Case notes are completed for the various steps.

While ITAs are the preferred method of training delivery, contracts for training services will be utilized as required or needed, in combination with or in place of, an ITA as allowed under the DOL Final Rule. Specific details and the process for contract usage are outlined in the local policies set by the ECIWDB.

## LOCAL PLAN PUBLIC COMMENT PERIOD

Local Plan Question:

18. *The process used by the LWDB to provide a 20 business days' public comment period prior to submission of the plan, including an opportunity to have input into the development of the local plan, particularly representatives of businesses, education, and labor organizations.*

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Following the board's approval of the draft, the ECIWDB will disseminate an invitation to review and comment on the draft plan to stakeholders using a variety of communication outlets. These communication outlets include email blasts to CEOs, board members, partners, community stakeholders and state agencies as well as posting to board and partner websites. Representatives of businesses, education and labor organizations are among the aforementioned stakeholders and other groups.

The draft will be submitted to the state agency for dissemination and will be posted on the ECIWDB website, along with instructions to provide comments and the date and location of a public session to be hosted by a board representative. The dates of the public comment period will be clearly posted with the announcement.

The PY21-PY23 Local Plan was posted for public comment on August 26, 2021 and ended on September 24, 2021. A listening session was held on September 7, 2021, from 6:00 p.m. – 6:30 p.m.

A public comment was submitted during the public comment period which suggested adding introductory verbiage would more clearly defining the steps the LWDB will take to implement and support the state strategies, *"The steps the LWDB will take to implement and support the state strategies could be more clearly defined with an introductory verbiage in this section."*

Section 3.1.b. was rewritten to provide a more robust description of how the LWDB will implement and support the state strategies.

The local plan will be available on the ECIWDB website and the board welcomes comments and feedback from the public. Means to communicate and submit comments are available on the board's

website. Comments received will be shared with the appropriate committees and will be reviewed during the first quarterly board meeting following the receipt of the comment(s).

Board meetings are open to the public and members of the community are always welcome to attend. Questions, comments and feedback may be submitted at any time by utilizing the website's contact methods, or by calling or visiting the Iowa**WORKS** center. Staff and board members are dedicated to addressing the needs of the public to the best of their abilities.

## INTEGRATED, TECHNOLOGY-ENABLED INTAKE AND CASE MANAGEMENT

Local Plan Question:

- 19. How one-stop centers are implementing and transitioning into an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by one-stop partners.*

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IowaWORKS is a virtual one-stop system provided by Geographic Solutions. This program allows Iowa**WORKS** team members to manage workforce programs in one integrated system, which ultimately improves service delivery and federal performance. IowaWORKS provides an effective labor exchange framework; allowing job seekers the tools that they need to connect with employers, obtain information regarding skills and training required for jobs and obtain suitable employment.

Employers have access to a wide range of services and resources to include an extensive pool of job seekers to select from with matching tools available to assist them with their hiring needs. Additionally, VOS provides our team members with various tools and resources for effective case management, the ability to create and manage resumes, labor market information, and ability to create and manage job orders, manage surveys, workshops, reports, and more.

Our SOP highlights the documentation requirements for our federal programs that are delivered in our Iowa**WORKS** centers. Accesses are granted based on each team member's role in our Centers. Title I and Title III utilize IowaWORKS for all service documentation.

Not all core WIOA partners (Title II and Title IV) use IowaWORKS for case management. The East Central Iowa area uses a Microsoft form for integrated referrals to be sent to each partner in a seamless manner. In this process, the partner receiving the referral is sent a notification of the referral and the point of contact for each partner monitoring the Microsoft form then assigns the referral to the appropriate staff member. All staff have access to the spreadsheet that autofills from the referral form and they can see the result of their referrals. Title II and Title IV encourage their participants to seek out services within the Iowa**WORKS** offices. Iowa**WORKS** staff can assist these individuals with establishing an account in IowaWORKS, accesses workshops, and more. Where possible warm handoffs are completed in addition to the Microsoft referral tool.

With the business engagement team, not all members have the same access to IowaWORKS. In order to ensure a seamless process in accessing employer contacts for outreach, engagement for recruiting



events, etc., the team uses a one drive sheet in which all staff are able to access and edit as needed. This sheet is reviewed on-going with the integrated business team for accuracy.

In addition to the above, the one-stop operator consortium for East Central Iowa is engaging with the mandatory and non-mandatory WIOA partners in the LWDA to discuss referral guides and processes. The goal is to develop an electronic referral guide that will lead to the online Microsoft form, allowing more than just the core partners to make referrals to each other but to also include all mandatory and key non-mandatory partners such as Goodwill of the Heartland, the Catherine McAuley Center and many more.

The Disability Access Committee (DAC) reviews and consults on strategies that support programmatic access and referrals across partners. The DAC will also review and recommend strategies to provide accommodations. This committee also oversees the implementation of training and awareness initiatives of common situations that may require accommodations or alternative strategies due to disability-related needs. Title IV staff are available to provide consultation and guidance with disability-related needs as well.

## PRIORITY OF SERVICE

### Local Plan Question:

20. *A description of how the LWDB will ensure priority of service for the WIOA Title I-B Adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient (20 CFR 680.600).*

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Adult Title I clients receive priority of service based upon need. Priority should be given to recipients of public assistance, other low-income individuals and individuals who are basic skills deficient. Services are to be provided to those who can benefit from and who are most in need of such opportunities. The ECI area gives priority to individuals who fit one of the three priority populations below.

1. Receive public assistance
2. Other low-income individuals
  - a. Receives or in the past 6 months has received, or is a member of a family that is receiving or in the past 6 months has received, assistance through the Supplemental Nutrition Assistance Program (SNAP), TANF, Supplemental Security Income (SSI) under Title XVI of the Social Security Act, or state or local income-based public assistance program, or relation to family size, is not in excess of the current U.S. DOL 70 Percent Lower Living Standard Income Level and U.S. Department of Health and Human Services Poverty Guidelines or
  - b. Is a homeless individual, or
  - c. Is an individual with a disability whose own income meets the income requirements above, but who is a member of a family whose income does not meet this requirement?

3. Individuals who are basic skills deficient. The term “basic skills deficient” is defined to mean a youth or adult who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual’s family or in society.
  - a. Lacks a high school diploma or equivalency and is not enrolled in secondary education; or
  - b. Scores below 9.0 grade level (8.9 or below) on the TABE; CASAS or other allowable assessments as per National Reporting System (NRS) developed by the U. S. Department of Education’s Division of Adult Education and Literacy; or
  - c. Is enrolled in Title II adult education (including enrolled for ESL); or
  - d. Has poor English language skills (and would be appropriate for ESL even if the individual isn’t enrolled at the time of WIOA entry into participation. The career planner makes observations of deficient functioning and records those observations as justification in the data management system or as a case note.
4. Individuals (non-covered persons) who do not meet the above priorities may be enrolled on a case-by-case basis with documented managerial approval. The WIOA eligible adult must meet one or more of the following categories of an individual with a barrier to employment:
  - a. Displaced homemakers
  - b. Individuals with disabilities
  - c. Older individuals
  - d. Ex-Offenders
  - e. Eligible migrant and seasonal farm workers
  - f. Single parents (including single pregnant women)

The core partners work together to complete co-enrollment individuals into all necessary WIOA services. These individuals are often public assistance recipients through PROMISE JOBS, receiving or in need of a high school diploma equivalency or who may be receiving SSA due to a disability. Through co-enrollments and better linkages more individuals meeting the adult priority will be served. All Adult enrollments into Training Services are clearly documented with the type of priority they fit into. For IVRS connected and eligible customers, training services are identified and listed as comparable benefits and services when applicable.

The ECI area also strategically aligns their services with other training services such as GAP and PACE to provide more services to at-risk, priority adults.

## VETERANS PRIORITY OF SERVICE

Local Plan Question:

21. A description of how the LWDB will provide Veterans priority of service.

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Throughout the year, WIOA core partners receive training during Wednesday morning meetings regarding veteran services and resources, to include Priority of Service, ensuring veterans and their eligible spouses receive access to services before or instead of a non-covered person.

The Standard Operating Procedures (SOP) discusses the process to identify veterans and eligible spouses who access services in the center or virtually. Per the SOP, customers entering an American Job Center are asked, “Have you, or your spouse, ever served in the U.S. Military?” If the customer states that they are a veteran, they are thanked for their service. In addition, Veterans are provided a folder, identifiable by a US flag in the front of the folder, with veteran-related resource information, including information regarding Priority of Service. If it is determined that the veteran or eligible spouse needs assistance beyond self-service, Priority of Service is applied to ensure the veteran or eligible spouse is given precedence in services compared to other job seekers. This becomes even critical if the veteran is interested in enrollment into Title I for training assistance. If there is a waitlist for services, the veteran or eligible spouse would be moved to the top.

Iowa**WORKS** Centers, including those in the East Central Iowa LWDA, have Priority of Service posters posted. Iowa has a 24-hour hold on all job orders so that veterans receive priority over non-veterans. In addition, the Cedar Rapids Iowa**WORKS** has a pod of four computers and veteran resources for veteran customers in the exploratory area.

In an attempt to ensure veterans receive high quality, customized assistance, several Home Base Iowa (HBI) career planners are located throughout the state. While there is not one located in the East Central Iowa LWDA, HBI career planners are available in the Davenport and Burlington Iowa**WORKS** offices. When veteran customers register with HBI, they are also referred to the HBI career planner who works in tandem with the local non-JVSG staff to assist those veterans connect with employment opportunities.

Lastly, to ensure veterans are aware of all services at Iowa**WORKS**, operations managers run monthly reports that display all registered individuals, which helps identify Veterans that may have registered outside of the center. Non-JVSG career planners then contact those veterans, share information regarding programs and services, and invite them into the Center. Core partner programs refer customers to JVSG and DVOP services, and DVOP’s often refer customers to core partner programs, ensuring Veterans receive the services they need.

## ASSURANCES

Local Plan Question:

22. Assurances

- a. By submitting this local plan, the Local Workforce Development Board assures it has established all local policies and procedures required by State WIOA policy and federal legislation and that all local policies are made available on the local area website.

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