2017-2022

Comprehensive Economic Development Strategy

AREA 15
REGIONAL PLANNING COMMISSION

MAHASKA · KEOKUK · WAPELLO
JEFFERSON · DAVIS · VAN BUREN

PLANNING FOR BETTER COMMUNITIES

The 2017-2022 Comprehensive Economic Development Strategy (CEDS) is a planning guide for the Area 15 region of Iowa

Area 15 Regional Planning Commission
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Table of Contents

Executive Summary.....3

Plan Adoption Resolution.....4

Introduction.....5
- Organization Overview.....5
- Management Structure.....7
- CEDS Committee.....8
- CEDS Process.....9

Summary Background and Economic Conditions.....10
- Introduction to the Region.....10
- Population.....11
- Education.....12
- Housing.....14
- Economy and Employment.....16
- Industry and Clusters.....19

SWOT Analysis.....22

Action Plan.....25

Planning for Resiliency.....32

Evaluation Framework.....33

Appendices.....34
- Appendix A: Additional Housing Statistics.....34
- Appendix B: County Laborshed Analyses.....37
- Appendix C: Area 15 Region Largest Employers.....58
- Appendix D: Example Surveys.....61
- Appendix E: SWOT Results.....74
- Appendix F: Area 15 EDD Disaster Recovery Strategy.....81
- Appendix G: Goal Charts.....87
- Appendix H: List of Strategic Projects.....94
- Appendix I: List of Resources.....101

Executive Summary

The Area 15 Regional Planning Commission's 2017-2022 Comprehensive Economic Development Strategy (CEDS) provides the region's economic developers, cities and counties, and industry members a framework to guide economic growth in the region.

The CEDS plan is developed by analyzing the region's current economic and demographic conditions, strengths and weaknesses. This information is used to develop goals and objectives to address the needs of the region by Area 15 Regional Planning Commission its partners in economic development.

From this work the following goals were generated by the CEDS strategic committee for the next five years:

Goal #1: Infrastructure Improvements – Plan and invest in infrastructure improvements including roads, air, rail, bridges, transportation systems, sidewalks, utility and telecommunications systems, and water, wastewater, and stormwater systems

Goal #2: Housing and Neighborhoods – Improve and expand housing options to all income levels, develop adequate workforce housing, and ensure attractive appearance of neighborhoods to potential new businesses and residents in the region

Goal #3: Economic/Business Development – Create livable and higher-wage jobs within existing and new industry, and improve economic conditions in the region

Goal #4: Workforce Development – Retain and develop a highly-trained workforce that meets the needs of current and future employers

Goal #5: Quality of Life – Find regional solutions to resident needs, and increase quality of life in communities to retain populations, including families and senior residents, and attract new residents and businesses

The following report provides an in-depth look at the economic state of the region, the process used to develop the plan, and the goals, objectives, and actions created from the process. The report also discusses the evaluation framework for the plan, and how the CEDS plans for economic resiliency.

Area 15 Regional Planning Commission

Resolution # 2017-02

Comprehensive Economic Development Strategy (CEDS) Adoption

WHEREAS, the six-county economic development region served by the Area 15 Regional Planning Commission, comprising Davis, Jefferson, Keokuk, Mahaska, Van Buren and Wapello Counties in Iowa, is proactively planning for future economic development, and;

WHEREAS, a committee of economic development professionals and area leaders has worked with the Area 15 Regional Planning Commission staff to create the Comprehensive Economic Development Strategy, 2017-2022, and;

WHEREAS, notice of the plan has been published for at least 30 days and the public has been allowed to comment on the plan during that time, and;

WHEREAS, it is a requirement of the US Department of Commerce – Economic Development Administration that Economic Development District (EDD) organizations submit an updated Comprehensive Economic Development Strategy every 5 years;

THEREFORE, BE IT RESOLVED, that the Area 15 Regional Planning Commission Board adopts the Comprehensive Economic Development Strategy, 2017 – 2022 and will work to implement the recommendations therein.

Passed this 27th day of June 2017

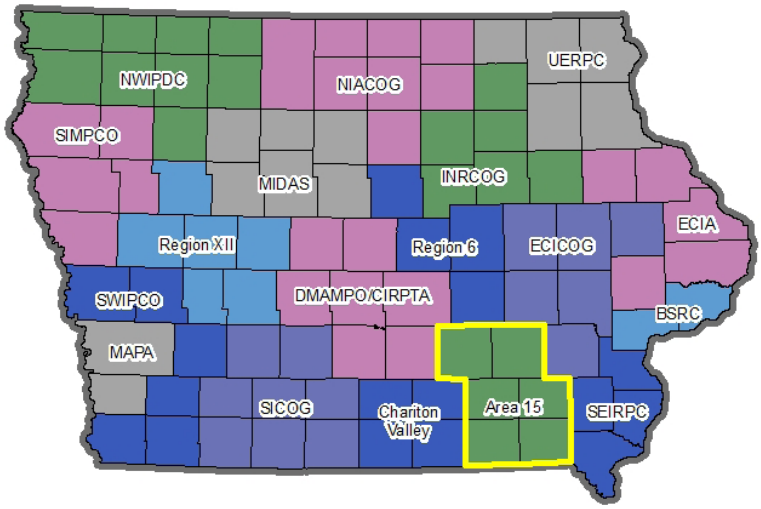
Gregory Kenning, Chairman

Chris Bowers, Executive Director

Introduction

Organizational Overview

The Area 15 Regional Planning Commission (RPC) is one of 17 Iowa Council of Governments that was formed in 1974 under Iowa Code 28H.3. Area 15 RPC serves as the U.S. Department of Commerce – Economic Development Administration designated Economic Development District organization. Today, the Area 15 Regional Planning Commission is a membership supported organization of local governmental bodies in Davis, Jefferson, Keokuk, Mahaska, Van Buren and Wapello Counties and their municipalities.



The Area 15 RPC exists to promote the general welfare, convenience, safety and prosperity of its regional neighborhood. These activities are approached on a cooperative basis and provide local governments with coordination of service delivery, planning, advocacy, technical assistance and project development in such areas as community development, economic development, transportation, housing, land use, and natural resources.

Participating Local Governments and their Populations (*based on 2010 Census*)

Davis County (8,753)
- Bloomfield (2,640)
- Drakesville (184)
- Floris (138)
- Pulaski (260)

Jefferson County (16,843)
- Batavia (499)
- Fairfield (9,464)
- Libertyville (315)
- Lockridge (268)
- Maharishi Vedic City (259)
- Packwood (204)
- Pleasant Plain (93)

Keokuk County (10,511)
- Delta (328)
- Harper (114)
- Hayesville (50)
- Hedrick (764)
- Keota (1,009)
- Keswick (246)
- Kinross (73)
- Ollie (215)
- Richland (584)
- Sigourney (2,059)
- South English (212)
- Webster (88)
- What Cheer (646)

Mahaska County (22,381)
- Barnes City (176)
- Beacon (494)
- Fremont (743)
- Keomah Village (84)
- Leighton (162)
- New Sharon (1,293)
- Oskaloosa (11,493)
- Rose Hill (168)
- University Park (487)

Van Buren County (7,570)
- Birmingham (448)
- Bonaparte (433)
- Cantril (222)
- Farmington (664)
- Keosauqua (1,006)
- Milton (443)
- Stockport (296)

Wapello County (35,625)
- Agency (638)
- Blakesburg (296)
- Chillicothe (97)
- Eddyville (1,024)
- Eldon (927)
- Kirkville (167)
- Ottumwa (25,023)

Area 15 RPC oversees several agencies/ funding opportunities. The Regional Economic Development Investments, Inc. (R.E.D.I.) is a non-profit 501(c)(3) organization which provides low-interest "gap financing" loans to businesses for start-up, expansion, or retention activities that creates new and/or retains current jobs.

The Area-wide Housing Enterprises & Development Inc. (AHEAD, Inc.), operates as an affiliate of Area 15 RPC, as a ten-county non-profit Community Housing Development Organization (CHDO). AHEAD Inc. provides first-time homebuyer low-interest loans throughout its service delivery area. Additionally, AHEAD, Inc. assisted in the formation and funding of a Regional Housing Trust Fund (RHTF). The RHTF's mission is to promote the creation and preservation of affordable housing for low to moderate income people in the Area 15 region.

Area 15 RPC also oversees the Regional Planning Affiliation (RPA) 15, a regional transportation planning organization that covers a 5-county region. The group is recognized and funded by the Iowa Department of Transportation and is responsible for planning and programming state and federally funded transportation projects for cities and counties including roads, bridges, trails, transit, and similar activities.

In addition, Area 15 RPC provides administrative assistance to Opportunity^2, an 8-county regional marketing group, whose purpose is to help coordinate economic development efforts to attract and expand business and industry, create and retain jobs, and market the region to potential new employers.

OPPORTUNITY^2
Economic Development in SE Iowa

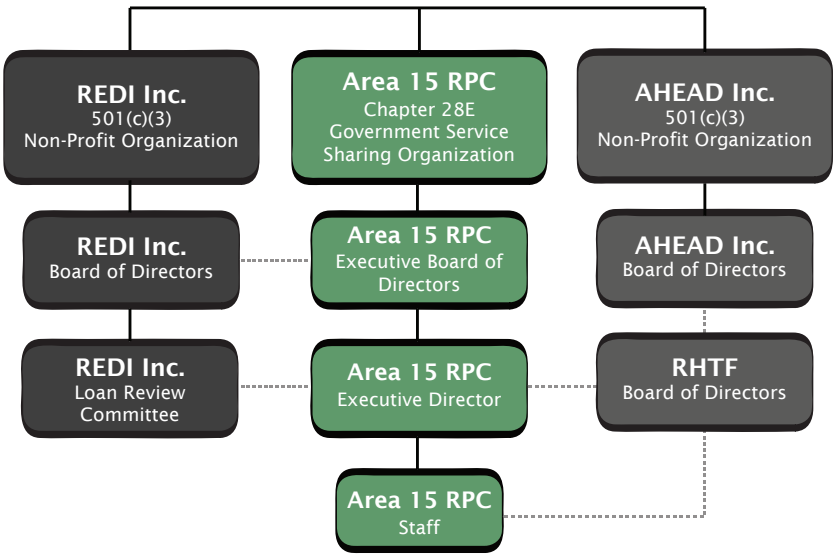
Management Structure

The Area 15 Regional Planning Commission Board of Directors represent all member Counties and Cities in the six-county region and has authority over directing the staff and projects. The RPC Board also serves as the REDI Revolving Loan Fund (RLF) Board. The Area 15 RPC Board includes a representative from each County government, appointed by that government entity. One member represents small communities, while four Directors represent regional interests such as: banking/ finance, rural small business, agriculture, and the regional Small Business Development Center.

Area 15 RPC Board Representatives

Matt Greiner, Davis County Supervisor
Lee Dimmitt, Jefferson County Supervisor
Michael Hadley, Keokuk County Supervisor
Mark Doland, Mahaska County Supervisor
Ted Nixon, Van Buren County Supervisor
Greg Kenning, Wapello County Supervisor
Douglas L. Glandon, City of Sigourney Mayor
John Helgerson, Private Sector
Donnie Garrett, Private Sector
Joshua Laraby, Fairfield Economic Development Assoc.
Bryan Ziegler, Small Business Development Center

Area 15 RPC Organizational Chart



Area 15 RPC Staff

Chris Bowers, Executive Director
Matt Naumann, Office Manager
Chris Kukla, Transportation Director
Bradley J. Grefe, Senior Planner
Chayton True, Regional Planner
Holly Berg, Assistant Planner

What is a CEDS?

The Comprehensive Development Strategy (CEDS) is a guide developed to lead the way for economic prosperity and resiliency in an economic development region. This plan identifies goals, partners, and projects for collaborative economic development in the Area 15 region.

As a designated Economic Development District (EDD) by the U.S. Economic Development Administration (EDA), the CEDS is a requirement to retain the status. A designated EDD enables municipalities and counties to qualify for EDA funding under EDA's current public works, economic adjustment and planning grant programs. To ensure goals and strategies align with the current economic needs of the region, the process must be conducted and a new CEDS plan submitted every five years.

CEDS Strategic Committee

Members of the Opportunity^2 regional marketing board were selected as Strategic Committee members for the CEDS planning process. The board's membership represents the region's economic developers, institutions of higher learning, and utilities, making it a group with extensive knowledge of the region and its stakeholders.

CEDS Strategic Committee

Deb Calvert, Mid-American Energy
Deann DeGroot, Mahaska County Area Rural Development
Jim Dickinson, Sigourney Area Development Corporation
Carla Eysink, Marion County Development
Tod Faris, Appanoose Economic Development Corporation
David Humburg, Indian Hills Community College
Josh Laraby, Fairfield Economic Development Association
Kami Mohn, Northeast Missouri Electric Cooperative
John Schroeder, Davis County Development Corporation
Steve Shupp, Alliant Energy
Sharon Stroh, Ottumwa Economic Development Corporation
Dan Tometich, Albia Industrial Development Corporation

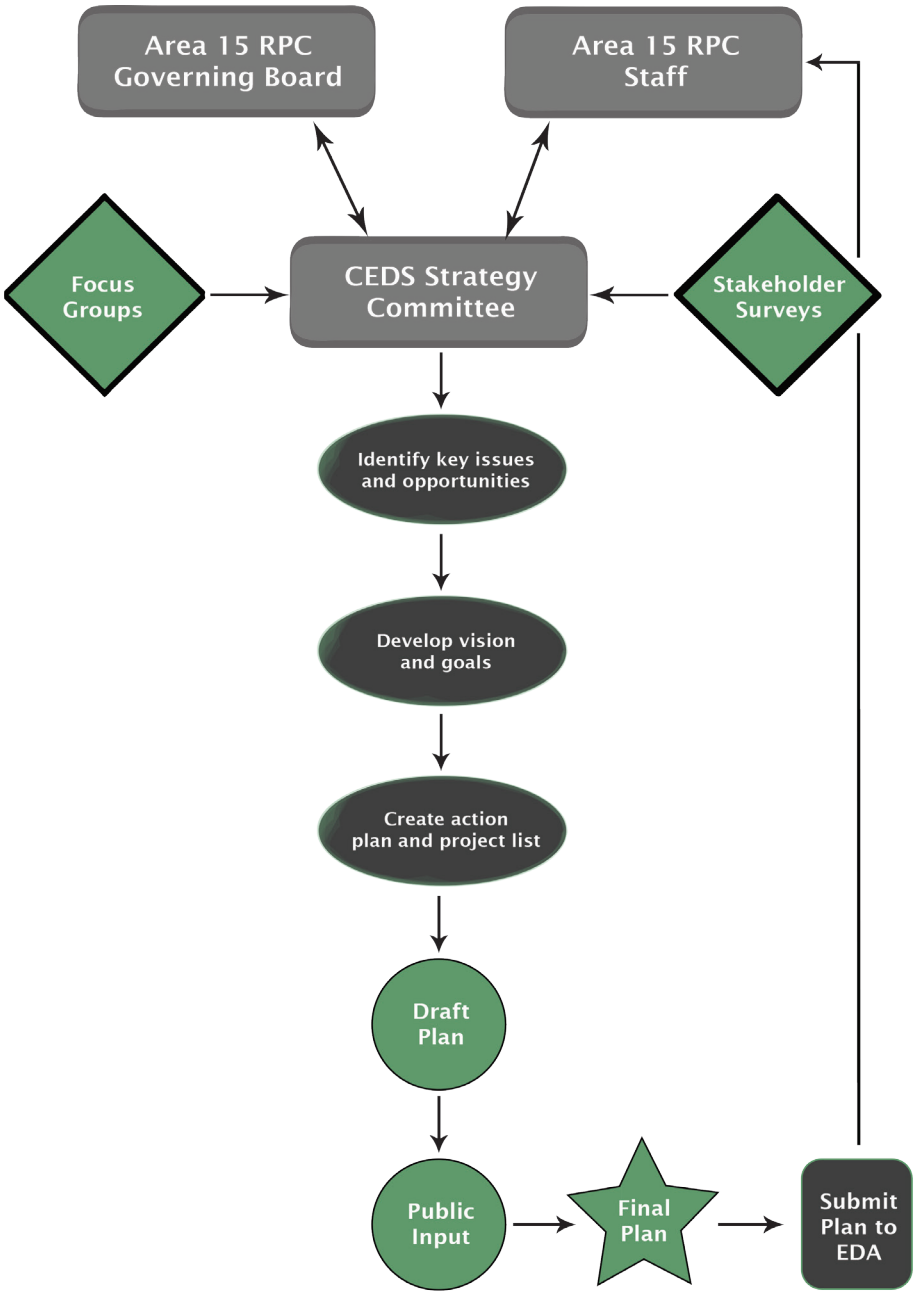
CEDS Process

When developing the CEDS plan, the primary goal was to be as inclusive as possible when gathering input from members in the region. Development of the plan first began with meetings with the Area 15 staff, Area 15 board members, and the CEDS Strategic Committee. These meetings provided an initial discussion of the economic climate of the region.

From these conversations, a broad range of stakeholders were identified to include in the assessment process. Stakeholder groups included counties, cities, economic development groups, business owners, institutions of learning, emergency managers, young professionals, non-profit groups, banking/business development groups, and utility and telecommunications companies.

A combination of in-person discussions and surveys were utilized to gather feedback from stakeholders. Once responses were compiled, Area 15 staff and CEDS Strategic Committee members analyzed the results to identify key areas of importance. These areas were used as a basis to create a list of goals, objectives, and strategies for a plan of action for the region.

From this planning, a draft CEDS document was developed, reviewed, and released for public comment. After the public comment period, the plan was finalized, adopted by the Area 15 RPC Board of Directors, and submitted to EDA for approval.

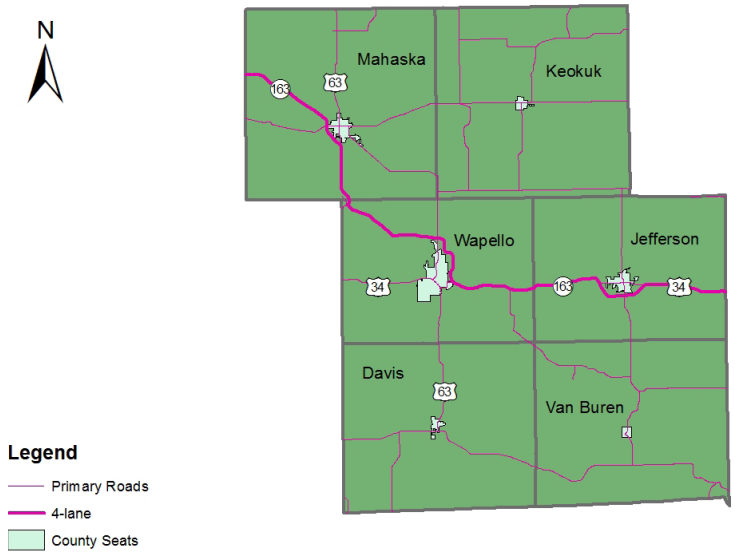


Summary Background

Introduction to the Region

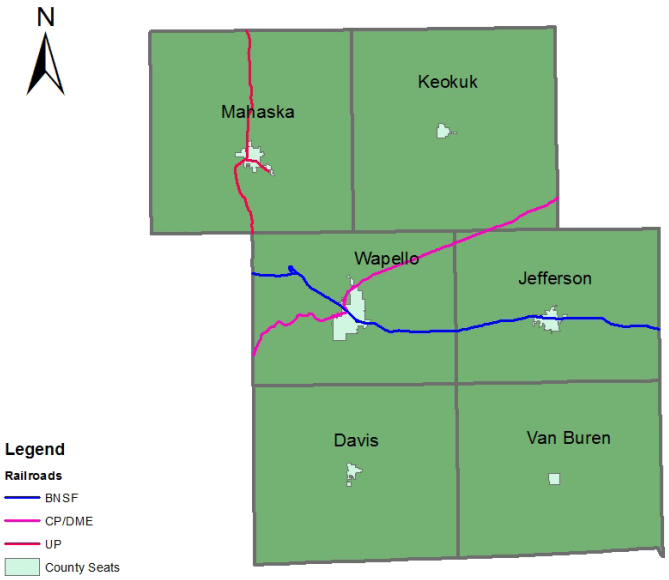
The Area 15 region's six counties cover 3,004 square miles located in the southeast quadrant of the state. The southern counties of Davis and Van Buren border the State of Missouri. The border with Illinois is approximately 60 miles east of Jefferson County. Des Moines, the state capital and Iowa's largest metropolitan area, is approximately 85 miles northwest of the district. The center of the region is approximately 215 miles from Kansas City, 225 miles from Omaha, 235 miles from St. Louis, 305 miles from Chicago, and 325 miles from Minneapolis.

The region is comprised of historic villages, agricultural lands, and small cities, which serve as commercial, industrial, and cultural centers of the region. River valleys, including the Des Moines River, serve as significant topographical features in the region. With a population of 101,683, the region has a low population density of 33.8 people per square mile. Two of Iowa's 15 Micropolitan cities are located within Area 15: Oskaloosa (population 11,463, Mahaska County) and Ottumwa (population 25,023, Wapello County).



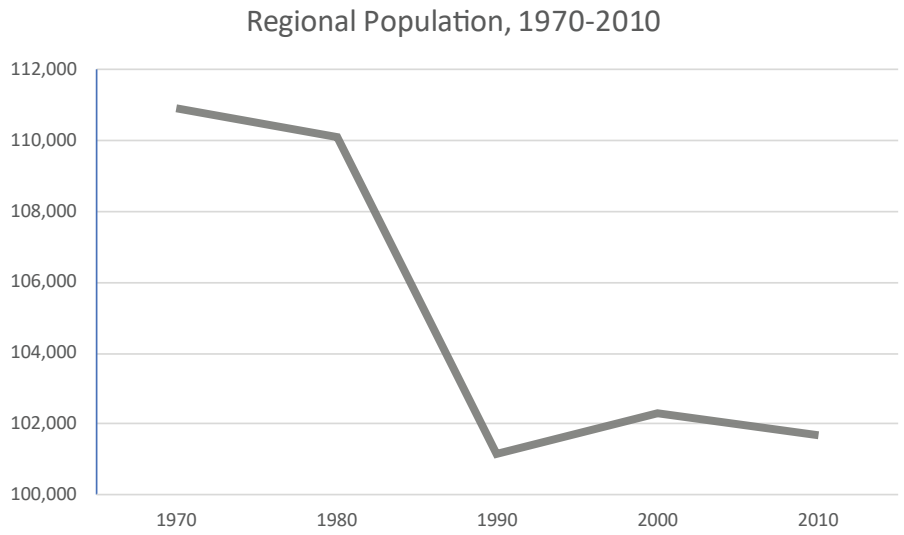
In regard to transportation, the region is served by US Highways 163/63/34, with access to Interstates 35 and 80. Area 15 has commercial airline service available in Des Moines and Cedar Rapids, Iowa and smaller regional airports in Bloomfield, Fairfield, Keosauqua, Oskaloosa, and Ottumwa.

The region is served by Burlington Northern Santa Fe (BNSF), Union Pacific (UP) and Canadian Pacific/ Dakota, Minnesota & Eastern (CP/ DME) rail systems. Additionally, AMTRAK passenger rail service on the California Zephyr is available twice a day in Ottumwa, which connects the region to Omaha and the west coast, as well as the transit hub of Chicago.



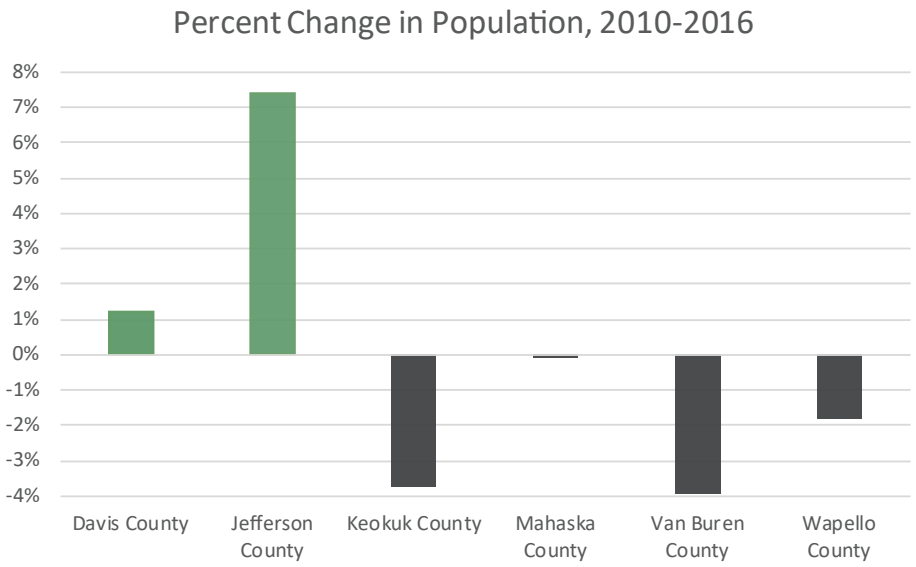
Population

The population of the region has faced similar challenges seen by much of rural Iowa. Overall, the majority of the region's communities continue to see significant declines in population. Jefferson County, however, has seen an estimated increase in population of 4.3% since the last Census. This increase is mostly attributed to new residents attracted to expanding industries such as Cambridge Investment Research as well as the Maharishi University of Management.



Source: U.S. Census Bureau

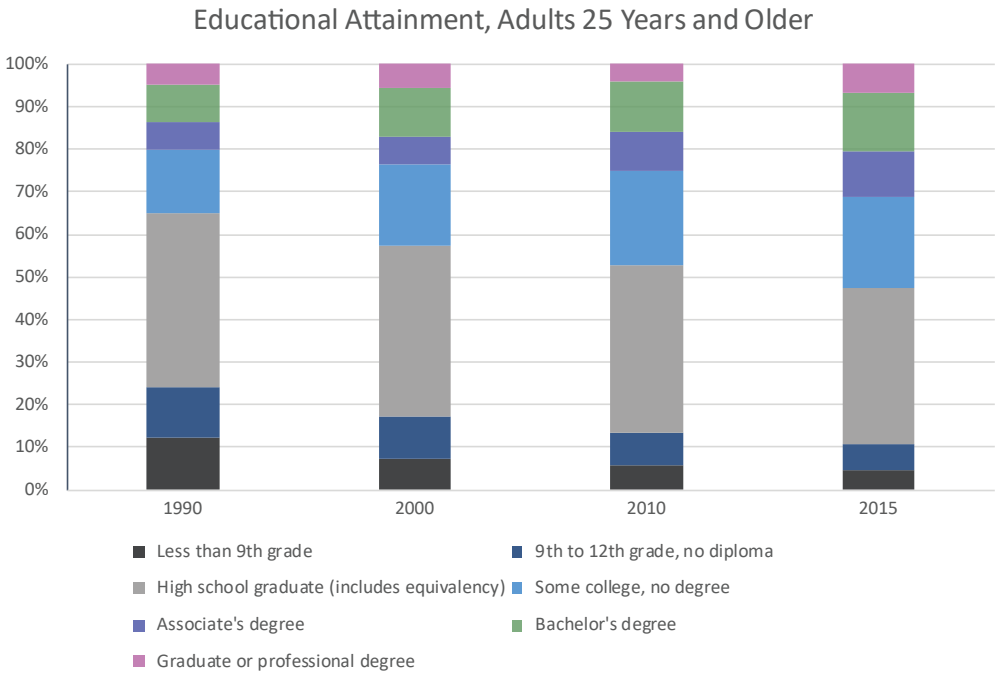
Within county, the smallest communities have overall seen the largest decline in population as residents move from rural farms into cities. In addition to the reduction in population, the age of the region's population has significantly shifted older with all counties having more than 35% of the population over the age of 50, according to the 2010 U.S. Census.



Source: American Community Survey

Education

Since 1990, the region has seen an increase in percentage of residents with higher level education and a decrease in those not receiving a high school diploma. The region achieved a lower percentage of those with no diploma versus the National average in 2015 (10.6% vs. 13.3%) and achieved a higher percentage of those with high school diploma (36.9% vs. 27.8%). In terms of post-secondary education, the regional and national averages are identical when comparing some college, no degree (21.1%). The region has a slightly higher average when comparing Associate's degrees (10.8% vs. 8.1%). The region has a lower percentage of Bachelor's (13.3% vs. 18.5%) and Graduate/Professional degrees (6.9% vs. 11.2%).



Source: U.S. Census Bureau

As of 2015, Davis and Keokuk Counties have the highest percentage of residents who did not obtain a diploma in the region, while Jefferson and Mahaska Counties have the highest number of educated residents who attended college at some level.

	Davis County	Jefferson County	Keokuk County	Mahaska County	Van Buren County	Wapello County	U.S. Average
Less than 9th Grade	10.5%	1.4%	2.4%	3.2%	4.3%	6.1%	5.7%
9th to 12th grade, no diploma	3.7%	4.3%	7.1%	5.4%	6.6%	7.7%	7.6%
High school graduate (includes equivalency)	37.4%	30.4%	42.8%	37.6%	43.5%	36.7%	27.8%
Some college, no degree	22.4%	21.5%	18.7%	21.4%	20.3%	21.9%	21.1%
Associate's Degree	9.2%	10.5%	13.5%	9.7%	12.5%	10.9%	8.1%
Bachelor's Degree	11.8%	17.7%	11.2%	16.6%	9.5%	11.1%	18.5%
Graduate or professional degree	5.0%	14.2%	4.3%	6.2%	3.2%	5.7%	11.2%

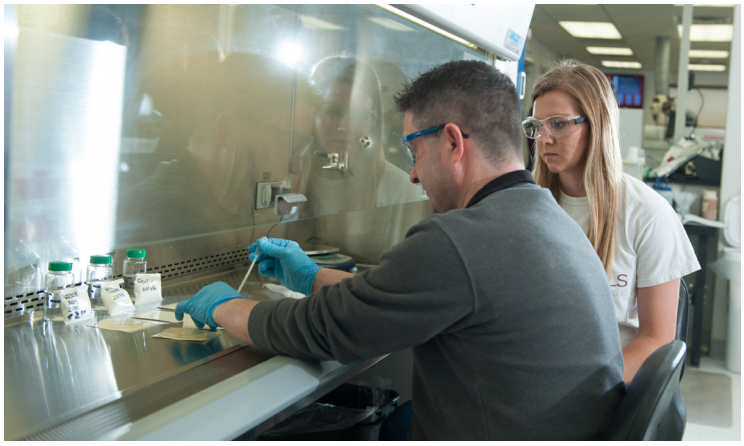
Source: U.S. Census Bureau

Public K-12 schools continue to experience financial challenges due to a loss in enrollment from population decline and open-enrollment into other districts. School infrastructure improvements, as well as teacher attraction and retention, also continue to be issues for schools, especially the most rural districts. Harmony School District, which serves portions of Van Buren County, closed its high school in 2016 due to decreased enrollment and funding.

	K-12 Enrollment, 2005	K-12 Enrollment, 2010	K-12 Enrollment, 2015	Change 2005-2015	% Change 2005-2015
Davis County	1,253	1,203	1,204	-49	-4.1%
Jefferson County	2,251	1,917	1,855	-396	-21.3%
Keokuk County	1,978	1,709	1,653	-325	-19.7%
Mahaska County	3,600	3,349	2,828	-772	-27.3%
Van Buren County	1,184	970	916	-268	-29.3%
Wapello County	6,016	5,519	5,612	-404	-7.2%
Area 15	16,282	14,667	14,068	-2,214	-15.7%

Source: Iowa Department of Education

The region offers numerous higher learning opportunities. Indian Hills Community College, located in Ottumwa, offers advanced manufacturing and technology degrees in such fields as: Avionics Electronics, Bioprocess Technology, Computer Networks & Security, Forensics, Electronics Engineering, LASER/Electro-Optics, and Robotics/Automation.



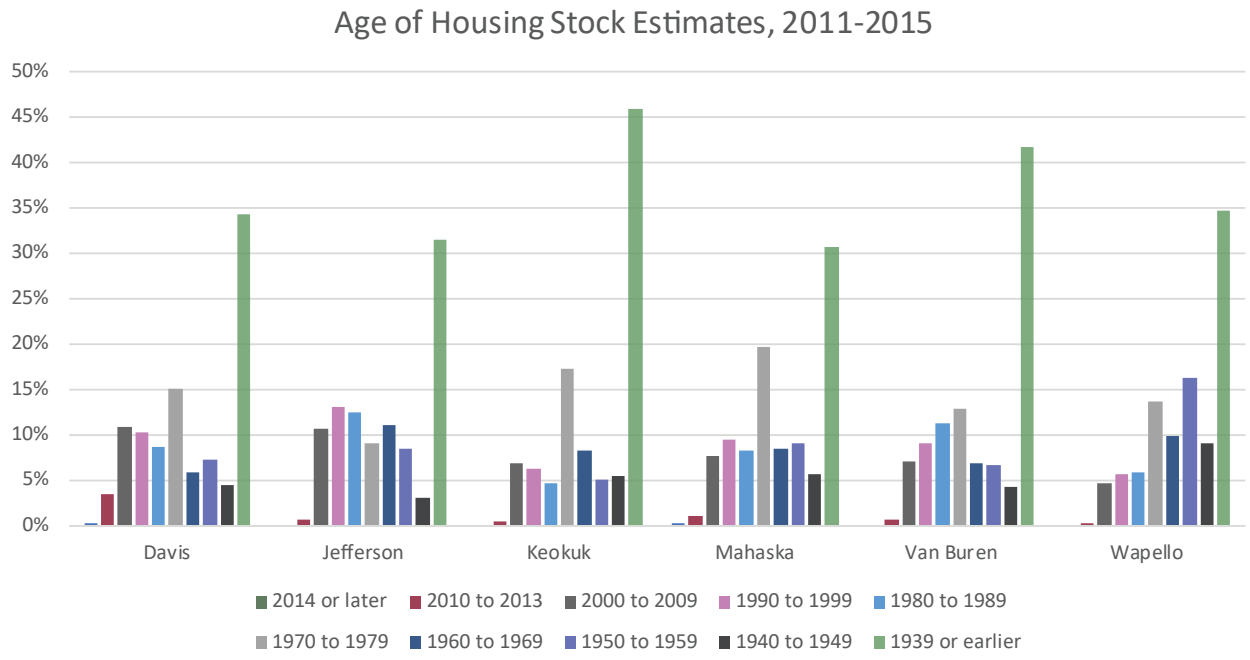
Student receiving hands-on instruction at Indian Hills Community College Bioprocessing Center.

William Penn University (Oskaloosa) and Maharishi University of Management (Fairfield) are four-year private universities offering Bachelor and Master Degrees in such program areas as: Applied Technology, Business Administration, Computer Science, Education, Health and Life Sciences, Humanities, Mathematics, Nursing, and Physiology & Health.

Buena Vista University offers a remote learning location in Ottumwa on the Indian Hills Community College campus. BVU offers four-year and master degree programs and is well-known for their education programs, including their Master of Education and Master of Science in Education degrees. In addition, St. Ambrose University offers their Master in Business Administration in Ottumwa.

Housing

Housing is a major factor in the economic climate of the region. The age of the region's housing stock is of concern as it consists of a high proportion of units built before 1940. The average age of the housing stock suggests issues of maintenance, condition, and energy efficiency of these homes. In addition, many of these older homes are used for rental properties in the region, which often means these units face further deferred maintenance.



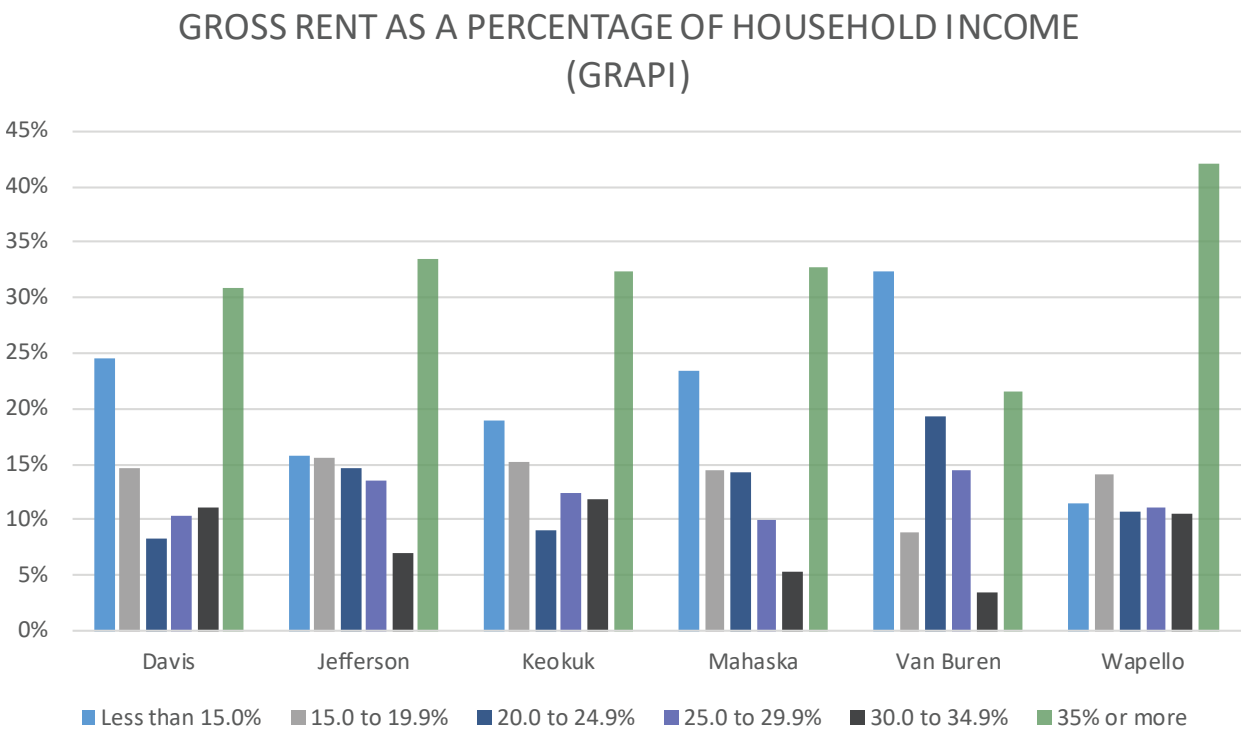
Source: American Community Survey

Also of note is the region's low housing vacancy rates, which suggests a lack of available housing stock, particularly in Keokuk, Mahaska, Van Buren, and Wapello Counties. Lack of available housing stock reduces the ability to attract new businesses and workers, and limits the region's capacity to increase in population. Many communities are also experiencing a lack in quality rental housing as well, most of note Jefferson and Keokuk Counties.

	Owner-Occupied Units	% of Total Units	Homeowner Vacancy Rate	Renter-Occupied Units	% of Total Units	Rental Vacancy Rate
Davis County	2,510	79.3%	9.0%	655	20.7%	7.5%
Jefferson County	4,598	66.5%	8.0%	2,315	33.5%	3.1%
Keokuk County	3,375	77.6%	2.9%	972	22.4%	4.0%
Mahaska County	6,340	70.3%	2.5%	2,683	29.7%	7.5%
Van Buren County	2,521	85.6%	1.5%	423	14.4%	13.0%
Wapello County	10,603	73.2%	1.9%	3,890	26.8%	11.5%

Source: American Community Survey, 2015

Traditionally, owner-occupied home values have remained inexpensive in comparison with other areas of the country, leading to higher-than-average rates of home ownership. However, rental costs remain quite high, especially in Wapello County where over 40 percent of those renting spend over 35 percent of their monthly income on housing. A full table of housing statistics can be found in Appendix A.



Source: American Community Survey, 2015

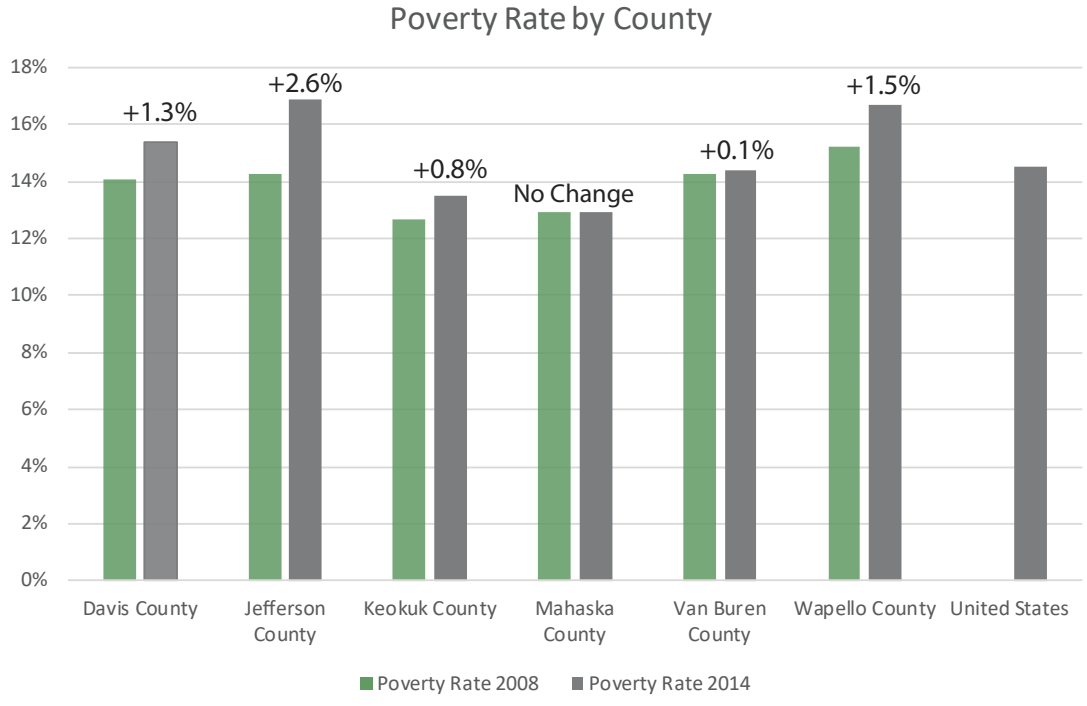
Economy and Employment

Median Household Income-In terms of household income, Iowa trails the United States, and the Area 15 region falls behind the state median. In the past few years, Jefferson County has seen a decrease in median household income, while Mahaska and Van Buren Counties have seen the largest increases. Though lower incomes can signal a lower cost of doing business for industries, it also represents a less buying power and overall lower quality of life for residents.

	2010	2015	Change, 2010-2015	Percent Change
Davis County	$46,597	$48,888	$2,291	4.69%
Jefferson County	$44,167	$42,899	-$1,268	-2.96%
Keokuk County	$42,698	$43,838	$1,140	2.60%
Mahaska County	$45,025	$48,726	$3,701	7.60%
Van Buren County	$40,073	$45,111	$5,038	11.17%
Wapello County	$40,093	$42,095	$2,002	4.76%
Iowa	$48,872	$53,183	$4,311	8.11%

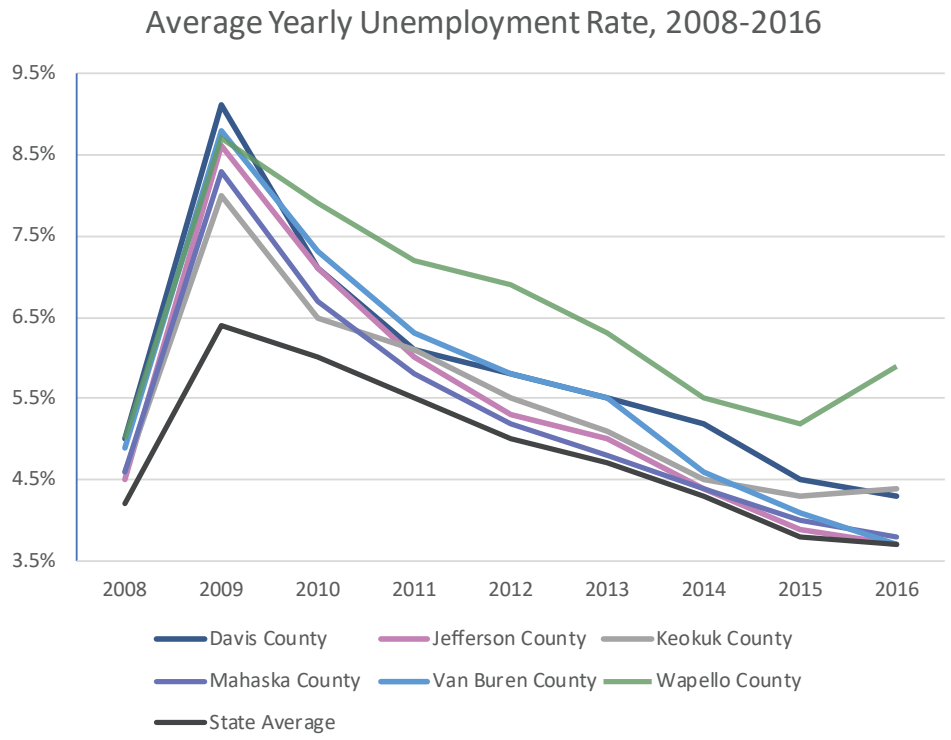
Source: American Community Survey

Poverty Rate-In general, the region's poverty rates are consistent with averages for Iowa and the United States. Mahaska County has the lowest percentage living in poverty (12.9%) and Jefferson County the highest (16.9%). Wapello County is also higher than the average at 16.7%. Since the 2008 recession, poverty rates have remained nearly consistent in Mahaska and Van Buren Counties, but have increased in the others, with the highest increase in Jefferson County (2.6%). The region's poverty rates mimic the changes in household income over the same period.



Source: American Community Survey

Workforce-Since the aftermath of the 2008 recession, all counties in the region have seen a decrease in unemployment rates. However, all counties still face unemployment rates the same as or higher than the state average of 3.7%. Wapello County continues to face the highest rate of unemployment in the region (5.9%) while Jefferson (3.7%), Mahaska (3.8%), and Van Buren (3.7%) Counties are the lowest. Keokuk and Wapello Counties were the only in the region to see an increase in unemployment from 2015 to 2016.



Source: U.S. Bureau of Labor Statistics

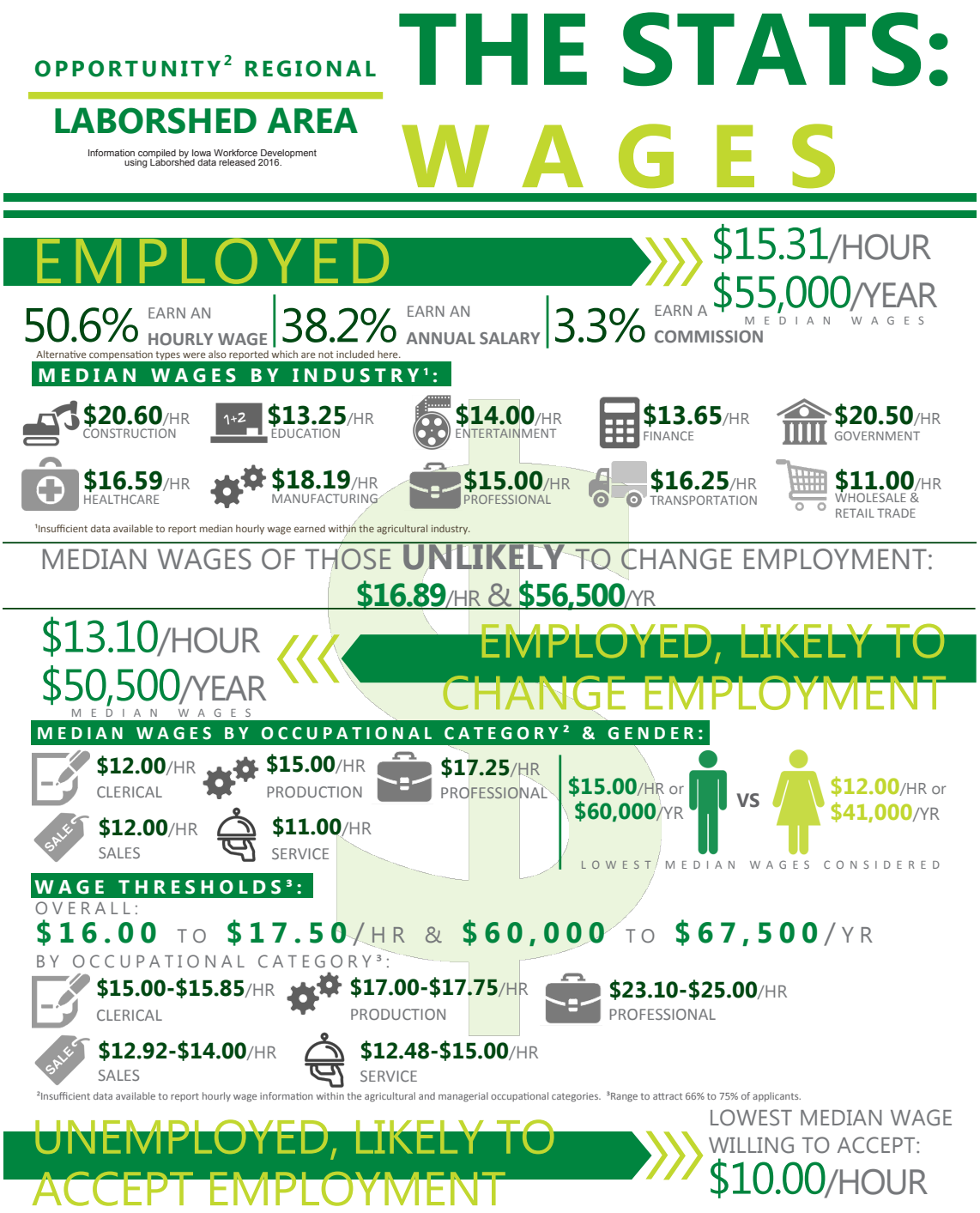
Though unemployment rates have decreased, this does not accurately represent underemployment and those who have left the workforce entirely. The number of jobs in the region have decreased over the same period, with the largest decrease in Mahaska County (-11.57%). This decrease in employment opportunities combined with the decline in unemployment is indicative of a population who are no longer seeking employment. Many in the region report working multiple jobs or part-time at wages much less than which they are qualified.

	Employment, 2014	Job Creation, 2008-2014	Percent Change, 2008-2014
Davis County	1,439	-69	-4.79%
Jefferson County	6,848	-379	-5.53%
Keokuk County	1,803	-90	-4.99%
Mahaska County	6,784	-785	-11.57%
Van Buren County	1,672	-105	-6.28%
Wapello County	14,448	-354	-2.45%

Source: U.S. Census Bureau

However, despite the high unemployment rate and those who are underemployed or have left the workforce, many industries report a need for additional employees. Many currently not seeking employment report they would consider re-entering the workforce if positions with higher wages became available. There is a need to attract these residents back into the workforce to fill the workforce needs in the region, and retain these residents in the area instead of leaving for other employment centers which may have more opportunities.

Available recent regional county Laborshed Analyses can be found in Appendix B.



Industry and Clusters

Snow removal equipment manufactured at C&C Manufacturing, LLC in Ottumwa. C&C purchased the company in 2017 including support from Area 15 RPC through the REDI Loan program.

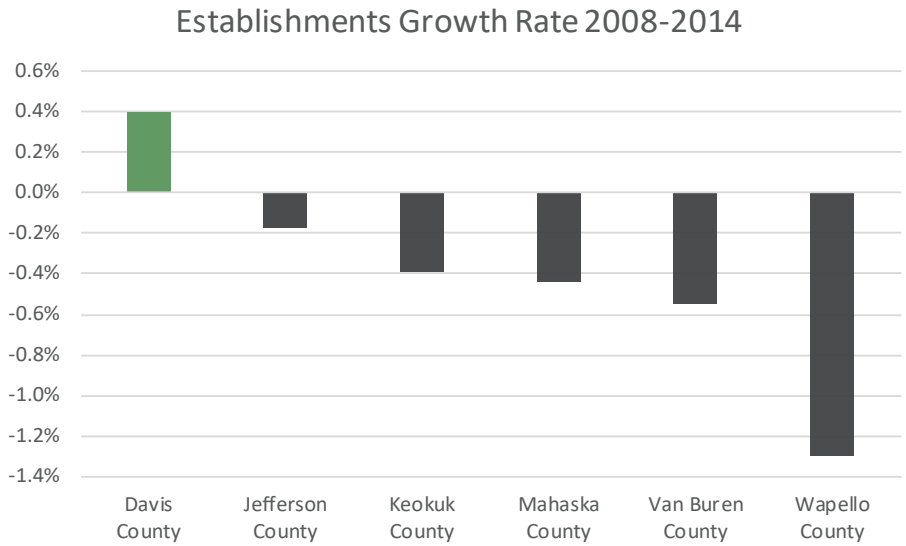
Recently, the region has seen the loss of several large retailers as many brick-and-mortar chains change their business model or go out of business. There continues to be investment in many downtown centers and small, specialty retailers. Efforts continue to develop and expand industries in the region.

In terms of business establishments in the region, Wapello County possesses the most (738), while surrounding Jefferson and Mahaska Counties reported 704 and 564 establishments, respectively. The counties with the fewest establishments include Davis (172), Keokuk (248) and Van Buren (153). A list of the region's largest employers can be found in Appendix C.

	Number of Establishments	Paid Employees	Annual Payroll ($1,000)
Davis County	172	1,450	$49,810
Jefferson County	704	6,982	$259,714
Keokuk County	248	1,807	$60,777
Mahaska County	564	6,600	$248,313
Van Buren County	153	1,525	$54,177
Wapello County	738	14,835	$524,866

Source: U.S. Census Bureau, 2014

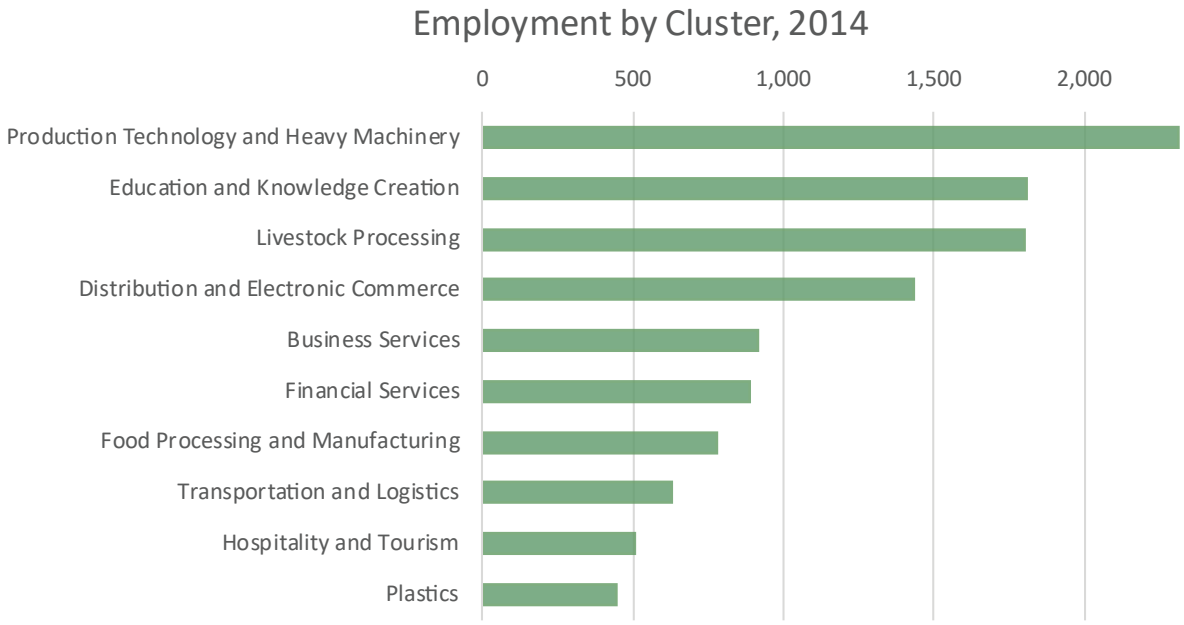
The number of establishments have seen an overall modest decrease in the region, with only Davis County seeing a small increase of 0.4%.



Source: U.S. Census Bureau

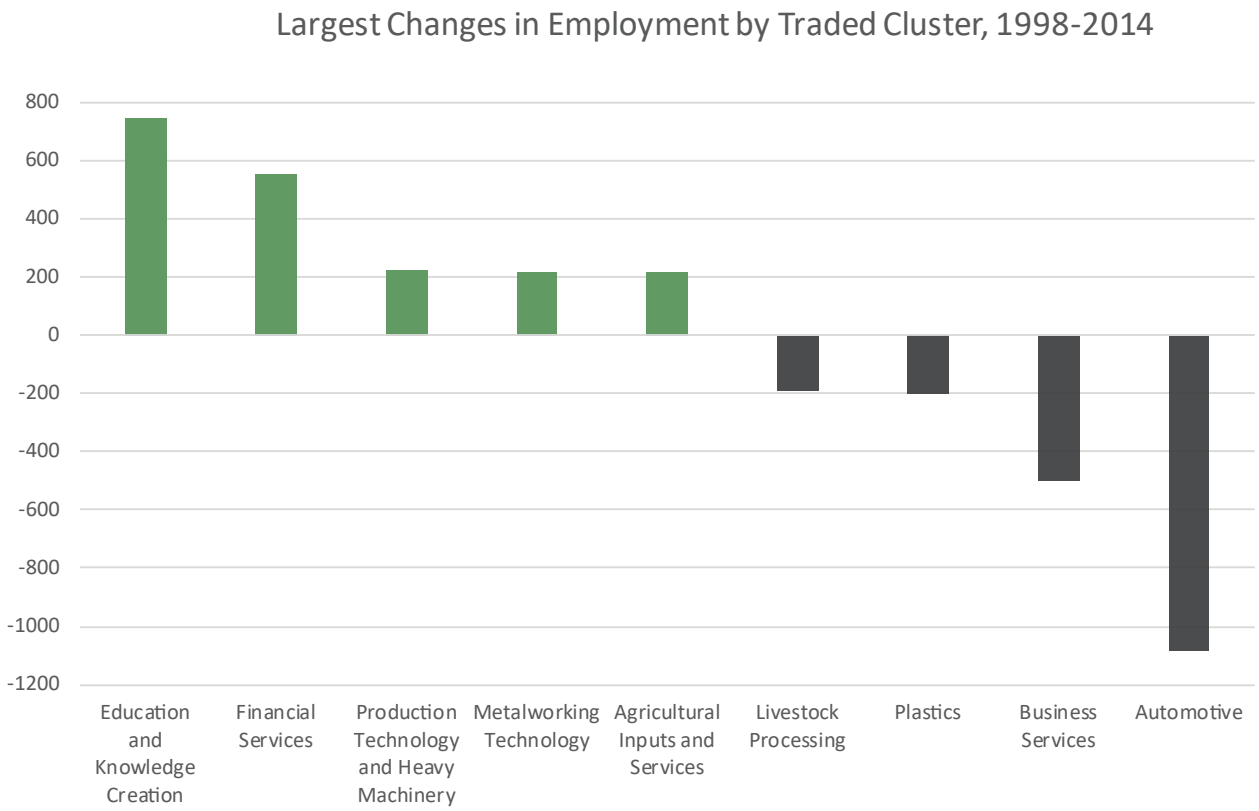
The region, though dominated by a rural, agricultural landscape, has relatively few individuals involved in agricultural production today. The largest employers in the region include those specializing in production technology and heavy machinery, education and knowledge creation, livestock processing, distribution and electronic commerce, and business/ financial services.

Cambridge Investment Research, Inc. campus located in Fairfield. The company has quickly expanded to over 700 employees.



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

The largest area of employment growth in the region includes positions related to education and knowledge creation. Noteworthy gains were also found in areas associated with financial services, production technology and heavy machinery, metalworking technology, and agricultural inputs and services. The largest area of employment loss were positions in the automotive industry, while business services, plastics, and livestock processing also saw notable losses.



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

Clow Valve Company in Oskaloosa.

Geographically, the primary industry centers are located in Fairfield, Oskaloosa, and Ottumwa. The largest employers include Cambridge Investment Research, Inc. (Fairfield), Clow Valve Company (Oskaloosa), Dexter Apache Holdings, Inc. (Fairfield), JBS (Ottumwa), John Deere (Ottumwa), and Musco Lighting (Oskaloosa).

The Iowa Bioprocessing Center, which is located outside of Eddyville (at the intersection of Mahaska, Monroe, and Wapello Counties), is the location of another key cluster in the region. The site is a 1600-acre corn bioprocessing park which includes Ajinomoto Heartland, LLC, Ajinomoto Food Ingredients, LLC, Cargill, Inc., HFC Chlor-Alkali, and Wacker Chemical Corporation.

SWOT Analysis

Participation from the region's residents, business owners, elected officials and economic developers was critical to develop an understanding of the economic climate of the region. Input from these stakeholders focused on identifying the region's Strengths, Weaknesses, Opportunities, and Threats (SWOT) to determine how to capitalize on these strengths and opportunities while reducing and overcoming the weaknesses and threats.

Members of the Strategic Committee work to rank their SWOT priorities December, 2016.

An in-person SWOT analysis workshop was conducted with the CEDS Strategic Committee. The group generated large lists of strengths, weaknesses, opportunities, and threats. From these lists, each committee member was asked to score their top six on each list in terms of importance and applicability to the region. The responses were tabulated and ranked by importance.

To best obtain feedback from the other identified stakeholders, two surveys were developed: one for city and county representatives, and one for the general public. The city and county survey was marketed to elected officials, city administrators, emergency management coordinators and city clerks. The public survey was marketed to residents, educators, non-profit organizations, and business owners. Both surveys contained a SWOT analysis in addition to other questions regarding their communities. Sample surveys can be found in Appendix D.

Surveys were emailed and mailed to city and county representatives. The public survey was marketed using social media and shared with local media outlets. A link to the survey was also shared and distributed by area economic development groups to their businesses and community contacts. A total of 30 city and county surveys and 209 community surveys were received.

The community survey responses included 36 business owners and represented all six counties of the region. These results mark a significant increase in feedback from previous CEDS processes. SWOT responses from both surveys were compiled and grouped in terms of subject matter. Responses were ranked in order of number of responses. Full survey results can be found in Appendix E.

The following graphics display cumulative results from all SWOT analyses performed with stakeholder groups. The areas listed reveal the top-ranked items listed in order of importance.

Strengths

1) Friendliness, community pride
2) Good schools
3) Low cost of living
4) Quality of life (parks, trails, libraries, etc.)
5) Arts, culture, community activities
6) Local businesses, restaurants
7) Safe place to live
8) Diversity
9) Higher learning institutions, training facilities
10) Medical facilities
11) Main Street, downtown revitalization
12) Economic development partnerships
13) Advanced manufacturing

Weaknesses

1) Need for quality housing at all income levels
2) Lack of quality-paying job opportunities
3) Aging infrastructure
4) Skilled workforce and workforce retention
5) Community aesthetic
6) Aging population and outmigration
7) Community perception
8) High taxes
9) Need to change and adapt
10) Community leadership
11) More locally produced goods, retailers
12) Need for youth activities
13) Shortage of community services (mental health, poverty, etc.)

Opportunities

1) Parks and recreation facilities
2) Downtown, available storefronts
3) Available, trained workforce
4) Arts and cultural opportunities
5) Tourism, historic sites
5) Small retail businesses
6) Available space for industry
7) Housing development
8) Trail systems
9) Riverfronts
10) Marketing of communities
11) Business incubators, start-ups
12) Transportation hubs

Threats

1) Loss of employers and industry
2) Loss of younger populations
3) Education funding cuts, open enrollment
4) Expanding economic divide, poverty
5) Funding cuts at local levels
6) Leadership and executive turnover
7) Environmental issues
8) Crime, mental health care
9) Natural disasters
10) Housing and building deterioration
11) Aging Workforce
12) Loss of state and federal partnerships and programs

In addition to the SWOT analyses, a request for information regarding upcoming projects was distributed to all utility and telecommunication companies which operate in the region. The request aimed to identify potential opportunities for business expansion or interruptions in service which may affect businesses and industry in the region. Responses from the region's utility operators showed no plans for major expansions or interruptions in service. Several telecommunications companies discussed plans to continue expansion of broadband services in the region.

Action Plan

From the SWOT process, several major themes emerged: **infrastructure**, **housing and neighborhoods**, **economic and business development**, **workforce development**, and **quality of life**. All items identified in the SWOT process could be categorized into these five areas, which facilitated the direction of the CEDS plan. Objectives and actions were developed from these themes with the intention to specifically address the needs identified, but to also remain broad enough to allow for new opportunities and projects which may arise to reach these goals.

Infrastructure Improvements

Aging infrastructure was a major concern from many participants in the SWOT process. Areas of concern to citizens included roads, bridges, and sidewalks. Deferred maintenance was identified from a functionality and safety standpoint, as well as an appearance issue. These maintenance topics were echoed by city and county representatives, who also added water, wastewater, and stormwater systems, airport projects, and flooding to their highest areas of concern. Business owners and economic developers also pointed towards the need for continual utility operations and broadband operation and expansion.

Water tower construction in Libertyville as part of a 2013 CDBG grant and SRF loan.

Goal #1: Infrastructure Improvements – Plan and invest in infrastructure improvements including roads, air, rail, bridges, transportation systems, sidewalks, utility and telecommunications systems, and water, wastewater, and stormwater systems.

Objectives:

1. **Maintain current infrastructure and expand as necessary to meet the needs of residents and industry**
    a. Plan and program infrastructure replacement and expansion as needed
    b. Plan and program stormwater management projects
    c. Maintain communication with the region's utility and telecommunication industries to plan for any service disruptions or service expansions/ improvements

2. **Maintain and expand transportation networks as necessary to meet the needs of residents and industry**
    a. Identify and access financial assistance for road/highway improvements for business/industry
    b. Plan and program highway, road, bridge, air & rail projects
    c. Update and maintain a regional long-range Transportation Plan

3. **Reduce the effects of natural hazards, utility, telecommunication and transportation disruptions through planning and mitigation projects**
    a. Ensure Hazard Mitigation Plans are current and adopted for all counties in the region
    b. Plan and program hazard mitigation projects
    c. Maintain communication with the region's utility and telecommunication industries to plan for any service disruptions or service expansions/ improvements

Housing and Neighborhoods

Reserves at Ironwood apartment complex in Oskaloosa. The project received a loan from the Regional Housing Trust Fund to support the development.

Housing was the highest referenced topic throughout the SWOT process by all stakeholder groups, as it is such a vital component of a desirable community in which to live. Appearance and housing condition were the main areas of concern—and as a few poor houses can have an immense effect on an entire neighborhood, the overall neighborhood appearance should be taken into consideration. Many community members stated a desire for stronger ordinances to address dilapidated houses and neighborhoods, with particular concern for rental properties.

Housing diversity was another topic of discussion throughout the process. Affordable home ownership and affordable rental properties were high priorities, but also senior housing, and market rate housing, including high-middle income housing.

Goal #2: Housing and Neighborhoods – Improve and expand housing options to all income levels, develop adequate workforce housing, and ensure attractive appearance of neighborhoods to potential new businesses and residents in the region.

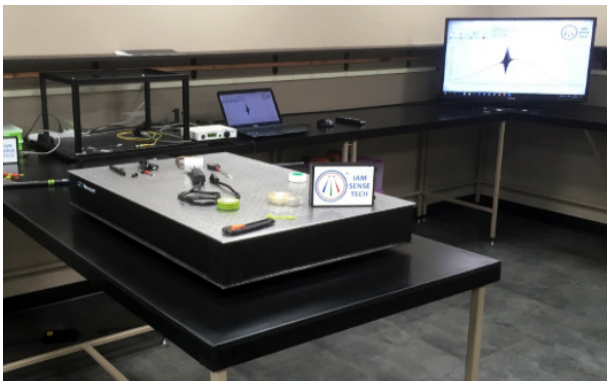
Objectives:

1. **Increase home ownership, housing rehabilitation and new housing developments**
    a. Promote housing funding opportunities to residents, communities, development agencies, financial institutions, realtors, and developers
    b. Provide owner-occupied housing rehabilitation assistance to low-to-moderate income residents
    c. Provide tenant based rental/utility assistance to very low income (≤ 30% MHI) households
    d. Provide down-payment assistance to first-time homebuyers
    e. Provide financial assistance for new single-family owner-occupied and/or rental unit construction for low-to-moderate income (LMI) households
    f. Identify and recruit developers for upper-middle income housing and senior housing developments

2. **Improve neighborhood appearance and conditions in communities**
    a. Provide owner-occupied housing rehabilitation assistance to LMI residents
    b. Conduct housing needs assessments and/or housing conditions surveys
    c. Work with cities to ensure codification allows for enforcement of neighborhood appearance
    d. Address derelict housing

Economic/Business Development

The SWOT highlighted a strong desire from all stakeholder groups for an increase of industry within the region. This was especially true for skilled employment opportunities, with an emphasis on attracting and expanding new businesses in existing clusters and those that tie into currently in-place training programs and courses. Programs of focus include Bioprocessing, Electrical & Renewable Energy Technology, Laser and Optics Technology, Machine Technology, Robotics/Automation Technology, and Welding Technology.



IAM AGTECH, a photonics and laser firm, utilizes their precision measurement technology for the agribusiness industry and other applications. Their 2016 opening at the Indian Hills Entrepreneurial Center was made possible by the joint efforts of Indian Hills Community College, Ottumwa Regional Legacy Foundation and the Area 15 RPC REDI loan program.

To attract new businesses to the region, attention must continue to be made in marketing and supporting financial assistance and incentive programs for growth and development. In addition, providing training and assistance for area entrepreneurs is vital to expanding employment opportunities in the region.

Goal #3: Economic/Business Development – Create livable and higher-wage jobs within existing and new industry, and improve economic conditions in the region.

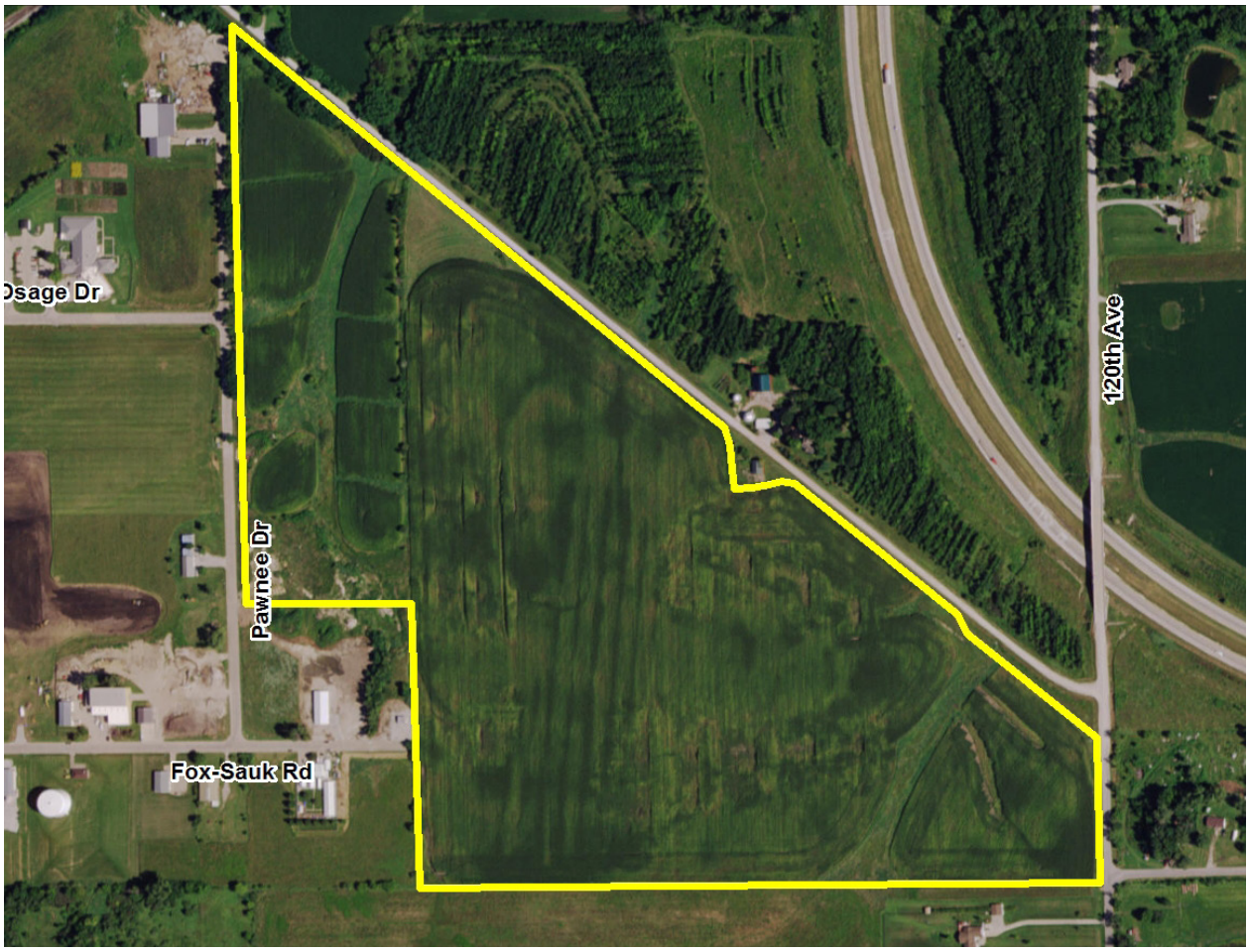
Objectives:

1. **Create/expand skilled employment opportunities within the region**
    a. Promote entrepreneurship and assist emerging new businesses
    b. Identify and recruit target businesses and industries for the region
    c. Market availability of financial assistance for business start-up and existing business expansion
    d. Accelerate regional marketing efforts to increase awareness of buildings/sites/available workforce/etc.
    e. Maintain strong communication between EDCs, IEDA, and EDA
    f. Foster the growth of industrial parks and certified sites
    g. Provide technical assistance to communities and EDCs related to economic development initiatives and funding opportunities

2. **Develop new business opportunities or expansions and capital investments within the region**
    a. Market availability of financial assistance for business start-up and existing business expansion
    b. Accelerate regional marketing efforts to increase awareness of buildings/sites/available workforce/etc.
    c. Maintain strong communication between EDCs, IEDA, and EDA
    d. Foster the growth of industrial parks and certified sites
    e. Provide technical assistance to communities and EDCs related to economic development initiatives and funding opportunities
    f. Track private investment and jobs created/retained in the region

3. **Support and create entrepreneurial initiatives for retail and commercial development**
    a. Market availability of financial assistance for business start-up and existing business expansion
    b. Maintain strong communication between SCORE SE Iowa Chapter, EDCs, IEDA, and EDA
    c. Provide technical assistance to communities and EDCs related to economic development initiatives and funding opportunities

4. **Explore industry diversity with a focus on innovative clusters**
    a. Maintain strong communication between EDCs, IEDA, and EDA
    b. Foster the growth of industrial parks and certified sites
    c. Track private investment and jobs created/retained in the region



Helgerson Flats Industrial Center in Ottumwa. Area 15 Regional Planning Commission is currently assisting the Ottumwa Area Economic Development Corporation with the site certification process to make the complex shovel-ready for new industry.

Workforce Development

As the population ages and outmigration continues, retaining a quality workforce is a major concern for the region. Without an established workforce of trained individuals, current industries are restricted on their ability to expand, and attracting new industry is not only difficult but impractical. It is crucial to anticipate potential industry needs and trends to prepare the workforce for future employment opportunities. Maintaining communication with industry leaders and economic developers is essential for planning for the future.

The region must ensure residents are aware of available education and training courses, as well as financial aid and incentive programs in which to increase their marketability in the workforce. This effort includes not only reaching adults already in the workforce, but also educators who can prepare students for career opportunities in the region, retaining residents in the area.

Goal #4: Workforce Development – Retain and develop a highly-trained workforce that meets the needs of current and future employers.

Objectives:

1. **Identify workforce needs of current and potential future employers in the region**
    a. Pursue workforce development initiatives
    b. Regularly update and disseminate county and regional laborshed analyses
2. **Support educational opportunities for current and potential workforce members**
    a. Promote career opportunities for advanced manufacturing, bioprocessing and other industries in the region
    b. Train high school teachers the necessary skills and opportunities with region industries through the Educators in the Workplace program
    c. Maintain strong communication between EDCs, IHCC, JobCorps, Iowa Workforce Development, and industry members
    d. Regularly update and disseminate county and regional laborshed analyses
3. **Improve employee retention in the region**
    a. Promote career opportunities for advanced manufacturing, bioprocessing and other industries in the region
    b. Train high school teachers the necessary skills and opportunities with region industries through the Educators in the Workplace program
    c. Maintain strong communication between EDCs, IHCC, JobCorps, Iowa Workforce Development, and industry members

Educators in the Workplace attendees, in 2016, learn about career opportunities in the region.

Quality of Life

Maintaining and increasing quality of life amenities is essential in retaining and attracting new residents and businesses. Recreational facilities, arts and cultural opportunities, shopping and dining options, safe neighborhoods, and good schools are all important features of a vibrant community. The SWOT analysis revealed many of these elements ranked highly on the strengths of the region, as well as a desire to build upon these assets in the future.

Lacey Keosauqua State Park in Keosauqua.

Goal #5: Quality of Life – Find regional solutions to resident needs, and increase quality of life in communities to retain populations, including families and senior residents, and attract new residents and businesses.

Objectives:

1. **Increase awareness and support recreational and cultural opportunities to residents and potential residents and businesses**
   a. Maintain communications with municipalities, tourism organizations, chambers of commerce, and Main Street organizations to understand the region's recreational and cultural amenities and needs
   b. Seek and create new avenues of communications with cities to advertise grant opportunities for recreational and arts and cultural projects

2. **Improve and expand recreational facilities in the region**
   a. Plan and program trail development/expansion projects
   b. Develop new, or improve existing, recreational facilities, especially youth-focused opportunities
   c. Maintain communications with municipalities, tourism organizations, chambers of commerce, and Main Street organizations to understand the region's recreational and cultural amenities and needs

3. **Create more diverse and attractive commercial districts**
   a. Encourage and facilitate planning and development of downtown revitalization projects including upper-story housing, facades, streetscapes and parking lots
   b. Seek and create new avenues of communications with cities to advertise grant opportunities for recreational and arts and cultural projects

4. **Ensure consideration of low-to-moderate income residents in the development of quality of life initiatives**
    a. Plan and program trail development/expansion projects
    b. Develop new, or improve existing, recreational facilities, especially youth-focused opportunities
    c. Support development or improvement of childcare, schools, police/fire, medical, libraries, or other facilities/services within the region.
    d. Plan and program public transportation projects

5. **Increase businesses and organizations which provide healthy living services and initiatives**
    a. Plan and program trail development/expansion projects
    b. Develop new, or improve existing, recreational facilities, especially youth-focused opportunities
    c. Plan and program public transportation projects

Bloomfield Library expansion and trail connection. Funded in part by a Community Attraction and Tourism Grant. Slated for completion in 2017.

Planning for Resiliency

Rain-wrapped tornado in Monroe County, which caused damage in Davis and Wapello Counties in 2016.

Resiliency in the CEDS plan refers to the ability to avoid, reduce, and/or adapt to economic shifts, natural disasters, and the impacts of climate change. Business closures, utility disruptions, floods, or tornadoes are just a few examples of challenges which may affect the economic vitality of the region. Planning for these disruptions allows the region to recover more quickly. A copy of the Area 15 EDD disaster plan can be found in Appendix F.

Area 15 RPC works closely with regional partners to address resiliency through both steady-state and responsive initiatives.

Steady-state initiatives encompass long-term plans. All six counties, often with the assistance of Area 15 RPC, maintain a current Multi-Jurisdictional Hazard Mitigation Plan to identify natural disaster risks and mitigation techniques to reduce risk. Area 15 RPC works with area economic developers and Opportunity[2] to comprehend industry needs, issues, and trends to prepare for business changes in the region.

Steady-state resilience efforts utilized in the region include:

1. Comprehensive Planning
2. Hazard Mitigation Planning
3. Grant writing and administration of hazard mitigation projects, such as storm sirens, safe rooms, and stormwater reduction
4. Developing business and retention programs to assist firms with economic recovery post-disruption
5. Building a resilient workforce that can switch between jobs or industries when employment opportunities change
6. Promoting new industry with a focus on economic diversity
7. Employing safe development practices, such as locating projects and structures outside of floodplains

Installation of a new storm siren in Sigourney as part of HMGP grant in 2017.

Responsive economic resilience includes reactive plans establishing capabilities to recover from an incident.

Initiatives utilized in the region include:

1. Conducting post disaster recovery planning
2. Establishing a process for regular communication, monitoring, and updating business community needs and issues
3. Establishing a plan to rapidly contact key local, regional, state, and federal officials to communicate business sector needs and coordinate impact assessment efforts
4. Establishing coordination mechanisms and leadership succession plans for recovery needs

Evaluation Framework

Continual evaluation of the CEDS is an important function in the execution of the plan. The CEDS goals and strategies, with project partners, can be found in Appendix G. Evaluation mechanisms gauge progress on the implementation of the goals and objectives identified in the CEDS. These mechanisms are useful in providing information for the CEDS annual performance update and ensuring the plan remains updated and relevant. A list of strategic projects is located in Appendix H.

Soap Creek Watershed in Davis County. The County received a 2013 HUD-Disaster Recovery grant for flood mitigation efforts in the watershed.

As part of the evaluation process, Area 15 RPC plans to continue to conduct yearly surveys of city and county representatives to have an accurate understanding of the needs of the region, and to identify new projects which align with the CEDS plan. In addition, several performance measures will be tracked to ensure the plan's goals and objectives are being reached.

These performance measures include:

- Number of jobs created/retained
- Improvement of existing or development of new infrastructure
- Number and types of public and private investment undertaken in the region
- Amount of private sector investment in the region
- Number of projects assisted by Area 15 RPC
- Amount of grant and local dollars invested in the region

Current photo (top) and rendering (right) of the 113/115/117 High Avenue West building in Oskaloosa. The City received a grant from the CDBG Facade Improvement Program in 2016. The project includes 18 buildings in the downtown area.

Construction will begin in 2017 and will be completed by 2018. The project is an excellent example of grant, local, and private dollars working in concert.

Appendix A: Additional Housing Statistics

2011-2015 Area 15 Region Housing Statistics

Source: American Community Survey

	Davis	Jefferson	Keokuk	Mahaska	Van Buren	Wapello
HOUSING OCCUPANCY						
Total housing units	3,583	7,557	4,899	9,759	3,639	16,017
Occupied housing units	88.3%	91.50%	88.70%	92.50%	80.90%	90.50%
Vacant housing units	11.70%	8.50%	11.30%	7.50%	19.10%	9.50%
Homeowner vacancy rate	0.9	0.8	2.9	2.5	1.5	1.9
Rental vacancy rate	7.5	3.1	4	7.5	13	11.5
YEAR STRUCTURE BUILT						
Total housing units	3,583	7,557	4,899	9,759	3,639	16,017
Built 2014 or later	0.3%	0.0%	0.0%	0.2%	0.0%	0.0%
Built 2010 to 2013	3.4%	0.6%	0.5%	1.1%	0.6%	0.3%
Built 2000 to 2009	10.9%	10.7%	6.9%	7.6%	7.0%	4.7%
Built 1990 to 1999	10.2%	13.0%	6.2%	9.5%	9.1%	5.7%
Built 1980 to 1989	8.7%	12.5%	4.6%	8.3%	11.2%	5.9%
Built 1970 to 1979	15.0%	9.0%	17.2%	19.6%	12.8%	13.6%
Built 1960 to 1969	5.8%	11.0%	8.2%	8.5%	6.8%	9.8%
Built 1950 to 1959	7.2%	8.5%	5.0%	9.0%	6.6%	16.2%
Built 1940 to 1949	4.4%	3.0%	5.5%	5.6%	4.2%	9.1%
Built 1939 or earlier	34.3%	31.5%	45.8%	30.6%	41.7%	34.6%
HOUSING TENURE						
Occupied housing units	3,165	6,913	4,347	9,023	2,944	14,493
Owner-occupied	79.3%	66.5%	77.6%	70.3%	85.6%	73.2%
Renter-occupied	20.7%	33.5%	22.4%	29.7%	14.4%	26.8%
Average household size of	2.71	2.31	2.36	2.57	2.53	2.44
Average household size of	2.77	2.11	2.24	2.02	2.27	2.2
VALUE						
Owner-occupied units	2,510	4,598	3,375	6,340	2,521	10,603
Less than $50,000	21.1%	17.7%	25.2%	14.5%	27.7%	24.2%
$50,000 to $99,999	29.0%	31.9%	38.5%	32.3%	38.3%	40.3%
$100,000 to $149,999	18.6%	16.9%	16.1%	22.7%	14.0%	14.3%
$150,000 to $199,999	10.0%	13.5%	10.4%	15.0%	8.5%	9.2%
$200,000 to $299,999	12.6%	10.6%	6.9%	10.1%	7.8%	7.9%
$300,000 to $499,999	4.9%	7.3%	2.0%	3.8%	1.9%	2.9%
$500,000 to $999,999	2.4%	1.5%	0.7%	1.3%	1.5%	0.5%
$1,000,000 or more	1.5%	0.5%	0.2%	0.3%	0.3%	0.7%
Median (dollars)	99,900	101,000	77,100	106,200	76,300	80,400
GROSS RENT						
Occupied units paying rent	547	2,172	776	2,448	331	3,419

Less than $500	31.4%	29.5%	40.1%	31.5%	52.9%	28.9%
$500 to $999	66.7%	60.9%	49.5%	65.5%	45.0%	63.7%
$1,000 to $1,499	1.8%	7.2%	8.6%	3.0%	1.2%	5.6%
$1,500 to $1,999	0.0%	2.3%	0.9%	0.0%	0.0%	0.3%
$2,000 to $2,499	0.0%	0.1%	0.0%	0.0%	0.9%	1.2%
$2,500 to $2,999	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%
$3,000 or more	0.0%	0.0%	0.9%	0.0%	0.0%	0.0%
Median (dollars)	582	634	576	593	476	612
No rent paid	108	143	196	235	92	471
GROSS RENT AS A PERCENTAGE OF HOUSEHOLD INCOME (GRAPI)						
Occupied units paying rent	547	2,060	774	2,418	325	3,338
Less than 15.0 percent	24.5%	15.7%	18.9%	23.4%	32.3%	11.5%
15.0 to 19.9 percent	14.6%	15.5%	15.2%	14.5%	8.9%	14.0%
20.0 to 24.9 percent	8.4%	14.7%	9.0%	14.2%	19.4%	10.7%
25.0 to 29.9 percent	10.4%	13.6%	12.5%	9.9%	14.5%	11.2%
30.0 to 34.9 percent	11.2%	7.0%	11.9%	5.4%	3.4%	10.5%
35.0 percent or more	30.9%	33.4%	32.4%	32.7%	21.5%	42.1%

Appendix B: County Laborshed Analyses

DAVIS COUNTY IOWA

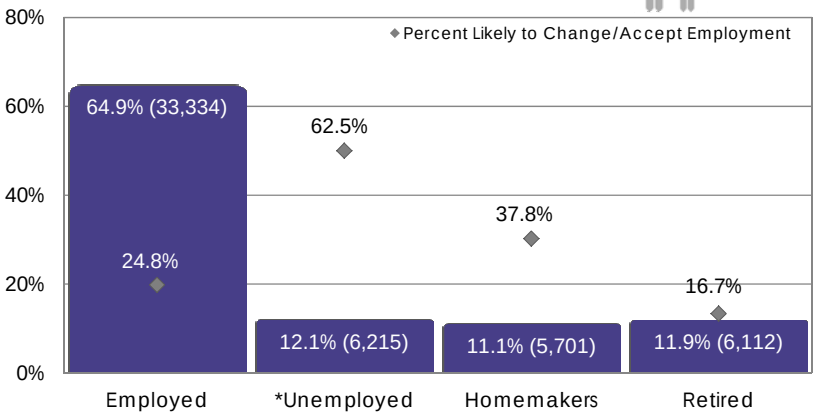
2016
LABORSHED ANALYSIS

A STUDY OF
WORKFORCE CHARACTERISTICS

Davis County Laborshed Analysis

A Laborshed is the area or region from which an employment center draws its commuting workers. To determine the approximate boundaries of a Laborshed area, local employers supply the residential ZIP codes of each of their employees. This Laborshed analysis addresses the workforce characteristics of the Davis County Laborshed area.

Employment Status (estimated total)*



Employment status is self-identified by the survey respondent. The unemployment percentage above does not reflect the unemployment rate published by the U.S. Bureau of Labor Statistics, which applies a stricter definition.

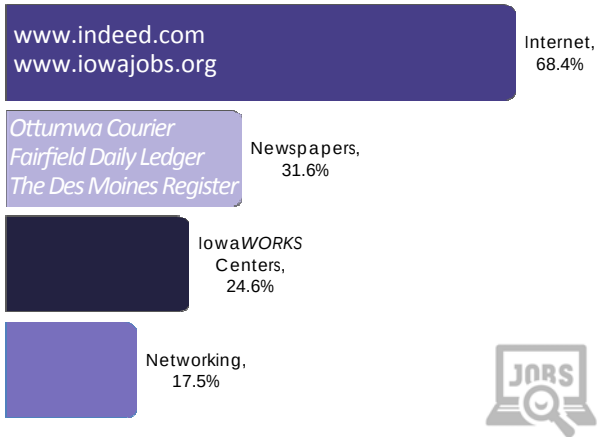
Estimated Population 18-64: 51,362 (entire Laborshed area)

Estimated Number of Individuals Very Likely or Somewhat Likely to Change or Accept Employment in Bloomfield (14,185):

- 12,253 Employed
- 608 Unemployed
- 728 Homemakers
- 596 Retired

Employed - likely to change employment

- Median wages: $14.63/hr & $37,800/yr
- 32.8% are actively seeking new employment
- 16.9% are working multiple jobs
- Currently working an average of 43 hrs/week
- 33.3% currently working within the professional, paraprofessional & technical occupational category followed by 26.3% within the production, construction & material handling occupational category
- Most frequently identified job search resources:



Underemployment

	Underemployment	
	% Underemployed	Estimated Underemployed
Inadequate Hours	1.2%	147
Mismatch of Skills	3.0%	368
Low Income	0.2%	25
†Total Underemployment	4.0%	490

†Individuals may be underemployed for more than one reason, but are counted only once for total estimated underemployment.

The underemployed are individuals who are working fewer than 35 hours per week but desire more hours; are working in positions that do not meet their skill or education level, or have worked for higher wages at previous employment; or are working at wages equal to or less than the national poverty level and work 35 or more hours per week.

Employment Levels and Status by Industry

	Industry % of Employed	Estimated # of Employed	% Employed within the Industry	% Likely to Change Employment	% Unemployed* within the Industry
Manufacturing	16.8%	5,600	68.8%	31.8%	18.8%
Education	16.1%	5,367	70.0%	22.0%	10.0%
Healthcare & Social Services	13.5%	4,500	67.3%	28.6%	7.7%
Wholesale & Retail Trade	11.1%	3,700	58.0%	37.9%	14.0%
Professional Services	6.9%	2,300	75.0%	22.2%	8.3%
Finance, Insurance & Real Estate	6.2%	2,067	66.7%	6.3%	8.3%
Government & Public Administration	6.2%	2,067	66.7%	18.8%	4.2%
Agriculture, Forestry & Mining	5.8%	1,933	83.3%	6.7%	0.0%
Personal Services	5.8%	1,933	60.0%	33.3%	4.0%
Transportation, Communications & Utilities	5.4%	1,800	43.8%	21.4%	25.0%
Construction	4.6%	1,533	66.7%	25.0%	11.1%
Entertainment & Recreation	1.2%	400	**	**	**
Other	0.4%	134	**	**	**

** Insufficient survey data/refused

Survey respondents from the Davis County Laborshed area were asked to identify the industry in which they are currently working. The largest concentration of workers are employed in the manufacturing industry.

Commuting Statistics

The map at the right represents the concentration of those who are likely to commute into Bloomfield from their home ZIP for an employment opportunity.

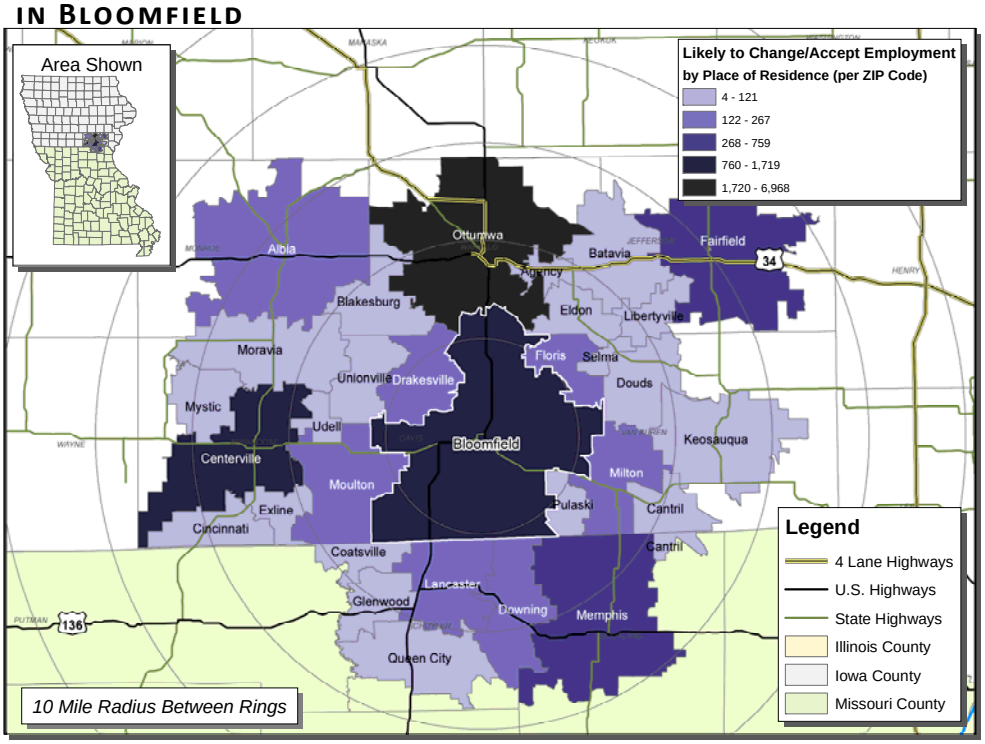
Those who are likely to change/accept employment in the Davis County Laborshed area are willing to commute an average of 25 miles one-way for employment opportunities.

The out commute for Bloomfield is estimated at 39.5 percent—approximately 942 people living in Bloomfield work in other communities.

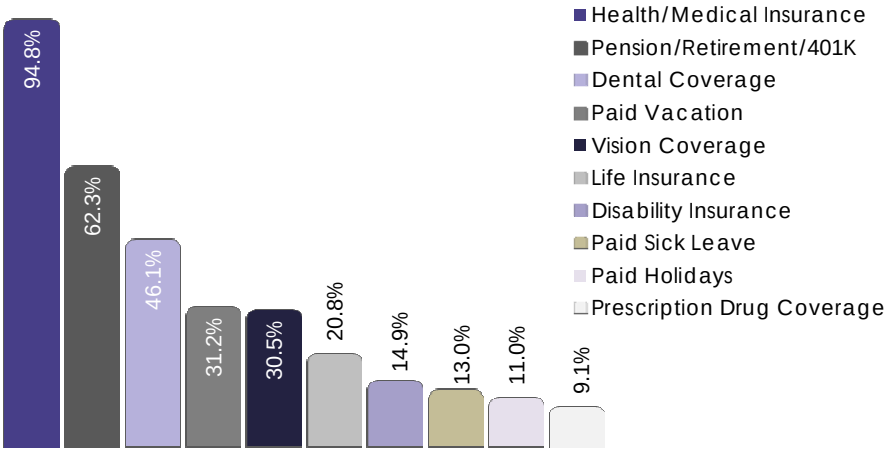
Most of those who are out commuting are working in Ottumwa.

Nearly one-fifth (16.7%) of out commuters are likely to change employment (approximately 157 people).

Concentration of Those Likely to Change/Accept Employment in Bloomfield



Top Current Benefits of the Full-Time Employed



The survey provides the respondents an opportunity to identify employment benefits they currently are offered. The chart at left provides the percentage of responses from those that are currently employed full-time.

The majority (69.3%) of these respondents state they are currently sharing the cost of health/medical insurance premiums with their employer. However, 19.0 percent indicate their employer pays the entire cost of insurance premiums.

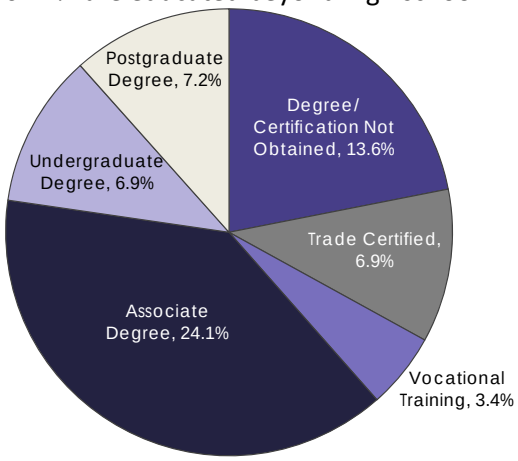
Education Levels and Median Wages by Industry

	Education			Median Wages	
	Some Level Beyond High School	Associate Degree	Undergraduate Degree or Higher	Annual Salary	Hourly Wage
All Employed	**71.8%**	**21.0%**	**29.0%**	**$51,000**	**$17.00**
Agriculture, Forestry & Mining	44.4%	16.7%	16.7%	$40,000	**
Construction	55.6%	27.8%	5.6%	**	$19.00
Education	90.0%	15.0%	61.7%	$48,250	$14.39
Entertainment & Recreation	**	**	**	**	**
Finance, Insurance & Real Estate	75.0%	20.8%	29.2%	$46,400	$13.05
Healthcare & Social Services	65.4%	30.8%	21.1%	$65,500	$15.25
Manufacturing	55.6%	28.6%	7.9%	$60,000	$17.08
Personal Services	76.0%	8.0%	28.0%	$29,500	$13.00
Professional Services	75.0%	16.7%	41.7%	$42,000	$14.00
Public Administration & Government	79.2%	25.0%	37.5%	$53,000	$18.50
Transportation, Communication & Utilities	68.7%	21.9%	21.9%	**	$15.25
Wholesale & Retail Trade	55.1%	16.3%	8.2%	$53,500	$10.54

The education and wage data by industry within the above table includes all respondents without consideration of employment status or willingness to change/enter employment.
***Insufficient survey data/refused*

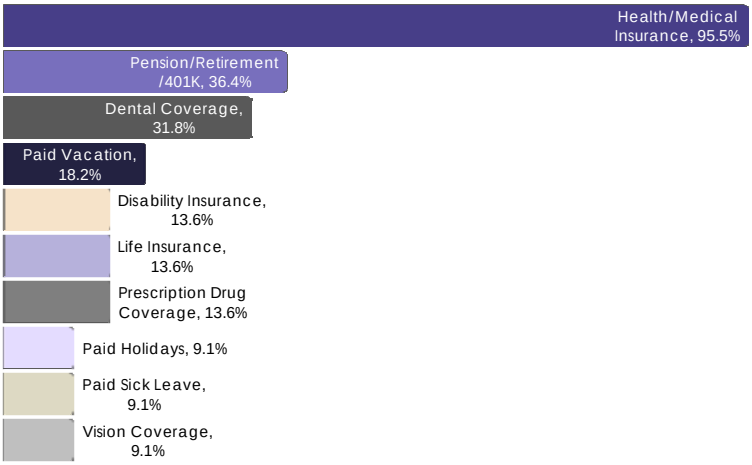
Unemployed - likely to accept employment

- 48.3% are actively seeking employment
- An estimated 608 unemployed individuals are likely to accept employment in Bloomfield.
- Average age is 44 years old
- 76.7% are male; 23.3% are female
- **Education:**
  - 62.1% are educated beyond high school

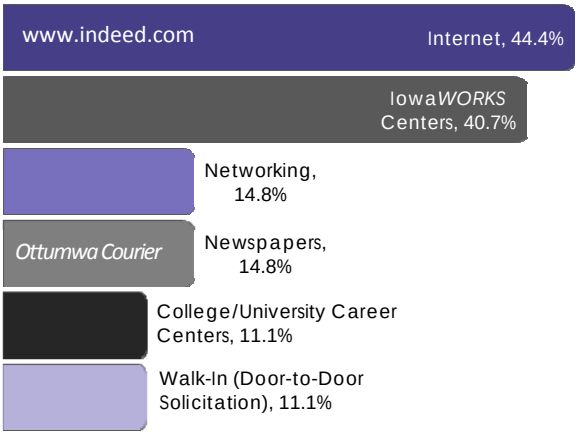


- **Wages:**
  - $13.00/hr - to attract 66% of applicants
  - $14.25/hr - to attract 75% of applicants
  - $11.00/hr - lowest median wage willing to accept
- Willing to commute an average of 21 miles one way for the right opportunity
- 65.5% expressed interest in temporary or seasonal employment opportunities
- 55.2% expressed interest in working varied shifts

Top Desired Benefits



Top Job Search Resources



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Davis County Development Corporation

Opportunity² Economic Development in SE Iowa

Indian Hills Community College

DMACC Des Moines Area Community College

Northeast Missouri Electric Power Cooperative

Alliant Energy Community Partner

MidAmerican Energy — Obsessively, relentlessly at your service

Indian Hills Regional Development — Serving the Iowa counties of Mahaska, Monroe & Wapello

For more information regarding the Davis County laborshed analysis, contact:

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Iowa Workforce Development

Data compiled and analyzed by:
Iowa Workforce Development
Labor Market Information Division
1000 E. Grand Avenue, Des Moines, Iowa 50319
Phone: (515) 281-7505 | Email: laborshed.studies@iwd.iowa.gov
www.iowalmi.gov

FEDA
Fairfield Economic Development Association

FAIRFIELD, IOWA

LABORSHED ANALYSIS

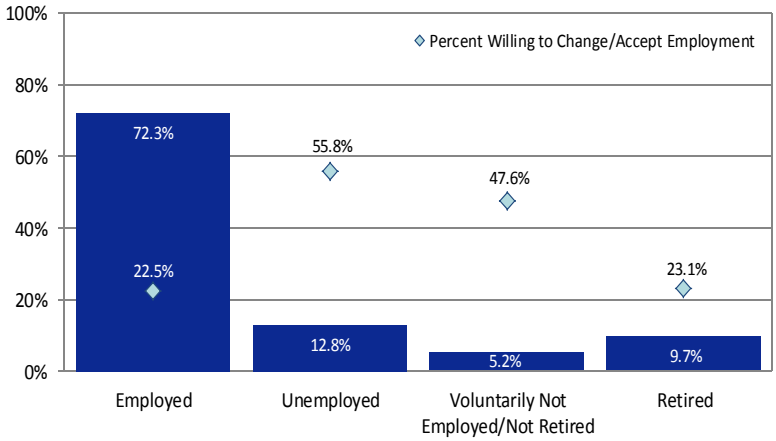
A STUDY OF WORKFORCE CHARACTERISTICS

RELEASED FEBRUARY 2013

Laborshed Studies

A Laborshed is defined as the area or region from which an employment center draws its commuting workers. To determine the approximate boundaries of the Fairfield Laborshed area, local employers supplied the ZIP code listings of where each of their employees reside. This Laborshed analysis addresses underemployment, the availability and willingness of current and prospective employees to change employment within the workforce, current and desired occupations, wages, hours worked and distance willing to commute to work.

Employment Status*



**Employment status is self-identified by the survey respondent. The unemployment percentage above does not reflect the unemployment rate published by the U.S. Bureau of Labor Statistics, which applies a stricter definition.*

Total Potential Labor Force: 73,772 (entire Laborshed Area)

Estimated Number of Individuals Very Likely or Somewhat Likely to Change or Accept Employment (15,762)

- 12,120 Employed
- 972 Unemployed
- 887 Voluntarily Not Employed, Not Retired
- 1,783 Retired

Quick Facts

(Employed - willing to change employment)

- 19.7% are working multiple jobs
- Currently working an average of 42 hours per week
- Average age is 49 years old
- 28.1% currently working within the production, construction & material handling occupational category followed by 21.9% within the professional, paraprofessional & technical occupational category
- Most frequently identified job search sources:
  - Internet - 79.7%
    www.iowajobs.org
    www.careerbuilder.com
    www.helpwanted.com
    www.indeed.com
    www.monster.com
  - Local/Regional newspapers - 54.7%
    The Hawkeye - Burlington
    The Ottumwa Courier
    The Des Moines Register
  - Networking through friends, family and acquaintances - 23.4%
  - Local IowaWORKS Centers - 15.6%

Underemployment

The underemployed are composed of individuals who are working fewer than 35 hours per week but desire more hours; who are working at wages equal to or less than the national poverty level; and/or who are working in positions that do not meet their skill or education levels, or worked for higher wages at previous employment.

- 2.0% Inadequate hours (242 people)
- 2.2% Mismatch of skills (267 people)
- 1.5% Low income (182 people)
- 4.7% Total estimated underemployment (570 people)

Individuals may be underemployed for more than one reason, but are counted only once for total estimated underemployment.

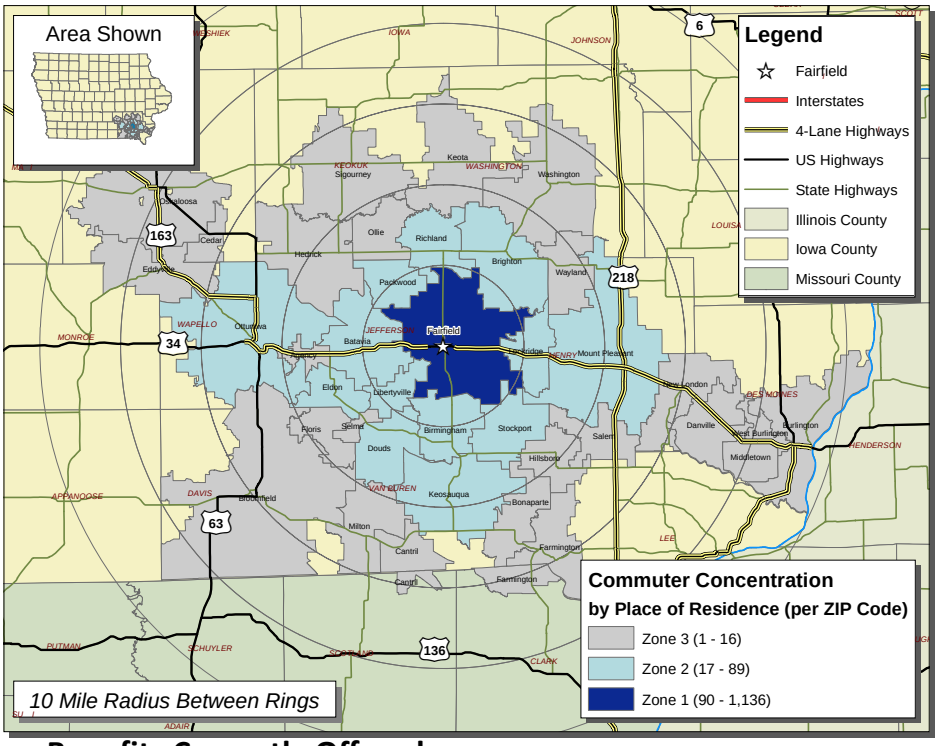
Industrial Classification of the Employed

Industry	% of Laborshed	# of Employed	% Employed	% Willing to Change Employment	% Unemployed
Education	19.5%	10,401	87.0%	17.0%	3.7%
Manufacturing	17.0%	9,067	65.1%	34.1%	9.5%
Wholesale & Retail Trade	14.5%	7,734	70.0%	28.6%	18.0%
Healthcare & Social Services	12.0%	6,400	82.9%	17.2%	11.4%
Personal Services	7.1%	3,787	77.3%	23.5%	13.6%
Professional Services	6.2%	3,307	83.3%	13.3%	5.6%
Finance, Insurance & Real Estate	5.8%	3,094	82.4%	7.1%	0.0%
Public Administration & Government	5.0%	2,667	57.1%	0.0%	4.8%
Transportation, Communication & Utilities	4.6%	2,454	57.9%	18.2%	21.1%
Construction	4.1%	2,187	71.4%	30.0%	21.4%
Agriculture, Forestry & Mining	2.5%	1,333	100%	0.0%	0.0%
Entertainment & Recreation	1.7%	907	*	*	*

** Insufficient survey data/refused*

Survey respondents from the Fairfield Laborshed area were asked to identify the industry in which they are currently working. The largest concentration of workers are employed in the education industry.

Fairfield Laborshed Area



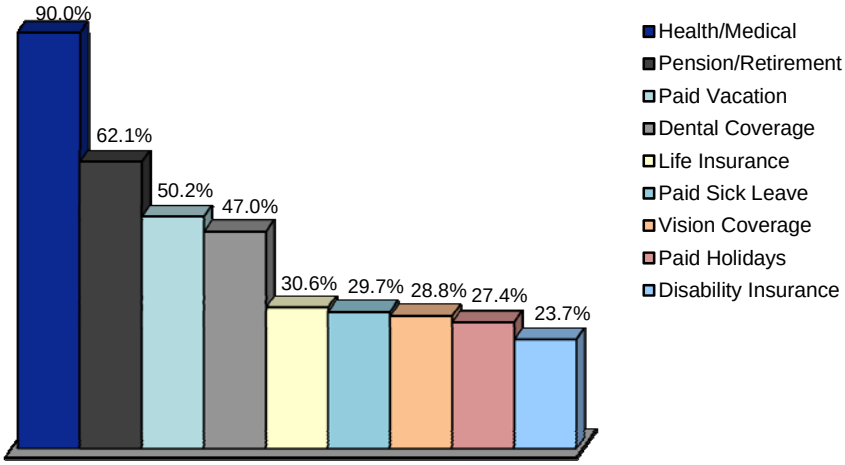
Commuting Statistics

The map at the left represents commuting patterns into Fairfield with the concentration per ZIP code represented in the legend.

Those who are willing to change/accept employment in the Fairfield Laborshed area are willing to commute an average of 24 miles one way for employment opportunities.

FEDA
Fairfield Economic Development Association

Benefits Currently Offered



The survey provides the respondents an opportunity to identify employment benefits they currently are offered. The chart at left provides the percentage of responses from those that are currently employed. The top nine benefits are shown.

The majority (73.8%) of respondents state they are currently sharing the cost of health/medical insurance premiums with their employer. However, 16.2 percent indicate their employer pays the entire cost of insurance premiums.

Education and Median Wage Characteristics by Industry

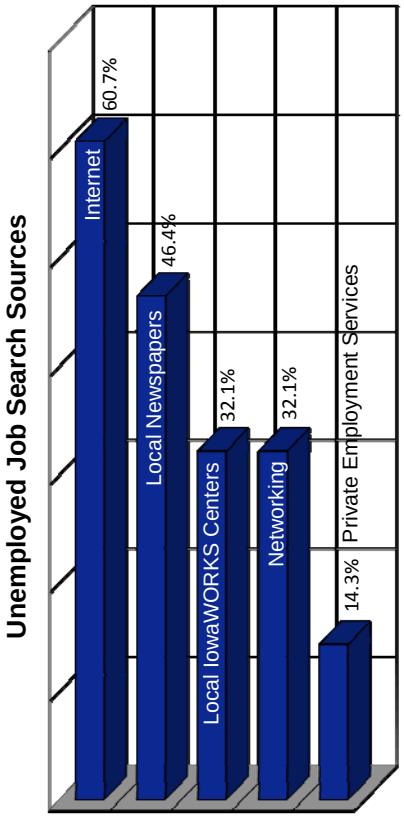
Industry	Education			Median Wages	
	Some Level Beyond High School	Associate Degree	Undergraduate Degree or Higher	Salary Wages (per year)	Non Salary Wages (per hour)
Agriculture	*	*	*	*	*
Construction	57.1%	*	21.4%	*	$19.00
Manufacturing	50.8%	12.7%	17.5%	$53,500	$15.38
Transportation, Communication & Utilities	84.2%	10.5%	47.4%	$30,000	$18.50
Wholesale & Retail Trade	42.0%	2.0%	18.0%	$70,000	$10.68
Finance, Insurance & Real Estate	64.7%	*	47.1%	$44,000	$16.50
Healthcare & Social Services	77.1%	28.6%	40.0%	$60,000	$14.13
Personal Services	81.8%	9.1%	22.7%	$32,000	*
Entertainment & Recreation	*	*	*	*	*
Professional Services	88.9%	0.0%	72.3%	$57,000	$15.50
Public Administration & Government	76.2%	23.8%	19.0%	$53,500	$18.53
Education	88.9%	13.0%	63.0%	$50,000	$13.87

This table includes all respondents without consideration of employment status or willingness to change/enter employment.

**Insufficient survey data/refused*

Unemployed - *Those Willing to Enter/Re-enter Employment*

- An estimated 972 unemployed individuals are willing to accept employment
- Average age is 50 years old
- 58.6% are female; 41.4% are male
- Education:
  - 37.9% have an education beyond high school
  - 3.4% have vocational training
  - 3.4% have an associate degree
  - 10.3% have an undergraduate degree
  - 3.4% have a postgraduate/professional degree
- Estimated wage range to attract the upper 66-75% qualified hourly wage applicants is $10.00 to $12.00/hr. with a median of the lowest wage of $9.50
- Willing to commute an average of 23 miles one way for the right opportunity
- 75.9% expressed interest in temporary or seasonal employment opportunities
- 58.6% expressed interest in working varied shifts (2nd, 3rd & split)
- Would prefer to enter employment that offers the following benefits:
  - Health/medical insurance - 79.2%
  - Dental coverage - 37.5%
  - Paid vacation - 33.3%
  - Pension/retirement options - 16.7%
  - Vision coverage - 16.7%
  - Disability insurance - 12.5%
  - Paid holidays - 12.5%
  - Life insurance - 8.3%
  - Paid sick leave - 8.3%
  - Prescription drug coverage - 8.3%
- 64.7% indicated they prefer employment offers where the employer pays the cost of medical insurance premiums.



Sponsored in Partnership with

For more information regarding the Fairfield Laborshed Analysis, contact:

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This information is analyzed and compiled by the
Iowa Workforce Development
Labor Market & Workforce Information Division
Regional Research & Analysis Bureau
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SIGOURNEY

IOWA

LABORSHED ANALYSIS

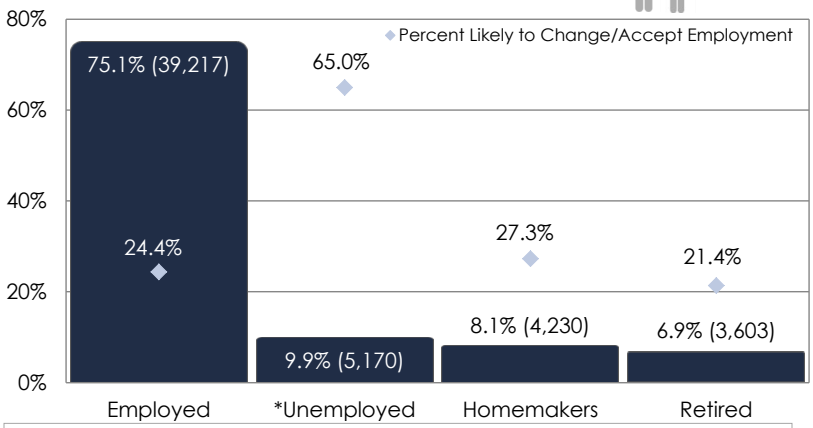
A STUDY IN WORKFORCE CHARACTERISTICS

2016

Sigourney Laborshed Analysis

A Laborshed is the area or region from which an employment center draws its commuting workers. To determine the approximate boundaries of a Laborshed area, local employers supply the residential ZIP codes of each of their employees. This Laborshed analysis addresses the workforce characteristics of the Sigourney Laborshed area.

Employment Status (estimated total)*



**Employment status is self-identified by the survey respondent. The unemployment percentage above does not reflect the unemployment rate published by the U.S. Bureau of Labor Statistics, which applies a stricter definition.*

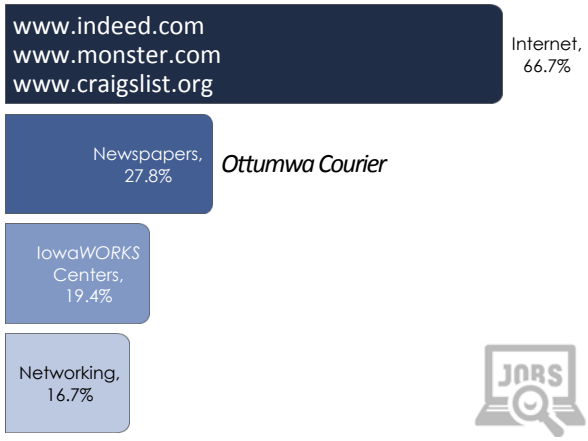
Estimated Population 18-64: 52,220 (entire Laborshed area)

Estimated Number of Individuals Very Likely or Somewhat Likely to Change or Accept Employment in Sigourney (15,524):

- 13,214 Employed
- 687 Unemployed
- 930 Homemakers
- 693 Retired

Employed - likely to change employment

- Median wages: $15.20/hr & $56,500/yr
- 23.9% are actively seeking new employment
- 8.1% are working multiple jobs
- Currently working an average of 40 hrs/week
- 32.8% currently working within the production, construction & material handling occupational category followed by 22.4% within the professional, paraprofessional & technical occupational category
- Most frequently identified job search resources:



Underemployment

	Underemployment	
	% Underemployed	Estimated Underemployed
Inadequate Hours	1.2%	159
Mismatch of Skills	3.7%	489
Low Income	1.0%	132
†Total Underemployment	4.9%	647

† Individuals may be underemployed for more than one reason, but are counted only once for total estimated underemployment.

The underemployed are individuals who are working fewer than 35 hours per week but desire more hours; are working in positions that do not meet their skill or education level, or have worked for higher wages at previous employment; or are working at wages equal to or less than the national poverty level and work 35 or more hours per week.

Employment Levels and Status by Industry

	Industry % of Employed	Estimated # of Employed	% Employed within the Industry	% Likely to Change Employment	% Unemployed* within the Industry
Manufacturing	24.0%	9,412	75.8%	31.0%	12.6%
Education	17.3%	6,785	77.6%	15.4%	6.0%
Healthcare & Social Services	13.0%	5,098	78.0%	28.2%	2.0%
Wholesale & Retail Trade	9.7%	3,804	60.4%	44.8%	12.5%
Personal Services	7.7%	3,020	85.2%	26.1%	14.8%
Agriculture, Forestry & Mining	5.3%	2,079	100%	0.0%	0.0%
Finance, Insurance & Real Estate	5.3%	2,079	88.9%	25.0%	0.0%
Public Administration & Government	5.3%	2,079	72.7%	6.3%	4.5%
Professional Services	4.3%	1,686	86.7%	23.1%	13.3%
Transportation, Communication & Utilities	4.0%	1,569	63.2%	25.0%	15.8%
Construction	3.0%	1,177	52.9%	11.1%	29.4%
Entertainment & Recreation	0.7%	275	**	**	**
Other	0.4%	154	**	**	**

*** Insufficient survey data/refused*

Survey respondents from the Sigourney Laborshed area were asked to identify the industry in which they are currently working. The largest concentration of workers are employed in the manufacturing industry.

Commuting Statistics

The map at the right represents the concentration of those who are likely to commute into Sigourney from their home ZIP for an employment opportunity.

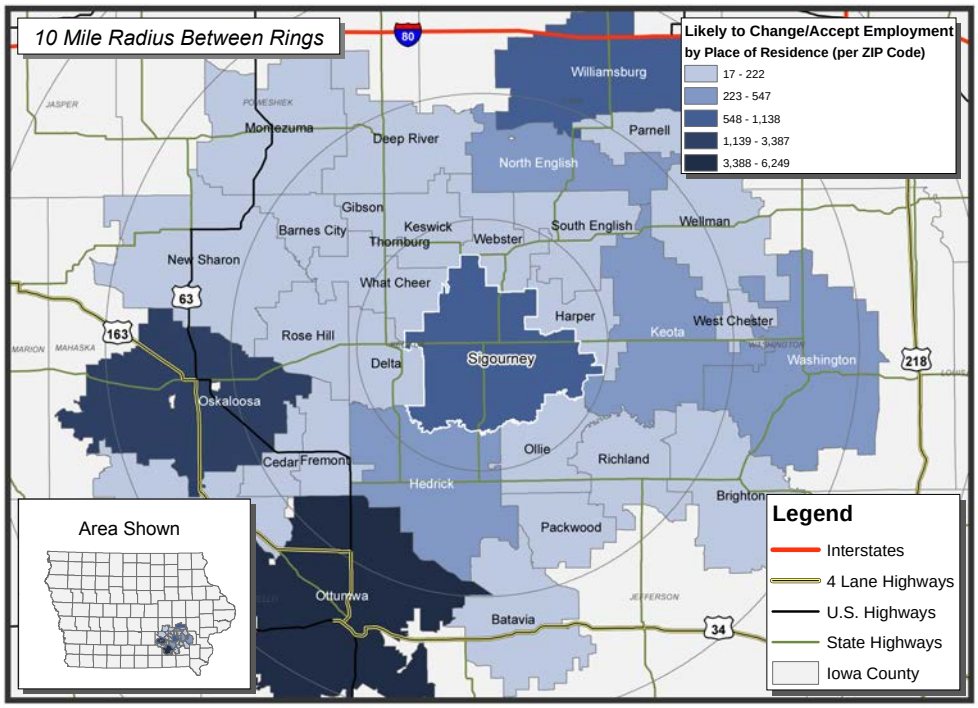
Those who are likely to change/accept employment in the Sigourney Laborshed area are willing to commute an average of 26 miles one-way for employment opportunities.

The out commute for Sigourney is estimated at 43.9 percent—approximately 545 people living in Sigourney work in other communities.

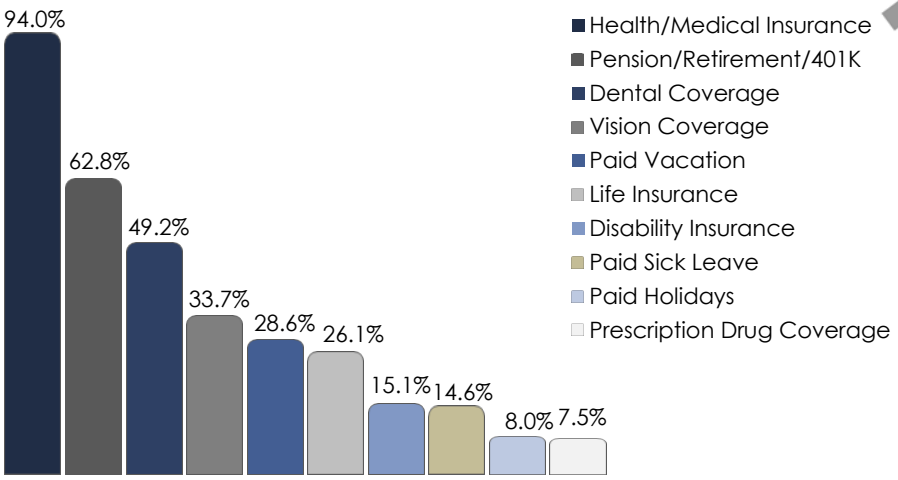
Most of those who are out commuting are working in Oskaloosa, Ottumwa, Packwood or Williamsburg.

Nearly one-fourth (24.0%) of out commuters are likely to change employment (approximately 131 people).

Concentration of Those Likely to Change/Accept Employment in Sigourney



Top Current Benefits of the Full-Time Employed



The survey provides the respondents an opportunity to identify employment benefits they currently are offered. The chart at left provides the percentage of responses from those that are currently employed full-time.

The majority (68.2%) of these respondents state they are currently sharing the cost of health/medical insurance premiums with their employer. However, 22.4 percent indicate their employer pays the entire cost of insurance premiums.

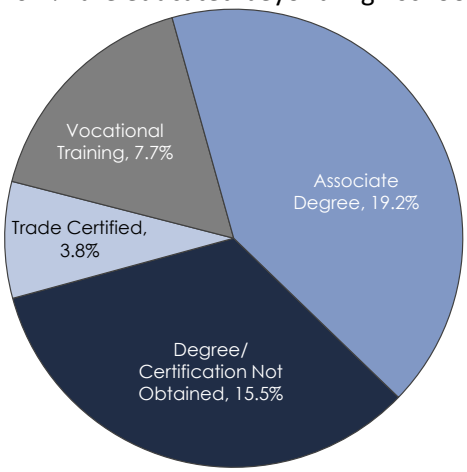
Education Levels and Median Wages by Industry

	Education			Median Wages	
	Some Level Beyond High School	Associate Degree	Undergraduate Degree or Higher	Annual Salary	Hourly Wage
All Employed	**71.3%**	**23.8%**	**30.7%**	**$52,000**	**$15.63**
Agriculture, Forestry & Mining	75.0%	43.8%	12.5%	**	**
Construction	52.9%	35.3%	5.9%	**	$14.75
Education	82.1%	11.9%	59.7%	$55,000	$12.75
Entertainment & Recreation	**	**	**	**	**
Finance, Insurance & Real Estate	77.8%	33.3%	27.8%	$56,000	$13.00
Healthcare & Social Services	77.6%	28.6%	20.3%	$40,000	$15.00
Manufacturing	56.8%	28.4%	13.7%	$79,500	$18.00
Personal Services	70.4%	11.1%	29.6%	$42,500	$15.00
Professional Services	80.0%	33.3%	46.7%	$39,500	$13.00
Public Administration & Government	59.1%	9.1%	27.2%	$62,500	$21.00
Transportation, Communication & Utilities	57.9%	15.8%	15.8%	$56,000	$20.00
Wholesale & Retail Trade	62.5%	14.6%	16.7%	$34,500	$10.25

The education and wage data by industry within the above table includes all respondents without consideration of employment status or willingness to change/enter employment.
***Insufficient survey data/refused*

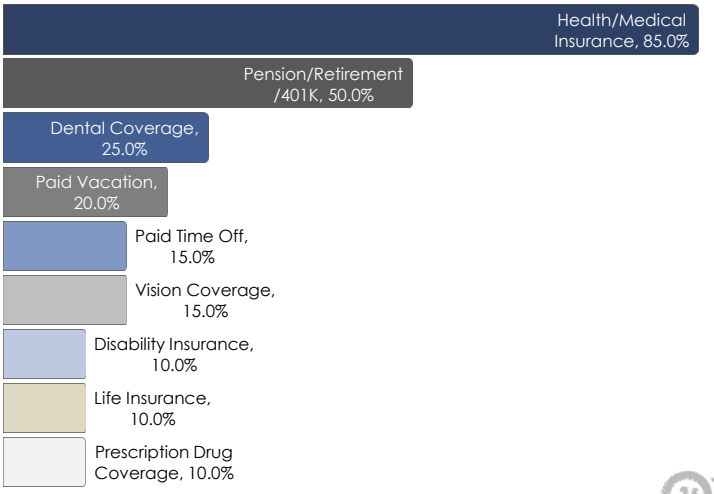
Unemployed - likely to accept employment

- 68.0% are actively seeking employment
- An estimated 687 unemployed individuals are likely to accept employment in Sigourney.
- Average age is 45 years old
- 80.8% are male; 19.2% are female
- **Education:**
  - 46.2% are educated beyond high school

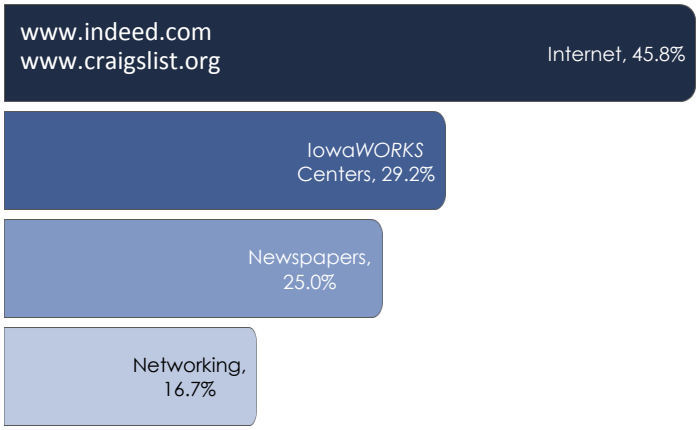


- **Wages:**
  - $12.82/hr - to attract 66% of applicants
  - $18.00/hr - to attract 75% of applicants
  - $11.00/hr - lowest median wage willing to accept
- Willing to commute an average of 23 miles one way for the right opportunity
- 68.0% expressed interest in temporary and 64.0% in seasonal employment opportunities
- 68.0% expressed interest in working varied shifts

Top Desired Benefits



Top Job Search Resources



Sponsored in partnership with:

SADC Sigourney Area Development Corporation

Opportunity² Economic Development in SE Iowa

Area 15 Regional Planning Commission

Indian Hills Regional Development

Indian Hills Community College

DMACC Des Moines Area Community College

Northeast Missouri Electric Power Cooperative

Alliant Energy Community Partner

MidAmerican Energy — Obsessively, relentlessly at your service.

For more information regarding the Sigourney laborshed analysis, contact:

Sigourney Area Development Corporation
112 East Washington
Sigourney, Iowa 52591
Phone: 641-622-2288
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www.sigourney.com

Iowa Workforce Development

Data compiled and analyzed by:
Iowa Workforce Development
Labor Market Information Division
1000 E. Grand Avenue, Des Moines, Iowa 50319
Phone: (515) 281-7505 | Email: laborshed.studies@iwd.iowa.gov
www.iowalmi.gov

Mahaska County

Laborshed Analysis

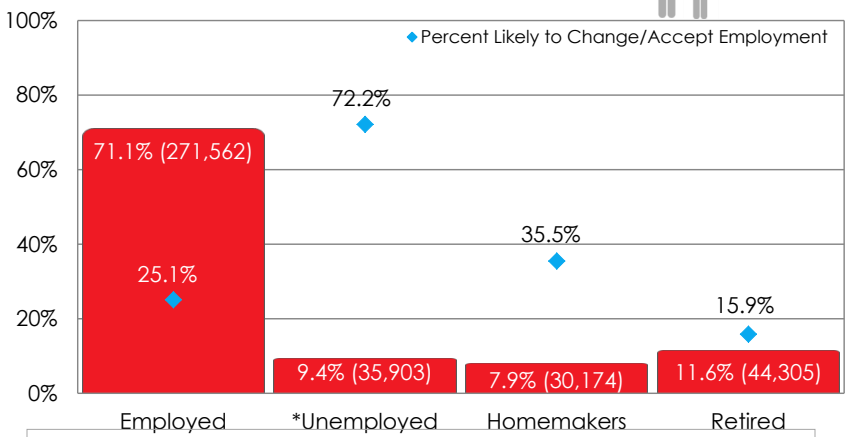
A Study of Workforce Characteristics

Released August 2016

Mahaska County Laborshed Analysis

A Laborshed is the area or region from which an employment center draws its commuting workers. To determine the approximate boundaries of a Laborshed area, local employers supply the residential ZIP codes of each of their employees. This Laborshed analysis addresses the workforce characteristics of the Mahaska County Laborshed area.

Employment Status (estimated total)*



**Employment status is self-identified by the survey respondent. The unemployment percentage above does not reflect the unemployment rate published by the U.S. Bureau of Labor Statistics, which applies a stricter definition.*

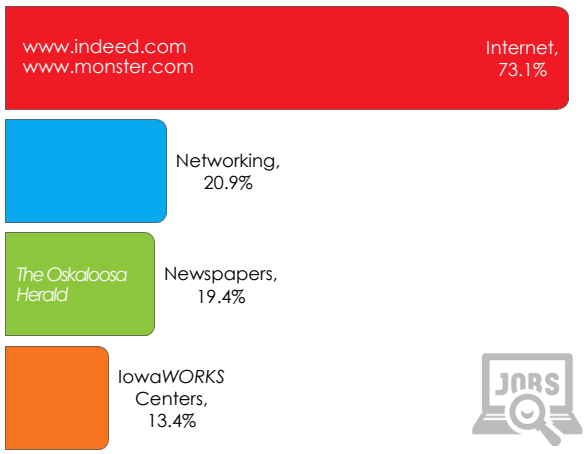
Estimated Population 18-64: 381,944 (entire Laborshed area)

Estimated Number of Individuals Very Likely or Somewhat Likely to Change or Accept Employment in Oskaloosa (34,867):

- 30,215 Employed
- 1,260 Unemployed
- 1,617 Homemakers
- 1,775 Retired

Employed - likely to change employment

- Median wages: $12.92/hr & $65,000/yr
- 32.4% are actively seeking new employment
- 15.7% are working multiple jobs
- Currently working an average of 43 hrs/week
- 32.8% currently working within the professional, paraprofessional & technical occupational category followed by 23.4% within the production, construction & material handling occupational category
- Most frequently identified job search resources:



Underemployment

	Underemployment	
	% Underemployed	Estimated Underemployed
Inadequate Hours	1.7%	514
Mismatch of Skills	4.0%	1,209
Low Income	0.5%	151
†Total Underemployment	5.4%	1,632

† Individuals may be underemployed for more than one reason, but are counted only once for total estimated underemployment.

The underemployed are individuals who are working fewer than 35 hours per week but desire more hours; are working in positions that do not meet their skill or education level, or have worked for higher wages at previous employment; or are working at wages equal to or less than the national poverty level and work 35 or more hours per week.

Employment Levels and Status by Industry

	Industry % of Employed	Estimated # of Employed	% Employed within the Industry	% Likely to Change Employment	% Unemployed* within the Industry
Manufacturing	24.2%	65,718	76.4%	20.6%	4.5%
Education	14.6%	39,648	71.9%	22.0%	8.8%
Finance, Insurance & Real Estate	12.1%	32,859	77.3%	23.5%	9.1%
Healthcare & Social Services	11.4%	30,958	64.0%	28.1%	6.0%
Wholesale & Retail Trade	8.2%	22,268	59.0%	34.8%	25.6%
Professional Services	6.4%	17,380	72.0%	44.4%	4.0%
Public Administration & Government	5.7%	15,479	76.2%	18.8%	4.8%
Construction	4.3%	11,677	75.0%	33.3%	12.5%
Personal Services	4.3%	11,677	66.7%	8.3%	16.7%
Agriculture, Forestry & Mining	3.6%	9,776	83.3%	10.0%	8.3%
Transportation, Communications & Utilities	3.6%	9,776	58.8%	20.0%	11.8%
Entertainment & Recreation	1.1%	2,987	**	**	**
Other	0.5%	1,359	**	**	**

*** Insufficient survey data/refused*

Survey respondents from the Mahaska County Laborshed area were asked to identify the industry in which they are currently working. The largest concentration of workers are employed in the manufacturing industry.

Commuting Statistics

The map at the right represents the concentration of those who are likely to commute into Oskaloosa from their home ZIP for an employment opportunity.

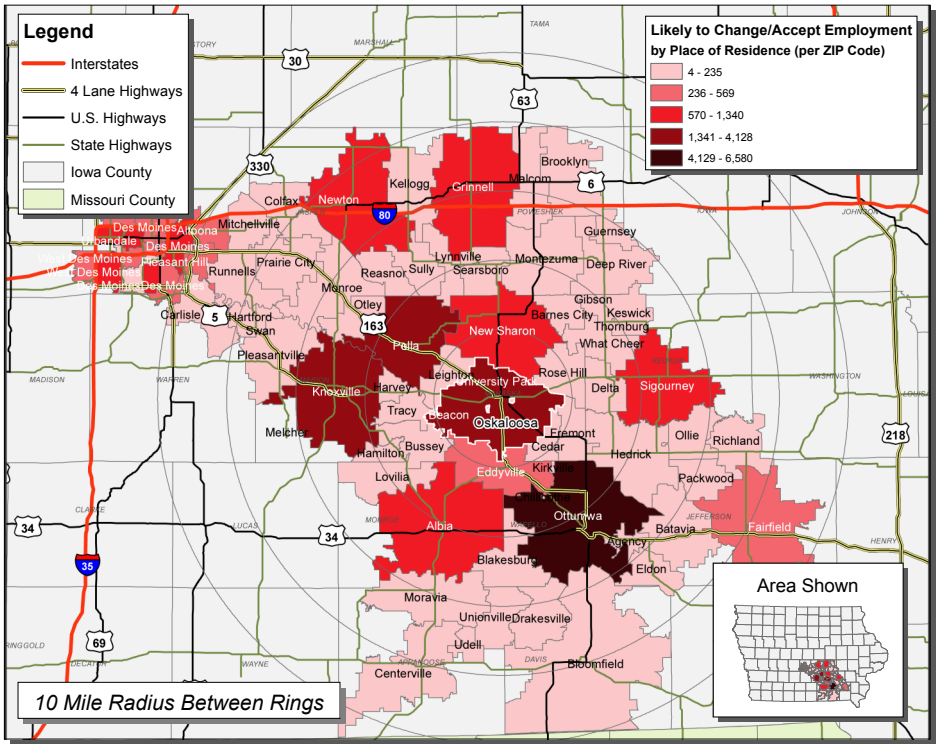
Those who are likely to change/accept employment in the Mahaska County Laborshed area are willing to commute an average of 24 miles one-way for employment opportunities.

The out commute for Oskaloosa is estimated at 31.8 percent—approximately 1,988 people living in Oskaloosa work in other communities.

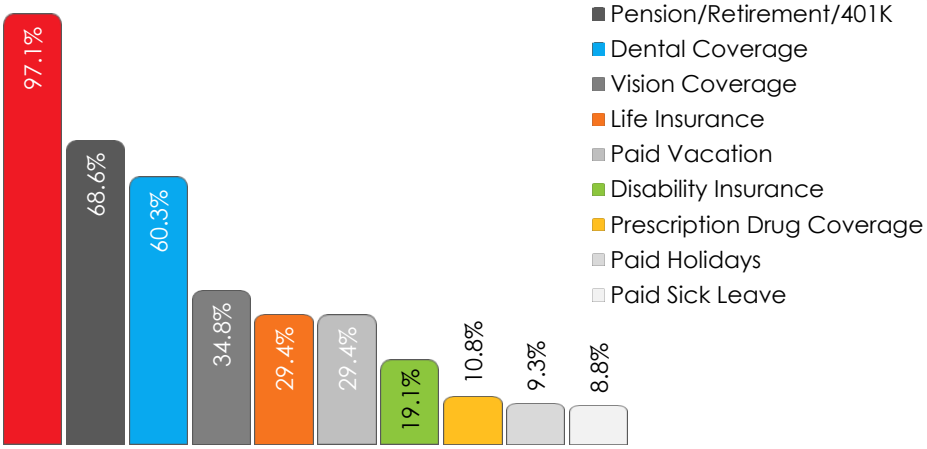
Most of those who are out commuting are working in Pella, Eddyville, Knoxville or Ottumwa.

Over one-fourth (25.9%) of out commuters are likely to change employment (approximately 515 people).

Concentration of Those Likely to Change/Accept Employment in Oskaloosa



Top Current Benefits of the Full-Time Employed



The survey provides the respondents an opportunity to identify employment benefits they currently are offered. The chart at left provides the percentage of responses from those that are currently employed full-time.

The majority (80.2%) of these respondents state they are currently sharing the cost of health/medical insurance premiums with their employer. However, 16.8 percent indicate their employer pays the entire cost of insurance premiums.

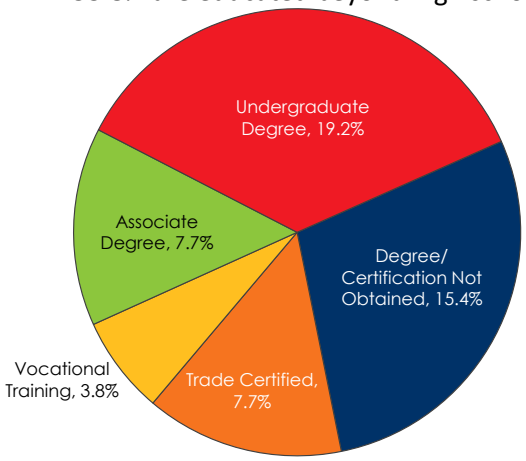
Education Levels and Median Wages by Industry

	Education			Median Wages	
	Some Level Beyond High School	Associate Degree	Undergraduate Degree or Higher	Annual Salary	Hourly Wage
All Employed	**76.4%**	**17.4%**	**40.2%**	**$65,000**	**$17.40**
Agriculture, Forestry & Mining	58.3%	25.0%	8.3%	**	$11.75
Construction	55.6%	11.1%	22.3%	$75,000	$20.00
Education	89.5%	10.5%	72.0%	$60,500	$12.67
Entertainment & Recreation	**	**	**	**	**
Finance, Insurance & Real Estate	72.7%	15.9%	50.0%	$51,500	$19.03
Healthcare & Social Services	75.5%	24.5%	24.5%	$60,000	$13.65
Manufacturing	52.8%	21.3%	23.5%	$78,250	$19.87
Personal Services	68.7%	12.5%	18.8%	$60,000	$10.00
Professional Services	68.0%	8.0%	52.0%	$50,000	$15.00
Public Administration & Government	81.0%	9.5%	38.1%	$78,000	$26.25
Transportation, Communication & Utilities	76.5%	11.8%	29.4%	**	$16.20
Wholesale & Retail Trade	59.0%	10.3%	12.8%	$67,500	$10.00

***Insufficient survey data/refused*

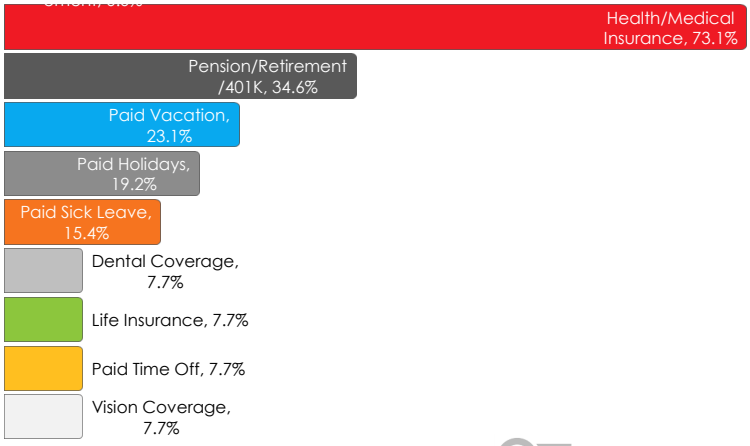
Unemployed - likely to accept employment

- 69.2% are actively seeking employment
- An estimated 1,260 unemployed individuals are likely to accept employment in Oskaloosa.
- Average age is 46 years old
- 50.0% are male; 50.0% are female
- **Education:**
  - 53.8% are educated beyond high school

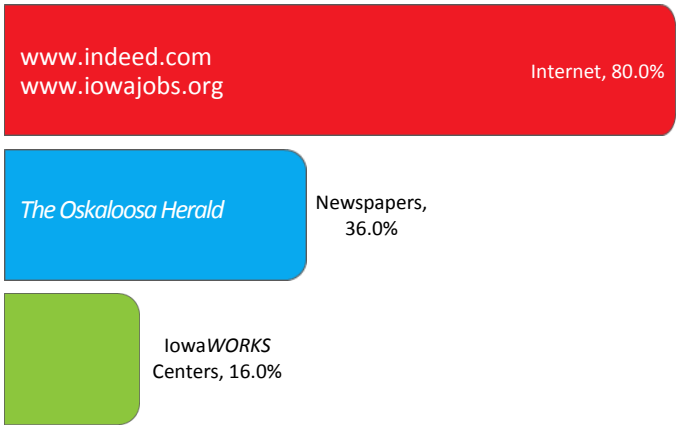


- **Wages:**
  - $13.85/hr - to attract 66% of applicants
  - $17.50/hr - to attract 75% of applicants
  - $10.00/hr - lowest median wage willing to accept
- Willing to commute an average of 24 miles one way for the right opportunity
- 69.2% expressed interest in temporary and 53.8% in seasonal employment opportunities
- 46.2% expressed interest in working varied shifts

Top Desired Benefits



Top Job Search Resources



Sponsored in Partnership With:

MCARD Mahaska County Agricultural and Rural Development

Opportunity 2 Economic Development in SE Iowa

Indian Hills Regional Development Serving the Iowa counties of Mahaska, Monroe & Wapello

Area 15 Regional Planning Commission

Indian Hills Community College

DMACC Des Moines Area Community College

Northeast Missouri Electric Power Cooperative

Alliant Energy Community Partner

MidAmerican Energy Obsessively, relentlessly at your service

For more information regarding the Mahaska County Labor Shed Analysis, contact:

Mahaska County Agricultural & Rural Development
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Web: www.oacdg.org

Iowa Workforce Development Smart. Results.

Data compiled and analyzed by:
Iowa Workforce Development
Labor Market Information Division
1000 E. Grand Avenue, Des Moines, Iowa 50319
Phone: (515) 281-7505 | Email: labormarket.studies@iwd.iowa.gov
www.iowalmi.gov

GREATER

OTTUMWA AREA

2016

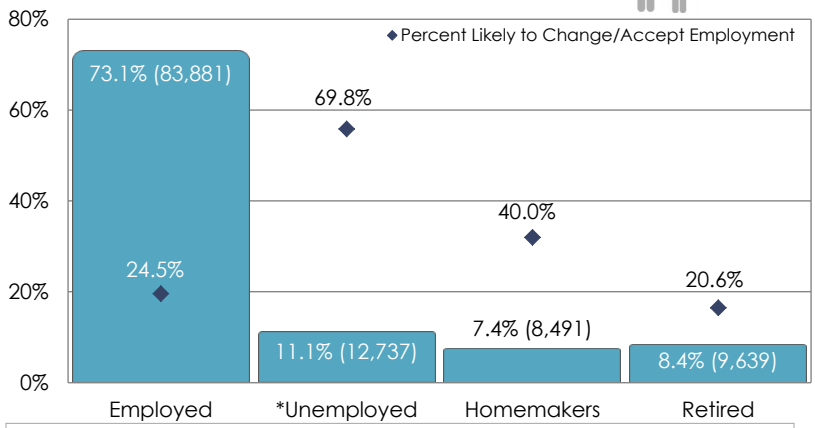
Laborshed Analysis

A Study of Workforce Characteristics

Greater Ottumwa Laborshed Analysis

A Laborshed is the area or region from which an employment center draws its commuting workers. To determine the approximate boundaries of a Laborshed area, local employers supply the residential ZIP codes of each of their employees. This Laborshed analysis addresses the workforce characteristics of the Greater Ottumwa Laborshed area.

Employment Status (estimated total)*



**Employment status is self-identified by the survey respondent. The unemployment percentage above does not reflect the unemployment rate published by the U.S. Bureau of Labor Statistics, which applies a stricter definition.*

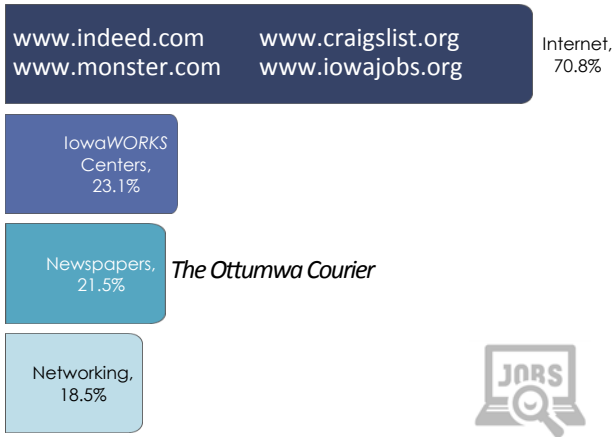
Estimated Population 18-64: 114,748 (entire Laborshed area)

Estimated Number of Individuals Very Likely or Somewhat Likely to Change or Accept Employment in Ottumwa (25,079):

- 21,402 Employed
- 1,456 Unemployed
- 1,173 Homemakers
- 1,048 Retired

Employed - likely to change employment

- Median wages: $13.75/hr & $46,750/yr
- 33.3% are actively seeking new employment
- 16.7% are working multiple jobs
- Currently working an average of 41 hrs/week
- 41.9% currently working within the production, construction & material handling occupational category followed by 22.6% within the professional, paraprofessional & technical occupational category
- Most frequently identified job search resources:



Underemployment

	Underemployment	
	% Underemployed	Estimated Underemployed
Inadequate Hours	1.7%	364
Mismatch of Skills	3.5%	749
Low Income	1.0%	214
†Total Underemployment	5.2%	1,113

† Individuals may be underemployed for more than one reason, but are counted only once for total estimated underemployment.

The underemployed are individuals who are working fewer than 35 hours per week but desire more hours; are working in positions that do not meet their skill or education level, or have worked for higher wages at previous employment; or are working at wages equal to or less than the national poverty level and work 35 or more hours per week.

Employment Levels and Status by Industry

	Industry % of Employed	Estimated # of Employed	% Employed within the Industry	% Likely to Change Employment	% Unemployed* within the Industry
Manufacturing	17.7%	14,847	73.2%	30.8%	12.7%
Education	13.9%	11,659	69.5%	17.1%	13.6%
Healthcare & Social Services	12.9%	10,821	77.6%	23.7%	4.1%
Wholesale & Retail Trade	12.3%	10,317	70.6%	27.8%	15.7%
Professional Services	7.1%	5,956	87.5%	20.0%	8.3%
Finance, Insurance & Real Estate	6.5%	5,452	95.0%	21.1%	0.0%
Personal Services	6.5%	5,452	79.2%	31.6%	12.5%
Transportation, Communication & Utilities	6.5%	5,452	54.3%	26.3%	17.1%
Construction	5.4%	4,530	72.7%	46.7%	13.6%
Agriculture, Forestry & Mining	5.1%	4,278	93.8%	6.7%	0.0%
Public Administration & Government	4.4%	3,691	65.0%	15.4%	0.0%
Entertainment & Recreation	1.0%	839	**	**	**
Other	0.7%	587	**	**	**

*** Insufficient survey data/refused*

Survey respondents from the Greater Ottumwa Laborshed area were asked to identify the industry in which they are currently working. The largest concentration of workers are employed in the manufacturing industry.

Commuting Statistics

The map at the right represents the concentration of those who are likely to commute into Ottumwa from their home ZIP for an employment opportunity.

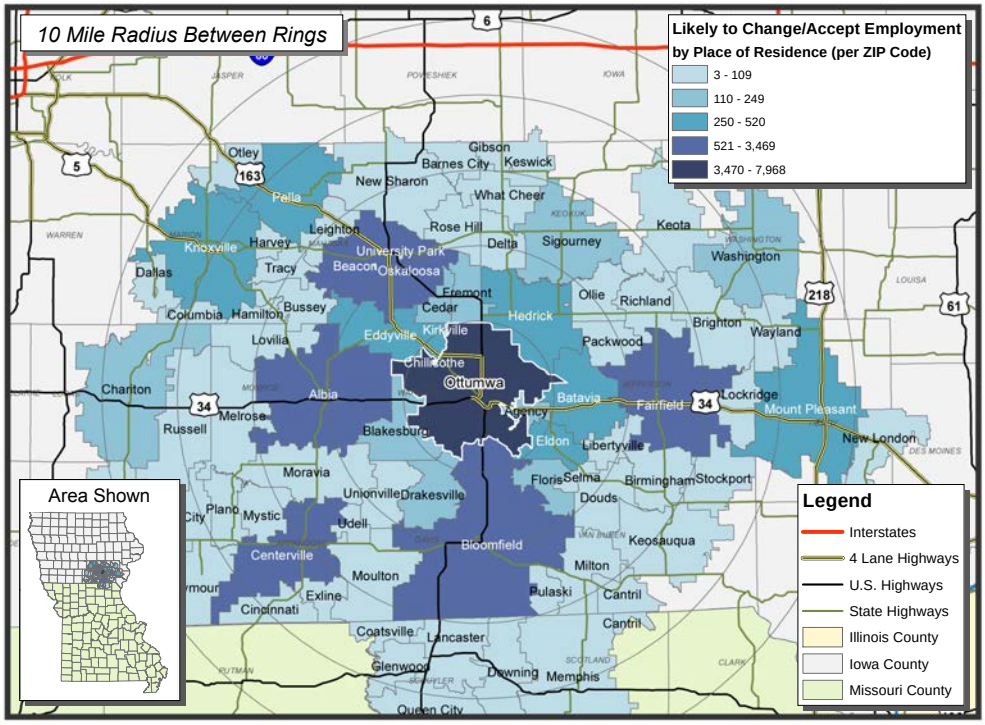
Those who are likely to change/accept employment in the Greater Ottumwa Laborshed area are willing to commute an average of 26 miles one-way for employment opportunities.

The out commute for Ottumwa is estimated at 17.0 percent—approximately 2,100 people living in Ottumwa work in other communities.

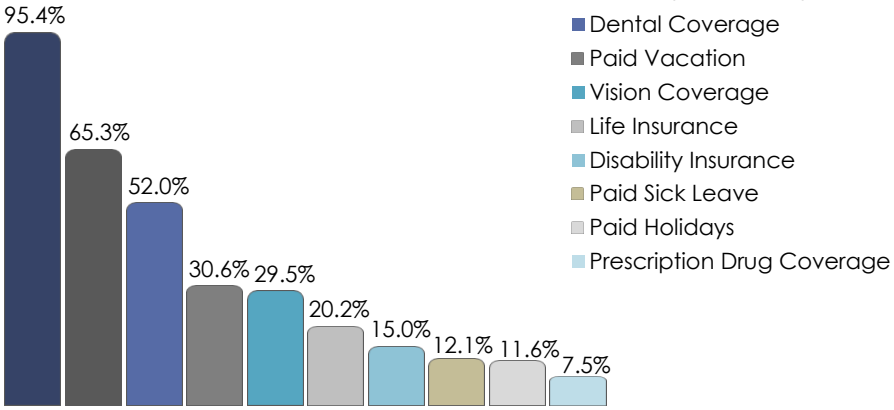
Most of those who are out commuting are working in Eddyville, Fairfield or Albia.

Nearly one-tenth (6.7%) of out commuters are likely to change employment (approximately 141 people).

Concentration of Those Likely to Change/Accept Employment in Ottumwa



Top Current Benefits of the Full-Time Employed



The survey provides the respondents an opportunity to identify employment benefits they currently are offered. The chart at left provides the percentage of responses from those that are currently employed full-time.

The majority (75.0%) of these respondents state they are currently sharing the cost of health/medical insurance premiums with their employer. However, 16.1 percent indicate their employer pays the entire cost of insurance premiums.

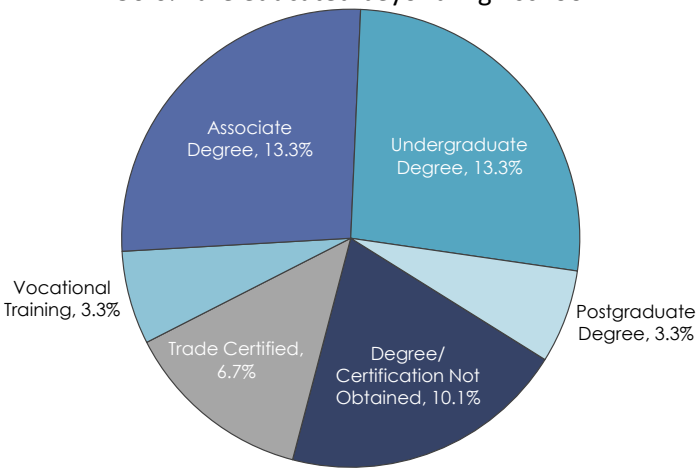
Education Levels and Median Wages by Industry

	Education			Median Wages	
	Some Level Beyond High School	Associate Degree	Undergraduate Degree or Higher	Annual Salary	Hourly Wage
All Employed	**68.6%**	**18.6%**	**29.7%**	**$47,500**	**$15.83**
Agriculture, Forestry & Mining	37.5%	6.3%	18.8%	$35,000	**
Construction	50.0%	13.6%	4.5%	**	$18.25
Education	84.7%	13.6%	59.3%	$50,000	$14.00
Entertainment & Recreation	**	**	**	**	**
Finance, Insurance & Real Estate	75.0%	25.0%	30.0%	$52,000	$13.05
Healthcare & Social Services	75.5%	28.6%	34.7%	$60,000	$15.00
Manufacturing	54.9%	31.0%	14.1%	$55,000	$17.00
Personal Services	75.0%	0.0%	33.4%	$24,000	$14.00
Professional Services	70.8%	16.7%	41.6%	$42,000	$13.00
Public Administration & Government	90.0%	35.0%	25.0%	$47,000	$18.50
Transportation, Communication & Utilities	68.6%	20.0%	22.8%	$63,000	$17.50
Wholesale & Retail Trade	62.7%	13.7%	9.9%	**	$10.88

The education and wage data by industry within the above table includes all respondents without consideration of employment status or willingness to change/enter employment.
***Insufficient survey data/refused*

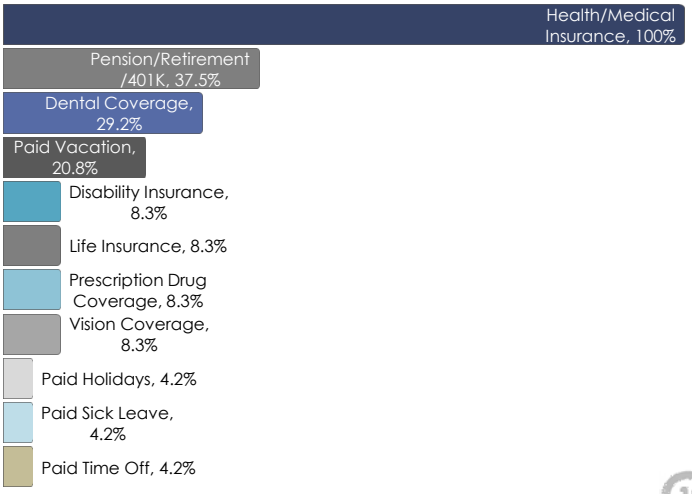
Unemployed - likely to accept employment

- 65.5% are actively seeking employment
- An estimated 1,456 unemployed individuals are likely to accept employment in Ottumwa.
- Average age is 45 years old
- 76.7% are male; 23.3% are female
- **Education:**
  - 50.0% are educated beyond high school

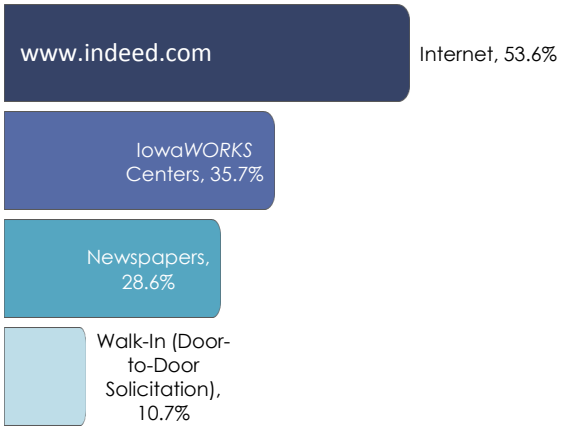


- **Wages:**
  - $13.00/hr - to attract 66% of applicants
  - $13.38/hr - to attract 75% of applicants
  - $10.00/hr - lowest median wage willing to accept
- Willing to commute an average of 24 miles one way for the right opportunity
- 75.9% expressed interest in temporary and 69.0% in seasonal employment opportunities
- 51.7% expressed interest in working varied shifts

Top Desired Benefits



Top Job Search Resources



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For more information regarding the Greater Ottumwa laborshed analysis, contact:

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Fax: 641-682-3466
E-mail: sstroh@ottumwaiowa.com
www.ottumwadevelopment.org

Iowa Workforce Development

Data compiled and analyzed by:
Iowa Workforce Development
Labor Market Information Division
1000 E. Grand Avenue, Des Moines, Iowa 50319
Phone: (515) 281-7505 | Email: labormarket.studies@iwd.iowa.gov
www.iowalmi.gov

Appendix C:
Area 15 Region Largest Employers

Area 15 Region Largest Employers

Location	Employer	Number of Employees
Davis County	Seaboard, Inc.	N/A
Davis County	Performance Pipe	N/A
Davis County	Davis County Hospital	N/A
Davis County	Troy Elevator	N/A
Davis County	Davis County Community Schools	N/A
Davis County	Crop Production Services	N/A
Davis County	Davencorp, Inc.	N/A
Davis County	White Communications	N/A
Jefferson County	Cambridge Investment Research, Inc.	N/A
Jefferson County	Fairfield Community School District	N/A
Jefferson County	Jefferson County Health Center	N/A
Jefferson County	Maharishi University of Management	N/A
Jefferson County	HyVee	N/A
Jefferson County	Dexter Laundry, Inc.	N/A
Jefferson County	Agri-Industrial Plastics Company	N/A
Jefferson County	Global ID Group	N/A
Jefferson County	TrafFix Devices	N/A
Jefferson County	Creative Edge Mastershop	N/A
Keokuk County	Pioneer Seed (Hedrick)	108
Keokuk County	Sigourney Community School District	88
Keokuk County	Sinclair Tractor	58
Keokuk County	Benders Foundry	43
Keokuk County	Atwood Electric	30
Keokuk County	Durolast Roofing, Inc.	28
Keokuk County	County Bank	23
Keokuk County	Ray-man, Inc.	20
Mahaska County	Mahaska Health Partnership	489
Mahaska County	Musco Lighting	450
Mahaska County	Clow Valve Company	400
Mahaska County	Oskaloosa Community Schools	355
Mahaska County	Walmart	240
Mahaska County	William Penn University	225
Mahaska County	HyVee	210
Mahaska County	Cunningham, Inc.	105
Mahaska County	Mahaska	90
Mahaska County	Oskaloosa Food Products	78
Van Buren County	Hill Phoenix	404
Van Buren County	Van Buren County Hospital	185

Van Buren County	Van Buren County Community Schools	144
Van Buren County	Riverside Plastics	95
Van Buren County	Van Buren County	83
Van Buren County	Keosauqua Health Care Center	71
Van Buren County	Barker Wire	50
Van Buren County	Mid-States Manufacturing	40
Van Buren County	Tigerhawk	30
Wapello County	JBS	2,482
Wapello County	Cargill, Inc.	953
Wapello County	Ottumwa Regional Health Center	825
Wapello County	John Deere	811
Wapello County	Ottumwa Community School District	700
Wapello County	Indian Hills Community College	420
Wapello County	City of Ottumwa	265
Wapello County	Dr. Pepper/Snapple	255
Wapello County	Ajinomoto	215
Wapello County	HyVee	188
Iowa Bioprocessing Center	Cargill, Inc.	560
Iowa Bioprocessing Center	Ajinomoto Heartland	155
Iowa Bioprocessing Center	Ajinomoto North America & TECUS	120
Iowa Bioprocessing Center	HF Chlor-Alkali	25
Iowa Bioprocessing Center	Wacker Chemical Corp.	15

Figures as provided by Albia Industrial Development Corp., Davis County Development Corp., Fairfield Economic Development Association, Mahaska County Agricultural and Rural Development, Ottumwa Economic Development Corp., Sigourney Area Development Corp., and Villages of Van Buren, Inc.

Appendix D:
Example Surveys

Area 15 Community Member Survey

Area 15 Regional Planning Commission economic development survey

The Area 15 Regional Planning Commission is in the process of developing a five-year economic development strategic plan for 2017-2022. This region includes Davis, Jefferson, Keokuk, Mahaska, Van Buren and Wapello counties.

Responses must be submitted by February 24, 2017. Information gained from this survey will play a key role in the identification of goals and development of projects for the region, so please make your voices heard!

The first few questions ask a little about you so we can assess how well stakeholder groups are represented in the results. This information will not be linked to individual respondents and your answers are anonymous.

1. In which county do you reside? *

- [ ] Davis
- [ ] Jefferson
- [ ] Keokuk
- [ ] Mahaska
- [ ] Van Buren
- [ ] Wapello
- [ ] Other - Write In (Required)

*

2. What sector(s) do you represent? (check all that apply) *

- [ ] Community/Non-Profit Organization
- [ ] Economic Development/Business Organization
- [ ] Educator
- [ ] Private Business Owner
- [ ] Resident
- [ ] Other - Write In

*

3. How long have you lived in the region? *

-- Please Select --

4. What is your race/ethnicity? *

-- Please Select --

5. What is your highest degree obtained or level of school completed? *

-- Please Select --

6. What is your age? *

-- Please Select --

7. Which of the following best describes your current employment situation? *

-- Please Select --

The next questions ask you to think about, and assess, your community.

8. What do you feel are the three best qualities or strengths for your community? What does your community do well? Examples might include "good schools" or "low cost of living".

9. What do you feel are the three most serious weaknesses facing your community? Examples may include "aging infrastructure" or "lack of skilled workforce".

10. In terms of what is available, but not being taken advantage of, what do you feel are the three best opportunities for your community? Examples may include "recreational areas" or "good location for new manufacturing".

11. What are three specific challenges or potential risks for your community? Examples may include "effects of a natural disaster" or "loss of industry".

12. What collaborations/partnerships do you feel are working well in your community? What collaborations/partnerships would you like to see improved or created in the future? These may include partnerships between various City/County/State/Federal departments or agencies, non-profit organizations, schools, etc.

13. Think about your community in terms of areas in which you believe *need support or would like to see improved*. Please rank the following priorities on a scale of low, medium, or high priority. *

	Low Priority	Medium Priority	High Priority
Availability of Affordable Housing	○	○	○
Housing Rehabilitation	○	○	○
New Housing Development	○	○	○
Entrepreneur Support/Small Business Development	○	○	○
Quality of Life Developments (libraries, parks, museums, walking trails, etc.)	○	○	○
Resources for Emergency Services	○	○	○
Addition/Retention of Rural Medical Services	○	○	○
Workforce Development/Job Training	○	○	○
Infrastructure Improvements	○	○	○
Retail/Commercial Development	○	○	○
Industrial/Manufacturing Development	○	○	○
Job Creation/Retention	○	○	○
Downtown Renewal/Revitalization	○	○	○
Tourism Development/Marketing	○	○	○
Historic Preservation/Cultural Resource Development	○	○	○
Retention of Younger Populations	○	○	○
Expansion/Retention of Elderly Population Services	○	○	○
Environmental Improvements (water quality, recycling expansion, erosion reduction, etc.)	○	○	○
Comprehensive Planning/Zoning Ordinances	○	○	○
Transportation Improvements	○	○	○
Disaster Preparedness Planning	○	○	○
Expansion of Broadband	○	○	○
Development/Expansion of Youth Programs and Facilities	○	○	○
Education Improvements (graduation rates, test scores, etc.)	○	○	○
Recreational Developments/Improvements	○	○	○
Support of Agricultural Industry	○	○	○

14. Please rate the following aspects of the region's quality of life, based on your experiences, one star being the lowest, five star being the highest *

	Rating
Overall cost of living	
Diversity of housing options	
Housing affordability	
Aesthetics and appearance of the community	
Quality of development, planning, and land use	
Sense of personal and property safety	
Availability of quality health care options	
Entertainment and recreational amenities	
Nightlife options	
Cultural and arts facilities and programs	
Shopping opportunities	
Dining opportunities	

15. If you represent an organization, business, etc. what area projects do you wish to accomplish in the next 1-5 years? Please note if you will need to identify/obtain funding to accomplish.

16. If you are a business owner, or a prospective business owner, please rate the following elements of the region's current business climate to the degree to which each is an advantage or disadvantage to existing or prospective new businesses.

	Advantage	Disadvantage	Neutral or N/A to your business
Availability of skilled labor	○	○	○
Provision of economic incentives	○	○	○
Availability of business financing	○	○	○

	Advantage	Disadvantage	Neutral or N/A to your business
Availability of industrial land for development	○	○	○
Cost of permit acquisition	○	○	○
Code enforcement	○	○	○
Availability of quality office/business space	○	○	○
Availability of high-speed internet	○	○	○
Cost of utilities	○	○	○
Passenger air connectivity	○	○	○
Interstate accessibility	○	○	○
Local tax rates	○	○	○
Roadway connectivity and capacity	○	○	○
Availability of utilities	○	○	○

17. If you are a business owner or entrepreneur, what do you need to expand or develop your business?

	Very Important	Somewhat Important	Less Important	Not Important
Access to capital	○	○	○	○
Help with licenses/permits/regulations	○	○	○	○
Marketing	○	○	○	○
Website/tech upgrades	○	○	○	○
Business planning/counseling	○	○	○	○
Street/Façade Improvements	○	○	○	○
Networking with similar businesses and industry associations	○	○	○	○
Local government business retention/expansion programs	○	○	○	○
Enter another option	○	○	○	○
Enter another option	○	○	○	○
Enter another option	○	○	○	○

	Very Important	Somewhat Important	Less Important	Not Important
Enter another option	○	○	○	○

18. Any additional comments you would like to make regarding economic development in the area?

Submit

0%

Survey Software powered by SurveyGizmo

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2017 CEDS Survey

Area 15 Regional Planning Commission Comprehensive Economic Development Strategy Survey for City and County Representatives

The Area 15 Regional Planning Commission is in the process of developing a five-year economic development strategic plan for 2017-2022. This plan will be submitted to the U.S. Department of Commerce, Economic Development Administration (EDA) as our Comprehensive Economic Development Strategy (CEDS).

Responses must be submitted by February 24, 2017. Information from this survey will play a key role in the identification of goals and development of projects for the region.

1. What city or county do you represent? *

2. What sector/position do you represent? *

- [ ] City Administrator
- [ ] City Clerk
- [ ] City Council Member
- [ ] City Governmental Department
- [ ] County Board of Supervisor
- [ ] County Governmental Department
- [ ] Emergency Management
- [ ] Mayor
- [ ] Other - Write In

3. What do you feel are the three best qualities or strengths for your area? What does your community do well? Examples might include "good schools" or "high agricultural production". *

4. What do you feel are the three most serious weaknesses facing your area? Examples may include "aging infrastructure" or "lack of skilled workforce". *

5. In terms of what is available, but not being taken advantage of, what do you feel are the three best opportunities for your area? Examples may include "recreational areas" or "good location for new manufacturing". *

6. What are three specific challenges or potential risks for your area? Examples may include "effects of a natural disaster" or "loss of funding". *

7. What projects has your municipality or county completed within the past 1-2 years? Projects may include, business attraction/retention, transportation improvements, infrastructure improvements, recreational developments, community developments, etc. Please note if you obtained outside funds for these projects (such as grants, donations from business groups, etc.) *

8. What local/area projects or activities do you wish to accomplish in the next 1-5 years? Please note if you will need assistance in the planning and/or development of these projects. Also, please note if you will need to identify/obtain funding to accomplish. *

9. What collaborations/partnerships do you feel are working well in your area? What collaborations/partnerships would you like to see improved or created in the future?

10. Think about your community in terms of areas in which you *need support or would like to improve*. Please rank the following priorities on a scale of low, medium, or high priority.

	Low Priority	Medium Priority	High Priority
Availability of Affordable Housing	○	○	○
Housing Rehabilitation	○	○	○
New Housing Development	○	○	○
Entrepreneur Support/Small Business Development	○	○	○
Quality of Life Amenities (libraries, parks, museums, walking trails, etc.)	○	○	○
Resources for Emergency Services	○	○	○
Addition/Retention of Rural Medical Services	○	○	○
Workforce Development/Job Training	○	○	○

	Low Priority	Medium Priority	High Priority
Infrastructure Improvements	○	○	○
Retail/Commercial Development	○	○	○
Industrial/Manufacturing Development	○	○	○
Job Creation/Retention	○	○	○
Downtown Renewal/Revitalization	○	○	○
Tourism Development/Marketing	○	○	○
Historic Preservation/Cultural Resource Development	○	○	○
Retention of Younger Populations	○	○	○
Expansion/Retention of Elderly Population Services	○	○	○
Environmental Improvements (water quality, recycling expansion, reduce erosion, etc.)	○	○	○
Comprehensive Planning/Zoning Ordinances	○	○	○
Transportation Improvements	○	○	○
Disaster Preparedness Planning	○	○	○
Expansion of Broadband	○	○	○
Development/Expansion of Youth Programs and Facilities	○	○	○
Education Improvements (graduation rates, test scores, etc.)	○	○	○
Recreational Developments/Improvements	○	○	○
Support of Agriculture Industry	○	○	○
Enter another option	○	○	○
Enter another option	○	○	○
Enter another option	○	○	○
Enter another option	○	○	○

Submit

0%

Appendix E:
SWOT Results

CEDS City and County Representatives Survey Results Summary

Davis, Jefferson, Keokuk, Mahaska, Van Buren and Wapello Counties

Responses: 30

Highest Rated Community Strengths

13 Good Schools

12 Quality of life amenities, Trail Head, Park Equipment, More Free Library, nice city park, Good Recreational opportunities, Nice community buildings to rent, cultural amenities, updated library

11 everyone pitches in to help, Community cooperation, close knit community, engaged citizens, friendly, commuter community, Family oriented area

6 Low crime rates/safe

6 High agricultural production, agricultural diversity

4 Nice frontage highway access, Road system-rail system, Access to major transportation routes

3 Fiscal responsibility, Strong City Finances, government representation, involved mayor and city council

Highest Rated Community Weaknesses

18 Infrastructure, aging infrastructure, aging water system aging roads, aging sidewalks, culverts

9 Lack of employment opportunities, lack of industry/manufacturing, low wages, low median income

8 Housing shortage, Aging housing market, Lack of area to build new houses, Excessive housing costs/rentals

7 No new businesses, lack of new business start-ups, Attracting new businesses on Main Street, Solid economic development

6 Older, dilapidated buildings, derelict housing, deteriorating home conditions, aging town hall, Nuisance properties

4 Unskilled workforce, poor work ethic

Highest Rated Community Opportunities

14 State, county, and city parks, lakes--need updates to equipment/facilities, recreational areas, trails, City ball field, swimming pool / park, community buildings/centers, library

7 Open Lots for New Houses or Rental Complex, Abundant opportunities for annexation for residential growth, Expansion effort for housing, Reasonably priced homes for sale

6 New retail businesses, downtown businesses, regional shopping district

8 New industry/manufacturing, space in industrial park, shovel-ready lots

Highest Rated Community Threats

28 Lack of Funding, Lower property tax, receiving solid state funding, limited revenue stream, no funds for improvements, Low tax base, Cost increases, need more start-up funding, lack of grants available to small communities, Loss of funding for Volunteer Fire Department, nuisance abatement funds to repair streets, Infrastructure, overspend on new projects, keeping water system funded

8 Aging population, lower population, outmigration, loss of families

8 Flooding/natural disaster/tornado/snowfall over one inch

7 Issues from state government-property tax rollback, Mental health reform, state mandates, Loss of school funding (because of the make-up of the new legislature), state and federal mandates driving up costs

4 Lack of jobs/industry, overdependent on few large employers

3 Ability to Grow Job opportunities, Largest employer in community upsetting labor force, Loss of qualified workforce

What collaborations/partnerships do you feel are working well in your area? What collaborations/partnerships would you like to see improved or created in the future?

Well:

2 Area 15, Chris is GREAT, very helpful and easy to work with.
1 OEDC, IHCC Main Street, Chamber and Legacy Foundation.
1 Our Little League Committee continues to update our Ball Diamonds. We have a Civic Center Committee that raises money to continue renovating the Civic Center.
1 Mahaska County Community Foundation working will in terms of grants Mahaska County-works well with city on border issues and clean up days
1 28E agreements
1 Volunteer collaboration
1 Within county departments
1 Fairfield Access Energy, Northeast Power on a special building project grant w/economic development group
1 Working with Local Fair Board
1 Public/private partnerships for community projects
1 FEDA/City on housing development projects

Improve:

7 City and County, county and small towns
1 City and state legislators
1 Not much going on in partnerships. Need as much help as we can get.

CEDS SWOT analysis with Opportunity^2 12/15/2016

Participants: Deann DeGroot, Tod Faris, David Humburg, Josh Laraby, John Schroeder, Sharon Stroh, Dan Tometich

Strengths
28 Quality of life
24 Colleges-IHCC, William Penn and others
15 Good relationships between EDC's
14 Revolving loan funds-active funds
13 Educators in the workplace
13 Transportation system (4 lane, some areas)
10 Advance manufacturing
8 Broadband (some areas)
7 Low cost of doing business
7 Entrepreneurial resources
4 Competitive wages/low cost of living
1 Shared risks/responsibilities –good partnerships
0 Iowa Workforce hub

Opportunities
23 Infrastructure/land availability (some areas)
22 Recreational resources
21 Marketing/experiencing quality of life (perception)
19 Availability of workforce
18 Multiple generations in the workforce
18 Available entrepreneurs
15 Expansion of Op2 territory and partnerships
6 Improve relations with IEDA

Weaknesses
29 Turnover of EDC's and other orgs like IEDA
28 Lack of knowledge of economic industry
19 Aging volunteers/youth engagement
15 Employee retention
14 One-person EDC offices—too large of a workload
11 Lack of deep capital investment
11 Transportation (some areas)
7 Lack of cultural amenities
5 Business planning
3 Broadband (some areas)
2 Land availability
0 Lack of vision
0 Succession planning
0 Economic development's identity

Threats
28 Lack of IEDA engagement
24 Aging workforce
21 Lack of rural assistance from the state
20 Housing deterioration
18 Reduction of resources at local level (state cuts)
14 Declining population
9 New workforce dynamic—transient
8 Lack of middle income housing
0 State budget deficit
0 New administration (state and federal)
0 Workforce departure
0 Corporate income tax structure

CEDS Community Member Survey Results Summary

Davis, Jefferson, Keokuk, Mahaska, Van Buren and Wapello Counties

Responses: 209

Highest Rated Community Strengths

74 Friendliness, community pride and involvement, small town feel
53 Good school districts
52 Low cost of living
50 Quality of life—parks and recreation, trails, libraries
37 Community activities, events, entertainment, arts and culture
30 Quality local businesses, restaurants, entrepreneurialism
30 Safe place to live
26 Diversity—immigrant communities
19 Colleges and universities (IHCC/community college mentioned the most)
16 Medical hub/ wellness and health opportunities
10 Main Street/downtown/downtown revitalization

Highest Rated Community Weaknesses

77 Housing quality, affordability, quality rentals, senior housing, upper-middle class housing, no housing developers
72 Lack of job opportunities, quality paying jobs/under-unemployment/low minimum wage
57 Infrastructure, especially streets, sidewalks, bridges
46 School system-lack of student opportunities, open/declining enrollment, funding, teacher retention/loss of bargaining
37 Lack of skilled workforce, training, general workforce availability, retention
33 Community aesthetic, building condition, derelict houses
32 Aging population, outmigration, attracting young professionals
31 Lack of community promotion, marketing, bad perception of community, segmented community
27 High taxes/cost of living
24 Refusal to change, adapt, hold property owners accountable
24 City and county cooperation, community leadership/communication, collaboration with economic development groups
24 Lack of locally available goods/stores, things to attract people to the area
19 Lack of youth support, youth activities
14 Lack of community services/involvement, mental health services, homelessness services
14 Poverty

Highest Rated Community Opportunities

51 Parks and recreation areas/facilities/green spaces/sporting events (tournaments)
30 Downtown, square, available store fronts
25 Available/trained workforce/IHCC student retention—especially Photonics/Robotics/Culinary, workforce training sites
25 Arts/theater opportunities/event centers
22 Tourism and tourism businesses/attractions/historic sites
22 Small Retail Businesses/incentives for small business
21 Trail System
21 Industries, factories, manufacturing
19 Available housing locations, opportunity for housing contractors
19 Riverfront
19 Marketing of community (small town atmosphere)/signage/schools
12 Business parks/locations for new businesses/vacant commercial space/site certification
11 Transportation hub development/access to RR/access to highways
10 Entrepreneur groups, EDCs, business startup assistance, business incubation (CoLab)

Highest Rated Community Threats

63 Loss of employers/industry, lack of employment opportunities
58 Youth leadership/outmigration/aging population/brain drain
37 Housing-lack of affordable, quality, middle-income
34 Apathy/loss of entrepreneurialism/unwillingness to change/division/neighborhood decline/fear of diversity
32 Education funding cuts/school closings, open enrollment, declining quality, daycare availability
32 Low wages/low minimum wage, socio-economic divide, poverty

19 Inability to attract newcomers and businesses, appearance of community
17 Infrastructure collapse/high cost
17 Taxes, state funding cuts/low tax base/lowering property values
13 Leadership turnover/lack of good leadership/communication with residents
13 Chemical runoff/water quality/pipeline leak/CAFOs
12 Crime/drug use/mental health care
12 Public perception/understanding
12 Natural disasters, flooding
10 Untrained workforce/access to training

Highest Rated Community Collaborations/Partnerships

Working Well

13 Ottumwa Regional Legacy Foundation/City
10 Chamber/Main Street/OEDC/CVB
4 Area 15/Communities (and OEDC, Legacy, Cities, Main Street)
3 City/Main Street

Needs Improved

32 City/County
15 Schools/Community
9 Ottumwa Regional Legacy Foundation/Community
7 IHCC/Community/Businesses/Workforce
8 Coordination of non-profit groups, especially with poverty/low income families/jobs for mentally ill
6 City/OEDC
4 Coordination of schools/economic development/city to work on attracting families

Highest Priorities for Improvement

157 Job Creation/Retention
152 Retention of Younger Populations
125 Education Improvements
121 Availability of Affordable Housing
116 Retail/Commercial Development
116 Industrial/Manufacturing Development
106 Development/Expansion of Youth Programs and Facilities
105 Entrepreneur Support/Small Business Development
102 Infrastructure Improvements
101 Housing Rehabilitation
95 New Housing Development
91 Workforce Development/Job Training
76 Downtown Renewal/Revitalization

Business Owners and Prospective Business Owners

Highest Rated business advantages

51 Availability of utilities
48 Roadway connectivity and capacity
46 Interstate accessibility
41 Availability of high-speed internet
30 Availability of business financing
30 Availability of land for development
30 Availability of quality office/business space

Highest Rated business disadvantages

43 Availability of skilled labor
41 Cost of utilities
39 Passenger air connectivity
35 Local tax rates
30 Provision of economic incentives
30 Availability of high-speed internet

Highest ranked needs to expand/develop business

37 Access to capital
34 Street/façade improvements
33 Local business retention/expansion programs
27 Marketing
24 Website/tech upgrades
23 Business planning/counseling

Appendix F:
Area 15 EDD Disaster Recovery Strategy

ECONOMIC ADJUSTMENT
DISASTER RECOVERY ASSISTANCE

PROJECT # 05-69-04689

AREA 15 REGIONAL PLANNING COMMISSION
P.O. BOX 1110
OTTUMWA, IA 52501

Area 15 EDD Disaster Recovery Strategy

Prepared under an Award from the
U.S. Department of Commerce
Economic Development Administration

This publication was prepared by the Area 15 Regional Planning Commission. The statements, findings, conclusions, and recommendations are those of the author and do not necessarily reflect the views of the Economic Development Administration.

CONTENTS

CONTENTS i
FIGURES ii
ABSTRACT 1
EXECUTIVE SUMMARY 2
SECTION 1 DISASTER IMPACT 3
FEMA-1737-DR – Severe Winter Storms 4
FEMA-1763-DR – Severe Storms, Tornados & Flooding 7
Public Works & Utilities 11
Transportation 19
Business & Industry 22
Housing 22
Public Facilities 23
SECTION 2 DISASTER RESPONSE AND RECOVERY 24
FEMA Public Assistance (PA) Grant Program 24
Public Works & Utilities 27
Transportation 31
Business & Industry 34
Housing 38
Public Facilities 40
SECTION 3 SCOPE OF WORK 41
SECTION 4 REGIONAL IMPLEMENTATION STRATEGY 48
Definitions 48
Priorities 49
Goals and Objectives 50
SECTION 5 REGIONAL RECOVERY 53
APPENDIX A DISASTER ASSISTANCE PROGRAMS 55
APPENDIX B DISASTER DECLARATION MAPS 62
APPENDIX C RECOMMENDATIONS 65
State Obstacles and Recommendations List from COGs 65
Local Obstacles and Recommendations List from Area 15 69
Floods of 2010 FEMA-1930-DR 71
APPENDIX D SURVEY TOOLS AND RESULTS 72
APPENDIX E FEMA & HAZUS MAPS 75

APPENDIX F AREA 15 EDD MAJOR EMPLOYERS 78
APPENDIX G PUBLIC DOCUMENTATION CHECKLIST 79
APPENDIX H PROPOSED PROJECTS 81
BIBLIOGRAPHY 84

FIGURES

Figure 1 Preliminary Estimates vs. Actual Assistance for 2007 Winter Storms 6
Figure 2 Location Map of Area 15 Counties and Cities 8
Figure 3 Precipitation June 2008 9
Figure 4 Area 15 Regional Electric Provider Coverage Map 16
Figure 5 Damage Map of Transportation Infrastructure (2008 Spring Flooding) 19
Figure 6 Individual Assistance Registrations 21
Figure 7 Public Facility Damage 22
Figure 8 Public Assistance by County – FEMA-1737-DR (Winter Storms) 24
Figure 9 Public Assistance by County – FEMA-1763-DR (Spring Flooding) 24
Figure 10 Public Assistance Dollars by Use 1737-DR vs. 1763-DR 25
Figure 11 Transportation Infrastructure Repair Costs 30
Figure 12 Debris Removal and Road/Bridge Repair After Winter Storms 31
Figure 13 Repairs to Infrastructure After Winter Storms 31
Figure 14 Repairs to Roads/Bridges After Spring Flooding 32
Figure 15 Business Impacts and Closures Due to Flooding 33
Figure 16 SBA Business Loans 34
Figure 17 Business Assistance by Program 35
Figure 18 Emergency Conservation Program Assistance 36
Figure 19 FEMA Individual Assistance 37
Figure 20 SBA Housing Loans 38
Figure 21 Public Assistance for Buildings 39

ABSTRACT

Area 15 Regional Planning Commission requested and received a grant of $140,000 in November of 2008 from the Economic Development Administration (EDA) to hire a Flood Coordinator and develop a Disaster Recovery Strategy. The purpose of the Disaster Recovery Strategy and Flood Coordinator was to respond to the severe winter storms of 2007 and flooding of 2008.

- FEMA-1737-DR - Severe Winter Storms of December 10-11, 2007; and
- FEMA-1763-DR – Severe Storms, Tornados & Flooding of May 25 – August 13, 2008

The Area 15 Economic Development District (EDD) Disaster Recovery Strategy provides a framework for local jurisdictions to effectively and efficiently recover from the FEMA 1737 and 1763 disasters by developing long-term strategies to mitigate against future disaster impacts and repetitive losses. Specifically this plan will concentrate on the following:

Assessment	Assess damage and losses caused by the 2007 winter storms and 2008 spring flooding events.
Prioritization	Prioritize long term recovery goals, projects, and needs.
Education	Facilitate training and education to government officials & citizens for future disaster events.
Support	Assist communities in disaster recovery efforts by providing direct technical assistance or referring to other assistance.

EXECUTIVE SUMMARY

The purpose for this EDA Economic Adjustment Disaster Recovery Assistance is to support the Economic Development District (EDD) organization impacted by the Presidential Disaster Declarations FEMA-1763-DR and FEMA-1737-DR. Funding assistance is targeted to devising long-term economic redevelopment and implementation strategies to address economic development challenges caused by the disasters. The Area 15 Regional Planning Commission is the designated EDD organization for a ten (10) county geographic region in southern Iowa. All ten (10) counties within the Area 15 EDD are covered under either Disaster Declaration 1737 or 1763, including: Appanoose, Mahaska, Jefferson, Keokuk, Wapello, Davis, Lucas, Monroe, Wayne and Van Buren. The total population of the area is 140,206.

Upon funding, Area 15 EDD staff surveyed the local jurisdictions (city and county government bodies) to identify damages caused by the severe winter storms of 2007 and flooding/flash floods of 2008. The data was categorized into the following sectors:

- Business and Industry: industrial parks, central business districts, railroads, and agriculture industries.
- Housing: all types of housing units.
- Public Facilities: public buildings, parks and recreational trails.
- Public Works and Utilities: water distribution and treatment, wastewater collection and treatment, storm water collection, levees, electric, natural gas, communication.
- Transportation: streets, highways, bridges, rail, air.

Area 15 staff worked directly with local Emergency Management Coordinators and local governments to develop recovery and implementation strategies. This included the following activities:

- Compiling a needs assessment of, but not limited to, public infrastructure and facilities, multi-modal transportation systems, commercial/industrial, and residential properties in order to identify/inventory disaster recovery activities;
- Prioritizing projects for technical, planning, and/or financial assistance;
- Implementing recovery activities.

The full text of the Area 15 EDD Disaster Recovery Strategy can be found at http://media.wix.com/ugd/ec775e_593057b305f648fc98b71d560fb4a609.pdf

Appendix G:
Goal Charts

Area 15 RPC CEDS 2017-2022

Goal #1: Infrastructure Improvements – Plan and invest in infrastructure improvements including roads, air, rail, bridges, transportation systems, sidewalks, utility and telecommunications systems, and water, wastewater, and stormwater systems

Objectives:

1. Maintain current infrastructure and expand as necessary to meet the needs of residents and industry
2. Maintain and expand transportation networks as necessary to meet the needs of residents and industry
3. Reduce the effects of natural hazards, utility, telecommunication and transportation disruptions through planning and mitigation projects

	Task to be Implemented	Implementing Group(s)	Invested Parties	Timeline
1	Plan and program infrastructure replacement and expansion as needed	Cities, Counties	Area 15 RPC, IEDA, IDNR, CDBG, USDA-RD	Ongoing
2	Identify and access financial assistance for road/highway improvements for business/industrial expansion	Area 15 RPC, local development organizations, cities/counties	IDOT, IEDA, USDOC-EDA	Ongoing
3	Plan and program stormwater management projects	Cities, Counties	Area 15 RPC, IEDA, IDNR, CDBG, USDA-RD	Ongoing
4	Plan and program highway, road, bridge, air & rail projects	Area 15 RPC, RPA 15	IDOT, county/city engineers, FHWA	Ongoing
5	Update and maintain a regional long-range Transportation Plan	Area 15 RPC, RPA 15	IDOT, FHWA, cities/counties	Ongoing
6	Ensure Hazard Mitigation Plans are current and adopted for all counties in the region	Cities, counties	Area 15 RPC, FEMA, Iowa Homeland Security/Emergency Management	Ongoing
7	Plan and program hazard mitigation projects	Cities, counties	Area 15 RPC, FEMA, Iowa Homeland Security/Emergency Management, IEDA	Ongoing
8	Maintain communication with the region's utility and telecommunication industries to plan for any service disruptions or service expansions/improvements	Opportunity[2]	Cities and counties, Area 15 RPC, EDCs, regional industry members	Ongoing

Goal #2: Housing and Neighborhoods – Improve and expand housing options to all income levels, develop adequate workforce housing, and ensure attractive appearance of neighborhoods to potential new businesses and residents in the region.

Objectives:

1. Increase home ownership, housing rehabilitation and new housing developments
2. Improve neighborhood appearance and conditions in communities

	Task to be Implemented (not ranked)	**Implementing Group(s)**	**Invested Parties**	**Timeline**
1	Promote housing funding opportunities to residents, communities, development agencies, financial institutions, realtors, and developers	EDCs, Area 15 RPC	AHEAD RHTF, IFA, SEIDA, cities/counties, lenders, realtors, and developers	Ongoing
2	Provide owner-occupied housing rehabilitation assistance to low-to-moderate income residents	AHEAD RHTF	Area 15 RPC, IEDA, IFA, cities/counties	Ongoing
3	Provide tenant based rental/utility assistance to very low income (≤ 30% MHI) households	AHEAD RHTF	Area 15 RPC, SEIDA, cities/counties	Ongoing
4	Provide down-payment assistance to first-time homebuyers	AHEAD Inc. CHDO	Area 15 RPC, lenders, cities/counties, IFA	Ongoing
5	Provide financial assistance for new single-family owner-occupied and/or rental unit construction for LMI households	AHEAD RHTF, Cities/counties	Local development corporations, IEDA, IFA, lenders	Ongoing
6	Identify and recruit developers for upper-middle class housing and senior housing developments	EDCs	Cities/counties, lenders, realtors, and developers	Ongoing
7	Conduct housing needs assessments and/or housing conditions surveys	Cities, Area 15 RPC	Local development corporations, AHEAD RHTF	Ongoing
8	Work with cities to ensure codification allows for enforcement of neighborhood appearance	Cities, Area 15 RPC	Cities, local development corporations, Iowa League of Cities	Ongoing
9	Address derelict housing	Cities, Area 15 RPC	EDCs, DNR	Ongoing

Goal #3: Economic/Business Development – Create livable and higher-wage jobs within existing and new industry, and improve economic conditions in the region

Objectives:

1. Create/expand skilled employment opportunities within the region
2. Develop new business opportunities or expansions and capital investments within the region
3. Support and create entrepreneurial initiatives for retail and commercial development
4. Explore industry diversity with a focus on innovative clusters

	Task to be Implemented	Implementing Group(s)	Invested Parties	Timeline
1	Promote entrepreneurship and assist emerging new businesses	Area 15 RPC, SBDC, IHCC, Opportunity[2]	IEDA, REDI RLF, local and regional revolving loan funds, cities/counties, SCORE, IHCC RELI/SDBC	Ongoing
2	Identify and recruit target businesses and industries for the region	Opportunity[2], EDCs, cities/counties	Area 15 RPC, SBDC, IEDA	Ongoing
3	Market availability of financial assistance for business start-up and existing business expansion	Area 15 RPC, SBDC, EDCs, cities and counties	IEDA, USDOC-EDA, local and regional revolving loan funds, SBA, SCORE	Ongoing
4	Accelerate regional marketing efforts to increase awareness of buildings/sites/available workforce/etc.	Opportunity[2], EDCs	Area 15 RPC, IEDA, IHCC, cities and counties, IWD	Ongoing
5	Maintain strong communication between EDCs, IEDA, and EDA	Area 15 RPC, Opportunity[2]	EDCs, IEDA, USDOC-EDA	Ongoing
6	Foster the growth of industrial parks and certified sites	EDCs, cities and counties	IEDA, USDOC-EDA, IADG, utilities	Ongoing
7	Provide technical assistance to communities and EDCs related to economic development initiatives and funding opportunities	Area 15 RPC	Cities and counties, EDCs, utilities	Ongoing
8	Track private investment and jobs created/retained in the region	Area 15 RPC, Opportunity[2]	IEDA, IWD	Ongoing

Goal #4: Workforce Development – Retain and develop a highly-trained workforce that meets the needs of current and future employers

Objectives:

1. Identify workforce needs of current and potential future employers in the region
2. Support educational opportunities for current and potential workforce members
3. Improve employee retention in the region

	Task to be Implemented	Implementing Group(s)	Invested Parties	Timeline
1	Pursue workforce development initiatives	Opportunity[2]	Area 15 RPC, IWD, IHCC, USDOC- EDA	Ongoing
2	Promote career opportunities for advanced manufacturing, bioprocessing and other industries in the region	Opportunity[2], IHCC, IWD	Area 15 RPC, IHRD	Ongoing
3	Train high school teachers the necessary skills and opportunities with region industries through the Educators in the Workplace program	Opportunity[2], IHCC	Local schools/teachers, regional industry partners, Area 15 RPC	Ongoing
4	Maintain strong communication between EDCs, IHCC, JobCorps, Iowa Workforce Development, and industry members	Opportunity[2], EDCs	IHCC, JobCorps, IWD, regional industry partners, Area 15 RPC	Ongoing
5	Regularly update and disseminate county and regional laborshed analyses	Opportunity[2], IWD	Cities, counties, regional industry members, EDCs, Area 15 RPC	Ongoing

Goal #5: Quality of Life – Find regional solutions to resident needs, and increase quality of life in communities to retain populations, including families and senior residents, and attract new residents and businesses

Objectives:

1. Increase awareness and support recreational and cultural opportunities to residents and potential residents and businesses
2. Improve and expand and recreational facilities in the region
3. Create more diverse and attractive commercial districts
4. Ensure consideration of low-to-moderate income residents in the development of quality of life initiatives
5. Increase businesses and organizations which provide healthy living services and initiatives

	Task to be Implemented (not ranked)	**Implementing Group(s)**	**Invested Parties**	**Timeline**
1	Plan and program trail development/expansion projects	Cities/counties, trails groups	Area 15 RPC, conservation groups, IDNR	Ongoing
2	Develop new, or improve existing, recreational facilities, especially youth-focused opportunities	Cities/counties	Area 15 RPC, IDNR, USDA-RD, Pathfinders RC&D	Ongoing
3	Encourage and facilitate planning and development of downtown revitalization projects including upper-story housing, facades, and streetscapes	Area 15 RPC, Cities, Main Street organizations	IEDA, CDBG, economic development groups	Ongoing
4	Maintain communications with municipalities, tourism organizations, chambers of commerce, and Main Street organizations to understand the region's recreational and cultural amenities and needs	Area 15 RPC	Local convention and visitor bureaus, chambers of commerce, Main Streets, Iowa Tourism Office, Pathfinders RC&D	Ongoing
5	Seek and create new avenues of communications with cities to advertise grant opportunities for recreational and arts and cultural projects	Area 15 RPC	Cities and counties, recreational and cultural organizations	Short term
6	Support development or improvement of childcare, schools, police/fire, medical, libraries, or other facilities/services within the region.	Cities/Counties	Area 15 RPC, FEMA, Iowa Homeland Security, emergency management	Ongoing
7	Plan and program public transportation projects	Area 15 RPC, RPA 15, OTA, 10-15 Transit	IDOT, FTA	Ongoing

List of Abbreviations:

AHEAD RHTF – Area-wide Housing Enterprises and Development Regional Housing Trust Fund
AHEAD, Inc. CHDO – Community Housing Development Organization

CDBG – Community Development Block Grant

EDCs – Economic Development Corporations

FEMA – Federal Emergency Management Agency
FHWA – Federal Highway Administration
FTA – Federal Transit Administration

IADG – Iowa Area Development Group
IDNR – Iowa Department of Natural Resources
IDOT – Iowa Department of Transportation
IEDA – Iowa Economic Development Authority
IFA – Iowa Finance Authority
IHCC – Indian Hills Community College
IWD – Iowa Workforce Development

OTA - Ottumwa Transit Authority

RELI/SDBC – Regional Entrepreneurship, Leadership, and Innovation/Small Business Development Center
RPA 15 - Regional Planning Affiliation 15

SCORE – Service Corps of Retired Executives—Counselors to America's Small Businesses

USDA-RD – United States Department of Agriculture-Rural Development
USDOC-EDA – United States Department of Commerce-Economic Development Administration

Appendix H:
List of Strategic Projects

County	Organization	Project	Project Description	Priorities Addressed					Estimated Project Cost	Target Funding Sources	Date Accomplished
				Infrastructure	Housing and Neighborhoods	Economic/Business Development	Workforce Development	Quality of Life			
All	All Counties	Educators in the Workplace	Program to connect teachers with opportunities for students in area industries				X			Opportunity[2], IEDA	
All	All Incorporated Cities	AHEAD SIHO RLF	First-time homebuyer loan for Employed persons		X				$5,000 per loan. Capital base: 150,000	Recaptured payments - revolving loan fund	
All	All Jurisdictions	AHEAD RHTF RLF	Improve housing stock in region		X				~$333,000/per year	State Housing Trust Fund - 80%	
All	All Jurisdictions	Area 15 RPC Housing Fund	Improve housing stock in region		X				$12,000 per loan. Capital Base: $74,000	Recaptured payments - revolving loan fund	
All	All Jurisdictions	REDI RLF	Business and industry loan (based on employment)			X			$15,000 per job. Capital Base: $608,000	Recaptured payments - revolving loan fund	
All	All Jurisdictions	REDI SELP	Self-Employment Loan Program			X			$30,000 per loan. Capital Base: $424,000	Recaptured payments - revolving loan fund	
All	All Jurisdictions	City Code	Update 5 more codes in 24 months		X					Local funds from city	

Davis	Bloomfield	Bloomfield Downtown Streetscape	Reconstruct and redesign three to four sides of the Bloomfield Square with permeable pavers and improved safety features	X		X		X	$3,500,000	CDBG, IDALS	
Davis	Bloomfield	Davis County Trail Extension	Extension of trail system near McGowan Park					X		CAT	
Davis	Bloomfield	Sewer Treatment Plant	DNR Mandated upgrades to the City's sewer	X		X		X		CDBG, SRF	
Jefferson	Batavia	STRIDE Plan	Prepare a local transportation plan	X						RPA transportation planning funds	
Jefferson	Fairfield	Transportation Improvements	Program one federally funded transportation project	X				X	$400,000	TAP	
Jefferson	Jefferson County	Transportation Improvements	Program eight federally funded transportation project	X					$4,830,000	STBG, STBG-HBP	
Jefferson	Lockridge	Water/Sewer Upgrades	Water/Sewer upgrades including the lining of sewer mains, installation of meter pits, and repairing dead ends	X	X	X		X		CDBG, SRF	
Jefferson	Masdaam Barns	Strategic planning and tourism				X		X		Fairfield Convention and	
Jefferson	Packwood	City Code	Update City Code		X				$2,500	Local funds from city	

Jefferson and Wapello	Ottumwa, Eldon, Fairfield, Wapello and Jefferson Counties	American Gothic Trail	Develop a regional trail connecting Ottumwa, Eldon and Fairfield					X		State Rec Trails, TAP	
Keokuk	All Cities	Hazard Mitigation Plan Update	Five year update to the County's hazard mitigation plan	X				X		HMGP, PDM	
Keokuk	Keota	Daycare/Storm Shelter	New daycare facility which will also be used as a community storm shelter	X	X			X		CDBG, USDA, HMGP	
Keokuk	Harper	City Code	Update City Code		X				$2,500	Local funds from city	
Keokuk	Hedrick	City Code	Update City Code		X				$3,000	Local funds from city	
Keokuk	Keokuk County	Transportation Improvements	Program eight federally funded transportation projects	X				X	$4,969,000	STBG, STBG-HBP, TAP	
Keokuk	Richland	City Code	Update City Code		X				$3,000	Local funds from city	
Keokuk	Sigourney	Sewer Treatment Plant	Upgrades to the City's sewer treatment plant	X						CDBG, SRF	
Keokuk	What Cheer	Transportation Improvements	Program one federally funded transportation project	X					$156,000	STBG	
Mahaska	Mahaska County	Transportation Improvements	Program six federally funded tranportation projects	X					$5,375,000	STBG, STBG-HBP	

Mahaska	Oskaloosa	Transportation Improvements	Program two federally funded transportation projects	X					$3,060,000	STBG, STBG-HBP	
Mahaska	Oskaloosa	Façade Phase I	Rehabilitation of 18 Buildings (25 façades) in the northern 3 blocks in the City Square Commercial Historic District	x	x	x		x	$1,150,000	CDBG, City, Daily Trust, property owners	
Mahaska	Oskaloosa	Façade Phase II	Rehabilitation of at least 10 Buildings in the middle 2 and/or southern 3 blocks in the City Square Commercial Historic District	X	X	X		X	$1,000,000	IEDA/CDBG, City, Daily Trust, property owners	
Van Buren	Bonaparte	City Code	Update City Code		X				$2,500	Local funds from city	
Van Buren	Bonaparte	Transportation Improvements	Program one federally funded transportation project	X					$475,000	STBG	
Van Buren	Farmington	Water System Upgrades	New water mains, water tank, and abandonment of former well	X	X	X		X		CDBG, SRF	
Van Buren	Keosauqua	City Code	Update City Code		X				$2,500	Local funds from city	

Van Buren	Van Buren County	Transportation Improvements	Program nine federally funded transportation projects	X					$3,072,000	STBG-HBP	
Wapello	All Cities	Hazard Mitigation Plan Update	Five year update to the County's hazard mitigation plan	X				X		HMGP, PDM	
Wapello	Cardinal School	Traffic Improvements	Improve traffic operations and safety	X						C-STEP	
Wapello	Chillicothe	City Code	Update City Code		X				$3,000	Local funds from city	
Wapello	Eldon	Façade Improvements	Rehabilitation of Buildings in Downtown Eldon	X	X	X		X		CDBG, City, County, ORLF, OEDC, property owners	
Wapello	Ottumwa	Parking Study	Prepare a downtown parking study	X					$12,500	RPA transportation planning funds matched by Main Street	
Wapello	Ottumwa	Site Certification	Achieve site certification for a parcel at the industrial park			X					
Wapello	Ottumwa	Bike/Pedestrian Planning	Develop bike and pedestrian improvements connecting the trails, schools, parks to neighborhoods					X		STBG, TAP	
Wapello	Ottumwa	Transportation Improvements	Program one federally funded transportation project	X					$2,037,000	STBG	

Wapello	Ottumwa	Citizen Survey	Survey of community members to discuss housing, city codes, quality of life initiatives, etc.		X	X		X		Local funds from city	
Wapello	Ottumwa	Façade Phase II	Rehabilitation of 16 Buildings (24 façades) in the 100-200 Blocks of East Main Street in Downtown Ottumwa	X	X	X		X	$1,250,000	CDBG, City, County, ORLF, OEDC, property owners	
Wapello	Ottumwa	Ottumwa Sewer	Improvements to water and sewer lines	X						CDBG, City, Ottumwa Water and Sewer	
Wapello	Ottumwa	Water/Sewer, Stormwater and Streetscape	Water/sewer and stormwater upgrades to 3 blocks of Main Street downtown as well as streetscape redesign with stormwater reduction and safety features	X		X		X		CDBG, City, Ottumwa Water and Sewer, ORLF	
Wapello	Ottumwa Regional Legacy Foundation	Past-resident survey	Survey of past-residents to understand community needs		X	X		X		ORLF Funds	
Wapello	Wapello County	Transportation Improvements	Program seven federally funded transportation projects	X					$2,950,000	STBG-HBP	

Appendix I:
List of Resources

Federal and State Development Agencies

IOWA UDSA Rural Development
Bill Menner 515.284.4663
Federal Bldg., 873 855.251.2244 FAX
210 Walnut Street 515.284.4858 TTY
Des Moines, IA 50309
bill.menner@ia.usda.gov

USDA—Albia Office
Michelle Moore 641.932.3031
1709 South B Street 855.251.2237 FAX
Albia, IA 52531

USDA—Mt. Pleasant Office
Michelle Moore 319.986.5800
709 S. Iris St., Ste. 103 855.251.2237 FAX
Mt. Pleasant, IA 52641

U.S. Dept. of Commerce—EDA
Steve Castaner 573.590.1194
1244 Speer Blvd. Suite 431
Denver, CO 80204.
scastaner@eda.gov

IEDA
Iowa Economic Development Authority
200 E. Grand Ave. 515.725.3000
Des Moines, IA 50309 515.242.4809 FAX
e-mail: info@iowa.gov

HUD—Housing and Urban Development
Steve Eggleston 515.284.4512
210 Walnut, Rm. 937 515.284.4743 FAX
Des Moines, IA 50309

Local Development Groups

Davis Co. Development Corp.
John Schroeder 641.664.2300
111 S. Washington St. 845.698.5418 FAX
P.O. Box 159 641.208.6275 cell
Bloomfield, IA 52537
john@daviscounty.org

Fairfield Economic Development Assoc.
Joshua Laraby 641.472.3436
605 S. 23rd, Ste. 102 641.472.6510 FAX
Fairfield, IA 52556
joshua.laraby@growfairfield.com

Mahaska Co. Ag. & Rural Development
Deann DeGroot 641.672.2591
221 1st Ave. E 641.672.2047 FAX
Oskaloosa, IA 52577
mcard@mahaskacounty.org

Ottumwa Economic Development Corp.
Sharon Stroh 641.682.3465
217 E. Main St. 641.682.3466 FAX
P.O. Box 1288
Ottumwa, IA 52501
sstroh@ottumwaiowa.com

Sigourney Area Development
Jim Dickinson 641.622.2288
112 E. Washington 641.622.2396 FAX
Sigourney, IA 52591
sadc@sigourney.com

Villages of Van Buren
Stacey Reese 319.293.7111
P.O. Box 9 319.293.7116 FAX
Keosauqua, IA 52565
info@villagesofvanburen.com

Additional Resources

Area XV Multi-County Housing Agency
Troy Peden 641.937.5222
417 North College St.
Agency, IA 52530
tpeden@areaxvhousing.org

Iowa League of Cities
500 SW 7th St. 515.244.7282
Suite 101 978.367.9733 FAX
Des Moines, IA 50309-4111
www.iowaleague.org

ISAC—Iowa State Association of Counties
5500 Westown Parkway 515.244.7181
Suite 190
West Des Moines, IA 50266
www.iowacounties.org

IWD—Iowa Workforce Development
15260 Truman St. 641.684.5401
IHCC North Campus 641.684.4351 FAX
Ottumwa, IA 52501

New Iowan Center
An Iowa Workforce Development Initiative
Hugo Cividanes 641.684.0279
P.O. Box 717 641.684.4351 FAX
310 W. Main St. 641.799.6681 CELL
Ottumwa, IA 52501
hugo.cividanes@iwd.iowa.gov

Southern Iowa Economic Development Association (SIEDA)
P.O. Box 658 641.682.8741
725 W. Second St.
Ottumwa, IA 52501
www.sieda.org