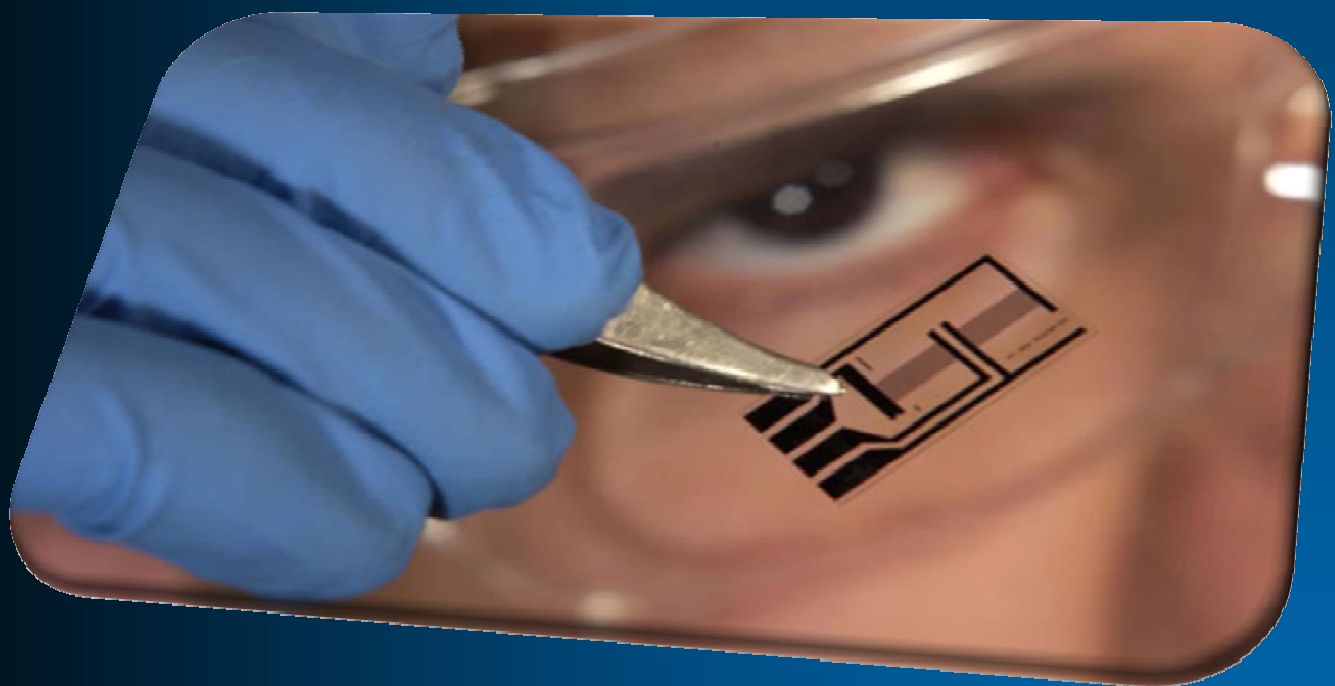


Iowa New Jobs Training Program (260E)

Kirkwood
Community College



Released February 2011

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- Company ID # 003397

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- North American Industry Classification System (NAICS)

Pilot Draft

Overview

In 2007, Iowa Workforce Development (IWD) received an appropriation from the Iowa Legislature for the Educational Outcomes Program, a joint effort with the Iowa Department of Education (DE). This program was designed to assist colleges/universities in determining the effectiveness of their educational programming. IWD provides analysis which will be used to measure the success of students in the workforce.

IWD uses wage records from Iowa's Unemployment Insurance (UI) database for accurate data regarding the Iowa's employment rate, earning levels, and types of industry broken down by gender, race, academic titles, and types of educational programs (when merged with educational records provided by either the DE or an individual institution). All of the wage data, as well as student records, are used for research purposes only and are published as aggregate data to protect individuals' identities. In this pilot study, IWD analyzed the Iowa New Job Training Program 260E (NJTP) outcomes utilizing the UI database and is in the process of creating a report for IDED's return on investment requirement.

260E Program Background Information (excerpts from 2009 Tax Credit Review Panel)

The Iowa Industrial NJTP assists businesses (which are creating new positions) with new employee training. Eligible businesses may be new to Iowa, expanding their Iowa workforce, or relocating to the state. Employees qualifying for training services must fill newly-created positions and pay Iowa withholding tax. The NJTP provides training dollars from certificates sold by Iowa's community colleges. The certificates are paid for by the diversion of the increased property tax and/or new employees payroll withholding tax.

A business must be engaged in interstate or intrastate commerce for the purpose of manufacturing, processing, assembling products, warehousing, wholesaling, or conducting research and development. A business which provides services must have customers outside of Iowa. A business cannot have closed or substantially reduced its employment base at any of its other business sites in Iowa in order to relocate substantially the same operation to another area of the state. The employees who will receive training must occupy job positions which did not exist during the six months prior to the date that the business and community college agree to pursue a training project. As part of the project, costs expended for on-the-job training can be no more than 50 percent of the annual gross payroll for up to one year of the new jobs.

The company's partner community college sells bonds to finance the cost of the established training. Dollars available through the program are dependent upon the training and development needs and the projected tax revenue from the new positions created. The business diverts 1.5 percent or 3.0 percent of gross payroll, depending on whether the project surpasses a wage threshold established annually by the Iowa Department of Economic Development (IDED), from the Iowa state withholding taxes generated by the new positions to the community college to retire the bonds. According to statute, the bonds can also be paid through Tax Increment Financing (TIF), though in practice TIF was used during the early years of the program only. The unique program is designed to support the creation of new jobs and increase the company's profitability and productivity through training of employees.

Year Enacted: 1983 **Effective Date:** August 9, 1983

Legislative Act: HF623 **Code Citation(s):** Section 260E, Section 15A.7, Section 15A.8, Section 422.11A, Section 422.16A, 422.16A; 422.33(6)

Kirkwood Community College 260E Program Employee Records

Kirkwood Community College (KCC) provided the partnering company employee records to IWD. IWD matched Kirkwood Community College's data with the wage records from the UI database. The wage records used in this analysis were from calendar years 1999 to 2009, due to the available data provided by the UI records.

IWD designated the nomenclature for two different categories of employees. The term "transfer employees" delineates individuals who currently worked for the sponsoring company and were trained for the new position. The term "new employees" delineates individuals that the sponsoring company hired from the outside workforce. The employees start date varies at the beginning of the study because of this hiring anomaly.

Throughout the economic impact analysis, IWD focused on the benchmarks of 2002 and 2009. The 2002 benchmark, was the first year after the training. The 2009 benchmark, was analyzed to ascertain the distinction in wages and employment from 2002. This seven year measurement helps to determine the effectiveness of the NJTP.

Establishing the company's annual median wage is paramount in determining the economic benefit of the NJTP. IWD's Labor Market & Workforce Information Division will use the method of 25/75 percentiles to discern the annual median wage figures for this study. The 25/75 percentile method eliminates the extreme high and low wages that would skew the annual average wage. The wages above 25 percent and the wages below 75 percent will then be averaged to establish the annual median wages for this study.

Objectives

This report is designed to analyze and track initial hires into new positions. This study includes initial hires and internal transfers only. No replacement employees due to attrition were included in this study. In this report each data set was analyzed to determine the following:

- The sponsoring company's total employment
- The employment status of initial hires created
- The sponsoring company's annual median wage, using 25/75 percentiles from 1999 to 2009
- The sponsoring company's total annual wage from 1999 to 2009
- The annual median wage for internally transferred employees from 1999 to 2009
- The annual median wage for new employees from 2002 to 2009
- The annual median wage for continuously employed individuals from 2002 to 2009
- The employment trend according to the NAICS industry sectors in 1999, 2002 and 2009

Methodology

The participant records from Kirkwood Community College were imported into PASW[®] statistical software for the initial data organization process. This included checking data integrity and duplication, then creating a Social Security Number (SSN) only data file for wage matching.

The participants' SSN were then compared to the SSN field in the State of Iowa Unemployment Insurance (UI) records using data compiled from fourth quarter of 2003 through the first quarter of 2009. The matched wage records were retrieved and compiled as a text file format.

Through this matching process, quarterly wage, employer name, employer address, employer Federal ID Number, NAICS code, fiscal quarter and fiscal year information are used. UI records capture employment information from those employers that pay unemployment insurance taxes (see Appendix A).

Once the match was complete both participant record and wage record data sets were imported into PASW[®] and combined into one dataset for analysis. A statistical test was then applied to determine the significance levels of the multiple averages in order to test the validity of the data.

In this report, only UI records from the State of Iowa were used due to limited access from other states' data. Therefore, those individuals who were not identified were not necessarily unemployed, but they may have earned income in another state or from those businesses that do not require UI tax payments.

For this analysis the primary quarterly wage figure was used (e.g. when a participant had multiple matched wage records in the same quarter, only records with the highest wages were used). Average wages were not reported unless they included five or more individuals within each of the tables and charts in order to protect individual identities and maintain confidentiality.

Study Number, Industry sector, Random Company Identification Number Example : **005043**

Limitations Of Study

Unemployment Insurance (UI) Records

Coverage

The Unemployment Insurance (UI) wage records are derived from UI quarterly contribution reports. The state UI program does not cover federal employees, members of the armed forces, self-employed, proprietors, unpaid family workers, church employees, railroad workers covered by the railroad unemployment insurance system, or students employed in a college or university as part of a financial aid package. The UI program does provide partial information on agricultural industries and employees in private households.

Limitations

Multiple job-holders will have a separate wage record for each employer. Wage records include full-time and part-time workers; therefore, one may not assume a 40-hour work week to get an average weekly wage. Occupations are not included in the wage records.

Wages represent total wages paid during the calendar quarter, regardless of when services were performed. Included in wages are pay for vacation, as well as other paid leave, bonuses, stock options, tips, the cash value of meals and lodging, and in some cases, deferred compensation may be included. Occasionally an anomaly occurs which results in the inability to match records when using administrative databases.

Company Identification Number 001959

Employer Profile:

NAICS Industry Sector: Manufacturing (31)

Company Identification Number: 001959

Preliminary Agreement Signed: May, 1997

New or Internally Transferred Positions Filled: 60

Summary of Findings of the 60 individuals:

- By 2002; 60 new employees were hired into positions
- By 2009, 9 individuals were continuously employed by the sponsoring company

2009 Employment Outcome:

- 9 individuals were still employed by the sponsoring company
- 27 individuals were employed by other employers in Iowa
- 24 individuals had no matched records in the Iowa Unemployment Insurance Wage Record

Annual Wage Outcome:

- In 2002, the total annual wage of the 60 employees was \$1,221,068; with an annual median wage of \$21,879
- In 2009, the total annual wage of the remaining 9 employees was \$294,676; with an annual median wage of \$30,479

Economic Wage Data Outcome:

- From 2002 to 2009, the sponsoring company's annual median wage, for the 60 employees, increased \$8,600 (39.3%)
- From 2002 to 2009, the total annual wages, for the 60 employees, paid from the sponsoring company was \$4,422,110
- From 2002 to 2009, the total annual wages, for the 60 employees, from all employment in Iowa was \$9,014,021

Figure A1-Total Employment:

The total employment depicts all of the positions in addition to the initial hires. The blue section of the bar figure shows the company's total employment. The silver section of the bar figure depicts the company's initial hires. The silver section is further analyzed in figure A2.

- In 2001 and 2002, the sponsoring company's increase in hiring directly correlated with the hires in the new positions
- From 2002 to 2009, the natural attrition of the newly created jobs are reflected in the decline of the company's retention totals

Figure A1

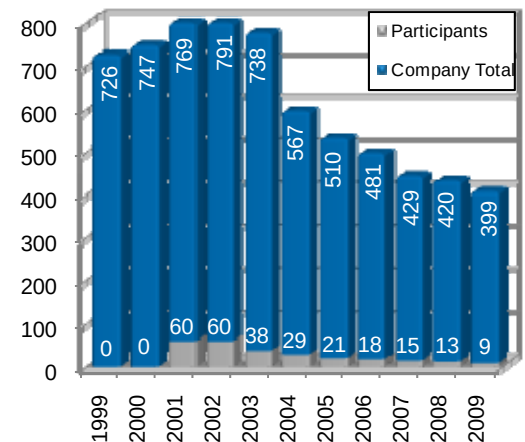
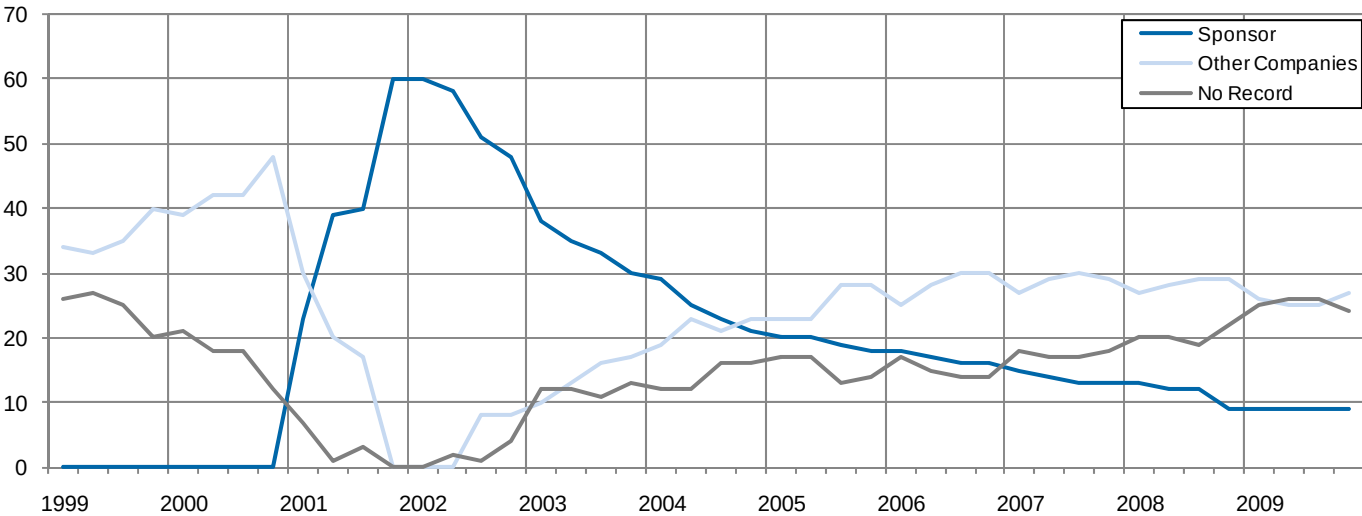


Figure A2-Employment Status of Initial Hires: The employment figure depicts the retention trend of 60 employees. This employment figure includes the sponsoring company and all other employment sectors in Iowa. The figure also depicts the number of employees not counted in the Iowa Unemployment Insurance Wage Record (“No Record”).

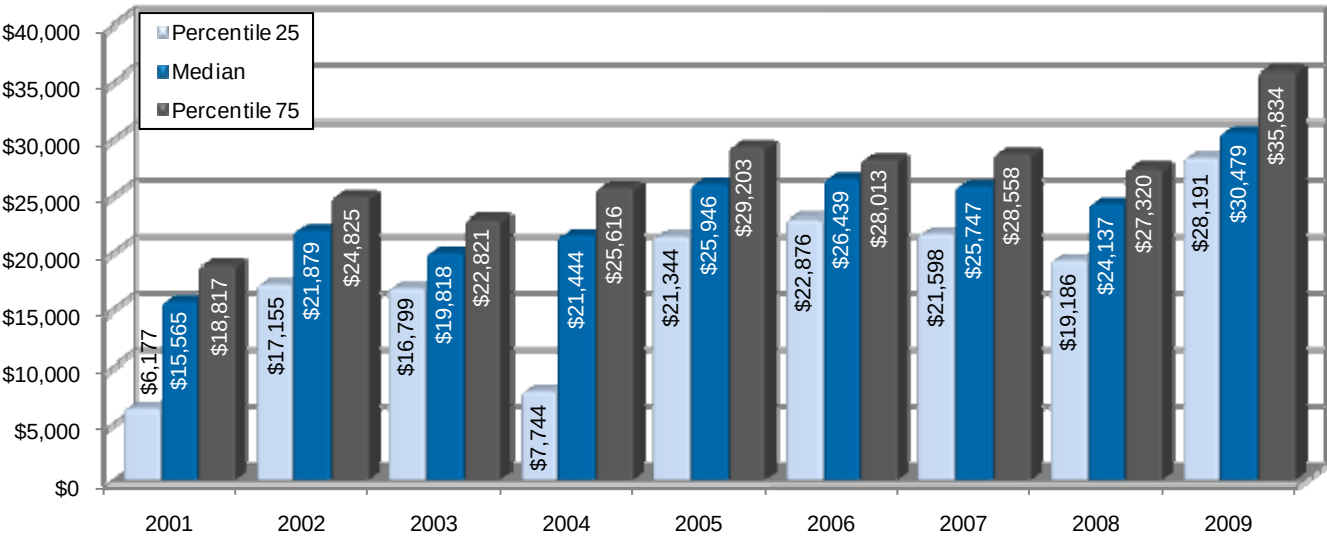
Figure A2



- The figure shows the sponsoring company’s peak hiring trend in late 2001, with a steady seven year post hiring attrition
- The graph also illustrates the seven year movements of these employees into other Iowa employment sectors

Figure A3-Annual Median Wage with 25/75 Percentiles: The sponsoring company’s annual median wage using 25/75 percentiles depicts an average wage paid by the company for these new positions. The 25/75 percentile method eliminates the extreme high and low wages that would skew the annual median wage. The 25/75 percentile provides for a more accurate measurement of the sampling.

Figure A3

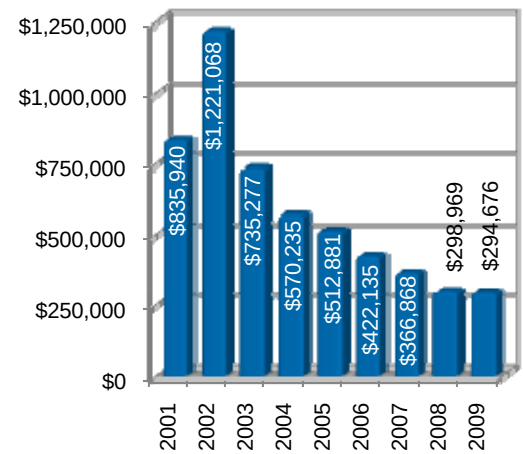


- In 2002, the annual median wage was \$21,879, with 25/75 percentile wages of \$17,155/\$24,825 and reflects the full hiring commitment for this company
- In 2009, the annual median wage peaked at \$30,479, with 25/75 percentile wages of \$28,191/\$35,834
- From 2002 to 2009, the annual median wage increased \$8,600 (39.3%)

Figure A4-Total Annual Wage: The total annual wage graph depicts the yearly total wages earned by the sponsoring company's initially hired employees. This data is a tool that can be used to measure a company's economic impact on an economy.

- In 2002, 60 individuals were employed and the total annual wage peaked at \$1,221,068
- In 2009, 9 individuals were employed and earned a total annual wage of \$294,676
- From 2002 to 2009, the total annual wages paid by the sponsoring company were \$4,422,110

Figure A4



Annual Median Wage for Internal Transfers: Internal transfers are defined as individuals who were already employed with the sponsor company as of first quarter 1999.

The sponsoring company did not have any internally transferred employees.

Figure A5

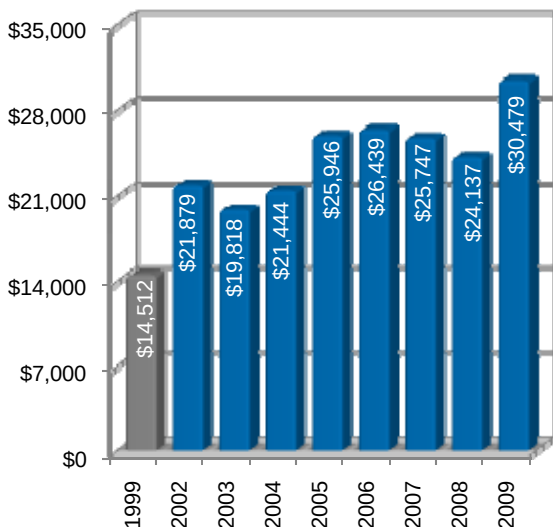


Figure A5-Annual Median Wage for Initial Hires: The annual median wage graph represents the wages of the initial hires at the sponsoring company.

- In 1999, prior to being hired by the sponsor company, the new hires annual median wage was \$14,512
- In 2002, the annual median wage for the new hires was \$21,879; an increase of \$7,367 (50.8%)
- In 2009, the annual median wage was \$30,479
- From 1999 to 2009, the annual median wage increased \$15,967 (110%)

Figure A6-Annual Median Wages for Continuously Employed Individuals: The annual median wage graph depicts the average wages of 9 continuously employed individuals at the sponsoring company. Continuously employed are defined as employees that have maintained constant employment with the company from early 2002 until the end of 2009.

- In 2002, the annual median wage was \$22,777
- In 2009, the annual median wage peaked at \$30,479
- From 2002 to 2009, the annual median wage increased \$7,702 (33.8%)

Figure A6

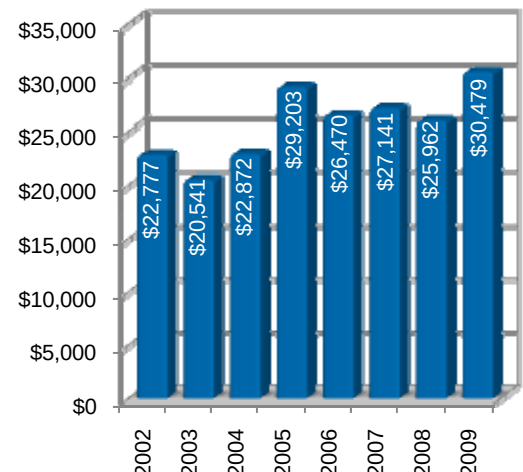


Figure A7-Employment Distribution by NAICS Industry Sectors: The figure depicts all Iowa employment distributions of the initial hires, by the NAICS industry sectors. The figure below represents year-end (fourth quarter of each calendar year) data. The figure shows individuals working for the host company as well as other companies. Some individuals may have multiple employment.

Figure A7

Industry Sector	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Agriculture (11)	0	0	0	0	0	0	0	0	0	0	0
Mining (21)	0	0	0	0	0	0	0	0	0	0	0
Utilities (22)	0	0	0	0	0	0	0	0	0	0	0
Construction (23)	3	6	0	2	3	4	4	2	2	3	1
Sponsor Company (31-33)	0	0	60	48	30	21	18	16	13	9	9
Other Manufacturing (31-33)	7	9	1	1	3	10	6	7	6	6	5
Wholesale (42)	1	2	0	0	1	1	2	2	2	1	1
Retail (44-45)	6	3	0	0	1	2	3	2	4	6	4
Transportation (48-49)	1	1	0	0	2	3	1	6	5	4	3
Information (51)	2	0	0	0	0	0	0	0	2	0	0
Finance (52)	1	1	0	0	1	0	0	0	0	0	0
Real Estate (53)	0	0	0	0	0	0	0	0	0	2	1
Professional (54)	0	0	0	0	0	0	0	0	0	0	0
Management (55)	0	0	0	0	0	0	0	0	0	0	0
Administrative (56)	18	41	17	9	10	2	10	7	6	5	8
Education (61)	0	0	0	0	0	0	0	1	0	0	0
Health Care (62)	1	2	0	1	0	0	0	1	2	2	1
Arts (71)	0	0	0	0	0	0	1	0	0	0	0
Accommodation (72)	6	10	4	2	0	7	4	5	6	3	5
Other Services (81)	2	0	0	0	1	1	1	2	0	0	0
Public Admin (92)	0	0	0	0	0	0	0	0	0	0	0
Unclassified (99)	5	0	0	0	0	0	0	0	0	0	0
Sponsor Company (31-33)	0	0	60	48	30	21	18	16	13	9	9
Other Manufacturing (31-33)	7	9	1	1	3	10	6	7	6	6	5
Other Sectors Total	46	66	21	14	19	20	26	28	29	26	24

*Industry sectors are abbreviated, a list of full industry sectors are listed in the NAICS appendix (page i)

The grey highlighted area represents the annual employment totals at the sponsoring company.

- In 1999, the 60 individuals came from a diverse employment background:
 - * None of the individuals worked for the sponsoring company prior to the initial hiring
 - * 7 of the individuals came from the same industry sector as the sponsoring company (manufacturing)
 - * 18 of the individuals came to work from the administrative, support, waste management, and remediation services industry sectors in Iowa
- In 2002, 48 employees worked for the sponsoring company
- In 2009, through natural attrition:
 - * 9 individuals remained with the sponsoring company
 - * 5 individuals continued working for the manufacturing sector in Iowa
 - * The remaining disbursed throughout a wide variety of industry sectors in Iowa

Company Identification Number 003931

Employer Profile

NAICS Industry Sector: Manufacturing (31)

Company Identification Number: 003931

New or Internally Transferred Positions Filled: 50

Preliminary Agreement Signed: March, 2000

Summary of Findings of the 50 individuals:

- By 2002; 50 new employees were hired into positions
- By 2009, 44 individuals were continuously employed by the sponsoring company

2009 Employment Outcome:

- 44 individuals were still employed by the sponsoring company
- 3 individuals were employed by other employers in Iowa
- 3 individuals had no matched records in the Iowa Unemployment Insurance Wage Record

Annual Wage Outcome:

- In 2002, the total annual wage of the 50 employees was \$2,937,006; with an annual median wage of \$57,831
- In 2009, the total annual wage of 44 employees was \$3,123,808; with an annual median wage of \$71,156

Economic Wage Data Outcome:

- From 2002 to 2009, the sponsoring company's annual median wage, for the 50 employees, increased \$13,325 (23%)
- From 2002 to 2009, the total annual wages, for the 50 employees, paid from the sponsoring company was \$24,918,903
- From 2002 to 2009, the total annual wages, for the 50 employees, from all employment in Iowa was \$25,083,917

Figure B1-Total Employment:

The total employment depicts all of the positions in addition to the initial hires. The blue section of the bar figure shows the company's total employment. The silver section of the bar figure depicts the company's initial hires. The silver section is further analyzed in figure B2.

- In 2001 and 2002, the company's increase in hiring was directly correlating with the hires in the new position
- From 2002 to 2009, the natural attrition of the newly created jobs are reflected in the decline of the company's retention totals

*The sponsoring company's total employment was estimated as a percentage share of the total NAICS code by county 1999-2006

Figure B1

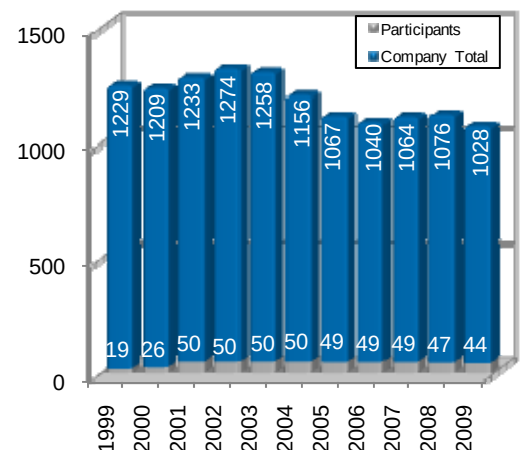
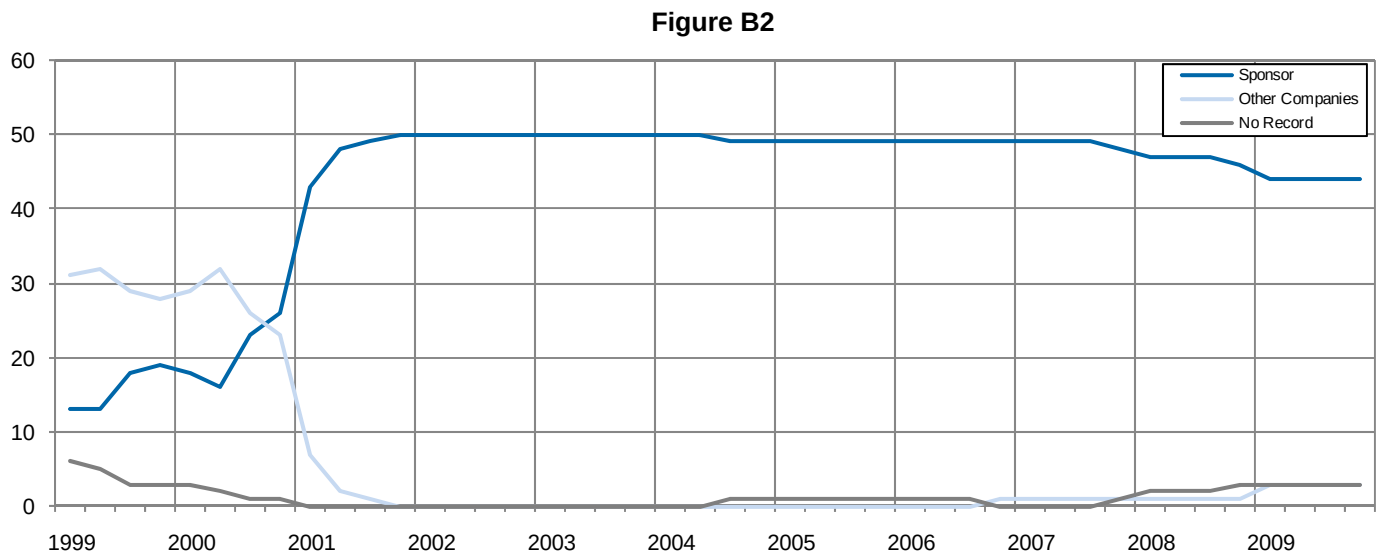
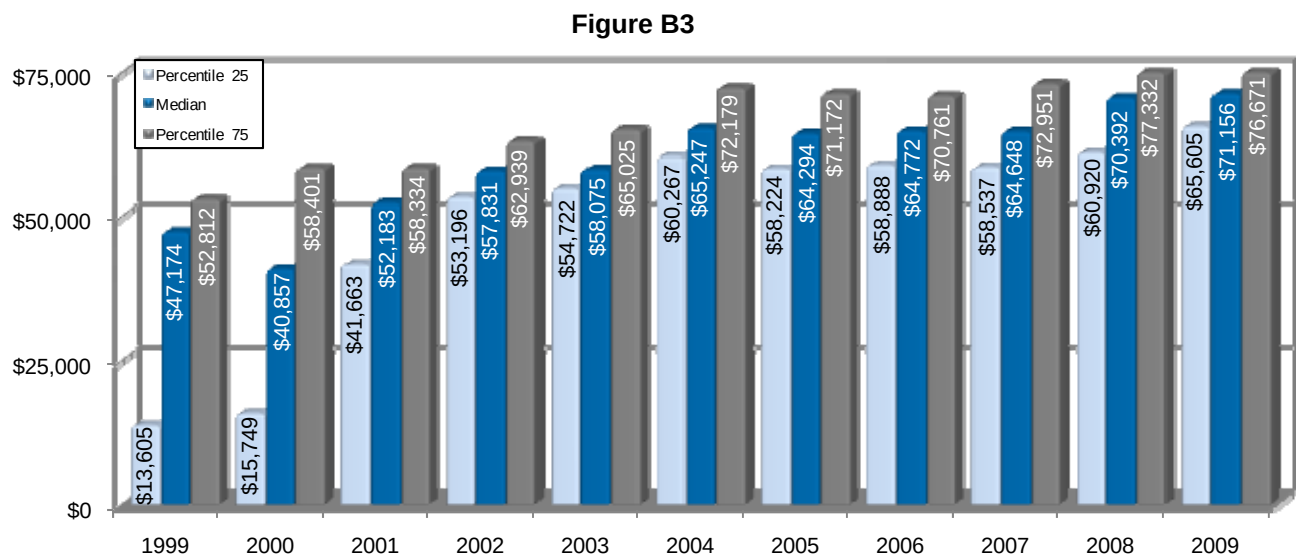


Figure B2-Employment Status of Initial Hires: The employment figure depicts the retention trend of 50 employees. This employment figure includes the sponsoring company and all other employment sectors in Iowa. The figure also depicts the number of employees not counted in the Iowa Unemployment Insurance Wage Record (“No Record”).



- The graph shows the sponsoring company's peak hiring trend in late 2001, with a steady seven year post hiring attrition
- The graph also illustrates the seven year movements of these employees into other Iowa employment sectors

Figure B3-Annual Median Wage with 25/75 Percentiles: The sponsoring company's annual median wage using 25/75 percentiles depicts an average wage paid by the company for this new position. The 25/75 percentile method eliminates the extreme high and low wages that would skew the annual median wage. The 25/75 percentile provides for a more accurate measurement of the sampling.



- In 1999, the annual median wage was \$47,174 with 25/75 percentile wages of \$13,605/\$52,812
- In 2002, the annual median wage was 57,831 with 25/75 percentile wages of \$53,196/\$62,939
- In 2009, the annual median wage peaked at \$71,156 with 25/75 percentile wages of \$65,605/\$76,671
- From 2002 to 2009, the annual median wage increased \$13,325 (23%)

Figure B4-Total Annual Wage: The total annual wage graph depicts the yearly total wages earned by the sponsoring company's employees. This data is a tool that can be used to measure a company's economic impact on an economy.

- In 2002; 50 individuals were employed and earned a total annual wage of \$2,937,006
- In 2004; 49 individuals were employed and the total annual wage peaked at \$3,205,663
- In 2009; 44 individuals were employed and earned a total annual wage of \$3,123,808
- From 2002 to 2009, the total annual wages paid by the sponsoring company were \$24,918,903

Figure B4

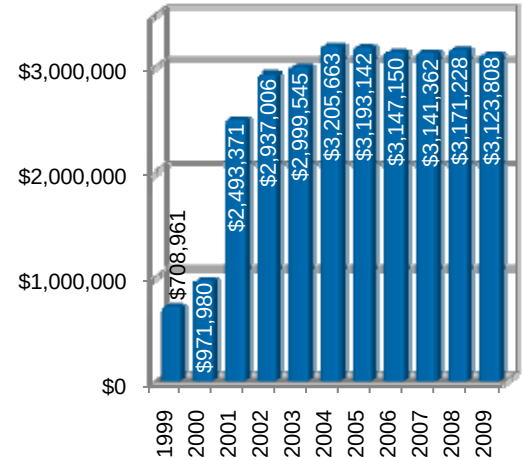


Figure B5

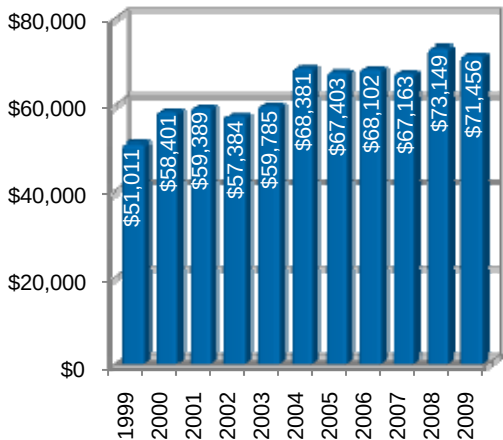


Figure B5-Annual Median Wage for Internal Transfers:

Internal transfers are defined as individuals who were already employed with the sponsor company as of first quarter 1999.

- In 1999, the median annual wage was \$51,011
- In 2008, the annual median wage peaked at \$73,149
- In 2009, the annual median wage was 71,456
- From 1999 to 2009, the annual median wage of internally transferred employees increased \$20,445 (40.1%)

Figure B6-Annual Median Wage for Initial Hires: The annual median wage graph represents the wages of the initial hires at the sponsoring company.

- In 1999, prior to being hired by the sponsor company, the new hires annual median wage was \$31,428
- In 2002, the annual median wage for the new hires was \$58,608; an increase of \$27,180 (86.5%)
- In 2009, the annual median wage was \$70,856
- From 1999 to 2009, the annual median wage increased \$39,428 (125.5%)

Figure B6

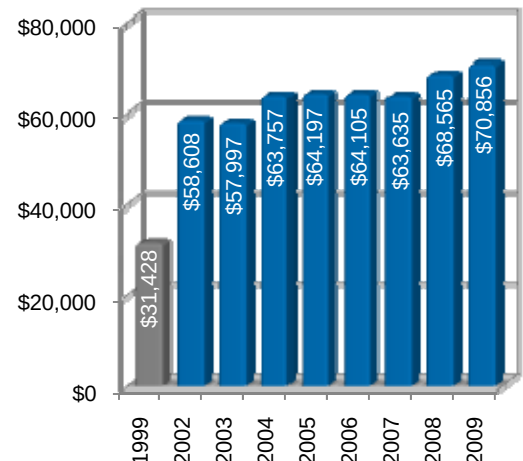


Figure B7-Annual Median Wages For Continuously Employed

Individuals: The annual median wage graph depicts the average wages of 44 continuously employed individuals at the sponsoring company. Continuously employed are defined as employees that have maintained constant employment with the company from early 2002 until the end of 2009.

- In 2002, the annual median wage was \$57,831
- In 2008, the annual median wage peaked at \$71,793
- In 2009, the annual median wage was \$71,156
- From 2002 to 2009, the annual median wage increased \$13,325 (23.0%)

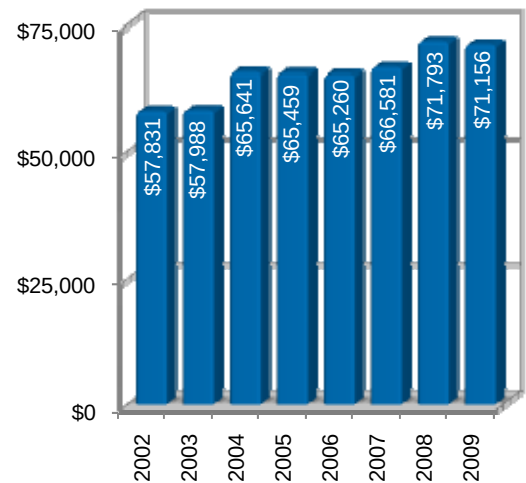
Figure B7

Figure B8-Employment Distribution by NAICS Industry Sectors: The figure depicts all Iowa employment distributions of the initial hires, by the NAICS industry sectors. The figure below represents year-end (fourth quarter of each calendar year) data. The figure shows individuals working for the host company as well as other companies. Some Individuals may have multiple employment.

Figure B8

Industry Sector	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Agriculture (11)	0	0	0	0	0	0	0	0	0	0	0
Mining (21)	0	0	0	0	0	0	0	0	0	0	0
Utilities (22)	0	0	0	0	0	0	0	0	0	0	0
Construction (23)	0	0	0	0	0	0	0	1	1	2	1
Sponsor Company (31-33)	19	26	50	50	50	49	49	49	48	46	44
Other Manufacturing (31-33)	26	24	1	0	0	1	0	0	0	0	2
Wholesale (42)	2	1	0	0	0	0	0	0	0	0	0
Retail (44-45)	0	2	0	0	0	0	0	0	0	0	0
Transportation (48-49)	0	1	0	0	0	0	0	0	0	0	0
Information (51)	0	1	0	0	0	0	0	0	0	0	0
Finance (52)	1	1	0	0	0	0	0	0	0	0	0
Real Estate (53)	0	0	0	0	0	0	0	0	0	0	1
Professional (54)	0	0	0	0	0	0	0	0	0	0	0
Management (55)	0	0	0	0	0	0	0	0	0	0	0
Administrative (56)	1	1	0	0	0	0	0	0	0	1	1
Education (61)	0	0	0	0	0	0	0	0	0	0	0
Health Care (62)	1	2	0	0	0	0	0	0	0	0	0
Arts (71)	0	0	0	0	0	0	0	0	0	0	0
Accommodation (72)	1	1	0	0	0	0	0	0	0	0	0
Other Services (81)	0	0	0	0	0	0	0	1	0	0	0
Public Admin (92)	0	0	0	0	0	0	0	0	0	0	0
Unclassified (99)	2	0	0	0	0	0	0	0	0	0	0
Sponsor Company (31-33)	19	26	50	50	50	49	49	49	48	46	44
Other Manufacturing (31-33)	26	24	1	0	0	1	0	0	0	0	2
Other Sectors Total	8	10	0	0	0	0	0	2	1	3	3

- In 1999, the 50 individuals came from a diverse industry background:
 - * 19 worked for the sponsoring company
 - * 26 of these individuals came from the same sector as the sponsoring company in Iowa
- In 2002, all 50 employees worked for the host company:
- In 2009, 44 individuals remained with the sponsoring company

*Industry sectors are abbreviated, a list of full industry sectors are listed in the NAICS appendix (page i)

The grey highlighted area represents the annual employment totals at the sponsoring company.

Company Identification Number 001829

Employer Profile

NAICS Industry Sector: Manufacturing (33)

Company Identification Number: 001829

New or Internally Transferred Positions Filled: 48

Preliminary Agreement Signed: July, 2000 Program Fiscal Year: 2002 - 2007

Summary of Findings of the 48 individuals:

- By 2002, 48 new employees were hired into positions
- By 2009, 17 individuals were continuously employed by the sponsoring company

2009 Employment Outcome:

- 18 individuals were still employed by the sponsoring company
- 16 individuals were employed by other employers in Iowa
- 14 individuals had no matched records in the Iowa Unemployment Insurance Wage Record

Annual Wage Outcome:

- In 2002, the total annual wage of 48 employees was \$1,367,670; with an annual median wage of \$29,550
- In 2009, the total annual wage of the remaining 19 employees was \$716,669; with an annual median wage of \$37,015

Economic Wage Data Outcome:

- From 2002 to 2009, the sponsoring company's annual median wage, for the 48 employees, increased \$7,465 (25.3%)
- From 2002 to 2009, the total annual wages, for the 48 employees, paid from the sponsoring company was \$8,646,866
- From 2002 to 2009, the total annual wages, for the 48 employees, from all employment in Iowa was \$11,592,473

Figure C1-Total Employment:

The total employment depicts all of the positions in addition to the initial hires. The blue section of the bar figure shows the company's total employment. The silver section of the bar figure depicts the company's initial hires. The silver section is further analyzed in figure C2.

- In 2001 and 2002, the company's increase in hiring was not directly correlating with the hires in the new position
- From 2002 to 2008, the natural attrition of the newly created jobs are not reflected in the company's retention totals

Figure C1

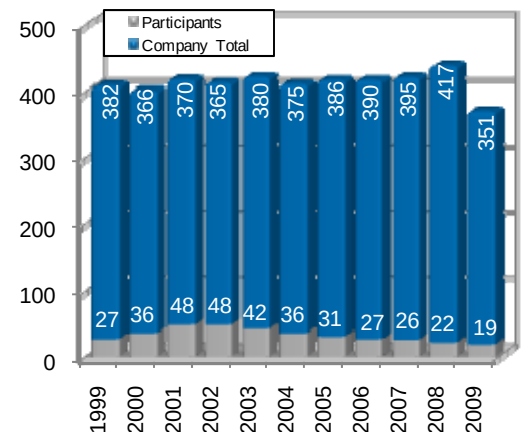
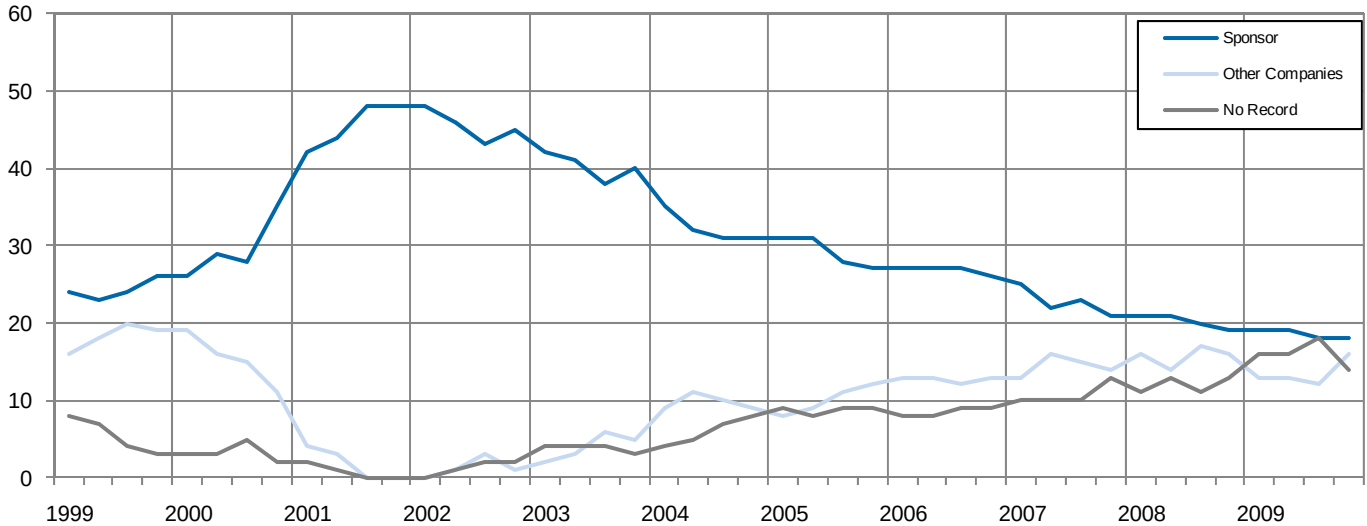


Figure C2-Employment Status of Initial Hires: The employment figure depicts the retention trend of 48 employees. This employment figure includes the sponsoring company and all other employment sectors in Iowa. The figure also depicts the number of employees not counted in the Iowa Unemployment Insurance Wage Record ("No Record").

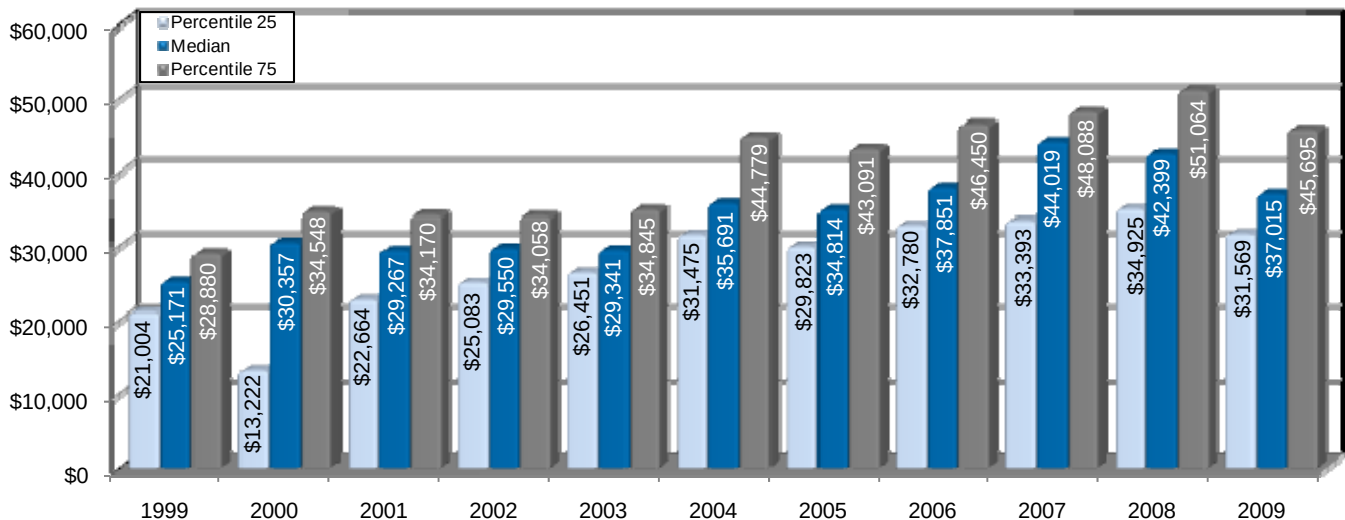
Figure C2



- The graph shows the sponsoring company's peak hiring trend in late 2001, with a steady seven year post hiring attrition
- The graph also illustrates the seven year movements of these employees into other Iowa employment sectors

Figure C3-Annual Median Wage with 25/75 Percentiles: The sponsoring company's annual median wage using 25/75 percentiles depicts an average wage paid by the company for this new position. The 25/75 percentile method eliminates the extreme high and low wages that would skew the annual median wage. The 25/75 percentile provides for a more accurate measurement of the sampling.

Figure C3



- In 1999, the annual median wage was \$25,171 with the 25/75 percentile wages of \$21,004/\$28,880
- In 2002, the annual median wage was \$29,550 with the 25/75 percentile wages of \$25,083/\$34,058
- In 2007, the annual median wage peaked at \$44,019
- In 2009, the annual median wage was \$37,015 with the 25/75 percentile wages of \$31,569/\$45,695
- From 2002 to 2009, the annual median wage increased \$7,465 (25.3%)

Figure C4-Total Annual Wage: The total annual wage graph depicts the yearly total wages earned by the sponsoring company's employees. This data is a tool that can be used to measure a company's economic impact on an economy.

- In 2002; 48 individuals were employed and the total annual wage peaked at \$1,367,670
- In 2009; 19 individuals were employed and earned a total annual wage of \$716,669
- From 2002 to 2009, the total annual wages paid by the sponsoring company were \$8,646,866

Figure C4

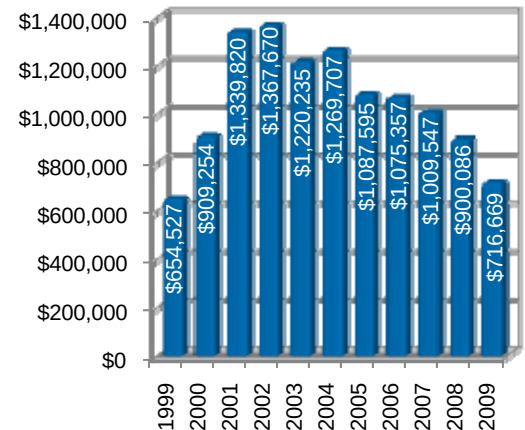


Figure C5

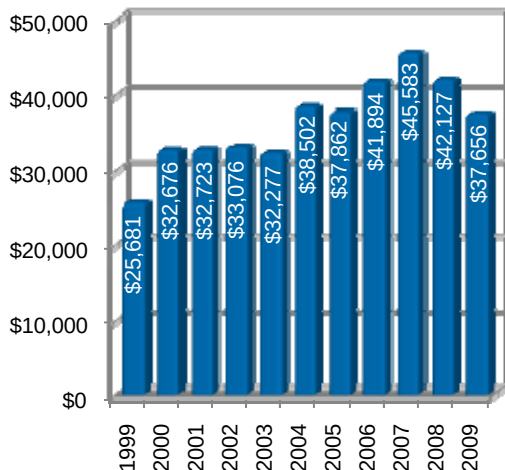


Figure C5-Annual Median Wage for Internal Transfers:

Internal transfers are defined as individuals who were already employed with the sponsor company as of first quarter 1999.

- In 1999, the annual median wage was \$25,681
- In 2002, the annual median wage was \$33,076
- In 2007, the annual median wage peaked at \$45,583
- In 2009, the annual median wage was \$37,656
- From 1999 to 2009, the annual median wage of internally transferred employees increased \$11,975 (46.6%)

Figure C6-Annual Median Wage for Initial Hires: The annual median wage graph represents the wages of the initial hires at the sponsoring company.

- In 1999, prior to being employed by the sponsor company, the new hires annual median wage was \$14,993
- In 2002, the annual median wage for the new hires was \$26,909; an increase of (79%)
- In 2008, the annual median wage peaked at \$42,672
- In 2009, the annual median wage was \$36,457
- From 1999 to 2009, the annual median wage increased \$21,464 (143.2%)

Figure C6

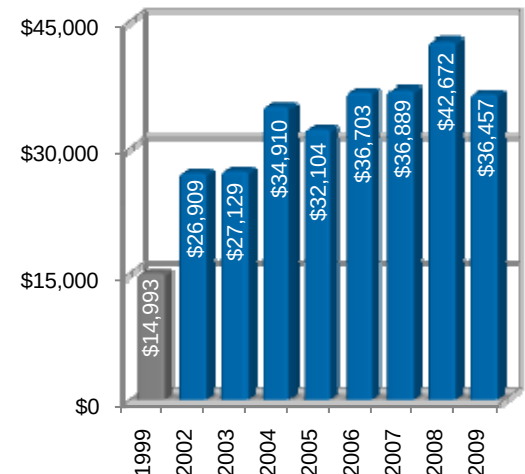


Figure C7-Annual Median Wages For Continuously Employed

Individuals: The annual median wage graph depicts the average wages of 17 continuously employed individuals at the sponsoring company. Continuously employed are defined as employees that have maintained constant employment with the company from early 2002 until the end of 2009.

- In 2002, the annual median wage was \$33,275
- In 2007, the annual median wage peaked at \$45,391
- In 2009, the annual median wage was \$37,015
- From 2002 to 2009, the annual median wage increased \$3,740 (11.2%)

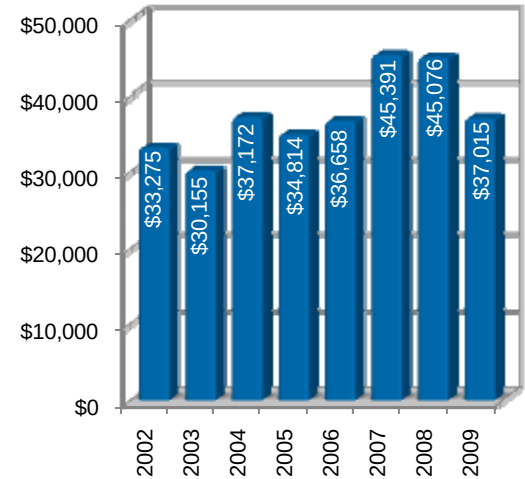
Figure C7

Figure C8-Employment Distribution by NAICS Industry Sectors: The figure depicts all Iowa employment distributions of the initial hires, by the NAICS industry sectors. The figure below represents year-end (fourth quarter of each calendar year) data. The figure shows individuals working for the host company as well as other companies. Some Individuals may have multiple employment.

Figure C8

Industry Sector	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Agriculture (11)	0	0	0	0	0	0	0	0	0	0	0
Mining (21)	0	0	0	0	0	0	0	0	0	0	0
Utilities (22)	0	0	0	0	0	0	0	0	0	0	0
Construction (23)	2	1	1	1	0	0	1	1	2	1	2
Sponsor Company (31-33)	26	35	48	45	40	31	27	26	21	19	18
Other Manufacturing (31-33)	2	5	0	0	2	3	5	5	6	5	6
Wholesale (42)	1	3	0	0	1	2	1	2	2	2	2
Retail (44-45)	6	3	2	1	5	3	3	4	2	4	2
Transportation (48-49)	1	0	0	0	0	1	0	0	0	1	1
Information (51)	1	2	1	1	0	0	0	1	1	0	0
Finance (52)	0	0	0	0	1	0	0	0	0	0	0
Real Estate (53)	0	0	1	0	0	1	0	0	0	0	0
Professional (54)	0	0	0	0	0	0	0	1	1	1	1
Management (55)	0	0	0	0	0	0	0	0	0	0	0
Administrative (56)	4	4	1	2	4	4	5	3	0	0	0
Education (61)	1	1	1	1	0	0	0	0	0	0	0
Health Care (62)	0	1	0	0	0	1	0	0	0	1	0
Arts (71)	0	1	0	1	1	1	1	1	2	3	3
Accommodation (72)	10	4	3	1	1	3	3	1	1	2	0
Other Services (81)	1	1	0	0	0	0	0	0	0	0	0
Public Admin (92)	0	0	1	1	0	1	1	2	3	3	3
Unclassified (99)	6	0	0	0	0	0	0	0	0	0	0
Sponsor Company (31-33)	26	35	48	45	40	31	27	26	21	19	18
Other Manufacturing (31-33)	2	5	0	0	2	3	5	5	6	5	6
Other Sectors Total	33	21	11	9	13	17	15	16	14	18	14

*Industry sectors are abbreviated, a list of full industry sectors are listed in the NAICS appendix (page i)

- In 1999, the 48 individuals came from a diverse industry background:
 - * 26 of these individuals worked for the sponsoring company in the manufacturing industry
 - * 2 of these individuals came from the same sector as sponsoring company in Iowa (manufacturing)
- In 2002, all 45 employees worked for the host company:
- In 2009, through natural attrition:
 - * 18 individuals remained with the sponsoring company
 - * 6 individuals continued working for the manufacturing sector in Iowa
 - * The remaining disbursed throughout a variety of industry sectors in Iowa

The grey highlighted area represents the annual employment totals at the sponsoring company.

Company Identification Number 003397

Employer Profile

NAICS Industry Sector: Finance and Insurance (52)

Company Identification Number: 003397

New or Internally Transferred Positions Filled: 220

Preliminary Agreement Signed: June, 2000

Summary of Findings of the 220 individuals:

- By 2002, 217 new career position employees were filled
- By 2009, 79 individuals were continuously employed by the sponsoring company

2009 Employment Outcome:

- 89 individuals were still employed by the sponsoring company
- 82 individuals were employed by other employers in Iowa
- 49 individuals had no matched records in the Iowa Unemployment Insurance Wage Record

Annual Wage Outcome:

- In 2002, the total annual wage of 217 employees was \$9,360,909; with the annual median wage of \$31,513
- In 2009, the total annual wage of the remaining 90 employees was \$5,633,314; with an annual median wage of \$44,105

Economic Wage Data Outcome:

- From 2002 to 2009, the sponsoring company's annual median wage, for the 217 employees, increased \$12,592 (40%)
- From 2002 to 2009, the total annual wages, for the 217 employees, paid from the sponsoring company was \$59,351,781
- From 2002 to 2009, the total annual wages, for the 217 employees, from all employment in Iowa was \$81,424,970

Figure D1-Total Employment:

The total employment depicts all of the positions in addition to the initial hires. The blue section of the bar figure shows the company's total employment. The silver section of the bar figure depicts the company's initial hires. The silver section is further analyzed in figure D2.

- In 2001 and 2002, the company's increase in hiring was not directly correlating with the hires in the new position
- From 2002 to 2009, the natural attrition of the newly created jobs are not reflected in the company's employment totals

*The sponsoring company's total employment was estimated as a percentage share of the total NAICS code by county 1999-2006

Figure D1

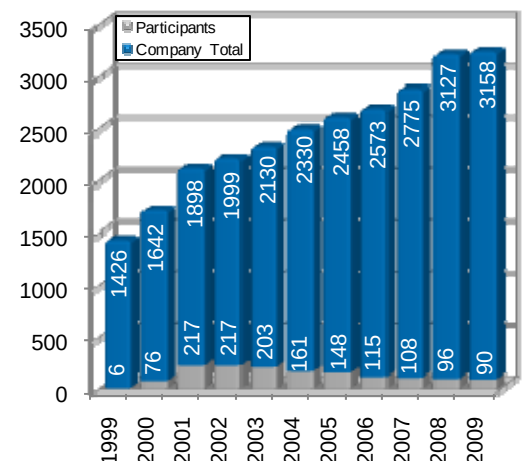
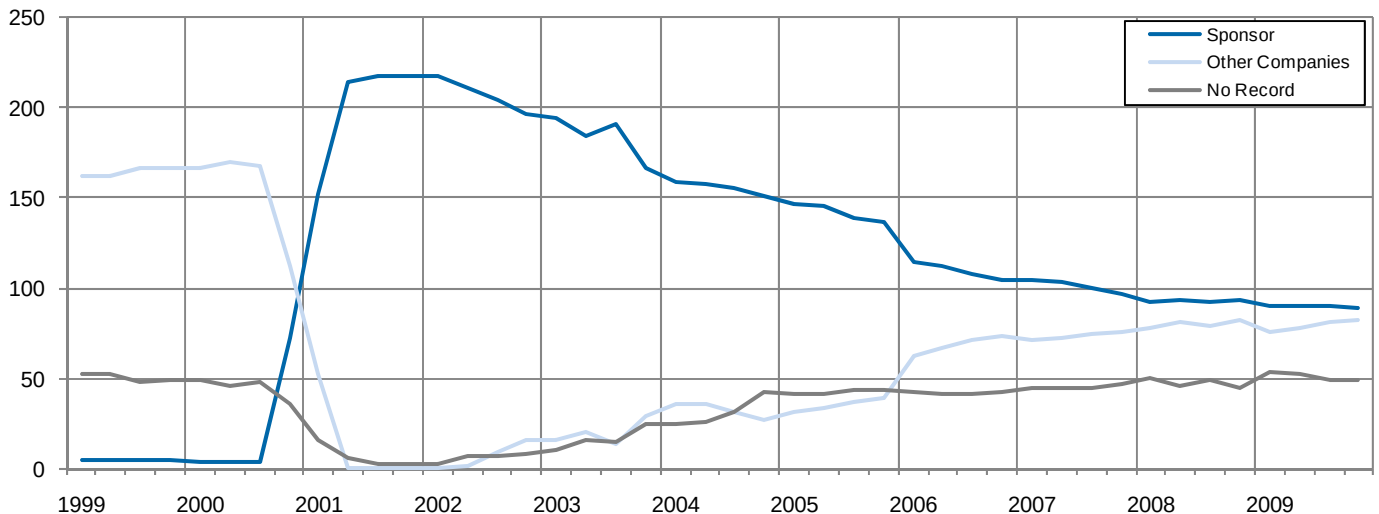


Figure D2-Employment Status of Initial Hires: The employment figure depicts the retention trend of 220 employees. This employment figure includes the sponsoring company and all other employment sectors in Iowa. The figure also depicts the number of employees not counted in the Iowa Unemployment Insurance Wage Record (“No Record”).

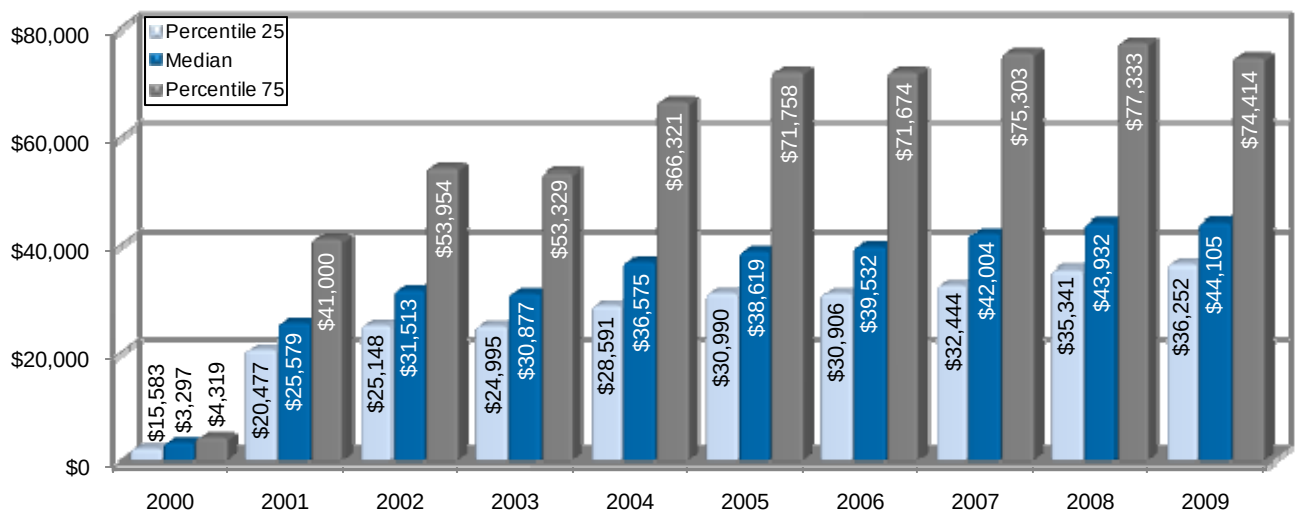
Figure D2



- The graph shows the sponsoring company’s peak hiring trend in late 2001, with a steady seven year post hiring attrition
- The graph also illustrates the seven year movements of these employees into other Iowa employment sectors

Figure D3-Annual Median Wage with 25/75 Percentiles: The sponsoring company’s annual median wage using 25/75 percentiles depicts an average wage paid by the company for this new position. The 25/75 percentile method eliminates the extreme high and low wages that would skew the annual median wage. The 25/75 percentile provides for a more accurate measurement of the sampling.

Figure D3



*Results for 1999 are not shown due to insufficient data

- In 2002, the annual median wage was \$31,513 with the 25/75 percentile wages of \$25,148/\$53,954
- In 2008, the annual median wage peaked at \$43,932
- In 2009, the annual median wage was with the 25/75 percentile wages of \$36,252/\$74,414
- From 2002 to 2009, the annual median wage increased \$12,592 (40%)

Figure D4-Total Annual Wage: The total annual wage graph depicts the yearly total wages earned by the sponsoring company's employees. This data is a tool that can be used to measure a company's economic impact on an economy.

- In 2002; 217 individuals were employed and the total annual wage peaked at \$9,360,939
- In 2009; 90 individuals were employed and earned a total annual wage of \$5,633,314
- From 2002 to 2009, the total annual wages paid by the sponsoring company were \$59,351,781

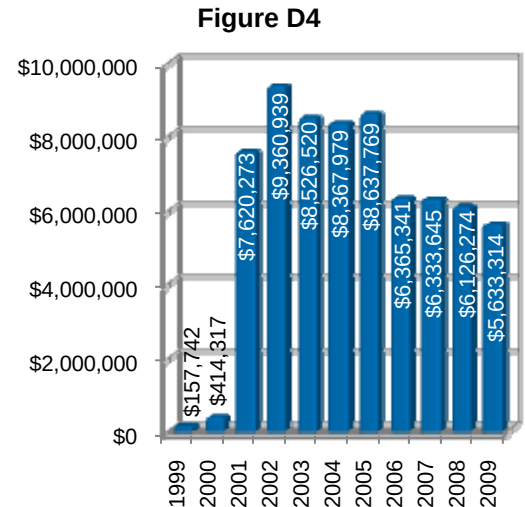


Figure D5

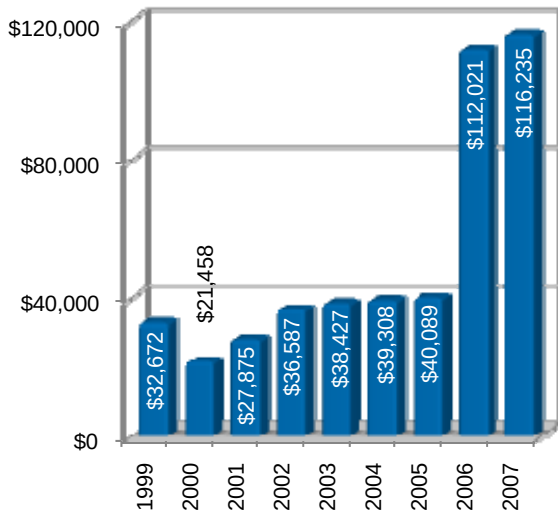


Figure D5-Annual Median Wage for Internal Transfers:

Internal transfers are defined as individuals who were already employed with the sponsor company as of first quarter 1999.

- In 1999, the annual median wage was \$32,672
- In 2002, the annual median wage was \$36,587
- In 2007, the annual median wage peaked at \$116,235
- From 1999 to 2007, the annual median wage of internally transferred employees increased \$79,648 (217.7%)

*Results for 2008 and 2009 are not shown due to insufficient data

Figure D6-Annual Median Wage for Initial Hires: The annual median wage graph represents the wages of the initial hires at the sponsoring company.

- In 1999, prior to being hired by the sponsor company, the new hires annual median wage was \$21,396
- In 2002, the annual median wage was for new hires at the sponsor company \$31,316, an increase of (46.4%)
- In 2009, the annual median wage peaked at \$43,177
- From 1999 to 2009, the annual median wage increased \$21,781 (101.8%)

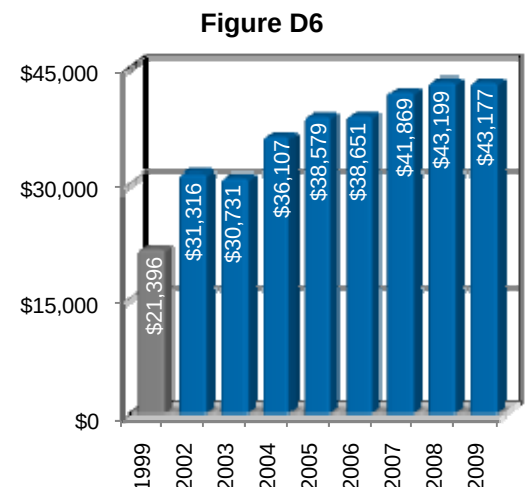


Figure D7-Annual Median Wages For Continuously Employed Individuals:

The annual median wage graph depicts the average wages of 79 continuously employed individuals at the sponsoring company. Continuously employed are defined as employees that have maintained constant employment with the company from early 2002 until the end of 2009.

- In 2002, the annual median wage was \$31,890
- In 2008, the annual median wage peaked at \$46,021
- In 2009, the annual median wage was \$45,438
- From 2002 to 2009, the annual median wage increased \$13,548 (42.5%)

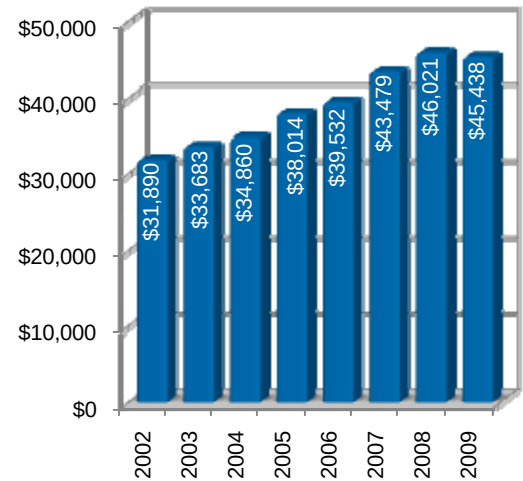
Figure D7

Figure D8-Employment Distribution by NAICS Industry Sectors: The figure depicts all Iowa employment distributions of the initial hires, by the NAICS industry sectors. The figure below represents year-end (fourth quarter of each calendar year) data. The figure shows individuals working for the host company as well as other companies. Some Individuals may have multiple employment.

Figure D8

Industry Sector	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Agriculture (11)	0	0	0	0	0	0	0	0	0	0	0
Mining (21)	0	0	0	0	0	0	0	0	0	0	0
Utilities (22)	0	0	0	0	1	1	1	1	2	2	2
Construction (23)	3	2	0	0	2	1	1	1	3	2	3
Manufacturing (31-33)	12	14	1	1	1	1	6	10	12	12	10
Wholesale (42)	5	7	0	1	1	2	2	3	3	3	3
Retail (44-45)	29	30	5	4	7	7	3	7	5	9	7
Transportation (48-49)	4	4	1	3	4	4	5	3	5	3	3
Information (51)	27	35	2	1	4	3	3	3	3	6	4
Sponsor Company (52)	5	72	217	196	166	151	137	105	97	93	89
Other Finance (52)	22	29	0	2	8	8	12	34	30	32	32
Real Estate (53)	1	4	0	1	2	1	1	2	2	0	0
Professional (54)	22	30	0	4	1	2	3	4	5	5	5
Management (55)	2	0	0	0	0	0	0	0	0	0	0
Administrative (56)	19	33	5	4	5	4	6	5	4	8	7
Education (61)	10	12	4	3	4	5	4	4	4	5	7
Health Care (62)	9	4	2	3	1	2	4	5	5	7	6
Arts (71)	5	4	0	1	1	0	0	0	2	2	1
Accommodation (72)	6	5	1	3	1	1	3	3	1	1	2
Other Services (81)	4	5	2	1	3	0	4	0	0	0	1
Public Admin (92)	0	0	0	0	0	0	0	1	2	1	2
Unclassified (99)	32	1	1	0	0	0	0	0	0	0	0
Sponsor Company (52)	5	72	217	196	166	151	137	105	97	93	89
Other Finance (52)	22	29	0	2	8	8	12	34	30	32	32
Other Sector Total	190	190	24	30	38	34	46	52	58	66	63

*Industry sectors are abbreviated, a list of full industry sectors are listed in the NAICS appendix (page i)

The grey highlighted area represents the annual employment totals at the sponsoring company.

- In 1999, the 217 individuals came from a diverse industry background:
 - * 5 of these individuals worked for the sponsoring company in the manufacturing industry
 - * 22 of these individuals came from the same sector as sponsoring company in Iowa (manufacturing)
- By the end of 2002, 196 employees worked for the host company
- In 2009, through natural attrition:
 - * 89 individuals remained with the sponsoring company
 - * 32 individuals continued working for the finance sector in Iowa
 - * The remaining disbursed throughout a wide variety of industry sectors in Iowa

North American Industry Classification System (NAICS)

NAICS (pronounced “nakes”) is the new North American Industry Classification System, which replaces the decades-old Standard Industrial Classification (SIC) system and provides a better way to classifi individual businesses. NAICS will be widely used by government and business and will change what information is available.

NAICS was developed by the United States, Canada, and Mexico to produce comparable data by industry which uses the consistent principle based on grouping businesses that use similar production processes.

NAICS industries are identified by a 6-digit code, in contrast to the 4-digit SIC code. The longer code accommodates the larger number of sectors and allows more flexibility in designating subsectors.

It also provides for additional detail not necessarily appropriate for all three NAICS countries.

NAICS is organized in a hierarchical structure much like the existing SIC.

- The first two digits designate a major Economic Sector (formerly Division) such as Agriculture or Manufacturing.
- The third digit designates an Economic Sub-sector (formerly Major Group) such as *Crop production* or *Apparel manufacturing*.
- The fourth digit designates an Industry Group, such as *Grain and oil seed farming* or *Fiber, yarn and thread mills*.
- The fifth digit designates the NAICS Industry, such as *Wheat farming* or *Broad woven fabric mills*.

For purposes of this analysis the 2-digit code structure was utilized to allow for less suppression of data.

Code	Industry Title
11	Agriculture, Forestry, Fishing and Hunting
21	Mining
22	Utilities
23	Construction
31-33	Manufacturing
42	Wholesale Trade
44-45	Retail Trade
48-49	Transportation and Warehousing
51	Information
52	Finance and Insurance
53	Real Estate and Rental and Leasing
54	Professional, Scientific, and Technical Services
55	Management of Companies and Enterprises
56	Administrative and Support and Waste Management and Remediation Services
61	Educational Services
62	Health Care and Social Assistance
71	Arts, Entertainment, and Recreation
72	Accommodation and Food Services
81	Other Services (except Public Administration)
92	Public Administration
99	Unclassified

Source: North American Industry Classification System Desk Aid, United States - Produced by Labor Market and Demographic Analysis Unit, Economic Information Services Division, Virginia Employment Commission



Regional Research & Analysis Bureau
Labor Market & Workforce Information Division
Iowa Workforce Development
1000 East Grand Avenue
Des Moines, Iowa 50319-0209
Telephone: (515) 281-8118
E-mail: UStats@iwd.iowa.gov