

# GOVERNOR'S ECONOMIC RECOVERY ADVISORY BOARD

FINAL REPORT

## IOWANS UNITE FOR GROWTH

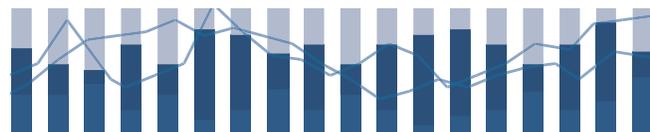


FEBRUARY 2021



# LETTER FROM THE CHAIRMAN

## Governor's Economic Recovery Advisory Board



Dear Governor Reynolds:

On behalf of the 15 members of the Governor's Economic Recovery Advisory Board, I am pleased to submit our final report, which provides the foundation for future growth, vitality, and prosperity for all Iowans as we recover from the COVID-19 pandemic and the economic consequences of the virus.

In just over 100 days, more than 350 Iowans volunteered their time and talents to serve on the various working groups of the Advisory Board. The working groups generated discussion, debate, ideas, and recommendations across key areas of Iowa's economy with a goal to facilitate transformational change and economic sustainability.

The charge from you was straightforward, but aspirational: be bold, be innovative, and be direct about the challenges facing our economy and future success. You asked for recommendations that improve life in our state, and importantly, you asked that our recommendations create opportunity for Iowans of every race, background, and difference.

Utilizing the broad diversity of background and thought, the 15-member Advisory Board unanimously recommended 18 initiatives that will drive the next generation of prosperity and innovation in Iowa. In recognition of the immense contributions of those who participated in the working group process, we have elected to include the full working group reports within this report. Including the full working group reports captures the many high-quality ideas that were generated and is also consistent with my pledge from the outset to welcome any and all ideas into our transparent process.

Also included in the final report to the Governor is a list of continuous improvement inspired "Just Do It" proposals. Accordingly, the Just Do It proposals are policy items or action steps that various state agencies and the Legislature can implement right away, with comparatively less investment and implementation time, to advance the recovery process more quickly and efficiently.

We, as Iowans, are resilient and have never backed away from a challenge. Our shared history is replete with examples of recovery and achievement. We persevered through historical floods and droughts, the Farm Crisis of the 1980s, and the Great Recession more than a decade ago. This challenge will be no different.

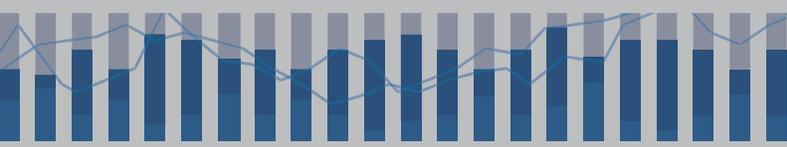
Furthermore, we will not be satisfied to simply return to the status quo that existed before the pandemic. We must work together, engineer, and innovate our way to new heights of achievement for all Iowans. The prospects for Iowa are extremely bright, and I am excited about our shared future success.

I encourage business leaders, community leaders, educators, and anyone else with a vested interest in the future of our state to read this report and learn how we can work together to lift each other up and emerge from this challenge stronger than ever before.

Sincerely,

Ben McLean  
Chairman





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## INTRODUCTION

Turning obstacles into opportunities.

From the Dust Bowl of the 1930s to the Farm Crisis of the 1980s to the floods of 2019, Iowans face each and every challenge with an uncommon resilience and determination. They also approach those challenges with an eye on the future, realizing that every obstacle is an opportunity to not only rebound, but grow.

In that spirit, Governor Kim Reynolds formed the Governor's Economic Recovery Advisory Board.

In the midst of an unprecedented pandemic that rattled Iowa's way of life and economic livelihood and in the aftermath of a massive derecho that swept hurricane-caliber devastation right through the heart of the state, Governor Reynolds' charge to the Advisory Board was clear: develop a plan not just to return Iowa to where it was economically, but to seize the opportunities and lessons learned from COVID-19 to think bigger.

The recommendations in this report represent an opportunity to elevate how we do business, to modernize how we work and learn, and to further improve our quality of life.

## ABOUT THE GOVERNOR'S ECONOMIC RECOVERY ADVISORY BOARD

On June 18, 2020, Governor Reynolds signed Executive Order 6, which established the Governor's Economic Recovery Advisory Board to learn from the challenges and innovations of Iowans in response to the pandemic and to focus on modernizing Iowa's economy. The Governor also challenged the Advisory Board to work across all areas of state government to deliver an effective and efficient plan for rebuilding the economy.

Because economic recovery spans many sectors, the executive order created seven working groups to help the Advisory Board develop its plan. The areas of focus included:

- Agriculture
- Connectivity
- Economic Growth
- Education
- Government
- Public Health and Health Care
- Expanding Iowa's Workforce

## MEMBERSHIP

Governor Reynolds appointed a group of Iowa business leaders to lead the Advisory Board, to propel recovery efforts, and to position Iowa for growth.

### Members of the Advisory Board:

#### **Ben McLean**

Advisory Board Chairman  
CEO of Ruan Transportation Management Systems

#### **Dan Houston**

Chairman, President and CEO of Principal Financial Group

#### **Robin Anderson**

State Chief Economist

#### **AJ Loss**

CEO of Bush Construction

#### **Mary Andringa**

Chair of the Board of Vermeer

#### **Megan McKay**

President of Peace Tree Brewing Company

#### **Nick Bowdish**

President and CEO of Elite Octane

#### **Emily Schmitt**

General Counsel of Sukup Manufacturing Co.

#### **Tim Bower**

President of Flint Cliffs Manufacturing

#### **Barbara Sloniker**

Executive Vice President of the Siouxland Chamber of Commerce

#### **Randy Edeker**

Chairman, CEO and President of Hy-Vee Inc.

#### **Adam Wright**

President and CEO of MidAmerican Energy Company

#### **Rosalind Fox**

Factory Manager at John Deere

#### **Diane Young**

Director of Technical Services/Owner of Foundation Analytical Lab

## WORKING GROUPS

The Advisory Board determined that each of the seven working groups would be co-chaired by two members of the Advisory Board and staffed by state department directors and staff, as well as staff from the Governor's Office. The working groups were challenged to develop bold recommendations.

Working group leadership is as follows:

### AGRICULTURE

- Chairs: Nick Bowdish and Diane Young
- Secretary Mike Naig, Iowa Department of Agriculture and Land Stewardship

### CONNECTIVITY

- Chair: Dan Houston
- Director Annette Dunn, Office of the Chief Information Officer

### ECONOMIC GROWTH

- Chairs: Megan McKay and Adam Wright
- Executive Director Debi Durham, Iowa Economic Development Authority and Iowa Finance Authority

### EDUCATION

- Chairs: Tim Bower and Rosalind Fox
- Director Ann Lebo, Iowa Department of Education

### GOVERNMENT

- Chairs: Emily Schmitt and Barbara Sloniker
- Director Kraig Paulsen, Iowa Department of Revenue

### PUBLIC HEALTH AND HEALTH CARE

- Chairs: Randy Edeker and Suresh Gunasekaran
- Director Kelly Garcia, Iowa Department of Human Services, Iowa Department of Public Health, Interim

### EXPANDING IOWA'S WORKFORCE

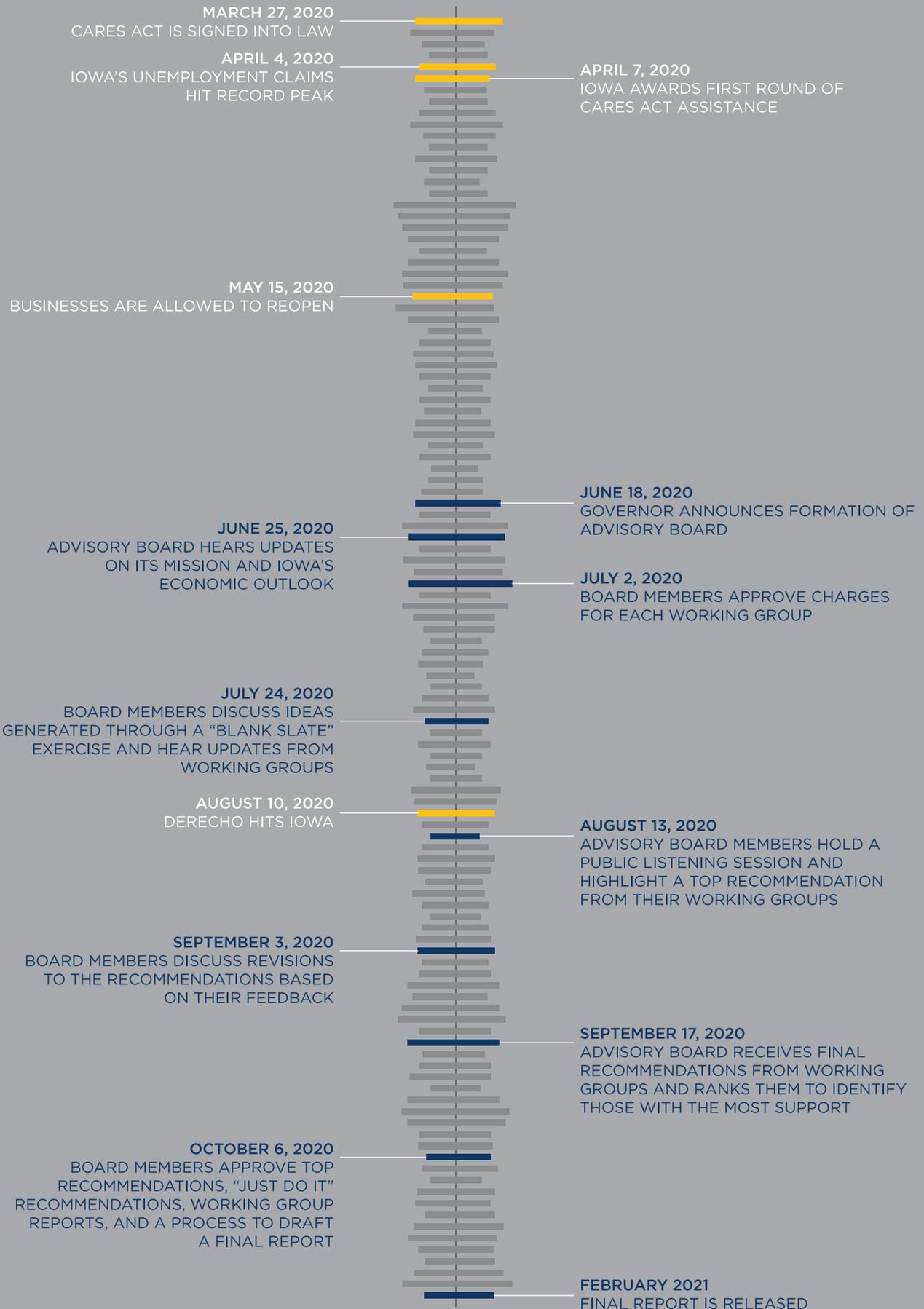
- Chairs: Mary Andringa and AJ Loss
- Director Beth Townsend, Iowa Workforce Development

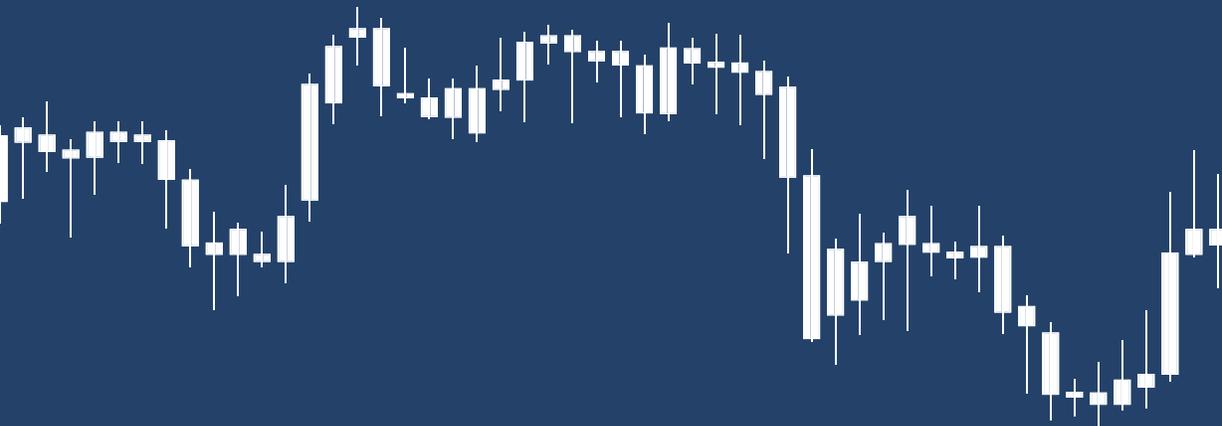
## PROCESS

More than 350 individuals participated in the seven working groups, either directly as members or as part of subsector groups. The working groups gathered extensive public input from Iowans through listening sessions and a website feedback form. Ultimately, the working group chairs chose the final ideas that were taken to the full Advisory Board for consideration. In all, 56 unique ideas were presented.

The full Advisory Board met seven times from late June through early October to review the progress of the various working group recommendations and ideas. The chair of the Advisory Board also assigned homework to help generate ideas and discussion among members of the Advisory Board and working groups. For example, Advisory Board members were asked to rank all 56 final ideas on a scale of one to seven. Through this exercise, board members not only carefully studied each recommendation and gave feedback, they also prioritized the list of recommendations into a top 18. Additional "Just Do It" recommendations were identified as common-sense process initiatives that the state can put in place with relative ease.

# ADVISORY BOARD TIMELINE





“*Our strong response and recovery have everything to do with the tenacity of Iowans, the relationships we’ve built and our ability to come together for the greater good.*”

**KIM REYNOLDS**  
GOVERNOR OF IOWA



# TOP RECOMMENDATIONS IN SUMMARY

## EMPOWER WORKFORCE BY CARING FOR OUR YOUNGEST IOWANS

The key to economic growth is to build a highly skilled workforce. And yet too many working parents struggle to find quality, affordable child care, a problem that has intensified during the pandemic. Iowa must address this shortage and expand state-funded preschool.

### CONFRONT IOWA'S CHILD CARE CRISIS

Iowa leads the nation for households with all parents working, but the state has too few options for child care. Twenty-three percent of Iowans live in child care deserts – areas with a shortage of licensed providers – and the state has lost 33% of its child care providers in the last five years. Child care is more expensive than housing for the average Iowa family, at \$1,031 a month, according to the United Ways of Iowa.

The child care crisis touches every corner of the state and every segment of the population, and it hurts more than Iowa families. It also costs Iowa close to a billion dollars each year in lost tax revenue and employee absences. The Expanding Workforce Working Group's recommendation to develop a comprehensive strategy addressing Iowa's child care crisis scored highest of the Advisory Board's top 18. The working group proposed that a group of Iowans convene to develop a strategic plan under the leadership of the Iowa Business and Child Care Coalition, Iowa Workforce Development, and the Iowa Department of Human Services.

**Read the full recommendation on page 103.**

### EXPAND STATE-FUNDED PRESCHOOL

High-quality preschool sets the stage for a thriving workforce for both today and tomorrow. Research shows preschool has long-term benefits for:

- Students, who are more likely to enter school ready to learn, to graduate on time, and to find employment, with even greater gains for children from low-income and dual-language backgrounds
- The economy, with an impressive return on public investment as high as \$17 for every dollar
- Working parents, given the scarcity of high-quality, affordable child care

Iowa put in place a state-funded preschool program in 2007 to provide more 4-year-old children the foundation to enter kindergarten ready to learn. The Statewide Voluntary Preschool Program provides at least 10 hours a week of instruction by Iowa-licensed teachers through a stable funding source: Iowa's state school-aid formula. Iowa spends about \$86 million annually on the program, which is an important part of the state's comprehensive early childhood effort.

While enrollment numbers have multiplied since 2007, the state preschool program is far from universal: about 62% of Iowa's 4-year-old children attended in 2019. Education leaders point to barriers such as space constraints for schools and complications for working parents, who may pass up state-paid preschool to pay for child care of lesser quality because 10 hours of preschool falls short of their care needs.

To give more children a stronger start in school and to help offset child care costs for working parents, the Education Working Group recommends continuing universal state preschool programming while also providing more targeted programming for children who lack opportunities at home and need more support. This could include children from low-income backgrounds and children with special needs. The group's goal is to increase the percentage of 4-year-old children attending preschool to 90% by 2024.

**Read the full recommendation on page 71.**



## JUST DO IT: WORKFORCE

*"Just Do It" action items have been identified as process improvements that can be implemented immediately with relative ease.*

- **Expand Workforce Training:** The pandemic has eliminated many low-skills jobs and cut access to in-person training opportunities.
  - Iowa has too few middle-skill workers. Provide more online training opportunities to prepare low-skill Iowans for well-paying, high-demand, middle-skill jobs that require more education and training than a high school diploma, but less than a bachelor's degree. **Read the full recommendation on page 101.**
  - The state should expand successful nonprofit workforce training programs for Iowans who face barriers to full-time employment, such as disabilities, homelessness, and criminal records. **Read the full recommendation on page 108.**
  - Iowa should broaden access to workforce training by standardizing a core curriculum by occupation across all Iowa colleges and universities. This will set the stage for a larger mix of programs statewide and will assure employers that Iowans have trained using an industry-recognized core curriculum. **Read the full recommendation on page 102.**

## MAKE IOWA A GLOBAL LEADER IN BROADBAND

The pandemic underscored that broadband is not a luxury, but rather critical infrastructure. Iowans have depended on home internet connections to work, learn, and access essential services, such as health care. And yet broadband access and speed are lagging in Iowa, especially in rural areas. Iowa ranks 45th in the nation in broadband access and has the second-slowest internet speed nationwide, with an average download speed of 78.9 megabits per second (Mbps), according to BroadbandNow.com. Rather than rely on the current patchwork of programs, Iowa must fully invest in this crucial infrastructure.

### INVEST IN UNIVERSAL BROADBAND ACCESS

Building out broadband will support growth and progress in Iowa's high-tech jobs, manufacturing, precision agriculture, education system, and local economies. The Connectivity Working Group's recommendation to provide universal broadband access ranked only behind child care as the most important priority of the Advisory Board.

The working group recommends Iowa legislators authorize a spending increase of up to \$100 million a year for the next five years with matching grants ranging from 50-75%. Funding should be generated through a combination of bonding and a dedicated source, such as the Rebuild Iowa Infrastructure Fund, or a portion of an Invest in Iowa sales tax. The group set a goal of universal broadband access in Iowa by 2025.

**Read the full recommendation on page 39.**



## **BOOST BROADBAND SPEED FOR ECONOMIC GROWTH**

Iowa is a powerhouse in advanced manufacturing and agriculture, and investments in broadband are essential to keep these industries globally competitive through a technology revolution. The fourth industrial revolution, known as Industry 4.0, emphasizes automation and smart technology, and it is driving the future of these industries and Iowa's economy.

As both large and small manufacturers adopt Industry 4.0 technologies, broadband speed and the ability to manage big data will be essential to strengthen Iowa's supply chain and keep Iowa manufacturers competitive. Iowa farmers also need broadband access as precision technology replaces low-tech planting, harvest, and input application, enabling producers to grow more with less. Broadband-enabled precision agriculture carries tremendous financial and environmental benefits, with one federal study showing corn farmers save \$25 per acre.

The Connectivity Working Group recommends policy changes to boost mobile broadband by increasing data download and upload speeds to at least 100 Mbps and decreasing latency – the time it takes for a website or application to respond to a user's action – to 1 millisecond (ms) or less.

**Read the full recommendation on page 42.**

## **MAKE BROADBAND AFFORDABLE**

Internet connections have transformed the way we live, work, and do business, but the pandemic exposed a digital divide in Iowa. Cost keeps high-speed internet connections out of reach for many Iowans even as remote work, distance education, and telehealth have become a way of life. Iowa must remove financial barriers to broadband access. Only 18.5% of Iowans have access to low-priced internet plans, well below the national average of 50.1%.

The definition of broadband is a connection with a download speed of at least 25 Mbps and an upload speed of at least 3 Mbps, according to the Federal Communications Commission. About 35% of Iowa households lack this "25/3" benchmark for broadband speed. While the reasons vary, the U.S. Census American Community Survey suggests a link between lack of connectivity and high poverty rates. The Connectivity Working Group recommends state funding, as well as broadband infrastructure grants for providers or public-private partnerships to subsidize broadband, enabling low- to no-cost access.

**Read the full recommendation on page 40.**

## CREATE AN ENVIRONMENT TO ATTRACT AND RETAIN IOWANS

With slow population growth and too few workers to fill open jobs, Iowa needs more people and must take steps to attract them. Creating communities that give visitors a reason to explore and residents a reason to stay starts with ample and affordable housing, unique and vibrant public spaces, and safe, clean water for drinking and outdoor recreation.

### HOUSING CAN LEAD IOWA'S ECONOMIC RECOVERY AND GROWTH

National and state housing leaders agree that housing is the largest opportunity for rapid economic recovery and growth for families and communities. Iowa faces widespread demand for quality, affordable housing. The state is expected to gain approximately 47,000 households by 2030. Much of Iowa's housing stock is aging and many Iowans are overburdened with housing expenses with 38.6% of renters and 15.8% of homeowners spending greater than 30% of their income on housing.

The Economic Growth Working Group recommends comprehensive legislation to advance critically needed, innovative solutions to bolster the housing supply and to provide financial help to Iowans who need it most, including low-income families and seniors. While the full 2021 Iowa legislative housing package should be expansive across the housing continuum, with a priority on our lowest income Iowans, examples of action items it should include are:

- Expand existing, successful funding mechanisms, such as the Workforce Housing Tax Credit program (increase allocation for three years to offset present demand)
- Establish new programs such as a State Housing Tax Credit program
- Transform quality underused facilities, such as schools and churches, into housing for families and seniors in communities that lack affordable housing
- Increase opportunities for Iowans to live near their workplace through an initiative that encourages public-private partnerships to create workforce housing
- Use innovative and inexpensive building materials and methods, such as 3D printed homes, tiny homes, and shipping containers, to provide more housing solutions for Iowans
- Fund programs that prevent eviction and foreclosure for Iowans at risk of losing their homes
- Create a new program to help low-income Iowans make critically needed home repairs on aging housing stock
- Implement a program to provide immediate assistance to homeowners, renters, and displaced Iowans following a natural disaster or other catastrophe

**Read the full recommendations on page 49.**

### TRANSFORM COMMUNITIES THROUGH CREATIVE PLACEMAKING

Creative placemaking is about communities working together and playing to their strengths to transform spaces, such as neighborhoods or downtown districts, into unique places where people want to be.

The benefits of placemaking include building a stronger sense of community engagement, fostering a distinct sense of place, and – importantly -- helping communities attract and retain talent and boost their economic competitiveness. Two-thirds of workers ages 25-32 with college degrees choose the community they would like to live in before looking for a job.

The Economic Growth Working Group recommends using bond financing to fund a transformational placemaking initiative modeled after key components of quality of life programs, such as Vision Iowa and Enhance Iowa. The group further recommends legislators adopt the Governor's proposed Invest in Iowa Act, as well as leveraging Iowa's port authority statute, to support these efforts.

**Read the full recommendation on page 54.**

## INVEST IN LONG-TERM WATER QUALITY

Iowa must maintain momentum in balancing the state's leadership role in feeding the world with its responsibility to conserve natural resources. This includes improving water quality so that Iowans have clean water for drinking, household use, and outdoor recreation. This is an economic growth issue because Iowa needs a high quality of life to attract and retain skilled workers.

The state is a global leader in adopting technology and methods to balance world-leading production with sustainability goals. Iowa farmers are supplying food and fuel around the world while at the same time rapidly advancing conservation practices. The state is on record-breaking pace for the construction of nitrate-reducing wetlands and cover crop adoption in farms and fields: more than 30 wetlands will be built in the next few years, and Iowa farmers have planted more than one million acres of cover crops, which improve soil health and prevent nutrient loss. Iowa's urban communities also have played an important role, investing a record \$7.9 million in new water quality initiative projects statewide. This progress will continue as long as it is economically feasible.

The Agriculture Working Group explored how additional and long-term state funding can accelerate the adoption of proven practices – and develop new and innovative solutions – to protect and conserve Iowa's natural resources for generations to come, while meeting the sustainability expectations of consumers. The working group recommends extending water quality funding made available through Iowa Senate File 512 or by adopting the water quality funding components of the Governor's proposed Invest in Iowa Act.

**Read the full recommendation on page 33.**



### JUST DO IT: AGRICULTURE

*"Just Do It" action items have been identified as process improvements that can be implemented immediately with relative ease.*

- ❑ **Carbon Sequestration Task Force:** While sequestering carbon offers potential environmental benefits, the goal is to reduce carbon dioxide in the atmosphere by transferring it to soil for storage. A state task force is needed to study the method further, including its economic value and agronomic impact on row crop production in the state. **Read the full recommendation on page 35.**
- ❑ **Ag Innovation Council:** Growing a new generation of entrepreneurs, creative business concepts, and technology startups will keep Iowa's agriculture industry competitive and will improve economic opportunity in rural communities. Convene an Ag Innovation Council to design and implement a statewide roadmap. **Read the full recommendation on page 32.**

## MODERNIZE HEALTH CARE IN IOWA

A high-performing health care system is critical to Iowa's economy and quality of life. Iowa must innovate to ensure access to the highest quality of care throughout the state and address shortages in services, providers, and workers.



### EXPAND TELEHEALTH SERVICES AND VIRTUAL CARE

Technology has been a useful tool to get health care to Iowans at the right time and in the most convenient place. Telehealth took off during the pandemic as a convenient way to deliver care to patients in their homes while limiting the spread of the coronavirus.

Iowa must capitalize on this momentum and use telehealth to expand health care in communities where providers are in short supply and patients who live far from hospitals and clinics face related costs and inconvenience in accessing care. The growth and success of telehealth in Iowa hinges on expanding access to high-speed internet for more Iowans and the ability of health care providers to finance it in the long term. To that end, the Public Health and Health Care Working Group recommends:

- Universal access to broadband as proposed by the Connectivity Working Group so that patients can use audio and video technology to communicate with health care providers.
- Payment parity, which requires insurers to reimburse health care providers for telehealth services at the same rate as in-person care. Iowa should extend the policies of the Governor's emergency proclamation around payment parity, and state leaders should advocate for telehealth parity at the federal level.

**Read the full recommendation on page 95.**

## IMPROVE RURAL HEALTH CARE THROUGH REGIONAL MODELS

Iowa must adapt to changes in health care fueled by declining population in some communities. This population shift translates to fewer patients, which leaves Iowa patients vulnerable by making it difficult for local hospitals and health systems to maintain the services they have historically provided, including maternity care and emergency services.

Regional models will set the stage for quality, sustainable care – from primary to more complex care – that meets the needs of Iowa's communities. Iowa also must overhaul its Emergency Medical Services (EMS) system, especially in rural communities where workforce and funding shortages contribute to slow response times.

The Public Health and Health Care Working Group recommends:

- Funding one regional pilot program in rural Iowa following a Centers of Excellence model to encourage innovation and collaboration among regional health care providers
- Focusing on statewide access to EMS, including the option of EMS as an essential service
- Steering more Iowans toward career and volunteering opportunities as EMS providers and first responders through loan forgiveness and scholarship programs

**Read the full recommendation on page 96.**

## BUILD THE HEALTH CARE WORKFORCE

Iowa cannot have a high-performing system of health care without a sufficient workforce. The state faces a shortage of physicians and other health care professionals in many areas, including obstetric care, behavioral health, and long-term care. Iowa ranks 42nd nationally for the number of physicians per 100,000 residents, according to a University of Iowa study.

Efforts to attract and retain health care professionals are undermined by uncompetitive wages, a dearth of career pathway programs and other issues. Regulatory barriers also prevent many professionals from practicing at the top of their licenses, which means putting their time and skills to the best possible use instead of tasks best performed by those with less training.

Iowa needs incentives to attract and retain health care workers and to empower professionals to perform the work they were trained to do. The Public Health and Health Care Working Group recommends loan forgiveness programs and registered apprenticeship programs that allow Iowans to earn money while they learn. The group also recommends expanding the scope of practice for pharmacists and other licensed health care professionals to allow them to perform more tasks and to better serve patients.

**Read the full recommendation on page 97.**

## BOOST K-12 STUDENT ACHIEVEMENT AND CAREER READINESS

Iowa has a deep-rooted and proud history of excellence in education, but we must do more to ensure students graduate from high school prepared for success.

### EXPAND WORK-BASED LEARNING FOR STUDENTS

Iowa needs more work-based learning experiences to help students prepare for a successful future and to help employers grow a skilled workforce. Work-based learning empowers students to apply what they are learning in the classroom to real-life professional experiences. Through these experiences, students test drive careers early on and build new skills they will need in the workplace. Employers benefit by developing their workforce talent pipeline earlier.

Iowa has built a strong foundation for work-based learning in recent years, and interest is growing. Still, Iowa faces significant gaps in access fueled by limited awareness among Iowa schools, employers, and families. A more cohesive statewide effort will ensure all students have equal access, regardless of where they live.

The Education Working Group chairs recommend expanding Iowa's STEM BEST (Businesses Engaging Students and Teachers) program and other models that forge school-business partnerships with the goal that all Iowa high school students participate in at least one work-based learning experience by 2027. The working group also recommends designating work-based learning coordinators in school districts, providing incentives for businesses and industries to commit to work-based learning partnerships, and expanding student opportunities beyond STEM professions to other high-demand career fields, such as social-emotional-behavioral health.

**Read the full recommendation on page 67.**

### PROVIDE EDUCATIONAL CHOICES FOR FAMILIES

While the quality of Iowa's schools has not declined, student achievement results have stagnated as other states have made dramatic improvements that are paying off. Iowa's ranking on the nation's report card, the National Assessment of Educational Progress, has slipped to the middle of the pack over the past 30 years. The state also faces unacceptable gaps among low-income students, students from diverse backgrounds and students with disabilities across several measures of achievement.

***This is a call to action for Iowa's public education system that the Advisory Board determined should be addressed with stronger school board leadership and more educational choices for families, especially low-income Iowans. Specifically, the Advisory Board recommends:***

- Put student achievement at the center of public school board governance, effectiveness, and accountability. Revise a section of Iowa Code that covers school board duties and powers to emphasize that a board's primary purpose is to ensure schools successfully educate Iowa children, and support Iowa school board members with additional leadership training and coaching.
- Give Iowa families more choices in public education by removing barriers to the open enrollment process – allowing students to transfer to a public school of their choice – and strengthening Iowa's charter school law. Charter schools are tuition-free, independently run public schools that have freedom from certain state requirements, which enables educators to innovate. Iowa's 2002 charter school law has not made an impact because it authorizes only traditional school districts to run them and only two charter schools remain open in Iowa. State law should enable nonprofit operators of highly successful charter schools to operate in Iowa.

**Read the full recommendation on page 77.**

## INVEST IN MANUFACTURING INNOVATION

Iowa is a powerhouse in manufacturing and biosciences. The pandemic has reinforced the importance of building Iowa's leadership in biosciences, particularly in vaccines and immunotherapy, and supporting Iowa's manufacturers through a technology revolution.



### MODERNIZE MANUFACTURING

A fourth Industrial Revolution is driving the future of manufacturing. This technology revolution, known as Industry 4.0, emphasizes automation and smart technology. With so much of Iowa's employment and gross state product driven by manufacturing, the state must adapt and embrace this revolution to remain globally competitive.

Industry 4.0 includes the Internet of Things, additive manufacturing, advanced robotics, augmented reality, cybersecurity and more. These innovations will transform how products are designed, fabricated, consumed, and serviced.

Every Iowa county has between 50-60% of jobs with potential for automation, according to Ball State University's Center for Business and Economic Research. Iowa will soon release a Manufacturing 4.0 plan to outline strategies and policy recommendations to ensure Iowa's manufacturers, especially its small and medium manufacturers, have the support and resources they need to adapt to digital technologies. Many Iowa manufacturers recognize the importance of embracing Industry 4.0 but struggle with taking the first step to make capital investments in digital technologies.

The Economic Growth Working Group recommends supporting industry investments and incentives to help Iowa manufacturers remain competitive in the global manufacturing supply chain. This includes adapting current incentives to fit changing business needs and to encourage modernization efforts, such as robotics and artificial intelligence. It also includes retraining employees to work with new technologies, consolidating workforce programming under Iowa Workforce Development, changing taxation on companies supplying to original equipment manufacturers (OEMs), and adjusting accelerated depreciation rates for production-enhancing capital investments.

**Read the full recommendation on page 58.**

## GROW IOWA'S LEADERSHIP IN BIOSCIENCES

Iowa has earned a reputation as a bioscience epicenter, powered by a blend of business-friendly government policies, innovative private industries, and world-class research institutions.

The state has competitive advantages in medical testing supplies, precision and digital agriculture, vaccines and immunotherapies, and biobased chemical platforms. Iowa has outperformed the nation in the growth of bioscience employment, which includes specialized, high-wage jobs, and this success signals potential for further development. A critical mass of bioscience companies and research institutions are pushing industry growth in the state.

The pandemic has underscored the need to commit to a long-term bioscience strategy and reshoring of critical supply chains. Shortages of personal protective equipment manufactured in offshore locations have prompted federal investments to return production to the U.S. Iowa's leadership in the biosciences industry positions the state to take advantage of these efforts, particularly in nanovaccines and immunotherapies that enhance animal and human life around the world. The Economic Growth Working Group recommends \$4 million annually for Iowa's Regent universities to develop platforms in the identified bioscience sectors.

**Read the full recommendation on page 56.**

## ELEVATE GOVERNMENT EFFICIENCY EFFORTS

Iowans expect their government to be responsive, efficient, effective, and accountable. The state must build on efforts to innovate in government.

### EXPAND "LEAN" GOVERNMENT

Iowa has used "Lean," a method pioneered by the private sector, since 2003 to identify and implement the most efficient, value-added ways to provide services and to create a culture of continuous improvement.

The Iowa Department of Management leads this effort in state government through its Office of Lean Enterprise, which has trained coaches and worked with agencies. The Government Working Group recommends a renewed emphasis on Lean tools and techniques across state government, with regular progress reports from the Department of Management to the Governor's office. The group recommends that the state ensure each agency, board, and commission reviews its own processes through a Lean lens with support from the Office of Lean Enterprise. The state also should make its Lean expertise available to local governments.

**Read the full recommendation on page 84.**

### STANDARDIZE REGIONS FOR SERVICE DELIVERY

Public service is at the heart of government, and delivering these services in a way that best meets citizens' needs can cut costs and bolster customer satisfaction. While Iowa has regionalized many services, the boundaries for these services vary, resulting in a patchwork of regional maps. These services include community college districts, area education agencies, area agencies on aging, mental health and disability service regions, homeland security

and emergency management, and regional transit systems. This assortment of regional boundaries and maps is not just inconvenient, it is inefficient and causes government services to operate in isolation.

The Government Working Group recommends the state convene a team of stakeholders to choose common boundaries and a standard map for all regional services. The group also recommends identifying additional government services that may be better delivered through a regional model to cut costs and maximize efficiency. These services may include emergency management, property assessment, payroll, human resources, procurement, and information technology.

**Read the full recommendation on page 83.**



## JUST DO IT: GOVERNMENT

*"Just Do It" action items have been identified as process improvements that can be implemented immediately with relative ease.*

- ❑ Survey of Government-Owned Real Estate: Create and maintain a database of all government-owned and leased property for the purpose of transparency and accountability. **Read the full recommendation on page 90.**
- ❑ Create Standardized Accounting Practices: Make government spending more transparent with a standard method of accounting across state and local governments and create an inventory of all government-controlled cash or cash equivalents, including reserves. **Read the full recommendation on page 90.**
- ❑ Expand Remote Work in Government: Review government positions for the possibility of fulfilling duties remotely. Expanding remote work could decentralize government, empower rural communities, and broaden the pool of job candidates. **Read the full recommendation on page 85.**
- ❑ Consolidate Redundant or Superfluous Government Entities: Convene a task force to review all boards and commissions in the state for redundancy and identify those to eliminate or consolidate. **Read the full recommendation on page 89.**
- ❑ Citizen Portal: Streamline government services with a citizen portal that allows individuals to renew a driver's license and pay sporting license fees, for example, through a single platform. **Read the full recommendation on page 87.**
- ❑ Business Portal: Streamline government services with a business portal that makes it easier for employers to apply for permits and licenses and to pay fees through a single platform. **Read the full recommendation on page 88.**
- ❑ Statewide Master Data Management Plan: Standardize across all divisions and subdivisions of state government the collection of information, security standards, maintenance of information, and data retention. **Read the full recommendation on page 86.**
- ❑ Create Efficiency through Public-Private Partnerships: Rather than recreate services already available in the private sector, such as software, identify potential opportunities for government to partner with private organizations that offer expertise in such services. **Read the full recommendation on page 87.**



# FULL RECOMMENDATIONS





“*These are immense challenges that many Iowans are facing today. Iowans have always been resilient – even in the toughest times we do not shy away from a challenge. Instead we persevere, we innovate, we engineer, we implement systems that enable us to emerge from difficult times stronger than before. And this time will be no different.*”

**BEN MCLEAN**

ADVISORY BOARD CHAIRMAN  
CEO OF RUAN TRANSPORTATION  
MANAGEMENT SYSTEMS



## AGRICULTURE WORKING GROUP

*The Agriculture Working Group worked to identify solutions to address economic challenges facing the agriculture community arising from massive supply chain disruptions caused by the COVID-19 pandemic, as well as opportunities to expand markets, promote land stewardship, and drive long-term economic growth. All of these areas converge on the common goal of boosting Iowa's long-run agricultural and economic resilience in the event of future market disruptions or other unforeseen issues and challenges.*

## WORKING GROUP LEADERSHIP

### Co-Chairs:

**Diane Young**

Foundation Analytical Lab

**Nick Bowdish**

Elite Octane

### State Agency Director:

**Mike Naig**

Iowa Secretary of Agriculture



## AREAS OF FOCUS

- Biofuels Growth
- Innovation
- Sustainability

## OPPORTUNITIES

- ❑ **Biofuels Growth - Economic and Agricultural Diversification**
- ❑ **Ag Innovation - Technology, Products and Talent**
- ❑ **Sustainability - Environmental and Economic**

## RECOMMENDATIONS

- Increase renewable fuels infrastructure investments
- Approve existing infrastructure for higher blends of renewable fuels
- Increase retail availability of higher blends of renewable fuels
- Provide liability protection to retailers who offer higher blends of renewable fuels
- Initiate value-added ag program
- Launch annual innovation award competition
- Accelerate innovation in transportation infrastructure through rural bridge initiative
- Establish Ag Innovation Council to support entrepreneurial development and new business start-ups
- Support long-term water quality funding
- Form a carbon sequestration task force
- Increase conservation engagement



## KEY MEASURES OF SUCCESS

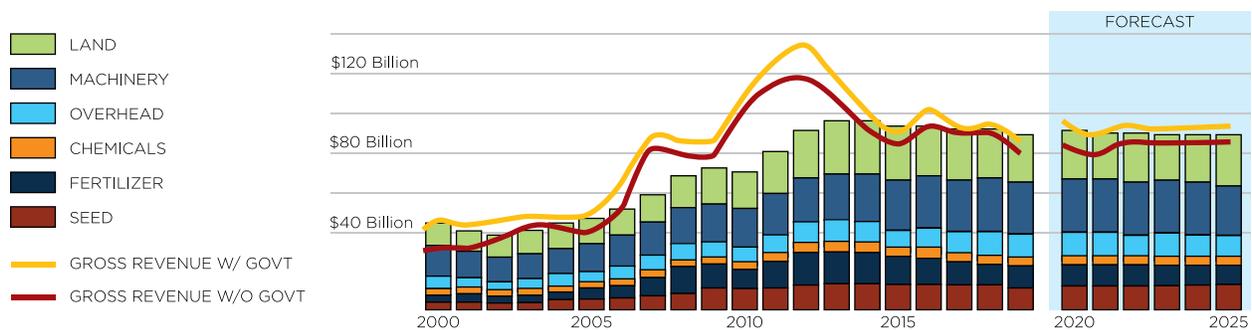
- Increase in availability of renewable fuels to consumers at retail fueling stations
- Growth in biofuel demand by consumers and reduction in greenhouse emissions
- Increase in the State of Iowa's biofuel blend percentage
- Overall economic activity generated by companies and technology/business concepts identified in the competition
- Growth in the number of successful Iowa-based startups as measured by financial growth business concept adoption
- Improvement in early stage start-up survivability rate and job creation growth rate
- Growth in level of venture capital investment in Iowa
- Growth in the number of Iowa farmers and crop acres enrolled in carbon sequestration markets
- Economic impact on farmers, rural communities, and the state

## BIOFUELS GROWTH - ECONOMIC AND AGRICULTURAL DIVERSIFICATION

The renewable fuels industry creates demand for nearly 40% of the combined Iowa corn and soybean acres. In 2019, it accounted for \$5 billion of Iowa's GDP while generating more than \$2.4 billion of income for Iowa households and supporting 48,000 jobs in Iowa's economy. Iowa imports 1.6 billion gallons of gasoline and exports 4.3 billion gallons of ethanol each year. Implementing the Biofuels Growth recommendations will increase Iowa's biofuel consumption by 90 million gallons per year and will provide necessary leadership to the rest of the country where the nationwide transition from E10 to Unleaded 88 containing 15% ethanol will increase corn demand by 2 billion bushels.

In Iowa, biofuels go beyond fuel. According to the U.S. Department of Agriculture (USDA), ethanol reduces greenhouse emissions by 39% as compared to gasoline. More biofuels production means our state can double down on cleaner air and provide value-added biofuels co-products.

### U.S. CORN & SOYBEAN: GROSS REVENUE VS. COSTS 2000 - 2025



### RECOMMENDATION A: RENEWABLE FUELS INFRASTRUCTURE INVESTMENT

Establish a standing appropriation of \$5 million for the Renewable Fuels Infrastructure Program (RFIP), an increase from the \$3 million it was allocated from the Rebuild Iowa Infrastructure Fund (RIIF) in FY21.

#### BACKGROUND AND RATIONALE

Iowa is one of a handful of states with a standing appropriation for a RFIP. The RFIP helps motor fuel dispensing sites or fueling stations convert equipment to allow the expanded use of renewable fuels in Iowa. Since its inception, the RFIP has distributed or obligated more than \$36 million to help fund 335 E85 dispensers/blenders, 54 E15 projects, 343 biodiesel dispensers/blenders and 141 biodiesel terminals across Iowa. Fuel marketers and retailers have responded by investing more than \$200 million in these same projects. A standing appropriation of \$5 million would ensure that Iowans continue to have greater access to higher blends of biofuels. The \$5 million request is consistent with funding outlined by Governor Reynolds in her 2020 Condition of the State address.

#### IMPLEMENTATION AND MEASUREMENTS

The RFIP will continue to be overseen by the RFIP board and administered by the Iowa Department of Agriculture and Land Stewardship (IDALS).

- Number of applicants and amount of private investment to accompany state resources
- Increase in availability of renewable fuels to consumers at retail fueling stations



**Legislation required:**  
**Yes, appropriations only**



**Administrative rule required:**  
**No**



**Additional funds required:**  
**Yes**

## RECOMMENDATION B: APPROVE EXISTING INFRASTRUCTURE FOR HIGHER BLENDS OF RENEWABLE FUELS

Deem that all underground storage tanks, pumps and infrastructure currently approved for E10 are immediately approved for Unleaded 88 containing 15% ethanol use in Iowa, including as it relates to regulatory references to Underwriters Laboratories (UL) listings.

### BACKGROUND AND RATIONALE

All underground storage tanks since 1979 are approved for 10% ethanol, and all tanks since 1990 are approved for up to 100% ethanol. Wayne and Gilbarco dispensers account for more than 90% of U.S. market share of gasoline dispensers. All Wayne dispensers are compatible with blends of ethanol up to 15% and all Gilbarco dispensers installed since 2008 are approved for blends of ethanol up to 15%. Federal regulations reference a requirement of listing with UL.

The state could step in and deem all this existing infrastructure is suitable and approved for Unleaded 88 containing 15% ethanol, which would save millions of dollars to replace suitable tanks and pumps and allow a more immediate increase in biofuel consumption.

### IMPLEMENTATION AND MEASUREMENTS

- Cost savings to the state and retailers by removing the requirement to replace otherwise suitable tanks and pumps to enable higher blends of renewable fuels
- Increase in the number of retailers offering Unleaded 88 containing 15% ethanol
- Growth in biofuel demand by consumers and reduction in greenhouse emissions



*Legislation required:*

**Yes**



*Administrative rule required:*

**Yes**



*Additional funds required:*

**No**

## RECOMMENDATION C: RETAIL AVAILABILITY OF HIGHER BLENDS OF RENEWABLE FUELS

Formulate legislation, incentives or regulatory changes to boost demand for biofuels.

### BACKGROUND AND RATIONALE

Many retailers across the state would like to offer higher blends of biofuels but are limited by branding agreements. The state could give consumers more choices at the pump by exploring options to ensure that all retailers offer Unleaded 88 containing 15% ethanol.

While Iowa is not home to a single petroleum refinery, it is home to 52 biofuel refineries. There are 2,451 retail sites in Iowa and 800 of them dispense biodiesel, 303 offer E85 for flex fuel vehicles, and just 223 offer Unleaded 88 containing 15% ethanol.

New legislation, changes to regulatory policy and/or increasing biofuels incentives would demonstrate the state's support of farmer economic viability, rural communities and consumer choices. Importantly, under any scenario, retailers would be allowed one hose to offer regular gasoline or E10 for consumers who desire those fuels, and for use in boats, off-road vehicles and small engines.

## IMPLEMENTATION AND MEASUREMENTS

- Increase in the number of retailers offering Unleaded 88 containing 15% ethanol
- Increase in the State of Iowa's biofuel blend percentage as calculated and presented in the Iowa Department of Revenue's Retailers Fuel Gallons Annual Reports
- Growth in biofuel demand by consumers and reduction in greenhouse emissions



*Legislation required:*

**Yes**



*Administrative rule required:*

**Yes**



*Additional funds required:*

**Possibly**

## RECOMMENDATION D: LIABILITY PROTECTION FOR RETAILERS

Provide liability protection to retailers who offer higher blends of renewable fuels.

### BACKGROUND AND RATIONALE

More than 16 billion miles have been driven on Unleaded 88 containing 15% ethanol without issues, yet retailers face the uncertainty of lawsuits, federal regulatory bureaucracy, or threats of losing insurance when underwritten by companies with petroleum interests. The state can stand behind its retailers to help address these issues.

## IMPLEMENTATION AND MEASUREMENTS

- Increase in consumer access to Unleaded 88 containing 15% ethanol
- Increase in the State of Iowa's biofuel blend percentage as calculated and presented in the Iowa Department of Revenue's Retailers Fuel Gallons Annual Reports
- Growth in biofuel demand by consumers and reduction in greenhouse emissions



*Legislation required:*

**Yes**



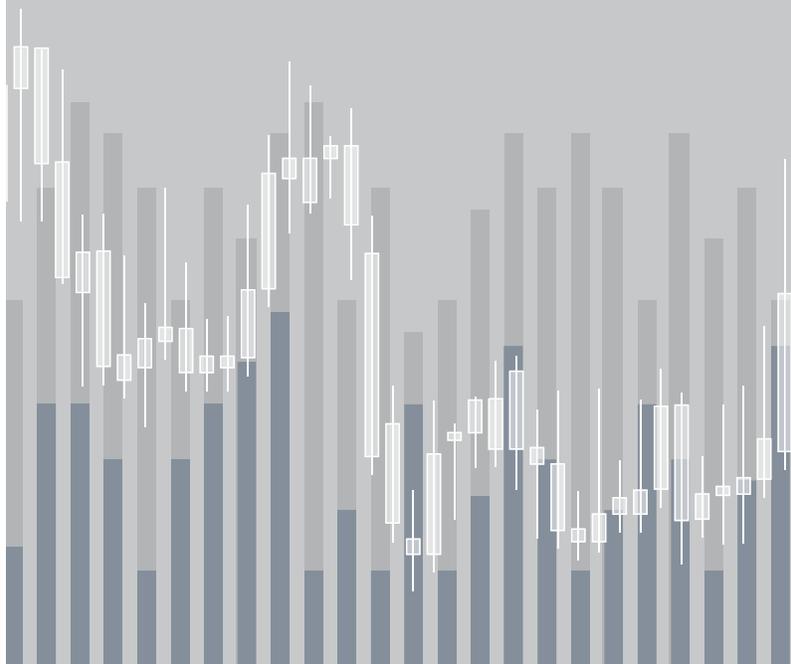
*Administrative rule required:*

**Yes**



*Additional funds required:*

**No**



## AG INNOVATION - TECHNOLOGY, PRODUCTS AND TALENT

Iowa's long-term competitive advantage in agriculture and related industries is coupled to our state's ability to innovate. With 31% more bioscience jobs than the national average, hundreds of startups and global agricultural brands, world-class public research institutions, and ag infrastructure investments worth more than \$135 billion, Iowa is in a strong position to innovate and grow.

### RECOMMENDATION A: VALUE ADDED AG GRANT PROGRAM

Initiate a grant program administered by IDALS that provides funding to support programs or services that add value to traditional commodity crops, expand fruit and vegetable production along with other alternative crops, increase processing capacity and open new market opportunities for livestock products.

### BACKGROUND AND RATIONALE

While Iowa's major commodities and livestock industries will remain the core economic drivers for Iowa's ag economy, recent trade disruptions, market price and profitability challenges and evolving consumer food preferences are driving the need for alternative production and marketing strategies. This proposal would create an ongoing grant program to identify, evaluate and financially support programs and services that add value to agricultural products, enable new technologies and support alternative marketing strategies. Specific areas of focus would include ideas to enable additional livestock processing capacity, new grain processing technology, food safety, sustainability and ways to meet changing consumer market preferences.

Strong emphasis will be placed on incentivizing ideas that provide increased economic activity and jobs in rural communities. A recognition program will be developed to showcase grant-funded projects. Existing efforts like "farm-to-fork," food hubs, farm-to-school and local breweries and distilleries using small grains are all turn-key mechanisms to boost value-added opportunities for Iowa agriculture through this grant program.

### IMPLEMENTATION AND MEASUREMENTS

The program will be administered by IDALS and funded through a supplemental standing budget item in the IDALS budget, recommended at \$1 million per year. Grants may vary in size, but the maximum amount would be \$100,000 and the minimum would be \$10,000. Grants would require a 50% match in funds or in-kind contributions by the applicant. Individuals, farmers, businesses, agricultural cooperatives or local government entities would be eligible to apply. IDALS will coordinate the grant application and award process, grant payments and financial oversight of these funds. IDALS will also coordinate its review criteria with other state agency loan, tax credit and grant programs to avoid duplication. A volunteer advisory board will be appointed to develop project evaluation criteria that's consistent with the program's goals and advise the Iowa Secretary of Agriculture and IDALS staff on grant allocations.

- Economic impact (sales, cost savings, expanding to new markets, extending product offerings) of funded projects
- Jobs created by funded projects



**Legislation required:**

**Yes**



**Administrative rule required:**

**Yes**



**Additional funds required:**

**Yes**

## RECOMMENDATION B: ANNUAL INNOVATION AWARD COMPETITION (MODELED AFTER WORLD FOOD PRIZE)

Launch an Innovation Award competition to showcase examples of high-impact innovations and to connect entrepreneurs with investors and potential customers.

### BACKGROUND AND RATIONALE

Based on the state's reputation as a global leader in agriculture production, processing and technology, Iowa has a unique opportunity to become known as the place to develop and launch new ideas in ag innovation. Using the World Food Prize as a model, a highly visible event and international prize competition would identify and recognize entrepreneurial concepts and emerging leaders.

Innovation categories could include such areas as value-added end-use technologies and product concepts, digital information systems, biological and genetic sciences and sustainability improvement practices. The competition would also serve to attract needed innovator talent and highlight the opportunities for angel investors.

### IMPLEMENTATION AND MEASUREMENTS

IDALS would initially be designated as the lead for the startup organizational planning. This would transition to a more formal entity that would be established, based on collaboration with Iowa's many prominent ag technology and manufacturing companies, farm and ag business organizations and academic leaders. Financial resources would be sought from private sources along with seed money support from the state government.

- Overall economic activity generated by companies and technology/business concepts identified in the competition
- In-state jobs directly resulting from startups identified in the competition
- Recruiting more out-of-state technical talent than in previous years



*Legislation required:*

**Yes**



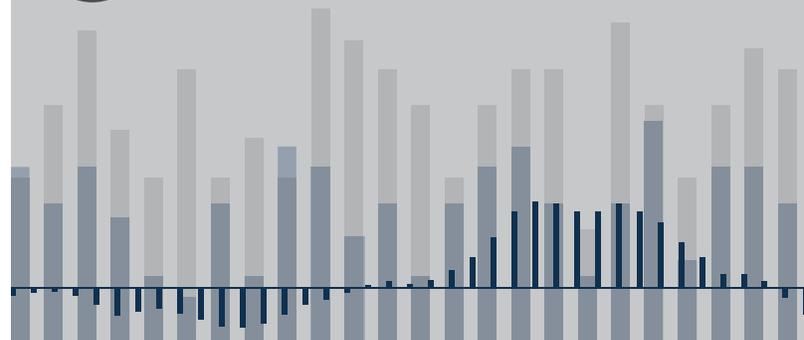
*Administrative rule required:*

**Yes**



*Additional funds required:*

**Yes**



## RECOMMENDATION C: INNOVATION IN TRANSPORTATION INFRASTRUCTURE - RURAL BRIDGE INITIATIVE

Accelerate the development and adoption of construction techniques that significantly reduce the cost of rural bridge replacement and repair.

### BACKGROUND AND RATIONALE

Of the 11,674 bridges in rural Iowa, 3,100 or nearly 27%, are classified as structurally deficient (source: American Road and Transportation Builders Association, 2020 Report). More efficient use of available funding is critical to addressing funding limitations for transportation infrastructure improvements at the county level. This approach is especially important as the current economic climate is expected to reduce the amount of fuel tax revenue and other resources for transportation planners. For these reasons, the Soy Transportation Coalition (STC) is in the process of developing a resource that will identify the "Top 20 Innovations for Rural Bridge Replacement and Repair."

The project will feature 10 innovative concepts for rural bridge replacement and 10 innovative concepts for rural bridge repair and highlight those concepts that have already been validated and, in certain cases, practiced. The resource will provide a description of the bridge innovations, photo images, a summary of where they are most applicable, viability from an engineering perspective and the expected cost savings of employing the new methods relative to existing practices. Cost savings are targeted at 25% or greater relative to the prevailing method.

A formal recognition program will be developed to highlight specific projects and examples of individual leadership by county engineers and administrators. Cost savings and positive financial impacts for projects will be captured.

## IMPLEMENTATION AND MEASUREMENTS

The STC has assembled three engineers to serve as principal analysts for the overall project and ten engineers to serve as advisory committee members. These engineers are responsible for selecting the innovative concepts and affirming that they are viable from an engineering perspective; they will provide notable cost savings (25% or greater) versus the prevailing method; and they are accessible in a wide range of rural America.

No new funding is being requested for this project. Rather the objective of this proposal is to secure state government support for the effort and to increase engagement with county government officials to explore the application of the technologies.

- Number of rural bridge repair/replacement projects that are initiated utilizing the technologies identified
- Cost savings that are used to fund additional projects



**Legislation required:**

**Yes**



**Administrative rule required:**

**Yes**



**Additional funds required:**

**No**

## RECOMMENDATION D: AG INNOVATION COUNCIL

Establish a Governor-appointed Ag Innovation Council to design and implement an entrepreneurial development and new business start-up road map that maximizes the synergy between current public and private resources.

### BACKGROUND AND RATIONALE

Developing a new generation of entrepreneurs and creative business concepts and technology startups will be critical for Iowa agriculture to continue to grow and prosper. Challenges such as crop and livestock product diversification, development of digital management and production system tools, supply chain sustainability, worker safety improvement and robotic technology developments are only a few of the high growth opportunities that exist.

Iowa currently has a wealth of entrepreneurial and new business startup support resources managed by academic institutions, state government and private organizations representing agribusinesses and Iowa's major crop and livestock industries. These efforts recognize that nurturing creative thinking and new business startups will be essential to advancing the competitiveness of Iowa's agriculture industry and improving the economic

opportunities in rural communities. While these programs have generated impressive results, a greater impact could be realized through additional collaboration between the organizations that support entrepreneurs and business startups.

## IMPLEMENTATION AND MEASUREMENTS

To provide the level of influence and credibility necessary to launch and implement the initiative, a Governor-appointed Ag Innovation Council will be formed consisting of a diverse cross-section of topic experts in such areas as start-up finance, business structure design, technology development and marketing. This Council will provide guidance to the organizations that assist startups and will work with those organizations to identify critical gaps and opportunities to drive ag entrepreneurial activity in Iowa. The Council will develop a long-range strategic plan to help organizations support technology startups, entrepreneurs developing new product concepts and businesses exploring new markets.

- Growth in the number of successful Iowa-based startups as measured by financial growth business concept adoption
- Improvement in early stage start-up survivability rate and job creation growth rate
- Growth in level of venture capital investment in Iowa



**Legislation required:**

**Yes**



**Administrative rule required:**

**Yes**



**Additional funds required:**

**No**

## SUSTAINABILITY - ENVIRONMENTAL AND ECONOMIC

Iowa is a global leader in adopting the technology and methods required to balance world-leading agricultural production with environmental goals. With sustained, long-term water quality funding, landowners, private entities, and public partners can forge partnerships and invest confidently in the future of Iowa's natural resources. There is also great opportunity to integrate carbon sequestration into the state's broader soil and water quality objectives, and to position Iowa as the hub for sustainable, traceable food production.

### RECOMMENDATION A: LONG-TERM WATER QUALITY FUNDING

Support water quality and conservation-related funding initiatives by extending the duration of water quality funding through Senate File 512, or by adopting the water quality funding components of the Invest in Iowa Act.

### BACKGROUND AND RATIONALE

Iowa farmers are supplying food and fuel around the world, while simultaneously layering conservation practices like cover crops, nitrate-reducing wetlands and precision nutrient management practices in their farms and fields. Further technology advancements, including data analytics, remote sensing and precision agriculture, will help meet food and fuel demand using more sustainable practices.

The state built on decades of progress in soil conservation when it developed and adopted the Iowa Nutrient Reduction Strategy in 2012. Progress has been made since its implementation and longer-term water quality funding was secured through Senate File 512 in 2018. Historically, it took 15 years to build 90 wetlands in the state, which remove 40-90% of the nitrates from the drainage water they treat. Now, thanks to available funding, technical resources and public-private partnerships, more than 30 wetlands will be built in the next two to three years. Additionally, Iowa farmers have planted more than one million acres of cover crops in recent years, promoting soil health and preventing nutrient loss. Iowa's urban communities also play an important role. In 2020, project investment will reach a record \$7.9 million for 12 new Water Quality Initiative projects across the state.

*The Iowa State Revolving Fund (SRF) has been recognized for financing some of the most innovative and far-reaching projects to improve water quality in the United States. This powerful and effective partnership between the Iowa Department of Natural Resources and the Iowa Finance Authority can be leveraged further to advance water quality efforts.*

Iowans are leading the way toward more sustainable solutions in rural and urban landscapes. Additional and longer-term state-level funding can accelerate the adoption of proven practices – and develop new and innovative solutions – to protect and conserve Iowa's natural resources while meeting the sustainability demands of consumers. Long-term funding would also allow Iowa to fully-leverage private and federal funding sources such as the USDA Regional Conservation Partnership Program and Environmental Protection Agency water quality funding initiatives.

## IMPLEMENTATION AND MEASUREMENTS

The impact of long-term conservation funding and innovation would be measured using the Iowa Nutrient Reduction Strategy logic model approach, which measures and quantifies annual changes in:

- **Inputs** – To affect change in water quality, there is a need for increased inputs, measured as funding, staff and resources.
- **Human** – Inputs affect change in outreach efforts and human behavior. This shift toward more conservation-conscious attitudes in the agricultural community is a desired change in the human dimension of water quality efforts.
- **Land** – With changes in human attitudes and behavior, changes on the land may occur, measured as conservation practice adoption and wastewater treatment facility upgrades.
- **Water** – Physical changes on the land may affect change in water quality, which ultimately can be measured through both empirical water quality monitoring and through modeled estimates of nutrient loads in Iowa surface water.



**Legislation required:**

**Yes**



**Administrative rule required:**

**Yes**



**Additional funds required:**

**Yes**

## RECOMMENDATION B: CARBON SEQUESTRATION TASK FORCE

Form a Carbon Sequestration Task Force to examine its potential impact on the state, Iowa farmers and long-term sustainability efforts.

### BACKGROUND AND RATIONALE

Carbon sequestration can provide a new income stream for Iowa farmers who have been impacted by market price and profitability challenges, COVID-19-related supply chain disruptions and severe weather events. Sequestering carbon in the soil reduces the amount of CO<sub>2</sub> in the atmosphere. Through carbon markets, or collaborative efforts like a regional low carbon fuel standard as presented by the Governor's Biofuels Coalition, consumers of fossil fuels can compensate farmers and others who sequester carbon for the right to put carbon in the atmosphere. According to the U.S. Farmers and Ranchers Alliance (USFRA), as of September 2019, 87 companies had set science-based targets to reduce greenhouse gas emissions that include their value chains, and many others since have set similar targets. USFRA also estimates the climate solutions market could double from \$1 trillion a year now to \$2 trillion a year by 2025.

Because greenhouse gasses have no geographic boundaries, Iowa farmers could engage with industries and interests outside the state or even the country. Some entities are already participating in early-stage carbon sequestration markets, including Indigo Ag, Nori, GRO Network and the Soil and Water Outcomes Fund (a pilot program with Cargill, Iowa Soybean Association, Qualified Ventures and the Walton Family Foundation).

While carbon sequestration offers potential economic and environmental benefits, many questions remain, such as its economic value to society and farmers, and the short- and long-term agronomic impacts on row crop production in the state. A state-level task force would examine these and other questions.

### IMPLEMENTATION AND MEASUREMENTS

The task force would be chaired by the Iowa Secretary of Agriculture and include representatives from Iowa State University and leaders from farm group and conservation-focused organizations.

- A report and set of policy recommendations for the Governor, Secretary of Agriculture and legislators
- Growth in the number of Iowa farmers and crop acres enrolled in carbon sequestration markets
- Economic impact on farmers, rural communities, and the state



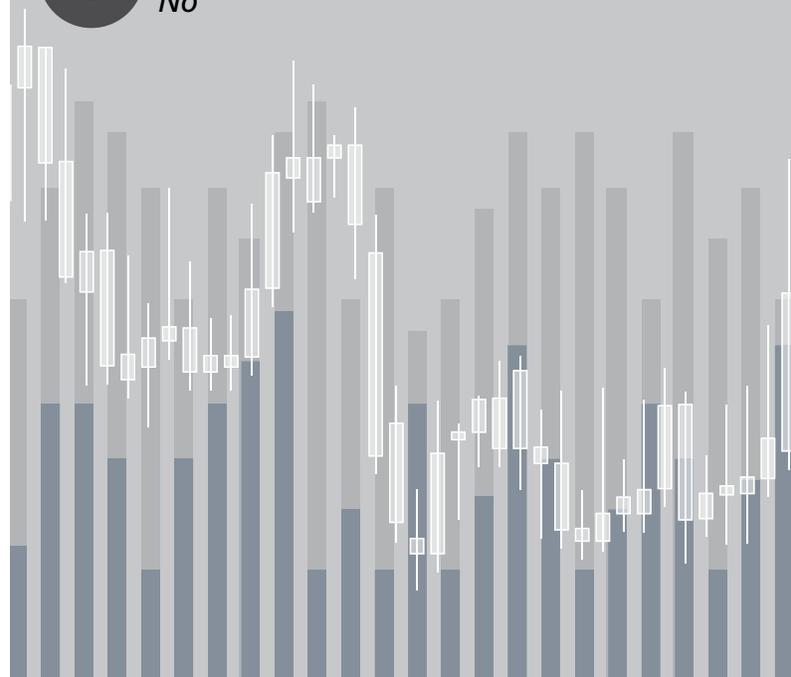
**Legislation required:**  
*Possibly*



**Administrative rule required:**  
*Possibly*



**Additional funds required:**  
*No*



## RECOMMENDATION C: CONSERVATION ENGAGEMENT

Increase awareness and engagement in conservation initiatives and best practices among rural and urban audiences. Work with farm organizations and food companies to incorporate information on sustainability practices into food product marketing and positioning. Explore an Iowa ag brand by possibly reviving the Choose Iowa program with legislative funding and industry collaboration.

### BACKGROUND AND RATIONALE

Iowa has the unique opportunity to build on its reputation as a world leader in agriculture production, farmer know-how, water and soil resources and sustainability commitment. The Iowa ag brand can extend well beyond specific product labels and serve as an effective communication tool to reinforce Iowa's reputation for product quality, skilled ag workforce and supportive business climate.

Sustainability plays a significant role in influencing purchasing decisions. According to a Hartman Group 2018 Sustainability Study, more than a quarter of consumers (26%) claim that environmental sustainability and social concerns impact much of their purchasing, and 22% of consumers say they have increased their sustainable purchasing in the last year.

Continued progress in measuring and communicating sustainability progress and commitment can help deliver new infrastructure investments, attract new workforce talent, and enhance market opportunities for Iowa agriculture.

### IMPLEMENTATION AND MEASUREMENTS

It is recommended that the state engage a strategic marketing firm to help assess and design the branding platform to demonstrate the state's commitment and progress toward sustainability. As a secondary benefit, this will help attract targeted talent and industry to the state. The initiative would be an extension of the "Choose Iowa" campaign launched several years ago.

- Number of qualified employees and businesses attracted to the state
- Consumer perceptions on the sustainability of agricultural production in the state, and awareness of sustainable farming practices used by farmers to protect soil health and water quality



*Legislation required:*

**Possibly**



*Administrative rule required:*

**Possibly**



*Additional funds required:*

**Yes**



## CONNECTIVITY WORKING GROUP

*The Connectivity Working Group was charged with proposing recommendations to ensure the promotion of internet and broadband connectivity throughout the state and to overcome barriers to increasing broadband availability in unserved and materially underserved locations across Iowa.*

## WORKING GROUP LEADERSHIP

**Chair:**

**Dan Houston**

Principal

**State Agency Director:**

**Annette Dunn**

State of Iowa Chief Information Officer



## AREAS OF FOCUS

- Establish, maintain and grow internet connectivity within unserved and materially underserved communities
- Address socioeconomic and geographic issues preventing universal access
- Public-private partnerships to ensure adequate coverage, speed, oversight, and architecture throughout Iowa

## OPPORTUNITIES

- ❑ **Universal broadband access for Iowans**
- ❑ **Subsidize low-to-no-cost broadband access to negate the financial barriers to adoption**
- ❑ **Increase skilled labor force to implement and build infrastructure**
- ❑ **Adequate access to broadband impacts health, learning and working, as well as the agriculture and manufacturing sectors**
- ❑ **Encourage additional legislative revenue flexibility for counties and cities to invest in broadband**
- ❑ **Lack of universal adoption of broadband resources**
- ❑ **Lack of new technologies are roadblocks to universal broadband adoption for a variety of reasons**

## RECOMMENDATIONS

- Authorize broadband funding of \$80-100 million per year for broadband infrastructure and adoption for the next five years, with grants matching ranging from 50-75% to build the network
- Financial barriers should not exist for broadband access given the importance of distance learning, telework, and telehealth that accompany the paradigm shift at all levels of society
- Increase job training for occupations relating to the broadband sector to increase the skilled labor force to implement infrastructure
- Enhance mobile broadband by increasing individual user experience data download and upload rates
- Encourage the legislature to consider new and flexible funding ideas to support broadband deployment for cities utilizing public-private partnerships for development of revenues
- Identify and meet the education needs of broadband services and application services through comprehensive mechanisms and leveraging statewide resources
- Increase understanding of new and emerging technologies with public-private partnerships to explore technologies
- Work with academic and community college institutions to invest in the research and adoption of new technologies



## KEY MEASURES OF SUCCESS

- Broadband access meeting minimum standards is available for every Iowan
- Broadband adoption materially increases
- More Iowans have the digital skills necessary to participate in telework, telehealth, and distance learning opportunities
- Universal broadband access in Iowa by 2025
- Near universal or universal adoption for low-income subscribers

# UNIVERSAL BROADBAND ACCESS FOR IOWANS

## RECOMMENDATION

A funding increase of \$80-100 million per year for broadband infrastructure and adoption for the next five years, with grant matching ranging from 50-75%. To build this network, it may cost an average of \$8,000 - \$10,000 per location for a total of \$810 million. This cost does not include the cost for locations already with 25/3 speeds that need to be upgraded to 100/100 or greater. To accomplish our goals, strong state support in the form of matching grants ranging from 50-75% (based on speed capabilities and location density) will be required. The Connectivity Working Group recommendation is for the legislature to authorize broadband funding of \$80-100 million per year for the next five years. However, this will not necessarily guarantee the 2025 goal of 100/100, but it may contribute.

## BACKGROUND AND RATIONALE

BroadbandNow.com ranks Iowa as 45th best-connected state in the U.S. The ranking notes that Iowa has relatively good coverage throughout the state. Iowa has 422 service providers with 81.3% of the state able to get broadband coverage. However, speed and affordability are key reasons for the low rankings. Only Alaska has lower speeds than Iowa. BroadbandNow reports that only 46.2% of Iowans have access to fiber-optic broadband services, compared with 77.4% who can access cable and 87% who can access DSL services.

## IMPLEMENTATION AND MEASUREMENTS

A barrier to implementation is the lack of significant funding for the Empower Rural Iowa Broadband Grant Program. The working group suggests a bond offering to raise the needed funds and using a dedicated source such as the Rebuild Iowa Infrastructure Fund budget or 1/8th of the Invest in Iowa sales tax. Bonding is the best option in conjunction with a dedicated revenue stream. A bond offering is outside of the Office of the Chief Information Officer's (OCIO) jurisdiction, and the committee would defer to the Iowa Finance Authority's purview, though OCIO would maintain authority on how the funds are used to further broadband access in Iowa. The demand for broadband infrastructure is far outstripping the funding the state has been willing to supply up to this point. The measurement of success to this recommendation is universal broadband access in Iowa by 2025.



*Legislation required:*

**Yes**



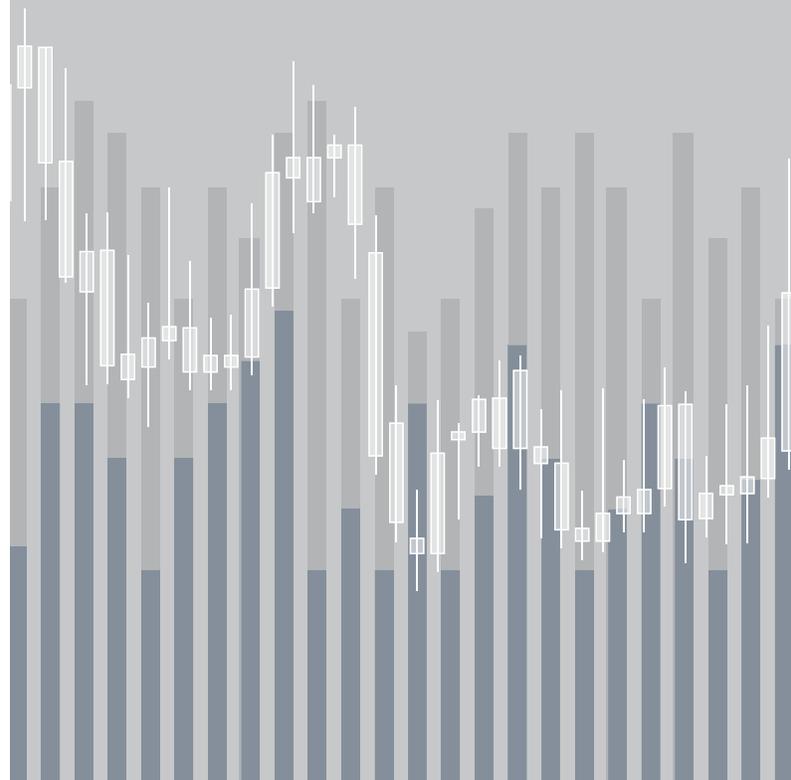
*Administrative rule required:*

**Yes**



*Additional funds required:*

**Yes**



## SUBSIDIZE LOW- TO NO-COST BROADBAND ACCESS TO NEGATE THE FINANCIAL BARRIERS TO ADOPTION

### RECOMMENDATION

A barrier to broadband access for lowans is not only a lack of technology infrastructure but also a lack of affordability. While Iowa provides Low-income Home Energy Assistance for those who struggle to afford utilities, the importance of internet access has shifted to be as vital as electricity and running water to perform basic daily tasks due to the even larger necessity for adequate internet access due to COVID-19. Financial barriers should not exist for broadband access given the importance of distance learning, telework, and telehealth that accompany the paradigm shift at all levels of society.

### BACKGROUND AND RATIONALE

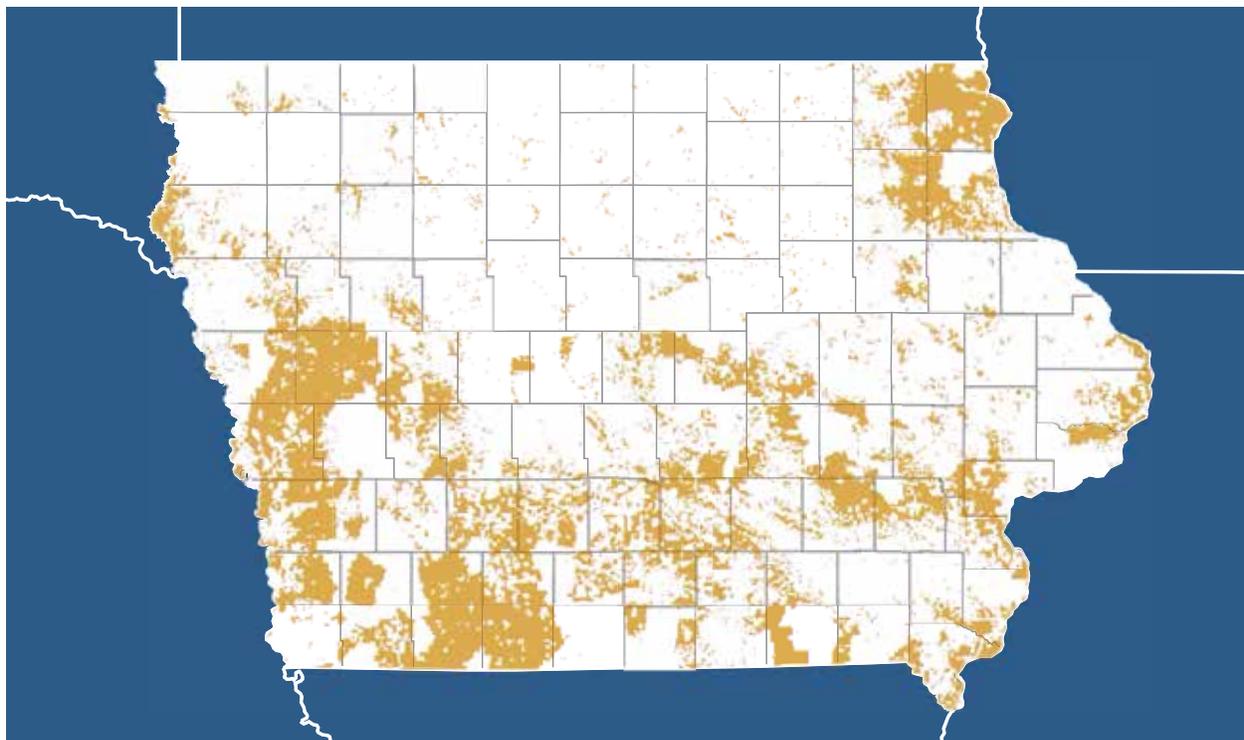
Consider the following broadband map that identifies unserved areas with households that lack 25/3 broadband service throughout Iowa. This map shows where no provider reported offering/facilitating 25/3 or faster service. The pink shading illustrates the real need for connectivity. This is only a measure of where service does not exist. It is not a measure of adoption. Of note, the reason why households do not have 25/3 is not stipulated. Maps like this one along with anecdotal evidence prove that many households simply do not have quality access.

Reasons behind the lack of quality access vary. For instance, there could be a lack of service providers willing to invest in unserved areas. Social factors that impact a consumer's choice to have broadband can be a mix of poverty level, and/or simply the lack of interest or need for broadband access. The challenges presented by social factors should not be ignored when considering infrastructure needs. However, according to BroadbandNow.com, only 18.5% of Iowa has access to low-priced internet plans. This is far lower than the national average of 51.5%. The lack of affordable internet plans, maybe a key factor as to why some lowans forgo broadband due to the cost.

### UNSERVED AREA LACKING 25/3 HOUSEHOLDS

PER SQUARE MILE / PER CENSUS BLOCKS

UNSERVED AREAS



## IMPLEMENTATION AND MEASUREMENTS

A funding appropriation is needed along with broadband infrastructure grants to award providers or public/private partnerships to subsidize low-to-no-cost broadband access. The measure of success for broadband adoption among low income subscribers would be an increase to at or near universal adoption. This would require legislative appropriation.



*Legislation required:*

**Yes**



*Administrative rule required:*

**Yes**



*Additional funds required:*

**Yes**

## INCREASE LACK OF A SKILLED LABOR FORCE TO IMPLEMENT AND BUILD

### RECOMMENDATION

Increase job training for occupations relating to the broadband sector to increase the skilled labor force to implement infrastructure. Harness public-private partnerships to create educational opportunities from high schools, up to and including mid-career workers, to transition into high-demand information technology occupations centered around broadband implementation and adoption of technology in Iowa.

### BACKGROUND AND RATIONALE

It is critical that funding be targeted for a future ready, future proof network that supports distance learning, telehealth, and telework applications. The OCIO indicated that there are approximately 90,000 unserved/underserved locations in Iowa. This is primarily due to the high cost nature of these sparsely populated rural locations.

## IMPLEMENTATION AND MEASUREMENTS

- Identify, develop, and support programs that leverage broadband as a tool for workforce and community development
- Empower high school/middle school students and other volunteers/local citizens in community broadband education (e.g., participating in volunteering activities for helping elders/less-privileged families in using broadband for online learning and telehealth)
- Empower researchers, innovators, and entrepreneurs to pursue future-defining technology and business development for broadband technology and services solutions
- Develop public-private partnerships for broadband education, innovation and workforce development
- Identify, develop, and sustain federal and state funding mechanisms for broadband education and workforce development



*Legislation required:*

**Yes**



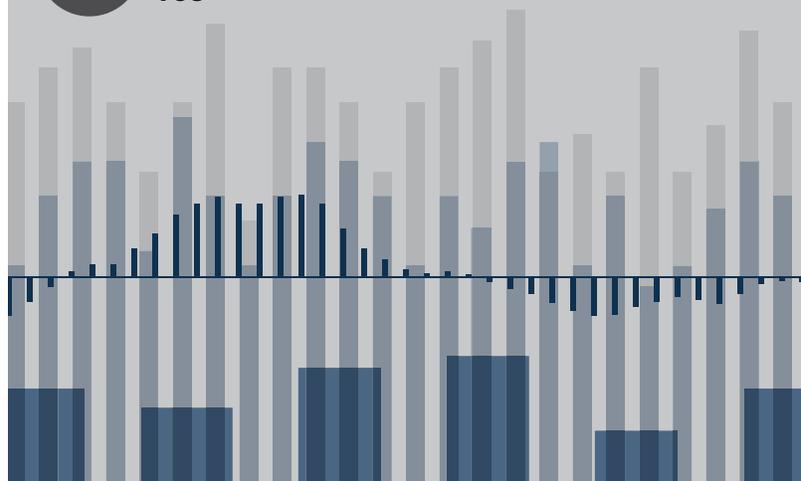
*Administrative rule required:*

**Yes**



*Additional funds required:*

**Yes**



## ADEQUATE ACCESS TO BROADBAND IMPACTS HEALTH, LEARNING, AND WORKING, AS WELL AS THE AGRICULTURE AND MANUFACTURING SECTORS

### RECOMMENDATION

Enhance mobile broadband by increasing individual user experience data download and upload rates of a minimum of 100 Mbps and decreasing end-to-end latency speeds to 1 ms or less. Iowa ranks second-slowest in the nation for broadband speeds. Only Alaska is slower than Iowa.

### BACKGROUND AND RATIONALE

Industry 4.0 technologies are driving the future of the manufacturing industry. More than half of Iowa's manufacturers are in Iowa's rural areas and are suppliers to larger Iowa manufacturers. As both large and small manufacturers adopt Industry 4.0 technologies, increased bandwidth, latency requirements, and the ability to manage big data will be essential for investments in Industry 4.0 technologies to strengthen Iowa's supply chain and keep Iowa manufacturers competitive on a global scale.

Beyond manufacturing, broadband access is increasingly essential for Iowa's farmers, too. In Iowa, the days of low-tech planting, harvest, and input application are gone. Today, drones buzz over fields monitoring plant health and precision – applying inputs like pesticides and fertilizers based on sub-field data analysis. During planting and harvest, planters and combines send real-time yield data to the cloud, allowing for variable-rate application and planting based on sub-field conditions. These practices come with tremendous financial and environmental benefits. One USDA study revealed that precision agriculture – enabled by broadband – saved corn farmers \$25 per acre. Similar economic benefits apply for soybean farmers.

Environmentally, precision agriculture enabled by broadband means producers can grow more with less. When sub-field data on soil conditions can be sent to the cloud and analyzed over the internet, farmers can dramatically cut down on their application of inputs, such as nitrogen, by as much as 40%. Aside from saving on input costs, this lower-input, higher-yield model leaves a lighter environmental footprint without sacrificing production. Other technologies, like GPS-guided auto-steer, allow farmers to precision-plant and leave exact buffer zones around sensitive areas that are pre-programmed into the technology. Similarly, drone pesticide applicators who rely on internet access in the remotest corners of Iowa can substantially cut down on the quantity of inputs used due to their precision (compared to traditional crop-dusting or other methods).

### IMPLEMENTATION AND MEASUREMENTS

This involves a policy change to regulate bandwidth and latency requirements to help manufacturers and rural suppliers compete in a global market.



*Legislation required:*

**Yes**



*Administrative rule required:*

**Yes**



*Additional funds required:*

**Yes**

## ENCOURAGE ADDITIONAL LEGISLATIVE REVENUE FLEXIBILITY FOR COUNTIES AND CITIES TO INVEST IN BROADBAND

### RECOMMENDATION

Deployment of broadband by public-private partnerships will require greater flexibility than what currently exists for development of revenues for cities. The legislature is encouraged to consider future requests for new and flexible funding ideas.

### BACKGROUND AND RATIONALE

Cities do not have a lot of options regarding revenue streams based on what the legislature dictates. Local governments only have property taxes or bond initiatives to fund broadband initiatives. Given the slow process to secure bond financing for most local governments, most businesses find it difficult to work within those parameters. Current funding rules do not provide a lot of leeway for local government to undertake initiatives like smart cities or local broadband expansions. Funding for infrastructure, such as broadband, is not considered general purpose, thus requiring a ballot measure. Local governments would prefer the ability to have more flexibility from the legislature to undertake public-private partnerships for broadband projects. Cities and counties want flexibility to look for ways to fund broadband infrastructure, which is narrow as far as what cities can do and what revenue sources they can access. Property taxes are largely allocated, so the need exists to work with the legislature to come up with funding streams.

### IMPLEMENTATION AND MEASUREMENTS

Success is measured in new funded projects at the local government level. This means more cities and counties can implement "smart" city or county initiatives, which would have a positive impact on rural economic sectors not to mention the quality of life impacts to telehealth, telework, and distance learning. Funding flexibility for cities and counties to implement broadband projects unique to their communities could be revolutionary to creating new business opportunities, drawing new residents, and shoring up diminishing tax bases.



*Legislation required:*

**Yes**



*Administrative rule required:*

**Yes**



*Additional funds required:*

**Possibly**

## LACK OF UNIVERSAL ADOPTION OF BROADBAND RESOURCES

### RECOMMENDATION

Identify the education needs of broadband services and application services (e.g., help desk, online learning, telehealth) and meet the education needs of broadband and application services through comprehensive mechanisms such as e-skills training, help desk, broadband mapping crowd-source training, and leveraging statewide resources such as K-20 institutions, libraries, cities, counties, community centers, and volunteer programs.

## BACKGROUND AND RATIONALE

How does Iowa corral existing entities that can help with the challenges above and then work to fill the gaps where resources do not exist? What services are best organized and provided at a state level or are best organized locally/regionally? Information sources and/or outreach campaigns need to be provided so Iowans currently without internet access can easily find internet service providers in their area. Establish services in a public-private partnership to assist various users with technical support. For example: If schools are using either the hybrid or virtual learning mode, students learning from home may not have the tech support they need, especially in smaller districts/schools where the sole tech person is also actively teaching classes.

Conversely, might we empower students and other volunteers in community broadband education to participate in volunteering activities for helping older Iowans and less-privileged families in using broadband for online learning, telehealth, and telework? Many Iowa locales are served by local Internet Service Providers (ISP) whose employees are also community members. The ISPs and their tech-savvy employees could be critical partners, along with other service agencies to provide education support to students, their families, and other citizens.

## IMPLEMENTATION AND MEASUREMENTS

There is the potential of funding mechanisms in conjunction with adoption grants to assist in the public-private partnerships to promote digital literacy across Iowa.

Explore a partnership with Volunteer Iowa.



**Legislation required:**

Yes



**Administrative rule required:**

Yes



**Additional funds required:**

Yes

## LACK OF NEW TECHNOLOGIES ARE ROADBLOCKS TO UNIVERSAL BROADBAND ADOPTION FOR A VARIETY OF REASONS

### RECOMMENDATION

- Increase understanding of new and emerging technologies with public-private partnerships to explore technologies (e.g. smart cities, smart fields, low orbit satellites)
- Work with academic and community college institutions to invest in the research and adoption of new technologies

## BACKGROUND AND RATIONALE

The telecommunication industry is undergoing rapid transformation in terms of technologies, as well as innovation platforms and paradigms across wired and wireless networking systems. For instance, the mega trend of telecommunication softwarization and the increasing availability of open-source platforms (e.g., Broadband Projects of Open Networking Foundation, M-Cord open-source 5G platform) lower the barrier to entry in technology innovation, and they offer opportunities in business model innovation for affordable and universal broadband. In the meantime, the use cases of broadband are diverse and fast-changing, ranging from traditional internet access from homes to emerging IoT applications in agriculture farms, factories, renewable energy farms, and more. Together, these telecommunication mega trends and diverse, emerging use cases enable and call

for innovations in technologies, business models, innovation pipelines, and public policies. They offer unique opportunities for regions of excellence in industries such as agriculture, manufacturing, and renewable energy to explore new strategies and growth areas in innovation, as well as economic and community development.

## IMPLEMENTATION AND MEASUREMENTS

Research initiatives into future broadband technology opportunities with the goal of remaining technology agnostic toward private broadband providers to ensure Iowa is served by the latest and best technologies and not left to play catch up. This would include exploration of nascent technologies such as low orbit satellites as a supplement to difficult to wire areas.



**Legislation required:**

*Possibly*



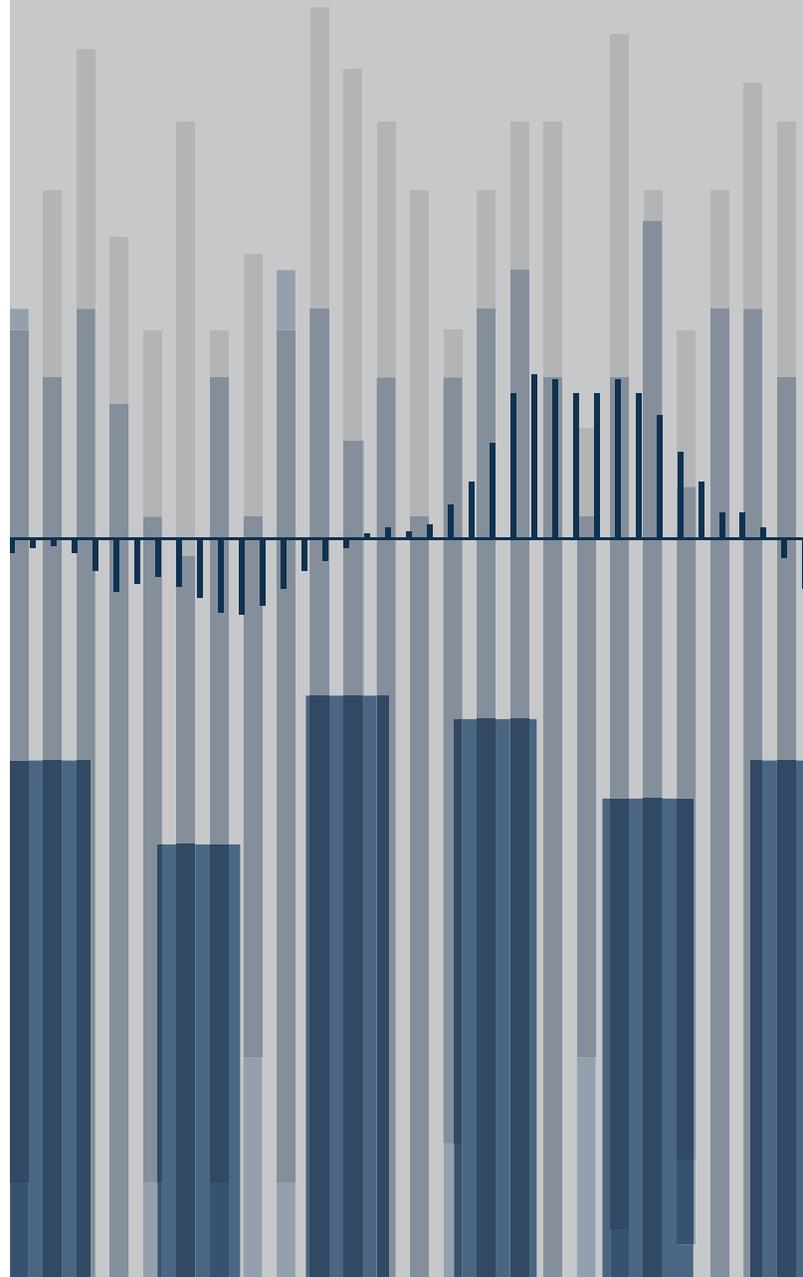
**Administrative rule required:**

*Possibly*



**Additional funds required:**

*Possibly*







## ECONOMIC GROWTH WORKING GROUP

*The Economic Growth Working Group was charged with drafting recommendations that will leverage innovative models and challenge the way things have been done to fuel economic growth in Iowa. These efforts will drive new and better ways of doing business as well as opportunities for advancing quality of life attributes, including affordable housing, hospitality and tourism.*

*The strategies resulting from this work will best position Iowa to be the number one choice for all business owners to thrive, all families to prosper, and all visitors to plan return trips, regardless of differences or preferences.*

## WORKING GROUP LEADERSHIP

### Co-Chairs:

**Megan McKay**

Peace Tree Brewing Company

**Adam Wright**

MidAmerican Energy Company

### State Agency Director:

**Debi Durham**

Iowa Economic Development Authority (IEDA)

Iowa Finance Authority



## AREAS OF FOCUS

- Hospitality/Tourism
- Housing
- Innovation
- Manufacturing 4.0 and Supply Chain/Reshoring
- Small Business

## OPPORTUNITIES

- **Housing can lead Iowa's economic recovery and growth**
- **Support Iowa small business owners in recruiting and retaining top talent**
- **Turn Iowa into a destination for travelers**
- **Make Iowa the choice for both people and business**
- **Transform Iowa's communities through creative placemaking**
- **Grow Iowa's leadership in the biosciences and advanced manufacturing sectors**
- **Allow flexibility in finding mechanisms to best support Iowa entrepreneurs and start-ups**
- **Support manufacturing modernization**
- **Expand resources for entrepreneurs**
- **Update alcoholic beverages regulations**
- **Enhance competitive financial reform**

## RECOMMENDATIONS

- Increase supply of housing options
- Protect and expand housing opportunities
- Empower small business owners with tools to secure their employee base
- Market Iowa as the number-one choice for businesses, workers, and families
- Develop a creative placemaking and transformational quality of life initiative
- Develop a statewide strategic plan for tourism and create a new funding mechanism to expand Iowa tourism promotion and development
- Increase funding to the Regent institutions to support biosciences platform development and create a mechanism that encourages more private investments in Iowa's bioscience companies
- Allow the IEDA board to allocate funding between the Angel and Innovation tax credit programs based on need
- Invest in Industry 4.0 initiatives
- Offer statewide developmental programming that intentionally removes barriers for broader and more diverse entrepreneurs to create a gateway for entrepreneurs to access the state's resources and lead others into the entrepreneur journey
- Expand the Targeted Small Business (TSB) program
- Modify Iowa's alcohol laws and rules to improve the customer experience, removing barriers to growth for alcohol manufacturers, and allowing businesses that serve alcoholic beverages to buy all types of alcohol directly from retailers
- Expand tax relief





## KEY MEASURES OF SUCCESS

- Grow state GDP
- Increase in the number and valuation of new housing permits
- Decrease in the number of housing cost-burdened lowans by income level and race
- Growth in Iowa's real estate sector GDP
- Sustained growth in the number of small businesses in Iowa
- Net in-migration population growth
- Amount spent on research and development activities by the public and private sector
- Number of patents and licensing agreements filed by public and private sector entities
- Amount of private capital leveraged
- Increase Iowa's manufacturing GDP
- Increases in average wages for individuals employed in the manufacturing sector
- Number of new business starts by diverse entrepreneurs
- Increase in new lowans, visitors, and businesses

## STRENGTHEN FOUNDATION FOR ESSENTIAL INFRASTRUCTURE NEEDS

### OPPORTUNITY: HOUSING CAN LEAD IOWA'S ECONOMIC RECOVERY AND GROWTH

National and state housing leaders agree that housing comprises the single largest opportunity for a rapid economic recovery and transformative growth for families and communities alike. The Housing subgroup recommends that a comprehensive housing omnibus bill be brought forward by the Iowa Finance Authority during the 2021 legislative session to advance the critically needed, innovative housing solutions for lowans summarized below.

### RECOMMENDATION

Increase supply of housing options for all lowans.

Provide funding to develop and preserve housing across the continuum, with priority given to housing for low-income families and seniors, specifically households earning 0-50% of the area median income (AMI).

With the evolution of how facilities such as schools, churches, dorms and student housing, hotels, office buildings, public buildings and retail are used, many communities are left with both quality, under-utilized facilities and a lack of affordable housing. Funds should be appropriated to transform these facilities into housing for families and seniors. There have been numerous successful school conversion projects in Iowa to date, including the Aberdeen Apartments in Sioux City, the Phenix School Apartments in Des Moines and the Pierce School Lofts in Davenport to name a few.

Increase opportunities for lowans to live near their work through the launch of an employer-assisted housing initiative to incent public-private partnerships in creating workforce housing. Through this initiative, projects with joint support from both the employer and the community would be prioritized. The program would allow flexibility to fit local housing needs, which could include home repair and down payment assistance, among other incentives.

In addition, new and existing programs need to adopt innovative and inexpensive building materials, methods and financing mechanisms, including 3D printed homes in partnership with Iowa State University College of Design, tiny homes and shipping containers to provide housing solutions for lowans in all stages of the housing continuum.

The advancement of housing can be accomplished through a multifaceted approach that includes the creation of new programs, including a State Housing Tax Credit program, State Housing Construction Loan Fund and a Main Street Guarantee program that will provide the essential financial resources needed for developers to move projects forward. In addition, increased state appropriations and permanent funding sources should be allocated to existing programs including the State Housing Trust Fund and the Workforce and Housing Tax Credit Programs.

## RECOMMENDATION

Protect and expand housing opportunities for Iowans.

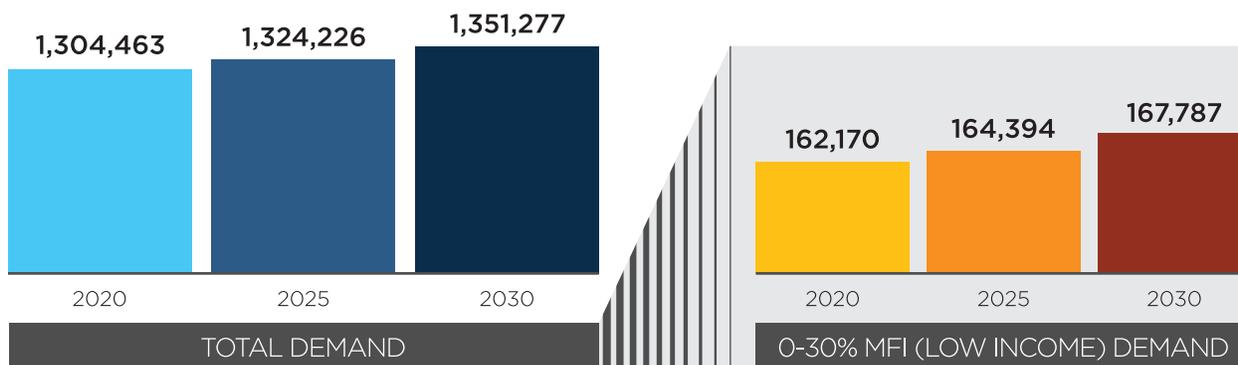
Fund the already established and successful Iowa Mortgage Help foreclosure prevention program and establish a new permanent eviction diversion program to provide critical legal and financial assistance to Iowans at risk of losing their home.

New programs are needed to assist low-income Iowans in making critically needed home repairs and allow seniors to make home modifications that will allow them to age in place. In addition, a housing disaster program should be launched and funded to allow for immediate assistance to homeowners, renters and displaced Iowans following a natural disaster or other catastrophe.

## BACKGROUND AND RATIONALE

According to the 2020 Iowa Profile's strong growth scenario, Iowa is expected to gain approximately 47,000 households by 2030 over the current 2020 total. In 2030, there is projected to be a total of 1,351,277 households of which 959,085 are projected to be owner-occupied and the remaining 392,192 are expected to be renter-occupied.

### IOWA HOUSING DEMAND FORECAST



There is no question that additional quality housing at an affordable rate is needed. In Iowa, the Fair Market Rent (FMR) for a two-bedroom apartment is \$804. At this rate, the average renter in Iowa, earning \$13.43 an hour currently needs to have the equivalent of 1.2 full-time jobs to afford an apartment at FMR. The amount of rent that is affordable to the current average renter with a wage of \$13.43 an hour is \$698.

To afford the current level of rent and utilities – without paying more than 30% of income on housing – a household must earn \$2,679 monthly or \$32,151 annually, according to the National Low-Income Housing Coalition.

In addition, the 2020 Iowa Profile cites the most common housing problem in Iowa as housing cost burdens, with 38.6% of renters and 15.8% of homeowners spending greater than 30% of their income on housing costs. Housing problems, which include cost burdens, overcrowding and inadequate plumbing and kitchen facilities, are disproportionate by race in the state, with 10.7% of white households having a severe housing problem compared to 39.6% of Pacific Islander and 30.9% of Black households.

**PERCENT OF TOTAL HOUSEHOLDS WITH SEVERE HOUSING PROBLEMS**

BY INCOME/RACE

INCOME	White	Black	Asian	American Indian	Pacific Islander	Other	Hispanic (Any Race)	Total
\$0 to \$23,070	57.90%	70.00%	65.50%	59.90%	62.10%	61.80%	69.00%	59.60%
\$23,071 to \$38,450	17.90%	24.30%	41.70%	13.20%	13.50%	29.10%	25.80%	19.10%
\$38,451 to \$61,520	6.30%	7.90%	18.80%	3.90%	60.90%	3.30%	16.50%	7.00%
\$61,521 to \$76,900	2.80%	6.50%	20.30%	11.10%	56.50%	5.80%	9.50%	3.50%
Above \$76,900	1.30%	3.90%	4.80%	4.00%	0%	1.40%	6.80%	1.50%
<b>TOTAL</b>	10.70%	30.90%	25.40%	21.10%	39.60%	20.10%	23.80%	12.10%

Research shows the most critical need for affordable housing is for Iowa's lowest income segment. Iowans with incomes between 0-30% of MFI, or \$0-\$23,070, are the most severely housing-cost burdened in Iowa with 55% paying more than 50% of their income for housing, this compares to the next highest income level, which is still severely cost burdened, with 14.5% paying more than 50% of their income on housing. This issue will only intensify if affordable housing options are not identified, as 12.5% of our households are expected to be in this income range by 2050.

**IMPLEMENTATION**

This proposal will require the following legislative actions:

- Creation and funding of a new State Housing Tax Credit Program, State Housing Construction Fund, Main Street Guarantee program, eviction diversion program, home repair program and disaster housing program
- Three-year allocation increase to the existing Workforce Housing Tax Credit program
- Funding appropriation for the Iowa Mortgage Help Foreclosure prevention program
- Removal of the current cap from Real Estate Transfer Tax as State Housing Trust Fund funding mechanism
- Approval of a mortgage recording fee of \$.25-.35 per thousand for commercial loans over \$1 million and the transfer of these fees to the State Housing Trust Fund, a change that would generate an estimated \$5 million annually for affordable housing

**MEASURES OF SUCCESS**

- Increase in the number and valuation of new housing permits
- Decrease in the number of cost-burdened Iowans by income level, particularly the 0-30% and 30.1-50% of MFI segments, and race
- Growth in Iowa's real estate sector GDP

**Legislation required:****Yes****Administrative rule required:****Yes****Additional funds required:****Yes**

## **OPPORTUNITY: SUPPORT IOWA SMALL BUSINESS OWNERS IN RECRUITING AND RETAINING TOP TALENT**

### **RECOMMENDATION**

Empower small business owners with tools to secure their employee base.

### **BACKGROUND AND RATIONALE**

Approximately 25% of Iowa's workforce (346,125) is employed by small businesses with less than 50 full-time employees. As Iowa makes investments in the upskilling and retraining of employees through its workforce development and Future Ready Iowa efforts, complementary retirement planning and affordable health care options for small business owners will make them more competitive in recruiting and retaining top-performing employees.

According to a report published by the American Association of Retired Persons (AARP), workers in Iowa businesses with fewer than 100 employees are much less likely to have access to a retirement plan (63%) than workers in larger businesses (29%). In raw numbers, about 291,000 small-business employees do not have access to a retirement plan.

Retirement savings plans help workers achieve economic security. A concerted effort among state agencies to improve access to financial literacy materials available for small business owners and their employees will support a greater understanding of retirement savings options and ultimately improve economic mobility and reduce wealth disparity.

A 401k savings plan funded by employee contributions and structured similarly to a 529 college savings plan would be voluntary for employees and small business owner contributions would be optional. Companies meeting the criteria of 50 or fewer employees may opt-in to the plan when available. The plan would be funded by employee contributions; contributions would be made through payroll deductions on a pre-tax basis, up to the limits of federal retirement plan guidelines.

The Affordable Care Act provided healthcare options; however, small business owners still rank health care costs as one of their primary concerns. Addressing the gaps in affordable, available health care options for these owners and their employees will allow for the creation of more appealing benefits packages and enhance their ability to attract talent.

### **IMPLEMENTATION**

These programs would require a partnership to offer retirement plans and health care options to Iowans. Developing a 401k plan will require the formation of an exploratory committee to first determine demand, program parameters and oversight, and the evaluation of any potential legislative action required.

The financial literacy materials available for small business owners, housed on IASourceLink.com should be expanded as a part of a cross-agency effort to identify the current tools available, connect with financial literacy resource partners, and coordinate efforts all under one location.

## MEASURES OF SUCCESS

- Number of Iowans who indicate they are prepared for retirement
- Sustained growth in the number of small businesses in Iowa



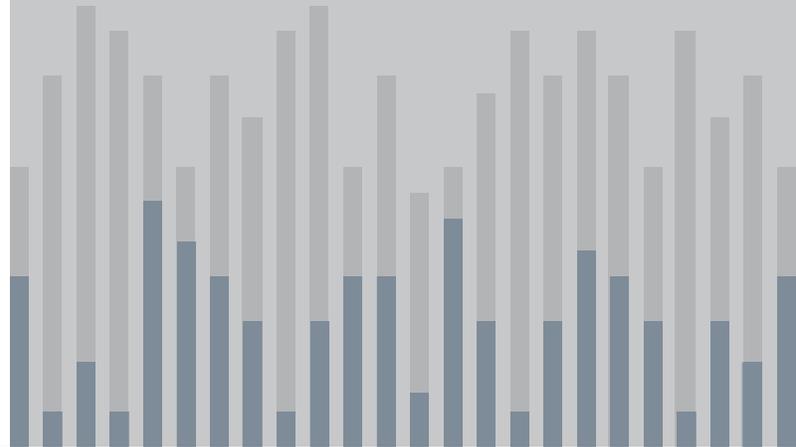
**Legislation required:**  
**Likely**



**Administrative rule required:**  
**Likely**



**Additional funds required:**  
**No**



## ATTRACT NEW AND RETAIN CURRENT IOWANS

### OPPORTUNITY: MAKE IOWA THE CHOICE FOR BOTH PEOPLE AND BUSINESS

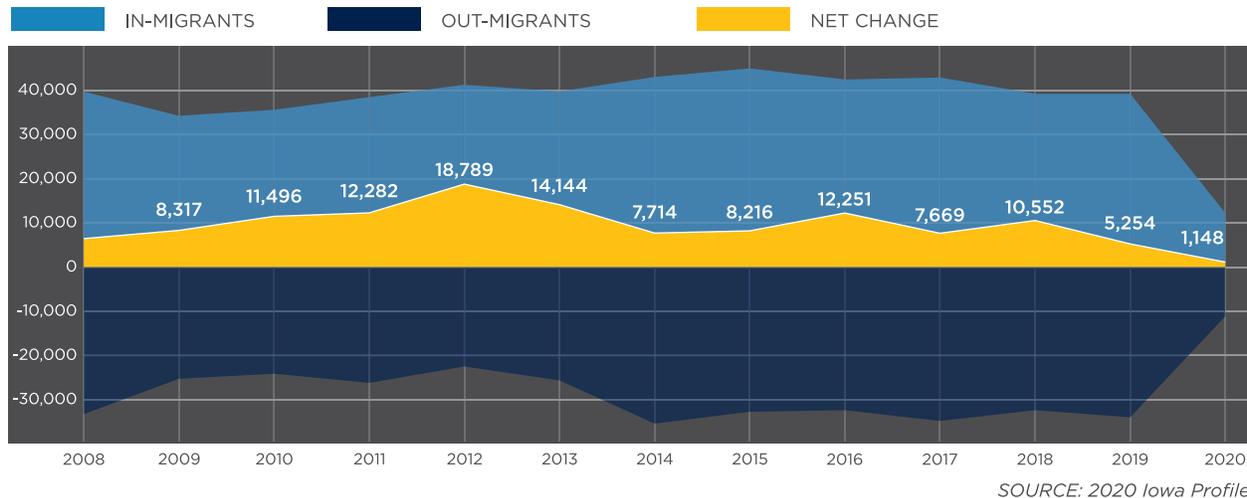
#### RECOMMENDATION

Market Iowa as the number-one choice for businesses, workers, and families.

The Iowa Economic Development Authority's (IEDA) This is Iowa initiative will be expanded to specifically target out-of-state remote workers, diverse workforce and businesses. The focus of this marketing campaign will feature the state's quality of life attributes, such as affordability and natural beauty in addition to our unique places.

- **Attracting Out-of-State Remote Workers:** Develop a nationally ground-breaking campaign that will recruit remote workers to move to Iowa and benefit from the state's exceptional quality of life, affordability, natural beauty, and destinations.
- **Attracting a Diverse Workforce:** A diverse workforce is key to smart economic growth. Iowa's non-white population grew by 32% from 2010 to 2019, U.S. Census data shows, and immigrants accounted for 44% of Iowa's population growth in the same period. Iowa must not only embrace its increasingly diverse population as an imperative to economic growth and community building, but also work to attract a diverse workforce. Companies with strong ethnic diversity among their executives were 36% more likely to outperform on profitability, according to 2019 research from McKinsey & Company. To that end, Iowa will conduct research to support the development of a marketing approach and messaging specific to diverse audiences.
- **Promoting Business:** Focus on Iowa's exciting growth opportunities in manufacturing, biosciences, insurance and finance, information technology, educational technology, quality of life and robust broadband.

## STATE OF IOWA - MIGRATION TRENDS BY YEAR



### BACKGROUND AND RATIONALE

Iowa's population has inched up by 3.6% to 3,155,070 people since 2010, according to U.S. Census data. Between 2010 and 2019, the natural increase was estimated at 89,895 persons, and the net migration was 18,712 persons. The lowest net migration of individuals with driver's licenses moving into the state as recorded by the Iowa Department of Transportation occurred in 2019, with a total of 5,254.

Iowa is an aging state with slow population growth while unemployment rates have declined to historic lows prior to COVID-19 as Baby Boomers retire at a rapid rate. The state's economic growth depends on our ability to strategically expand our workforce and to build communities where all citizens can thrive.

## OPPORTUNITY: TRANSFORM IOWA'S COMMUNITIES THROUGH CREATIVE PLACEMAKING

### RECOMMENDATION

Develop a creative placemaking and transformational quality of life initiative.

The initiative will be modeled after key components of the Vision Iowa, Enhance Iowa, Community Attraction and Tourism (CAT) and Iowa Great Places initiatives and will utilize bond financing. The Governor's proposed Invest in Iowa Act should be passed to support these efforts and Iowa's port authority statute should be leveraged to bolster economic development and recreation projects.

### BACKGROUND AND RATIONALE

Two-thirds of workers ages 25-32 with college degrees choose the community they would like to live in before looking for a job. Placemaking can help communities attract and retain talent and boost their economic competitiveness by improving public spaces, such as downtown districts or neighborhoods. Communities with placemaking initiatives exceed the annual national average of GDP growth.

The Vision Iowa, Enhance Iowa, CAT and Iowa Great Places programs have provided state funding for recreational, cultural, educational or entertainment projects in communities across the state since 2000. While a governor-appointed board of directors oversees applications and funding decisions, the community partnerships and commitment drive success of the program. These initiatives will provide the connectors for local and regional projects that support the entire state.

This recommendation is about reinventing these quality of life programs to focus on more transformational placemaking, rather than single projects, and to further improve Iowa's quality of life by implementing the Governor's proposed Invest in Iowa Act. In addition to providing tax relief for Iowans and making significant investments in mental health, the Invest in Iowa Act calls for supporting water quality efforts (\$99.5 million) and conservation and recreation projects (\$52.3 million) through a trust fund created through 3/8 of the proposed 1-cent sales tax increase.

Finally, Iowa should join other states that have taken port authorities beyond maritime commerce and used them as strong elements of successful economic development and placemaking strategies. This tool allows communities to better work together on regionally transformative, commerce-focused economic development or quality of life projects by better delineating risk between jurisdictions and merging financing similar to how other infrastructure projects are deployed. This can be done without allowing for any new levying authority.

## OPPORTUNITY: TURN IOWA INTO A DESTINATION FOR TRAVELERS

### RECOMMENDATION

Develop a statewide strategic plan for tourism and create a new funding mechanism as outlined below to expand Iowa tourism promotion and development:

- Create a checkoff program from Iowa alcoholic beverages, in which a percentage of sales will be collected by Iowa's Alcoholic Beverages Division

IEDA will launch a statewide tourism campaign, comparable to competing states, that is a key economic driver and demonstrates a significant return on investment. For example, for a \$10.7 million advertising campaign, the state of Colorado reported a return on investment of \$138.7 million, or \$12.96 for every dollar invested.

### BACKGROUND AND RATIONALE

Tourism is a critical piece of Iowa's efforts to attract more people, including visitors and residents. Two-thirds of U.S. adults say they have seriously considered moving somewhere after visiting, but research shows most people outside of the state don't know enough about it to form an accurate opinion about whether they would consider visiting or moving to Iowa. Research further shows that facts about Iowa's tourism attractions and business-friendly attributes – shared through market research surveys – equally increased favorability toward Iowa, interest in visiting, and considering Iowa as a place to live. Iowa must do more to capture the state's unique personality and attributes for travelers and tourists, to tell the story and compel visitors to spend time and money here. To do that, Iowa must have a consistent, stable funding source to increase marketing capacity.

### MEASURES OF SUCCESS

- Net in-migration population growth
- Rise in national rankings of best places to live and visit. Examples include US News & World Report's Best States list and Livability's Top 100 Best Places to Live. Both lists include measures of opportunity, economy, education, amenities, demographics, health care, infrastructure, and natural environment.
- Increase in state and local sales tax revenue
- Increase in hotel/motel tax revenue



**Legislation required:**

Yes



**Administrative rule required:**

Yes



**Additional funds required:**

Yes

## INVEST IN TARGETED INDUSTRIES/INNOVATION

### OPPORTUNITY: GROW IOWA'S LEADERSHIP IN THE BIOSCIENCES AND ADVANCED MANUFACTURING SECTORS

#### RECOMMENDATION

Increase funding to the Regent institutions to support biosciences platform development and create a mechanism that encourages more private investments in Iowa's bioscience companies.

#### BACKGROUND AND RATIONALE

Iowa's biosciences industry provides specialized, high-wage jobs. The four identified bioscience sectors that hold the most success and promise for economic development in Iowa are the medical devices, precision and digital agriculture, vaccines and immunotherapies, and biobased chemical platforms. Iowa has generally outperformed the nation in terms of bioscience employment growth and this success indicates much potential for further development.

COVID-19 has underscored the need for the reshoring of critical supply chains including pharmaceuticals, medical testing supplies, therapeutics, and vaccines. Critical shortages of personal protective equipment manufactured in offshore locations have resulted in federal investments to aid in returning production to the U.S. Iowa's leadership in the biosciences industry places it in a unique position to take advantage of these efforts – particularly in the nano-vaccine and immunotherapies subsectors.

Examples of opportunities explored include:

- Iowa's universities have already shown an interest in establishing a public-private partnership with industry partners to develop nano-vaccine therapies that can be delivered without needles or the need for refrigeration and with a single dosage, unlike the vaccines in current development.
- Medical researchers, scientists, and engineers at both the University of Iowa and Iowa State University are dedicated to unraveling the fundamental biochemistry that underlies disease, such as COVID-19, to prevent, treat, or diagnose diseases afflicting both people and livestock. Potential partnerships to solve the issue of the expensive and time-consuming process to translate molecules and chemical systems to the commercial sector are being explored through private industry partnerships combined with existing biomanufacturing expertise located within the Center for Biocatalysis and Bioprocessing and University of Iowa Pharmaceuticals.

IEDA's 2017 Biosciences report found that for Iowa to benefit from the significant economic development pay-off in the bioscience sector, it is imperative that we commit to a long-term bioscience strategy. A 2020 report by TEconomy Partners noted that in 2018 the total economic impact of the bioscience industry nationally generated by direct output and indirect industry impacts totals \$2.6 trillion. TEconomy's data indicates that for every \$1 in industry output, an additional \$1.27 in output is generated throughout the rest of the economy, creating a multiplier of \$2.27.

A 10-year analysis of investments made into Massachusetts' Life Sciences initiative portrays the significant benefit investments in the bioscience industry generates. After making investments in the innovation infrastructure and industry and university connections, \$1.67 was leveraged for every \$1 invested, resulting in new federal research grants and more than 901 jobs created by start-up companies.

The 2017 Biosciences report also indicated that Iowa's start-up bioscience enterprises are hampered by the lack of risk capital investment – particularly investments required to scale an enterprise post the proof-of-concept stage. Offering additional funds for matching private equity investments would advance bioscience companies towards venture funding rounds and leverage private equity investments. When similar models were implemented in Indiana, a 2014 analysis of its BioCrossroads Initiative indicated total venture capital investment in the life sciences rose to \$349 million across 100 deals and 39 companies.

## IMPLEMENTATION

This proposal will require the following legislative actions:

- Increase funding to \$4 million for the Regent institutions to support full development of the medical devices, precision and digital agriculture, vaccines and immunotherapies and biobased chemicals platform development
- Increase funding to encourage equity investments to scale-up bioscience enterprises

## MEASURES OF SUCCESS

- Amount spent on research and development activities by the public and private sector
- The ratio of federal dollars invested in Iowa companies through the Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) program to the state investments made
- Growth in number of entities applying for Innovation Platform Funding
- Number of patents and licensing agreements filed by public and private sector entities



**Legislation required:**  
**Likely**



**Administrative rule required:**  
**Likely**



**Additional funds required:**  
**No**



## OPPORTUNITY: ALLOW FLEXIBILITY IN FUNDING MECHANISMS TO BEST SUPPORT IOWA ENTREPRENEURS AND START-UPS

### RECOMMENDATION

Allow the IEDA board to allocate funding between the Angel and Innovation tax credit programs based on need.

### BACKGROUND AND RATIONALE

The Iowa Angel Tax Credit program helps entrepreneurs to attract investors who provide much needed capital helping to mitigate the risks involved in financing start-up companies. The program is oversubscribed and needs more funding to maximize its impact. In FY19, IEDA awarded 190 tax credit certificates; 134 applications received in FY18 and 19 were waitlisted until FY20 to utilize the tax credit program. An additional 86 applications received in FY19 totaling \$465,050 are expected to be awarded from the allocation for FY21. Since the program's origination, investments have been made in 27 qualifying companies.

## IMPLEMENTATION

This proposal will require the following legislative actions:

- Passage of pending legislation proposed by IEDA

## MEASURES OF SUCCESS

- Number of companies participating
- Amount of private capital leveraged
- Businesses created by Iowa's innovation endeavors



**Legislation required:**

**Yes**



**Administrative rule required:**

**Likely**



**Additional funds required:**

**No**

## OPPORTUNITY: SUPPORT MANUFACTURING MODERNIZATION

### RECOMMENDATION

Invest in Industry 4.0 initiatives.

Support investments by Iowa's manufacturers in methods and technologies that will enhance productivity and attract larger original equipment manufacturers (OEMs) to incorporate Iowa small-to-medium-sized enterprises (SMEs) in their global supply chain.

- Adapt current incentives to the changing business needs of manufacturers and incent modernization efforts like robotics and artificial intelligence
- Focus industrial job training programs on re-training of existing employees to work with new technologies
- Identify the state's supply chain strength and attractiveness, as well as gaps and opportunities for areas providing additional support
  - Consider look-through, single-factor corporate income tax reform for companies supplying to larger OEMs using Iowa-made products in manufacturing facilities
- Utilize accelerated depreciation to address modernization and needs
- Consolidate workforce programming under Iowa Workforce Development (IWD)

### BACKGROUND AND RATIONALE

More than 6,400 manufacturers contribute more than \$30 billion to Iowa's economy, accounting for more than 17% of the state GDP, (\$173.7 billion) placing Iowa seventh in the nation for manufacturing GDP and over 15% of Iowa's total employment in 2019.

Given the impact of total employment in Iowa, the state's manufacturers must continue to stay competitive in the global manufacturing supply chain by adopting emerging technologies under the umbrella of Industry 4.0 – including the Internet of Things, additive manufacturing, advanced robotics, augmented reality, and cybersecurity – that will transform how products are designed, fabricated, used, and serviced. IEDA's soon-to-be-released Manufacturing 4.0 Plan will lay out strategies and policy recommendations to support Iowa manufacturers' efforts to embrace the variety of new Industry 4.0 technologies to help grow Iowa's vibrant manufacturing base. Many Iowa companies recognize the importance of embracing Industry 4.0 technologies, but struggle with taking the first step in making capital investments in digital technologies. Adapting current incentive structures to focus on the quality of jobs created and productivity enhancements, as well as addressing accelerated depreciation

rates, will provide the support for manufacturers to embrace the suite of technologies offered by Industry 4.0. An examination of single-factor look through corporate tax provisions will also incentivize SMEs to work with Iowa OEMs and, thus, embrace the technology needed to keep Iowa's supply chain strong.

The impact of COVID-19 and global trade negotiations have motivated OEMs to re-examine and diversify their supply chains. As OEMs look to work with Iowa's SMEs, Iowa manufacturers must be prepared and ready to step up to the plate – both in terms of their technology and a trained workforce with the skills needed to embrace Industry 4.0 technologies. Focusing workforce incentives on the re-training of existing employees will allow manufacturers to address the critical skills gap with new technologies, without being hindered by the workforce shortages currently keeping them from maximum productivity levels.

The administration of workforce programming should be transferred from the Iowa Department of Education to IWD to allow for greater input by business leaders regarding the specific workforce needs of their industries – focusing less on two-year degree programs and placing a greater focus on upskilling options utilizing training programs of choice, Registered Apprenticeship opportunities sponsored by employers, and micro-credentialing programming.

## IMPLEMENTATION

The proposed recommendations require legislative action to:

- Adjust Iowa's incentive structure
- Modify accelerated depreciation rates for production enhancing capital investments
- Consider look-through corporate tax structure for SMEs

## MEASURES OF SUCCESS

- Increases in the percentage of manufacturing's share of total Gross State Product (GSP)
- Increases in Iowa's manufacturing productivity rates in comparison to U.S. productivity
- Increased number of exported goods by Iowa manufacturers
- Increased employment by Iowa's SME manufacturers
- Increases in average wages for individuals employed in the manufacturing sector



**Legislation required:**

**Yes**



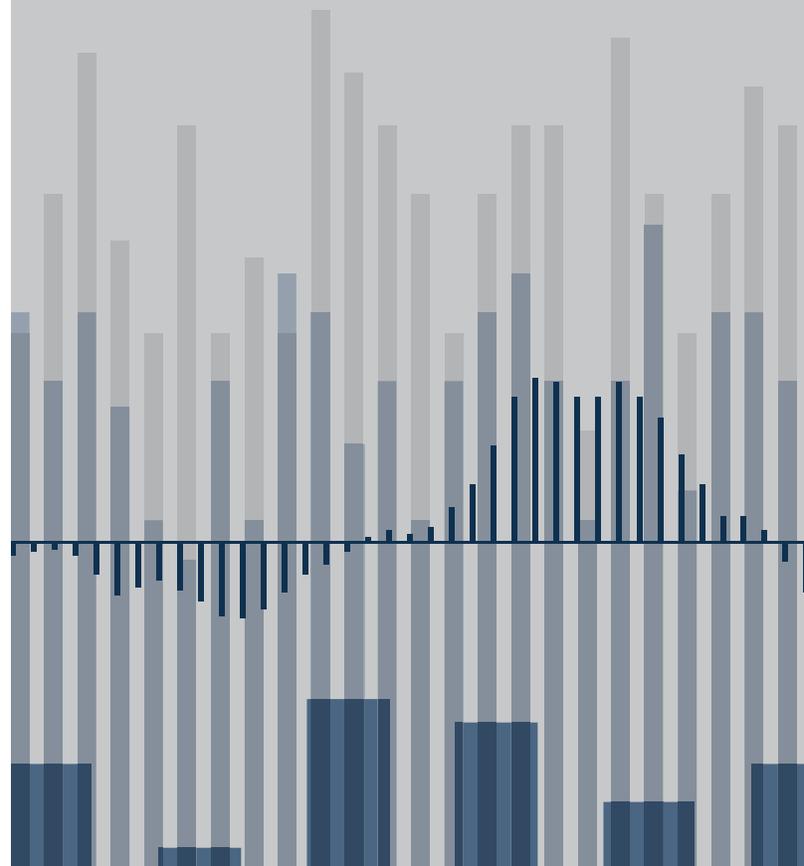
**Administrative rule required:**

**Yes**



**Additional funds required:**

**Yes**



## FOSTER OPPORTUNITIES FOR INCLUSIVE ECONOMIC GROWTH

### OPPORTUNITY: EXPAND RESOURCES FOR ENTREPRENEURS

#### RECOMMENDATION

Offer statewide developmental programming that intentionally removes barriers for broader and more diverse entrepreneurs to create a gateway for entrepreneurs to access the states resources and lead others into the entrepreneur journey.

#### Examples:

- The Hello Alice online framework is an example of programming that offers support for diverse entrepreneurs through an online cohort paired with coaches and mentors to help participants build their network and ideas before applying for funding.
- The “Empower” programming offered through the Jane Boyd Center in Cedar Rapids is as a public-private partnership supported by GoDaddy that brings stakeholders support through education, social capital connections, and mentorship to cohort members.

#### BACKGROUND AND RATIONALE

For many entrepreneurs, access to Iowa’s entrepreneurship ecosystem can be difficult if they are not “in the know” and/or have a connection point to resources available through Regents’ innovation programs.

A statewide program to support under-served and under-connected entrepreneurs would bring new and diverse voices to the table. Cohort members would be paired with mentors and compete for grants of up to \$50,000. Post-participation in the program, cohort members would be connected to potential accelerator and/or incubator opportunities and, ultimately, be a part of a long-term pipeline of available diverse mentors and coaches.

#### IMPLEMENTATION

- Bring together stakeholders to explore methods to expand the “Empower” model statewide through a public-private partnership
- Through collaboration with state leaders, identify the general framework for the programming, sources of funding, and an entity to lead and administer the programming

#### MEASURES OF SUCCESS

- Number of new business starts by diverse entrepreneurs
- Number of diverse businesses applying for and receiving innovation platform funding
- Recommendation



*Legislation required:*

**Likely**



*Administrative rule required:*

**Likely**



*Additional funds required:*

**Likely**

## EXPAND THE TARGETED SMALL BUSINESS (TSB) PROGRAM

The TSB loan program supports Iowa's small businesses owned by women, minorities, individuals with disabilities, and service-disabled veterans. These business owners often face significant hurdles when starting, or expanding their businesses, especially when accessing capital. A recent study indicated that these segments of the population also suffered the greatest losses from COVID related impacts.

The TSB program currently partners with the Iowa Center for Economic Success to manage its loan program. Of the \$1.8 million in loans currently committed through the program, a majority (81%) of these loans were to businesses located in urban areas. Often, not having a relationship or a connection with a lender to begin with can be an initial hurdle for small business owners when seeking capital. According to reports by the Minority Business Development agency, 19% of minority business owners are afraid to ask for a loan for their small business for fear of rejection.

The expansion of the loan portfolio and number of partners will better expand awareness, promotion and direct accessibility of the program to business owners around the state of Iowa. This will enable more rural business owners in need of capital to start their small business.

### IMPLEMENTATION

Expanding the TSB loan portfolio requires additional funding to be made available.

### MEASURES OF SUCCESS

- Number of new businesses started by individuals meeting the TSB profile
- Jobs and revenue created by small business owners



*Legislation required:*

**Yes**



*Administrative rule required:*

**No**



*Additional funds required:*

**Yes**

## OPPORTUNITY: UPDATE ALCOHOLIC BEVERAGES REGULATIONS

### RECOMMENDATION

Modify Iowa's alcohol laws and rules to improve the customer experience, removing barriers to growth for alcohol manufacturers, and allowing businesses that serve alcoholic beverages to buy all types of alcohol directly from retailers.

- Consolidate licensees by industry type and have one license per category or business type with a menu of privileges that can be identified
- Allow alcohol beverage manufacturers the ability to transfer all products between their manufacturing license and retail license without passing through a distributor. This is currently allowed for keg beer, but only on the same premises it is manufactured.
- Remove regulatory requirements that would inhibit goods to market unless it impacts public safety or public health
- Allow contract brewers the ability to offer alternating proprietorships as allowed by federal Alcohol and Tobacco Tax and Trade Bureau (TTB) guidelines
- Allow self-distribution of Iowa-made products to in-state retailers

- Allow online sales and shipment of alcohol products
- A portion of the all-gallon tax paid by Iowa distillers should be earmarked for use by IEDA under the Iowa Wine and Beer Promotion Board, and the Board should be expanded to include Iowa distillers. These changes will expand the current funding stream to include distillers in statewide marketing programs, which are critical to the growth of this industry.
- Create a one-stop shop for the collection of fees, taxes, and permits

## BACKGROUND/RATIONALE

Iowa wineries, breweries and distilleries have experienced great growth and contributions to the Iowa economy over the past 10 years. However, that growth has been stifled compared to other states due to issues with access to market and cumbersome policies and rules that add costs and limit consumer choice. Licensing and regulations are confusing and inconsistent between the three types of alcohol producers, tying up regulators' time that could be better spent enforcing rules that protect public health.

These industries add interesting and appealing jobs to Iowa, often located in rural communities or once blighted urban areas, transforming them to destinations. They make communities more desirable for residents and visitors, adding to the quality of life and attractiveness for tourism furthering economic growth for our state. Additionally, as the industries grow, they will raise demand for locally produced inputs such as ingredients, packaging materials, or design work, that is not financially feasible unless there is scale.

## IMPLEMENTATION

The recommendations outlined above require legislative action.

## MEASURES OF SUCCESS

- Gallon tax revenue increase
- Number of jobs/payroll created in the Iowa wine, beer and distiller industries
- Addition of vertically integrated companies such as hop and grain suppliers, packaging materials, equipment manufacturers



**Legislation required:**

**Yes**



**Administrative rule required:**

**Yes**



**Additional funds required:**

**Possibly**

## ENHANCE COMPETITIVE FINANCIAL REFORM

### OPPORTUNITY: EXPAND TAX RELIEF FOR IOWANS

#### RECOMMENDATION

Expand tax relief for Iowans.

Reduce taxes to allow Iowans to keep more of what they earn and implement an additional 1-cent sales tax and commit the \$540 million to enhancing quality of life initiatives, including water quality and placemaking, recreation and mental health.

- Cut individual income tax by 10% on average in 2021
- Lower the highest tax rate from 8.5% to 5.5% by 2023
- Reduce the number of tax brackets from nine to eight in 2021 and further reduce to four brackets in 2023
- Reduce property taxes by lowering the per capita county mental health levy from \$47.28 to \$12.50, resulting in lowering the maximum statewide mental health levy by \$77.1 million
- Repeal water excise tax
- Exempt diapers and feminine hygiene products from sales tax
- Increase the Early Childhood Development and Child and Dependent Care tax credits by doubling the maximum net income amount for eligibility from \$45,000 to \$90,000

#### BACKGROUND AND RATIONALE

This proposal will increase Iowa's economic competitiveness leading to more jobs and opportunities for Iowans. The Invest in Iowa Act proposed by Governor Reynolds in the 2020 legislative session will not only create additional short- and long-term tax relief for Iowans, it will provide resources to assist with the child care challenges many families are facing, create recreation and placemaking opportunities families can enjoy, and, ultimately, position Iowa as the number one destination for Iowans, our future workforce, visitors, and businesses alike.

#### IMPLEMENTATION

The proposed recommendations require legislative action to approve and can be accomplished through the passing of the proposed Invest in Iowa Act.

#### MEASURES OF SUCCESS

- Increase in investments, income per capita and Gross Domestic Product (GDP)
- Increase in new Iowans, visitors, and businesses



**Legislation required:**

**Yes**



**Administrative rule required:**

**Yes**



**Additional funds required:**

**Yes**







## EDUCATION WORKING GROUP

*The Education Working Group was charged with developing a new standard of care for educational delivery statewide to help drive economic recovery through and beyond the pandemic.*

## WORKING GROUP LEADERSHIP

**Chair:**

**Rosalind Fox**

John Deere

**Tim Bower**

Nelson Company

**State Agency Director:**

**Ann Lebo**

Iowa Department of Education

## OPPORTUNITIES

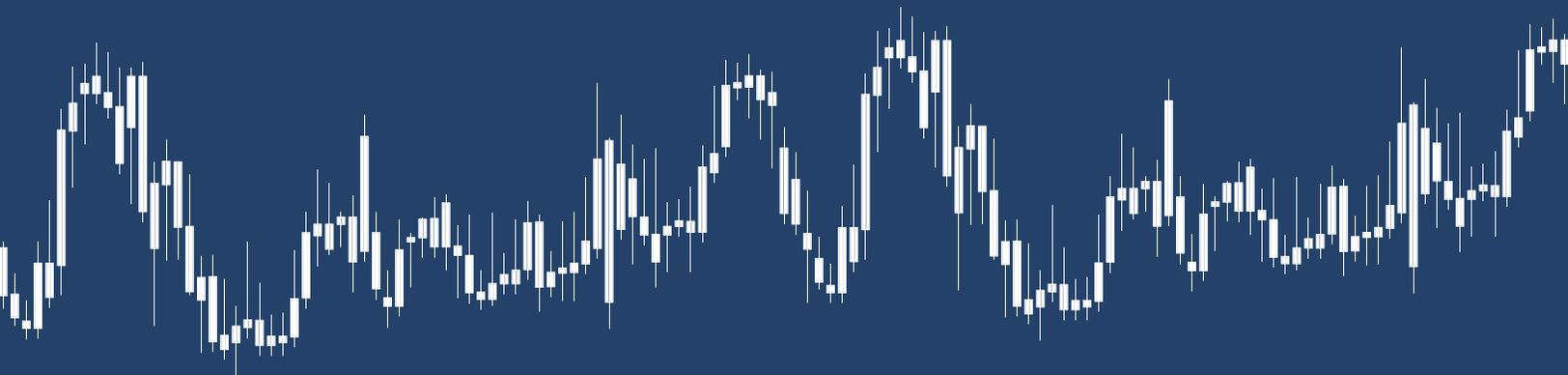
- ❑ **Expand work-based learning (WBL) initiatives that forge school-based partnerships**
- ❑ **Add and support supplementary preschool supports**
- ❑ **Conduct a statewide equity inventory and needs assessment to align equity efforts and determine gaps**
- ❑ **Fund Iowa's highest-need schools to close achievement and opportunity gaps**
- ❑ **Expand statewide connectivity and create a statewide learning management system (LMS)**
- ❑ **Provided by Economic Recovery Advisory Board Leadership: Evaluate K-12 educational outcomes for all students by supporting school boards in closing achievement gaps and by offering families educational alternatives**

## RECOMMENDATIONS

- Expand upon Iowa's STEM BEST (Businesses Engaging Students and Teachers) program, regional career academies, Registered Apprenticeships, and other models that forge school-business partnerships, coupled with additional funding, and strive to involve every K-12 student in WBL
- Continue with Iowa's Statewide Voluntary Preschool Program (SWVPP) for four-year-old children for all families who wish to participate but add supplementary preschool for students with targeted needs
- Conduct a statewide equity inventory and needs assessment of education, including surveying educational practitioners and community stakeholders, to assess organizational and institutional equity efforts, programs, and initiatives
- The state should provide significant funding for "highest-need" schools (Iowa Code § 284.11), identified as those in need of targeted support and improvement under the Elementary and Secondary Education Act, to deliver evidence-based professional learning and coaching
- Continue the work of expanding connectivity across the state and creating a statewide Learning Management System (LMS) that provides educators, students, and communities with high-quality content

**Provided by Economic Recovery Advisory Board Leadership:**

- Enhance Chapter 279 of the Iowa Code to state that the primary role of a school board is to provide oversight regarding student academic achievement and strategic leadership for maximizing student performance
- Reduce barriers to meeting the needs for Iowa children by increasing educational choices for families - particularly for those in low-income households





## KEY MEASURES OF SUCCESS

- At least 75% of school districts will have or share a designated work-based learning (WBL) coordinator by 2023
- At least 75% of school districts will have one or more school-business partnerships, including partners that represent the diversity of the region by 2023
- Establish initial programs that will allow high school students to participate in social-emotional-behavioral health (SEBH) WBL (e.g., internships) by 2023
- At least 90% of four-year-olds attend preschool by 2024
- The inventory of equity initiatives is completed and gaps in work are identified
- Reduction of the achievement gap in reading/English language arts (ELA) as measured on state and national tests
- All secondary students demonstrate success (measured as 0-1, D's or F's or "Unsatisfactory" grades if standards-based) in at least one required remote/blended learning course
- The ranking of Iowa's K-12 education system relative to other states\*
- Closing the achievement gaps between white and minority students and students from low-income households and those from more affluent households, as measured through the Iowa Statewide Assessment of Student Progress (ISASP)\*

*\*Provided by Economic Recovery Advisory Board Leadership*

## EXPAND WORK-BASED LEARNING INITIATIVES THAT FORGE SCHOOL-BUSINESS PARTNERSHIPS

### RECOMMENDATION

Expand upon Iowa's Science, Technology, Engineering, and Mathematics Businesses Engaging Students and Teachers program (STEM BEST), regional career academies, Registered Apprenticeships, and other models that forge school-business partnerships, coupled with additional funding, and strive to involve every K-12 student in work-based learning.

Specifically, we recommend that:

- At least 75% of school districts designate a WBL coordinator, or districts share a coordinator, to act as a career coach or career-college transition counselor who facilitates training with regional businesses by 2023.
- At least 80% of high school students participate in at least one in-depth WBL opportunity by 2024, with participation being 100% by 2027.
- At least 50% of school districts offer Registered Apprenticeship programs by 2027, with 100% of districts doing so by 2030.
- School districts begin exploration of integration of social-emotional-behavioral health (SEBH) into K-12 WBL by 2023, with the goal of expanding Iowa's workforce of trained, skilled, and licensed service providers.
- Incentivize additional business and industry participation in WBL.

### BACKGROUND AND RATIONALE

Interest in WBL – an educational strategy that provides students with real-life work experiences where they can apply academic and technical skills and develop employability – is growing across Iowa because employers, educators, students, and parents recognize that it presents opportunities for everyone. This real-world application makes academic content more relevant and teaching more dynamic. In a fast-changing economy, parents want their children to be better prepared than ever to think about next steps. Employers can develop their workforce talent pipeline earlier and strengthen young people's ties to communities by connecting classrooms to future careers.

Iowa has strengthened the K-12 WBL foundation in recent years through state and local initiatives launched by public-private partnerships. This shows what could be done with a more significant investment and if scaled properly to each school district in the state.

Here are some examples of Iowa's current WBL initiatives:

- The Governor's STEM Advisory Council's STEM BEST Program has created 75 models and reached educators through school-business partnerships.
- The number of Iowa school districts offering Registered Apprenticeship programs for high school students with their business partners has increased from one in 2018 to at least 26 in 2020.
- Pre-apprenticeship programs across the state help students explore career pathways.
- The virtual Iowa Clearinghouse for Work-Based Learning – which went live in 2019 – has 128 projects posted online by employers that teachers can select for their students to complete.
- High school career and technical education (CTE) programs have been increasingly focused on helping students earn industry-recognized credentials.
- Externships through the Governor's STEM Advisory Council allow teachers to bring intensive summer professional STEM experiences back to the classroom.
- Micro-externships for teachers through the Iowa Board of Educational Examiners let educators earn license renewal credits for experiences with a minimum of 40 hours.
- Iowa's Statewide Intermediary Network, led by the Iowa Department of Education and operated through the 15 community colleges, has expanded high-quality K-12 WBL experiences in some areas of the state.

Despite Iowa's many efforts in recent years, significant gaps in access to WBL for most Iowa students remain – whether it be in rural or metro areas or across racial, ethnic, gender, or disability lines. Closing these gaps in access is imperative as it could help improve overall student outcomes and close gaps in student achievement; however, there are several challenges to making quality WBL opportunities available to all students. Among these challenges is the limited student awareness of potential industry options. There are several reasons for this: school staff have limited time to coordinate a WBL program (and frequently do not have specialized career knowledge) and employers are not always aware of the opportunities available to create a robust WBL ecosystem. Additionally, even when students are made aware of WBL options, this introduction may come late in high school and may not be distinguished from regular career counseling. We believe exposure to WBL and associated career opportunities should begin in middle school or even earlier and be differentiated from regular career counseling. Every student should be exposed to several different career paths while still in middle school, and every student should have the opportunity to participate in a WBL program.

In addition to limited student awareness of WBL opportunities, we often need to build greater employer commitment and understanding of the many different forms WBL can take. The traditional WBL model asks employers to bear a significant financial burden related to having youth in the workplace, which can be cost-prohibitive for small businesses.

In short, we believe the WBL model currently in place in Iowa needs to be “turned on its head.” The approach moving forward needs to be more of a joint effort between schools, employers, and other state entities. All Iowa students should have equal access to WBL regardless of where they live or how large their school or community. Businesses need to step up and commit to creating these opportunities with their local school districts to help create, expand, and develop Iowa's future workforce.

## IMPLEMENTATION AND MEASUREMENTS

Designate a WBL coordinator for each school district, or share coordinators among districts, to provide career counseling and development as early as middle school (or even elementary school) and to facilitate training with local businesses. WBL must be distinguished from regular career counseling as testing out a job is quite different than learning about it. Simply stated, knowing that tools exist is important but seeing how those tools are implemented is necessary to complete the picture for students who are trying to decide how to plan for their future educational pursuits and career paths.

The WBL coordinator's responsibilities would include the following:

- Providing K-5, middle school, and high school students with more robust, hands-on career exploration and planning and connecting career aspirations to WBL activities and concurrent enrollment programs, including explicitly addressing bias and barriers related to gender, race, ethnicity, ability, income, geography, and career pathway choices
- Working with special educators to ensure coordination for students with disabilities
- Coordinating, facilitating, and developing WBL experiences for students by working with local employers to create virtual and in-person WBL opportunities, with a focus on ensuring diversity in business partners
- Representing CTE, SEBH, and core subject areas (including science, mathematics, and humanities) in WBL experiences
- Providing professional development to content-area educators to aid and assist in serving as career coaches and WBL facilitators
- Engaging with parents and guardians to help them understand the varied career pathways available for students in all available learning platforms

To assist with this work, provide additional state funding for WBL start-up and ongoing costs (e.g., hiring WBL coordinators, providing professional development for educators and employers, purchasing equipment). Explore expanded use of the existing Statewide Intermediary Network based at community colleges.

### KEY METRIC

At least 75% of school districts will have or share a designated WBL coordinator by 2023.



**Legislation required:**

**No**



**Administrative rule required:**

**No**



**Additional funds required:**

**Yes**

## IMPLEMENTATION AND MEASUREMENTS

Provide all high school students with at least one in-depth WBL opportunity before graduation and expand funding to aid school districts in creating and/or increasing quality WBL opportunities. Options, building upon exploratory WBL in elementary and middle schools, should include universal access to Iowa Jobs for America's Graduates (iJAG) programs, Registered Apprenticeships, internships aligned with academics and business/industry standards, CTE courses with industry-recognized credentials, and authentic professional projects in the classroom or community.

To achieve this goal of all students participating in at least one in-depth WBL experience before graduation, it will be important to review all graduation requirements to ensure that students will still be able to graduate on time. This could result in the adjustment of current graduation requirements or in the determination that extensive WBL experience could fulfill an existing graduation requirement.

Consistent with recognition of the need for additional WBL funding mentioned above and universal access to these options, increase state funding to support Registered Apprenticeships, internships, externships, industry-recognized credentials, and project-based learning. Also, increase the \$2.6 million annual appropriation for iJAG and increase the \$300,000 annual appropriation for the online Iowa Work-Based Learning Clearinghouse to expand school-business partnerships leading to virtual projects being posted. This would also require approval from the Governor and the legislature.

To incentivize more school-business partnerships, provide additional state funding for WBL start-up and ongoing costs. This should include funding for districts that do not already have WBL coordinators as previously mentioned and placing a priority on recruiting employers that do not currently participate in WBL opportunities. Funding also could increase externships. Approval from the Governor and legislature would be needed for this additional funding.

To understand student access to WBL opportunities, metrics must be established and the number of students participating in WBL by grade level, gender, race/ethnicity, socioeconomic status, et cetera must be tracked to allow the state to address gaps in available opportunities. To understand WBL satisfaction, survey students, teachers, and employers regarding their attitudes and satisfaction with WBL once existing programs are created and implemented.

## KEY METRICS

- At least 75% of school districts will have one or more school-business partnerships, including partners that represent the diversity of the region by 2023.
- Additional state WBL funding is made available to eligible school districts and employers by 2023.
- At least 80% of high school students have participated in at least one in-depth WBL opportunity by 2024, with 100% participation by 2027.
- 50% of school districts participate in Registered Apprenticeship programs by 2027, with 100% participation in 2030.
- 50% of middle and high school teachers participate in at least one externship every five years by 2030.



**Legislation required:**

**No**



**Administrative rule required:**

**No**



**Additional funds required:**

**Yes**

## IMPLEMENTATION AND MEASUREMENTS

While aligning WBL efforts between districts, employers, and other entities such as the Governor's STEM Council is crucial, it is equally important to think beyond the STEM professions and expand WBL to other high-demand career fields such as social-emotional-behavioral health (SEBH). With that, explore the integration of SEBH content into the K-12 curriculum leading to options for progressively more in-depth WBL opportunities. The goal of such an integration is to expand Iowa's workforce of trained, skilled, and licensed SEBH service providers through K-12 WBL opportunities.

To achieve this SEBH WBL integration, SEBH industry-recognized credentials in high school must be explored as they currently do not currently exist. This exploration, and eventual integration, would require additional WBL resources. Beyond the additional state funding recommended in the section above, expand workforce incentives by implementing the recommendations found in the Children's Behavioral Health System Board Strategic Plan (pp. 5-6) and seek additional resources for SEBH work in the public and private sectors.

## KEY METRIC

Establish initial programs that will allow high school students to participate in SEBH WBL (e.g., internships) by 2023.



**Legislation required:**

**No**



**Administrative rule required:**

**No**



**Additional funds required:**

**Yes**

## ADD AND SUPPORT SUPPLEMENTARY PRESCHOOL SUPPORTS

### RECOMMENDATION

Continue Iowa's Statewide Voluntary Preschool Program (SWVPP) for four-year-old children for all families who wish to participate but add supplementary preschool for students with targeted needs. This supplement should include additional resources to build state and local capacity to offer these additional, more cost-intensive targeted services.

### BACKGROUND AND RATIONALE

Established in 2007 by House File 877, Iowa's SWVPP is an important part of the state's comprehensive early childhood effort – which also includes other state- and federally-funded programs and community partners in Iowa such as Head Start, Early Childhood Special Education, Title I of the Elementary and Secondary Education Act (ESEA), and Shared Visions – because it provides an opportunity to enter school ready to learn through voluntary access to quality preschool curricula for all four-year-old children. State funding for SWVPP improves equitable, sustainable, and predictable access to quality early childhood education to increase the number of children participating in quality programs.

As most of the brain development occurs well before age four (Center on the Developing Child at Harvard University, 2016), it is critically important that Iowa's students receive quality early childhood programming to prepare them for academic and personal success. In an analysis of recent research, the Education Commission of the States (2020) found participants in quality state-funded preschool programs are more likely to:

- Develop social/emotional skills and have reduced problem behaviors
- Have reduced likelihood of repeating grades
- Graduate on time and earn a high school diploma or gain some college experience
- Be employed full-time or self-employed

They also found that the gains were greatest for low-income children and dual-language learners and that benefits “spilled over” to non-participants when they were placed in elementary classrooms with children who

attended state-funded preschool (Education Commission of the States, 2020). Studies have also shown the numerous benefits of inclusion for all children (with and without disabilities) in multiple developmental areas including language acquisition and use, early literacy skills, and early numeracy concepts (Barton & Smith, 2014). In addition to the evidence of positive impacts on student achievement, preschool enrollment provides modest-to-strong returns on investment. Economists have shown that high-quality early childhood programs bring impressive returns on public investment, as high as \$17 for every dollar invested in early learning programs (Meloy, Gardner, & Darling-Hammond, 2019). Program participants followed into adulthood benefit from increased earnings. Returns on investment to the public include reduced special education, welfare, and crime costs, as well as increased earnings and tax revenues from program participants later in life (Phillips, Lipsey, Dodge, Haskins, Bassok, Burchinal, Duncan, Dynarski, Magnuson, & Weiland, 2017).

Despite numerous benefits to both students and the state, fewer than 62% of four-year-olds in Iowa attended universal preschool programs in 2019 (see Table 1) in both public school and nonpublic school settings. That means that about 25,000 four-year-olds across Iowa were in SWVPP, plus additional four-year-olds attended private preschools with parents paying tuition, although that number is not available. Iowa's next step is to consider targeted, state-funded, full-day preschool programming for children who lack opportunities at home or need more intensive support.

**Table 1. Percentage of Four-Year-Olds Attending SWVPP Between 2017 and 2019**

	2017	2018	2019
Percent of four-year-olds in preschool	61.16%	61.97%	61.82%

Source: Iowa Department of Education

## IMPLEMENTATION AND MEASUREMENTS

Offering eligible families the option of full-day, state-funded preschool for four-year-olds in FY22 would help children get off to a stronger start before kindergarten, with the added benefit of helping parents with child care. One potential barrier to increasing SWVPP to a full day from the current 10 hours a week per pupil is cost. In FY20, Iowa spent just over \$86 million on SWVPP, an amount that grows annually with the increase in the state school aid formula (see Table 2). Joel Pedersen, Cardinal Community School District superintendent, is a leader in expanding preschool access. About 63 four-year-olds attend preschool four full days a week this school year only because his district braids SWVPP funding with other early childhood funding sources, which is challenging financially. "We should think of full-day preschool the same way we think of the importance of students attending full-day kindergarten," Pedersen said.

Another potential barrier is space. While 321 of 327 school districts participated in SWVPP in the 2019-20 school year, some districts have struggled to designate enough space to meet preschool demand. Recruiting more private preschool partners beyond the 293 in 2019-20 could address space needs for programs.

**Table 2. Statewide Spending and Total Four-Year-Olds Served**

Fiscal Year	Statewide Spending	Total Four-Year-Olds Served
FY20	\$86,151,452 <ul style="list-style-type: none"> <li>• 0.5 generates \$3,440 per pupil for FY20</li> <li>• 0.6 would have generated \$4,128 for FY20</li> </ul>	24,998
FY19	\$82,236,672	24,423
FY18	\$78,150,966	23,425

Source: Department of Management. Note. These numbers indicate only the children funded through the SWVPP.

**KEY METRIC**

At least 90% of four-year-olds attend preschool by 2024.



**Legislation required:**

**Yes**



**Administrative rule required:**

**Yes**



**Additional funds required:**

**Yes**

## CONDUCT A STATEWIDE EQUITY INVENTORY AND NEEDS ASSESSMENT TO ALIGN EQUITY EFFORTS AND DETERMINE GAPS

### RECOMMENDATION

Conduct a statewide equity inventory and needs assessment of education, including surveying educational practitioners and community stakeholders, to assess organizational and institutional equity efforts, programs, and initiatives. Using the results of the statewide inventory and needs assessment, align all state equity work in education to target resources and effort including (but not limited to) the equity initiatives of the following: Iowa Department of Education, State Board of Education, Iowa State Education Association, School Administrators of Iowa, Iowa Association of School Boards, institutions of higher education (in collaboration with community colleges and public and private colleges and universities), school districts, and area education agencies (AEAs).

### BACKGROUND AND RATIONALE

Iowa school districts have seen a significant shift in the students they serve over the last two decades. Since 2000, the percent of students of color has increased 169% while the white student population has declined 16%. This trend has accelerated in recent years with a change in the minority student population just under 1% (0.8 %) from year to year. Of these changing demographics, the largest population shifts are those of Hispanic (229%) and Black (72%) students.

Over the past decade, the percent of students eligible for free or reduced-price lunch (FRL) has increased from 38.9% in 2010-11 to 42.4% in 2019-20. In addition, there has been an increase in the number of students identified as English learners (EL). Since 2000, the percent of ELs has risen by 4.2%.

With changing state demographics, it is crucial Iowa prioritizes addressing equity with concrete actions. Eliminating inequities in academic achievement among different groups of students must occur in the context of raising overall student achievement. Gaps exist between students of different racial/ethnic backgrounds, students eligible for FRL, students with disabilities, ELs, and their peers.

As previously mentioned, Iowa has seen the largest increases in its Hispanic and Black racial/ethnic student groups over the past decade. With that, Table 3 focuses on the gaps in academic achievement among Iowa's three largest racial/ethnic groups: Black, Hispanic, and White. Specifically, Table 3 compares the percent of students proficient in both reading/English language arts (ELA) and mathematics between 2017-18 and 2018-19—using the Iowa Assessments and the Iowa Statewide Assessment of Student Progress (ISASP) respectively.

It is important to note that the purpose of the table is to highlight differences in performance between the largest growing student groups and does not suggest that other groups do not also have significant differences in achievement.

**Table 3. Reading/ELA and Mathematics Comparison for Iowa's Three Largest Racial/Ethnic Groups: 2017-18 to 2018-19**

Student Group	Iowa Assessment Reading 2017-18	ISASP ELA 2018-19	Difference	Iowa Assessment Math 2017-18	ISASP Math 2018-19	Difference
All Students	77.0	69.8	-7.2	78.3	70.2	-8.1
White	81.0	74.5	-6.5	82.7	74.9	-7.8
Hispanic	62.4	54.9	-7.5	63.0	55.2	-7.8
Black	49.5	40.3	-9.2	46.6	39.1	-7.5

Source: Iowa Department of Education.

**Note:** In 2018-19, the ISASP was delivered for the first time. The updated assessment included many new features, which were needed. The ISASP raised the bar for student performance expectations as well as having tighter alignment to Iowa's Academic Standards. In addition, content areas such as writing and more difficult items to measure knowledge were added. These important enhancements were needed to update Iowa's test system.

## IMPLEMENTATION AND MEASUREMENTS

Conduct an inventory and needs assessment of all the state's current equity and inclusion efforts, allowing schools, communities, and other educational stakeholders to coordinate and align efforts, better target resources and training, and increase awareness and knowledge of equity issues to close the state's current achievement and opportunity gaps and eliminate disproportionality.

In addition to conducting this inventory and needs assessment, implementation should include:

- The creation of a mechanism to elevate best practices in advancing equity and inclusion, including best practices in recruitment and retention of teachers and administrators of diverse racial/ethnic backgrounds
- The utilization of Iowa's Teacher Leadership and Compensation System to provide educators with evidence-based resources and professional learning to embed equity into instructional content
- The establishment of state grants to "grow your own" teachers by paying for the cost of earning postsecondary credit hours and related training for experienced paraprofessionals already on staff

## KEY METRICS

- The inventory is completed and gaps in work are identified
- At least 20% of all newly licensed teachers statewide are from diverse racial/ethnic backgrounds by 2025



**Legislation required:**

**No**



**Administrative rule required:**

**No**



**Additional funds required:**

**Yes**

# FUND IOWA'S HIGHEST-NEED SCHOOLS TO CLOSE ACHIEVEMENT AND OPPORTUNITY GAPS

## RECOMMENDATION

The state should provide significant funding for “highest-need” schools (Iowa Code § 284.11), identified as those in need of targeted support and improvement under the Elementary and Secondary Education Act, to deliver evidence-based professional learning and coaching.

## BACKGROUND AND RATIONALE

While the 2013 Legislature adopted Iowa Code section 284.11 to provide supplemental state assistance to schools determined most in need, no funding was provided for these efforts to close achievement gaps (e.g., develop extended learning time programs, hire instructional support staff, provide additional professional development, supplement the salary of teachers in the identified schools). Focusing on providing highest-need schools with additional supports and resources in reading is key because early literacy is foundational to personal and academic student success. Iowa has made important strides with our early literacy initiative launched in 2012, but it is essential that we do significantly more to close the achievement gap for students who are behind academically and disadvantaged outside of school.

Some other states have shown that this can be done, based on their rising scores on the National Assessment of Educational Progress (NAEP), known as the nation's report card. While Iowa was a national leader in fourth grade reading in the early 1990s, our stagnant average scale score meant our state slid toward the middle of the pack over the past several decades. Today, Iowa's score (221) is not significantly different from the national average, while New Jersey's is 227 and Florida's is 225.

## IMPLEMENTATION AND MEASUREMENTS

For FY22, Governor Reynolds and the Legislature should appropriate at a minimum the \$10 million a year originally proposed for the high-needs schools legislation. Extended learning time for students and hiring instructional support staff to improve reading skills should be first priorities since Iowa's Teacher Leadership and Compensation System – which did not exist in 2012 – is now in place to provide high-quality and evidence-based professional development and coaching for teachers.

## KEY METRICS

- An increase in after-school tutoring and other extended learning time for students
- Reduction of the achievement gap in reading/ELA as measured on state and national tests
- An increase in the number of teachers and other instructional staff who complete training and demonstrate expertise in teaching reading/ELA



**Legislation required:**

**No**



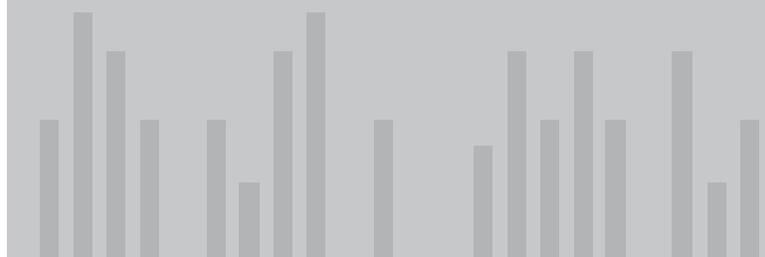
**Administrative rule required:**

**No**



**Additional funds required:**

**Yes**



## EXPAND STATEWIDE CONNECTIVITY AND CREATE A STATEWIDE LEARNING MANAGEMENT SYSTEM (LMS)

### RECOMMENDATION

Continue the work of expanding connectivity across the state and creating a statewide Learning Management System (LMS) that provides educators, students, and communities with high-quality content and resources by:

- Providing statewide support of an online learning platform so that any teacher, parent, or student may access it and learning remains constant regardless of school closure
- Compensating educators for developed content that meets criteria for high-quality
- Continuing improvements to strengthen the platform and educator-developed content over the next five years

### BACKGROUND AND RATIONALE

Governor Reynolds and the Department have made \$19.3 million available from the Coronavirus Aid, Relief, and Economic Security (CARES) Act's Governor's Emergency Education Relief (GEER) Fund to districts and nonpublic schools for increasing connectivity for PK-12 students for the 2020-21 school year.

The Department conducted the Household Technology Access Survey in June and used information from the U.S. Census Bureau's American Community Survey (ACS) to estimate the number of households in each school district and nonpublic school in Iowa without internet access. The Department then used these estimates to create GEER allocations for each public school district, out of which a proportionate share for equitable services to nonpublic schools was allotted.

### IMPLEMENTATION AND MEASUREMENT

To continue connecting students and educators across the state, the Department of Education has created Iowa e-Learning Central (ILC). Implementation of ILC will occur in two phases:

1. Providing schools an LMS with access to course resources for one year and
2. Establishing a long-term LMS with access to courses developed by Iowa educators, for Iowa educators.

In the first phase, the Department is providing all Iowa public school districts, nonpublic schools, and homeschool students with access to the LMS for one year – at no cost to schools or families – using Elementary and Secondary School Emergency Relief (ESSER) funds from the CARES Act. This system will provide teachers and students the capability to participate in high-quality, digital teaching and learning environments in kindergarten through 12th grade. In the second phase, the Department will continue to provide access to a statewide LMS and course resources using funds from a recently awarded grant from the U.S. Department of Education.

### KEY METRIC

All secondary students demonstrate success (measured as 0-1, D's or F's or "Unsatisfactory" grades if standards based) in at least one required remote/blended learning course.



**Legislation required:**

**No**



**Administrative rule required:**

**No**



**Additional funds required:**

**No**

## ELEVATE K-12 EDUCATIONAL OUTCOMES FOR ALL STUDENTS BY SUPPORTING SCHOOL BOARDS IN CLOSING ACHIEVEMENT GAPS AND BY OFFERING FAMILIES EDUCATIONAL ALTERNATIVES

*It is important to note that the following section, and its related recommendations, did not originate from the Education Working Group but from Economic Recovery Advisory Board leadership. Its inclusion in the Education Working Group section of the report is due to the nature of the recommendations but should not be construed as an endorsement by the Education Working Group.*

### RECOMMENDATION 1

Improve skills, governance, effectiveness, and accountability of public school boards regarding student achievement. Enhance Chapter 279 of the Iowa Code to state that the primary role of a school board is to provide oversight regarding student academic achievement and strategic leadership for maximizing student performance. Use this mission statement to then provide additional support resources, training, and coaching to enable school boards to operate at the highest levels of effectiveness.

### RECOMMENDATION 2

Reduce barriers to meeting the needs for Iowa children by increasing educational choices for families, particularly for those growing up in low-income households. We should first identify and remove any barriers to the current open enrollment process for Iowa students. Additionally, we should pass "state-of-the-art" public charter school legislation that will allow the formation of nonprofit, public charter schools to meet unmet needs.

### BACKGROUND AND RATIONALE

Historically, Iowa has had a leading K-12 education system that provided great opportunities for our children and helped drive economic growth in the state. Unfortunately, our leadership position has declined over time. Today, student achievement in Iowa is in the middle of the pack compared with other states. It is important to note that our loss of leadership is not because Iowa is getting worse, but because the state's results have been stagnant while other states have made large gains in student performance. In fact, Iowa ranks 49th out of 50 in terms of improvement in student achievement for fourth grade reading and math and eighth grade reading and math from 1992 to 2019 (National Assessment of Educational Progress, 2019).

In addition to our lagging overall performance, students growing up in low-income households in Iowa are several grades (on average 2 to 2.5 grade levels) behind their peers by the time they get to eighth grade for math and reading (National Assessment of Educational Progress, 2019). Table 3 illustrates the significant gaps in reading/ELA and math proficiency that exist in Iowa between students of different racial and ethnic groups. These persistent challenges call for our state to demonstrate the willingness to innovate at greater levels in our public K-12 system to improve outcomes for all students.

Recommendation 1 calls for enhancing Chapter 279 of the Iowa Code. The existing 36 pages of this chapter cover many details of the duties and powers of school board members; however, the code must make a much stronger statement that the primary purpose of the board is to successfully educate Iowa's children. Organizations of every type are more successful when they are united by a clear and compelling mission statement.

Moreover, there is national evidence and state-specific evidence that education leadership in general and school board leadership specifically can increase the likelihood that school systems improve student outcomes. The leadership behaviors are very attainable by any school board and in many instances are straightforward habits

of boards across the nonprofit and for-profit spectrum – things like setting measurable goals and monitoring progress toward them. For that reason, adding support to help train and coach school board members for maximum effectiveness is so important.

- National evidence: A meta-analysis of education leadership conducted by Mid-Continent Research for Education and Learning (McREL) International (2006) found that leadership makes a difference and that the following have a statistically significant correlation with average student academic achievement:
  - Collaborative goal setting
  - Non-negotiable goals for achievement and instruction
  - Board alignment and support of district goals
  - Monitoring goals for achievement and instruction
  - Use of resources to support achievement and instruction goals.
- State-specific evidence: The statewide Lone Star Governance (LSG) data update produced by the Texas Education Agency (2019) showed the 37 school systems that participated in quarterly reviews showed positive gains in their district letter grades. A's improved from four to six, B's improved from 10 to 17, and C's improved from 12 to 14. D's decreased from eight to zero, and F's decreased from three to zero.

Recommendation 2 calls for greater choice in educational options for Iowa students and families. Traditional public schools have been and should continue to be the backbone of K-12 education in Iowa. However, there are several areas where we must continue to innovate to meet student needs:

- Students in low-income households
- Students of minority racial and ethnic groups
- English learners (ELs)
- WBL opportunities
- Career and technical training
- STEM

The role of public charter schools is not to replicate or duplicate what traditional public schools are doing well. Rather, it is to focus on serving those students with unmet needs through a public alternative. Today, families from more affluent backgrounds have choices – either private schools or moving to a school district that would best serve their children. However, our most vulnerable children do not have the same choices and educational opportunities as those from more affluent families.

Every single one of the 15 states that have shown the biggest gains in educational outcomes across the board has developed a successful public charter school program to supplement the traditional public school alternative. Moreover, academic research (see Center for Research on Education Outcomes) has indicated that charter schools have done a better job of serving students from low income households, minority students, and those who are still learning English. Recent research has also shown that the presence of charter schools has lifted performance among all students, not just those attending a charter school (Griffith, 2019).

Public charter schools have also been used to improve CTE. Several states, including Arizona, Texas, Florida, and California, have seen the emergence of networks of public charter schools that are focused on meeting CTE needs. Iowa needs to continue scaling concepts such as WBL and CTE. Today, excellent examples exist in these areas around the state, and we must innovate to provide these same options to every child in every district.

## IMPLEMENTATION AND MEASUREMENTS

Implementation of Recommendation 1 starts with a straightforward legislative change to clarify the mission of school boards to focus on student outcomes. The Iowa Department of Education has taken important steps to provide more transparency on school district and individual school performance with the Iowa School Performance Profiles. This data can become a key component of the culture among school boards and help improve the focus on student outcomes. In addition, school boards will need access to resources and training to support excellence in driving successful student outcomes.

Developing successful charter schools starts with having a legislative framework in place that enables nonprofit operators of highly successful charter schools to exist in Iowa. In addition, we need to be willing to look beyond our borders to work with and learn from organizations that have a proven track record of achieving success with those populations where we currently struggle (e.g., children from low-income families, minority students, ELs). Ultimately, the decision to open a public charter school in any part of Iowa must be driven first by students and their families (and their needs and achievement levels) and supported by educators, employers, human service agencies, and other educational stakeholders.

Ultimately, the measure of success for both recommendations will be measured by:

- The ranking of Iowa's K-12 education system relative to other states
- Closing the achievement gaps between White and minority students and students from low-income households and those from more affluent households, as measured through the ISASP
- In relation to providing greater WBL and CTE options, this recommendation can also be measured using the same measures and goals of the WBL recommendation



**Legislation required:**

**Yes**



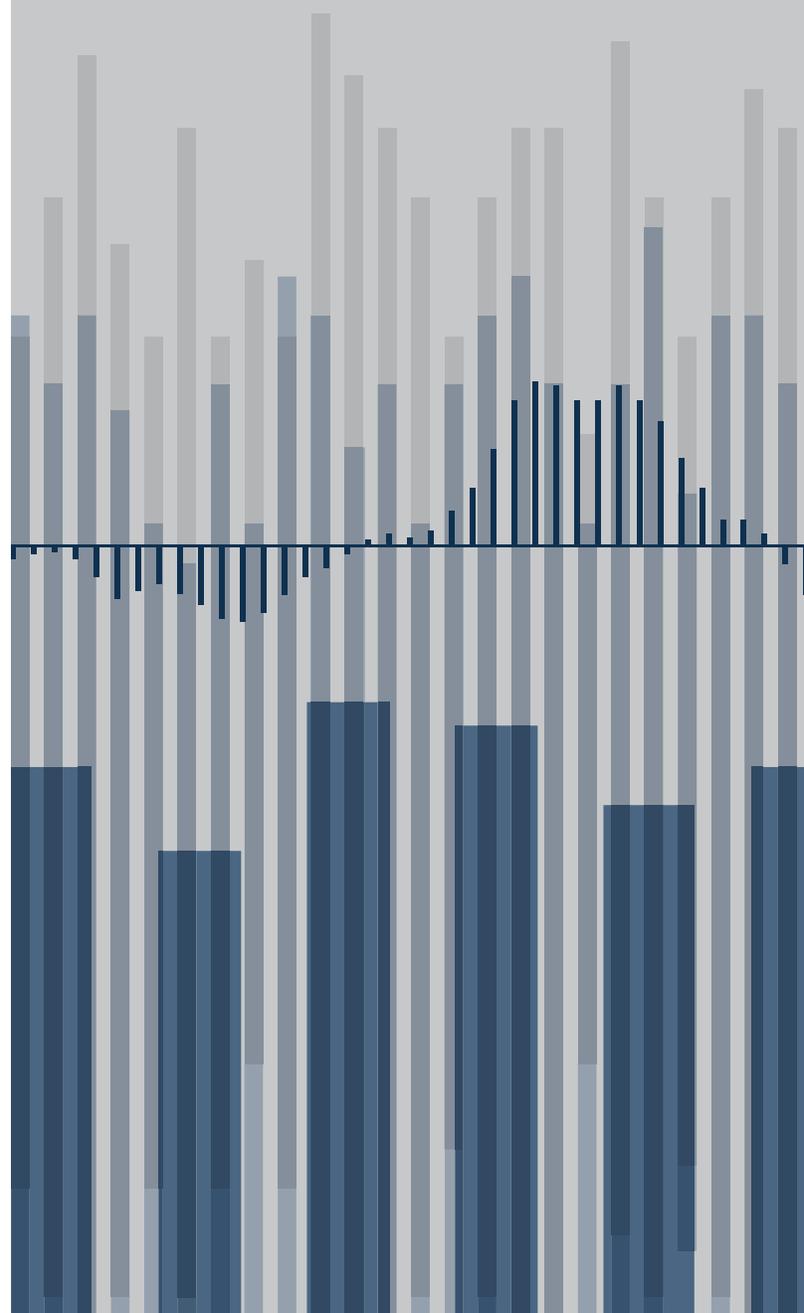
**Administrative rule required:**

**Yes**



**Additional funds required:**

**Yes**







## GOVERNMENT WORKING GROUP

*The Government Working Group was charged with putting forth recommendations that will ensure Iowa's government is operated with a citizen- and service-focused attitude, in an effective and efficient manner which is always a part of the solution, and never an impediment to growth and prosperity.*

*The working group discussed ways all Iowans, regardless of background, diversity, or geographical location, and Iowa businesses interact with state and local governments and how services should be provided by the divisions and subdivisions that reside in the state.*

## WORKING GROUP LEADERSHIP

### **Co-Chairs:**

**Emily Schmitt**

Sukup Manufacturing Co.

**Barbara Sloniker**

Siouxland Chamber of Commerce

### **State Agency Director:**

**Kraig Paulsen**

Iowa Department of Revenue



## AREAS OF FOCUS

- State Resources and Public-Private Partnerships
- Measurements of Success, Standardized Processes, and Protocols
- Government Structure
- Technology Solutions

## OPPORTUNITIES

- ❑ **Standardize regions for service delivery**
- ❑ **Emphasize continuous improvement in government, including incorporating Lean processes**
- ❑ **Expand remote working opportunities for government employees**
- ❑ **Create statewide Master Data Management plan**
- ❑ **Utilize public-private partnerships**
- ❑ **Establish a citizen portal**
- ❑ **Establish a business portal**
- ❑ **Consolidate redundant or superfluous government entities**
- ❑ **Standardize accounting practices**
- ❑ **Survey government-owned real estate**

## RECOMMENDATIONS

- Review government services for delivery at a regional level and standardize or normalize regional maps to create efficiencies and synergies
- Strengthen and significantly expand the reach of the state's Continuous Improvement and Lean efforts across all state and local governments
- Expand remote work following a review of each position
- Create a statewide Master Data Management (MDM) plan that includes collection of information, security standards, maintenance of information, and how long data is retained
- Utilize public-private partnerships when efficiency can be gained or service level improved
- Establish a common portal for individual Iowans to interact or communicate with government
- Establish a common registration portal for employers doing business with government
- Review all boards and commissions and eliminate or consolidate redundant or superfluous entities
- Standardize accounting methods for all levels of government with a focus on ease of understanding expenditures while ensuring transparency
- Complete and maintain a survey of government-owned real estate



## KEY MEASURES OF SUCCESS

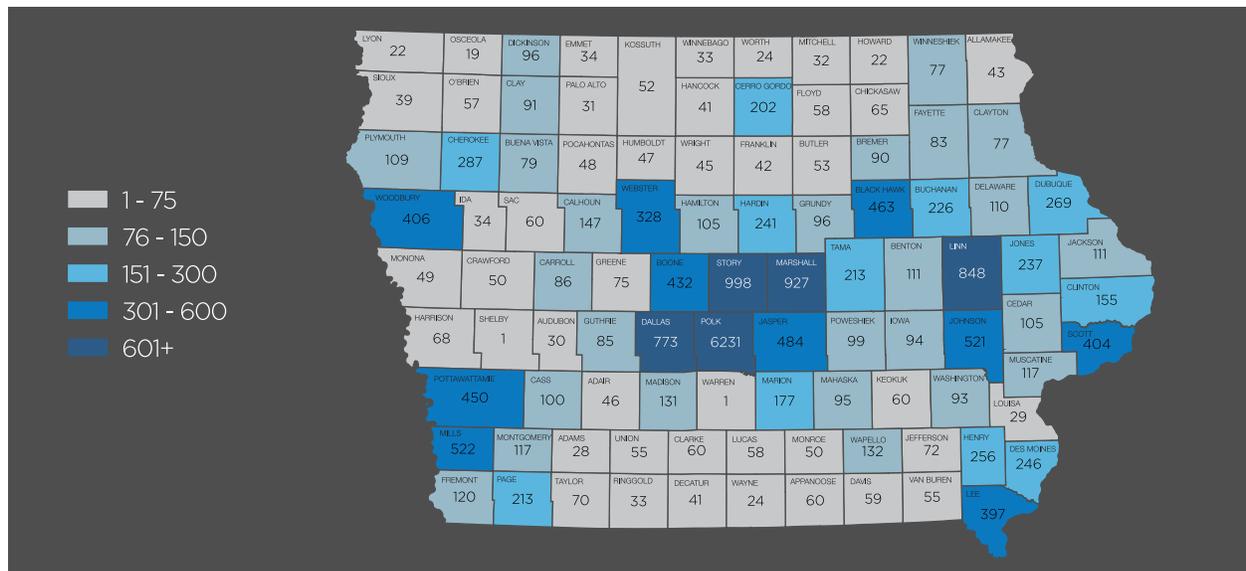
- Total cost of government in Iowa prior to and after changes are implemented
- Paybacks and savings from the various Lean projects
- Percentage of employees working remotely versus in a traditional office
- Quality validation of the MDM input data
- Decrease in cost or enhanced service as a result of a public-private partnership
- Percentage of individual interactions conducted via a common portal versus in-person or mail correspondence
- Percentage of business or employer interactions conducted via a common portal versus in-person or mail correspondence
- Consolidation of entities and improved efficiencies
- Review best practices, including how monies are accounted for, how they are coded, and how they are reported
- Inventory of all real property owned by government cross-checked with assessment records maintained at county levels

## STANDARDIZE REGIONS FOR SERVICE DELIVERY

### RECOMMENDATION

Review government services for delivery at a regional level and standardize or normalize regional maps to create efficiencies and synergies.

### STATE EMPLOYEE LOCATIONS



### BACKGROUND AND RATIONALE

The state has regionalized many services using different regional maps for each service. Examples of these include community college districts, area education agencies, area agencies on aging, mental health and disability services regions, homeland security and emergency management, and regional transit systems. Additional government services may be more easily provided through regions rather than existing state, county, or local government structures and would likely lead to less taxpayer expense. No longer would every government subdivision operate in isolation, often without communicating with one another. This recommendation includes standardizing existing maps and finding new opportunities for service regionalization.

The working group is not taking a position on the dissolution of counties or any other division or sub-division of the state. Rather it recommends looking at services that can be more efficiently or effectively delivered at a regional level and then having common region boundaries to better enhance communication and deployment of those services.

## IMPLEMENTATION AND MEASUREMENTS

One map should be selected and used for services provided by region. This will likely require a multi-agency, multi-government team possibly led by the Iowa Department of Management. Additional services should be considered for regionalized delivery. Some of these may include internal governmental functions, such as emergency management, property assessment, payroll, human resources, procurement, and information technology. Relieving existing government entities of the need to provide certain services and instead allowing larger regions to obtain the inputs needed to deliver those services should allow for significant cost savings. Measuring the total cost of government in Iowa after changes are implemented will determine whether these additional regionalization measures succeeded.



*Legislation required:*

**Yes**



*Administrative rule required:*

**Yes**



*Additional funds required:*

**Likely**

## EMPHASIZE CONTINUOUS IMPROVEMENT IN GOVERNMENT, INCLUDING INCORPORATING LEAN PROCESSES

### RECOMMENDATION

Strengthen and significantly expand the reach of the state's continuous improvement and lean efforts across all state and local governments.

### BACKGROUND AND RATIONALE

The State of Iowa has been utilizing Lean methodology since 2003, resulting in increased efficiencies, improved communication, and a culture change to one of continuous improvement. The Iowa Department of Management (DOM), Office of Lean Enterprise, is responsible for leading the expansion of lean efforts in state government. DOM is directly attached to the Office of the Governor and under the general direction, supervision, and control of the Governor, providing high-level leadership status organizationally.

DOM has trained many coaches and they have been effective in those areas where engagement has occurred with the various state agencies. The working group believes it would serve Iowans well to re-emphasize and re-energize continuous improvement and lean tools and techniques. If they are not already, accomplishments and metrics should be reported by the DOM Director (Lean Champion) on a regular cadence to the governor's office. DOM should also make its expertise available to local governments.

Much like private sector employers in the state, government should make wider use of its existing Lean process, ensuring that each agency, board, or commission reviews its own processes with the assistance of DOM's Office of Lean Enterprise. Local governments should also apply Lean methodology to their operations if they have not done so already.

## IMPLEMENTATION AND MEASUREMENTS

DOM will be able to closely monitor the use of its Lean tools and staff to determine whether state and local government are more actively applying Lean principles. Paybacks and savings from the various Lean projects should provide substantial returns on investment and would make an appropriate metric. The working group did not do a staffing level analysis.



*Legislation required:*

**No**



*Administrative rule required:*

**No**



*Additional funds required:*

**Possibly**

## EXPAND REMOTE WORKING OPPORTUNITIES FOR GOVERNMENT EMPLOYEES

### RECOMMENDATION

Expand remote work following a review of each position. Remote work can improve productivity and can geographically decentralize government, empowering rural areas and reducing the concentration of government administration in Des Moines.

### BACKGROUND AND RATIONALE

An assumption underlies government work: it must be done in a government building. Indeed, 47% of non-regent state government employees in Iowa live in Polk County or a neighboring county, presumably so they can drive to and from Des Moines. The COVID-19 pandemic disrupted that assumption. All branches of state government and, to the best of our knowledge, local government and its subdivisions, implemented broad-based work-from-home policies or strategies for employees for the first time, and many continue to allow or require remote work. State agencies were able to equip employees with the tools needed to work remotely with relative ease and decreases in productivity have generally been minimal. In fact, many state agencies have reported increases in productivity. Empowering employees to fulfill duties of a government position remotely (presumably from home but it could also be open or shared space in local government facilities) will broaden the pool of potential employees to include those unwilling or unable to commute to Des Moines.

## IMPLEMENTATION AND MEASUREMENTS

If they have not already done so in response to the current pandemic, state and local government agencies and departments should review each position to determine whether it can be successfully performed from a remote location. Factors to consider include, but are not limited to, the need to collaborate with colleagues in person, interaction with the general public, ability to provide appropriate oversight/supervision, and security concerns. Reviewing the percentages of employees working remotely versus in a traditional office will illustrate whether state and local government have successfully implemented this recommendation.



*Legislation required:*

**No**



*Administrative rule required:*

**Possibly**



*Additional funds required:*

**No**

## STATEWIDE MASTER DATA MANAGEMENT PLAN

### RECOMMENDATION

Create a statewide Master Data Management (MDM) plan that includes collection of information, security standards, maintenance of information, and how long data is retained. This MDM plan needs to include all divisions and subdivisions of government.

### BACKGROUND AND RATIONALE

Each layer of government acts with a high degree of autonomy in Iowa. This is not objectionable and actually serves Iowans well. However, each entity has developed, often independently, its own performance standards as well as methods for maintaining and disclosing information to Iowans. As a result, there is inconsistency across government.

Any system is only as good as its underlying data. The ability to share data across agencies is key to easy interactions between Iowans and their government.

### IMPLEMENTATION AND MEASUREMENTS

This will require a significant commitment as it is not an easy task to accomplish. To our knowledge, no other state has completed this task at the statewide level. The quality of the input data will have to be validated. This could begin with the state agencies and move outward. Data literacy, including an understanding of analytics, will have to be increased across all of government, providing great benefit to all of Iowa: government, citizens, and employers. Some work toward this end has begun, led by the state's Office of the Chief Information Officer (OCIO) and several agencies that have significant data repositories. However, eventually this effort needs to include all divisions of government at all levels across the state.



*Legislation required:*

**possibly**



*Administrative rule required:*

**Yes**



*Additional funds required:*

**Likely**

## PUBLIC-PRIVATE PARTNERSHIPS

### RECOMMENDATION

Utilize public-private partnerships when efficiency can be gained or service level improved. Prior to a new government service being provided, a review should be done to verify private sector availability and whether it would be appropriate for a public-private partnership. Procurement processes need to have built-in flexibility to accommodate these partnerships.

### BACKGROUND AND RATIONALE

Government should not need to recreate every service already available on the market through private entities. In many cases, it is more efficient for government entities to partner with private organizations to ensure lowans receive quality services at reasonable cost.

Public-private partnerships will be especially beneficial as state and local government budgets are squeezed by the pandemic and will likely continue to be stressed even after the immediate effects of the pandemic have receded. Examples of existing government services that could be provided more efficiently or effectively through partnerships with private organizations include the phase-out of state-owned and -produced computer coding to be replaced by simpler, modernized, subscription-based software as a service.

### IMPLEMENTATION AND MEASUREMENTS

Existing government services, particularly those requiring specialization or expertise, should be reviewed and considered as to whether the provision of those services should continue to be performed by government entities or whether state or local governments would benefit from partnering with private organizations with expertise in those fields.

Ultimately the measurements should be centered on whether the service costs less and/or is enhanced with a public-private partnership.



**Legislation required:**  
*Possibly*



**Administrative rule required:**  
**Yes**



**Additional funds required:**  
**No**

## CITIZEN PORTAL

### RECOMMENDATION

The state should establish a common portal for individual lowans to interact or communicate with government, covering as many activities as possible.

### BACKGROUND AND RATIONALE

Interaction with the multiple levels of government in Iowa can often be frustrating and redundant. Government should serve lowans with their needs and expectations in mind. Access, and in particular online access, needs

to be available for as many services as possible. The delivery needs to be streamlined and made as easy as possible. Iowa should invest in consistent, modern technology that allows citizens to easily interface with their government.

This common portal, often described as an “Amazon-like experience,” would allow an individual to renew or pay for their driver’s license, vehicle registrations, or sporting licenses among other opportunities.

## IMPLEMENTATION AND MEASUREMENTS

Measuring the percentage of individual interactions done through a common portal versus in-person or mail correspondence would demonstrate the successful implementation of an online portal for individual Iowans. The Office of the Chief Information Officer (OCIO) has begun work in this area.



*Legislation required:*

**No**



*Administrative rule required:*

**Yes**



*Additional funds required:*

**Possibly**

## BUSINESS PORTAL

### RECOMMENDATION

The state should establish a common registration portal for employers doing business with government (e.g. permits and licenses for doing business in the state – Iowa Department of Revenue, Iowa Alcoholic Beverages Division, Iowa Lottery, Iowa Department of Inspections and Appeals). This should eventually include local government.

### BACKGROUND AND RATIONALE

This recommendation is similar to the citizen portal, but because these interactions are significantly more common than average individual Iowan interactions, there needs to be a separate “employer” portal. For example, today, someone looking to open a retail business may need to contact the Department of Revenue to obtain a sales tax permit and separate permits to sell motor fuel, cigarettes, and tobacco; the Alcoholic Beverages Division to obtain a liquor license; the Department of Inspections and Appeals to obtain a food license; and the Iowa Lottery to sell lottery tickets. Among other interactions, that business may then need to remit sales tax payments twice every month and renew some, but not all, of those licenses with each agency annually. If the business has multiple locations, it needs some, but not all, of those licenses and permits for each location. This can add up to hundreds and often thousands of interactions each year.

A single platform for managing all these requirements would significantly improve customer service provided by Iowa government and streamline interactions for customers. The Department of Revenue has begun work in this area and is prepared to fund the project with existing resources.

## IMPLEMENTATION AND MEASUREMENTS

Measuring the percentage of business or employer interactions done through a common portal versus in-person or mail correspondence would demonstrate the successful implementation of an online portal for individual Iowans.



**Legislation required:**

**No**



**Administrative rule required:**

**Yes**



**Additional funds required:**

**No**

## CONSOLIDATE REDUNDANT OR SUPERFLUOUS GOVERNMENT ENTITIES

### RECOMMENDATION

Review all boards and commissions and eliminate or consolidate redundant or superfluous entities. In addition, the working group felt strongly that some sort of exit survey should be completed with all exiting or retiring board or commission members for feedback in particular on whether the work their assigned board or commission does is important and adds value to government processes.

### BACKGROUND AND RATIONALE

While each layer of government has been thoughtfully assembled, no review of the aggregate is conducted to ensure an effective and efficient government is deployed for the citizens of Iowa. Multiple layers of government often encroach on each other's missions and different entities frequently operate in the same space – occasionally with opposing objectives.

In addition to opportunities to consolidate entities, efficiencies may be improved by transferring responsibilities or duties to other agencies, boards, or commissions.

The working group did discuss concepts such as standing sunset commissions; however, it did not arrive at a consensus for a recommendation on this point.

## IMPLEMENTATION AND MEASUREMENTS

An interagency task force should be established to review the mission, costs, and effectiveness of all boards and commissions. Boards and commissions should be grouped into two categories: policy and licensure/regulatory. This will help determine the necessity of each board and commission. Policy-oriented boards and commissions will likely be easier to eliminate or combine with others. After the task force completes its initial review, it should reconvene every five years to consider any changes since the past review.



**Legislation required:**

**Yes**



**Administrative rule required:**

**Yes**



**Additional funds required:**

**No**



## STANDARDIZED ACCOUNTING PRACTICES

### RECOMMENDATION

Standardize accounting methods for all levels of government with a focus on ease of understanding expenditures while ensuring transparency. Establish and maintain an inventory of all cash or cash equivalents (including reserves) controlled by state and local governments.

### BACKGROUND AND RATIONALE

In preparing research considered by the Government Working Group, it became very apparent there is no standard method of accounting for funds at the various levels of government in Iowa. To our knowledge no entity is doing it "wrong," it is just not all the same. This lack of standardization makes tracking the flow of funds a challenge and just as important it makes it very difficult for Iowans to know how their money is being spent. Additionally, adoption of standard accounting practices would improve the effectiveness of the MDM discussed previously.

Similarly, it became apparent there is no comprehensive data set or other inventory of cash or cash equivalents controlled by government in Iowa. Iowans have a reasonable right to know how much their government entities control in these forms. Conversations during the working group indicated that accounting practices have been loosened to accommodate the capabilities of smaller towns or counties with less sophisticated procedures. Implementing statewide requirements at all levels of government may require a legislative mandate.

### IMPLEMENTATION AND MEASUREMENTS

An interagency task force that includes local governments should be established to review best practices, including how monies are accounted for, how they are coded, and how they are reported.



*Legislation required:*  
**Possibly**



*Administrative rule required:*  
**Yes**



*Additional funds required:*  
**No**

## SURVEY OF GOVERNMENT-OWNED REAL ESTATE

### RECOMMENDATION

Complete and maintain a survey of government-owned real estate.

### BACKGROUND AND RATIONALE

As mentioned in the prior opportunity, the background research used by the Working Group revealed a lack of a reliable database that includes all government-owned real estate.

Once it is clear what real property government owns, that information can be reviewed to determine whether it continues to make sense for government to own and maintain each individual parcel of property. This survey should also include all leased real estate.

## IMPLEMENTATION AND MEASUREMENTS

Every agency or subdivision at each level of government should produce and maintain a list of all real property it owns. This then should be cross-checked with the assessment records maintained at the county levels.



*Legislation required:*

**No**



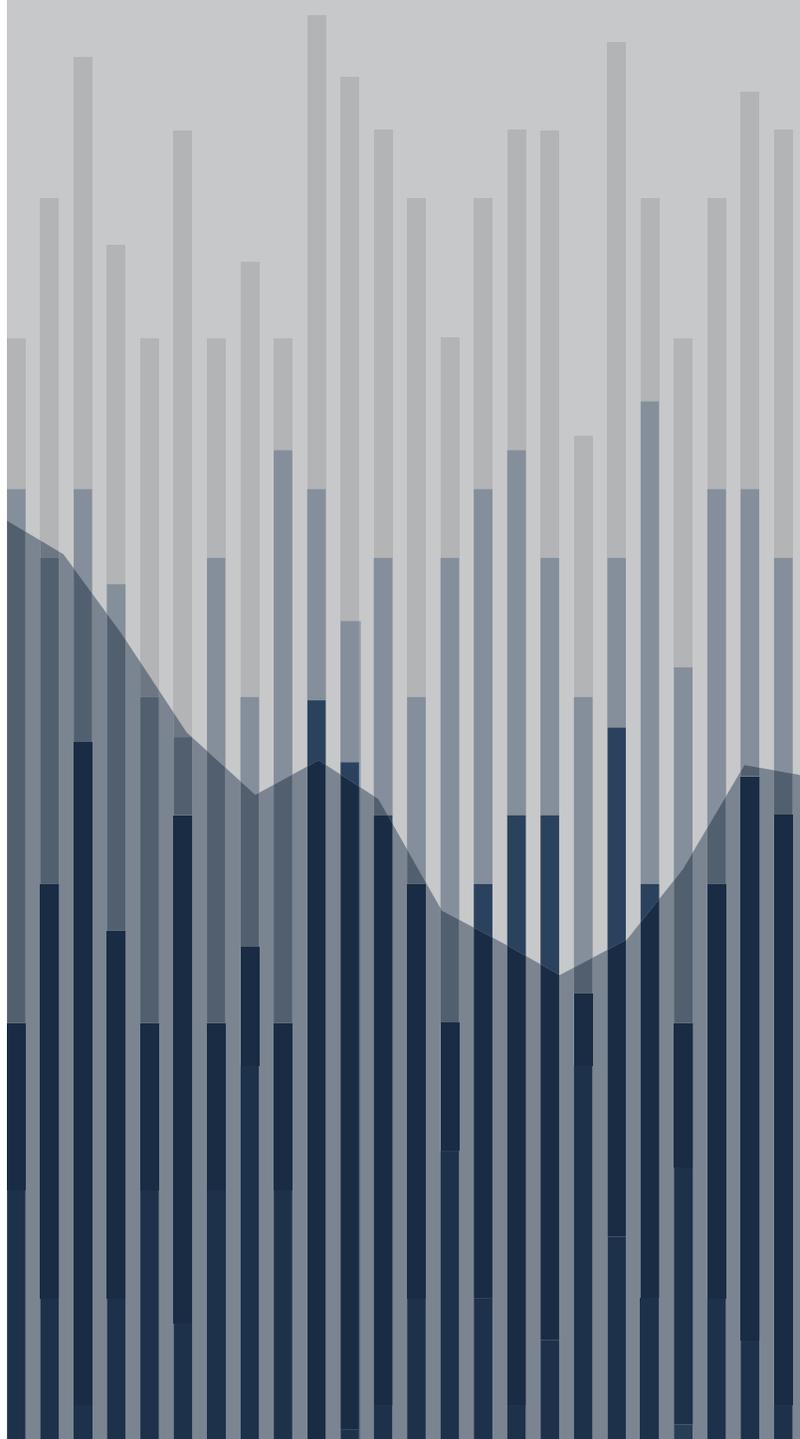
*Administrative rule required:*

**No**



*Additional funds required:*

**No**







## PUBLIC HEALTH AND HEALTH CARE WORKING GROUP

*Public Health: Measure recovery, assess pandemic response and preparedness.*

*Health Care: Strengthen access points, inclusive of recruiting and retaining clinicians, and ensure rural Iowans have access to care and specialty care. Improve the health of Iowans through understanding of social determinants of health and develop strategies to impact outcomes.*

## WORKING GROUP LEADERSHIP

### Co-Chairs:

**Randy Edeker**

Hy-Vee

**Suresh Gunasekaran**

University of Iowa Hospitals and Clinics

### State Agency Director:

**Kelly Garcia**

Iowa Department of Human Services

Iowa Department of Public Health, Interim Director



## AREAS OF FOCUS

- Pandemic Preparation and Response
- Access to Care for Iowans: Partnerships
- Access to Care for Iowans: Rural/Urban
- Workforce
- Support Unique Needs for Every Iowan (individuals with physical, developmental or intellectual disabilities, behavioral health needs, aging populations, racial disparity and disproportionality, justice-involved individuals, and former foster care youth)

## OPPORTUNITIES

- Support virtual care and telehealth services
- Improve access to care in rural Iowa: Build regional models for partnerships
- Enhance and transform the healthcare workforce

## RECOMMENDATIONS

- Continue telehealth parity, including coverage for telephone-based services until broadband access is available for all Iowans
- Support the Connectivity Working Group recommendation for broadband access for all Iowans
- Utilize regional approaches to building systems of care that improves access to healthcare services in rural Iowa
- Focus on statewide access to EMS services
- Investment in loan forgiveness programs for shortage professions and career progression-type programs
- Maintain and grow healthcare workforce to solidify and sustain recommendations



## KEY MEASURES OF SUCCESS

Measure recovery through:

- Hospital usage (number of ICU beds, bed capacity, recovery of healthcare job base)
- Economic and food assistance (caseloads return to January 2020)
- Medical assistance (caseloads return to January 2020)

Improve overall health of Iowans through:

- Social determinants of health metrics
- Prevalence of underlying conditions
- Aging services
- Behavioral health
- A well-being index

Ensure access to care through:

- Availability of clinicians
- Increase in rural access points
- Lower rates of acute disease

## SUPPORT VIRTUAL CARE AND TELEHEALTH SERVICES

### RECOMMENDATION

Virtual care and telehealth services have exploded during the COVID-19 pandemic. The experiences of the patients and Iowa health care providers demonstrate the demand for these services, the added convenience and reductions in travel time and barriers, and effectiveness with which virtual care can be provided. Mandated payment parity has allowed providers to finance this growth and is needed to sustain and expand the growth. Another finding, however, is the impact of the lack of broadband access and appropriate equipment for many patients in many parts of Iowa. This has meant that many patients do not have the ability to do video telehealth services and can only be reached via phone. Therefore, the working group recommended two key actions:

- Continue telehealth parity, including coverage for telephone-based services until broadband access is available for all Iowans
- Support the Connectivity Working Group recommendation for broadband access for all Iowans

### BACKGROUND AND RATIONALE

Payment parity issues limit the provision of telehealth and virtual care services. Most providers will not be able to sustain the service without parity, causing decreased access to care. There are risks associated with discontinuing recent state and emergency telehealth waivers.

Additionally, statewide broadband limitations have a negative impact on the provision of telehealth and virtual care services. Broadband access across rural areas and for vulnerable populations is limited, negatively impacting health and social outcomes.

### IMPLEMENTATION AND MEASUREMENTS

Iowa should continue to grow and evolve our telehealth infrastructure, including the implementation of telehealth parity across public and private payers by continuing the policies of the Governor's proclamation and by providing advocacy by state leaders to support telehealth parity at the federal level. The creation of a multi-payer (Medicaid and commercial payer) partnership to support targeted investments to implement telehealth innovations in rural Iowa health care will support a climate of innovation.

Key implementation activities include:

- Extend broadband service to 100% of Iowans to enable medical grade communication using both audio and video
- Increase payment rates resulting in payment parity for telehealth and virtual care services

These investments can be measured by:

- Number and type of partnerships, innovative programs, and maintained waivers expanding the provision of telehealth and virtual care services to Iowans

- Utilization rates of telehealth and virtual care services by location
- Increased rates of payment for telehealth and virtual care services



**Legislation required:**

**Yes**



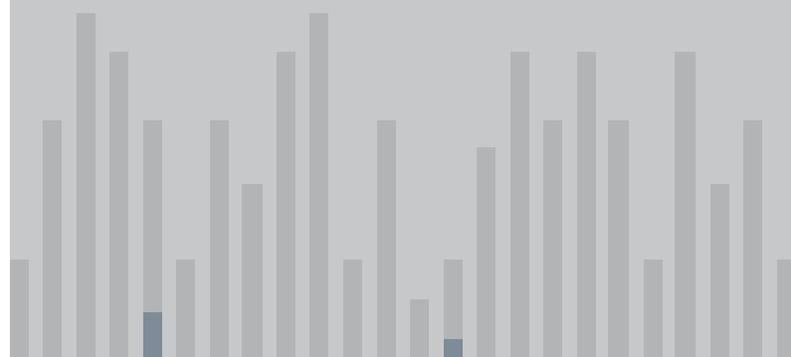
**Administrative rule required:**

**Yes**



**Additional funds required:**

**Yes**



## IMPROVE ACCESS TO CARE IN RURAL IOWA: BUILD REGIONAL MODELS FOR PARTNERSHIPS

### RECOMMENDATION

Iowa needs regional approaches to building a system of care that improves access to health care services in rural Iowa. The committee recommends funding one regional pilot for a rural regional center of excellence model. In addition, the committee recommends a focus on statewide access to EMS services as it is a current vulnerability in our system of care.

### BACKGROUND AND RATIONALE

A high-quality health system provides a continuum of care to the population, from primary care up to the most complex care. As you go up the continuum in acuity, the numbers become smaller and it takes larger geographies to sustain the services. A regional system approach to health and health care in Iowa has been limited or absent, which limits communication among stakeholders and the efficient deployment of resources to sustain access to services, providing fewer Iowans with access to a coordinated system of care. The result is that specialty services, such as maternity care, are being shuttered in large areas of Iowa, causing unsafe travel times to services and lack of availability.

In addition, there are workforce and sustainable funding issues associated with Iowa's EMS system, particularly in rural communities. All the previously listed factors have played into slow response times and poor outcomes, particularly in rural Iowa.

### IMPLEMENTATION AND MEASUREMENTS

Access to care is opened through telehealth, but with an aging population, rising chronic and non-chronic diseases, and health care needs due to provider shortages, we have a lag in levels of service in rural areas. There is an ability to create linkages between the excellence of our specialty providers to those practicing under lesser acuities of care in more rural areas. This could include developing programs for maternal health, behavioral health, and persons with disabilities to be supplemented by telehealth services.

Key implementation activities include:

- Choose a pilot region for a rural Center of Excellence with the intent to refine and extend it
- Promote policy and funding discussions relating to statewide access to EMS services and education, including the option of EMS as an essential service
- Develop loan forgiveness programs and scholarship programs to encourage Iowans to obtain EMS certifications at community colleges and support volunteer first responders in obtaining their educational requirements

These investments can be measured by:

- Increased access to health and healthcare services achieved through effective partnerships
- The number of partners who participate, and the number of communities and individuals served by the resulting regionalized system
- The number of new EMS providers, the amount of loan forgiveness funds utilized, increases in instruction programs provided by community colleges, and number of regional EMS partnerships resulting in increased access to care



**Legislation required:**

**Yes**



**Administrative rule required:**

**Yes**



**Additional funds required:**

**Yes**

## ENHANCE & TRANSFORM THE HEALTH CARE WORKFORCE

### RECOMMENDATION

Iowa has known shortages in many vital health professions. Several physician specialties, such as psychiatry and OB-GYN/maternal fetal medicine, are well-known examples. There are acute shortages in other health professions as well in mental health, long term care, and other professions. The need for health professionals is an essential building block to all the committee's other recommendations. Specifically, the committee recommends investment in loan forgiveness programs for shortages in professions and career progression-type programs.

### BACKGROUND AND RATIONALE

There are regulatory barriers to professionals practicing at the top of their licenses, limiting access to care for Iowans. Iowa has not implemented widespread incentive programs to maintain or grow the health and health care workforce. Non-competitive salaries, lack of career pathway programs, and other workforce challenges such as child care are a barrier to talent attraction and retention, causing workforce shortages and low valuation of non-clinical skillsets. Specifically, Iowa has a shortage of behavioral health providers, especially in the provision of services for children.

### IMPLEMENTATION AND MEASUREMENTS

In consideration of the barriers and shortages we are experiencing today, it is important to ensure our workforce is empowered to operate at the top of their license. When providers can do this, opportunities to collaborate increase. This will then also ensure our rural settings and underserved areas have the services they require. Economic incentives to obtain education, enter the workforce, and practice where needed are opportunities to increase our capacity to address deficiencies we are currently experiencing.

Key implementation activities include:

- Loan forgiveness programs for serving rural or underserved communities
- Implement earn and learn programs and expand registered apprenticeships
- Expand the scope of practice for pharmacists and other health care professions

These investments can be measured by:

- The number and type of professions who can practice within their full scope
- Gains in access care as measured by the number of individuals served
- The number of programs implemented to support health and healthcare workforce professions including those in the public and community health workforce



*Legislation required:*

**Yes**



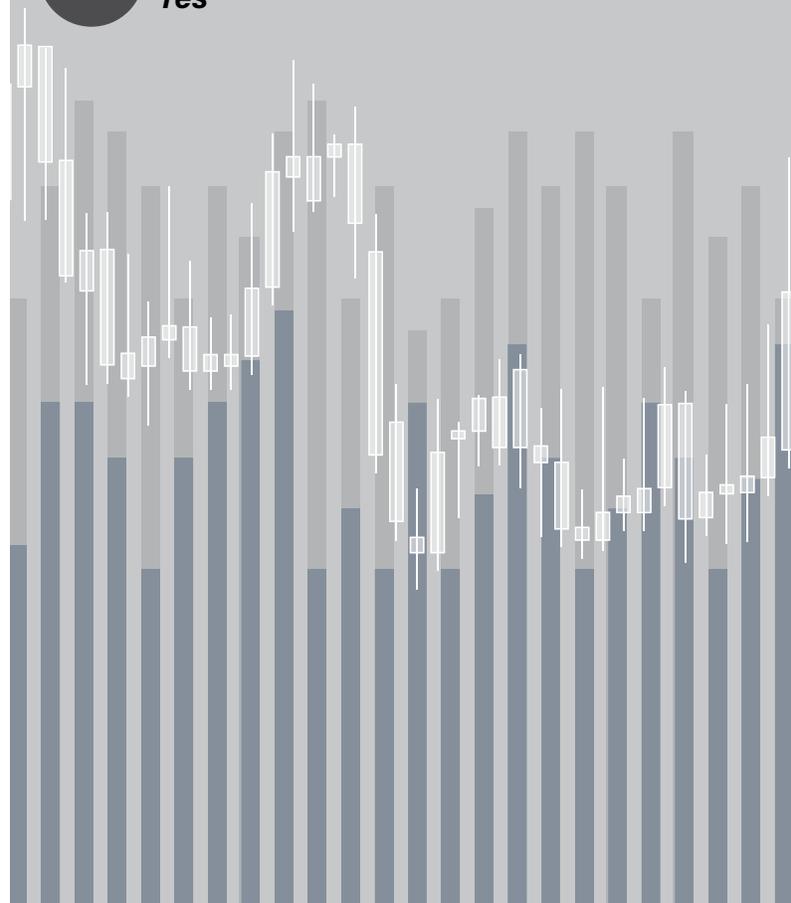
*Administrative rule required:*

**Yes**



*Additional funds required:*

**Yes**







## EXPANDING IOWA'S WORKFORCE WORKING GROUP

*The Expanding Iowa's Workforce Working Group was charged with finding innovative and creative ways to address the challenges Iowans face in the wake of the pandemic as well as identifying how to increase opportunities for all Iowans, especially those in our underserved and minority communities.*

## WORKING GROUP LEADERSHIP

### **Co-Chairs:**

**Mary Andringa**

Vermeer Corporation

### **AJ Loss**

Bush Construction

### **State Agency Director:**

**Beth Townsend**

Iowa Workforce Development



## AREAS OF FOCUS

- Child Care
- Attraction and Retention
- Labor Participation
- Workforce Training

## OPPORTUNITIES

- ❑ **Provide opportunities to dislocated workers affected by the pandemic**
- ❑ **Increase access to training for lowans after the pandemic**
- ❑ **Reduce the child care barrier by recommending the State develop a comprehensive strategy to address long-standing and persistent issues affecting child care availability in Iowa**
- ❑ **Ensure an equitable recovery for all by addressing persistent barriers that will help diversify our workforce while increasing labor participation among lowans**
- ❑ **Leverage nonprofits to expand Iowa's workforce**

## RECOMMENDATIONS

- The State of Iowa needs to develop an overall strategic plan that addresses the multiple facets of the childcare barrier by creating an inclusive taskforce co-led by the business community and associations such as the Iowa Business Council and the Iowa Association of Business and Industry, Child Care Coalition, Iowa Workforce Development, and Iowa Department of Human Services.

- Increase the number of short-term credit programs and non-credit training programs available in online platforms. Increase awareness of the resources available to job seekers and employers at IowaWORKS Centers.
- Develop an employer "How-to Guide" and encourage bold leadership to assist employers in moving good intentions to actual diversification of a workforce. Increase awareness and expand workforce training opportunities across diverse communities of minority and underrepresented communities, immigrants and refugees, returning citizens, veterans, and the disabled.
- Expand access to Second Chance Pell Grants at all community colleges with an emphasis on completion rates prior to leaving corrections facilities.
- The State of Iowa should codify a Fair Chance Hiring and Housing Policy which would prohibit inquiry into, consideration of, or requirement to disclose an applicant's criminal record history until the time of an interview or conditional offer of employment or housing.
- Fund and scale successful nonprofit workforce training programs statewide, especially on-site training to adults facing multiple barriers to employment and aggravated by the pandemic. Utilize nonprofit contacts to increase lowans receiving workforce training and meet people where they are; provide wrap-around services for individuals while in training and transitioning to full-time employment.
- Find ways to better standardize a core curriculum while allowing for local needs, for the same occupation across all Iowa colleges and universities. Expand Last Dollar Scholarships to high-demand, non-credit programs.



## KEY MEASURES OF SUCCESS

- Reduce child care barriers and increase the number of available child care slots in Iowa by 50% over the next five years
- Achieve the Future Ready Iowa goal of 70% post-secondary education attainment by 2025
- Reduce the State's unemployment rate below 3%
- Increase availability of an online training program catalog by 50% over the next three years
- Decrease the unemployment rates statewide for veterans, disabled persons, immigrants, and refugees by 5% over the next five years
- Decrease the percentage of individuals on state and federal benefit programs by 25% over the next three years
- Decrease the overall recidivism rate of returning citizens by 25% over the next three years
- Increase the number of graduates from nonprofit workforce training programs

## PROVIDE OPPORTUNITIES TO DISLOCATED WORKERS AFFECTED BY THE PANDEMIC

### RECOMMENDATION

Increase the number of short-term credit programs and non-credit training programs available in online platforms. These programs should be available online year-round and prospective students should be able to begin online training programs at any time during the year. Increase awareness of the resources available to job seekers and employers at IowaWORKS Centers. IowaWORKS Centers should be marketed as the "go-to career center" for all Iowans.

### BACKGROUND AND RATIONALE

Iowa has an overabundance of low-skilled workers, which has created a middle-skills gap and the pandemic has exacerbated this issue as many low-skill jobs are most likely lost forever. Middle-skills jobs require post-secondary education and training beyond high school, but less than a bachelor's degree. Middle-skill jobs pay family-sustaining wages and provide pathways to advancement. We know from the work of the Future Ready Iowa Alliance that there is a lack of understanding and awareness of these career pathways among K-12 students and their parents, as well as adults in low-skills jobs. We continue to face the challenge in how to educate each respective group. IowaWORKS Centers are exceptionally well positioned, staffed, and equipped to provide the resources and relevant timely information to help job seekers make informed career choices.

As a result of the pandemic, it has become even more clear that there is a greater need for online training opportunities for Iowans. Iowa's post-secondary providers are looking for ways to increase the number of training and education programs available to Iowans across multiple platforms. The pandemic has demonstrated that Iowa has a long way to go in meeting online training demand as well as ensuring the training can be delivered through increased broadband access statewide.

## IMPLEMENTATION AND MEASUREMENTS

Assisting Iowa's post-secondary education institutions in developing stronger and broader online programs will be key as well as expanding the number of training providers available to Iowans. We will also need to find new and better ways to identify and engage dislocated and low-skilled workers. It must also be recognized that while many training programs can be tailored to the online learning environment, some training will need to be hands-on and there are inherent limits to the extent to which online learning can fill the middle-skills gap. Despite limitations, however, we believe these recommendations can help achieve the Future Ready Iowa goal of 70% post-secondary education attainment by 2025 and reduce the State's unemployment rate below 3%.



**Legislation required:**

**No**



**Administrative rule required:**

**No**



**Additional funds required:**

**Yes**

## INCREASE ACCESS TO TRAINING FOR IOWANS AFTER THE PANDEMIC

### RECOMMENDATION

Standardize a core curriculum for the same occupation across all Iowa colleges and universities. Expand Last Dollar Scholarships to high-demand, non-credit programs.

### BACKGROUND AND RATIONALE

The COVID-19 pandemic has adversely affected training opportunities, especially those requiring in-person training. It has thus highlighted the need for more online training and short-term certifications and credentials. We believe a collaborative approach among educational institutions and standardization of core curriculum by occupation will most effectively address the need to increase access to training in a post-COVID-19 environment. Standardization of a core curriculum across the state for the same occupation will achieve several benefits. Standardization should improve/increase reciprocity with regent universities. Additionally, schools will not have to create the same training programs; rather, efforts can be focused on increasing the number and variety of programs available statewide. It will assure employers that regardless of where an Iowan receives their training, they have trained using an industry-recognized core curriculum. A standardized core curriculum does not prevent supplementation to address local employer needs.

## IMPLEMENTATION AND MEASUREMENTS

Implementation of this proposal depends upon the ability of community colleges and regents to agree on minimum core standards that would be standardized by occupation with input from businesses to increase recognition of training by industry. If implemented, increasing access to training will help achieve the Future Ready Iowa goal of 70% post-secondary education attainment by 2025. Another measure of success is a goal to increase availability of an online training program catalog by 50% over the next three years.



**Legislation required:**

**No**



**Administrative rule required:**

**No**



**Additional funds required:**

**Yes**

## REDUCE THE CHILD CARE BARRIER BY DEVELOPING A COMPREHENSIVE STRATEGY TO ADDRESS LONGSTANDING AND PERSISTENT ISSUES AFFECTING CHILD CARE AVAILABILITY IN IOWA

### RECOMMENDATION

Developing an overall strategic plan that addresses the numerous issues that contribute to the child care barrier to work in Iowa would best be created through an inclusive group of Iowans co-led by the Iowa Business and Child Care Coalition, Iowa Workforce Development, and Iowa Department of Human Services (DHS). The workgroup can address the shortage of high-quality affordable child care across Iowa as well as the lack of workforce due to low wages. The working group should consist of legislators from each party and each house, mayors of small, medium and large communities (metro and rural), employers, community economic development professionals, community-based organizations, child care centers, the Iowa Association of Business and Industry, the Iowa Board of Certification, in-home providers and parents who utilize child care.

The working group should:

- Revisit child care regulations that pose barriers to increasing child care slots in Iowa without compromising quality and safety
- Propose specific legislative action and funding to close the “child care cliff effect” by addressing the gap when families lose childcare assistance at a disproportionate rate due to slight increase in wages
- Identify child care deserts and develop/scale successful child care models in these areas as a priority for funding and assistance
- Address workforce issues including DHS reimbursement rates that may artificially deflate wages
- Study successful models in Iowa and in other states
- Create employer incentives for offering some type of child care assistance
- Identify specific short-term and long-term action steps for the legislature, Governor, state agencies, education, and employers to address each of the contributing factors

## BACKGROUND AND RATIONALE

Labor participation in Iowa is limited by the lack of available child care resources for working parents and the problem has only been exacerbated by the pandemic. When child care is not available, it significantly impedes the ability of parents to enter, re-enter and stay in the workforce. The shortage limits economic development, employer and worker recruitment, and parental wage earning. A strong economy relies on a strong child care system and working parents should not have to make career decisions based on whether they can find quality, affordable, consistent child care slots for their family.

Iowa has lost 33% of its available child care in the last five years, and it is estimated that there is a shortfall of more than 350,000 child care slots across the state. Furthermore, an analysis of Iowa census data found that 23% of Iowans live in child care deserts – areas with an insufficient supply of licensed child care – and this number is even higher in rural areas at 35% (Center for American Progress). The child care crisis is not only affecting families; the Iowa economy loses close to a billion dollars annually due to child care issues. Despite the fact that Iowa had one of the highest labor force participation rates in the nation pre-COVID-19, a recent report by the U.S. Chamber of Commerce Foundation determined the lack of access to affordable child care cost the Iowa economy \$935 million from lost tax revenue and employee absences in 2019. We believe increasing the availability of high-quality, affordable child care across Iowa is critical to growing the state's workforce and the economy in a post-COVID-19 environment.

## IMPLEMENTATION AND MEASUREMENTS

Developing a strategic plan that can provide the pathway forward for Iowa to address the lack of child care, in both the short and long term, is absolutely necessary and will be far more effective in efficiently addressing this critical shortage. Iowa has demonstrated through the work of the Future Ready Iowa Alliance that this process can quickly develop a plan that can then be used to create the necessary legislative action and funding mechanisms. Collaboration among business and community leaders, employers, and stakeholder organizations will be key to promoting child care investments that support children's healthy development as well as a competitive business environment. Measurements include reducing child care barriers and increasing the number of available child care slots in Iowa by 50% over the next five years.



**Legislation required:**

**Yes**



**Administrative rule required:**

**Yes**



**Additional funds required:**

**Yes**

# DIVERSIFY WORKFORCE AND INCREASE LABOR PARTICIPATION BY ENSURING ALL IOWANS HAVE EQUAL ACCESS TO EMPLOYMENT AND HOUSING OPPORTUNITIES

## RECOMMENDATION

The State of Iowa should codify a Fair Chance Hiring and Housing Policy which would prohibit inquiry into, consideration of, or requirement to disclose an applicant's criminal record history until the time of an interview or conditional offer of employment or housing.

## BACKGROUND AND RATIONALE

Research underlines the interconnectivity of stable employment and housing in connection with a reduction in recidivism rates, opportunity for upward economic growth, and an expanded, diversified workforce.

Each year, approximately 5,000 incarcerated individuals are released from Iowa prisons. Of those returning citizens, the recidivism rate is only 9% among individuals released from prison with a degree or post-secondary training.

Addressing persistent barriers to labor participation and housing opportunities for all Iowans should include creating awareness and expanding workforce training opportunities across diverse communities of veterans, the disabled, minority and underrepresented communities, immigrants and refugees, and returning citizens.

Discussion in Iowa around efforts to "ban the box" have been occurring over the past several years. Employers and housing providers are currently able to require an applicant to disclose a criminal record when completing an application. Applicants are then automatically screened out from further consideration without having the opportunity to explain the nature and circumstances around the record and steps taken to overcome prior bad decisions.

The proposed Fair Chance Hiring and Housing Policy would keep the decision making with the employer and landlord but prohibit the initial application from inquiring about criminal history.

The State of Iowa currently implements a Fair Chance Hiring Policy. However, it is not codified in rule or statute or extended to political subdivisions, such as counties and municipalities. The state policy could be ended at any time, for any or no reason, by future administrations.

By codifying a Fair Chance Hiring and Housing Policy for the State of Iowa and political subdivisions, such as counties and municipalities, it could lead the way for broader change to enable more opportunities for returning citizens, employers, and landlords. The relevant governing body would always retain the ability to adopt reasonable exceptions to the policy to comply with applicable state and federal requirements.

More connections should be made between minority communities to job and job-training and housing opportunities by working with groups that work with these communities to develop trust and meet people where they are. This can be done through the many nonprofit and community organizations around the state who are already working in this space.

We believe development of an employer and landlord "How-to Guide" and "Bold Leadership" would assist employers and landlords in moving good intentions to actual diversification of a workforce and tenants as well as make it easier to engage and connect with the above referenced communities.

Strategies include expanding access to Second Chance Pell Grants to all lowans and community colleges that will increase access to high-demand training programs for incarcerated lowans with an emphasis on raising completion rates prior to leaving prison.

The Second Chance Pell Experiment, originally created in 2015, provides need-based federal Pell Grants to individuals incarcerated in federal and state prisons. The grants allow incarcerated individuals to receive federal funding to enroll in post-secondary programs offered by local colleges and universities or distance learning providers. Expanding access to Second Chance Pell Grants will enable more incarcerated lowans to receive high-demand training prior to release and thereby further reduce the overall recidivism rate.

Immigrant and refugee populations are growing faster in Iowa than any other demographic. In fact, over the past decade, an estimated 40% of Iowa's population growth has come from immigration. Mental health issues, language barriers, generational poverty, and difficulties navigating legal assistance and other services are just some of the obstacles these groups face when trying to enter the workforce or attain housing.

People with disabilities are strikingly underemployed. Prior to the pandemic, lowans with disabilities already experienced unemployment rates twice that of lowans without disabilities (the unemployment rate in 2018 for lowans with a disability was 7.0%; the overall unemployment rate in Iowa at that time was 3.6%). Companies that embrace disability inclusion can gain access to a new talent pool comprised of almost 175,000 people in Iowa. Importantly, increased employment for lowans with disabilities creates an opportunity to strengthen not just our businesses but also our economy, as workers are consumers too. Lowans with disabilities already collectively represent an annual disposable income of over \$4 billion, all while being employed at remarkably low levels.

In 2018, the employment gap between lowans aged 18-64 with and without a disability was 36.5 percentage points, with 46.4% of those with a disability employed in the state compared to 82.9% of those without a disability. It is assumed that the employment gap between those with and without a disability in Iowa has grown as a result of the pandemic, as nationally 20% of employees with disabilities have become unemployed due to the pandemic compared to 14% of employees without disabilities. This is partly due to the employment sectors most impacted by layoffs and furloughs – people with disabilities are more likely than those without disabilities to work in service and sales occupations and to work part-time.

It must be noted that Iowa is among the least racially diverse states, with a population composition of 85% white, 6.3% Hispanic or Latino, 4.1% Black or African American, 2.7% Asian, 0.5% American Indian and Native Alaskan, and 0.2% Native Hawaiian and Other Pacific Islander (percentages reflect those identifying as a single race as opposed to two or more races).

A lack of diversity in our population contributes to a lack of awareness of the benefits of diversity in our workforce. It also leads to a general lack of awareness of training opportunities among minority communities – including Last Dollar Scholarships, Registered Apprenticeships, etc. We believe nonprofits are uniquely positioned to reach minority populations in Iowa and influence minority recruitment and workforce diversity. To support this effort, community-based organizations (e.g., Goodwill, United Way, EMBARC) and diversity “champions” should be identified to share information as part of an outreach campaign to increase awareness of opportunities within minority communities.

Diversifying Iowa's workforce requires increasing cultural diversity and competence in recruiting and training, connecting minority communities to job opportunities, and developing and instilling trust with minority communities. An important step toward achieving these goals is training human resources departments how to develop a diverse pool of candidates. While CEOs often voice a commitment to diversity in hiring decisions, that commitment can be lost through the hiring process. Increasing the minority presence in the hiring process, providing training for employers on emotional intelligence and empathy, and identifying mentors from diverse

backgrounds will lead to more diverse candidate pools. Again, nonprofits are uniquely positioned to assist in these tasks, help instill trust, and improve communication across all stakeholders including businesses, communities, individuals, and educators.

## IMPLEMENTATION AND MEASUREMENTS

Implementation of these initiatives will require a combination of increased funding, raising awareness of existing programs and opportunities, creating more public-private partnerships and possible legislative action.

Implementation will also require increasing the awareness of employers and landlords to the benefits of hiring and housing veterans, the disabled, minority and underrepresented communities, immigrants and refugees, and returning citizens.

If implemented, measures of success could include: decreasing the unemployment rates statewide for veterans, disabled persons, immigrants, and refugees by 5% over the next five years (i.e. from 10% unemployment rate to 5%); decreasing the percentage of individuals on state and federal benefit programs by 25% over the next three years; decreasing the overall recidivism rate of returning citizens by 25% over the next three years; and meeting the Future Ready Iowa goal to have 70% of Iowans with education and training beyond high school by 2025.

One example includes the Bridges Out of Poverty Program, which is a comprehensive approach to understand the dynamics that cause and maintain poverty from the individual to the systemic level. Currently, 10 of the 99 counties in Iowa have implemented a Bridges Out of Poverty Program, with impressive results: 37% of graduates of the Bridges Out of Poverty Getting Ahead class reduced or eliminated their need for state aid; 43% of Getting Ahead graduates obtained employment while in the Bridges program; another 35% advanced their employment; and 25% furthered their education.

Additionally, nonprofits are often already recognized and trusted advocates within communities and are connected to Iowans that need workforce training, particularly dislocated, low-skilled workers whose employment has been adversely affected by the pandemic. Accordingly, these organizations are already uniquely positioned to “meet people where they are.”

Some examples of these trusted advocates include the United Way of Iowa, which provided workforce training to 500 people in 2019 (2020 Community Impact Report); the Evelyn K. Davis Center for Working Families in Des Moines, which provided services to over 10,000 Iowans in 29 different zip codes (2018 Community Report); and the Society of St. Vincent de Paul in Des Moines, which reached over 32,000 individuals with programming, continued education, food, clothing, and financial assistance (<http://svdpdsm.org/>).

Implementation of this proposal will require funding to scale successful workforce training programs statewide, especially on-site training to adults facing multiple barriers. Increased funding will also be required to provide critical services such as childcare and transportation to adults while in training and transitioning to full-time employment. The likelihood of successful implementation will also be improved with the creation of a digital catalog/website that mirrors the free 211 information and referral system that links Iowa residents to health and human service programs, community services, disaster services, and governmental programs. A measure of success will be increasing the number of graduates from nonprofit workforce training programs and the reduction in recidivism.



**Legislation required:**

**Yes**



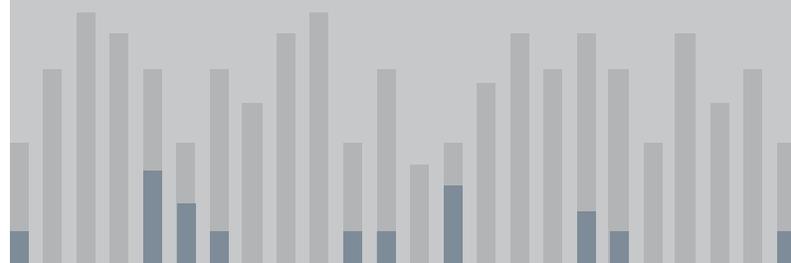
**Administrative rule required:**

**Yes**



**Additional funds required:**

**Yes**



## LEVERAGE NONPROFITS TO EXPAND IOWA'S WORKFORCE

### RECOMMENDATION

Fund and scale successful nonprofit workforce training programs statewide, especially on-site training to adults facing multiple barriers to employment and aggravated by the pandemic. Utilize nonprofit contacts to increase lowans receiving workforce training and meet people where they are; provide wrap-around services for individuals while in training and transitioning to full-time employment.

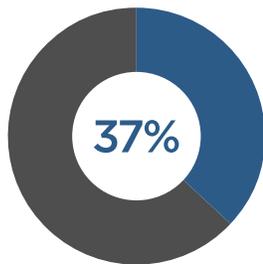
### BACKGROUND AND RATIONALE

This proposal recognizes that Iowa should leverage the successful work nonprofits are doing to expand Iowa's workforce by utilizing existing training programs and gaining access to adult workers who face many barriers to employment. These existing programs often utilize the "whole" person concept to address underlying issues that affect employability. They also often provide critical wrap-around services that workers need to complete the training.

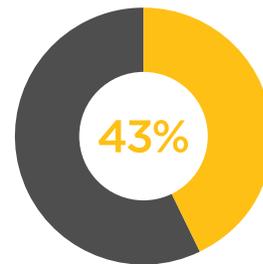
Many nonprofits across the state have very successful programs in reaching lowans with barriers to workforce where they are and developing workforce training programs that help create the skills necessary for full-time employment that leads to independence.

### IOWA NON-PROFIT: BRIDGES OUT OF POVERTY PROGRAM

GETTING AHEAD CLASS GRADUATES



**REDUCED OR ELIMINATED  
NEED FOR STATE AID**



**OBTAINED EMPLOYMENT  
WHILE IN THE BRIDGES PROGRAM**

One example includes the Bridges Out of Poverty Program which is a comprehensive approach to understanding the dynamics that cause and maintain poverty from the individual to the systemic level. Currently 10 of the 99 counties in Iowa have implemented a Bridges Out of Poverty Program, with impressive results: 37% of graduates of the Bridges Out of Poverty Getting Ahead class reduced or eliminated their need for state aid; 43% of Getting Ahead graduates obtained employment while in the Bridges program; another 35% advanced their employment; and 25% furthered their education.

Additionally, nonprofits are often already recognized and trusted advocates within communities and are connected to lowans who need workforce training, particularly dislocated, low-skilled workers whose employment has been adversely affected by the pandemic. Accordingly, these organizations are already uniquely positioned to "meet people where they are."

Some examples of these trusted advocates include the United Ways of Iowa, which provided workforce training to 500 people in 2019 (2020 Community Impact Report); the Evelyn K. Davis Center for Working Families in Des Moines, which provided services to over 10,000 lowans in 29 different zip codes (2018 Community Report); and the Society of St. Vincent de Paul in Des Moines, which reached over 32,000 individuals with programming, continued education, food, clothing, and financial assistance (<http://svdpdsm.org/>).

## IMPLEMENTATION AND MEASUREMENTS

Implementation of this proposal will require funding to be able to scale successful workforce training programs statewide, especially on-site training to adults facing multiple barriers.

Increased funding will also be required to provide critical services such as childcare and transportation to adults while in training and transitioning to full-time employment. The likelihood of successful implementation will also be improved with the creation of a digital catalog/website that mirrors the free 211 information and referral system that links Iowa residents to health and human service programs, community services, disaster services, and governmental programs.

A measure of success will be increasing the number of graduates from nonprofit workforce training programs.



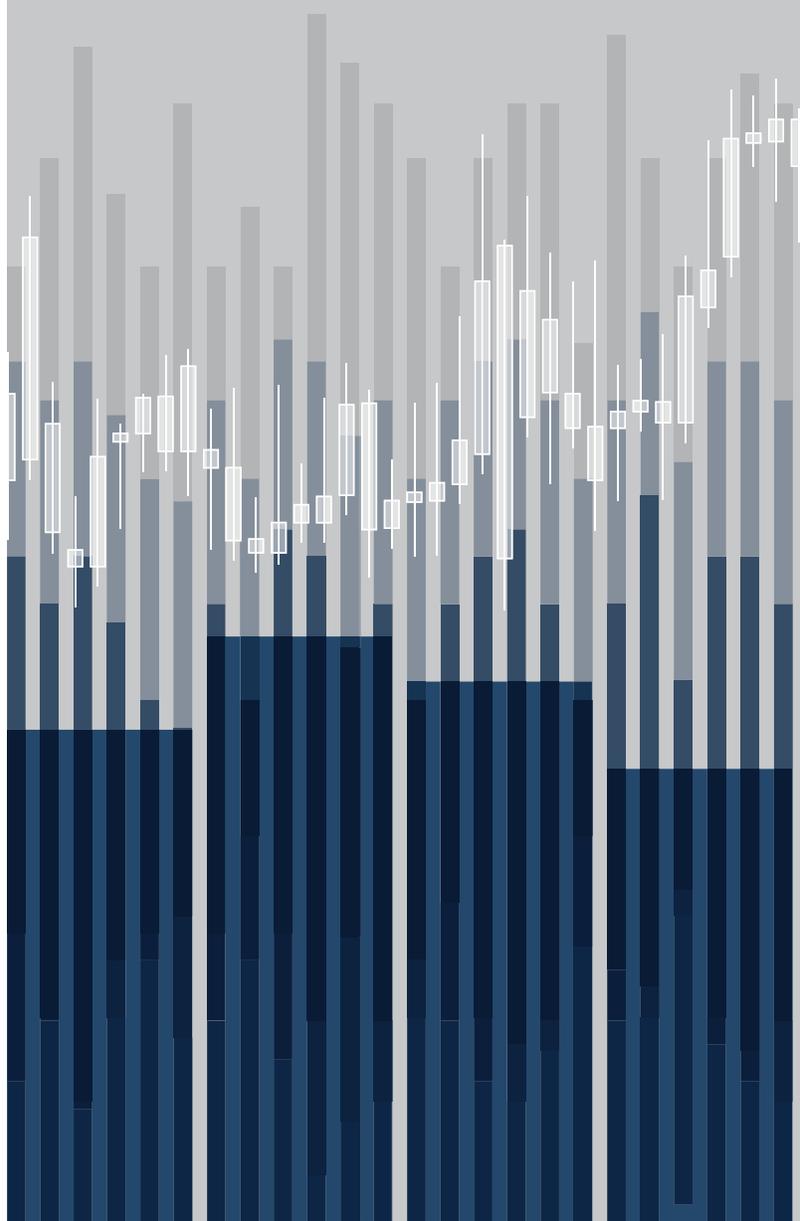
*Legislation required:*  
**Possibly**



*Administrative rule required:*  
**Possibly**



*Additional funds required:*  
**Yes**





**“***This is about the future, taking an incredibly difficult time – and incredibly difficult situation – and using it as an opportunity to make Iowa a better place to live, work and raise a family. And when I say that, I mean every Iowan and every family.”*

**BEN MCLEAN**

ADVISORY BOARD CHAIRMAN  
CEO OF RUAN TRANSPORTATION  
MANAGEMENT SYSTEMS



# APPENDICES

Noah  
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Corr  
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Sam Le  
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## AGRICULTURE WORKING GROUP

### Co-Chairs:

#### Secretary Mike Naig

Iowa Department of Agriculture and Land Stewardship

#### Diane Young

Foundation Analytical Laboratory, Cherokee

#### Nick Bowdish

Elite Octane, Carroll

## AGRICULTURE WORKING GROUP MEMBERSHIP

NAME	ORGANIZATION	LOCATION
Matt Carstens	Landus Cooperative	Ames
Jeff Cook	Fareway Stores	Boone
Craig Hill	Iowa Farm Bureau	Milo
Billi Hunt	Cultivation Corridor	Des Moines
Mickayla McGill	Iowa FFA President	Knoxville
Jeff Plagge	Iowa Division of Banking	Des Moines
Carol Reynolds	Kent Corporation	Muscatine
Dean Dan Robinson	Iowa State University College of Agriculture and Life Sciences	Ames
Craig Rowles	Versova	Des Moines
Russ Sanders	Sanders Advisors (retired, Corteva)	Des Moines
Jake Van Diest	Van Diest Supply Company	Webster City

## CONNECTIVITY WORKING GROUP

### Chair:

#### Dan Houston

Principal

### State Agency Director:

#### Annette Dunn

State of Iowa Chief Information Officer

**CONNECTIVITY WORKING GROUP MEMBERSHIP**

<b>NAME</b>	<b>ORGANIZATION</b>	<b>LOCATION</b>
Bill Anderson	Cherokee Area Economic Development	Cherokee
Doug Boone	Premier Communications	Sioux Center
Rob Christensen	CIO, Iowa Economic Development Authority	Statewide
Dave Duncan	Iowa Communication Alliance	Statewide
Dr. Pam Jacobs	Iowa Dept. of Education	Statewide
Kathy Kay	CIO, Principal	Des Moines
Alan Kemp	Iowa League of Cities	Des Moines
DT Magee	Norwalk Community Schools	Norwalk
Scott Marler	Director, Department of Transportation	Statewide
Paula Motsinger (DHS)	Iowa Medicaid	Statewide
Scott Naumann	2nd Ward Alderman, Bettendorf	Bettendorf
Joel Rohne	Iowa State Association of Counties	Worth County
Ryan Schaap	Wells Enterprise	Le Mars
Laura Smith	UnityPoint	Des Moines
Chuck Soderberg	Iowa Association of Electrical Cooperatives	Statewide
Mara Strickler	Iowa Library Association	Pella
Taylor Teepell	CenturyLink	Des Moines
Dave Tilly, DOE	Deputy Director, Department of Education	Statewide
Ray Warner	Aureon	Des Moines
Dave Wisniewski	Vermeer	Pella
Dr. Cindy Yelick	Great Prairie AEA	Ottumwa
Dr. Hongwei Zhang	Iowa State University	Ames

## ECONOMIC GROWTH WORKING GROUP

### Co-Chairs:

#### Megan McKay

President of Peace Tree Brewing Company

#### Adam Wright

MidAmerican Energy Company

### State Agency Director:

#### Debi Durham

Iowa Economic Development Authority and Iowa Finance Authority

## ECONOMIC GROWTH WORKING GROUP MEMBERSHIP

NAME	ORGANIZATION	LOCATION
Jayne Armstrong	Iowa Small Business Administration	Statewide
Katie Averill	Iowa Credit Union Division	Statewide
Doane Chilcoat, Innovation Chair	Corteva AgriScience	Johnston
Jennifer Cooper, Housing Chair	Bankers Trust	Des Moines
Kevin Gaul, Manufacturing 4.0 Co-Chair	Pella Corporation	Pella
Dave Herrell, Hospitality/Tourism Chair	Visit Quad Cities	Quad Cities
Chris Kramer	Iowa Department of Cultural Affairs	Statewide
Steve Larson	Iowa Alcohol Beverages Division	Statewide
Kayla Lyon	Iowa Department of Natural Resources	Statewide
Dustin Miller	Iowa Chamber Alliance	Statewide
Joe Murphy	Iowa Business Council	Statewide
Hank Norem, Manufacturing 4.0 Co-Chair	Ramco Innovations	West Des Moines
Kraig Paulsen	Iowa Department of Revenue	Statewide
Jeff Plagge	Iowa Division of Banking	Statewide
Mike Ralston	Iowa Association of Business and Industry	Statewide
Ying Sa, Small Business Co-Chair	Community CPA	Des Moines

<b>NAME</b>	<b>ORGANIZATION</b>	<b>LOCATION</b>
<b>Tom Sands</b>	Iowa Taxpayers Association	Statewide
<b>Matt Strawn</b>	Iowa Lottery	Statewide
<b>Amy Van Beek,</b> Small Business Co-Chair	Ideal Energy	Fairfield
<b>Tim Whipple</b>	Iowa Association of Municipal Utilities	Statewide
<b>Wendy Wintersteen</b>	Iowa State University	Statewide

## ECONOMIC GROWTH SUBGROUP - HOSPITALITY AND TOURISM

### Chair:

**Dave Herrell**

Visit Quad Cities, Quad Cities

<b>NAME</b>	<b>ORGANIZATION</b>	<b>LOCATION</b>
<b>Ryan Achterhoff</b>	Pizza Ranch	Orange City
<b>Todd Coffelt</b>	Iowa Department of Natural Resources	Statewide
<b>Jessica Dunker</b>	Iowa Restaurant Association	Statewide
<b>Greg Edwards</b>	Greater DM CVB	Des Moines
<b>Wes Ehrecke</b>	Iowa Gaming Association	Statewide
<b>Nicole Eilers</b>	Iowa Wine Growers	Statewide
<b>Carla Eysink</b>	Marion County Econ. Development	Pella
<b>Angela Harrington</b>	Hotel Grinnell & The Graduate	Grinnell Iowa City
<b>Carrie Koelker</b>	Eastern Iowa Tourism Region	Dyersville
<b>Chris Kramer</b>	Department of Cultural Affairs	Statewide
<b>Marty Lenss</b>	Eastern Iowa Airport	Cedar Rapids
<b>Greg Luerkens</b>	Amana Colonies	Amana
<b>Patrick Miller</b>	Iowa Lodging Association	Statewide
<b>David Nino</b>	Appanoose Rapids	Ottumwa
<b>Shirley Phillips</b>	Western Iowa Tourism Region	Sac City
<b>Sarah Pritchard</b>	Table 128	Clive
<b>Jeff Quint</b>	Cedar Ridge	Swisher
<b>Kelsey Seay</b>	Iowa Brewers Guild	Statewide
<b>Kurt Strand</b>	National Mississippi River Museum and Aquarium	Dubuque

**ECONOMIC GROWTH SUBGROUP - HOUSING****Chair:****Jennifer Cooper**

Bankers Trust, Des Moines

<b>NAME</b>	<b>ORGANIZATION</b>	<b>LOCATION</b>
<b>Preeti Acharya</b>	Private Landlord	Des Moines
<b>Angie Arthur</b>	Polk County Continuum of Care	Des Moines
<b>Gavin Blair</b>	Iowa Association of REALTORS®	Statewide
<b>Scott Brekke</b>	Iowa Mortgage Association/Great Southern Bank	Statewide Sioux City
<b>Crissy Canganelli</b>	Shelter House	Iowa City
<b>Deidre DeJear</b>	Financial Empowerment Center	Des Moines
<b>Jeff Disterhoft</b>	GreenState Credit Union	Ankeny
<b>Sam Erickson</b>	Community Housing Initiatives	Des Moines
<b>Mike Flummerfelt</b>	Flummerfelt Homes & Storage	Ames
<b>Tim Gartin</b>	Hastings, Gartin & Boettger, LLP	Ames
<b>John Gianola</b>	Iowa Legal Aid	Des Moines
<b>Steve Gilbert</b>	Rural Housing 360	Statewide
<b>John Gronen</b>	Gronen Properties	Dubuque
<b>Katy Hackett</b>	Family Management Financial Solutions	Waterloo
<b>Randy Henkle</b>	Iowa Bankers Mortgage Corporation	Statewide
<b>Lisa Houser</b>	Habitat for Humanity of Iowa	Statewide
<b>Jay Iverson</b>	Homebuilders Association of Iowa	Statewide
<b>Joseph Jones</b>	The Harkin Institute	Des Moines
<b>Ben Kurtzleben</b>	Vision Builders Inc.	Sioux Center
<b>Patrick Madigan</b>	Attorney General's Office	Statewide
<b>Ellen McCabe</b>	Housing Trust Fund of Johnson County	Iowa City
<b>Dave Miller</b>	City of Rock Valley	Rock Valley
<b>Kris Saddoris</b>	Hubbell Realty	Des Moines
<b>Lana Shope</b>	Iowa Community Action Association	Statewide

**ECONOMIC GROWTH SUBGROUP - INNOVATION****Chair:**

Doane Chilcoat

Corteva AgriScience, Johnston

<b>NAME</b>	<b>ORGANIZATION</b>	<b>LOCATION</b>
<b>Laura Barringer</b>	John Deere	Des Moines
<b>Michelle Bates</b>	Involta	Cedar Rapids
<b>Mark Chelgren</b>	Frog Legs, Inc.	Ottumwa
<b>Mike Colwell</b>	Greater Des Moines Partnership	Des Moines
<b>Eric Engelmann</b>	The New Bohemian Innovation Collaborative	Cedar Rapids
<b>Adrienne Greenwald</b>	VentureNet Iowa	Des Moines
<b>James Gruening</b>	Mechdyne	Marshalltown
<b>Susan Hatten</b>	Holmes Murphy	Des Moines
<b>Peter Hemken</b>	Iowa Agritech Accelerator	West Des Moines
<b>Billi Hunt</b>	America's Cultivation Corridor	Des Moines
<b>Todd Krone</b>	PowerPollen	Des Moines
<b>Adam Kuene</b>	Higher Learning Technologies	Iowa City
<b>Jeff Kueter</b>	University of Iowa	Iowa City
<b>Benjamin Lefever</b>	Certintell Telehealth	Des Moines
<b>Curt Nelson</b>	Economic Development Corporation	Cedar Rapids
<b>James Reecy</b>	Iowa State University	Ames
<b>Jim Register</b>	Iowa Innovation Corporation	Des Moines
<b>Rick Sanders</b>	ISU Research Park	Ames
<b>Dave Tucker</b>	Workiva	Statewide
<b>Geoff Wood</b>	Gravitate	Des Moines

**ECONOMIC GROWTH SUBGROUP - MANUFACTURING 4.0****Co-Chairs:****Kevin Gual**

Pella Corporation, Pella

**Hank Norem**

Ramco Innovations, West Des Moines

<b>NAME</b>	<b>ORGANIZATION</b>	<b>LOCATION</b>
<b>Kathy Anderson</b>	Kreg Tool	Huxley
<b>Ron Cox</b>	ISU-CIRAS	Statewide
<b>Nicole Crain</b>	ABI	Statewide
<b>Cindy Dietz</b>	Collins Aerospace	Cedar Rapids
<b>Jeff Kueter</b>	University of Iowa	Iowa City
<b>Surya Mallapragada</b>	Iowa State University	Ames
<b>Jim Miller</b>	Metalcraft	Mason City
<b>Randy Pilkington</b>	University of Northern Iowa	Cedar Falls
<b>Bill Ratzburg</b>	Quad Cities Manufacturing Innovation Hub	Bettendorf
<b>Emily Schmidt</b>	Sukup Manufacturing	Sheffield
<b>Steve Schnieders</b>	Stellar Industries, Inc.	Garner
<b>Craig Sutton</b>	John Deere	Moline
<b>Dave Takes</b>	Doerfer Companies	Waverly

## ECONOMIC GROWTH SUBGROUP - MANUFACTURING SUPPLY CHAIN/RESHORING

<b>NAME</b>	<b>ORGANIZATION</b>	<b>LOCATION</b>
<b>Kathy Anderson</b>	Kreg Tool	Huxley
<b>Jeff Bockhoven</b>	Precision Pulley & Idler	Pella
<b>Jason Glover</b>	Thompson Innovation	Sioux City
<b>Megan Green</b>	Weiler Inc.	Knoxville
<b>Frank Hurtte</b>	River Heights Consulting	Davenport
<b>Wes James</b>	Grow Cedar Valley (TechWorks)	Waterloo
<b>Jason Jiskoot</b>	Pella Corporation	Pella
<b>Nick Larson</b>	Collins Aerospace	Cedar Rapids
<b>Carla McNamee</b>	Lomont Molding	Mount Pleasant
<b>Wendy Mihm-Herold</b>	Northeast Iowa Community College	Calmar
<b>Jo Muzik</b>	Hormel	Algona
<b>Lisa Newton</b>	Wells Blue Bunny	Le Mars
<b>Mike O'Donnell</b>	CIRAS	Ames
<b>Luke Palmer</b>	CJ Bio	Fort Dodge

<b>NAME</b>	<b>ORGANIZATION</b>	<b>LOCATION</b>
<b>Bill Ratzburg</b>	Quad City Manufacturing Innovation Hub	Quad Cities
<b>Mark Seckman</b>	Alliant Energy	Cedar Rapids
<b>Steve Schneiders</b>	Stellar Industries	Garner
<b>Gary Smith</b>	American Popcorn Company	Sioux City

## ECONOMIC GROWTH SUBGROUP - SMALL BUSINESS

### Co-Chairs:

#### Ying Sa

Community CPA, Des Moines

#### Amy Van Beek

Ideal Energy, Fairfield

<b>NAME</b>	<b>ORGANIZATION</b>	<b>LOCATION</b>
<b>Katie Averill</b>	Division of Credit Unions	Statewide
<b>Curtis Baugh</b>	Evelyn K. Davis Center	Des Moines
<b>Rob Denson</b>	DMACC	Ankeny
<b>Hannah Elliott</b>	Lola's Fine Kitchen	Ankeny
<b>Matt Everson</b>	National Federation of Independent Businesses	Des Moines
<b>Betty Garcia</b>	Tortilleria Sonora	Des Moines
<b>Angela Jackson</b>	The Great Frame Up	West Des Moines
<b>Gary Kaufman</b>	Entrepreneurial Services Group	Cedar Rapids
<b>Kevin Kincaid</b>	Knoxville Hospital	Knoxville
<b>Bill Menner</b>	Bill Menner Group	Des Moines
<b>Christina Moffat</b>	Greater Des Moines Partnership	Des Moines
<b>Jennifer Moulton</b>	CEImpact	Clive
<b>Jeremy Puck</b>	Puck Enterprises	Manning
<b>Lisa Shimkat</b>	Iowa SBDC	Statewide
<b>Jenny Steffensmeier</b>	Steffensmeier Welding	Pilot Grove
<b>John Taets</b>	Northwest Bank	Spencer
<b>Lynn Schrader</b>	KHI Inc.	Fort Dodge
<b>Terry Stark</b>	Chocolaterie Stam	Ames
<b>Daniel Winegarden</b>	Goldman Sachs 10,000 Small Business	Statewide

## EDUCATION WORKING GROUP

### Co-Chairs:

**Rosalind Fox**

John Deere

**Tim Bower**

Nelson Company

### State Agency Director:

Dr. Ann Lebo

Iowa Department of Education

## EDUCATION WORKING GROUP MEMBERSHIP

NAME	ORGANIZATION	LOCATION
Lisa Bartusek	Iowa Association of School Boards	Des Moines
Josh Byrnes	State Board of Education	Osage
Mary Jane Cobb	Iowa State Education Association	Des Moines
Susan Fitzsimmons	Christensen Development	Des Moines
Paul Gausman	Sioux City Schools	Sioux City
Roark Horn	School Administrators of Iowa	Des Moines
Jeff Lorenger	HNI Corporation	Muscatine
Louis Moreno	Drake University	Des Moines
Joe Murphy	Iowa Business Council	Des Moines
Valerie Nyberg	Ames High School	Ames
Mike Ralston	Iowa Association of Business and Industry	Des Moines
Barb Schwamman	Osage Schools	Osage
Haywood Stowe III	Collins Aerospace	Decorah
Jeff Weld	Iowa STEM Advisory Council	Cedar Falls
Cindy Yelick	Great Prairie Area Education Agency	Ottumwa

## GOVERNMENT WORKING GROUP

### Co-chairs:

#### Emily Schmitt

Sukup Manufacturing Co., Sheffield

#### Barbara Sloniker

Siouxland Chamber of Commerce, Sioux City

### State Agency Director:

#### Kraig Paulsen

Iowa Department of Revenue

## GOVERNMENT WORKING GROUP MEMBERSHIP

NAME	ORGANIZATION	LOCATION
Robin Anderson	Mason City Chamber	Mason City
David Barker	Board of Regents	Iowa City
Matt Rensch	Iowa OCIO	Des Moines
Travis Bushaw	Iowa Citizen	Oelwein
David Corbin	Vermeer	Pella
Ron Cox	CIRAS	Ames
JD Davis	Association of Business and Industry	Des Moines
Chris Deal	MODUS	Des Moines
Jeff Elgin	Iowa Citizen	Cedar Rapids
Travis Ensley	Vertex Software	Ames
Rob Feeney	Atlantic Bottling	Des Moines
Kelly Garcia	Department of Human Services	Des Moines
Steve Maslikowski	Iowa Department of Management	Des Moines
Burlin Matthews	Iowa State Association of Counties	Spencer
Tom Sands	Iowa Taxpayer Association	Wapello
Doug Struyk	Iowa State Bar Association	Des Moines
Herb Sutton	ABD	Ankeny
Megan Tooker	Iowa Lottery General Counsel	Des Moines
Beth Townsend	Iowa Workforce Development	Des Moines
Jon Wolfe	Iowa Department of Revenue	Des Moines

## PUBLIC HEALTH & HEALTHCARE WORKING GROUP

### Co-Chairs:

**Randy Edeker**

Hy-Vee

**Suresh Gunasekaran**

University of Iowa Hospitals & Clinics

### State Agency Director:

**Kelly Garcia**

Iowa Department of Human Services

Iowa Department of Public Health, Interim Director

## PUBLIC HEALTH & HEALTH CARE WORKING GROUP MEMBERSHIP

NAME	ORGANIZATION	LOCATION
<b>Samantha Cannon</b>	Community Health Centers of Southern Iowa, CEO	Leon
<b>Lastascia Coleman</b>	University of Iowa Carver College of Medicine, Clinical Assistant Professor	Iowa City
<b>Robb Gardner</b>	Henry County Health Center	Mt. Pleasant
<b>Anne Gruenewald</b>	Four Oaks President and CEO	Cedar Rapids
<b>Laura Jackson</b>	Wellmark, Executive VP and Chief Health Officer	Des Moines
<b>Michelle Krefft</b>	Iowa Vocational Rehabilitation Services, Director of Business Engagement	Des Moines
<b>Brooke Lovelace</b>	Iowa Developmental Disabilities Council, Executive Director	Des Moines
<b>Linda Miller</b> (ex-officio)	Iowa Department of Aging, Director	Des Moines
<b>Dr. Caitlin Pedati</b> (ex-officio)	State Epidemiologist	Des Moines
<b>Jorge Salinas, MD</b>	UIHC	Iowa City
<b>Linda Scheid</b>	Siouxland Food Bank	Sioux City
<b>Lindee Thomas</b>	Van Buren County Public Health Director	Van Buren
<b>Matt Wenzel</b>	Great River Health System, President and CEO	West Burlington
<b>Kristin Williams</b>	Hyvee and NACDS Foundation	Des Moines

## EXPANDING IOWA'S WORKFORCE WORKING GROUP

### Co-Chairs:

**Mary Andringa**

Vermeer, Pella

### AJ Loss

Bush Construction, Davenport

### State Agency Director:

**Beth Townsend**

Iowa Workforce Development

## EXPANDING IOWA'S WORKFORCE WORKING GROUP MEMBERSHIP

NAME	ORGANIZATION	LOCATION
Amy Bentley	Drake University	Des Moines
Brad Buck	Waukee School Community School District	Waukee
Nate Clayberg	Center for Advanced Professional Studies (CAPS)	Cedar Falls
Ron DeBord	Owen Industries	Council Bluffs
Marvin DeJear	Evelyn K. Davis	Des Moines
Rob Denson	DMACC	Ankeny
Kaye Englin	Community Foundation of Northeast Iowa	Cedar Falls
Denise Fraise	Lee County Economic Development	Keokuk
Alicia Frieze	Council Bluffs Chamber of Commerce	Council Bluffs
Julie Fugenschuh	AMOS	Des Moines
Carmen Heck	Goodwill of the Heartland	Cedar Rapids
Dr. Erik Hoekstra	Dordt College	Sioux Center
Aaron Horn	The New Bohemian Innovation Collaborative (NewBoCo)	Cedar Rapids
Mark Hudson	Shuttleworth and Ingersoll	Cedar Rapids
Staci Hupp Ballard	Iowa Economic Development Authority and Iowa Finance Authority	Des Moines
Scott Johnson	Iowa FFA	Ankeny
Caprice Jones	Fountain of Youth	Dubuque
Rich Kacmarynski	The Well	Pella
Dan Kinney, Jr.	Iowa Central Community College	Fort Dodge
Dan Kinney, Sr.	Iowa Western Community College	Council Bluffs

<b>NAME</b>	<b>ORGANIZATION</b>	<b>LOCATION</b>
<b>Izaah Knox</b>	Urban Dreams	Des Moines
<b>Linc Kroeger</b>		Des Moines
<b>Jill Lippincott</b>	Iowa Economic Development Authority	Des Moines
<b>Reggie McDade</b>	Human Capital Strategies & Solutions	Newton
<b>Sondra Meyers</b>	Katun Corporation	Davenport
<b>Dana Millard</b>	Lee County Economic Development	Burlington
<b>David Mitchell</b>	IVRS	Des Moines
<b>Katrina Moore</b>	Henkel Construction	Mason City
<b>Terry Murrell</b>	Western Iowa Tech	Sioux City
<b>Mark Nook</b>	UNI	Cedar Falls
<b>David Ottavianelli</b>	John Deere	Moline, IL
<b>Jon Peppetti</b>	Iowa Workforce Development	Des Moines
<b>Steph Reed</b>	Partners by Design Homes, Inc.	Ankeny
<b>Kyle Roed</b>	CPM Holdings	Waterloo
<b>Steven Schulz</b>	North Iowa Area Community College	Mason City
<b>Marlene Sprouse</b>	Indian Hills Community College	Ottumwa
<b>Lori Sundberg</b>	Kirkwood Community College	Cedar Rapids
<b>Lian Chee Wee</b>	Northeast Iowa Community College	Calmar
<b>Ryan West</b>	Iowa Workforce Development	Des Moines
<b>Emily Wharton</b>	Iowa Department for the Blind	Des Moines
<b>Kristina Wiltgen</b>	Decorah Area Chamber of Commerce	Decorah

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## SUPPLEMENTAL MATERIALS

Working group supporting documentation:

<https://governor.iowa.gov/economic-recovery/GERAB-report/supplemental-materials>

Executive order creating the Advisory Board:

<https://governor.iowa.gov/sites/default/files/documents/EO6%20-%20Economic%20Recovery%20Advisory%20Board.pdf>