



# 2016 Workforce Policy Agenda

Building on Smart Investments in Iowa's Workforce and Industries

Iowa Skills2Compete Coalition

## Call to Action: Middle Skills Gap

Iowa is back. Iowa's economy continues to expand. By the end of 2014, Iowa experienced a record level of nonfarm employment. This is the fourth consecutive year of employment gains. As of October 2015, the state unemployment rate is among the lowest in the country at 3.5%.<sup>1</sup> There is an abundance of middle-skill jobs in Iowa that pay family-sustaining wages and provide pathways to advancement. Middle-skill occupations—including jobs in administrative support, health care technology, and construction—grow at a rate more than twice as fast as Iowa's annual job growth rate. Even with all of these middle-skill opportunities, the state's skills gap persists.



### Business voices for closing the skills gap

Every year, we hire approximately 750 employees. The vast majority of these positions are technical positions, but **there never seems to be enough qualified applicants to meet our demands.** It is our top priority to provide the best care possible for our patients, without qualified applicants to fill these positions, this becomes more challenging. Workforce planning, adult education and training programs continue to be a priority for our organization and should be for our community as well.



Joyce McDanel  
UnityPoint Health –  
Des Moines,  
Vice President of Human  
Resources and Education

We recognize the benefits to our business, and the broader economy, when we are able to take advantage of the talent, experiences and skills of our local workforce. An increasingly tight labor market has become a significant problem for all employers. **Unless we are able to focus on reskilling our existing workforce to meet demands for middle-skill positions, it will become increasingly complex for businesses to meet future growth strategies.**



Kerry Gumm  
Principal Financial Group,  
Director - Recruiting &  
Diversity

The ability to maintain manufacturing in America is critical for our country's long-term success. Manufacturing jobs are high paying and require highly skilled individuals. **The lack of skills among job seekers in our manufacturing field impacts our ability to quickly recruit and select high performing individuals.** Until this is addressed with partnerships, training and systems change, our industry will struggle to compete on an international scale.



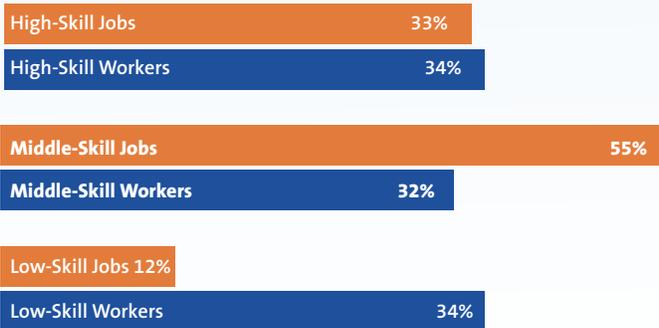
Scott Burgmeyer  
DFS Holdings Inc,  
Chief Improvement Officer

## Skills Gap

Middle-skill jobs already make up the majority of the jobs (55%) in Iowa’s labor market. Yet, only 32% percent of working Iowans likely have the skills and credentials for these types of jobs.



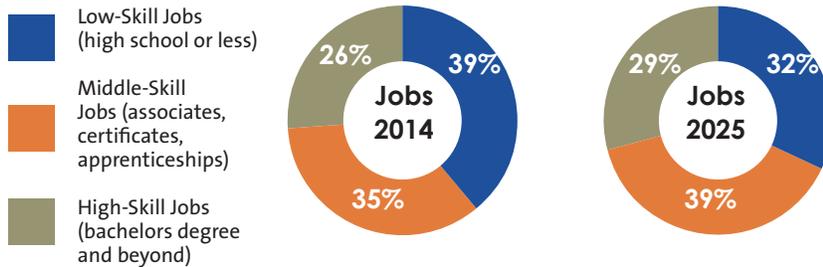
### Iowa’s Jobs by Skill Level, 2014<sup>1</sup>



Source: Iowa Workforce Development. Occupational Employment Statistics Survey, 2014

The figure below shows that the skills gap will not be disappearing on its own. In the next ten years, low skills jobs will face steep declines, while middle-skill jobs will see the most growth.

### Iowa’s Future Education and Workforce Trends 2025

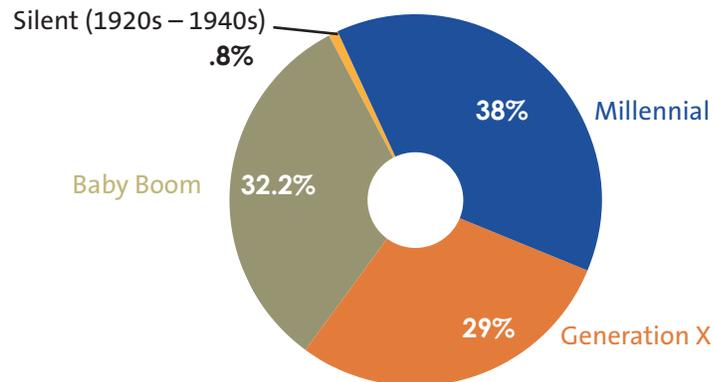


Source: Iowa Department of Education, Community College Division, In-Demand Jobs: Connecting Training to Jobs, 2015.



The ongoing retirements of the Baby Boomers are likely to cause skill shortages and will need to be replaced by younger generations.

### Iowa's Workforce by Generation—2015



Source: 2013 Iowa Population Estimates by Age and 2013 Current Population Survey (CPS). U.S. Census Bureau, Department of Commerce.

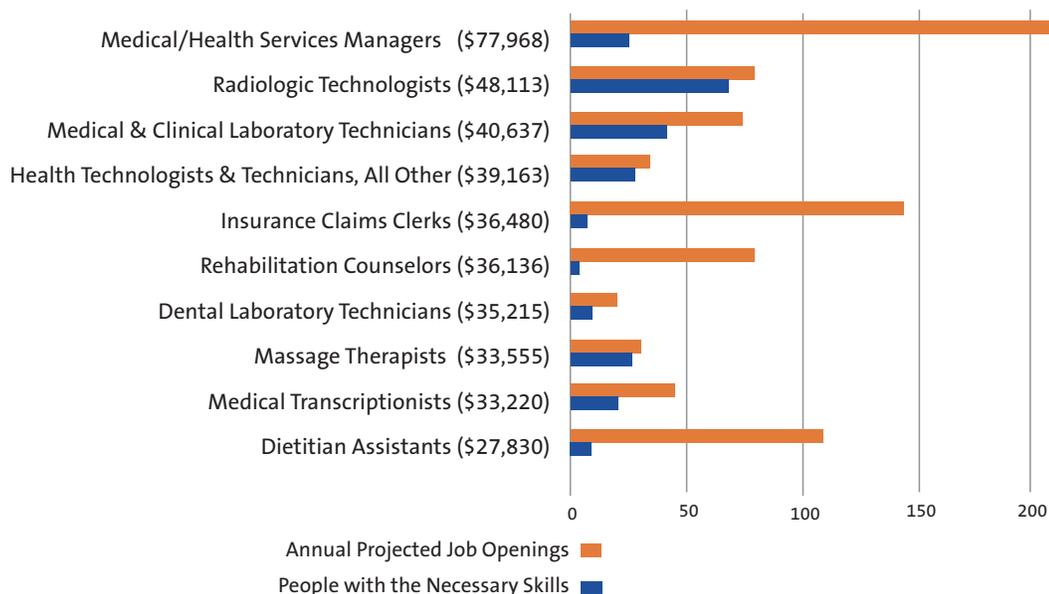
Governor Branstad and state policymakers have taken significant steps to ensure that as employers bring on new workers, the talent is available. Since 2013, the state is investing \$12.5 million each year towards adult basic education, Pathways for Academic Career and Employment (PACE) programs, GAP tuition assistance, pathway navigators to assist students in PACE programs, and industry sector partnerships. Moreover, the Department of Human Services is taking action to participate more fully in the federal Supplemental Nutrition Assistance – Employment and Training (SNAP E&T) “50-50” program. The federal program reimburses states up to 50 percent for expenses associated with providing supportive services and tuition to food stamp recipients enrolled in education and training. This program was designed to lead people to jobs and to alleviate the drain on public benefits.

We recommend the DHS expand the current pilot program from three community colleges to as many community colleges and community based organizations that express an interest in participating in the program. Iowa’s SNAP E&T program is currently receiving technical assistance from the Seattle Jobs Initiative being funded by the National Skills Coalition.

## Occupational Example of the Skills Gap: Health Care

In many Iowa job sectors, especially in health care occupations, there is a mismatch between the number of people who have the middle-skills required for these jobs and the number of these jobs that are available. These jobs will often pay a sustainable salary, but without the skills necessary, the opportunity to receive such a salary is not there. The chart below shows an example of one of the sectors in Iowa that have this discrepancy between jobs that are available and people who have the required skills for these jobs.

### Skills Gap in Middle-Skill Healthcare Occupations



Source: Iowa Department of Education, Community College Division, Health Care Supply and Demand Analysis, 2014.



## Implementing the Workforce Innovation and Opportunity Act and Future Ready Iowa

In 2014, Congress passed reauthorizing legislation, the Workforce Innovation and Opportunity Act (WIOA), for the nation's workforce development system. The new law triggers some changes in how states administer the programs associated with the law. WIOA's emphasis on credential attainment, sector partnerships, career pathways, and enhanced data collection validates the funding and policy decisions state leaders have already taken. Iowa Workforce Development continues to convene multiple stakeholders through workgroups in order to effectively implement the WIOA statewide. Ongoing state investments in career pathways, industry sector partnerships, apprenticeships, and data collection as well as improving the current workforce service delivery structure gives Iowa a real chance to ensure that no matter where a worker or employer seeks help—at a community college, IowaWORKS

virtual access point, on the job, in apprenticeship or internship programs, or in a public benefits office, they will be connected to these skill-building opportunities.

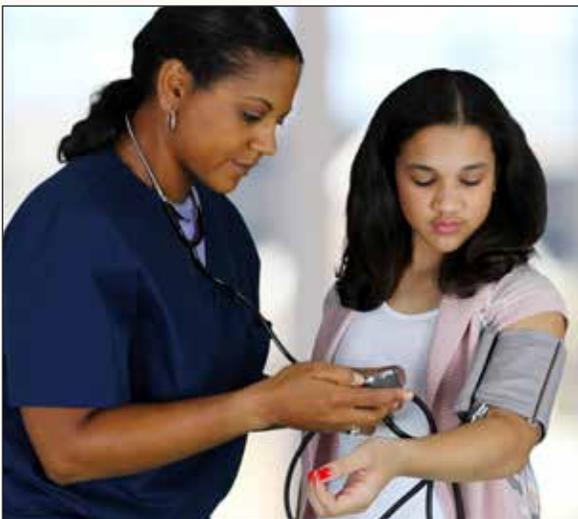
### New Federal Workforce Law Embraces Sector Partnerships, Career Pathways, and Enhanced Data Collection

Sector partnerships, career pathways, and enhanced data collection figure prominently in the Workforce Innovation and Opportunity Act (WIOA). State and local workforce boards will promote the use of sector partnerships to address the workforce needs of multiple employers within an industry while providing access to high quality training to vulnerable populations. Further, the unified state plan is an opportunity for the core agencies of Iowa Workforce Development, Department of Education and Vocational Rehabilitation to align workforce, education and employment services across the system. Through this collaborative

effort vulnerable Iowans will have access to coordinated service delivery while being exposed to high demand career pathway opportunities through education and employment services. Iowa's WIOA unified state plan will be submitted to the U.S. Department of Labor on March 1, 2016. To view the current draft, please visit the Iowa Workforce Development website at [www.iowaworkforcedevelopment.gov](http://www.iowaworkforcedevelopment.gov).

### Future Ready Iowa

Future Ready Iowa is a proactive partnership between the National Governor's Association and the State of Iowa which is developing a shared vision for ensuring we are preparing workers to match the needs of Iowa's employers. Future Ready Iowa's four main objectives are to: identify and meet companies' needs for highly skilled employees through sector strategies and career pathways; communicate high demand career information to students, parents and teachers; improve career readiness for students by increasing interest and achievement in STEM subjects; and, minimize education related debt. The Skills2Compete Coalition supports Future Ready Iowa's initiatives. To view a complete list of goals for Future Ready Iowa, go to [www.iowaworkforcedevelopment.gov](http://www.iowaworkforcedevelopment.gov).



## 2016 Workforce Policy Agenda

Given the direction that federal workforce policy is moving, the state-level interest in the skilling up of Iowans, the growing complexity of serving workers with multiple barriers to employment, and a greater awareness that moving more people out of poverty requires improving incremental credential attainment among these workers, the Iowa Skills2Compete Coalition offers these **policy recommendations for the 2016 state legislative session**:

- 1 Maintain current investments in adult basic education, PACE programs, pathway navigators, industry sector partnerships and gap tuition assistance at the level of \$12.5 million and ensure these opportunities are available in each of the state's 15 service areas.
- 2 Increase access to the child care assistance program so that working parents needing child care assistance are not penalized for realizing incremental salary increases. Establish a minimum 12-month eligibility period for all families, increase the income eligibility level for working families from 145% to 185% of the federal poverty level (FPL), create a transition plan for families that are no longer eligible, and support the Child Care Development Block Grant reauthorization.
- 3 Support the recommendations of the Iowa Department of Education's Secondary Career and Technical Education (CTE) Task Force to develop a comprehensive career pathway system that is led by the K-12 institutions—often with the assistance of local community colleges—that will afford every student the opportunity to fully explore and pursue career and college opportunities.
- 4 Create a new appropriation of \$1 million for Iowans in need of reliable transportation to maintain employment or complete education and training programs through the Iowa Employment Rides Initiative.
- 5 Increase recruitment, retention, and training of health care workers in the health, long-term care, and mental health workforce.
- 6 Provide \$500,000 to fund additional adult basic education instructors in correctional facilities, in addition to the current corrections education appropriation.
- 7 Expand opportunities for Iowans to pursue a high school equivalency degree: establish a task force at Department of Education to explore new ways to help adults pursue their HiSED (high school equivalency degree) and complete their HiSET (high school equivalency test).

## Success Stories

### ASHLEY



Ashley had been working retail earning \$7.35 an hour when she decided to pursue training at Kirkwood Community College to provide a better life for her children. She enrolled in PACE, completed a bridge training program and Administrative Professional Certificate Training, and obtained employment at Geico in Coralville. Training paid off for Ashley. She more than doubled her wages which positively impacted her income by over \$16,000 annually. Ashley started a career and increased her family's independence from government assistance.

## Recommendation 1

**Maintain current investments in adult basic education, PACE programs, pathway navigators, industry sector partnerships and GAP tuition assistance at the level of \$12.5 million and ensure these opportunities are available in each of the state's 15 service areas.**

Investing in career pathways is having an impact. According to the 2014 Condition of Iowa's Community Colleges report, 55.9 percent of adult basic education students continued on to postsecondary education after completing basic education classes, 77.2 percent of these students who intended to enter the workforce did so, and 84.7 percent of this group retained employment.

Program	Numbers Served FY15	Notable Impact
Gap tuition assistance	<ul style="list-style-type: none"> <li>• 3,272 students applied for tuition assistance</li> <li>• 1,348 students awarded tuition assistance</li> <li>• 1,049 students completed training</li> <li>• 1,234 students are participating or waiting to participate</li> </ul>	<ul style="list-style-type: none"> <li>• 88.41% of students completing training secured employment after using tuition assistance to complete an education program and established an overall new employment rate of 70.3% of those completing training in FY 15.</li> </ul>
Adult Education & Literacy Program	<ul style="list-style-type: none"> <li>• 19,517 students enrolled</li> <li>• 12,203 program persisters</li> <li>• 5,370 students completing</li> <li>• 1,942 HiSET awards</li> </ul>	<ul style="list-style-type: none"> <li>• 23.9% increase in persisters<sup>2</sup> and completers.<sup>3</sup> This means more students are successfully progressing through the program.</li> </ul>
Pathways for Academic, Career, and Employment Program (PACE)	<ul style="list-style-type: none"> <li>• 5,909 students applied for tuition assistance to cover the PACE program</li> <li>• 4,143 students approved and accepted into the PACE program</li> <li>• 4,457 total active participants</li> </ul>	<ul style="list-style-type: none"> <li>• 86.6% overall employment range among students completing the PACE program in FY 15.</li> <li>• 65.7% overall new employment rate for those exiting the PACE program.</li> <li>• Increase of 79.3% increase in PACE participants from FY 14 to FY 15.</li> </ul>

With continued state support of these efforts, more Iowans can work towards economic security and self-sufficiency that training and earning skilled credentials helps to provide. In turn, employers can rely on a dependable pool of ready to hire workers.

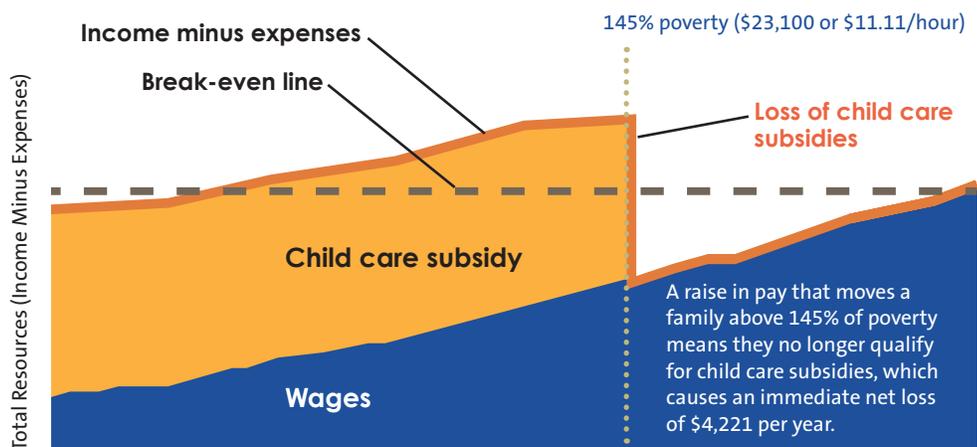
## Recommendation 2

**Increase access to the child care assistance program so that working parents needing child care assistance are not penalized for realizing incremental salary increases. Establish a minimum 12-month eligibility period for all families, increase the income eligibility level for working families from 145% to 185% FPL, create a transition plan for families that are no longer eligible, and support the Child Care Development Block Grant reauthorization.**

A critical need for many of Iowa’s working parents is affordable and accessible child care. The need is particularly great in Iowa, which last year, ranked first in the nation in the percent of children (76 percent) under the age of six with all parents in the labor force.<sup>4</sup>

When a household increases in income, even slightly, work supports may be lost, resulting in a net loss of resources. Child care provides a prime example of this “cliff effect.” Iowa’s Child Care Assistance benefits abruptly disappear at 145 percent of the federal poverty level, causing the family (no longer considered living in poverty) to lose roughly \$4,221 annually, which is money that is desperately needed to cover a basic budget. Because of this “cliff effect”, a \$0.15/hour pay increase depletes a family’s net pool of resources by 20%. This causes a disincentive to work additional hours or aim for a higher paying job which in turn can decrease availability of middle skill workers and quality employees for Iowa’s employers. These families remain stagnant. These families will either remain on government support because they cannot afford losing their child care assistance; or, if they do accept a raise in pay, they face difficult decisions between paying the full cost for quality child care and forgoing basic necessities or finding lower quality of child care—putting their child’s development at risk.

### The Child Care Subsidy “Cliff”



Source: Child & Family Policy Center. “What Does the Cliff Effect Look Like Today?” Sept. 16, 2015

## Success Stories

### LESLIE



Leslie, a 38 year old single mother had been working in an unhealthy work environment for 11 ½ years before having her second child. After returning to work from maternity leave she found herself unable to deal with the unfavorable conditions and quit. After lying on her resume about her level of education Leslie was able to find another position working in a retail store, but learned quickly that it was a struggle to manage her family and her work schedule.

In March of 2014 Leslie made a decision to leave her retail position and pursue her HiSET at Des Moines Area Community College. She completed her HiSET in June of 2015 and began college classes in the fall of 2015. She is currently earning her Associates degree in Liberal Arts with a concentration in Social Work and plans to continue on at a 4-year University to earn her Bachelor’s degree.

In the past three months, 29% of employed parents experienced some sort of child care breakdown which were associated with absenteeism, tardiness, and reduced ability to work.<sup>6</sup>

In 2014, 17,400 Iowa children used child care subsidies.<sup>7</sup>

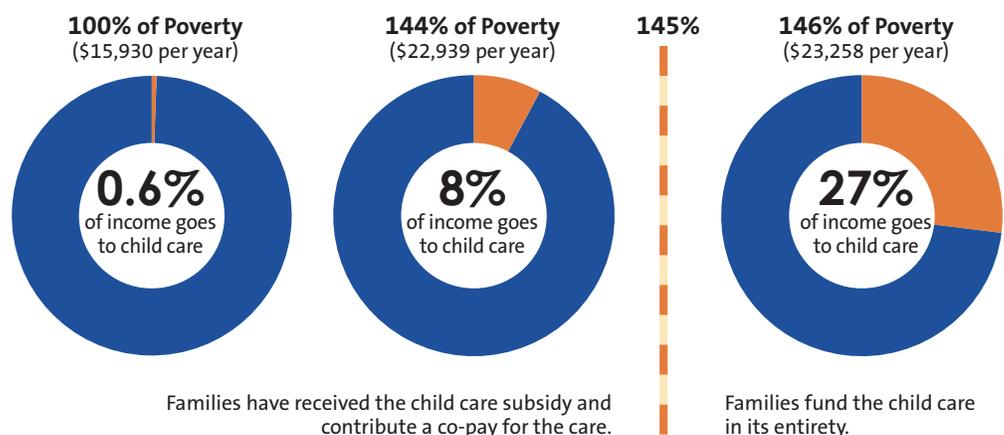
With the reauthorization of the federal Child Care Development Block Grant, Iowa has the opportunity to address the “cliff effect” and other issues with child care assistance. The State of Iowa is proposing several solutions for state child care assistance stability that we support including: continuous eligibility for services on a 12 month period instead of 6 months; child care assistance coverage for parent’s job loss for up to 3 months instead of 30 days; and helping 250 families experiencing the “cliff” to have child care services for 12 months, and studying the barriers and issues that these families face.

An additional solution is raising the family income eligibility rate for child care assistance up from 145% to 185% of the poverty level. In other words, families were previously eligible if their annual income was \$22,939 or less, but by raising the income eligibility rate to 185% of the poverty level, a single parent that makes up to \$29,471 a year can be eligible for child care assistance for their child. In the United States, the average state child care assistance rate is 177%.<sup>5</sup> At 145% of the federal poverty level, Iowa has the 10th lowest eligibility level in the nation. By raising the eligibility to 185%, many families will avoid the “cliff effect” and workers will ensure high productivity while their children have stable and safe care. Child care assistance does not make child care free for the eligible families, though.

Parents currently pay a co-pay if they receive state child care assistance. Parents will continue to pay an increased co-pay for their child care as their income climbs. However, when the cliff occurs, under our current system, a parent’s child care bill jumps from 8% of their income up to 27% of their income. This increased financial burden for families creates an immediate disincentive to take a pay raise. This cliff may also cause families to make other difficult choices such as forgoing basic necessities, finding lower quality child care, or even dropping out of the workforce. In order to create more middle skill workers, we need to ensure that all workers have the ability to skill up and reach their full potential, and fill the open middle skill jobs.

### The Family’s Share of Childcare Expenses

Single parents with one pre-school-age child pay an increasing portion of childcare expenses— depending on income—until their wages reach 145% of poverty. Then they pay all of it.



Source: Child & Family Policy Center. “What Does the Cliff Effect Look Like Today?” Sept. 16, 2015



### Recommendation 3

***Support the goal of the Iowa Department of Education's Secondary Career and Technical Education (CTE) Task Force to develop a comprehensive career pathway system that will afford every student the opportunity to fully explore and pursue career and college opportunities.***

There is a need to expand, align, restructure, and reform Career and Technical Education (CTE) in Iowa. The Coalition supports the adoption of a consistent statewide system led by our K-12 institutions that adequately supports innovative, high-quality secondary CTE programs and the adoption of the recommendations of the Secondary CTE Task Force. These recommendations have the intended outcomes of:

- An education system better aligned with employer/economic demand and with more consistent quality.
- Robust, globally competitive CTE curricula that integrate academic and technical content and lead to industry recognized credentials.
- More equitable distribution of concurrent enrollment (“dual credit”) opportunities.
- A comprehensive career pathway system affording every student the opportunity to explore and to pursue college and career learning opportunities through enhancement of career guidance and work-based learning. Removal of the stigma from CTE so students recognize rewarding middle-skill careers that do not require a four year degree.
- Efficient delivery through shared programs between school districts, community colleges, local business, and other stakeholders.

### Success Stories

#### JOANEE



Joanee was 32 years old when a car accident caused her to lose her job working in a plastic factory. With a broken collar bone, she came to Indian Hills Community College to earn her High School Equivalency Diploma. She passed all five of her finals with flying colors, and tested as college-ready on her placement test. Joanee was accepted into Indian Hills Practical Nursing Program. This mother of five intends to pursue her Associate Degree in Nursing, her dream job and a family-sustaining wage.

## Recommendation 4

**Create a new appropriation of \$1 million for lowans in need of reliable transportation to maintain employment or complete education and training programs through the Iowa Employment Rides Initiative.**

With an appropriation of \$1 million to the Iowa Employment Rides Initiative in the fiscal year 2017 budget, adult workers in both urban and rural communities would benefit from improved access points to transportation. Currently, the Iowa Economic Development Authority provides transportation grants for cities that have a population of 50,000 people or less. The Iowa Employment Rides Initiative would expand existing transportation services by covering cities with populations over 50,000, while also subsidizing low-income riders, and creating ride share programs, among other allowable strategies. Local communities can leverage their own resources with state funding to make these options possible. Ultimately, this effort would alleviate a significant barrier to employment and enrollment in education and training programs—lack of reliable transportation.

The current uninsured rate in Iowa is 6%. This has decreased by 7% since 2013 prior to the first open enrollment period. This shows that lowans are rapidly becoming more insured and will likely utilize health care services more often than ever before.<sup>10</sup>

## Recommendation 5

**Increase recruitment, retention, and training of health care workers in the health, long-term care, and mental health workforce.**

Health care currently accounts for 8.9 percent of Iowa's total employment. The health care and social assistance industry experienced the largest increase of any industry between 2005 and 2010, and it is projected to be one of the two major industries with occupational growth, accounting for 40 percent of the state's growth between 2012 and 2022. Additionally, one third of Iowa's Occupations with Largest Growth for the years 2012-2022 are in the health care field.<sup>8</sup>

The demand for the health care workforce is driven by: 1) an aging population (in Iowa, we rank 11th in percentage of the population age 60 and older) that will increasingly seek care in the home, 2) a predicted increase in chronic conditions, including diabetes and obesity, 3) medical advancements that provide more health care services and therefore demand more workers, and 4) an increase in the percentage of people with health insurance coverage, who then seek routine medical care.

Health care faces several challenges in retaining and recruiting employees. Iowa has a shrinking labor pool due to the aging workforce. The health care industry is further challenged to recruit and retain workers because of low wages and high turnover rates<sup>9</sup> for some health care positions. Therefore, people who may be interested in a health care career may not even seek employment or remain in the field because of low front line worker wages. Furthermore, all Iowa employers can experience decreased productivity when their employees are juggling work and caregiving responsibilities.

Our recommendations include:

- Continue support to the Iowa Department of Public Health for the Direct Care Workforce Initiative and the statewide Prepare to Care training to ensure ongoing access to high quality education and advancement opportunities for direct care workers.

- Identify, share and analyze data on the health care workforce. Although data is collected through the education, workforce, public health, and human services systems, there is not currently a process for utilizing the data to make informed decisions about priorities for recruitment and retention of the health, long-term care and mental health direct care workforce.

## Recommendation 6

***Provide an increased investment of \$500,000 to fund additional adult basic education instructors in correctional facilities, in addition to the current corrections education appropriation.***

Providing an increased investment of \$500,000 in the FY 2017 budget for the Department of Corrections would bring adult basic education and technical training to thousands of inmates. Additional high school equivalency test preparation instructors could serve 1,000 to 1,500 inmates. This is a significant step toward reaching the 1,607 inmates currently in need of a high school diploma or an equivalency certificate.

Recidivism decreases by up to 24% when interventions such as high school equivalency completion, vocational education and soft skills training are implemented in prison. For every tax dollar spent on correctional education, there is a nearly 300% return on investment. There is a 400% return on investment for vocational education.<sup>11</sup>

**About 20% of inmates in Iowa – or 1,607 inmates – are in need of a high school equivalency diploma or certificate.<sup>12</sup>**

## Recommendation 7

***Expand opportunities for Iowans to pursue a high school equivalency degree: establish a task force at Department of Education to explore new ways to help adults pursue and complete their HSED.***

Despite strong efforts to increase adult basic education offerings in Iowa, over 146,944 working age Iowans (age 18 – 64) do not have a high school diploma or equivalency.<sup>13</sup> A high school equivalency is required for a vast majority of the skilled jobs currently open at Iowa businesses. We know that many adults pursuing their high school equivalency degree experience multiple barriers in completing their degree including academic anxiety, transportation and more. By examining current Iowa HSED completion data, we can see that in 2015:

- 19,517 Iowans enrolled in a high school equivalency degree service
- 12,203 Iowans received at least 12 or more hours of instruction
- 5,370 Iowans were program completers, completing over 40 hours of instruction
- 1,942 completed and received their HSED<sup>14</sup>

Skills2Compete would like to establish a task force with the State Department of Education to examine the low completion rate for HSED, and to create more alternatives for high school equivalency graduates, as well as more opportunities for adults to earn a high school diploma. We would like this task force to create a plan for more alternatives for high school completion, in order to create more qualified skilled workers for Iowa.

**During his or her working life, an Iowa high school graduate earns \$707,400 more than a high school dropout.<sup>15</sup>**

**Individuals who attain a high school equivalency diploma will earn 38% more than those who drop out of high school.<sup>16</sup>**



## Moving Iowa Forward

Governor Branstad and the state legislature have taken some game changing steps to ensure more workers and industries have a role in Iowa's economic rebound and restored prosperity. By embracing the 2016 Workforce Policy Agenda of the Iowa Skills2Compete Coalition, this work can continue making an impact. Continued investments in skill and credential attainment and adult basic education will impact the ability of the State to fill its middle skills jobs and grow a strong workforce. Work supports such as affordable transportation and child care are critical to help Iowa's workforce be productive workers. Iowa must continue to create opportunities for workers to advance in health care jobs, as well as opportunities for offenders to "skill up" and be a productive worker once they reenter Iowa's workforce.

### Endnotes

- 1 U.S. Bureau of Labor Statistics. *Economy at a Glance: Iowa*, December 2015.
- 2 A persister is a student who remained in the program longer than 12 hours.
- 3 A completer is a student who persists for at least 40 plus hours and shows a post-test with a gain.
- 4 Annie E. Casey Foundation. *Kids Count Data Center*. Available at: <http://datacenter.kidscount.org/>.
- 5 National Women's Law Center. *Child Care Assistance Income Eligibility Limits for a Family of Three*, 2015.
- 6 Bond, J.T., Galinsky, E., & Sakai, K, *The National Study of the Changing Workforce*, 2008.
- 7 U.S. Department of Health and Human Services, Administration for Children and Families, FY 2014 *Preliminary Data Table 1 - Average Monthly Adjusted Number of Families and Children Served*, May 2015.
- 8 Iowa Workforce Development, *Iowa's Workforce and the Economy*, October 2015.
- 9 Iowa Department of Education, *Economic Modeling, Health Care*, October 2015.
- 10 Enroll America, *Iowa State Snapshot*, October 2015.
- 11 Iowa Department of Corrections, *Return on Investment Report: Evidence-Based Options to Improve Outcomes*, May 2012.
- 12 Iowa Department of Corrections, Data pulled from Iowa Department of Corrections statistician on December 9, 2015.
- 13 Census, 2014, American Community Survey data.
- 14 Iowa Department of Education, *Adult Education and Literacy 2015 Performance*, July 15, 2015
- 15 The Cost of Dropping Out of School in Iowa, Iowa Assoc. of American Education
- 16 American Community Survey

## Acknowledgements

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**To learn more about the Iowa Skills2Compete Coalition, please visit [www.centraliowaworks.org](http://www.centraliowaworks.org).**

## About the Skills2Compete Coalition

The Iowa Skills2Compete Coalition is a statewide partnership of Iowa's business community, education, legislative and workforce development leaders that serve as an organized voice for "skills" at the state's capitol and build more policymaker support for state policies that grow Iowa's economy by investing in its workforce.

## Iowa Skills2Compete Coalition

Association of Iowa Workforce Partners  
Central Iowa Workforce Investment Board  
Central Iowa Works  
Child and Family Policy Center  
Des Moines Area Community College  
Evelyn K. Davis Center for Working Families  
Goodwill Industries of Central Iowa  
Greater Des Moines Partnership  
HCI-VNS Care Services  
Indian Hills Community College  
Iowa Association of Business and Industry  
Iowa Association of Community College Trustees  
Iowa CareGivers  
Iowa Federation of Labor, AFL-CIO  
IowaWORKS Central Iowa  
Kirkwood Community College  
Manpower of Central Iowa  
National Skills Coalition  
Neighborhood Transportation Services  
Principal Financial Group  
Project Iowa  
Region 11 Workforce Investment Board  
United Way of Central Iowa  
United Way of East Central Iowa  
United Ways of Iowa  
United Way of Siouxland  
UnityPoint Health – Des Moines



Pat Steele  
*Program Manager*

**Central Iowa Works**  
**United Way of Central Iowa**  
1111 9th Street, Suite 260  
Des Moines, IA 50314  
(515) 243-2130  
pat@centraliowaworks.org  
www.centraliowaworks.org

Sarah Gray Ramsey  
*Advocacy Officer*

**United Way of Central Iowa**  
1111 9th Street, Suite 100  
Des Moines, IA 50314  
(515) 246-6538  
sramsey@unitedwaydm.org  
www.unitedwaydm.org