

**REGION 7  
CEO Meeting**

**Thursday, April 26, 2018  
3:00 p.m. – 4:00 p.m.  
Cedar Valley IowaWORKS  
3420 University Ave.  
Conference Room D  
Waterloo, Iowa**





**CEO Meeting  
3420 University Ave  
Waterloo, Iowa 50701  
April 26, 2018  
Conference Room D  
3:00pm – 4:00pm**

**Conference Number  
(866) 685-1580  
Conference Code  
4772635870**

- 1.0 Welcome
- 2.0 Review and Action:
  - 2.1 February 23, 2018 Minutes and April 26, 2018 Agenda
- 3.0 Director's Announcements
- 4.0 System Report
- 5.0 Sector Strategies
- 6.0 Regional Realignment
- 7.0 Review and Act Items:
  - 7.1 RWDB Appointments
  - 7.2 Comment Letter
- 8.0 Informational Items
- 9.0 Scheduling Upcoming Meeting Date
  - 9.1 CEO Full Meeting:
    - 9.1.1 TDB
- 10.0 Adjournment



**REGION 7  
CEO  
MEETING MINUTES**

Friday, February 23, 2018 – 11:00 a.m. – 12:00 a.m.

**Cedar Valley IowaWorks  
3420 University Ave.  
Waterloo, IA**

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**Chief Elected Official**

**Present**

Harlyn Riekena, Chair  
Linda Laylin  
Ken Kammeyer, Vice Chair  
Clayton Ohrt

**Representing**

Grundy County Supervisor  
Black Hawk County Supervisor  
Bremer County Supervisor  
Buchanan County Supervisor

**Other Category**

Chris Hannan  
Ben Humphrey  
Sandy Jensen (by phone)  
Andy Trower

WIOA Title I, Workforce Development Director  
IWD Attorney  
Director of Urban Centers & Adult Literacy  
WIOA Title III, Operations Manager

**Absent**

Greg Barnett

Butler County Supervisor

**Welcome**

Harlyn Riekena, Chair, called the meeting to order at 11:00 AM.

**Review and Action:**

- Approval of August 21, 2017 Minutes and February 23, 2018 Agenda

Ken Kammeyer made a motion to approve the minutes and Clayton Ohrt seconded. **All Approved. None Opposed. Motion Approved.**

- Ken Kammeyer made a motion to approve the agenda and Clayton Ohrt seconded.

**All Approved. None Opposed. Motion Approved.**

**Director's Announcements**

**System Report** by Chris Hannan, Andy Trower, Sandy Jensen and Mike Howell

Chris Hannan presented on Title I updates and events at IowaWorks.

Sandy Jensen presented on the Title II happenings and updates at the Adult Education Center.

Andy Trower presented on Title III events and updates within the Business Service Team.

### **Regional Realignment by Ben Humphrey**

Ben provided explanations and answered questions on the regional realignment.

### **Review & Act Items**

A modification relating to Priority of Service for Veterans was sent by the state to be included in the local service plan. Linda Laylin moved to add the modification to the local plan and Clayton Ohrt seconded. **All Approved. None Opposed. Motion Approved.**

Clayton Ohrt moved to approve the membership application submitted by Amber and Ken Kammeyer seconded. **All Approved. None Opposed. Motion Approved.**

### **Informational Items**

None

### **Scheduling Upcoming Meeting Date**

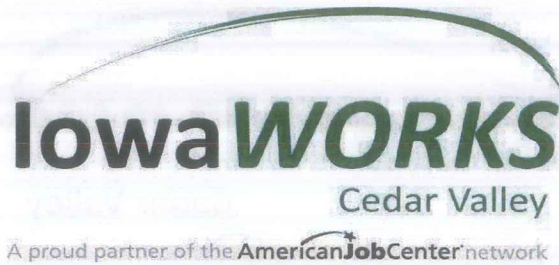
CEO Full Meeting to be determined

### **Adjournment**

Linda Laylin moved to adjourn the meeting. **All Approved. None Opposed. Motion Approved.** The meeting ended at 12:00 Noon.

Respectfully submitted by,  
Funmi Obitayo

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**CEO Report  
April 26, 2018**

**Title I Adult and DW**

**Business Closings**

Please report any and all business closings to Chris Hannan or Dustin Brocka no matter the size. Below is a quick overview of recent business closings affecting Region 7:

- Hy-Vee (University Ave. Waterloo) – 190-282 employees
- Catherine Doyle's (Waterloo Iowa) – 1 affected employee
- PEM – 4 employees
- Cedar Valley Mechanical – 3-4 employees

**Dislocated Worker John Deere-NEG**

- John Deere grant hard end date is March 31, 2017
- Enrollment Goal is 367 John Deere affected workers
- Total enrolled between Des Moines and Waterloo is 344

**Trade Adjustment Assistance**

**Ocwen**

- SEG ended March 31, 2017
- IWD has agreed to extend the SEG to March 31, 2019 with \$20,000
- Eight additional workers laid off in February 2018
- One additional worker laid off in March 2018
- Info session for affected workers was held on Tuesday, February 6, 2018
- 64 currently in school
- 72 have graduated from training
- 17 dropped from training
- 1 is retaking 1 more class not through TAA to be able to graduate
- 4 participants working on new classroom training requests
- 22 RTAA participants
- 24 served through Access & Excel training
- 204 total served

**DEI/T2W**

- The state of Iowa has DEI 6 which runs through March 30, 2019.
- This quarter's outcomes totaled \$49,124.00
- Region 7 has 72 tickets assigned as of April 3, 2018



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- Brenna Schaefer and Kylie Murphy are on staff running these programs

### **Title I Youth/Young Adult Program**

- 10 new enrollments in Young Adult Program
  - 8 of these enrollments were co-enrolled with PJ, DEI, GAP, or WIOA Title I Adult Program.
- 7 OSY WEPs started
- 1 Registered Apprenticeship
- 13 credentials earned
- 7 IST started; 6 completed IST successfully

### **Sector Strategies**

#### Sector Board Updates:

The Cedar Valley Advanced Manufacturing Partnership has been meeting regularly and discussing a variety of topics. The group was actively involved in hosting a table at local high school parent-teacher conferences to spread the word about manufacturing. They also helped with planning the Manufacturer's Conference at Hawkeye Community College and have brought forth ideas on how to solve the talent pipeline problems. All of these things are helping us shape what the training needs are in our area and attempt to keep people working in the Cedar Valley.

The Healthcare Sector Board most recently had a panel of CNA's come to speak to the group about their experiences going through school and starting off as a CNA. Those in the room felt that it was great to see the experience through their perspective and will take back ideas to better the process for new employees.

Pre-pipeline programming has been developed to help individuals better understand the career fields and job opportunities prior to enrolling in a class. This stemmed from concerns from employers about how they don't think people really have an idea of what they are getting themselves into. We have successfully ran two Intro to Health Careers courses with 22 individuals completing. Intro to Manufacturing Careers is in development with the hopes to run a class prior to the end of this fiscal year.

#### GAP/PACE Program Updates:

Received 186 applications in the first 3 quarters of FY2018.

- Of these applications, 91 individuals were unemployed, 61 were recipients of food assistance, 13 did not have a high school diploma and 18 had a felony conviction.
- 149 individuals have been approved and are waiting to participate, have started training or completed training in FY2018.
- 65 individuals completed the course that they enrolled in.
- 109 3<sup>rd</sup> Party, Industry Recognized Credentials were earned.
- 53 have gained new employment and 19 have retained employment after completion.

#### National Recognition:



# IowaWORKS

Cedar Valley

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The SNAP Employment & Training Program that is ran in conjunction with the GAP/PACE Programs at Hawkeye Community College was recently selected to be featured in a National video highlighting the program and its benefits to participants. Only 8 programs throughout the entire United States were selected, so we are proud of all the work Navigators have done to make this program a success. Taping will occur on April 16, 2018 with no release date yet determined.

## State Recognition:

Hawkeye Community College's GAP/PACE and WIOA Title I programs have been identified as trailblazers in the state of Iowa in regards to co-enrollments and providing services to individuals. Staff will be presenting at the AIWP conference in April and will also be holding a state-wide training in May specifically with Navigators in the GAP/PACE program.

## Title II Adult Education and Literacy

### I-BEST/IET/IELCE

- WIOA includes mandate for IET (Integrated Education and Training). I-BEST (Integrated Basic Education and Skills Training) is a strong example of one way to provide IET.
- Spring semester I-BEST CNC class is currently running with 11 students. Class will conduct job shadows at MasterBrand in late April.
- New IT I-BEST class is currently in development and scheduled for the first time fall semester 2018.
- New IELCE (Integrated English Literacy and Civics Education) programming was begun fall 2017. This new IET option at Hawkeye offers ELL students with appropriate English ability the opportunity to learn digital literacy skills in an integrated manner. 27 ELL students learned Word, Excel, PowerPoint and workplace transferable skills while also increasing their English language acquisition. Spring semester, this same class is learning how to use Google applications using the same integrated format. These classes toured Iowa Works office on April 11, 2018 to learn about opportunities for further workforce training.

### ENGLISH LANGUAGE LEARNING (ELL) classes

- Spring semester ending on May 17
- Registration for fall classes will be in July; fall semester starts August 27, 2018
- ELL Next Step Completion ceremony will be held on May 16 from 10:30 to 11:30 AM at the Waterloo Center for the Arts.
- MasterBrand and Hawkeye's AEL program have a new partnership and both parties signed a formal MOU outlining the agreement to provide onsite ELL classes for MasterBrand employees. Eligible employees receive work release time to attend class. Two Intermediate-level classes are running this semester (Feb 6-May 24).

### HIGH SCHOOL COMPLETION (HSC) classes

- Spring semester ending on May 24
- Late spring mini-session in May/June for eligible students



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- HSC graduation ceremony will be held on June 28 on Hawkeye's main campus in Tama Hall, 7 PM
- Registration for fall classes is on-going and will conclude in July; fall semester starts August 27, 2018.

### HAWKEYE'S NEW ADULT LEARNING CENTER

Construction is scheduled to be completed sometime in September or October. Planned occupancy is January 2, 2019.

### Title III

- Extended Hours for Iowa WORKS continues on Tuesdays and Thursdays from 7:30a-6p
- Lacie Westendorf has been promoted to Business Marketing Specialist. Lacie will be working with business identified as key accounts to support and provide service and information and work with the business to finalize Registered apprenticeship.
- Iowa Legal of Iowa and Iowa WORKS of Waterloo held the second Expungement Clinic on March 29th, the pre-registration numbers were 95, 40 people were scheduled 26 individuals keep their appointment and 28 potential expungements that included four felonies and 8 assistance with filing bankruptcies. There is still at least one case they will be taking for extended representation and is likely to end up as an appeal. Nearly a third of the clients (8 of 26) are potential candidates for bankruptcy, so they will be following up about that once we take a closer look at the individual cases. In addition, Iowa Legal Aid plans on holding another clinic in August 2018 and to be determined 2019 clinic. The partners are in discussion to extend the hours of the clinic and maybe add warrant squashing and child support sessions.
- March 29<sup>th</sup> Black Hawk County was recognized for achieving the Home Base Iowa Community designation. The recognition was a collaboration of Iowa WORKS of Waterloo, Black Hawk County, Greater Cedar Valley Alliance and local Businesses. Whom helped to create the HBI incentive packet. Demonstrating the commitment to attract and employ skilled veterans to the area. The announcement of Black Hawk County recognition was made at the Greater Cedar Valley Annual Diversity Breakfast.
- Together with the Mayor's Summer Youth advisory board are in the planning stages to develop a summer employment program. We had a meeting with Superintendent Dr. Jane Lindeman, Eric Bertch of Lost Island Waterpark, Mickey Johnson Trio Director and Iowa WORKS to find a way to help get the youth in the schools employment for the summer or year round.
- Debra Hodges-Harmon and Lacie Westendorf have been asked to set on committee's for our local Future Ready Iowa Summit planning committee. Ronee Slagle is on the State Committee along with Mayor Hart.
- Iowa WORKS sponsored a hiring event at the Waterloo Center for the Arts on 4/10/18 with around 60 employers and service agencies. We had 170 customers attend the event.
- The BSR Team, Ronee Slagle and Andrew Trower all attended the Mayor's State of the City Address on April 6, 2018.

### Title IV

The Waterloo Area Office serves 1221 Job Candidates and is the 4th largest area office in the state.



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So far in FY 2018 the office has successfully closed 113 Job Candidates as successfully employed, which makes Waterloo the #1 office in the state, with successful closures.

The Rehabilitation Rate for the Waterloo Area Office is 60%, which make us #2 in the state, out of 14 offices.

**Attachments Below**

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

## Executive Summary

### The Realignment Committee of the State Workforce Development Board is seeking input from local workforce development boards and chief elected officials.

#### WIOA imposes requirements on local workforce development areas.

- The federal Workforce Innovation and Opportunity Act (WIOA) imposes the following requirements on local workforce development areas (local areas):
  - 1) Local workforce development board with independent staff.
  - 2) Fiscal agent.
  - 3) One-stop operator selected by competitive procurement.
  - 4) Service provider of the WIOA Title I Youth program.
  - 5) Service provider of the WIOA Title I Adult and Dislocated Worker program.

#### The U.S. Department of Labor (USDOL) has mandated the realignment of Iowa's local workforce development areas.

- "[T]he division of limited WIOA funds among 15 services areas, particularly in a State that has large rural areas, is stretching the available dollars so thin that the local areas are unable to fund core WIOA functions, such as staff support for the required Local Workforce Development Boards (WDBs) and/or the One-Stop Operators (OSOs)."
  - USDOL Region 5 Office, Monitoring Report (Nov. 8, 2017)

#### The State Workforce Development Board formed a Realignment Committee in response to the USDOL mandate.

- The State Workforce Development Board (State Board) formed a Realignment Committee to review Iowa's local area configuration and make a recommendation to the full State Board on realignment that allows for compliance with all WIOA administrative and governance requirements.
- The Realignment Committee has 16 members that include representatives of local workforce development boards, business, state administrative agencies, and the legislature.

#### The Realignment Committee has developed a framework for realignment.

- **Meet all WIOA requirements.** Establish a number of local areas that allows all areas to have sufficient WIOA Title I funds to meet all federal administrative and governance requirements.
- **Maintain local input.** Require the new local boards to establish an advisory committee for each of the current 15 service delivery areas (or regions) to advise the boards and to provide input and oversight of services in the area.
- **Maintain access to services.** Keep IowaWORKS field offices open and WIOA Title I program services available at them.

#### The Realignment Committee is seeking input from local workforce development boards and chief elected officials.

- The Realignment Committee wants input from local boards and chief elected officials on the realignment of Iowa's local areas.
- The Realignment Committee will be conducting webinars, conference calls, and in-person meetings on the realignment of local areas.
- Local workforce development boards and CEOs may submit written comments to the Realignment Committee. Comments may be submitted individually by members or collectively by boards. Comments must be submitted on or before May 4, 2018, by email to: [Shelly.Evans@iwd.iowa.gov](mailto:Shelly.Evans@iwd.iowa.gov)



## 1. U.S. Department of Labor Findings.

- The U.S. Department of Labor Region 5 office (USDOL) performed a review of Iowa's workforce development system in September of 2017 and issued a Monitoring Report based on that review with multiple findings.
- Iowa Workforce Development (IWD) has distributed the Monitoring Report to that State Workforce Development Board, local workforce development boards, chief elected officials, partners, and stakeholders, so this document will not recount the findings word for word. Rather, it will summarize those findings that are most relevant to the alignment of Iowa's local workforce development areas (local areas).

### Finding No. 1:

[T]he division of limited WIOA funds among 15 service areas, particularly in a State that has large rural areas, is stretching the available dollars so thin that the local areas are unable to fund core WIOA functions, such as staff support for the required Local Workforce Development Boards (WDBs) and/or the One-Stop Operators (OSOs).<sup>1</sup>

### Finding No. 7:

The local boards are not performing the functions that WIOA requires Local WDBs to perform. Based on the reviewers' discussions with IWD and Region 5 staff, it appears that the Title I Adult and Dislocated Worker service providers are performing these Local WDB functions. Section 20 CFR 679.370 (a-q) outlines the roles and responsibilities of the local board.

Section 20 CFR 679.400(a) grants Local WDBs authority to hire a director and other staff to assist in carrying out the functions of the Local WDB. Neither the statute nor the regulations authorize any entity other than the Local WDB or its staff to perform these required functions. In the absence of the authority to perform these functions, the costs associated with doing so are potentially subject to disallowance.<sup>2</sup>

### Finding No. 8:

- IWD attempted to perform one-stop operator procurement at the State level using WIOA State set-aside funds due to a lack of resources in each of Iowa's 15 local areas to perform one-stop operator procurement.

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<sup>1</sup> USDOL Monitoring Report, p. 2 (Nov. 8, 2017).

<sup>2</sup> USDOL Monitoring Report, p. 7 (Nov. 8, 2017).

- Performing one-stop operator procurement at the State level meant that, under 20 CFR section 678.605(b), IWD had to follow the same policies and procedures it uses for procurement with non-Federal funds, which IWD did. Despite this legal and practical reality, USDOL applied the standard under 20 CFR section 678.605(c), which applies to all non-federal entities other than the State. USDOL misapplied its own regulations in this finding.
- USDOL's misapplication of its own administrative rule in the Monitoring Report does not change the fact that under USDOL's interpretation of WIOA, each local area must have a one-stop operator and the competitive selection of a one-stop operator is a local board function, which means that there must be enough funding at the local level to procure a one-stop operator with competitive pricing.

## **2. WIOA Requirements.**

Under USDOL's interpretation of WIOA, each local area in Iowa must have sufficient federal funding to support:

- 1) Independent local board support staff that allows the board to perform all required functions under WIOA section 107(d).
- 2) Local fiscal agent.
- 3) A one-stop operator that is competitive procured, using a process that includes competitive pricing.
- 4) Service provider(s) of the WIOA Title I programs.

## **3. Realignment Committee.**

- In response to the USDOL Monitoring Report, the State Workforce Development Board took action at its November 20, 2017, meeting to establish a Realignment Committee.
- The Realignment Committee is tasked with reviewing Iowa's local area configuration and making a recommendation to the State Board on a new configuration that will allow each local area in Iowa to have sufficient federal funding to meet all of the requirements for local areas under WIOA.

## **4. Maximizing Services and Local Input.**

- The USDOL findings focus on realignment in order to meet the requirements regarding governance and administrative functions under WIOA.



- The Realignment Committee has sought to attempt to maximize the federal resources available for services in order to maintain access to the workforce development system at IowaWORKS field offices.
- The Realignment Committee also recognizes the value of local input to Iowa's workforce development system, which began with regional advisory boards in the late-90s that had limited duties.
- The Realignment Committee has attempted to balance the need to maximize services to Iowans and input at the local level while making sure that each local area has sufficient federal funds to meet all WIOA requirements.

## 5. Limited WIOA Funding.

- Most of the WIOA requirements constitute administrative costs under WIOA section 3(1).
- WIOA caps the amount of Title I program funding that can be used on administrative costs at 10 percent.
- The Realignment Committee has been confronted with a math problem: How to divide up the WIOA funds available for local area administrative costs in a way that allows each local area to meet all WIOA requirements, as required by USDOL in Finding No. 1?

## 6. Model Administrative Costs.

- The WIOA requirements for local areas create mandatory administrative costs, some of which did not exist before the Act took effect.
- IWD created a model administrative cost breakdown to give the Realignment Committee an idea of the approximate built-in cost for each local area to meet all WIOA requirements.

<b>WIOA Requirement</b>	<b>Estimated Cost</b>
Local Board Operations	\$20,000
Independent Local Board Support Staff	\$100,000
Local Fiscal Agent	\$30,000
Service Provider: WIOA Title I Youth	\$50,000
Service Provider: WIOA Title I Adult and Dislocated Worker	\$50,000
One-Stop Operator	\$100,000
<b>Total</b>	<b>\$350,000</b>

## **7. WIOA Program Allocation Formula.**

- WIOA Title I program funds are distributed pursuant to an allocation formula that takes into account multiple factors, some of which are relative between specific local areas.
- The formula means that an equal distribution of the labor force between local area territories will not result in an equal distribution of WIOA Title I program funds.
- IWD Finance ran the WIOA Title I program distribution for each map, using Iowa's PY17 funding allocation.
- IWD also made charts comparing the WIOA Title I program distribution for the local areas in each map to the model administrative costs budget.

## **8. Criteria for Consideration in Local Area Designation.**

The following criteria are identified in WIOA for consideration when designating local areas:

- 1) The extent to which the local areas are consistent with labor market areas in the State;
- 2) The extent to which the local areas are consistent with regional economic development areas in the State; and
- 3) The extent to which the local areas have available the federal and non-federal resources necessary to effectively administer activities under WIOA.

## **9. Draft Maps.**

- The IWD Labor Market Information (LMI) Bureau developed multiple draft maps based upon the criteria identified in WIOA for consideration.
- The maps also used data on where customers that registered for membership at an IowaWORKS center live in order to ensure that offices are receiving funds that are representative of the customer pool. For example, it would not be equitable to put Dallas County in a separate local area from Polk County because we know that people who live in Dallas County go to the Des Moines IowaWORKS center to receive services.
- The maps also allow for an individual to see the WIOA Title I program funding distribution for each local area, using Iowa's PY17 funding allocation and the WIOA distribution formula for local areas.
- The IWD LMI Bureau made maps for the following numbers of local areas: 8, 6, 5, 4, 3, and 2.

## **10. Proposed Framework.**

### **Comply With All Federal Requirements**

- Establish a number of local areas that allows each of them to have sufficient federal WIOA Title I funds to meet all administrative and governance requirements, including:
  - 1) Local workforce development board (local board) operations
  - 2) Independent staff for the local boards
  - 3) One-stop operator
  - 4) Local fiscal agent
  - 5) Service providers for the WIOA Title I Youth program
  - 6) Service provider for the WIOA Title I Adult and Dislocated Worker programs

### **Maintain Local Input**

- Require the new local boards to establish an advisory committee for the service delivery area of each IowaWORKS field office.
- This requirements will mean an advisory committee for each of the 15 current service delivery areas and will insure that vital local input continues after the realignment of Iowa's workforce development system.
- The chairperson of each advisory committee must be a member of the new local board.
- The advisory committees will advise the new local boards on and provide oversight for services in the service delivery area.

### **Maintain Access to Services**

- Keep Iowa *WORKS* field offices open to ensure Iowans have access to services.
- Maintain WIOA Title I program services in Iowa *WORKS* field offices.

## **11. WIOA Special Rule on Area Designation.**

### **WIOA § 189(i)(1)**

WIOA section 189 is entitled, "Waivers." Section 189(i)(1), the "Special Rule on Designated Areas," states:

A State that has enacted, not later than December 31, 1997, a State law providing for the designation of service delivery areas for the delivery of workforce investment activities, may use such areas as local areas under this title, notwithstanding section 106.

## **WIOA § 106**

- (a) Regions
  - Identification of Regions
  - Types of Regions
- (b) Local Areas
  - Designation of Local Areas Not Designated Under the Workforce Investment Act of 1998 (WIA)
  - Initial Designation of Local Areas Designated Under WIA
  - Subsequent Designation of Local Areas
- (c) Regional Coordination
  - Regional Planning
  - Regional Plans
- (d) Single Local Area States
  - Continuation of Previous Designation
  - Effect on Local Plan and Local Functions

## **Iowa Code § 84B.3 (2017)**

Iowa Code section 84B.3 states:

A workforce development center, as provided in section 84B.2, shall be located in each service delivery area. Each workforce development center shall also maintain a presence, through satellite offices or electronic means, in each county located within that service delivery area. For purposes of this section, "service delivery area" means the area included within a merged area, as defined in section 260C.2, realigned to the closest county border as determined by the department of workforce development. However, if the state workforce development board determines that an area of the state would be adversely affected by the designation of the service delivery areas by the department, the department may, after consultation with the applicable local workforce development boards and with the approval of the state workforce development board, make accommodations in determining the service delivery areas, including but not limited to the creation of a new service delivery area. In no event shall the department create more than sixteen service delivery areas.

## **Iowa Code § 84B.3 and WIOA § 189(i)(1)**

- The General Assembly enacted the law that is codified at Iowa Code section 84B.3 on May 2, 1996, before the deadline in WIOA section 189(i)(1) of December 31, 1997.<sup>3</sup>
- Iowa Code section 84B.3 provides for the designation of service delivery areas for the delivery of workforce investment activities.
- Iowa Code section 84B.3 qualifies for the WIOA section 189(i)(1) “Special Rule Regarding Designated Areas.” Therefore, Iowa may use areas designated under Iowa Code section 84B.3, notwithstanding WIOA section 106. Put otherwise: Under WIOA section 189(i)(1) and Iowa Code section 84B.3, WIOA section 106 does not apply to the designation of areas in Iowa.

DRAFT

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<sup>3</sup> 1996 Iowa Acts ch. 1186 § 18, available online: <https://www.legis.iowa.gov/docs/publications/iactc/76.2/CH1186.pdf> (last visited Oct. 24, 2017).



## **Deborah L. Collett**

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Bloom Manufacturing Inc, Vice President  
1443 220th Street  
Independence, IA 50644

Phone: 319-827-1139  
Fax: 319-827-1140  
E-mail: dcollett@bloommfg.com

### **Objective**

Self-motivated, goal-oriented professional with more than 30 years in management of several private and government housing programs and later as an officer of a small manufacturing company. Areas of progressive experience include office administration, grant writing, developing policy, benefits management, safety programs and budget control. Professionally recognized for my ability to excel in various fields and for my ability to leverage resources to accomplish coordination and efficacies to meet common goals.

### **Education**

Bachelors of Science, Concordia University

### **Acceditations**

Professional Housing Manager, NAHRO  
Professional in Human Resources, SHRM

### **Work Experience**

2000—Present Vice President  
Bloom Manufacturing Inc.

Officer, financial & budget control, staffing, benefits management, safety program, policy development, human resources, implemented and maintains software programs.

1995—2000

Asst. Director of Community Development / Waterloo Housing Director  
City of Waterloo

Community Development: HUD grant funding administration, budget administration, grant writing, community development projects as assigned and resource for community groups.  
Waterloo Housing Authority Executive Director: Office Administration, HUD financial budgeting and programs administration, manager of senior citizen housing building, grant writing, rental housing inspection.

1978—1995

Waterloo Housing Authority Executive Director  
Waterloo Chamber of Commerce under contract with the City of Waterloo  
Waterloo Housing Authority Executive Director: Office Administration, HUD financial budgeting for Public and Section 8 Housing, programs administration, policy writing, grant writing, rental housing inspection, built 10 single family houses, started the Family Self Sufficiency, Elderly Support Services and Home Ownership Grant Programs. Managed the Chambers 101 units of FHA family rental housing and managed 2 senior citizen housing buildings.

### **Associations**

Past President of Iowa Association of Housing Officials, Vice President of the National / Association of Housing and Development Officials, Chair of Iowa Northland Regional Housing Authority, 1997 "City Official" appointee to Region 7 Regional Workforce Investment Board. Elected to Jesup City Council 6 years, Girl Scout Leader, Church Secretary/Treasurer  
Current Chair of Region 7 Workforce Development Board & Even Dozen Study Club Chair

# Appointment Resume for Regional Workforce Investment Board

PLEASE TYPE OR PRINT CLEARLY. USE ADDITIONAL SHEETS AS NECESSARY.

Entire form must be completed for consideration by the Governor's Office. Additional information on Regional Boards and the appointment process are available in the Iowa Administrative Code (877 IAC 6.1-11).

## PERSONAL DATA

First Name Deborah MI L Last Name Collett Mr/Mrs/Miss/other Mrs

Legal Residence 414 Kerry Lane

City Jesup State IA Zip 50648 County Black Hawk

Home Phone (319) 827-1503 Email Address dcollett@bloommfg.com

Employer or Business Name Bloom Mfg Inc

Address 1443 - 220 the Street

City Independence State IA Zip 50644 County Buchanan

Occupation Vice President

Business Phone (319) 827-1139 Fax (319) 827-1140 Cell Phone (319) 269-0551

To assist us in providing balance and to meet our goal of increased diversity within the membership of boards and commissions, we appreciate your response to these questions. Under state and federal law, this information may not be used to discriminate against you.

Of what race or ethnicity do you consider yourself to be?

Black/African-American

White/Caucasian

Latino/Hispano

Asian or Pacific Islander

American Indian or Alaska Native

Other

please specify

Birthdate: 09 / 01 / 1953

Female

Male

Are you a citizen of the United States?  Yes  No

Are you registered to vote in Iowa?  X Indicate political affiliation:  Democrat  X Republican  No Party

## EDUCATION List schools attended, include high school. A current resume may be substituted for this section.

School	City & State of Iowa	Dates	Degree/Major
Wapsie Valley Comm HS	Fairbank, IA	1967-1971	Graduated
Concordia University	Seward, Ne	1971-1974	B.S. in Ed
University of N. Iowa	Cedar Falls, IA	1978-1980	General Education

## Elected Offices, State Appointed Positions or Membership on Workforce Related Boards or Councils:

Jesup City Council (1995-2001)

Region 7 Iowa Workforce Development Board (1997-present) Chair

Signature Deborah L Collett

Date: 3 120 2018

(OVER)

Last updated 2/23/2018



**EMPLOYMENT & EXPERIENCE** List major paid employment & significant volunteer activities. List chronologically beginning with most recent experience. *A Current resume may be submitted for this section.*

Dates (from-to)	Employer/Organization	City & State	Title/Position
1978-1990	Waterloo Chamber of Commerce/Housing Authority	Waterloo, IA	Executive Director
1990-1995	City of Waterloo, Waterloo Housing Authority	Waterloo, IA	Executive Director
1995-2000	City of Waterloo, Comm Development & Waterloo Housing Auth.,		Assist Director Com Dev.
2000- Present	Bloom Manufacturing Inc	Independence, IA	Vice President

**INTEREST IN APPOINTMENT** Describe in detail why you are interested in serving on a Regional Workforce Investment Board. Provide information about your background including your involvement in community organizations, religious and civic groups, or other associations.

*You may complete this section on a separate sheet.*

Through my employment at the Waterloo Housing Authority, I developed and implemented a number of programs including Family Self Sufficiency; a welfare to work case management program. I wrote grant applications, negotiated partnerships with various local agencies to coordinate support services along with housing assistance. I left public service in 2000 to become Vice President of a private small manufacturing business where my role in Human Resources involved hiring a skilled workforce to meet our company production needs.

I was first appointed by the governor to the Workforce Development Regional Advisory Board – Region 7 on February 6, 1997, have been an active participant and am currently Board Chairperson of the RWDB Region 7

Signature: Debra Z. Calkins Date: 3.120.2018

\*\*\*\*\*To be filled out by person referring candidate\*\*\*\*\*

Referred by: \_\_\_\_\_ (print name) Signature \_\_\_\_\_

Organization: \_\_\_\_\_

Title: \_\_\_\_\_

Reason for nomination (what specific qualities does this person possess which would make them a good member of the Regional Workforce Investment Board):

Renewal / term expires 6/30/2018

\*\*\*\*\*To be filled out by Chief Elected Officials of the Region\*\*\*\*\*

Please indicate what sector(s) the nominee represents:

- Business       Labor       County Elected Official
- School District       City Official       Community College
- College       Other \_\_\_\_\_

Additional information to be considered by the Governor:

Signature of CEO Chair or designee \_\_\_\_\_ Print name: \_\_\_\_\_

April 26, 2018

Governor Kim Reynolds  
State of Iowa  
1007 East Grand Avenue  
Des Moines, IA 50319

RE: Letter of Recommendation for Appointment  
Regional Workforce Development Board

Governor Reynolds:

This letter serves as my recommendation of Debra Collett to the Regional Workforce Development Board for the Region 7. I believe that she is highly qualified to serve on our local board to fill our business vacancy.

As the Vice President of Bloom Manufacturing Inc., Deb Collett oversees all financial and budgetary activity for Bloom Manufacturing Inc. In this role, she also leads staffing, benefits management, and safety programs within the organization. Through her work, Deb has volunteered her time in her community and has been a long standing RWIB/RWDB member and currently serves as the Region 7 chair. Deb is seeking another four year appointment to the board.

Sincerely,

Deborah Collett  
Region 7 RWDB Chair

Linda Laylin  
Region 7 RWDB Vice-Chair

**Region 7**  
**Regional Workforce Development Board**

April 26, 2018

Attention: Office of the Governor

RE: Region 7 Regional Workforce Development Board

This letter serves as my recommendation of Debra Collett to the Regional Workforce Development Board for the Region 7. I believe that she is highly qualified to serve on our local board to fill our business vacancy.

As the Vice President of Bloom Manufacturing Inc., Deb Collett oversees all financial and budgetary activity for Bloom Manufacturing Inc. In this role, she also leads staffing, benefits management, and safety programs within the organization. Through her work, Deb has volunteered her time in her community and has been a long standing RWIB/RWDB member and currently serves as the Region 7 chair. Deb is seeking another four year appointment to the board.

The Chief Elected Officials of the Region 7 Regional Workforce Development Board approve the appointment of the following board member:

Debra Collett, Bloom Manufacturing Inc.

Sincerely,

Harlyn Riekema, CEO Chair  
Region 7 Workforce Development Board



April 26, 2018

Governor Kim Reynolds  
State of Iowa  
1007 East Grand Avenue  
Des Moines, IA 50319

RE: Letter of Recommendation for Appointment  
Regional Workforce Development Board

Governor Reynolds:

This letter serves as my recommendation of Lisa Lorenzen to the Regional Workforce Development Board for the Region 7. I believe that she is highly qualified to serve on our local board to fill our upcoming labor vacancy.

Lisa Lorenzen is the Fiscal Administrator for Resources for Human Development. Lisa has over 20 years of experience with hiring, training, and budget development. In addition to her career, Lisa has volunteered her time in her community and has been a long standing RWIB/RWDB member and currently serves as a Region 7 labor representative. Lisa is seeking another four year appointment to the board.

Sincerely,

Deborah Collett  
Region 7 RWDB Chair

**Region 7  
Regional Workforce Development Board**

April 26, 2018

Attention: Office of the Governor

RE: Region 7 Regional Workforce Development Board

This letter serves as my recommendation of Lisa Lorenzen to the Regional Workforce Development Board for Region 7. I believe that she is highly qualified to serve on our local workforce board to fill our labor vacancy.

Lisa Lorenzen is the Fiscal Administrator for Resources for Human Development. Lisa has over 20 years of experience with hiring, training, and budget development. In addition to her career, Lisa has volunteered her time in her community and has been a long standing RWIB/RWDB member and currently serves as a Region 7 labor representative. Lisa is seeking another four year appointment to the board.

The Chief Elected Officials of the Region 7 Regional Workforce Development Board approve the appointment of the following board member:

Lisa Lorenzen, Resources for Human Development

Sincerely,

Harlyn Riekema, CEO Chair  
Region 7 Workforce Development Board

# Appointment Resume for Regional Workforce Investment Board

PLEASE TYPE OR PRINT CLEARLY. USE ADDITIONAL SHEETS AS NECESSARY.

Entire form must be completed for consideration by the Governor's Office. Additional information on Regional Boards and the appointment process are available in the Iowa Administrative Code (877 IAC 6.1-11).

## PERSONAL DATA

First Name Lisa MI L Last Name Lorenzen Mr/Mrs/Miss/other \_\_\_\_\_

Legal Residence 1201 O'Brien Ct. NW

City Independence State IA Zip 50644 County Buchanan

Home Phone 319-334-6429 Email Address lisa.lorenzen@rhd.org

Employer or Business Name Resources for Human Development

Address 2530 University Ave Suite 1

City Waterloo State IA Zip 50701 County Black Hawk

Occupation Fiscal Administrator

Business Phone 319-229-5030 Fax 319-290-2714 Cell Phone 319-334-0314

To assist us in providing balance and to meet our goal of increased diversity within the membership of boards and commissions, we appreciate your response to these questions. Under state and federal law, this information may not be used to discriminate against you.

Of what race or ethnicity do you consider yourself to be?

Black/African-American  
 Asian or Pacific Islander

White/Caucasian  
 American Indian or Alaska Native

Latino/Hispano  
 Other

please specify

Birthdate: 07 / 02 / 1961  Female  Male Are you a citizen of the United States?  Yes  No

Are you registered to vote in Iowa? yes Indicate political affiliation: Democrat  Republican  No Party

SSN # [REDACTED]

## EDUCATION List schools attended, include high school. A current resume may be substituted for this section.

School \_\_\_\_\_ City & State of Iowa \_\_\_\_\_ Dates \_\_\_\_\_ Degree/Major \_\_\_\_\_

See resume

## Elected Offices, State Appointed Positions or Membership on Workforce Related Boards or Councils:

Regional Workforce Investment Board

Signature Lisa L Lorenzen

Date: 3 / 29 / 2018

(OVER)

**EMPLOYMENT & EXPERIENCE** List major paid employment & significant volunteer activities. List chronologically beginning with most recent experience. *A Current resume may be submitted for this section.*

Dates (from-to)	Employer/Organization	City & State	Title/Position
See resume			

**INTEREST IN APPOINTMENT** Describe in detail why you are interested in serving on a Regional Workforce Investment Board. Provide information about your background including your involvement in community organizations, religious and civic groups, or other associations.

*You may complete this section on a separate sheet.*

I have served on this Board since 1998. It has been a learning experience with the evolvement of Iowa Workforce and the changes with the Department of Labor. I will gladly continue to serve through the next reorganization.

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Signature Sean Johnson Date: 3 129 1 2018

\*\*\*\*\*To be filled out by person referring candidate\*\*\*\*\*

Referred by: \_\_\_\_\_ (print name) Signature \_\_\_\_\_

Organization: \_\_\_\_\_

Title: \_\_\_\_\_

Reason for nomination (what specific qualities does this person possess which would make them a good member of the Regional Workforce Investment Board):

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\*\*\*\*\*To be filled out by Chief Elected Officials of the Region\*\*\*\*\*

Please indicate what sector(s) the nominee represents:

- |  |  |  |
|--|--|--|
| <input type="checkbox"/> Business        | <input type="checkbox"/> Labor         | <input type="checkbox"/> County Elected Official |
| <input type="checkbox"/> School District | <input type="checkbox"/> City Official | <input type="checkbox"/> Community College       |
| <input type="checkbox"/> College         | <input type="checkbox"/> Other _____   |  |

Additional information to be considered by the Governor:

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Signature of CEO Chair or designee \_\_\_\_\_ Print name: \_\_\_\_\_



## **Lisa Lorenzen**

319-334-0314

[lisalorenzen1979@gmail.com](mailto:lisalorenzen1979@gmail.com)

### **Professional Summary:**

- Over 20 years of clerical and administrative experience
- Assisted in hiring and training of office staff
- Dependable and always willing to learn new skills
- Ability to work independently and with others

### **Professional Skills:**

#### **Clerical and Administrative Skills**

- Assist with program budget development and maintenance
  - Process and submit electronic check requests for AP
  - Assisted in preparation and monitoring of budget
  - Manage and maintain Payroll system
  - Human Resource functions
  - Manage and maintain an account with local bank for deposits and withdrawals
  - Reconcile and monitor petty cash.
  - Maintained personnel files for staff
  - Enter client information and staff schedules into AVATAR system
  - Maintain client files
- Coordinate maintenance of the building, equipment, vehicles and purchase supplies

### **Computer Knowledge:**

- Knowledge of Microsoft programs such as Excel, Word and Outlook
- Typing and 10 Key Calculator
- Utilize computer programs and systems

### **Customer Service**

- Assist public and clients with general and technical questions by phone or in person
- Schedule appointments for staff by phone or in person
- Assist staff in solving conflicts
- Attend morning meeting to discuss issues with clients and interactions with staff

### **Work Experience:**

- |                          |                                   |                    |
|--------------------------|-----------------------------------|--------------------|
| • Fiscal Administrator   | Resources for Human Development   | 09/2016 to Present |
| • Administrative Aide II | Black Hawk County Veteran Affairs | 03/1999 to 06/2016 |

**Education and Certificates:**

**Diploma**

- Independence High School, Independence IA                      Graduated

**Associate of Applied Science**

- American Institute of Commerce, Cedar Falls IA                      Graduated

**National Career Readiness Certificate – Silver**                      Completed

**Professional Affiliations:**

Member of the Area 7 Regional Workforce Development Board

# Appointment Resume for Regional Workforce Investment Board

PLEASE TYPE OR PRINT CLEARLY. USE ADDITIONAL SHEETS AS NECESSARY.

Entire form must be completed for consideration by the Governor's Office. Additional information on Regional Boards and the appointment process are available in the Iowa Administrative Code (877 IAC 6.1-11).

## PERSONAL DATA

First Name Janis MI M Last Name Cramer Mr/Mrs/Miss/other \_\_\_\_\_  
Legal Residence 622 7th St.  
City Allison State IA Zip 50602 County Butler  
Home Phone 319-267-2726 Email Address janis@butlerrec.coop  
Employer or Business Name REC  
Address 521 N. Main  
City Allison State IA Zip 50602 County Butler  
Occupation Cost Acct.  
Business Phone 319-267-2726 Fax \_\_\_\_\_ Cell Phone \_\_\_\_\_

To assist us in providing balance and to meet our goal of increased diversity within the membership of boards and commissions, we appreciate your response to these questions. Under state and federal law, this information may not be used to discriminate against you.

Of what race or ethnicity do you consider yourself to be?

- Black/African-American       White/Caucasian       Latino/Hispano  
 Asian or Pacific Islander       American Indian or Alaska Native       Other \_\_\_\_\_

Birthdate: 5/2/52       Female       Male      Are you a citizen of the United States?  Yes       No

Are you registered to vote in Iowa?  Indicate political affiliation: \_\_\_\_\_ Democrat       Republican      \_\_\_\_\_ No Party

SSN # --- 5997

## EDUCATION List schools attended, include high school. A current resume may be substituted for this section.

School	City & State of Iowa	Dates	Degree/Major
<u>Allison-Bristow</u>	<u>Allison</u>	<u>1957-1970</u>	
<u>UNI</u>	<u>Cedar Falls</u>	<u>1970-1974</u>	<u>BS-Educ.</u>

## Elected Offices, State Appointed Positions or Membership on Workforce Related Boards or Councils:

Allison City Council

Signature Janis Cramer Date: 4 / 2 / 18

**EMPLOYMENT & EXPERIENCE** List major paid employment & significant volunteer activities. List chronologically beginning with most recent experience. *A Current resume may be submitted for this section.*

Dates (from-to)	Employer/Organization	City & State	Title/Position

**INTEREST IN APPOINTMENT** Describe in detail why you are interested in serving on a Regional Workforce Investment Board. Provide information about your background including your involvement in community organizations, religious and civic groups, or other associations.  
*You may complete this section on a separate sheet.*

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Signature \_\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_  
 \*\*\*\*\*To be filled out by person referring candidate\*\*\*\*\*

Referred by: \_\_\_\_\_ (print name) Signature \_\_\_\_\_

Organization: \_\_\_\_\_

Title: \_\_\_\_\_

Reason for nomination (what specific qualities does this person possess which would make them a good member of the Regional Workforce Investment Board):

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\*\*\*\*\*To be filled out by Chief Elected Officials of the Region\*\*\*\*\*

Please indicate what sector(s) the nominee represents:

- Business       Labor       County Elected Official
- School District     City Official     Community College
- College       Other \_\_\_\_\_

Additional information to be considered by the Governor:

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Signature of CEO Chair or designee \_\_\_\_\_ Print name: \_\_\_\_\_

Janis Cramer  
622 7<sup>th</sup> St. PO Box 44 Allison, IA 50602  
janis@butlerrec.coop  
888.267.2726

### **Employment History**

Butler County Rural Electric Coop (REC) 1983 - Current  
Cost Accountant

- Prepare, examine, or analyze accounting records, financial statements, or other financial reports to assess accuracy, completeness, and conformance to reporting and procedural standards.
- Report to management regarding the finances of the cooperative.
- Establish tables of accounts and assign entries to proper accounts.
- Develop, implement, modify, and document recordkeeping and accounting systems, making use of current computer technology.
- Compute costs owed and prepare billing statements, ensuring compliance with payment, reporting, or other requirements.
- Advise leadership in areas such as compensation and employee health care benefits.
- Develop, maintain, and analyze budgets.
- Periodically developing reports and related presentations.

### **Education**

University of Northern Iowa B.S. Education

### **Certifications**

OSHA 10 hour General Industry Safety and Health Training

### **Community Service**

Allison City, Iowa City Council Member

April 26, 2018

Governor Kim Reynolds  
State of Iowa  
1007 East Grand Avenue  
Des Moines, IA 50319

RE: Letter of Recommendation for Appointment  
Regional Workforce Development Board

Governor Reynolds:

This letter serves as my recommendation of Janis Cramer to the Regional Workforce Development Board for Region 7. I believe that she is highly qualified to serve on our local board to fill our upcoming labor vacancy.

Janis Cramer is the Cost Accountant for Butler County Rural Electric Cooperative (Butler REC). Janis has over 20 years of experience preparing, examining, and analyzing accounting records. In addition to her career, Janis has volunteered her time in her community as a city council member and has been a long standing RWIB/RWDB member and currently serves as a Region 7 labor representative. Janis is seeking another four year appointment to the board.

Sincerely,

Deborah Collett  
Region 7 RWDB Chair

**Region 7**  
**Regional Workforce Development Board**

April 26, 2018

Attention: Office of the Governor

RE: Region 7 Regional Workforce Development Board

This letter serves as my recommendation of Janis Cramer to the Regional Workforce Development Board for Region 7. I believe that she is highly qualified to serve on our local board to fill our upcoming labor vacancy.

Janis Cramer is the Cost Accountant for Butler County Rural Electric Cooperative (Butler REC). Janis has over 20 years of experience preparing, examining, and analyzing accounting records. In addition to her career, Janis has volunteered her time in her community as a city council member and has been a long standing RWIB/RWDB member and currently serves as a Region 7 labor representative. Janis is seeking another four year appointment to the board.

The Chief Elected Officials of the Region 7 Regional Workforce Development Board approve the appointment of the following board member:

Janis Cramer, Resources for Butler County Rural Electric Cooperative (Butler REC)

Sincerely,

Harlyn Riekema, CEO Chair  
Region 7 Workforce Development Board

Handwritten text, possibly a signature or name, located in the upper middle section of the page.



**Region 7**  
**Regional Workforce Development Board**

April 26, 2018

Attention: Office of the Governor

RE: Region 7 Regional Workforce Development Board

This letter serves as my recommendation of Keaghan Brunscheon to the Regional Workforce Development Board for the Region 7. I believe that she is highly qualified to serve on our local board to fill our business vacancy.

As the Human Resources Business Partner at Grundy County Memorial Hospital, Keaghan Brunscheon oversees and staffing plans and human resource marketing campaigns. In this role, she is a member of a team that also works on long term care issues. She serves as the subject matter expert for HR, compensation, benefits, etc. for Grundy County Memorial Hospital.

The Chief Elected Officials of the Region 7 Regional Workforce Development Board approve the appointment of the following board member:

Keaghan Brunscheon, Grundy County Memorial Hospital

Sincerely,

Harlyn Riekema, CEO Chair  
Region 7 Workforce Development Board

April 26, 2018

Governor Kim Reynolds  
State of Iowa  
1007 East Grand Avenue  
Des Moines, IA 50319

RE: Letter of Recommendation for Appointment  
Regional Workforce Development Board

Governor Reynolds:

This letter serves as my recommendation of Keaghan Brunscheon to the Regional Workforce Development Board for the Region 7. I believe that she is highly qualified to serve on our local board to fill our business vacancy.

As the Human Resources Business Partner at Grundy County Memorial Hospital, Keaghan Brunscheon oversees and staffing plans and human resource marketing campaigns. In this role, she is a member of a team that also works on long term care issues. She serves as the subject matter expert for HR, compensation, benefits, etc. for Grundy County Memorial Hospital.

Sincerely,

Deborah Collett  
Region 7 RWDB Chair

# Appointment Resume for Regional Workforce Investment Board

PLEASE TYPE OR PRINT CLEARLY. USE ADDITIONAL SHEETS AS NECESSARY.

Entire form must be completed for consideration by the Governor's Office. Additional information on Regional Boards and the appointment process are available in the Iowa Administrative Code (877 IAC 6.1-11).

## PERSONAL DATA

First Name Keaghan MI K Last Name Brunschon Mr/Mrs/Miss/other Mrs

Legal Residence 3416 W 27<sup>th</sup> St.

City Cedar Falls State IA Zip 50613 County Blackhawk

Home Phone 319-260-1258 Email Address Keaghan.brunschon@unitypoint.org

Employer or Business Name Grundy County Memorial Hospital

Address 201 East J Ave

City Grundy Center State IA Zip 50638 County Grundy

Occupation Human Resources

Business Phone 319-824-4145 Fax 319-824-5737 Cell Phone 319-486-7966

To assist us in providing balance and to meet our goal of increased diversity within the membership of boards and commissions, we appreciate your response to these questions. Under state and federal law, this information may not be used to discriminate against you.

Of what race or ethnicity do you consider yourself to be?

Black/African-American

White/Caucasian

Latino/Hispano

Asian or Pacific Islander

American Indian or Alaska Native

Other

please specify

Birthdate: 10 / 16 / 85

Female

Male

Are you a citizen of the United States?  Yes  No

Are you registered to vote in Iowa? Y Indicate political affiliation: X Democrat      Republican      No Party

SSN #                     

**EDUCATION** List schools attended, include high school. *A current resume may be substituted for this section.*

School                      City & State of Iowa                      Dates                      Degree/Major                     

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Elected Offices, State Appointed Positions or Membership on Workforce Related Boards or Councils:**

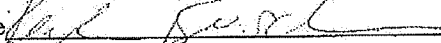
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Signature: 

Date: 3/7/18

(OVER)

Last updated 3/7/2018

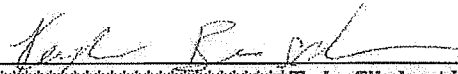
**EMPLOYMENT & EXPERIENCE** List major paid employment & significant volunteer activities. List chronologically beginning with most recent experience. *A Current resume may be submitted for this section.*

Dates (from-to)	Employer/Organization	City & State	Title/Position

**INTEREST IN APPOINTMENT** Describe in detail why you are interested in serving on a Regional Workforce Investment Board. Provide information about your background including your involvement in community organizations, religious and civic groups, or other associations.

*You may complete this section on a separate sheet.*

What really interests me in serving is being able to be a part of something bigger which can drive consistency and opportunities for our communities. I've always had a motivation to make work, school, and extracurriculars as positive and fair as possible. This can be seen by my involvement with the state PTA during high school and college as well as my career choice in Human Resources. During college, I was the President for the student Society for Human Resources Management chapter and continued on to the national society after graduating. I served with the Waterloo Rotary Club in 2012-2013, and joined many community/resource groups within John Deere during my employment. I enjoy volunteering with church events and donating quilts for auction to support the Waterloo Honor Flight. I am anxious to become more involved in the community and lend my voice.

Signature  Date: 3 1 7 1 18

\*\*\*\*\*To be filled out by person referring candidate\*\*\*\*\*

Referred by: \_\_\_\_\_ (print name) Signature \_\_\_\_\_  
 Organization: \_\_\_\_\_  
 Title: \_\_\_\_\_

Reason for nomination (what specific qualities does this person possess which would make them a good member of the Regional Workforce Investment Board):

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

\*\*\*\*\*To be filled out by Chief Elected Officials of the Region\*\*\*\*\*

Please indicate what sector(s) the nominee represents:  
 Business       Labor       County Elected Official  
 School District       City Official       Community College  
 College       Other \_\_\_\_\_

Additional information to be considered by the Governor:  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Signature of CEO Chair or designee \_\_\_\_\_ Print name: \_\_\_\_\_

## Keaghan Brunscheon

3416 W 27<sup>th</sup> St.  
Cedar Falls, IA 50613

(319) 486-7966  
Keaghan.Brunschon@unitypoint.com

### Education

University of St. Thomas

St. Paul, MN

BA – Majors: Human Resource Management  
Business Communication

Graduation: December 2007

### Experience

Human Resources Business Partner

January 2018-Present

*Grundy County Memorial Hospital*

Grundy Center, IA

- Actively partner with management to execute HR and talent management processes to develop and retain high quality talent, including leadership development.
- Coach leaders to manage their team's contributions and ensure they are connecting the department strategy and priorities to the organizational strategies and priorities.
- Part of core team to coordinate the move of the hospital's long term care to Western Home Community.
- Serves as the HR subject matter expert including compensation, benefits, employee relations and investigations, performance management, organizational development, and policies/regulations.

Supply Base Manager

April 2017-January 2018

*John Deere*

Waterloo, IA

- Manage high level, strategic supplier contacts and relationships.
- Lead teams in developing and implementing sourcing strategies to create optimal supply base.
- Create sourcing plans to meet organizational demands and secure lowest total acquisition cost for the commodity.
- Analyze data, quotes, and proposals to negotiate agreements.
- Drives the implementation plan for the commodity team, establishing metrics and tracking tools to measure progress in meeting objectives.
- Integrate materials and components into the different divisions and factories.
- Define, resolve, and provide permanent solutions to systemic supplier performance issues with cross-functional representatives.

Human Resources Representative

March 2013-April 2017

*John Deere*

Waterloo, IA

- Participate and help lead the roll out of Next Generation Tractor strategy globally.
- Provide input and analysis for workforce planning and staffing initiatives.
- Provide coaching and counseling on various employee relations and talent reviews.
- Investigate compliance cases and legal requests; experience with government audits.
- Work with global leadership on strategic business goals and initiatives.
- Project work in training, data and analytics, and website design.
- Assist with recruiting and hiring lifecycle.
- Created new Supervisor Essentials program.
- Contribute to extracurricular activities: WomenREACH Development Subcommittee, PEC Fun Committee, and Employee Development Conference planning committee.

Human Resources Officer

May 2012-March 2013

*Regions Bank*

Waterloo, IA

- Responsible for all bank branches in Iowa.
- Complete recruiting and hiring activities.
- Manage roll-out of new initiatives, policies, and regulations.
- Develop creative projects/activities to improve employee morale.
- Provide employees and managers with advice and counsel in addressing issues.
- Work with local and regional leaders on business plans and projects.

HR Business Partner

March 2010-May 2012

*WuXi AppTec, Inc.*

St. Paul, MN

- Responsible for all benefits programs for US locations and off-site employees, including determining vendors and doing financial analysis on program cost and claims.
- Assist with US payroll; Manage payroll for the United Kingdom.
- Recruiter for MN location as well as off-site positions.
- Responsible for contract relationships, including sourcing agencies and negotiating agreements and fees.
- Supported other US locations for recruiting and filling in during site HR's absence.
- Supported employees and supervisors through numerous Employee Relations situations.
- Effectively improved the company's profitability through projects such as: filing past due 5500s, contesting unemployment applications, eliminating unendorsed pay program, and going paperless in many avenues.
- Analyzed all company positions and reclassified employees to comply w/DOL regulations.
- Assisted in rolling out core and leadership competencies to the US locations.
- Created a new year-long performance management process and assisted IT in creation of an online application.

HR Coordinator

June 2008-March 2010

*AssetHR*

Bloomington, MN

- Consultant to clients, providing assistance in multiple avenues, such as recruiting, payroll software implementation, and training.
- Actively involved in obtaining new clients.
- Trained new customers and/or administered payroll and benefits on behalf of clients.
- Worked with team to create resources for leadership training and development programs, such as promotional pamphlets, and workshop materials, as well as sampling many leadership and personality assessments.
- Assisted with company accounting.
- Created and coordinated marketing materials and promotions.
- Maintained company websites and blogs.
- Managed the organization for monthly seminars, lunch-n-learns, webinars, etc.
- Completed education for health/life insurance license to better understand the process.

**Certifications**

Senior Professional Human Resources (SPHR)

SHRM Senior Certified Professional (SHRM-SCP)

April 20, 2018

Mr. Steve Gilbert, Chair  
State Workforce Development Board  
Realignment Committee  
1000 E. Grand Ave  
Des Moines, IA 50309

Dear Mr. Gilbert:

SUBJECT: Region 7 Workforce Development Board Member Comments

As a volunteer board member of the Region 7 Workforce Development Board since appointment in 1997, I have had the opportunity to participate in the original needs assessment process, the various updates to the strategic plans and have experienced numerous changes in the direction and even name changes for this Regional Workforce Board. The recent federal DOL review findings and the need for realignment to achieve compliance have been the topic of discussion and concern for some time at our local board meetings.

The Region 7 Workforce Development Board was fortunate to have members and staff that allowed us to be a top performer in compliance with its mandate. We have been an excellent steward of the funding that our region has been awarded for decades. However, as the world is now a different place and the funding available to assist Iowans in various programs ebbs and flows, the direction to streamline operations is understandable. Having said that, it will still be a chaotic period in our history of delivery of workforce programs and ultimately it will be our participants and/or consumers that will suffer the most.

**Establishment of a number of Local Areas:**

After review of the proposed local maps, it is my opinion that the smaller number of areas is the most reasonable. My preference would be for either two Local Areas similar to proposed two (2) Areas Map A or four Local Areas similar to proposed four (4) Areas Map B. With the number of factors to be considered, it becomes overwhelming to consider all the details involved in making this paradigm shift. However, I am confident once the decision is made and the plan put in place, adjustments can be made to address inequities or malfunctions in the process.

**Maintain local input:**

The State Board is composed of the 26 **members representatives of all areas** of the state. The Local Boards will be composed of **members representative of the local areas** they serve. As a local board chairperson, I am opposed to **requiring the new local boards** to have the responsibility **to establish advisory committees** in each of the current 15 service delivery areas as proposed. It was a difficult enough task to find local volunteer board members to participate at the board level. The information funnel idea sounds good to anyone who hasn't tried to implement it. The reality is that it doesn't work because the "committee advisors" quickly see they have no meaningful role to play other than to fill a slot on a list. The local boards are going to be unpaid volunteers with enough on their plate without this additional redundant bureaucratic burden.

7.2

**Maintain access to services:**

The priority is to maintain access for Iowans who need these services. From all the information I've read, it appears that this is an area of agreement. The current structure of IowaWORKS field offices was the result of a significant effort to downsize just recently and I don't support closing any more offices due to the travel issues for those who need in person services.

**Local Workforce Development Board Functions Summary:**

The Local Workforce Development Board Functions Summary indicates some new elements such employer engagement, developing "linkages with employers" and establishment of industry and sector partnerships. This is a new vision for what that independent local board staff will be responsible for. Generally, all the other things listed are familiar to RWDB's. The other new area is the responsibility to "hire independent staff." This opens up all the areas of concern and exposure for being an "employer" in Iowa. That's probably why only one of the 15 areas hired a full time staff.

**Area Requirements and Model Budget:**

The Model Budget appears to be well thought out. The ability to find independent staff at the cost indicated will vary widely depending on the wage rates of a given metro area and for the skills level needed. At this time of very low unemployment, it's been my experience that finding skilled employees, who will also need to be very efficient at getting done all that the funding requires, may be a challenge.

Who hires, fires and supervises "the staff" for \$20,000 for the local board operations? Or the local board staff? Would each board have to incorporate to protect its members from individual liability, since now the local boards would assume a human resources responsibility? What would be liability insurance, health coverage and other benefits be funded from? I'm certain this must have been addressed during committee discussions. If contracting for staff, the staffing costs for hiring through a contractor were not part of the model budget proposed.

I support the effort of Iowa Workforce Developments Realignment Committee in its effort to make responsible decisions regarding area configuration and to make a recommendation that allows for compliance with all WIOA administrative agencies and government legislation. I am hopeful that you can find a successful way to realign our workforce boards and increase our efforts to provide high quality services to our most in-need at the local level in the most cost effective way.

Thank you for providing the opportunity to express my thoughts.

Sincerely,

Deborah L. Collett  
Chairperson  
Region 7 RWDB



MARCH 2018

# Putting Pell Grants to work for working students

## How modernizing our federal higher education policy can improve outcomes for students and employers in today's economy



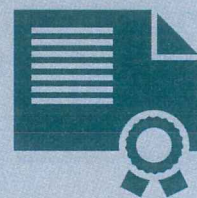
BY KATIE BROWN

Federal higher education policy has historically been designed to expand access to traditional two- and four-year academic degree programs, with a particular focus on first-time, full-time students. While these policy decisions have resulted in a significant increase in the percentage of students receiving bachelor's degrees, they have failed to satisfy the growing demand for qualified workers to fill "middle-skill" jobs—those requiring more than a high school diploma but less than a college degree.<sup>1</sup>

To ensure that our higher education policy is responsive to the needs of all students, workers, and industries, it is important to consider the continuing evolution of the U.S. labor market. In 1973, only 28 percent of all jobs required some form of postsecondary education or training—meaning that entering the higher education system to acquire additional skills was not necessary for most workers.<sup>2</sup> Today, the economic landscape is vastly different, with approximately 80 percent of all jobs requiring some form of postsecondary education or training.<sup>3</sup> This, coupled with the fact that nearly half of all jobs can be classified as middle-skill, has resulted in a notable shift in the utility of higher education.<sup>4</sup>

This increase in the importance of skills and credentials has driven significant changes in the characteristics of the typical college student and the types of credentials they are choosing to pursue. For instance, more than 70 percent of individuals enrolled in the postsecondary education system have at least one characteristic of a nontraditional student—which, according to the National Center for Education Statistics (NCES) can include working full-time while attending school, being the sole caretaker of a dependent child, and/or satisfying the definition of financially independent for purposes of student aid eligibility.<sup>5</sup>

Since a large majority of today's students can be classified as nontraditional, it is safe to assume that many of these individuals enroll in the postsecondary education system with a different set of objectives than first-time, full-time students between the ages of eighteen and twenty-five. In fact, more and more students are pursuing higher education while balancing work and family obligations for the explicit purpose of increasing their success in the labor market. Since short-term certificate programs, 54 percent of which take one year or less to complete, fit more seamlessly into the lives of nontraditional students, they are frequently used as on-ramps to education and off-ramps to the labor market.<sup>6</sup> For these reasons, credentials achieved through short-term programs—which can include industry-recognized credentials or certifications, licenses and certificates—make up 24 percent of all postsecondary awards in the U.S. today—a noteworthy jump from 8 percent in 1980.<sup>7</sup>



80 PERCENT OF ALL JOBS REQUIRE SOME FORM OF POSTSECONDARY EDUCATION OR TRAINING.



HALF OF ALL JOBS CAN BE CLASSIFIED AS MIDDLE-SKILL



CREDENTIALS ACHIEVED THROUGH SHORT-TERM PROGRAMS MAKE UP **24 PERCENT** OF ALL POSTSECONDARY AWARDS IN THE U.S. TODAY.



NATIONAL SKILLS COALITION  
Every worker. Every industry. A strong economy.

8.0



It is time to end this outdated policy bias against working students, and modernize our federal financial aid system to be better aligned with the needs of today's students and employers.

Both academic and industry-recognized credentials can also yield a significant return on investment, especially when aligned with the needs of local and regional employers. One recent study shows certificate holders earn 30 percent more than individuals with a high school diploma alone.<sup>8</sup> Additionally, the wage premium for short-term programs is often comparable or higher than associate's degrees and even bachelor's degrees in certain fields.<sup>9</sup> These data points help demonstrate that short-term credentials can be powerful tools for lifting workers into high-wage careers while also serving as a way to reconnect individuals to the postsecondary education system.

Despite the growing value and utility of certificates for both individuals and employers in need of skilled workers, students who choose to enroll in short-term programs are typically ineligible for federal financial aid, simply because their coursework does not meet the length and time requirements dictated by current law. For example, students can only receive a Federal Pell Grant—a needs-based subsidy aimed at offsetting the cost of higher education—if they enroll in a program of study that requires 600 clock hours of instruction over fifteen weeks, and results in the attainment of academic credits.<sup>10</sup> As a result of this roadblock, students who wish to enroll in a short-term or noncredit program must either pay out of pocket to cover the cost of enrollment, reside in a state that has dedicated

funding for tuition assistance, or commit to an academic program that meets the Pell grant length requirements—even if it will not equip them with the skills they need to succeed in their particular field.

It is time to end this outdated policy bias against working students, and modernize our federal financial aid system to be better aligned with the needs of today's students and employers.

### **Today's students: Finding success in an evolving job market**

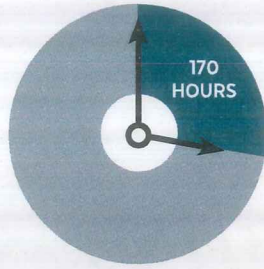
The reality of today's labor market is that some level of postsecondary education or training has increasingly become a prerequisite for both economic security and continued professional development.<sup>11</sup> As a result, many students today are enrolling in the higher education system in pursuit of stable and gainful employment, which is leading to important—but often underrecognized—changes in college demographics.<sup>12</sup>

More than 70 percent of all undergraduates are classified as non-traditional in some way, with more than half qualifying as financially independent, 43 percent attending school on a part-time basis, and more than a quarter working full-time.<sup>13</sup> These trends are even more pronounced at community and technical colleges: 62 percent of all community college

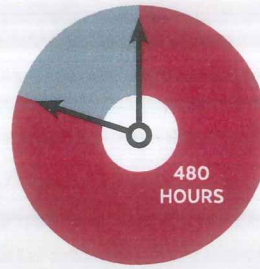
## HOURS OF TRAINING FOR CERTIFICATION



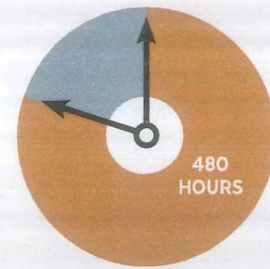
FEDERAL PELL GRANT  
REQUIRES 600  
TRAINING HOURS



CALIFORNIA  
EMERGENCY MEDICAL  
TECHNICIAN (EMT)



BATON ROUGE  
COMMUNITY COLLEGE  
DOMESTIC AIR CONDITIONING  
& REFRIGERATION TECHNICIAN



PIEDMONT COMMUNITY  
COLLEGE NURSE AIDE  
CERTIFICATION

students—or roughly 4.5 million individuals—attend on a part-time basis, and nearly three quarters of these individuals are working either full- or part-time.<sup>14</sup> Many of these students are balancing family obligations in addition to work and school, with parents making up approximately 30 percent of total community college enrollment, and single parents making up as much as 17 percent of total enrollment.<sup>15</sup> In addition, many of today's community college students are older than “traditional” students, with an average age of twenty-eight and nearly one in seven students over the age of forty.<sup>16</sup>

For many of these working students, traditional full-time, four-year programs are simply not a viable option, and those that do enroll in longer-term pathways often face significant barriers to completion. However, that should not mean that these hard-working individuals are excluded from postsecondary opportunities particularly as more and more jobs require some form of post-high school education and training. Community and technical colleges in particular have been evolving to meet the needs of these students, developing accelerated learning and career pathway models with “stackable” credentials that will allow working adults to enroll in postsecondary education in ways that fit their career and family schedules, as well as providing career counseling and other support services that help working students more effectively enroll in and complete programs.

Short-term credentials offered in both academic and industry settings are an important component of this effort to adapt, and community and technical colleges have been the leaders in expanding these opportunities. In the 2014–2015 academic year, more than 600,000 short-term credentials were conferred at public institutions—a 63 percent increase from the 370,000 credentials granted during the 2004–2005 academic year.<sup>17</sup> Despite the fact that short-term credentials are often associated primarily with trade schools and other proprietary institutions, community colleges are responsible for 93 percent of the growth in short-term certificates since 2004–2005, while short-term certificates awarded at private, for-profit schools only increased by 2.6 percent during that timeframe.<sup>18</sup>

In fact, there are many for-credit and noncredit programs across the U.S. that are less than 600 clock hours, and are equipping workers with in-demand skills. For example, California emergency medical technicians (EMTs) can meet licensing requirements after completing 170 hours of training.<sup>19</sup> Students attending Baton Rouge Community College (BRCC) can complete a Technical Competency Area (TCA) in Air Conditioning and Refrigeration—a credential that is accredited by HVAC Excellence—after completing 480 hours of training.<sup>20</sup> Additionally, Piedmont Community College in North Carolina offers a Nurse Aide Certification that can be completed in 480 clock hours—and prepares individuals for employment in home health agencies, hospitals, clinics and nursing homes.<sup>21</sup> These and many other programs can meet the needs of students who may not have the luxury of having the residential-college experience—due to work obligations, family commitments, or lack of transportation.<sup>22</sup>

### Favorable outcomes for students attending short-term programs

During the 1970s, the average earnings differential between high school graduates and college graduates was relatively small. After 1980, however, the gap between the earnings of those with a high school diploma and those with a postsecondary degree began to rise—and nearly doubled by the year 2000.<sup>23</sup> Recent research indicates that overall, earnings increase for individuals after they complete postsecondary credentials. More specifically, career and technical certificates generate an increase of about 30 percent in earnings over a high school diploma.<sup>24</sup> Since these credentials can often be earned in a year or less, this increase constitutes a strong average return in the labor market. This data is consistent with administrative information across multiple states, including Florida, California, Kentucky, and Michigan.<sup>25</sup>

In addition to obtaining a wage premium relative to their high-school diplomas, it is important to note that short-term credential holders receive earnings comparable to those with two- and four-year degrees. For example, a study of data from



Increased buy-in from employers also helps to improve their confidence in the quality of short-term credentials—making it easier for them to verify that prospective employees have the competencies needed for on-the-job success.

the state of Colorado found that while graduates with bachelor's degrees earn more on average over ten years than those with other credentials, completers of short-term programs and Associate's of Applied Science (AAS) degrees earn almost as much.<sup>26</sup> The median income for individuals with bachelor's degrees after ten years is \$55,287—while the median incomes of short-term certificate and AAS holders are \$53,940 and \$54,146 respectively.<sup>27</sup> Additionally, research conducted on the long-term outcomes of community college students in California, shows that over a span of nine to twelve years, short-term certificate holders on average see a 13 percent increase in their earnings, while associate's degree holders see their earnings increase by 7 percent.<sup>28</sup> Given the fact that these credentials take less time to earn than other degrees, it is clear that they represent a viable alternative for many students.

To be clear, this data does not indicate that all short-term credentials are equal; rather, these statistics help demonstrate that short-term credentials can play an important role in meeting the economic needs of nontraditional students—especially working adults. This information builds a strong case for modernizing our higher education policy to ensure that students have access to industry-responsive and valuable short-term credentials, while excluding programs that are not aligned with employer demands.

### **Today's employers: Partnering with community colleges to close the skills gap**

It is no secret that today's employers are having difficulty filling middle-skill jobs. According to a survey conducted by the Society for Human Resource Management in 2016, more than two-thirds of organizations hiring full-time staff indicated that they are struggling to successfully recruit qualified candidates.<sup>29</sup> Human resource professionals who were surveyed noted that some of the biggest roadblocks they encountered included an overall lack of technical skills and a deficiency of relevant credentials or certifications among job applicants.<sup>30</sup>

In an attempt to improve the level of workforce readiness in their hiring pools, a growing number of employers are participating in sector partnerships; collaboration models that allow multiple employers in an industry to join forces with community colleges, workforce agencies, community organizations and other stakeholders in order to align training and education with the skills needed for that industry to compete.<sup>31</sup> Increased buy-in from employers also helps to improve their confidence in the quality of short-term credentials—making it easier for them to verify that prospective employees have the competencies needed for on-the-job success.

Despite their involvement in workforce development, community college leaders have pointed out that the lack of federal financial aid for noncredit and short-term programs is preventing them from fully meeting the needs of students and employers.

Community and technical colleges are often the most obvious partners for companies looking to help shape the curriculum for specific programs, as their willingness to collaborate with employers and other industry partners is evident in most states. Community and technical colleges have also proven to be particularly adept in addressing the needs of local and regional employers—as demonstrated by the explosive growth in short-term and occupational training programs offered at these institutions.

Despite their involvement in workforce development, community college leaders have pointed out that the lack of federal financial aid for noncredit and short-term programs is preventing them from fully meeting the needs of students and employers. These leaders maintain that the continued absence of support from the federal government will keep their institutions from expanding short-term programs that have the potential to fulfill employer demand.<sup>32</sup>

### Policy recommendations

As our economy evolves, it is crucial that our postsecondary education system progresses along with it. As we have seen, postsecondary institutions across the country are changing to accommodate the increased demand for skilled workers by offering more career-oriented programs and collaborating with employers to develop and finance high-quality curriculum. However, federal higher education policy has not been updated to meet the needs of today's students and employers.

As we are presented with a chance to reauthorize the HEA, we must consider making it more inclusive of a broad range of postsecondary programs that are preparing students to succeed in today's workforce, responding to the needs of employers, and helping to close the skills gap. Congress should consider:

#### Extending Pell Grant eligibility to industry recognized short-term credentials

The first step to making our higher education policy work better for all students is to modernize the federal government's signature Pell Grant program. Congress should authorize the expansion of Pell to short-term programs of at least 150 clock hours over no less than eight weeks, so long as those programs are offered by a Title IV-eligible institution of higher

education and meet certain quality assurance standards, including:

- ◆ Requiring that qualifying programs lead to a recognized academic or industry-recognized credential that aligns with local or regional industry demand, and has been verified by employers, including through industry or sector partnerships between employers, community colleges, and other key stakeholders;
- ◆ Mandating that qualifying programs be approved by a state educational agency, accrediting agency, or similar entity;
- ◆ Encouraging institutions to articulate short-term credentials with longer term career pathways leading to two- or four-year degrees; and
- ◆ Encouraging institutions to ensure that students participating in qualifying programs have access to student supports—including basic skills instruction, transportation and child care assistance, and other services.

In addition to expanding Pell to these short-term programs, Congress should consider making it easier for not-for-credit programs to qualify for financial aid, and should also work to reduce the bias against half-time and less-than-half-time students in the calculation of award amounts.

#### Adopting a community college compact

Congress should consider adopting these policy changes as part of a broader Community College Compact that would recognize the important role of community and technical colleges in connecting working students and businesses to the skills and credentials needed in today's economy by:

- ◆ Investing in partnerships between businesses and community colleges that encourage collaboration between community-based organizations, secondary schools, workforce boards, and other stakeholders;
- ◆ Dedicating annual funding to academic support services including career counseling and career awareness activities that will enable non-traditional students to find the right programs for their life and employment needs;
- ◆ Increasing the transparency of postsecondary education data by collecting employment, earnings, and credential attainment metrics—a step that will enable us to measure return on investment and support program improvements when necessary.

### STATE EFFORTS TO INCREASE ACCESS TO SHORT-TERM PROGRAMS

As a response to the increasing demand for skills coupled with the lack of federal financial support, states across the U.S., including Iowa and Virginia, are stepping up to enroll students in short-term programs that will lead to job attainment in in-demand industries. Stakeholders in these states recognize the value of these programs when it comes to improving their local economies, building a permanent pipeline of skilled workers for their employers, and increasing the long-term financial stability of their residents.

#### State profile: Iowa

Like many states across the country, Iowa is facing a shortage of qualified applicants who can fill middle-skill positions. Despite the fact that the composition of Iowa's labor market is dominated by middle-skill jobs, only 33 percent of working Iowans have the skills and credentials they need to fill these positions.<sup>33</sup>

As a response to this growing disconnect, community colleges across Iowa are working with business and industry to develop short-term training programs for jobs that have applicant shortages. There are currently sixty sector partnerships (which represent over 300 employers) that are engaged in the design of these programs and career pathways.<sup>34</sup>

These efforts are supported by the Iowa Skilled Worker and Job Creation Fund, which was authorized by the Iowa state government in 2013.<sup>33</sup> The fund is a collection of programs geared toward worker training and retraining, technical skill development and job creation.

The Fund supports the GAP Tuition Assistance Program (GAP), so-named for the "gap" in available tuition assistance which it seeks to bridge. The program helps enable community colleges to offer affordable, industry-aligned training.

#### GAP Tuition Assistance Program (GAP)

**Purpose:** The GAP program was created to help students cover the cost of enrolling in non-credit short-term training programs. As previously mentioned, most short-term program enrollees cannot access Pell funding and often earn too much to qualify for training funds authorized by the Workforce Opportunity and Investment Act.

**Student eligibility:** Students are eligible for tuition assistance under the GAP program based on their financial need and their projected capacity to achieve certain outcomes. For example, they must demonstrate the ability to complete an eligible certificate program, become employed full-time and maintain gainful employment.<sup>34</sup>

**Program eligibility:** Students can use the GAP tuition assistance program to attend courses that result in a state, national, or locally recognized certificate, offer preparation for a professional examination or licensure, or provide endorsement for an existing credential or license. Eligible programs must offer training that prepares workers to enter in-demand occupations, including information technology, health care, advanced manufacturing, or transportation and logistics.<sup>35</sup> It is important to note that Iowa community colleges work with industry stakeholders to identify eligible programs. This level of collaboration helps ensure the alignment of available courses with the needs of employers.

**Use of funds:** GAP program funds can be put towards tuition, direct training costs, books, equipment, and testing fees.<sup>36</sup>

**Demographics:** During academic year 2014–2015 (AY 2015) and academic year 2015–2016 (AY 2016), there were a total of 2,369 GAP participants, almost evenly split between men and women. In AY 2015, the average participant was thirty-three years old, and in AY 2016, the average participant was 33.5 years old.<sup>37</sup>



**Completion rates:** In AY 2015, 810 GAP participants completed an approved program, which represented 63.1 percent of total participants. During AY 2016, 823 participants completed GAP programs, which represented nearly 75 percent of total participants.<sup>38</sup>

The GAP program has provided valuable support to individuals who may have otherwise missed the opportunity to engage in the postsecondary education system. The continued investment in these programs will continue to increase opportunities for lowans and provide a pipeline of skilled workers for employers.

## State profile: Virginia

In Virginia, impending retirements across many in-demand industries have underlined the need for a reliable pipeline of skilled workers. Today, approximately half of all jobs that are currently available in Virginia require some post-high school education but do not call for a bachelor's degree. Over the next six years, employers will need to fill over 1 million middle-skill positions to avoid a drag on the local economy.<sup>39</sup>

To address this issue, the Virginia General Assembly passed HB 66 in 2016—a bill that established the New Economy Workforce Grant Program.<sup>40</sup>

### New Economy Workforce Grant Program

This grant program, which is the first of its kind, provides a pay-for-performance model for funding noncredit workforce training that leads to a credential in an in-demand field. The Virginia Community College System (VCCS), which oversees a network of twenty-three community colleges in Virginia, estimated that the funds appropriated by the General Assembly for this program would support approximately 10,000 students from July 2016 through July 2018.

**Purpose:** According to language contained in HB 66, this grant program was established to create and sustain a demand-driven supply of credentialed workers for high-demand occupations, expand the affordability of workforce training and credentialing, and increase the interest of current and future Virginia workers in technician, technologist, and trade-level positions to fill jobs in the Commonwealth that require less than a bachelor's degree but more than a high school diploma.<sup>41</sup>

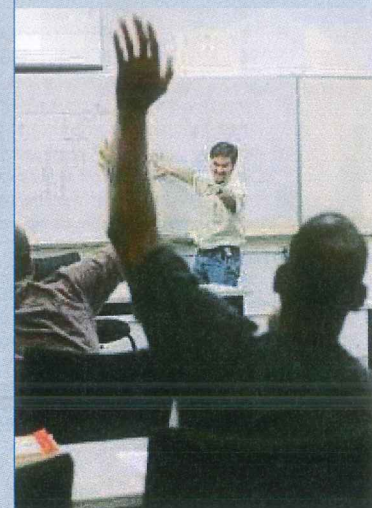
**Program eligibility:** Institutions that are eligible for funding include community colleges and higher education centers.<sup>42</sup> Non-credit training programs are deemed eligible through a vetting and approval process conducted by the governing boards of eligible institutions. Programs also align with a list of high-demand fields set forth by the Virginia Board of Workforce Development annually.<sup>43</sup>

**Student eligibility:** The only legislated eligibility requirement is for students to be domiciled in the Commonwealth of Virginia.<sup>44</sup>

**Use of funds:** Responsibility for the costs of training and credentialing are shared among the student, the state, and the institution and are determined by student success. The student is responsible for one-third of the total cost of the training upon enrollment. If a student completes the training and earns the credential, the state pays the remaining two-thirds of the total cost. If the student completes the training but does not earn the credential, the institution, rather than the state, is responsible for the final third of the program cost.<sup>45</sup> This risk-sharing model provides a tangible incentive for students to complete their programs and for institutions to ensure successful training completion.

**Demographics:** According to the VCCS, the average age of students enrolled in this grant program to date is thirty-six. Additionally, the program serves a population that is 66 percent male—with approximately 20 percent of attendees being eligible for Temporary Assistance for Needy Families and Supplemental Nutrition Assistance Program.<sup>46</sup>

**Completion rate:** Since the program began, 95 percent of the approximately 8,800 participants have successfully completed their training programs, preparing them with the skills and knowledge needed to earn related credentials and succeed in high-demand industries.<sup>47</sup>



# Endnotes

- 1 [https://nces.ed.gov/programs/coe/indicator\\_cts.asp](https://nces.ed.gov/programs/coe/indicator_cts.asp)
- 2 [https://cew.georgetown.edu/wp-content/uploads/2014/12/HelpWanted\\_ExecutiveSummary.pdf](https://cew.georgetown.edu/wp-content/uploads/2014/12/HelpWanted_ExecutiveSummary.pdf)
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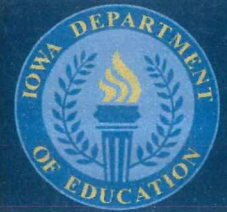
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# Gap Tuition Assistance Program

Iowa's Community Colleges: Working Together for the Future of Iowa



## Helping Bridge Tuition Shortfalls for Iowans with Barriers to Training

The Gap Tuition Assistance Program provides funding to community colleges to support non-credit job training programs. Eligible continuing education certificate programs, directly aligned with in-demand occupations, are eligible for Gap assistance to bridge tuition shortfalls for Iowans with barriers to training.

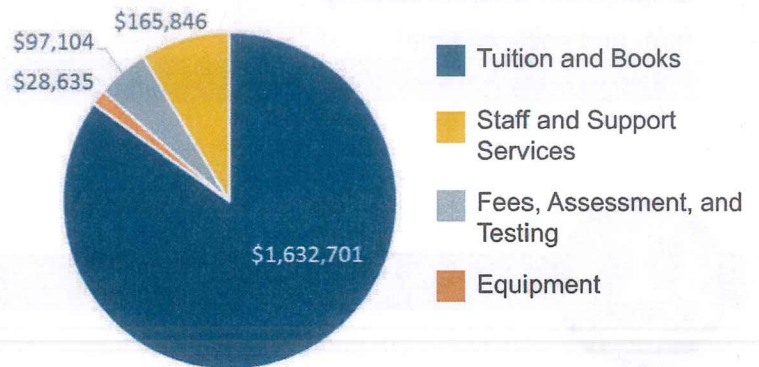


### 2017 Summary

- **Newly Applied:** 2,331 students
- **Newly Approved:** 965 students
- **Completed Training\*:** 694 students
- **Completion Rate\*:** 79.9%

\* Each training program has individual requirements for completion. Participation and completion may start and end in different academic years and should not be compared.

### Student Support \$2,214 per Approved Participant

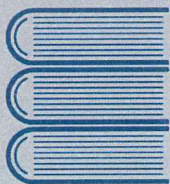


Total Funding Fiscal Year 2017: \$1,924,286



### Gap Program Enrollment

The majority of students in Gap programs enroll in courses directly related to the state's in-demand occupations.\*



\* Based on research conducted in 2017 using both the 2015 and 2016 academic year (AY) cohorts of students.

### Gap Enrollment by the Top 10 Program Types

Program	2015 Enrollment	2016 Enrollment
Nursing Assistant/Aide	349	266
Welding Technology	197	200
Truck and Bus Driver/Commercial Vehicle Operator	232	195
Industrial Technology/Technician	32	41
Phlebotomy Technician/Phlebotomist	22	38
Business/Office Automation Technology	41	33
Business Administration and Management	11	26
Electrical/Electronic Equipment Installation	5	24
Machine Tool Technology/Machinist	44	22
Emergency Medical Technology (EMT Paramedic)	29	21



## Gap Program Outcomes

Following completion of an approved Gap program, participants were analyzed to determine the impact of their education. Of the 2,369 participants who completed a Gap approved program during either AY 2015 or AY 2016, 1,218 participants who were employed prior to their training continued their employment with wage increases (see table below). Slightly over half (613) remained working in the same industry they worked in prior to training while the other half (605) changed industries following their training. An additional 338 students became newly employed the quarter following program completion.

### Employment Status and Earnings Prior to and Following Gap Program Completion

Employment Status	Students	Quarterly Wage Prior to Training	Quarterly Wage Following Completion	Wage Increase
Employed in the same industry (pre- and post-program)	613	\$5,427.77	\$5,911.51	9%
Employed in different industry (pre- and post-program)	605	\$3,581.80	\$4,935.76	38%
Previously unemployed	338	—	\$4,053.72	100%



## Enrollment in Credit-Bearing Programs

Nearly one-third of Gap students (30.6 percent or 716 students) continued studies in credit-bearing programs the semester following completion. The majority of students enrolled in licensed practical/vocational nurse training, registered nursing, and welding technology. The top 10 credit-bearing programs are listed below. Interestingly 643 of the 716 students who continued their education, enrolled at an Iowa college or university with 573 students enrolling at a community college, 55 students at 4-year private college, and the remaining 15 students at a 4-year public university.

Enrollment in the Top 10 Credit-Bearing Programs	Count
Licensed Practical/Vocational Nurse	177
Registered Nurse	139
Welding Technology/Welder	52
Medical/Clinical Assistant	36
Business Administration and Management, General	36
Aircraft Pilot (Private)	24
Computer Numerically Controlled (CNC) Machinist Technology	24
Airframe Mechanics and Maintenance Technology	24
Electrical Transmission Installers	21
Community Organization and Advocacy	20