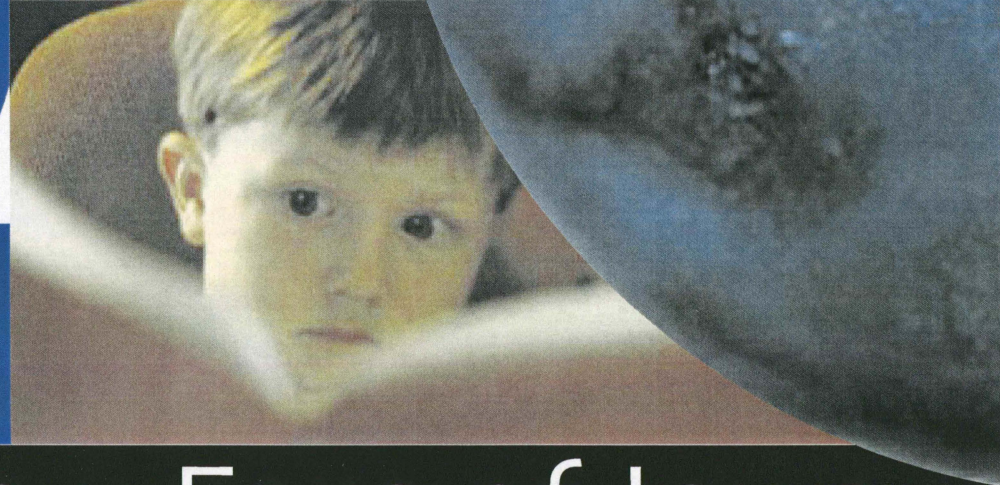


IOWA

2010

The New Face of Iowa

FINAL REPORT OF THE GOVERNOR'S STRATEGIC PLANNING COUNCIL





The Honorable Thomas J. Vilsack
and Honorable Sally J. Pederson
Office of the Governor
State Capitol
Des Moines, Iowa

November 1, 2000

Dear Governor Vilsack and Lt. Governor Pederson,

Ten years from now, Iowa will be a different state than it is today. Much has been written lately about Iowa's direction, about worrisome trend lines and the prospect that too many young Iowans will continue to move away – leaving an older and possibly poorer populace. We believe Iowans need to read and learn about another scenario – one that is brighter, more optimistic and brimming with individual opportunity. That scenario is embodied in this Final Report of the Governor's Strategic Planning Council, which we are pleased to forward to you and to all Iowans.

More than 100 Iowa volunteers served on the Council and its various committees and task forces. We welcomed the challenge you presented us in the Spring of 1999 – the challenge of determining what Iowa ought to be like and look like in 2010 and what we need to do to get there. Among other actions, the Council took the following steps:

- grounded itself in Iowa values,
- studied earlier state plans dating back to the 1930s,
- reviewed recent planning done in other states,
- listened to thousands of Iowans and numerous experts in dozens of forums,
- communicated via the Internet with our native sons and daughters living elsewhere and
- made a special effort to learn of the concerns and ideas of young Iowans.

With limited time and resources, the Council tackled a truly lengthy list of issues, with no topic out of bounds. We developed a set of eight significant goals that we believe shape a vision for Iowa, accompanied by specific action steps that we feel are the most critical for achieving that vision.

We understand it will be difficult for Iowans to find common ground on everything in this report. Indeed, not every Council member agrees with every recommendation. There will be controversy around some of the recommendations. That is fine. What is important is that Iowans seriously debate our future and work together on the goals and strategies set forth by the Council, along with other good ideas that will emerge in these changing times.

Our state's future well beyond 2010 will be decided by Iowans in the next ten years. We hope the thinking of the Governor's Strategic Planning Council will stand the test of time and be of use in the never-ending pursuit of Iowa excellence on all fronts.

Thank you for the opportunity to serve our state.

David Oman
Chairman

Betsy Brandsgard
Co-Chair

table of contents

IOWA 2010	4
<i>An Introduction</i>	
GOAL 1	9
<i>Iowa Welcomes a Diverse Population</i>	
GOAL 2	13
<i>Electronically Connected to Each Other and the World</i>	
GOAL 3	17
<i>Life Sciences Capital of the World</i>	
GOAL 4	21
<i>A Great Place to Visit and to Live</i>	
GOAL 5	23
<i>Higher Wages and Income</i>	
GOAL 6	29
<i>Education for a Lifetime</i>	
GOAL 7	33
<i>Protecting and Preserving Our Natural Resources</i>	
GOAL 8	37
<i>Smart Government Works for Iowans</i>	
OTHER VISIONS	41
IMPLEMENTATION	41
WHAT YOU CAN DO	42
LIST OF MEMBERS & DONORS	43
APPENDIX	44



Iowa 2010 *The New Face of Iowa*

Look ahead to Iowa, ten years into the new century. There's a new face of Iowa, built on the ideas, dreams and values of Iowans today. Iowa 2010 is a strategic plan that confronts the challenges facing our state and offers a bold vision for growth and vitality. It taps into Iowans' dreams and determination for revitalizing the state, building on strong values with innovation in businesses, technology, agriculture and education. Iowa 2010 gives Iowans a plan for growing stronger communities from border to border.

The best of Iowa traditions and values, coupled with the growth and new opportunity made possible by leading edge technology and resources, will create a new look and a new way of life for Iowa.

Iowa in

The Governor's Strategic Planning Council, with input from thousands of Iowans from across the state, has developed a plan that will change the face of Iowa. If individuals, businesses, communities and governments embrace and implement these recommendations, the face of Iowa in the year 2010 will look like this...

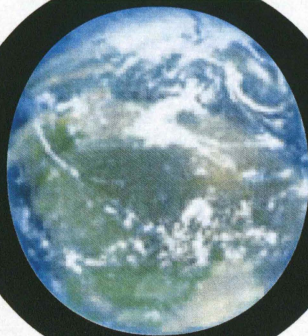


From across America, a growing number of families, recent graduates and young professionals choose Iowa as home. College students and young adults from other states are drawn to Iowa for the extraordinary education, comfortable lifestyle, safe and caring communities and excellent jobs. Native Iowans are staying because their home state offers professional opportunity, competitive salaries and a quality of life that includes culture, entertainment and recreation.

The face of Iowa reflects a vibrant diversity. New Iowans of Asian, African, Eastern European and Hispanic ancestry celebrate their cultural traditions in communities across Iowa, while bringing skills for local, national and international businesses to grow. Like the immigration waves of previous centuries that brought Iowans from Czechoslovakia, Sweden, Germany and Laos, the growth of these multicultural communities is generated by Iowans opening their hearts, their minds and their doors to people from around the globe. These new Iowans bring a global awareness that takes Iowans, their goods and services to the world just as it brings the world home to Iowa.

Together these groups have boosted the state's working population by 310,000, strengthening communities and building a solid foundation for Iowa in the 21st century.

2010



Iowans enjoy a strong sense of local community while taking advantage of global business and education opportunities. High-speed Internet access is available in homes, schools and businesses in every community, opening doors around the world from anywhere in Iowa. Residents of Stanhope, Onawa, Keosauqua and Clear Lake access government information, educational and medical resources, and worldwide businesses and markets, conveniently from the comfort of home. Iowa rural communities are revitalized by their electronic links to resources across the state and around the world.

Family incomes are higher and jobs are plentiful in Iowa in 2010. Business and education partnerships in the life sciences field have created an explosion of industries that revolutionize Iowa's business profile. These companies, driven by the connections among pharmaceutical, nutrition and agricultural development, have established Iowa as the life sciences capital of the world.

Iowa's traditional agricultural economy has been diversified by breakthroughs in biotechnology that redefine agriculture production and the agribusiness infrastructure. Growing shares of Iowa farms are devoted to niche production, including organic foods and a variety of specialty products. Iowa is moving to the forefront in the production of renewable energy. Its plentiful natural resources provide ethanol and wind-generated electricity that will fuel the future.

The growth of high-tech industries has brought unparalleled business opportunity to the state. Innovative software development and advanced telecommunications services broaden Iowa's strong insurance and financial services business base. Iowa's solid base of manufacturers has shifted local production emphasis to advanced manufacturing, with Iowans working as engineering designers, high-end assemblers and marketers. Iowa's edge in technology resources allows businesses to offer their workers quality, high-paying jobs in thriving communities with strong schools and safe, healthy environments.

Iowa's leadership in education is strengthened by dynamic higher education institutions that bring new students, jobs and expand-

*There is no place I would rather live than Iowa. However there are many things we can improve, so we cannot accept the status quo. We must be bold, innovative and willing to change.***M**

ΥΠΟΟΔΙ | Ο ΝΟ ΧΕΒΙ | ΝΙ ΔΥΝΕΟΥΘ

ing economic development opportunities to communities like Fort Dodge, Burlington, Cedar Falls and Pella, as they continue to dramatically enhance the earning potential of their graduates.

Education in the year 2010 is a life-long process in Iowa. The innovative *Iowa Passport* system serves Iowans as an electronic "one-stop" resource for educational information, advising, record keeping and placement information. Education programs open learning opportunities to Iowans prior to kindergarten and long after graduation, moving beyond traditional classroom walls for teaching, training and skill development.

With beautiful natural resources protected by a strong environmental ethic, Iowa's rivers, lakes, parks and trails offer even more opportunities for recreation and relaxation. Exciting new athletic, cultural, historical and entertainment attractions provide Iowans with a stimulating and enjoyable way to spend their leisure time, while attracting visitors from across the country.

Iowa's governmental agencies are aligned and organized to provide convenient, efficient service to all residents. Increased use of technology allows citizens to handle many licensing, registration and other government contacts from the comfort and convenience of home.

This is the new face of Iowa in the year 2010. An exciting, dynamic, growing place to live, work, raise a family and explore the future.

We need to stop expecting outsiders to rescue us. Iowans need to accept the responsibility of taking care of ourselves.

ΥΝΟΟΩΙ | Ω ΝΟ ΧΝΕ ΒΟΙ | ΝΙ ΩΥΝΕΩΥΩ

The need for change — The time for action

The opportunities for Iowa in the next ten years are tremendous. To be successful, however, Iowans must take a proactive approach to the future. Serious issues facing the state demand strong ideas backed by commitment to action.

- Shifts in population and an out-migration of young Iowans are rapidly pushing Iowa toward a dramatic shortfall of workers.
- Iowa's wages trail the national average in nearly all industry sectors.
- Increased emphasis on electronic communications worldwide is isolating rural states and communities from employment opportunities and information access.
- Rapid advancements in science and technology are changing job markets and educational needs in the world.
- The globalized economy is increasingly driven by information, not the production of crops and manufactures.
- Threatened air, water and soil quality holds potential harm for Iowans' health, businesses and quality of life.
- Iowa ranks in the lowest one-third of states in teacher compensation.
- Iowa ranks second in the nation in the percentage of families with preschool children in which all parents in the household are employed. Yet an estimated 59% of Iowa children under the age of five are in some form of unregistered care where there is no guarantee of quality.

For Iowa to maintain its viability into this new century, strong steps must be taken to reverse the trends that threaten its future and to secure Iowa's position as a vibrant, growing state. Iowa 2010 recommends bold initiatives that reflect innovative approaches to compelling needs. It signals a sharp contrast to business as usual.

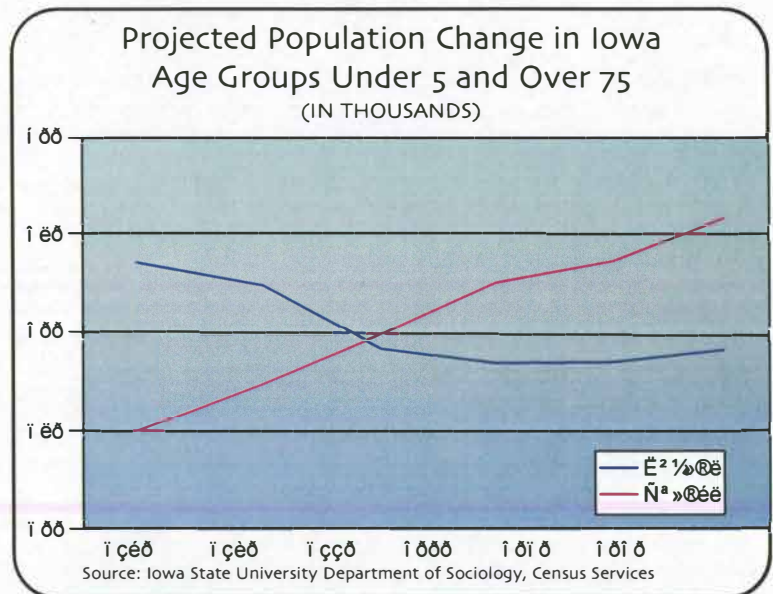
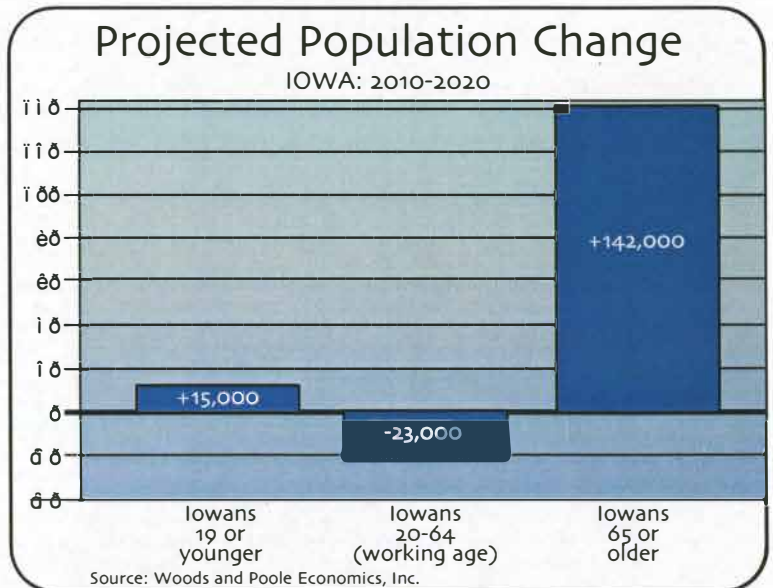
Though presented as eight separate goals, the recommendations of this plan are closely linked. The results of each series of action steps will support and strengthen the others, creating a solid foundation on which the future of the state can be built.

Embracing Iowans' values. Shaping Iowa's future.

The New Face of Iowa is built on the values, ideas and dreams of Iowans today. It is a strategic plan for the future, crafted by Iowans through the Governor's Strategic Planning Council.

Governor Tom Vilsack and Lt. Governor Sally Pederson created the Council by executive order in early 1999. They charged the Council with charting a 10-year course toward a more dynamic, prosperous state. The 37-member Council, representing diverse political, professional and personal backgrounds, turned to Iowans across the state for their input. More than 2,600 Iowans took part in 15 town meetings, while more than 60,000 logged on to the Iowa 2010 Web site, called and wrote. Hundreds of Iowans took part in work groups and committees to share their concerns and explore new possibilities.

The Council identified the things Iowans value most: education, economic prosperity, caring communities, individual



well-being, the natural environment, civic integrity and Iowa's reputation, then grounded their recommendations firmly in those values. Council members reviewed earlier plans, considered statewide efforts already underway and examined local, national and global trends. They sifted through lists of ideas and challenged themselves and others to think boldly, focusing on strategies that could truly change Iowa's future. The Council unanimously endorsed a plan that reflects no single member's full beliefs, but instead encompasses the very best of Iowans' collective thinking and offers compelling possibilities for the future of the state.

The result is **Iowa 2010: The New Face of Iowa**. This plan outlines the steps for creating a dynamic new future for Iowans, their families, communities, businesses, schools and land. It challenges Iowans to think big, work hard and bring to life opportunities for growth and prosperity within the state and in the world marketplace.

*N'm a native Iowan
who left the state and has
now returned to raise my children.
What drew me back were a
caring community and the
high quality of education. M*

WĪNOOŪI | Ū NŌ *ĪĒ BŌ | N | ŪYĪĒŌYŌ

Iowa 2010:

Our Desired Shared Values

A value is a principle and serves as a foundation. Our common values for the future of Iowa drive us to positive action because our commitment is so strong that we are willing to pay a price for these values.

Values drive decisions. Values can also be in conflict because principles can be in conflict. While the values outlined below include current Iowa values, this list looks forward. These are the values the Governor's Strategic Planning Council believes should guide planning for Iowa in 2010.

We value **education**, nurturing growth and achievement for all Iowans. *Education is characterized by high standards and high expectations, tolerance and equality, life-long learning, citizenship, democracy and all Iowans achieving their full potential.*

We value **economic prosperity** for all regions of the state and **economic opportunities** for all Iowans. *Economic prosperity and opportunities are characterized by our work ethic, skills, jobs that pay, labor-management cooperation, advancing technologies, value-added and inventive agriculture, enabling government, balanced taxation, efficient infrastructure and high-return investment opportunities.*

We value **caring communities**, the vitality of connecting with each other in our rural areas, towns and cities. *Caring communities mean social and individual responsibility; welcoming diversity; excellent government and community services; safety; varied recreational, social, and cultural opportunities; and celebrations of cultural heritage and identity. Social and individual responsibility mean civic involvement, pride, honesty, integrity, fairness, respect, giving back, friendship and watching out for each other. Iowans "neighbor."*

We value **individual well-being**, recognizing each person as valuable and unique within increasingly diverse communities. *Opportunity, wellness, spiritual fulfillment, emotional connectedness and security characterize individual well-being.*

We value our **natural environment**, sustaining us and enriching our lives. *Our commitment to our environment means clean air, water and soil; stewardship of all our resources; preserving natural diversity; respecting the land; energy conservation; and renewable resources.*

We value **civic integrity**. *We expect a high level of civic integrity in the conduct of the public's business. There should be a new commitment to Iowa's long-standing tradition of clean and open government with special insistence on honesty, accountability, respect for the system and the office holders, citizen participation and tolerance for divergent views.*

We value a **world-class reputation and identity**, Iowa being held in high esteem. *We expect to have an international identity built on education, a culture of community connectedness, opportunities for excellence, technology-enabled jobs, artistic and intellectual creativity, leading the world in agriculture and food production and in opportunities for families to prosper.*

Bold possibilities for Iowa's future

- **Increase the state's workforce population by 310,000 people**
Use innovative strategies to keep Iowans in Iowa, convince those who have left to come home and attract new Iowans from across the nation and around the world. Building population brings new ideas, businesses and families to Iowa, strengthens communities and boosts state and local revenues.
- **Connect every community in Iowa electronically with broadband high-speed Internet service**
Link all Iowans to the wealth of information and opportunities available worldwide through electronic communication. A cooperative effort between private and public telecommunications services will ensure that all Iowans are connected to each other and to the world.
- **Establish Iowa as the life sciences capital of the world through the reinvention of agriculture**
Develop new ag-related industries based on consumer demand coupled with plant, animal and medical research at universities. Focus on specialty crops, including organics, for new and emerging consumer markets.
- **Create destination attractions that provide more opportunities for recreation and entertainment**
Draw visitors from across the U.S. to Iowa, growing the state's tourism industry and creating new jobs. Enhance the quality of life for Iowans by providing a range of cultural, historic, athletic and entertainment opportunities for Iowans of all ages.
- **Increase wages and worker income**
Focus economic development efforts on high-growth, high-wage industry clusters, such as Information Solutions, Advanced Manufacturing and Life Sciences. Address low-wage jobs through innovative public policy measures. Target higher education as a growth industry through efforts to increase enrollments and build on contributions colleges and universities make to their communities and the state.
- **Enhance the growth and learning of Iowa's youngest residents**
License and register child care and preschool settings, while establishing higher wages for workers and teachers in this area. Strengthen the quality of education at all grade levels through better educator compensation, increased parental involvement and staff development and training.
- **Protect and improve the quality of Iowa's natural resources**
Develop Iowa's leadership in renewable energy sources and conservation efforts.
- **Provide government services that are more effective and efficient**
Meet citizens' needs through advanced technology, and by encouraging voluntary realignment and reorganization.





Iowa Welcomes a Diverse Population



By 2010: Iowa's population increases by 310,000 working people by retaining Iowans of all ages and welcoming diverse new residents, including immigrants, who perceive Iowa as providing economic, political, cultural and social opportunities.

Iowa is already exhausting its supply of skilled workers and the shortage will worsen as baby boomers retire in increasing numbers. Iowa must significantly increase its population. The state must double its current growth rate to fill available jobs, maintain its current number of members of congress and reach the level of economic vitality necessary to sustain or enhance its current quality of life.

This growing population will define the dynamic Iowa of the future. By welcoming new Iowans to the state, communities will be poised for growth and success that will lead the state strongly into the future. Population growth is the heart of real change for Iowa, and attracting more people to choose Iowa as their home is the challenge of our future. Iowans will embrace diverse populations because of their contributions to our traditional values of strong work ethic, family life and mutual support and caring among individuals and communities.

Across the country, Americans will be drawn to the new face of Iowa. The unique combination of traditional Iowa values, innovative technology and quality jobs will draw people from coast to coast to the heartland. Metropolitan residents will trade in long commutes, smog, noise and crowds for Iowa's convenience, clean air, neighborliness and opportunity.

Some new Iowans will be familiar faces. Iowans who have left the state for opportunities elsewhere will come home. They'll see the new face of Iowa as a place they want to return to, bringing friends and family back to the place they love, that's now even better. The combination of technology, jobs and wages, education and an excellent quality of life will draw native Iowans home.

As Iowa has since its earliest history, the state must open its doors to those from other countries who seek the opportunities offered here. The rich cultural and ethnic traditions of many Iowa commu-

The
New Face
of Iowa

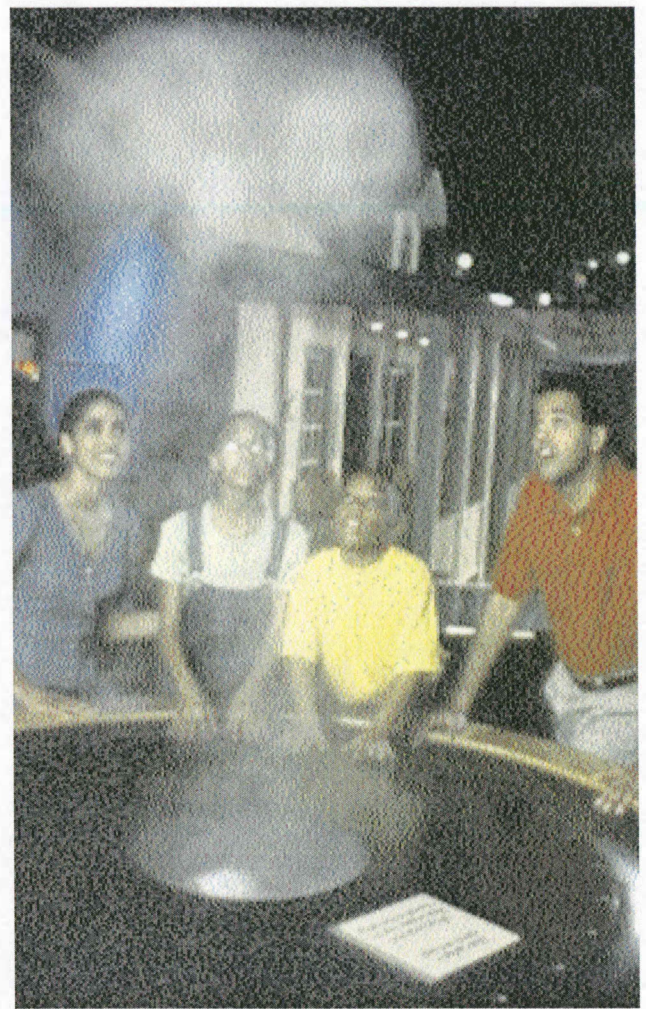
We need diversity and to be more aggressive in recruitment of a diverse population. **M**

YNOÓCÓI | Ú NÓ *RÉBCI | N | ÓUYNÉOY:Ó

nities showcase the diverse populations that make up Iowa. The Dutch tradition in Pella, the Czech neighborhoods of Cedar Rapids, the Tai Dam community in central Iowa and celebrations such as Juneteenth and Cinco de Mayo all illustrate the important contributions of Iowans from other countries. By taking bold action, Iowa can become an international leader in immigration, welcoming people from around the world to its neighborhoods and communities. Through a growing international population, Iowa can expand its cultural and ethnic diversity, bring new skills and knowledge to the workplace and increase its role in the global marketplace. This infusion of diversified backgrounds in Iowa schools and communities will also offer a worldwide, world-wise education for Iowa children.

Population growth will not be limited to the urban areas of Iowa. Balanced population growth in rural areas and communities is necessary for healthy economic and cultural development.

As the new face of Iowa offers tremendous opportunity for people from around the country and around the world, so does a dramatic increase in population offer opportunity to



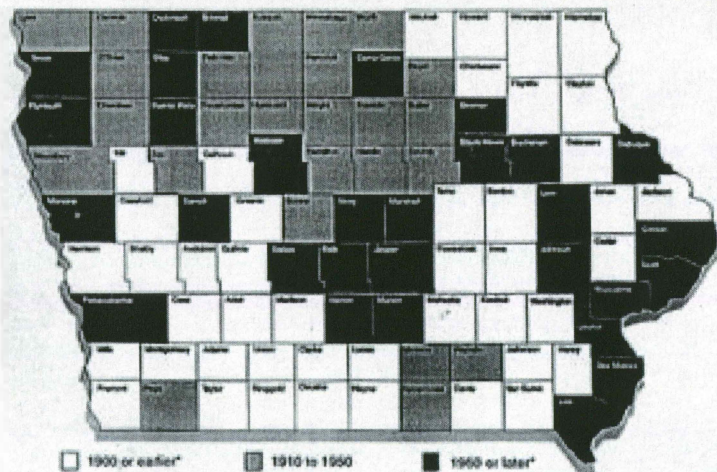
the state. This growth will expand business and industry, re-energize our communities and schools and strengthen the economy to provide additional services for all Iowans.

Iowa's Population History

Many counties in Iowa recorded their highest populations before 1900. Cedar, Henry, Jefferson, and Van Buren counties recorded population highs in 1870, the earliest of the counties in the state. Warren, Story, Polk, Marion, Johnson, and Dallas did not see population peaks until 1990.

Willis Goudy, an Iowa State University professor and population expert, said the reason some counties reached their highest population before 1900 – or between 1910 and 1950 – was because many were made up entirely of farming communities, which shrank as the agriculture industry changed.

Goudy said most counties with larger cities, such as Polk County, reached their peak populations after 1980 because the growing economy produced more non-farming and white collar jobs.



*Earliest county = Cedar, Henry, Jefferson, Van Buren (1870)

Statewide total = 1990

*Latest county = Dallas, Johnson, Marion, Polk, Story, Warren (1990)

SOURCE: Iowa State University Census Services

To make progress toward achieving this goal, the Council recommends the following actions:

1. Develop and implement strategies and policies to retain Iowans and encourage former Iowans to return, particularly college graduates. For example, foster innovative models and partnerships with businesses, the public sector and industry to encourage students educated in Iowa to stay in Iowa or return to Iowa. Many other action steps in this plan directly or indirectly address retention. This action step calls for the Governor, Legislature, colleges and universities, schools, business, labor and others to develop and implement further specific steps to retain more Iowans.
 - Examples include: school-to-work initiatives that connect teens with job prospects while they are still in high school, more internships to connect college students with Iowa companies and other financial incentives to live and work in Iowa. Create a public-private partnership to permit students who have attended Iowa colleges or universities and who work for Iowa companies following completion of their studies to be eligible for either (a) a financial incentive for each year of Iowa employment up to a maximum of three years, or (b) annual financial assistance from employers to reduce student loan indebtedness.
 - Use Iowa's college and university databases to recruit alumni to "Come Home to Iowa" to raise their families. Bring the existing alumni-based marketing efforts up to scale.

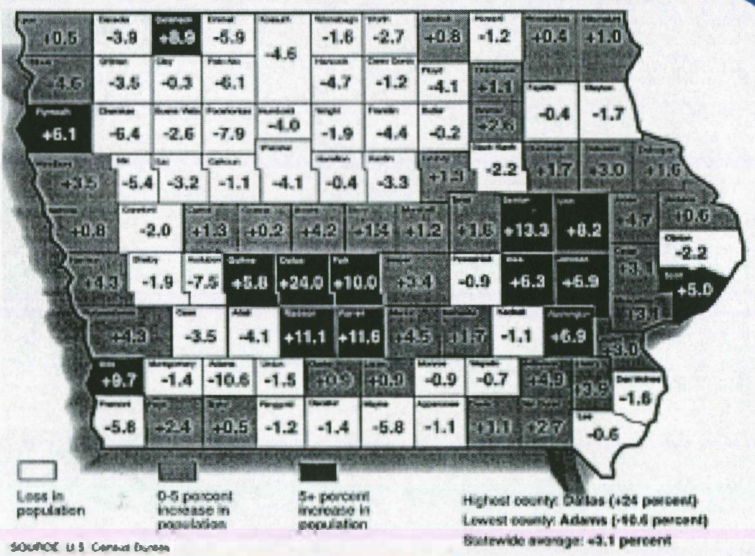
*My dream for the year 2010 is of Iowa as a community, a place where people care about and interconnect with each other throughout the state, a diverse land of people with a common interest in each other.*M



- Develop "Centers of Rural Vitality," with a template center at Iowa State University, to help foster the revitalization of rural Iowa.
2. Request and obtain from Congress a designation of Iowa as an "immigration enterprise zone" with immigration targets that are not constrained by federal quotas. Request the assistance of the Immigration and Naturalization Service in the prompt processing of immigrants relocating to Iowa.
 3. Establish regional "Diversity Welcome Centers" administered by the appropriate state agency or agency partnership to assist new residents with overcoming legal and cultural obstacles resulting from their relocation to Iowa.
 - In addition to the other responsibilities for Iowa's "Diversity Welcome Centers," each center will be staffed

Population Comparison

This map shows the estimated population growth for each of Iowa's counties from 1990 to 1998, according to U.S. Census Bureau estimates released earlier this month. From 1990 to 1998, Iowa had 51 counties that grew and 48 that lost population. The latest estimates reflect continued stagnant growth in rural parts of the state and stronger growth in and around the state's metropolitan areas, where jobs tend to be more plentiful. Only eight states had smaller population increases than Iowa from 1990 to 1998. Iowa's population grew by 3.1 percent during the period.



To achieve this goal Iowa needs leadership from, among others:

(listed alphabetically)

- Businesses
- College Aid Commission
- Congressional Delegation
- Faith Communities
- Governor
- Higher Education
- Iowa Department of Economic Development
- Iowa Department of Human Rights
- Iowa Finance Authority and Other Housing Stakeholders
- Iowa Workforce Development
- Labor
- Legislature
- Local Governments
- Rural Associations
- Schools

by a representative of Iowa Workforce Development to serve all workers, targeting immigrant, refugee, limited or non-English speakers and undocumented alien workers, and providing information about their rights under state and federal labor law together with information on how to pursue action against non-compliant employers.

Information will cover wage and hour laws, worker compensation, occupational safety and health, unemployment compensation, migrant and seasonal workers' protection, EEOC and non-discrimination, family and medical leave, Americans with Disabilities Act and other legislation assuring their rights as employees under state and federal law, including information and explanation of their rights to form and join a collective bargaining unit.

• Additionally, safeguards against exploitation of non-English speaking employees, especially those recruited from outside Iowa, exist under Iowa law. These safeguards include protection from illegal deductions from paychecks, a guarantee of qualified interpreters for non-English speaking workers and a disclosure of working conditions expected at

the worksite when recruiting out-of-state workers and others. However, these are enforced on a complaint basis if at all. By the year 2003, the Iowa Workforce Development office will employ field workers to proactively enforce these vital worker protections.

4. The Iowa Finance Authority, in cooperation with other housing stakeholders, will develop a comprehensive housing policy for the state of Iowa by the end of calendar year 2000. This process will:

- Assess current housing stock and needs (establishment of baseline data);
- Quantify public resources and evaluate their impact to date;
- Convene a housing task force and public forums for stakeholder and citizen input;
- Make recommendations for coordinated, targeted, efficient and effective use of public resources to improve the affordable housing environment in Iowa.

Implementation of recommendations will occur during 2001 and 2002 through executive branch action, rule-making and legislative initiatives.

5. Evaluate Iowa's anti-discrimination laws and make a concerted effort to actively enforce them and strengthen them where needed. In particular, by 2002, amend the Iowa Civil Rights Act to prohibit discrimination on the basis of sexual orientation and gender identity. In 2000, designate the Iowa Department of Human Rights to establish indicators and baseline data and annually record the status of progress toward this goal.

We need more cultural diversity and to be more tolerant of other people. M

WĪŌŌŌŌ | Ū NŌ XĒ BŌ | NĪ ŪYŌŌŌŌ

To measure progress toward this goal, Iowans should evaluate the following indicators:

1. The population of Iowa.
2. Comparison of non-white to white graduation rates from high schools, vocational schools, community colleges, four-year colleges and universities.
3. Changes in levels of complaints filed with the Iowa Civil Rights Commission based on race discrimination and determined valid by the Commission.
4. Demographics of new Iowa residents.
5. Percentage of Iowa high school seniors who pursue post-secondary education and who enroll at Iowa community colleges, four-year colleges and universities.
6. The number of graduates of Iowa higher education institutions who remain in the state following graduation or return after five to seven years.
7. Percentage of Iowans who are homeowners.
8. Percentage of Iowans living in sub-standard housing.



Electronically Connected to Each Other and the World



By 2010: Iowans are electronically connected to each other and to the world. Access to advanced telecommunications services statewide and a continuing ability to take advantage of emerging technologies have moved Iowa to the forefront in education, e-commerce, e-government, teleworking, telemedicine, community development and other new fields, and revitalized rural economies.

By 2005, all Iowans will have access to advanced telecommunications services that are appropriate to their needs at affordable, nationally competitive prices. Services should be reliable, secure and easy to use, and should be robust enough to provide expected levels of service, handle peak loads, be scalable to growing needs and uses and be flexible in operation.

No communications technology has ever been adopted faster by homes and businesses than the use of the Internet. More than half of American workers are employed in industries that are either big producers or intensive users of information technology. High-speed, broadband Internet is becoming the essential infrastructure for business. Iowa needs this infrastructure to overcome distances separating companies and citizens from other parts of the world and to connect them to their future.

The
New Face
of Iowa

Nowa needs to be a state in which our citizens are safe, healthy, well-educated, respectful of each other and electronically-connected.M

ΥΠΟΛΟΓΙΣΤΕΣ ΚΑΙ ΔΙΑΔΙΚΤΥΟ ΓΙΑ ΤΗΝ ΑΝΑΓΕΝΕΣΗ ΤΗΣ

Nowa in 2010 should have high-speed Internet access to allow parents to work and still raise their children. M

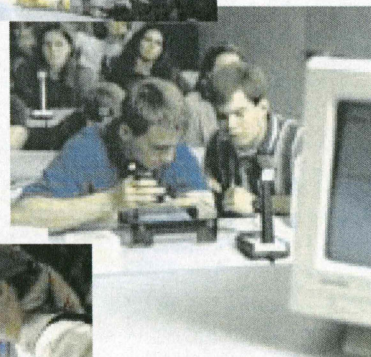
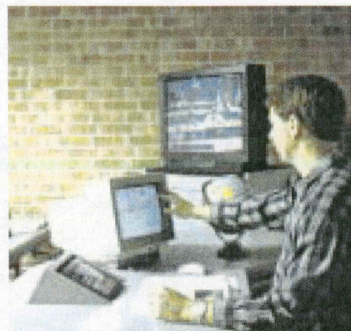
YNOODI | U NO NE BO | NI OUYNEOYO

An overwhelming 81% of the population believes the Iowa economy is at least somewhat dependent upon the Internet, computers and telecommunications. Yet only 16% of Iowa's counties have a level of competition among Internet providers that brings access to a variety of services and lower costs.

High-speed electronic communications is a great equalizer for rural states and communities in search of ways to compete with metropolitan economic centers. State-of-the-art communications will allow Iowans to reach out to the world from any corner of the state, freeing them of the need to live in large urban areas to succeed in the business world. Iowa's advantages in education, public safety and sense of community will be magnified as people have more freedom to decide where to live. State-of-the-art technology can bring about a rural renewal, including the potential to re-grow population.

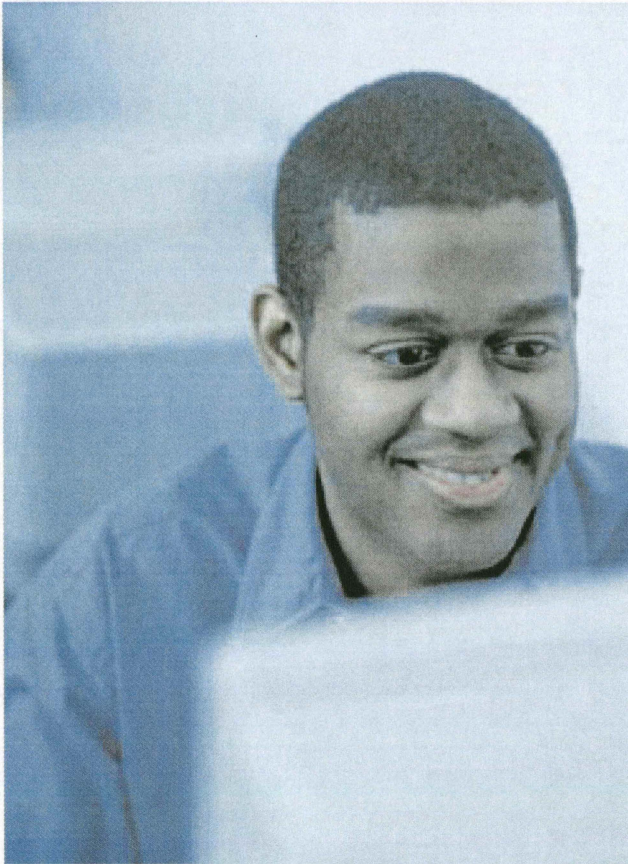
By 2010, it is estimated that one-fifth of all households will conduct the major part of their work and shopping from home. By making advanced telecommunications available to every home, school and business, Iowa will connect its citizens to a worldwide network of services, information and education. That connection will mean that no community in Iowa will be more than a mouse click away from the latest medical information, access to government resources or global markets for Iowa goods and services. A cooperative effort between state agencies and private telecommunications companies will ensure that this advanced telecommunications system reaches the last mile of Iowa countryside.

Connecting large and small communities to each other and to the world will give workers flexibility to work from home, provide businesses with far greater markets for their goods and make information faster and easier to obtain. Iowa's leadership in high-speed telecommunications will attract high-wage, high-growth business and industry to the state, building the economy and increasing the number and types of jobs available.



*Use the Iowa Communications Network
for all of Iowa, to advance technology
and connect high-tech workers.M*

YŃÓÓŃ | Ū ŃŃ ŃĒ BŃ | ŃŃ ŃŪŃĒŃŃŃ



To make progress toward achieving this goal, the Council recommends the following actions:

1. The Iowa Utilities Board, in consultation with the Iowa Information Technology Department, should convene telecommunications service providers, information technology providers, business and consumer representatives and other interested parties to develop and jointly implement a comprehensive statewide strategic and action plan to give all Iowa businesses and communities access to advanced telecommunications services by 2003, and all Iowans access to advanced telecommunications services by 2005 at the least possible cost.
 - Encourage the private sector to offer advanced telecommunications services at nationally competitive rates wherever possible.
 - Amend the *Code of Iowa* to permit the Iowa Communications Network (ICN) to lease facilities or excess capacity on ICN facilities at market rates to private telecommunications providers to facilitate provision of advanced telecommunications services to Iowans by such private providers.
 - Help communities assess demand for advanced telecommunications services and prepare requests for proposals (RFPs) to provide such services.
 - If no private telecommunications provider is willing and able to provide the services requested in an RFP, amend the *Code of Iowa* to permit the ICN to extend its facilities and provide such services at nationally competitive rates; provided, however, that the community seeking access to such services must:
 - Contribute to the cost of the investment in new facilities and equipment required to provide the service; and
 - Provide contractual commitments from customers to purchase a prescribed level of such services for a defined period of time.
 - If the ICN provides such advanced telecommunications services where no private provider is willing and able to do so, the ICN should sell its local access facilities to a willing buyer when the market justifies private sector provision of such services.

We need high-speed Internet connections throughout Iowa. **M**

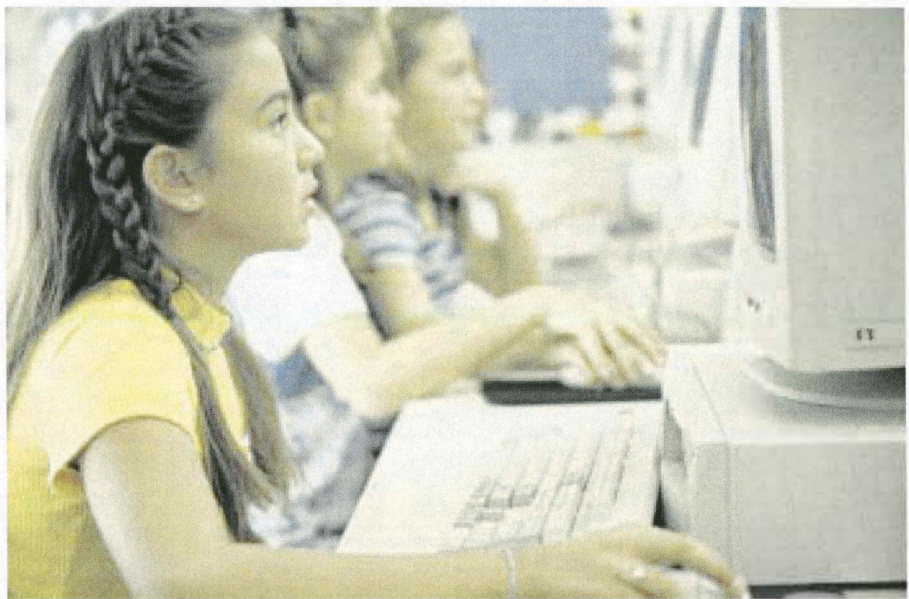
ᚢᚱᚦᚱᚱᚱ ᚢ ᚾᚦ ᚿᚱᚱᚱ ᚢ ᚾᚢᚱᚱᚱᚱᚱᚱ

To achieve this goal Iowa needs leadership from, among others:

(listed alphabetically)

- Consumer and Telecommunications Associations
- Education and Training Providers
- Governor
- Iowa Communications Network
- Iowa Department of Economic Development
- Iowa Information Technology Department
- Legislature
- Local Governments
- Private Telecommunications Businesses
- State Library and Other Libraries
- Utilities Board

2. Rebate the telecommunications sales tax on purchases of advanced telecommunication equipment for use in rural communities.
3. Increase demand for electronic goods and services and lower the cost of providing advanced telecommunication services statewide by:
 - providing low-cost and convenient lifelong training and education (particularly for small businesses and the elderly) in the use of advanced telecommunications equipment and its practical applications; and
 - expanding electronic access to business, educational and governmental services (particularly licensing, registration and permitting processes).
4. Ensure that every public library or another building in every Iowa community has at least one computer that members of the public may use to access advanced telecommunication services.



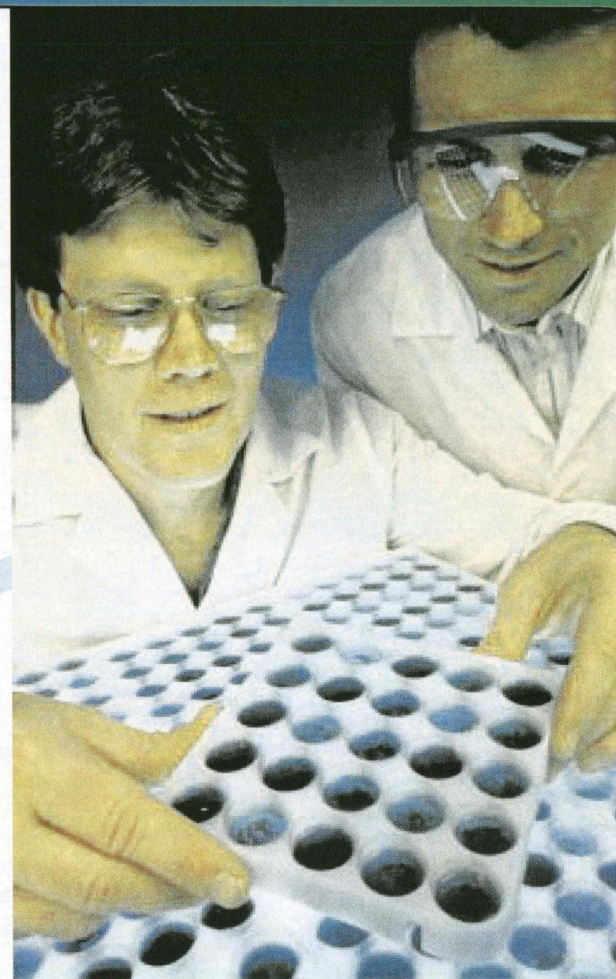
To measure progress toward this goal, Iowans should evaluate the following indicators:

1. Percent of Iowa communities with access to affordable advanced telecommunications services.
2. Percent of Iowa businesses with access to affordable advanced telecommunications services.
3. Percent of Iowa homes with access to affordable advanced telecommunication services.
4. Percent of State and local government licensing, registration and permitting processes that can be accessed electronically.
5. Percent of public libraries that offer public access to advanced telecommunication services.



Life Sciences Capital of the World

By 2010: Iowa is known as the consumer-driven life science capital of the world, aligning producers with consumers, diversifying the agricultural economy and increasing farm income.



Agriculture is the soul of Iowa, but its long-term growth rate is less than half the rate of other industries. The state ranks 42nd in the nation in exports and international investments. The reliance on traditional agriculture commodities and markets will shrink as the forces of an integrated world economy continue a 30-year downward spiral of raw commodity prices. Research suggests this trend will be especially true for food prices as production rates increase in emerging market countries.

While dramatically altering the face of traditional farming practices, these changes provide a unique opportunity for Iowa to reinvent agriculture and its role in feeding the world.

It's the dawn of new agriculture, with Iowa leading the way. Breakthroughs in biotechnology are redefining what is produced and how, as well as revolutionizing the agribusiness infrastructure. Iowa is uniquely positioned to comprehensively leverage life science

assets in the three areas of plant, animal and human life science.

Open markets for commodity crops will diminish in favor of highly integrated systems driven by consumer demand. Value-added production of agricultural products will increase farm income and expand the number of Iowa goods in the national and international market.

The shift in agriculture production in Iowa will be to specialized farms where crops include organic, ethnic and gourmet foods, honey, herbs, produce, trees, ornamental flowers and other specialty products. This diversified production will improve farmers' profitability and inject new vitality into rural Iowa in numerous ways. It will help in the growth of the state's rural population by creating new opportunities for young Iowans and diverse ethnic groups. A focused effort to diversify farm production will also benefit Iowa's environment, improving recreational and tourism opportunities.

The
New Face
of Iowa

Let's develop more value-added processing in Iowa of corn, beans and/or alternate crops. I lived in the Chicago area for 12 years; rural Iowa is Iowa's greatest asset! A revived, family-centered rural populace will benefit all, including Des Moines.

YÑÓÓÒÌ | Û ÑÓ ÆÉ BÓÌ | ÑÌ ØÚYÑÉÓY-Ó

To make progress toward achieving this goal, the Council recommends the following actions:

1. Leverage Iowa's strong assets in the life sciences to accelerate economic development related to production agriculture, value-added agriculture, advanced biotechnology and other life science disciplines. Building on a strong tradition of production and value-added agriculture, Iowa will use consumer-driven research to create new uses for Iowa commodities and processes. This effort will benefit from world-class leadership in plant science at the Iowa State University (ISU) Plant Science Institute, in veterinary science at ISU, and in industrial biotechnology and human health and medicine at the University of Iowa (U of I). Uniquely, Iowa can comprehensively leverage life science assets in all three areas (plant, animal and human life science). Recognizing the enormous potential U.S. market in agricultural biotechnology (estimated to reach \$1 billion by 2003) and human therapeutic biotechnology (estimated to reach \$23 billion by 2003), high-technology business incubator facilities will be developed as well as facilities for pilot production of biological products of potential commercial interest. A comprehensive communication strategy among academic and private sector laboratories and state economic development officials will ensure the best possible return on the public investment in life science research.
2. Draft a strategic plan for developing a more diversified agricultural industry in Iowa. This expanded agricultural sector should include specialty foods, ethnic market opportunities and organic farming, processing, storage, marketing and distribution. Include the recruitment of those willing to apply skill, talents, technology and capital to diversify the crop mix grown in Iowa. Establish an Organics Division of the Department of Economic Development (DED) to actively encourage diversified and organic crop production throughout the state. The new DED Organics Division should complement and work closely with the Organic Agriculture



*We need to open up new markets
for Iowa farm products.* **M**

ΥΠΟΨΗ | Ο ΝΟ ΚΕΡΔΙ | ΝΙ ΔΥΝΕΘΥΟ



office of the Iowa Department of Agriculture and Land Stewardship (IDALS), which conducts different but related activities. The strategic plan for diversification should include strategies to help educate and prepare producers to engage in more value-added ventures. The plan should include participation in supplier networks in which farmers grow products for very specific consumer-driven uses. And the plan may encourage a boutique soybean oil processing industry in Iowa along with specialized soybean production.

3. Develop and fund a unique branding and marketing program to enhance consumer desire for Iowa's agricultural products. An environmental



*Farmers need to be more educated in biotechnology, biochemistry and genetics. European agriculture places a lot more emphasis on biochemical approaches than mechanical approaches.***M**

YŃÓÓŮÌ | Ū ŃÓ ŖĚ BŌ | ŃÌ ØŮYŃĚŌYŃŌ

To achieve this goal Iowa needs leadership from, among others:

(listed alphabetically)

- Agricultural and Biotechnology Associations
- Communities
- Congressional Delegation
- Governor
- Higher Education
- Iowa Department of Agriculture and Land Stewardship
- Iowa Department of Economic Development
- Iowa State University Extension
- Legislature
- Life Science and Agri-Businesses

incentive-based and food quality certification program will be developed for all Iowa agricultural producers; a voluntary program that combines the list of disciplines both progressive and practical which, if achieved, qualifies the producer's products to be sold under a branded label. A label owned by the IDALS would acknowledge our quality and environment commitment to consumers around the world. This initiative may include an identity-preserved grain system, in which producers grow crops that have specialized uses such as pharmaceuticals, specialized food properties, etc. The state should bundle stewardship incentives leveraging federal programs and offer them to Iowa producers.

4. Foster programs that provide small farms access to technologies that benefit large-scale production. Develop new risk management tools to weather the financial challenges of farming.
5. Convene agribusiness, production agriculture and other stakeholders to study the feasibility, benefits and costs of an International Agricultural Trade Center for Iowa. Also, support fair and open trade policies and aggressively work to remove trade barriers.

*Help our youth see the hands-on potential of careers in biology and related sciences. Make Iowa the Silicon Valley of the biotechnology age. The future bio age needs Iowa's conservative nature and education. Iowa could become the biotechnology capital of the next century.***M**

YŃÓÓŮÌ | Ū ŃÓ ŖĚ BŌ | ŃÌ ØŮYŃĚŌYŃŌ

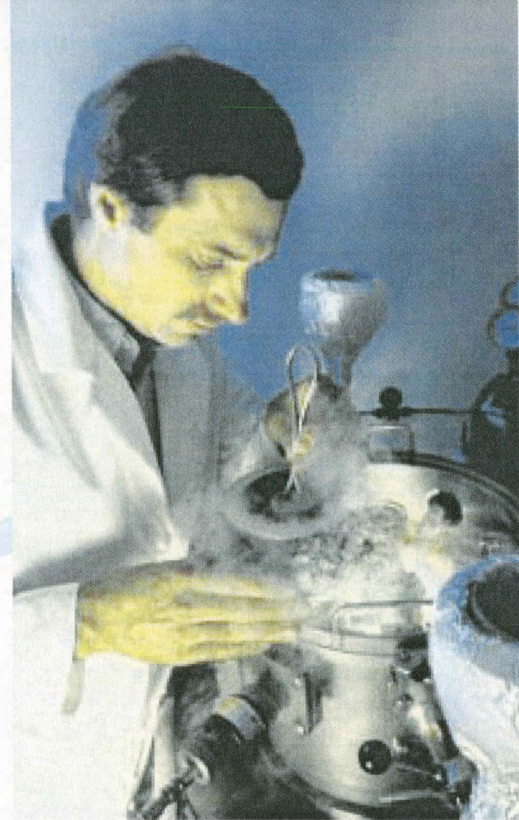
To measure progress toward this goal, Iowans should evaluate the following indicators:

- | | |
|---|--|
| 1. Employment increasing by 20% in the life science industry cluster. | processing. (Grow from the 8% current U.S. share to 25%.) |
| 2. Increase the number of small specialty farms. | 6. Gross revenue by organic and natural product categories. |
| 3. Farm operator income. | 7. Iowa should achieve the status of a net importer of raw commodities. |
| 4. Increase the number of life science business start-ups. | 8. Iowa producers' shares of ownership in value-added processes and enterprises. |
| 5. Iowa's share of the value-added meat | |



Higher Wages and Income

By 2010: Iowa wages and incomes equal or exceed the average for the Upper Midwest, enabling Iowans to enjoy a standard of living that sustains workers and their families in dignity, comfort and economic security.



The Iowa work ethic has helped companies like Maytag, John Deere, Motorola, Hon Industries and Rockwell-Collins succeed. In the traditional manufacturing environment, Iowans' commitment to quality work helped Iowa industries develop world-class reputations. Now dramatic changes in technology and production are changing

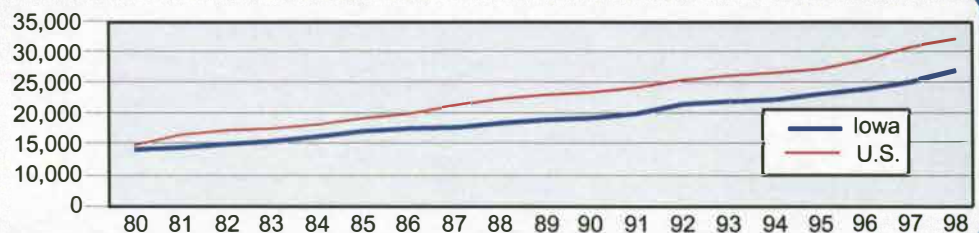
the way companies do business.

Information systems and the explosion of technology skills are redefining work and Iowans are ready to be on the cutting edge of the new labor pool. Developing new skills is critical to the workforce of the 21st century.

To increase population, wages and income, Iowa

The
New Face
of Iowa

Wages & Income Distribution - Annual Wage
IOWA VS. UNITED STATES



Source: Bureau of Labor Statistics, U.S. Department of Labor

“Provide better paying jobs. Don't provide incentives for businesses that bring in jobs that pay menial wages.”

COMMENTS FROM IOWANS TO THE COUNCIL

must focus its economic development resources on high-tech, high-wage growth sectors. According to a 1999 study conducted by the Milken Institute, 65% of the growth difference between metro areas in the U.S. was attributable to the growth and density of high-tech firms. Because of the high value-added production in these industries, and the greater demand for highly skilled labor, these industries compensate their employees well.

A statewide effort to attract high-tech, high-wage, growing industry groups, called clusters, will expand the Iowa economy and provide quality jobs and wages for Iowa workers. Building on current strengths, Iowa can focus on three high-tech growth sectors:

- Information Solutions, including software development, insurance and financial services and telecommunications services.
- Advanced Manufacturing, focusing on the development of manufacturing systems and procedures that utilize the lat-

est technology and highly skilled workforce.

• Life Sciences, applying a range of technological disciplines to develop food, pharmaceutical, microbial and chemical products and processes, and medical devices to improve human and animal health, nutrition, the environment and quality of life.

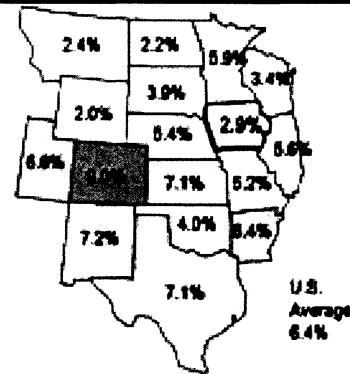
Currently, Iowa ranks 42nd in the country in research and development investment. Because states such as California, New Jersey and Massachusetts have more people and invest more per capita in research and development, they have succeeded in building major high-tech facilities that foster future growth. A crucial factor in Iowa's economic performance is the amount of capital invested into life sciences research and development and manufacturing capacity.

Higher education, which already pumps millions of dollars into Iowa communities through employment and enrollment, should also be targeted as a growth industry. Innovative partnerships between businesses and Iowa colleges and universities will expand research and build strong links between research and application.

More high-wage jobs are critical to improve the quality of life for workers, create discretionary income and increase savings and investment. High-wage jobs are particularly important for Iowa since it has such low-level unemployment and its

According to data from the U.S. Census Bureau, Current Population Survey, March 1999, median earnings on the national level vary by educational attainment, as follows:

Less than 9th grade	\$17,212
9th to 12th grade	\$20,844
High school graduate	\$27,183
Some college, no degree	\$31,683
Associate degree	\$33,956
Bachelor's degree	\$44,198
Master's degree	\$52,248
Doctorate degree	\$64,968
Professional degree (M.D., J.D., etc.)	\$81,144



In Iowa, high-tech workers account for 2.9% of Iowa's total private workforce compared to the national average of 6.9%. In comparing contiguous states, Minnesota's share is 5.9%, Illinois' 5.6%, Nebraska's 5.4%, Missouri's 5.2%, South Dakota's 3.9%, and Wisconsin's 3.4%.

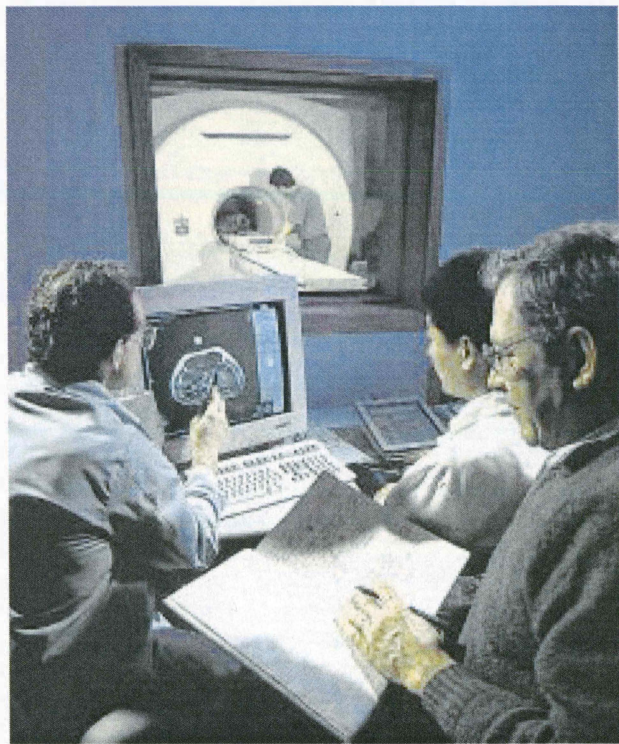
Source: Iowa Department of Economic Development (using data from U.S. Department of Commerce County Business Patterns.)

wages trail the national average in nearly all industry sectors. In addition, public policy initiatives aimed at boosting wages, especially in sectors receiving public incentives or assistance, can help assure that all Iowans benefit from a growing economy.

Providing quality jobs and wages will attract and retain the best and the brightest workers. Those workers and their families will increase the state's population and generate additional economic opportunities and greater revenues to support quality public services. A growing business climate that balances the needs of Iowa's economy, communities and environment will propel the state to greater success.

To make progress toward achieving this goal, the Council recommends the following actions:

1. Focusing resources on high-tech, high-wage, growing industry clusters, Iowa will develop a powerful and successful framework for regional economic development. Building on strengths, the state will focus on three growth sectors: Information Solutions (including insurance, telecommunications and software development), Advanced



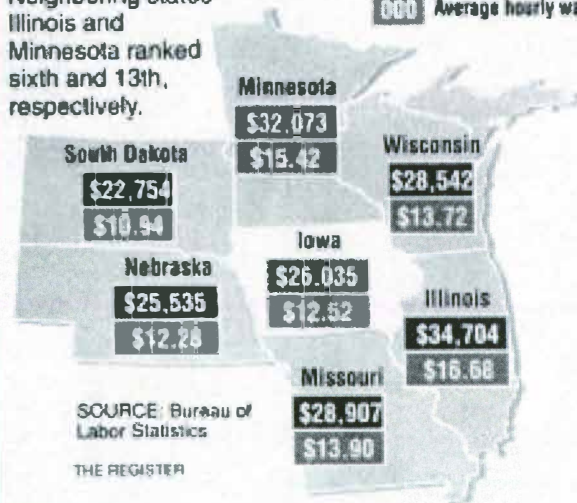
Manufacturing and Life Sciences. This strategy emphasizes continued development of leading research specialties at Iowa State University and the University of Iowa, and seeks improved linkages between research and applications among all development partners. Develop plans to recruit and retain skilled workers, especially Information Technology professionals needed to advance high-tech development in Iowa. Allow the Iowa Department of Economic Development more flexibility in the way it can use funds to advance the strategies included in the 2010 recommendations. Also as part of this strategy, enact policy changes that raise wage levels for lower income Iowans:

- Require that wages of employees whose employers receive economic assistance from the public be at least 105% of the county average;
- Create a state minimum wage that is 10% higher than the federal minimum wage; and
- Establish a "living wage" (a wage above poverty level) requirement for state government and its contractors.

State ranking

Iowa's 1998 average annual pay ranked 38th in the nation. Neighboring states Illinois and Minnesota ranked sixth and 13th, respectively.

KEY:
 000 Average annual pay
 000 Average hourly wage



SOURCE: Bureau of Labor Statistics
 THE REGISTER

"We need to develop better-paying jobs to keep young people in the state and attract former Iowans back."

COMMENTS FROM IOWANS TO THE COUNCIL

“I think to attract more people to Iowa, businesses need to increase salaries. I enjoy living here; my neighbors and friends are just great! But, I just can't afford to work here.”

COMMENTS FROM IOWANS TO THE COUNCIL



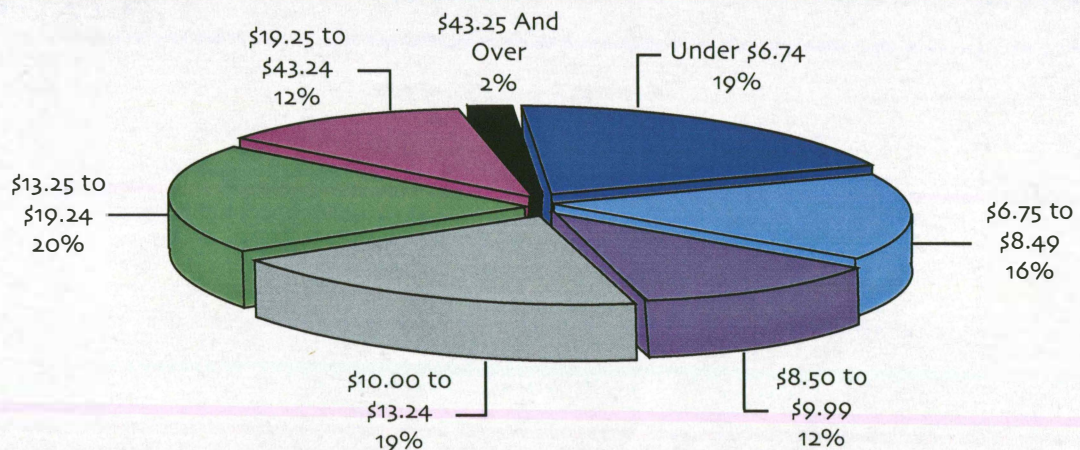
2. Accelerate entrepreneurial development of target industry and all company start-ups, particularly for technology and life sciences companies. Actions will include:
 - Develop and formalize venture capital investor networks.
 - Expand entrepreneurial training programs.
 - Encourage the development of infrastructure to nurture start-ups, business plan and market feasibility analysis, financial and risk management tools, market research and college and university technology transfer.
 - Create innovative mechanisms to fund, or prioritize state investments in, instructional programs that meet critical skill force needs or help achieve Iowa's 2010 strategic goals.

3. Improve all Iowans' access to education, training and skill development to ensure they have opportunities for career advancement and lifelong learning and that critical skill-force needs are met. Establish an electronic system - the *Iowa Passport* - connecting Iowans to lifelong learning opportunities. The *Iowa Passport* system should serve as a "one-stop" electronic location for educational resource information, educational advising, record keeping, resources for placement, employer assistance and any other aspect of lifelong learning useful to Iowans.

4. Target higher education as a growth industry for the state. Higher education stakeholders, in conjunction with the Iowa Department of Economic Development, should develop a statewide effort to promote Iowa higher education institutions nationwide and internationally.
 - Provide financial incentives for companies to sponsor higher educational opportunities for their employees at Iowa institutions.

Wages & Income Distribution

IOWA EMPLOYMENT BY HOURLY WAGE 1998

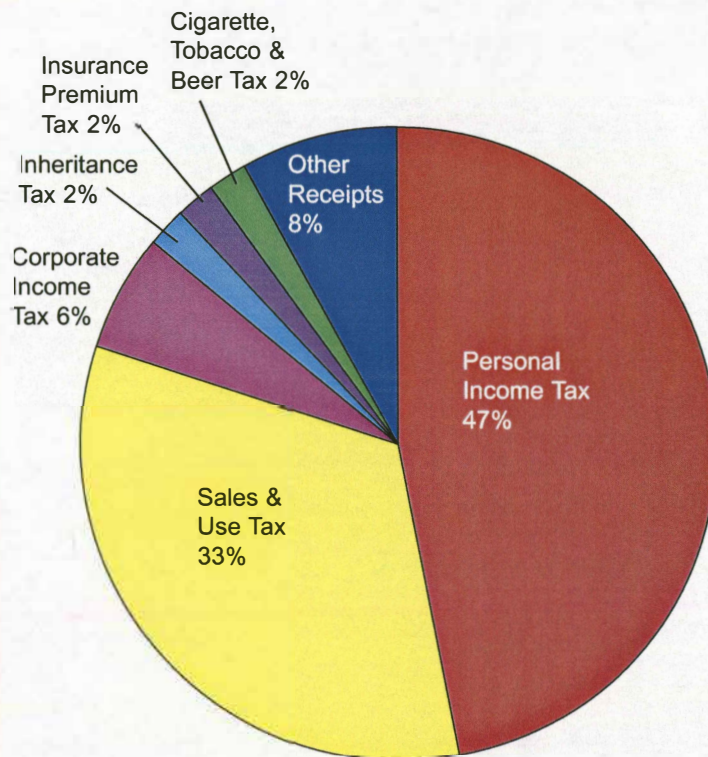


Source: Bureau of Labor Statistics, U.S. Department of Labor

Principles of good tax policy

- Encourage out-of-state students to attend Iowa colleges by offsetting all or some portion of any state tuition grant from their home state that they forfeit by attending an Iowa college, provided that the student commits to work in Iowa for three years following graduation.
5. Develop and fund a multi-year domestic and global marketing/messaging program in partnership with media, government and the private sector to competitively position Iowa. This campaign should target the three industry clusters and education. It should portray an innovative, progressive, globally connected, technically savvy, community-oriented, family friendly, safe and satisfying Iowa.
 6. The current Iowa tax code is overly complicated, skews economic decisions, and hinders Iowa's development. To trigger a robust debate, the Council proposes:
 - a) Radical simplification and transparency by eliminating all deductions and credits, including federal deductibility. Everyone pays their fair share, but no more. Except in the case of demonstrated market failure, if one economic activity is to be favored over another, those granting the favored status should do so by a direct subsidy, not by hiding the subsidy in the tax code.

- *Equity*
- *Neutrality*
- *Competitiveness*
- *Simplicity*
- *Predictability*
- *Transparency*



Current Sources of Iowa's Revenues

Estimated State General Fund Receipts for FY 2001

Source: 1999 Iowa Factbook

- b) Balancing the tax burden among the major forms of taxation: income, property and sales/use taxes.
- c) A progressive income tax rate structure, including a no-tax threshold related to the federal poverty level.
- d) Where appropriate, pay for services with user and PILOT (payment in lieu of taxes) fees that are directly related to the service provided rather than using General Fund revenues. Exceptions would include social purpose services such as public libraries.
- e) Set new, lower rates at a revenue neutral level. Rates are now higher than needed because of all the credits and deductions.
- f) Encourage the federal government to establish equal sales tax treatment for e-commerce sales.

Appoint a bipartisan commission to start with the Council's tax recommendations and craft a specific legislative proposal.

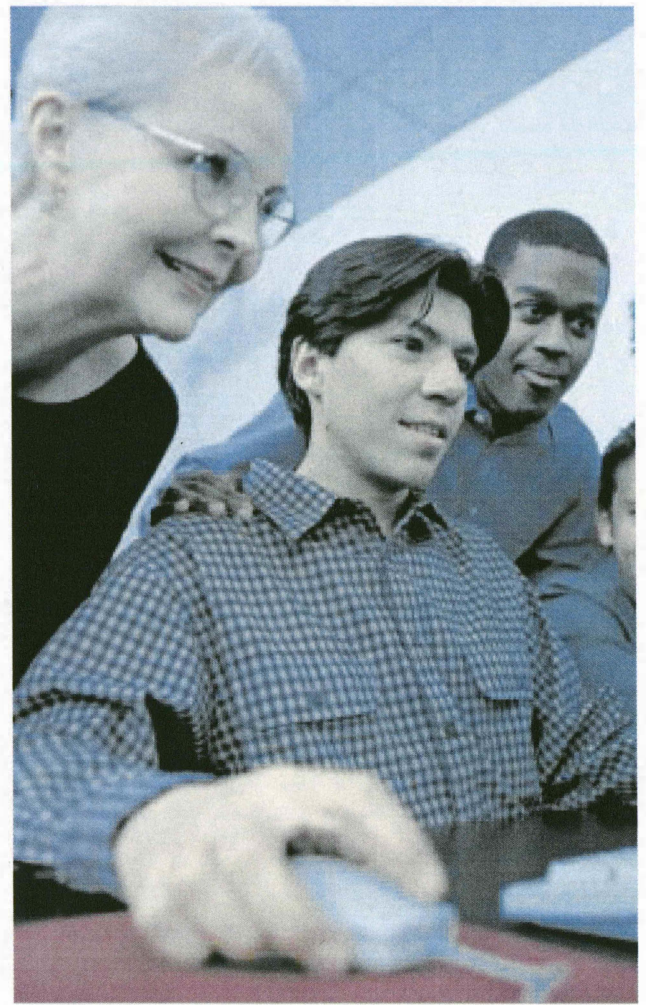
To achieve this goal Iowa needs leadership from, among others:

(listed alphabetically)

- Businesses
- Congressional Delegation
- Economic Development and Tax-Related Associations
- Financial Institutions
- Governor
- Higher Education
- Iowa College Student Aid Commission
- Iowa Department of Economic Development
- Iowa Department of Education
- Iowa Workforce Development
- Labor
- Legislature

Achieving these reforms would distinguish Iowa and declare to all that Iowa has a level playing field and a tax system that does not simply favor those who hire the best lobbyists. Iowa's tax system would be unique in its neutrality, equity, simplicity, transparency and predictability.

The Governor and Legislature should also work with neighboring states to reduce the harmful effects of competing economic development tax and subsidy incentives. Iowa cannot "unilaterally disarm," but Iowa can provide leadership to achieve regional solutions.



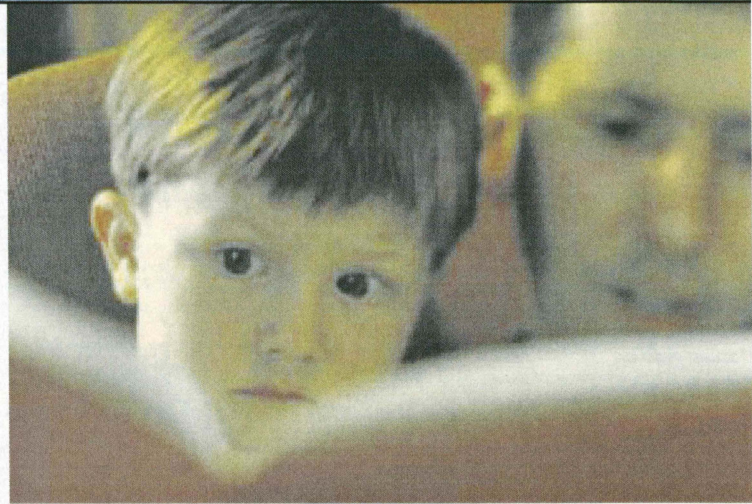
- 7. The Governor should convene a higher education forum with all sectors of the higher education community (including faculty and student representatives), the Governor, representatives of the Legislature and representatives from business, industry and labor to explore how Iowa's investment in higher education can be most effectively utilized and leveraged. This forum should also address the ways the higher education community can best contribute to the achievement of the 2010 goals.

To measure progress toward this goal, Iowans should evaluate the following indicators:

1. Average wages/income compared to Upper Midwest or national average.
2. The number of Iowans employed in targeted industries (life sciences, information solutions, advanced manufacturing).
3. Numbers of new businesses still operating after one year.
4. The percentage of working age adults with post-secondary certificates, diplomas or degrees residing in Iowa. (U.S. Bureau of the Census)
5. Comparison of salaries and wages for white and non-white Iowans as reported to state and federal agencies.
6. Annual comparisons (based on wage reports to state and federal agencies) of wages paid to immigrants, refugees, limited English speakers and undocumented aliens to those paid to other Iowans for comparable work in industries with significant numbers of immigrant workers.
7. Total number of students enrolled in higher education institutions.



Education for a Lifetime



By 2010: All Iowa children benefit from high quality early education and child care that is affordable and accessible.

Iowa's educational system helps Iowans of all ages reach their maximum potential.

Iowa's leadership in education can take another step forward. Schools continue to be of the highest quality, but learning and skill development will move beyond the classroom walls. The state's initiative in developing life-long learning opportunities will bring Iowans' knowledge and skills to the forefront.

Early Childhood

Quality care and early education spur a child's development. Infant brain research demonstrates that 80% of cognitive development occurs before a child's third birthday.

More than 180,000 Iowa children are in some form of child care on any given day while their parents work. Iowa ranks second in the nation in the percentage of families with preschool children in which all parents in the household are employed (74%). This percentage increases as children enter school and access to out-of-school care decreases. Many families, especially those of low income with nontraditional work schedules, very often cannot find the type of care they need, such as part-time, infant or night-time care.

A 1999 study by four major universities found that children in high-quality child care centers had better math, language and social skills through kindergarten than those in poorer quality centers. Yet an estimated 59% of Iowa children under the age of five are in some form of unregulated care, where quality is far from guaranteed.

For families with preschool children, child care has become the second highest living expense, after a mortgage. An Iowa family with two children spends an average of \$8,974 for child care, accounting for 30% of the average median family income. Almost half of all Iowa families with young children earn less than \$35,000.

"Let's strive to support the education of our youth. We need to focus on investing more in the early development of children (birth to age 5) and families."

COMMENTS FROM IOWANS TO THE COUNCIL

The
New Face
of Iowa



“Raise teachers’ salaries to be more in line with the rest of the nation in order to keep more good teachers in Iowa.”

COMMENTS FROM IOWANS TO THE COUNCIL

Low pay chronically plagues the care provider profession. In 1996 the median hourly wage of Iowa child care workers was \$5.51. For preschool teachers the median wage was \$7.42 while the median for all workers was \$9.80. The average annual wage for an Iowa child care worker that year was \$11,620, leading to high turnover. State reimbursement to providers does not cover the full cost of care and the state does not increase reimbursements to providers who improve their training and programs.

To make progress toward this goal, the Council recommends the following actions:

1. Require that all child care/preschool settings be licensed and registered and adhere to standards that ensure quality care and experiences.

2. Establish a professional development system for child care/preschool providers of prerequisite and on-going training that is accessible, available and articulated. Establish a process for credentialing providers based on education, experience and competencies:
 - Develop state standards for all skill levels for all child care and early childhood providers.
 - Implement a provider training program linked with compensation.
 - Create a forgivable loan program for providers following the completion of post-secondary study.
3. Implement a child care and/or preschool subsidy for every Iowa family below 85% of the state median income for each child, birth to age six, to promote their healthy growth and development.
4. Reimburse child care providers’ actual/full cost of quality care.

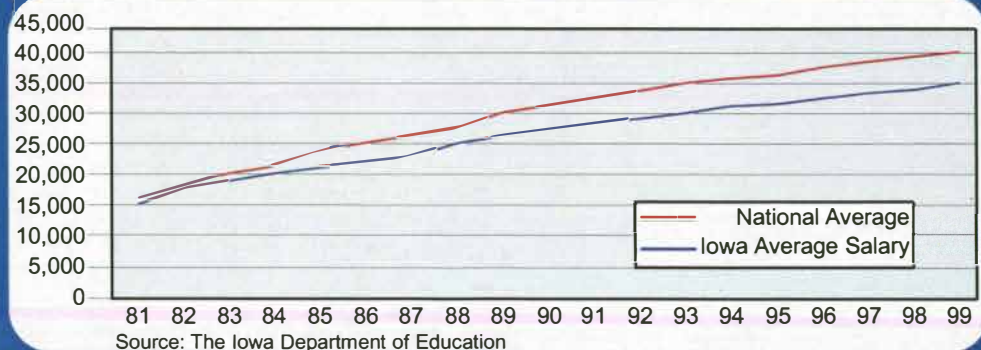
K-12

Increased parental involvement in their children’s school lives must be evident. Many researchers, practitioners and policymakers have documented the importance of parental involvement. A significant body of research (Henderson & Berla, 1994; Olmstead & Rubin, 1983) indicates that when parents participate in their children’s education, the result is an increase in student achievement and an improvement of students’ attitudes. Increased attendance, fewer discipline problems and higher aspirations also have been correlated with an increase in parent involvement. [North Central Regional Education Laboratory: www.ncrel.org]

Educators will benefit from increased salaries and expanded opportunities for professional development, while students will benefit by having the highest qualified teachers utilizing the most current research-based information and strategies. Collaborative efforts will strengthen educational programs and enhance learning across all levels.

Quality teaching remains the central driving element in bettering student achievement as recognized by researchers in school improvement. This Council recognizes the critical

Average Salary of Full-time Public School Teachers Iowa vs. the Nation, 1980-81 to 1998-99



importance of research-based professional development and recommends substantially increased time for this inquiry into teaching and learning by every teacher in Iowa so that every student in the state will have instruction of the highest quality.

To stem the out-migration of some of Iowa's teachers and administrators, compensation needs to be dramatically improved. At a minimum, the state needs to move out of the ranks of the lower third of states in teacher compensation. In the summer of 2000, two thorough studies on teacher pay were shared with Iowans, one led by John Forsyth and one led by Marvin Pomerantz. The Council followed the work of the two groups preparing the studies and determined that additional, redundant research and comparisons with other states were not necessary. The Council commends the two task forces for their substantial contributions to raising public awareness of the issue and for placing before the public two sets of recommendations which, if implemented, would increase educator pay, connect it to performance/achievement and result in better education for young Iowans.

To make progress toward achieving this goal, the Council also recommends the following actions:

5. Quality education depends on quality teachers and family dedication to education. Quality educators are best recruited and retained with competitive salaries and continuing opportunities for professional development. Therefore, the Council recommends that:
 - Schools provide at least 20 days of research-based professional development for educators (that is an increase from the current 10 or fewer currently provided in most

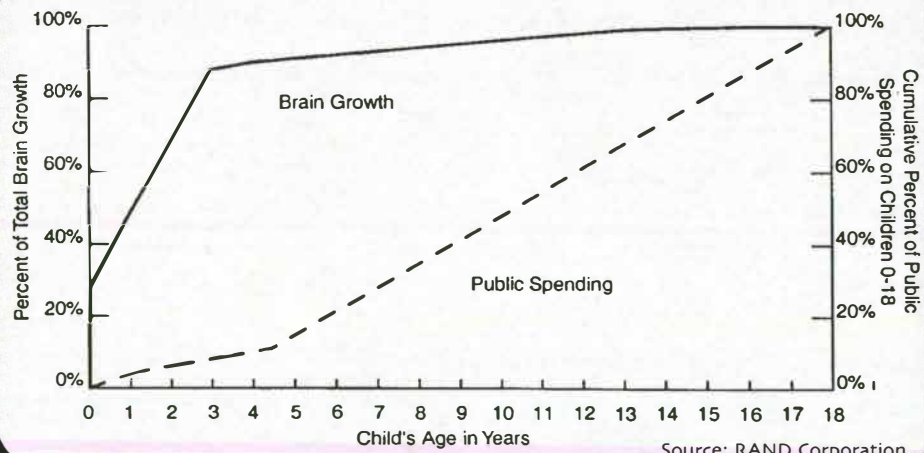
“Iowa needs to be the ‘Education Capital of the World.’ Our state could become an internationally-recognized center for educational innovation, school/community connections and life-long learning.”

COMMENTS FROM IOWANS TO THE COUNCIL

schools).

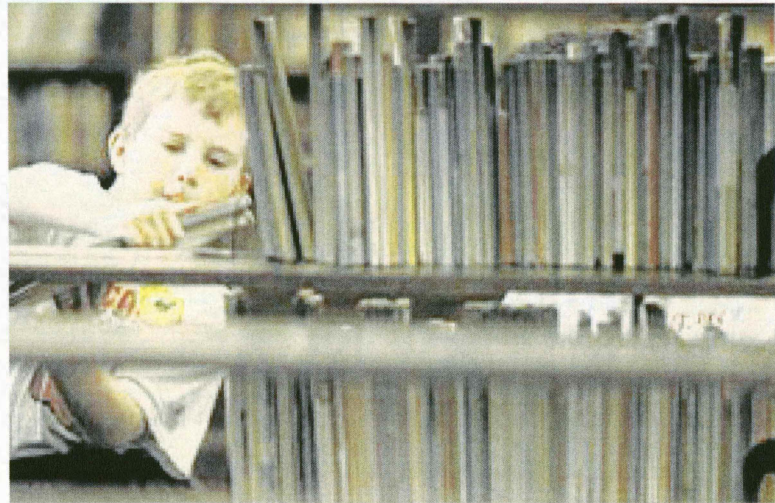
- State-provided incentives be distributed to school districts that demonstrate improved student achievement as students progress through grades.
 - Educators be paid a competitive and fair wage so that educators of the highest quality will be attracted and retained in the profession.
 - Schools demonstrate active community and family involvement, including the initiation of community and research-based character development such as "Character Counts" for all Iowa children.
6. Shared support services that will allow for "self-forming cooperatives" of districts and other agencies should be implemented to increase efficiencies in the areas of human resources, development and delivery of curriculum, transportation and others based upon local school board decisions.

Child Development & Public Expenditures



Source: RAND Corporation

“Become more proactive in keeping Iowa, or bringing us back to, #1 in education provided to children. Be innovative and interactive in our approach to education and involvement of all Iowans in the educational process.”



COMMENTS FROM IOWANS TO THE COUNCIL

To achieve this goal Iowa needs leadership from, among others:

(listed alphabetically)

- Communities and Community Leaders
- Early Childhood and Education-Related Associations
- Federal Government
- Governor
- Higher Education
- Iowa Department of Education
- Iowa Department of Human Services
- Iowa Empowerment Board
- Legislature
- Parents and Guardians
- Schools

- Collaborative, voluntary partnerships should be developed to create regional learning opportunities to facilitate offering a rigorous and challenging secondary curriculum to meet the needs of diverse learners, including programs in specialized areas, shared programming with post-secondary institutions, advanced placement courses, etc.
- Implement financial incentives for K-12 districts to promote innovative sharing

- arrangements for staff/administrative functions and programs while still supporting local decision making for increased student learning.
- Implement interagency collaboration across school districts, community colleges, area education agencies, empowerment zones, counties, regional services agencies, economic development, workforce development, etc.

To measure progress toward this goal, Iowans should evaluate the following indicators:

1. Percentage of child care capacity in Iowa that is accredited (per National Association of Education for Young Children).
2. Percentage of preschool capacity in Iowa that is accredited.
3. Percentage of household income devoted to child care.
4. Median hourly wages of child care and preschool providers.
5. Staff turnover rates for all forms of regulated child care and preschools.
6. Percentage of students at various grade levels achieving proficient status in reading, mathematics and science.
7. Percentage of high school seniors

- who intend to pursue post-secondary education/training and achieving a score or status on a measure that indicates probable post-secondary success.
- 8. Differences in the learning and success of sub-groups of students as compared to the rest of Iowa students (sub-groups such as students with special needs, students with limited English ability, economically disadvantaged students, racial and ethnic minority students, gender, etc.).
- 9. Average salary of full-time public school teachers and administrators.



The
New Face
of Iowa



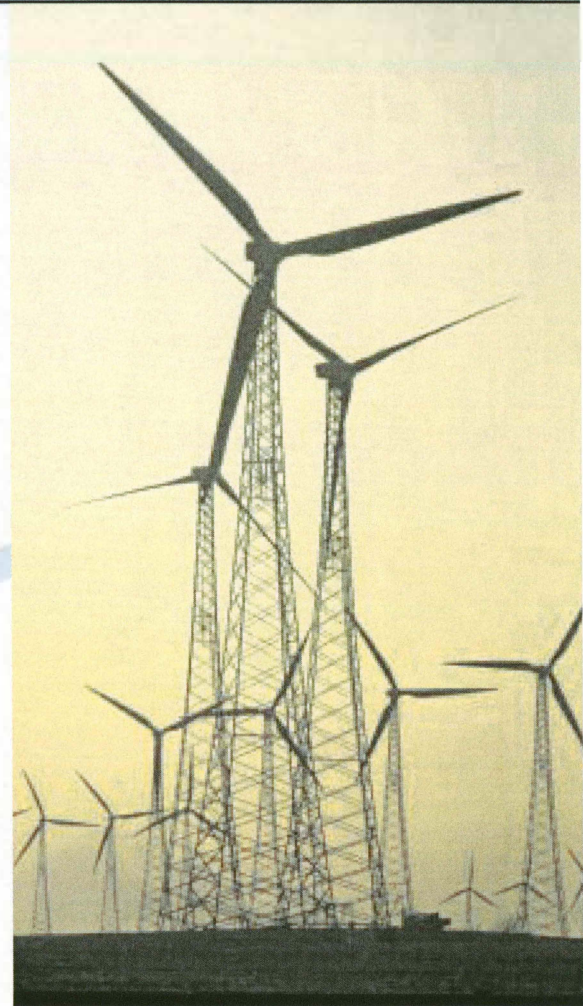
Protecting and Preserving Our Natural Resources

By 2010: Iowans recognize and demonstrate that clean water and air, and healthy soils are integral components of our state's infrastructure and key resources for our prosperity.

Iowa's natural resources are threatened. In 1999, the U.S. Environmental Protection Agency (EPA) identified 159 impaired lakes and streams within Iowa's borders. It is estimated that 90% of these impaired waterways have either soil runoff or nutrient pollution.

Clean, safe water should be recognized as a vital part of Iowa's infrastructure - it is important to health, the economy and the living environment. Iowans expect drinking water to be of the highest quality. Business, industry and agriculture require clean water for producing quality products. Lakes and rivers are the number one vacation choice for Americans. If Iowa is going to preserve biodiversity and attract recreation and tourism, then clean water is essential. Clean water helps ensure healthy, vibrant communities in our future.

The
New Face
of Iowa



Promote the concept of municipal wind generator farms. The farmers could lease the land they are constructed on. The communities could use the electricity for their homes.M

YNOUOI I U NO XE BC I NI DUYNEDYO



Since the first settlers tilled the land, Iowa has been known as a state with rich soil. Healthy soil continues to be an important asset for the state's prosperity. Through the years much precious topsoil has eroded and washed into rivers and streams or has been blown away. Soil erosion continues to be recognized as a national problem and directly affects the quality of Iowa's water and air.

In 1987, Iowa cropland was losing more than 6.5 tons of soil per acre per year from erosion. Legislation was enacted that included payments to farmers who implemented conservation practices on highly erodible farm acres; as a result, 10 years later the amount of erosion had decreased to 2.5 tons of soil per acre per year. In recent years, however, progress has leveled off. Continued cost-share programs, technical assistance and education efforts are necessary for further decreases in erosion levels by 2010.

Iowa ranks in the top half of states nationally in the amount of toxic air pollutant released from industrial sources and has no state program regulating toxic air emissions. Iowa ranks last nationally in per capita spending on air pollution control. Yet Iowans consistently rank air pollution as a low priority among all of Iowa's environmental problems.

A recent EPA computer model projected that across Iowa, seven chemicals that come mostly from vehicle tailpipes could be found in the air at levels high enough to cause additional cases of cancer. Another 16 chemicals were found in scattered Iowa locations at high enough levels to increase cancer risks. Iowans also face nontoxic pollution, such as dust, that contributes to asthma, allergies and other illnesses.

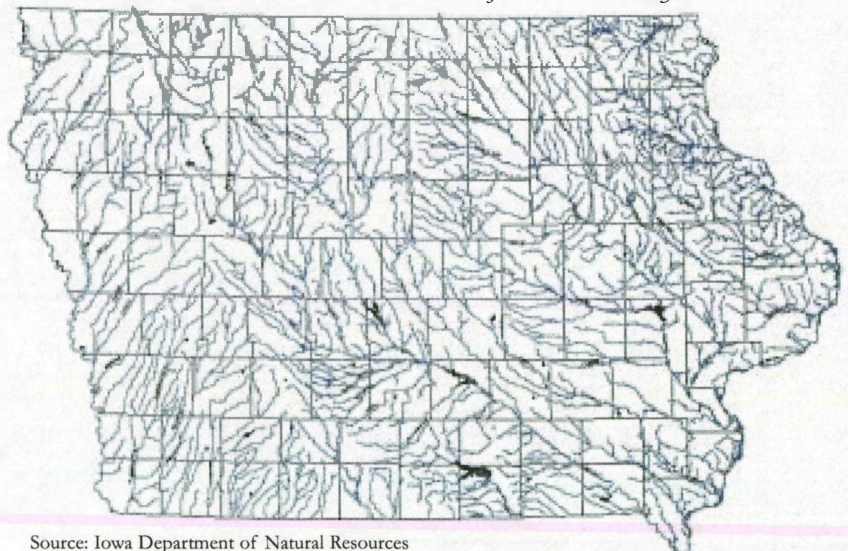
Iowa also has enormous opportunity in the next decade. As the nation's leader in the production of ethanol, Iowa is poised to lead the world in renewable energy production. Ethanol production capacity will be of ever-greater value as countries in Asia and Latin America grow during the first decade of this new century and fossil fuel prices rise.

According to the Iowa Department of Natural Resources (IDNR), ethanol is Iowa's most highly consumed renewable energy resource, accounting for:

- 30% reduction in carbon monoxide emissions, and a 27% reduction in carbon dioxide emissions.
- More than \$1.7 billion in economic activity.
- Approximately \$730 million added to value of the state's corn crop.
- 13,250 jobs affected by the ethanol industry, including 2,550 directly related jobs.
- \$111 million in tax revenue collected from the production and sale of ethanol.

Iowa's Many Rivers

Iowa has more than 10,000 miles of interior waterways



Source: Iowa Department of Natural Resources

Ethanol can be used anywhere MTBE (methyl tertiary butyl ether) is used. With the recent media reports of the negative impacts on air and water associated with MTBE, ethanol is in a prime position to capture the market for fuel additives.

As the tenth windiest state in the nation, Iowa also has the potential to produce almost five times the amount of electricity from wind power as it consumes, and has the energy capacity to produce 5.2% of total U.S. consumption annually. Iowa is currently the third largest producer of electricity from wind, behind California and Minnesota.

To make progress toward achieving this goal, the Council recommends the following actions:

1. In 2001, convene four regional public hearings to receive testimony on the effectiveness of Iowa's environmental regulations for animal confinement facilities. Testimony received from the public hearings would be utilized to educate all interested individuals and organizations of the environmental and animal agriculture industry impacts that this legislation has had in Iowa. The testimony would help assess Iowa's legislation related to livestock feeding by examining current environmental and animal agriculture industry data from the Department of Natural Resources,



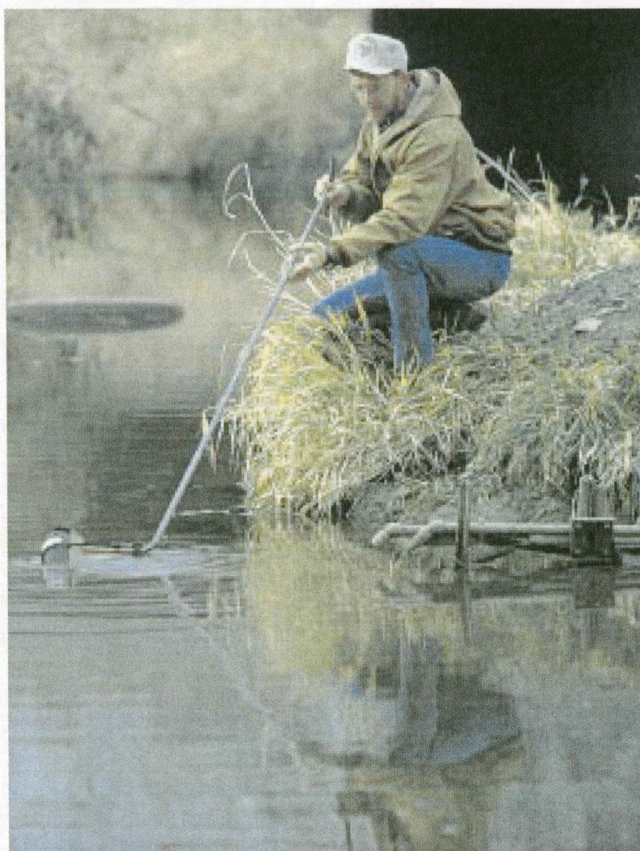
Iowa Department of Agriculture and Land Stewardship and other organizations and would consider local control over siting. The Leopold Center for Sustainable Agriculture and the Iowa Environmental Council would organize the hearings.

2. Provide technical assistance and financial incentives to farmers to improve water quality by water monitoring, soil testing, reducing the amount of nitrogen and phosphorus applied to the land, and by implementing best management soil conservation practices.

3. Identify five watershed models from successful programs in Iowa or other midwestern states to use in developing Iowa watershed program guidelines, technical assistance and sustainable program funding sources.

4. Develop a comprehensive monitoring program for toxic air pollutants in ambient air and implement both an air toxics regulatory program as well as a state incentive program to encourage voluntary reductions.

5. Implement a state water quality program that consists of the Iowa Water Monitoring Plan, abatement, control and management activities in all Iowa watersheds. Identify and secure sustainable funding sources to implement the program.



6. Create a strategic plan to market liquid renewable transportation fuels (including ethanol) and wind energy both within the state and nationally. This plan should include an Iowa fuel quality standard, the development of key infrastructure and distribution networks and incentives for energy efficient technologies. The plan should also:

- Encourage the private sector to invest more in wind turbines, ethanol and soy processing facilities.
- Feature a promotional campaign highlighting the environmental and economic benefits of using renewable fuels for business and home.
- Through the Regents universities and private colleges, increase research in renewable fuel production and the development of fuel-efficient technologies.
- Work with regional utility companies in opening up markets for “green energy” produced in Iowa.

To achieve this goal Iowa needs leadership from, among others:

(listed alphabetically)

- Businesses
- Governor
- Higher Education
- Iowa Department of Agriculture and Land Stewardship
- Iowa Department of Economic Development
- Iowa Department of Natural Resources
- Iowa Environmental Council and Other Environmental Associations
- Iowa Watershed Task Force
- Legislature
- Leopold Center for Sustainable Agriculture
- Natural Resources Conservation Service
- Renewable Energy Stakeholders

To measure progress toward this goal, Iowans should evaluate the following indicators:

1. Number of Iowa lakes and streams on the federal list of impaired waters.
2. Number of miles of buffer strips planted each year.
3. Number of acres of wetlands restored per year.
4. Tons per acre per year of soil lost from erosion.
5. Number of locales where residents are regularly exposed to high concentrations of toxic air pollutants.
6. Number of days that a location in Iowa exceeds ambient standards for ozone.
7. Percentage of Iowa energy needs supplied by renewable energy sources.



Smart Government Works for Iowans

By 2010: State and local governments in Iowa have achieved national recognition for effectiveness and efficiency through voluntary regional realignment, streamlining, reallocating resources and making services available when and where citizens demand them.



Iowa's strong sense of community is reflected in citizens' strong support for local government. While the state's per capita income is 13% less than the national average, state and local government revenues per capita are only 2% below the national average. The result is that the tax burden on property and business and fees are higher than in many other states. The residential property tax rate in Des Moines, for instance, is more than 70% above the national average for cities.

To achieve the ambitious goals of streamlining service delivery and reallocating resources, Iowa needs smart government. Working smarter to better utilize limited resources will provide more efficient government services and free up resources for other uses.

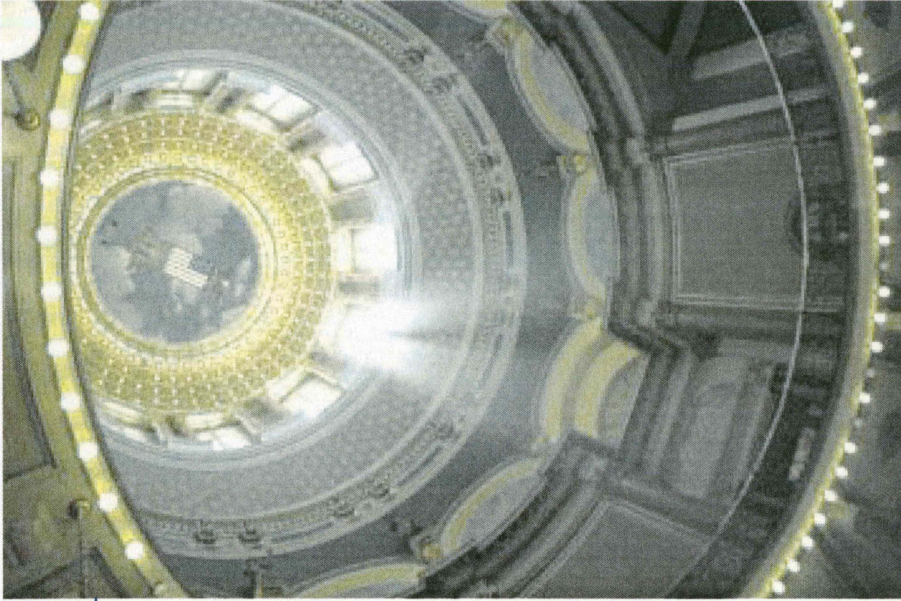
Encouraging regional delivery for better coverage and services for fire, police, roads, waste manage-

ment, health care and recreational services is smart government. The state should also increase the distribution of economic activity, the availability of housing and recreational attractions. Multiple counties and/or cities working together can attract capital, projects and people more easily than single units.

Iowans can lower operating costs – and use the savings to provide more services – by eliminating multiple layers of similar administration in urban areas. Regional services for heavily populated counties would result in substantial reduction in expenses. In rural areas, regionalization would lead to a better distribution of services and a broader tax base to build infrastructure. Streamlining, service sharing and reallocating are all needed to find the resources to fund the priorities Iowans have identified.

At the state level, smarter government means the

The
New Face
of Iowa



To make progress toward achieving this goal, the Council recommends the following actions:

LOCAL GOVERNMENT

1. Build on successful experiences to date and move toward more regional delivery of local government services through incentives for regional alliances, not mandates. The State of Iowa should provide technical assistance and financial incentives to spur more regional delivery systems. Local initiative should determine the extent of regional alliances. Specific elements of this strategy, among others that may emerge:

- The State of Iowa should study and share best practices for regional delivery systems that can meet unmet needs and reduce costs to local taxpayers.
- Use existing regional alliances to explore boundary sharing with other public delivery systems to increase common decision-making and more efficient local service delivery.
- By 2005, the state should provide financial incentives to regional alliances to complete comprehensive regional plans for economic development, growth management, housing, environmental enhancement and protection, public services and infrastructure.

*There is a need for communities to band together for the common good. Incentives to help these communities succeed should be provided by the state.***M**

ΥΝΘΟΛΟΙ | Ὡ ΝΟ ΧΕ ΒΟΙ | ΝΙ ΔΟΥΝΕΟΨΟ

convenience of electronic and telephone information delivered to citizens 24 hours-a-day, seven days-a-week. Higher quality information and services can be made available through standardized training and service delivery. Substantial cost savings can be achieved by locating centers in less costly areas of the state through a reduction in square footage cost and maintenance and a reduction in the number of associates needed because of new technologies. Repetitive information, licensing and inquiries can be available in electronic formats. Iowa would be a front runner in the delivery of government and education services by using Web-based distance learning and service packages.

Regional representation means stronger representation on legislative matters, because of focused and common interests by more people.

Smarter government also gives skilled workers and businesses another good reason to choose Iowa. Efficient, effective and wired government can help retain and attract new Iowans to a state where citizens can conduct their own business – and business with the state – from anywhere at any time.

2. Where necessary, Chapter 28E of the *Code of Iowa* should be modified to permit counties to choose to merge and/or eliminate elected offices for administrative functions and to permit regional alliances to establish new forms of government. The Iowa Association of Counties and the Iowa League of Cities (and potentially other stakeholders) should convene a process to explore realignment of county boundaries and county/city boundaries, on a case-by-case basis. This process should yield both the potential advantages and disadvantages of options for a re-alignment of counties and re-alignment to achieve metropolitan area government (consolidation of cities and surrounding suburbs) along the lines of the Indianapolis model.
3. The Iowa Department of Education should similarly convene a process, on a case-by-case basis, to explore options for school sharing and/or consolidation to enhance opportunity for Iowa students. The Iowa State Education Association, Iowa Association of School Boards, School Administrators of Iowa and other important stakeholders should be invited

to participate. This process should yield both the potential advantages and disadvantages of various sharing and consolidation mechanisms and suggest next steps.

4. Create a local government leadership academy, to be connected with an Iowa college or university, to provide leadership training to current and newly-elected city, county and school officials.

STATE GOVERNMENT

5. Pursue a thorough performance review of all state spending. This review should give consideration to the need for the services being provided, quality of services being provided, cost efficiency, and potential to invest in 2010 priorities. The Governor will determine the best way to pursue this objective.
6. Commend the Iowa Area Education Agencies (AEAs) for beginning an examination of structural issues while confirming that the Council encourages the Iowa Department

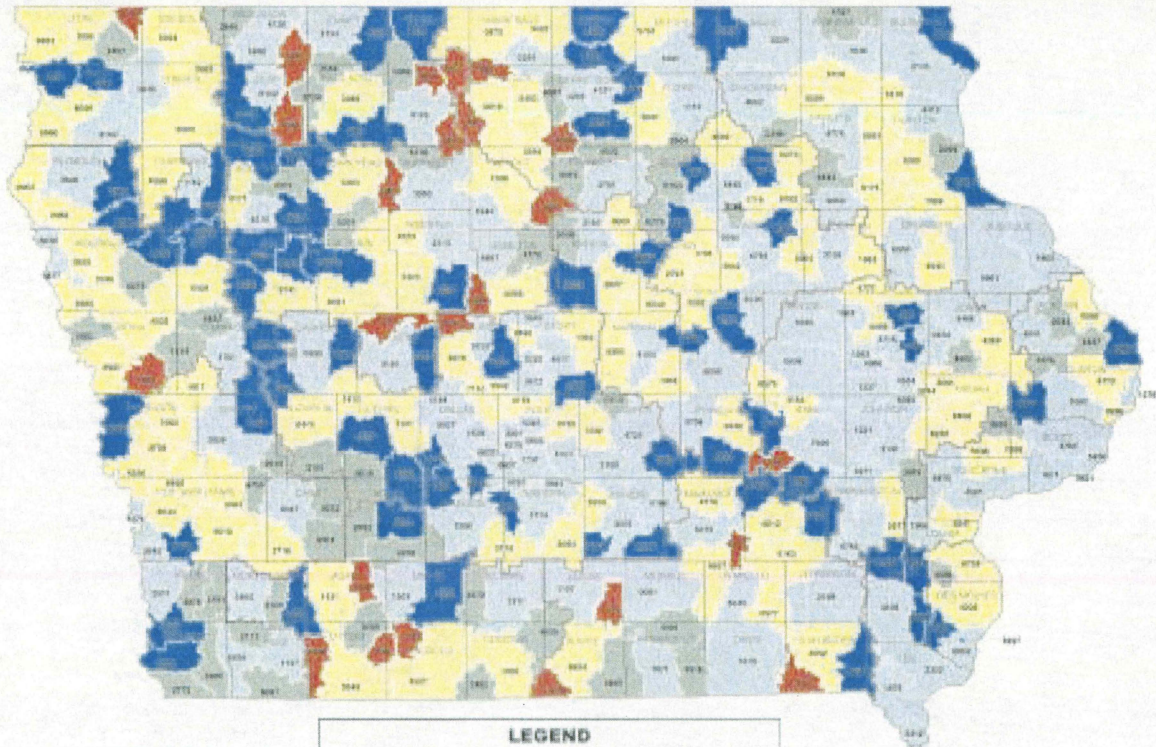
We need to encourage inter-governmental cooperation throughout the state and keep our communities viable. **M**

ΥΠΟΟΟΙ | Ὡ ΝΟ ΧΕ ΒΟΙ | ΝΙ ΟΥ ΝΙΕΟΥΟ

of Education study of the AEAs to best ensure equitable, effective and efficient delivery of services to students and schools.

7. Utilize technology that will allow information to be available to citizens 24 hours-a-day, seven days-a-week by establishing a single call center or help desk. Responsiveness to complaints and problems should be paramount. The call center or help desk should be staffed by people trained in governmental operations and focused on positive public outcomes. A single, integrated, comprehensive, live voice and data information system should be established for state and regional governments.

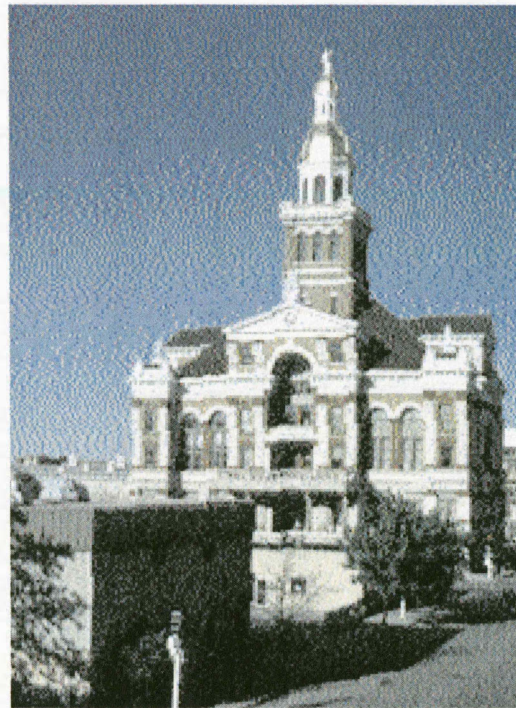
Iowa School Districts



Source: Iowa Department of Education

*We need to use the information highway to reduce the cost of government.***M**

ΥΠΟΛΟΓΙΣΤΕΣ ΚΑΙ ΔΙΚΤΥΑ



To achieve this goal Iowa needs leadership from, among others:

(listed alphabetically)

- Area Education Agencies
- Businesses
- Congressional Delegation
- Governor
- Higher Education
- Iowa Department of Education
- Iowa Information Technology Department
- Labor
- Legislature
- Local Governments
- Regional and Other Government-Related Associations
- Schools
- State Agencies

8. Encourage public-private partnerships in the delivery of government services without jeopardizing the access to and accountability of public services.

FEDERAL GOVERNMENT

9. Increase the professional staff of Iowa's Washington, D.C., office and direct that the

office and Iowa's congressional delegation meet monthly to review federal-state issues impacting the state. Further, the Governor and Iowa's congressional delegation should meet semi-annually for a similar review. Iowa currently receives \$15 billion annually in federal funding and should work smartly to fully leverage federal dollars whenever appropriate.

*Government needs to be more accessible. Use the technology infrastructure to help Iowans access government offices and services.***M**

ΥΠΟΛΟΓΙΣΤΕΣ ΚΑΙ ΔΙΚΤΥΑ

To measure progress toward this goal, Iowans should evaluate the following indicators:

1. Number of realignments and agreements defined by Chapter 28E, *Code of Iowa* or other sharing-type agreements that promote regional delivery of local government services.
2. Number of realignments and agreements defined by Chapter 28E, *Code of Iowa* or other sharing-type agreements that enhance opportunity for Iowa students.
3. Number of state government services available to Iowans 24 hours-a-day, seven days-a-week.
4. Percent of the state budget reallocated to achieve 2010-related priorities.
5. Number of national awards and recognition for effectiveness and efficiency received by Iowa state government.
6. Number of national awards and recognition for effectiveness and efficiency received by local governments in Iowa.



Other Iowans' Strategic Visions

The Council's recommendations are not the only actions that can be taken to improve Iowa. The Council chose the recommendations listed in this report because in its judgment these are the most critical to changing Iowa's current trajectory.

Other Iowans have charted good strategic plans in specific areas and the Governor's Strategic Planning Council endorses those plans' implementation as part of Iowa's future. Prominent among these plans:

- **Iowa in Motion** – A full version of Iowa in Motion can be obtained from the Iowa Department of Transportation at 800 Lincoln Way, Ames, Iowa 50010 or accessed at <http://www.state.ia.us/government/dot>
- **Healthy Iowans 2010** – A full version of Healthy Iowans 2010 can be obtained from the Iowa Department of Public Health at the Lucas Building, 321 East 12th Street, Des Moines, Iowa 50319 or accessed at http://www.idph.state.ia.us/sa/h_ia2010/contents.htm
- **Governor's 21st Century Workforce Council** – A full version of this report can be obtained from the Iowa Workforce Development at 1000 East Grand Avenue, Des Moines, Iowa 50319 or accessed at <http://www.state.ia.us/iwd/policy/gov21century/index.html>
- **Governor's Child Care and Early Education Task Force** – A full version of this report can be obtained from the Iowa Department of Human Services at the Hoover Building, 1305 East Walnut Street, Des Moines, Iowa 50319 or accessed at <http://www.dhs.state.ia.us/newsarchive.asp>
- **Iowa – Portrait of the Land** – A natural history of Iowa, the status and trends of Iowa resources and a vision for where we can go. A full version of this book can be obtained from the Iowa Department of Natural Resources at the Wallace Building, 502 East Ninth Street, Des Moines, Iowa 50319 or accessed at: <http://www.state.ia.us/dnr/portrait/>

Implementation

The Iowa 2010 recommendations should be circulated as widely as possible. The distribution of 700,000 copies of a summary of this report, as an insert in newspapers across Iowa over Labor Day weekend 2000, achieved much of this objective.

The Governor's Office should spearhead a strategic marketing campaign that could include hosting regional meetings around the state early in 2001 to discuss the Iowa 2010 recommendations with legislators, legislators-elect, local government officials and citizens as a way of building public and bipartisan political support for them, as well as a series of trips to other areas of the world to "recruit" people and companies to move to Iowa.

The Governor, Lt. Governor, and Executive Branch Enterprise Planning Teams should consider 2010 recommendations as they draft executive-branch-wide and agency strategic plans and budget recommendations. Similarly, legislators should consider 2010 recommendations as they plan for future sessions.

The Iowa Department of Management should be given the assignment of establishing 2010 indicators of progress, tracking and communicating that data on an annual basis and coordinating 2010 recommendations with state government's strategic planning processes.

The
New Face
of Iowa



What You Can Do

The members of the Governor's Strategic Planning Council do not have the power to make these recommendations reality. In fact, no single person or group – not even the Governor, Legislature, or state agencies – can achieve the complete vision for 2010 presented here.

To realize the vibrant and prosperous Iowa painted in these pages, all Iowans will need to contribute. While many of the recommendations call for the Governor and Legislature to take action, all Iowans can also take action. As cities, schools, businesses and organizations engage in their own strategic planning, they can include strategies that help grow Iowa, encourage entrepreneurs and improve Iowa's quality of life. Businesses can sponsor new art and cultural attractions. Colleges and universities can attract new Iowans and become stronger economic engines for the state. Families can become more engaged in their neighborhoods. Communities of faith and service clubs can increase cross-culture understanding and celebrate the value of diversity. Towns can welcome new Iowans and capitalize on the opportunities created by technology.

Here are five actions each of us can take in our communities:

1. Contribute time and talents to our schools and other local educational institutions. The quality of Iowa's schools turns on the quality of support and participation by the community.
2. Encourage entrepreneurship in Iowa, starting where we live. Support new business creation, especially new knowledge-based businesses, and the infrastructures needed to help them succeed.
3. Welcome new and returning Iowans to our corner of Iowa. Celebrate the new experiences and perspectives that will enrich our lives and help us grow Iowa.
4. Support quality-of-life projects in our communities, from outdoor recreation to the arts, from improving an existing treasure to creating new ones.
5. Become an active steward of our community's natural resources. From large projects like reclaiming old industrial sites to small ones like planting trees in the neighborhood or town park, each of us can help improve the water, soil and air around us.

In myriad ways, in major and everyday decisions, every Iowan can lead the way in creating the New Face of Iowa.

COMPLETE VERSION AND OTHER RECOMMENDATIONS OF THE GOVERNOR'S STRATEGIC PLANNING COUNCIL

This report consists of the Council's primary recommendations. The Council also recommends action in other areas. To receive a complete version of the Council's rationale, recommendations and proceedings, please request a copy from the Governor's Office, State Capitol, Des Moines, Iowa 50319.

GOVERNOR'S STRATEGIC PLANNING COUNCIL MEMBERS

Chair: David Oman, AT&T Broadband, Des Moines
Co-Chair: Betsy Brandsgard, DavenportOne, Davenport

Brad Banks, Rancher, Westfield
Senator Joe Bolkcom, Iowa City
Mayor Lee Clancey, Cedar Rapids
Dr. Mary Sue Coleman, University of Iowa, Iowa City
Dr. Barbara Crittenden, Southwestern Community College, Creston
Don Doudna, SCI Capital Management Inc., Cedar Rapids
Representative Steve Falck, Stanley
Tom Gronstal, Carroll County State Bank, Carroll
Len Hadley, Maytag Corporation (retired), Cedar Rapids
Professor Neil Hamilton, Drake University Agricultural Law Center, Des Moines
Craig Hill, Farmer, Milo
Billi Hunt, Pioneer Hi-Bred International Inc., Des Moines
Dr. Martin Jischke, Iowa State University, Ames
Rozanne King, Free Lance Interior Designer, Mondamin
Dr. Robert Koob, University of Northern Iowa, Cedar Falls
Ed Malloy, Danaher Oil Company, Fairfield
Patricia Markham, Cass County Memorial Hospital, Atlantic

Dr. Michael Martin, Garst Seed Company, Slater
David Miles, Investors Management Group, Des Moines
Representative Dave Millage, Bettendorf (through 3/00)
Tony Mirchandani, DisabilityCity.com, Iowa City
Rick Morain, Jefferson Bee & Herald Newspapers, Jefferson
Chuck Offenburger, Buena Vista University, Storm Lake
Mary O'Keefe, The Principal Financial Group, Des Moines
Susie Olesen, Nodaway Valley Community School District, Greenfield
Representative Scott Raecker, Urbandale (3/00 through 6/00)
Olga Ramirez, City of Council Bluffs, Council Bluffs
Betsy Roe, Central College, Pella
Senator Neal Schuerer, Amana
Joanne Stockdale, Northern Iowa Die Casting, Lake Park
Al Sturgeon, Attorney, Sioux City
Roberta Till-Retz, University of Iowa Labor Center, Iowa City
Miriam Tyson, USWest Communications, Waterloo
Margo Underwood, Environmental Education Consultant, Mason City
Tim Urban, Urban Development, Des Moines
Sheriff Marvin Van Haften, Marion County, Knoxville

The Council was comprised of 37 Iowans from 23 counties. Members were chosen for their diverse backgrounds and brought with them the shared goal to create a vision for the state's future.



The Council created and worked through four work groups and five ad hoc committees which included the following Iowans:

WORK GROUP MEMBERS

Community Work Group

Chair: Tim Urban, Urban Development, Des Moines
Co-Chair: Don Doudna, SCI Capital Management Inc., Cedar Rapids
Other Council Member Participants: Mayor Lee Clancey, Representative Steve Falck, Chuck Offenburger, Olga Ramirez, Al Sturgeon, Sheriff Marvin Van Haften

Mayor Jim Erb, Positively Iowa, Charles City
Mayor Jerry Kelley, Indianola
Mary Ellen Kimball, Kimball & Associates, Osceola
Randy Palmer, MidAmerican Energy, Des Moines
Norm Riggs, Iowa State University Extension, Des Moines
Annette Scieszinski, District Court Judge, Albia
Lori Willert, Forest City High School, Forest City

Development Work Group

Chair: Mary O'Keefe, The Principal Financial Group, Des Moines
Co-Chair: Betsy Roe, Central College, Pella
Other Council Member Participants: Brad Banks, Dr. Barbara Crittenden, Len Hadley, Craig Hill, Dr. Martin Jischke, Rozanne King, Dr. Michael Martin, Representative Dave Millage, Representative Scott Raecker, Joanne Stockdale, Roberta Till-Retz

R.J. Baker, Positively Iowa, Cherokee
Mike Blouin, Greater Des Moines Partnership, Des Moines
Rand Fisher, Iowa Area Development Group, West Des Moines
John Gardner, Quad City Development Group, Rock Island
Chuck Isenhardt, Dubuque Area Labor-Management Council, Dubuque
Jim Kersten, Heartland Communications, Fort Dodge
Jeff Plagge, First National Bank, Waverly
Mark Smith, Iowa Federation of Labor AFL-CIO, Des Moines
John Whitaker, County Supervisor, Farmer, Hillsboro
Hans Wilz, Small Business Owner, Ottumwa

Natural Resources Work Group

Chair: Margo Underwood, Environmental Education Consultant, Mason City
Co-Chair: Ed Malloy, Danaher Oil Company, Fairfield
Other Council Member Participants: Senator Joe Bolckom, Professor Neil Hamilton, Billi Hunt, Tony Mirchandani, Senator Neal Schuerer

Gary Chamness, Chamness Technology Inc., Blairsburg
Andrea Dorn, Iowa State University, Ames
Shirley Frederiksen, Golden Hills Resource Conservation and Development Inc., Oakland
Paul Smith, Former Mayor of Gilbert

Barbara Tagami, Dickinson County Naturalist, Milford

People Work Group

Chair: Susie Olesen, Nodaway Valley Community School District, Greenfield
Co-Chair: David Miles, Investors Management Group, Des Moines
Other Council Member Participants: Dr. Mary Sue Coleman, Tom Gronstal, Dr. Robert Koob, Patricia Markham, Rick Morain, Miriam Tyson

Mary Delagardelle, Iowa Association of School Boards, Des Moines
Debi Durham, Siouxland Chamber of Commerce, Sioux City

Jolene Franken, Iowa State Education Association, Des Moines
Peggy Huppert, Iowans for Sensible Priorities, Des Moines
Mike McDaniel, Care Initiatives, West Des Moines
Dr. Donald Mueller, Keystone AEA, Elkader
William Powell, Progress Industries, Newton
Dr. Mark Schroeder, Clinton Community College, Clinton
James Stanton, Attorney, Clear Lake
Dr. James Snyder, D.D.S., P.C., Dubuque

AD HOC COMMITTEE MEMBERS

Education Ad Hoc Committee

Chair (Higher Ed): Dr. Barbara Crittenden, Southwestern Community College, Creston
Chair (K - 12): Susie Olesen, Nodaway Valley Community School District, Greenfield
Other Council Member Participants: Dr. Mary Sue Coleman, Representative Steve Falck, Dr. Robert Koob, Betsy Roe
Work Group Member Participants: Mary Delagardelle, Jolene Franken, Mayor Jerry Kelley, Dr. Donald Mueller, James Stanton

Dr. Joseph Borgen, Des Moines Area Community College, Ankeny
Dr. Carol Bradley, Iowa State University, Ames
Dr. Jan Friedel, Iowa Department of Education, Des Moines
Dr. Gene Gardner, Iowa Association of Community College Trustees, Des Moines
Dr. Keith Greiner, Iowa College Student Aid Commission, Des Moines
Dr. Marcus Haack, School Administrators of Iowa, Des Moines
Dr. Deb Hall, Iowa State University Extension, Greenfield
Dr. John Hartung, Iowa Association of Independent Colleges and Universities, Des Moines
Tom Hobson, Rockwell Collins Inc., Cedar Rapids
Judy Jeffrey, Iowa Department of Education, Des Moines
Robin Martin, Central College, Pella
Dr. David Maxwell, Drake University, Des Moines
Laurie Phelan, Iowa Department of Education, Des Moines
Jan Reinicke, Iowa State Education Association, Des Moines

Dr. Ron Rice, Iowa Association of School Boards, Des Moines
Dr. Bob Steele, Green Valley AEA, Creston
Ted Stilwill, Iowa Department of Education, Des Moines
Frank Stork, Office of the State of Iowa Board of Regents, Des Moines

Life Sciences Ad Hoc Committee (Non-Agriculture)

Chair: Dr. John Rosazza, University of Iowa, Iowa City
Council Member Participants: Billi Hunt, Dr. Martin Jischke

Dr. Diane Birt, Iowa State University, Ames
Dr. Duane Enger, Iowa State University, Ames
Dr. Peter Greenberg, University of Iowa, Iowa City
Dr. Prem Paul, Iowa State University, Ames
Dr. David Skorton, University of Iowa, Iowa City

Population Ad Hoc Committee

Chair: Mayor Jerry Kelley, Indianola
Council Member Participants: Betsy Brandsgard, Tom Gronstal, Dr. Robert Koob, Chuck Offenburger, Olga Ramirez, Al Sturgeon
Other Work Group Member Participants: R.J. Baker

Dr. Sandy Burke, Iowa State University, Ames
Joanne Callison, Iowa Workforce Development, Des Moines
Mark Hamilton, Times Citizen, Iowa Falls
Dr. Alfred Ho, Iowa State University, Ames
Jerry Messer, UFCW Local 431, Davenport
Jeff Nall, Iowa Workforce Development, Des Moines
Ivan Webber, Attorney, Des Moines
John Wilken, Iowa Department of Human Services, Des Moines

Taxation/Government Ad Hoc Committee

Chair: Myrt Levin, Iowa Business Council, Des Moines
Council Member Participants: Mayor Lee Clancey, Don Doudna, Len Hadley, Craig Hill, Rick Morain, Mary O'Keefe, Roberta Till-Retz
Work Group Member Participants: Mayor Jim Erb, Mark Smith

Dr. Mark Edelman, Iowa State University, Ames
David Maahs, Ames Chamber of Commerce, Ames
Jon Muller, Iowa Farm Bureau Federation, West Des Moines
Art Neu, Attorney, Carroll
Dr. Don Racheter, Central College, Pella
Michael Ralston, USWest Communications, Des Moines
Steve Ringlee, Ames
Dr. Carl Rolf, Northwest Iowa Community College, Sheldon
Mayor Marvin Steffen, Corning

Telecommunications Ad Hoc Committee

Chair: Betsy Roe, Central College, Pella

Other Council Member Participants: Tom Gronstal, Chuck Offenburger
Work Group Member Participants: Rand Fisher, Mayor Jerry Kelley

Dr. Joseph Borgen, Des Moines Area Community College, Ankeny

Iowa 2010 Staff

Harold (Tommy) Thompson, Executive Director
Jim Chrisinger, Iowa 2010 Director
Harold Bowman, Project Coordinator
Teresa Hay McMahan, Research/Work Group Coordinator
Tamara Fujinaka, Public Affairs Coordinator
Christy Ourth, Office Manager, Governor's Strategic Planning Council
Jennifer Komos, Office Manager, Governor's Strategic Planning Council
Kay McCauley, Secretary, Governor's Strategic Planning Council
Cherice Ogg, Web Site Coordinator
Lucinda Parker, Media Liaison
Trish Downey, Data Base Coordinator
Bev Zylstra, Council Meeting Recorder
John Norris, Governor's Office Liaison

Situation Analysis Team

Dr. Willis Goudy, Iowa State University, Ames
Beth Henning, State Library of Iowa, Des Moines
Dr. Jude Igbokwe, Iowa Department of Public Health, Des Moines
Dr. Gene Lutz, University of Northern Iowa, Cedar Falls
Harvey Siegelman, Iowa Department of Economic Development, Des Moines
Dr. Bill Stigliani, University of Northern Iowa, Cedar Falls
Dr. Bill Testa, Federal Reserve Bank of Chicago, Chicago

Town Meeting Staff

Colonel Robert King, Coordinator, Iowa National Guard
Captain Edward Graybill, Iowa National Guard
Captain Sherie Johnson, Iowa National Guard

Cost Analysis Group

Cynthia Eisenhauer, Chair, Iowa Department of Management
Randy Bauer, Iowa Department of Management
Linda Cottingham, Mercy Hospital Medical Center, Des Moines
Richard Johnson, Auditor of State

Taxation Ad Hoc Committee Staff

Dave Casey, Iowa Department of Revenue and Finance
Don Cooper, Iowa Department of Revenue and Finance
Mary Lawyer, Iowa Department of Economic Development
Dick Stradley, Iowa Department of Revenue and Finance

Work Group Liaisons

Randy Davis, Development Work Group
Don Herman, People Work Group
Linda Hinton, Community Work Group

Mary Lawyer, Development Work Group
Kathleen Moench, Natural Resources Work Group
Jeff Nall, Development Work Group
Gail Sullivan, People Work Group

Work Group Logistic Staff Support

Brian Bruner, Development Work Group
Captain Monica Cory, Natural Resources Work Group
Louise Lex, People Work Group
Colonel David Raes, Natural Resources Work Group

Support and Services Provided by:

Michael Audino, Audino & Associates, West Des Moines
CMF&Z, Des Moines
Dr. Mark Edelman, Iowa State University, Ames
Dr. David Forkenbrock, University of Iowa, Iowa City
Dr. Willis Goudy, Iowa State University, Ames
Lee Hill, Iowa Department of Management, Des Moines
Institute for the Future, Palo Alto, CA
Iowa Commission on Volunteer Service
John Lewis, Iowa Research Council, West Des Moines
Randy Pilkington, University of Northern Iowa, Cedar Falls
Martha Potts-Bell, Signature Communications, Mount Pleasant
Tom Slater, State Public Policy Group, Des Moines
Thomas C. Porter and Associates, West Des Moines
Bob Utter, The Principal Financial Group (retired), Des Moines
Dr. Bill Wood, University of Northern Iowa, Cedar Falls

Media Support Provided by:

(Includes distribution of newspaper insert and airing of television special)

Cedar Rapids Gazette, Cedar Rapids
Des Moines Register, Des Moines
Globe Gazette, Mason City
Iowa Public Television, Johnston
KCCI-TV: (CBS), Des Moines
KIMT-TV: (CBS), Mason City
KMTV-TV: (CBS), Omaha/Council Bluffs
KTIV-TV: (NBC), Sioux City
KTVO-TV: (ABC), Ottumwa/Kirkville
KWWL-TV (NBC), Cedar Rapids/Waterloo
Nonpareil, Council Bluffs
Press-Citizen, Iowa City
Quad-City Times, Davenport
WQAD-TV, (ABC) Quad Cities
Omaha World Herald, Omaha, NE
Sioux City Journal, Sioux City
Telegraph Herald, Dubuque
Waterloo/Cedar Falls Courier, Waterloo

In addition to those listed here, a number of other individuals and organizations made significant contributions to this strategic planning effort. The Governor's Strategic Planning Council members wish to thank everyone involved for their dedication to the future of Iowa.

Contributors

\$50,000 and above

Maytag Corporation

\$25,000 and above

Deere & Company
Pioneer Hi-Bred
International Inc.
The Principal Financial
Group

\$15,000 and above

Alcoa
Allied Group Inc.
Bankers Trust Co.
Pella Corporation
Toyota Financial
Services

\$5,000 and above

Alliant Energy
Care Initiatives
Casey's General Stores
Inc.
Des Moines Register
Featherlite
Dubuque Racing
Association
Iowa Business Council
Iowa Farm Bureau
Federation
Iowa West Foundation
Osceola Lakeside
Casino
Prairie Meadows
Racetrack & Casino
Quad City Times
Roquette America Inc.
Wellmark Inc.

Under \$5,000

American Republic
Insurance
The AMERUS Group
AMERUS Life
Holdings
Barr-Nunn
Bawden and Associates

Bertch Cabinet
Manufacturing Inc.
Cargill, Inc.
Cereal Workers Local
#110
Curries Company
Delavan Inc.
Equistar Chemicals
EMC Insurance
Experian
Hawthorne Direct
Heritage Lace
Foundation
Iowa Bankers
Association
Iowa Federation of
Labor AFL-CIO
Iowa Manufactured
Housing
McCarthy Bush Real
Estate
Motorola
National Association of
Lettercarriers AFL-
CIO Branch 22
Norwest Bank, Iowa
Plumbers and
Pipefitters Local #25
Quad City Federation
of Labor
Quaker Oats Company
SCI Financial Group
Simmons, Perrine,
Albright, & Ellwood,
P.L.C
Tri-Cities Building
Trades Council
United Food and
Commercial Workers
Local #431
United Steelworkers of
America Local #105

In-Kind

AT&T Broadband
CMF&Z
DavenportOne
Iowa's Community
Colleges
State Public Policy
Group
Thomas C. Porter and
Associates
United Airlines

COST INFORMATION

The Council believed that it could best serve Iowans by providing the best broad strategic direction for Iowa.

Implementation tactics, political compromises and the tough fiscal choices must now be undertaken by Iowa leaders from across the state.

For many reasons, accurate cost estimates for Iowa 2010 recommendations are not generally available, nor did the Council believe that detailed costing was a priority mission in the limited time allowed. In some cases, State of Iowa agencies were able to make some "ballpark" cost estimates. They are listed below, keyed to the goals and proposed action steps. Please note, however, that these are very rough estimates, based on assumptions that would likely change during an actual implementation process. The agency listed in the parentheses following each item provided the estimate (see Agency Key).

Goal 1: Working Population Growth

- Recruit and retain new residents: \$1 million/year. (DED)
- Diversity Welcome Centers: \$200,000/center/year. (DED)
- Center for Rural Vitality: \$500,000-\$750,000/year. (Regents)

Goal 2: Iowans Electronically Connected

- Telecommunications sales tax rebate: \$6.8 million-\$11.2 million/year. (DRF)
- Expanding electronic access to state and local government services: \$69 million over three years. (ITD)
- Low-cost and convenient lifelong training and education: \$4.8 million over three years. (ITD)
- Every public library has Internet access: \$2.7 million first year; \$1 million/year thereafter. (State Library)

Goal 3: Life Science Capital

- Plant Science Institute: \$10 million/year. (Regents)
- Other life sciences economic development: \$5 million/year. (Regents)
- Unique branding and marketing program: \$1.5 million/year. (DED)
- Small farm access to large-scale production technologies: \$1.57 million/year. (DED and IDALS)
- New risk management tools: \$76,000. (IDALS)

Goal 4: Recreation Destination

- Flagship state parks: \$20 million/each, 50% from private funds. (DNR)
- Implement statewide trails plan: \$8 million/year. (DNR)
- Tourism budget to regional annual level: \$2.9 million increase. (DED)

Goal 5: Wages and Income

- Accelerate entrepreneurial development: \$500,000/year. (DED)
- Offsetting home-state tuition: \$11 million-\$20 million/year. (Regents and Private Colleges)
- Domestic and global marketing program: \$9 million over three years. (DED)

Goal 6: Child Care and Education

- Professional development system for child care/preschool providers: \$400,000 first year; \$300,000/year thereafter. (DHS)
- Twenty days of professional development: \$80 million-\$100 million. (DE)
- Competitive salaries for educators: \$250 million/year. (DE)
- Financial incentives for K-12 sharing: \$4 million-\$8 million/year. (DE)

Goal 7: Clean Water, Clean Air, Healthy Soil

- Monitoring program for toxic air pollutants: \$3.32 million/year. (DNR)
- Implement state water quality program: \$6.5 million annually. (\$5 million in state funds and \$1.5 million in federal funds) (DNR)
- Fuel quality standard: \$1.1 million. (DNR)

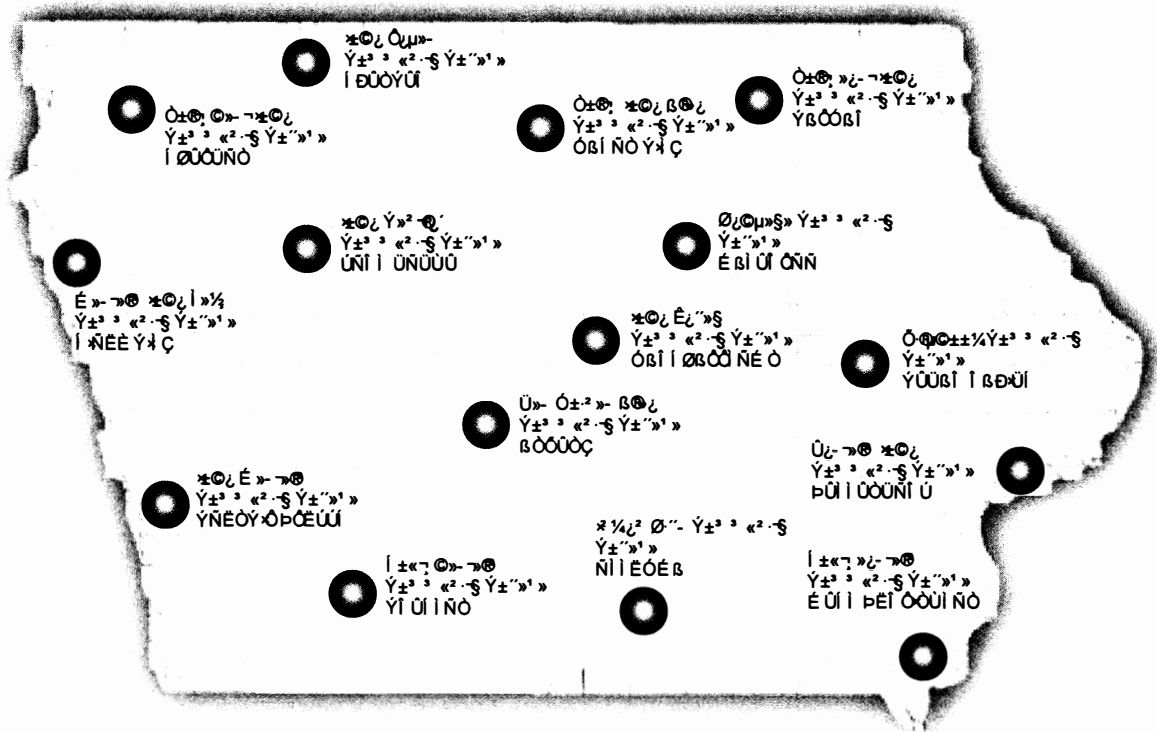
Goal 8: Smart Government

- Local Government leadership academy: \$20,000. (IDOP)
- Performance review of all state spending: \$500,000.
- Expanding electronic access to state and local government services: See Goal 2 above.
- Increase staff in Iowa's Washington D.C. office: \$80,000. (DOM)

Agency Key:

DE – Iowa Department of Education
DED – Iowa Department of Economic Development
DHS – Iowa Department of Human Services
DNR – Iowa Department of Natural Resources
DOM – Iowa Department of Management
DRF – Iowa Department of Revenue and Finance
IDALS – Iowa Department of Agriculture and Land Stewardship
IDOP – Iowa Department of Personnel
ITD – Iowa Information Technology Department
Regents – Iowa Board of Regents
State Library – State Library of Iowa

Iowa 2010 Town Meeting Site

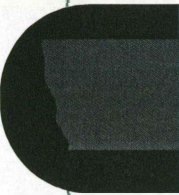
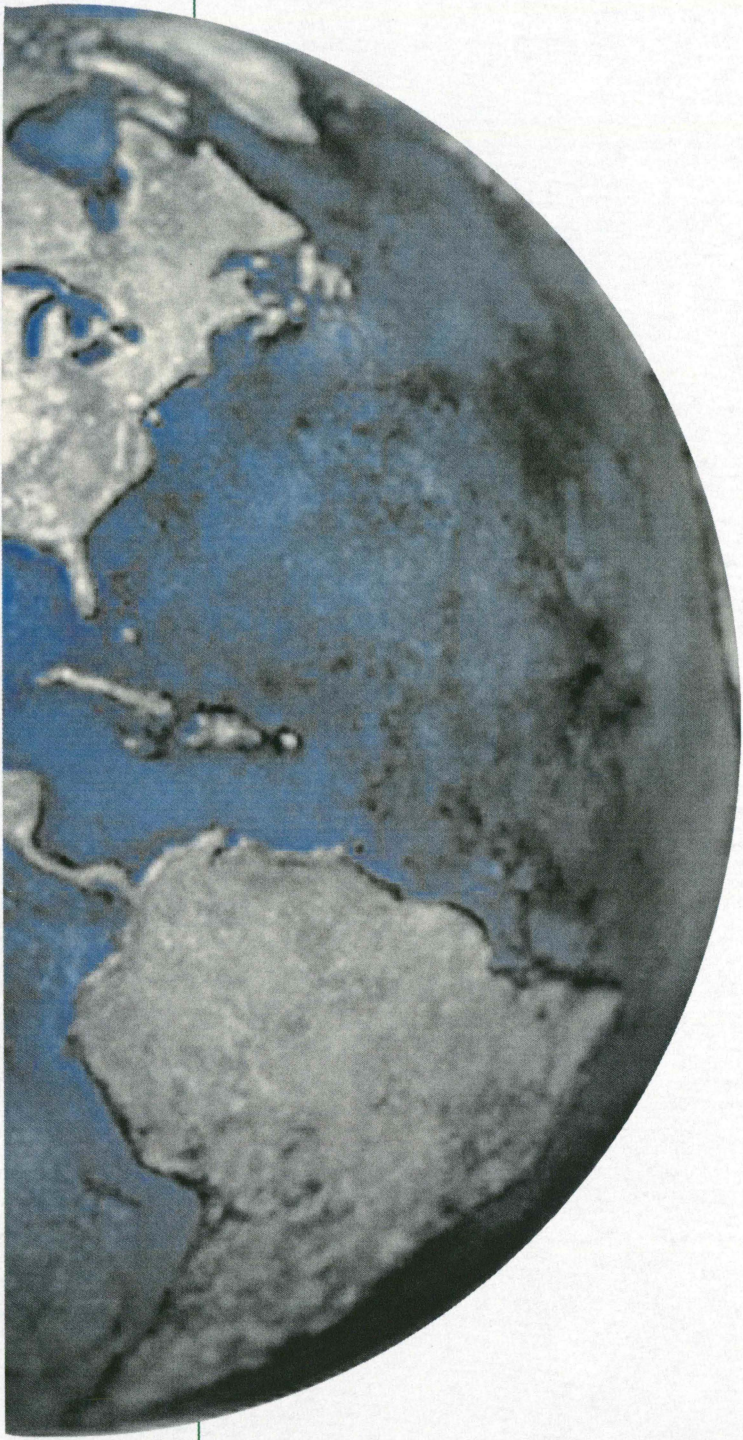


The Governor's Strategic Planning Council began its outreach efforts in the fall of 1999. In order to give all Iowans an opportunity to provide input, the Council held a series of town meetings at locations throughout the state during the fall of 1999. In addition, thousands of Iowans sent the Council e-mail and postcards with their ideas for Iowa in 2010, left messages on a toll-free input line, and made over 80,000 visits to the Iowa 2010 Web site for information on the project.

Learn more about Iowa 2010 at
www.iowa2010.com

PHOTO CREDITS:

Des Moines Metro Opera
 Iowa Department of Economic Development
 Iowa Department of Education
 Iowa Department Natural Resources
 Iowa Department of Transportation
 Iowa Public Television
 United States Department of Agriculture



IOWA
The state of our future 2010

The New Face of Iowa

© 2009 Iowa Department of Economic Development
All rights reserved.