



The
Iowa County
Iowa State Association of Counties

June 2010

A Legacy of Leadership

Fall and Spring School Agendas



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ISAC's Mission:

To promote effective and responsible county government for the people of Iowa.

ISAC's Vision:

To be the principal, authoritative source of representation, information and services for and about county government in Iowa.

A Legacy of Leadership

By: Bill Peterson

ISAC Executive Director



I had the opportunity to attend the 2010 Annual Meeting of the Association County Commissioners of Georgia (ACCG) at the Civic Center in Savannah, Georgia in April. ACCG is a nonprofit organization that represents Georgia's 159 county governments. Their membership is made up of 810 county commissioners and about 400 appointed county clerks, managers, administrators and attorneys. Their annual meeting began on Saturday, April 24 and concluded on Tuesday, April 27. I attended sessions on April 25 and 26.

After stopping in at the registration desk to pick up a name tag and conference program, my first stop was a legislative update by Clint Mueller, ACCG Legislative Director, and other members of the ACCG legislative staff. While the issues discussed all had a slightly different twist, this could have been a legislative update in Iowa. Clint and his staff described the challenges faced in representing their members' interests before their legislature. One issue that caught my attention had to do with transportation funding. The legislature had recently given counties authorization to impose a one cent local option transportation sales tax subject to approval of the voters. The new sales tax would be in addition to their existing one cent local option sales tax. There were a few strings attached to the legislation – as you might expect.

Georgia apparently has 12 transportation regions. The tax must be approved on a regional basis. A portion of the tax collected is apportioned back to each county in the region but a majority is set aside for regional transportation initiatives. The regional programming is recommended by a regional entity comprised of representatives of the counties in the region, but the final decision on expenditures is made by a regional transportation director. ACCG members had mixed views on this legislation, and staff agreed that the concept needed significant adjustment in the future. The Georgia General Assembly meets for 45 days each year. Unlike the Iowa General Assembly which measures their length by calendar days, Georgia measures the length of their session by the number of days the legislature is actually doing work on the floor. So days when they do committee and subcommittee work but have no floor time don't count against their session limit. There were two session days left in Georgia when I was there.

The next stop on my tour was the "Learning Center Café." This was new to ACCG's conference this year but seemed to be a great success. The Café was a series of 20 minute presentations throughout the day on topics ranging from water is-

suess to GASB 54 requirements. The presentations were made by vendors or ACCG staff. The topics were presented during ten half-hour time slots. Since presentations were limited to 20 minutes, the presenters and audience could turn over and a new group could be inserted. They were fast-paced and kept participant attention.

The "County Buyers Mart" was next on my list of things to see. ACCG had over 150 vendors in their exhibit hall for the annual meeting. One advantage that AGGC has over ISAC's conference is the location and time of year. While it rained the day before I visited the conference, it was sunny and 80 degrees both days I attended. The certainty of warm weather allows ACCG to have an extensive outdoor section with many equipment vendors; mid-November in Iowa is not the ideal time for outdoor exhibits.

Conference business concluded my first day with the Opening General Session late Sunday afternoon. ACCG President Jan Tankersley, Bulloch County Commissioner, presided over the session. After conducting some association business, the afternoon keynote speaker was introduced. Rear Admiral Ted Carter, Commander of the Joint Enabling Capabilities Command and former captain of the U.S.S. Carl Vinson, spoke on leadership and public service. Admiral Carter stressed the need for leaders to provide clear communication to those they are leading. He shared his approach to leadership with attendees. At the conclusion of the general session, members boarded buses to the Hyatt Regency Savannah for the opening reception. The reception was honoring Jerry Griffin, retiring ACCG Executive Director, which partly explains why I was in Georgia.

I received an invitation from Ross King several months ago to attend the ACCG's 2010 Annual Meeting. Ross was the Deputy Director of ACCG at that time and had been for some time. I have been invited to attend other state association meetings over the years but the timing and logistics of attending have seldom worked out. This time my schedule and the timing of the ACCG meeting worked out perfectly, but more importantly the purpose of the invitation was very compelling. During the course of the annual meeting, Ross would be transitioning into the role of executive director of ACCG. Ross has Iowa roots and his parents still reside in the Davenport area. He has worked for ACCG since 1987.

Continues on page 6.

My First Legislative Session as an ISAC Lobbyist

By: *Mary Beth Mellick*

ISAC Fiscal/Public Policy Specialist



For those of you who do not yet know me, I joined ISAC this past December as a Fiscal/Public Policy Specialist. The 2010 legislative session was my first as a lobbyist.

Prior to joining ISAC, I spent nine years with the Legislative Services Agency (LSA). All of this experience, I thought, would more than prepare me for my new role as a lobbyist. I had worked with legislators and was used to the pressures of session.

I thought there would be time to get my feet wet figuring that the session never really kicks into full gear until the second or third week. Legislators spend the first couple of weeks settling in, staff schedules meetings and drafts bills, and lobbyists communicate their priorities with legislators. It's a time to prepare for the next few months of insanity. It's the "calm before the storm."

But the 2010 session would be different – there would be no calm before *this* storm.

The Storm Before the Storm

Within the first few days of session, committees were meeting around the clock. There were hundreds upon hundreds of bills filed, all of which needed to be reviewed by ISAC. This didn't include the hundreds of amendments that would later be filed. The legislature said from day one that they would conclude the 2010 session within 80 days, but no one knew it would be this intense.

The Infamous Funnel

The shorter session this year forced a much earlier "funnel," the last day that bills have to be voted out of a full committee before they're considered dead. Appropriations and ways and means bills are exempt from the funnel.

Prior to the full committee, a bill is voted out of a subcommittee. In keeping with tradition, as the funnel nears, the number of subcommittee meetings increases significantly. And even more so this year with the earlier funnel. Eventually, so many meetings were going on at once, that everyone was crammed like sardines in the meeting rooms. Unless you pushed and shoved your way through the other lobbyists to get a decent place to sit or stand, it was difficult to hear and contribute to the discussion. And this is important. Outside of tracking down legislators individually, a subcommittee meeting is the only place where lobbyists are allowed to voice their concerns and provide input on legislation. Once the bill is in the full committee, the discussion is limited to the committee members.

Caucus Caucus Caucus

The logistics of legislative meetings are one thing; trying to keep up with schedules is another. At any time of day or night, during any committee meeting or even during debate, the republicans and democrats stop what they're doing to caucus. This means they go behind closed doors with their respective party to discuss a bill or issue.

Caucusing has become much more prevalent in recent years. A caucus can last for minutes or even hours, and each party may caucus several times a day. So meetings or debate get postponed to the next hour, the next day, or maybe even the next week. Although the session was significantly shorter this year compared to others, the caucusing seemed as frequent.

The Real Deal

It's difficult to realize all the hurdles lobbyists face in a given legislative session without being at the Capitol, and I only covered a fraction of those hurdles in this article.

It takes a significant amount of time and effort to get a bill through the process. On average, only about 10% of all legislation that's drafted actually becomes law in Iowa. According to the LSA, during the 2010 session, 1,920 bills were drafted, of which 196 were enacted.

Not only is it a challenge to get legislation passed, it can be even more of a challenge to stop it (just because a piece of legislation looks good on paper doesn't mean it's good for the counties). ISAC works very hard playing defense.

In recent years, during the last 24 hours of session, the infrastructure and standings appropriations bills, or "catch-all" bills, are debated. These bills tend to be the most controversial and include policy language from bills that were unable to make it out of committee in the early part of session. The bills are introduced in a basic format, and amended significantly during floor debate. Many of the amendments are debated immediately after being drafted, allowing no time for lobbyists to review the amendments and defend their position.

Continues on page 6.

Continued from page 4.

However, Ross didn't invite me to see him take over as the new executive director. The invitation was to help recognize the service of his mentor for the past 23 years, retiring ACCG Executive Director Jerry Griffin. Ross hasn't been the only Iowan that has benefitted from Jerry Griffin's mentorship and advice. Jerry has been a friend and source of helpful advice to me many times over the past 15 years. We all need role models that can provide guidance on how to do our jobs. Jerry has been that for me and many other state association directors around the country. His leadership will be missed.

Monday morning I attended the second General Session. Chatham County Board of Commissioners Chairman Peter Liakakis presented retiring Executive Director Griffin with a medallion from the county. I had the opportunity to meet Chairman Liakakis the previous evening. It seems that prior to joining the Chatham County Commission he served as the bodyguard to a number of Hollywood stars. I also had the opportunity to meet and get to know that morning's keynote speaker Malcolm Kushner. His presentation was titled "Leading with Laughter: How U.S. Presidents Use Humor to Relate, Motivate and Communicate – How You Can Too." Kushner's presentation was followed up by a panel on how to promote economic development through tourism in tough times. Four panelists presented their experiences in Georgia. The morning session was concluded with a business meeting and election of ACCG officers.

Attending the conference was a great opportunity to not only recognize a friend and mentor but to learn how another association conducts its conference. I met a lot of great people in Savannah. They were kind, welcoming and made me feel right at home. Oh, I wasn't surprised by this at all. I've observed ISAC members treat guests to our state the same way many times. Whether you are in Iowa or Georgia, county officials are great people and are going to make you feel special while you are there. Thanks for that!

Continued from page 5.

A Special Shout-Out to County Officials

Thank you to the county officials who answer my every – and many – e-mails. Since I'm not an expert on flood plains, axle weights, smart planning, or numerous other topics, I appreciate all you do in helping me understand these issues, and in providing your input on legislation. This really helps me in communicating with legislators.

ISAC does everything it can to push our priorities. We try to make your voices heard, but it's *your* voice that has the most effect. Contacting your legislators directly to provide input and share your concerns will produce the best outcome.

A Special Shout-Out to ISAC and Others

Although my past legislative experience helped me through the 2010 session, I could not have made it without the help of Linda Hinton, Government Relations Manager, and Hanna DeGroot, Public Policy Specialist. Thanks also to Nate Bonnett, ISAC's Legal Counsel, and Bill Peterson, ISAC's Executive Director, for hanging out by their phones and computers late at night in the event that the policy team needed their input, and to help us track the hundreds of amendments filed at the end of session. In addition, thanks to the Iowa County Engineers Association Service Bureau and ISAC staff who created our bill tracking system (Brandy and Tammy) and entered hundreds of bills into the system (Jenna).

I also want to thank Mike Wentzien, former Tama County supervisor and current legislative liaison for the county supervisors. Mike travels through sleet and snow all the way from Gladbrook, arriving at the Capitol by 7:00 am. Although he's not an ISAC employee, he's an integral part of our policy team, and we couldn't get through the legislative session without him.

Next Year

Next year's session will no doubt be full of surprises, challenges, and unknowns. There will likely be new faces in the legislature since a number of seats are up for grabs. Which party will be the majority of one or both chambers remains to be seen. The House is probably more unpredictable.

As great as it was for the legislative session to end as early as March, it was under intense pressure. However, the duration of previous sessions that extended into April or May were grueling (the 2005 session ended on May 20). So which is the better scenario? I have yet to answer that question. What I do know is, there's no way of knowing what a future session will bring.

HIPAA Update

By: Nate Bonnett

ISAC Legal Counsel



At the ISAC Spring School of Instruction in March, I gave an update to the Iowa County Community Services Association on the changes to HIPAA that were enacted as part of the American Recovery and Reinvestment Act (ARRA) on February 17, 2009. I've adapted that presentation into this article.

The portion of ARRA known as the Health Information Technology for Economic and Clinical Health (HITECH) Act has a few major goals including: promoting the increased use of health information technology; providing for federal dollars to get a national system of health IT off the ground; and tightening up privacy and security provisions. It appears that federal lawmakers thought a more robust national health care infrastructure, where electronic health records could be readily stored and accessed, required a comparably more robust HIPAA law to ensure our protected health information (PHI) remains private and secure. With this in mind, the HITECH Act expands the scope of HIPAA privacy and security, increases liability for non-compliance, and provides for greater enforcement of the law than that available in the past. With various effective dates included in the law and corresponding regulations rolling out on an on-going basis, there is no time like the present for counties to pay heed to the agonizing call of HIPAA.

It's hard to have a very good conversation about HIPAA without first making some clarifying statements. Unfortunately, any given definition under HIPAA usually contains a half dozen other terms that also need defined. For simplification, I'll remind you that certain offices of counties are considered "covered entities" under the law because of the health care activities they perform. If you are covered, you have to follow the rules as they apply to privacy and security of PHI, which is health information that could identify an individual. Current HIPAA privacy rules address the use and disclosure of PHI and specify standards by which individuals can control how their PHI is utilized while at the same time allowing the proper flow of information needed for the provision of health care. Security rules focus on the necessary administrative, technical, and physical safeguards required to protect access to PHI in an electronic system. Lastly, in most cases, covered entities do not carry out all their health care activities alone. Business associates are often called upon to perform certain functions on behalf of covered entities that involve the use or disclosure of PHI (think claims processing, billing services, etc.).

Expanded Scope

In the past, privacy and security requirements were imposed directly on covered entities and only applied to business asso-

ciates through the use of a contract known as a business associate agreement that contained assurances from the business associate about how they would handle and protect PHI. Now, these requirements will be imposed directly on business associates, must be memorialized in the business associate agreement, and subject the business associate to civil and criminal penalties for violations.

New notification requirements are included for covered entities and business associates if unauthorized internal or external access or disclosure of unsecured PHI, known as a "breach," occurs. This requires some manner of notification to the individuals affected and the United States Department of Health and Human Services (HHS), depending on the number of PHI records compromised.

Some types of disclosures of PHI are acceptable and necessary in order for individuals to receive health care. For example, specific disclosures for treatment, payment, or to maintain healthcare operations are permitted. The HITECH Act has made some changes concerning these types of disclosure practices. Restrictions have been placed on disclosures of PHI if the individual made a full out-of-pocket payment for the service. A "minimum necessary standard" has been implemented so that allowable disclosures are confined to only the limited data set necessary for the particular purpose. If certain PHI is being held electronically, individuals now have a right to access that in an electronic manner. There is also a smattering of other changes that likely have a limited affect on counties.

Increased Enforcement and Civil Penalties

State Attorney's General may now enforce HIPAA by filing a civil suit in federal court if they believe their residents have been threatened or adversely affected by a HIPAA violation. They may recover damages up to \$25,000 annually on a single entity for all violations of an identical requirement.

Civil penalty amounts have also been ramped up for violations. Depending on the nature of the violation (e.g. no knowledge, willful neglect, failure to correct), penalties can range from \$100 to \$50,000 for a single violation. Annual maximums have the potential to exceed \$1.5 million for a willful violation or no maximum for multiple willful violations.

Continues on page 9.

Government Online

By: *Robin Harlow*

ISAC Technology Project
Manager



Over the next two months I will present a two-part installment of the summary of findings from the Pew Internet and American Life Project Survey on “Government Online.” The complete report can be accessed via this link:

http://pewinternet.org/~media/Files/Reports/2010/PIP_Government_Online_2010.pdf

Part one will cover website activities and identify common characteristics regarding citizens’ interactions with government. July’s installment will present additional findings from the survey.

Government Online, by: Aaron Smith (4.27.2010)

Summary of Findings

As government agencies at all levels bring their services online, Americans are turning in large numbers to government websites to access information and services. Fully 82% of internet users (representing 61% of all American adults) looked for information or completed a transaction on a government website in the twelve months preceding this survey.

Some of the specific government website activities in which Americans take part include:

- 48% of Internet users have looked for information about a public policy or issue online with their local, state or federal government
- 46% have looked up what services a government agency provides
- 41% have downloaded government forms
- 35% have researched official government documents or statistics
- 33% have renewed a driver’s license or auto registration
- 30% have gotten recreational or tourist information from a government agency
- 25% have gotten advice or information from a government agency about a health or safety issue
- 23% have gotten information about or applied for government benefits
- 19% have gotten information about how to apply for a government job
- 15% have paid a fine, such as a parking ticket
- 11% have applied for a recreational license, such as a fishing or hunting license

Throughout this report, we refer to anyone who did one or more of these activities in the preceding twelve months as an online government user, and most of these online government users exhibit a relatively wide range of behaviors: the typical online government user engaged in four of these activities in the last year.

The way we ask about the use of government services has changed over the years, making direct comparisons to our prior findings difficult. However, even accounting for these methodological changes it is clear that going online to complete basic transactions with government (such as renewing a license or paying a fine) is now much more commonplace than it was earlier in the decade. Conversely, online informational activities (looking up services, downloading forms, etc.) are roughly as common within the online population as they were the last time we asked about these activities in 2003.

In this report, we identify several other common characteristics regarding citizens’ interactions with government. Specifically, these interactions are frequently:

Data driven: Efforts by government agencies to post their data online are resonating with citizens. Fully 40% of online adults went online in the preceding year to access data and information about government (for instance, by looking up stimulus spending, political campaign contributions or the text of legislation). These “government data users” are discussed in more detail in Part 4 (See complete report-RH).

Organized around new online platforms: Citizen interactions with government are moving beyond the website. Nearly one third (31%) of online adults use online platforms such as blogs, social networking sites, email, online video or text messaging to get government information. These “government social media users” are discussed in detail in Part 2 (See complete report-RH).

Participatory: Americans are not simply going online for data and information; they want to share their personal views on the business of government. Nearly one quarter (23%) of internet users participate in the online debate around government policies or issues, with much of this discussion occurring outside of official government channels. These “online government participators” are also discussed in more detail in Part 2 (See complete report-RH).

These are among the key findings of a Pew Internet and American Life Project survey of how Americans interact with government online. (Next month we will continue with other findings from the survey.)

Continues on page 9.

Security Webcams

By: Tammy Norman

ISAC Office Manager



Q: Is it possible to use a webcam as a security camera?

A: Yes, it is possible to utilize webcams for security surveillance and it can be very easy to set up. If you wish to create a simple surveillance system, you will need a webcam, special motion detection software and a desktop or laptop computer. To set up a surveillance system, simply follow the steps below:

Step 1: Set up your laptop or desktop computer where you can view it easily and place the webcam in a discreet location. You may wish to purchase a wireless webcam or an extender cable so that you will be able to inconspicuously position your webcam in the location that you wish to view.

Step 2: After purchasing a security software program such as WebCam Monitor 5.24 (around \$70.00), you will need to download and install the software.

Step 3: After installing the software and selecting your webcam, you will want to scope out the area that you wish to observe by selecting the preview button. This option will allow you to adjust the range of the webcam. Your next decision will be how your webcam will capture images. If you have purchased WebCam Monitor 5.24, you will be able to

choose from several different options including capturing images only when motion has been detected. You can set the software to upload images at periodic intervals to an FTP server or have an e-mail sent to your Inbox if a motion or noise has been detected. You can also choose to view the surveillance area remotely from another computer.

Once you have purchased your webcam, connected it to your computer, downloaded and installed your software and made the selections on how your surveillance will be maintained, your security system should be ready to use. Keep in mind, your security system can be very simple, or you can choose to make it very complicated. Depending on your skill set, you may need to bring in installation assistance from your IT department or your local electronics retailer support staff.

Website Note: If you missed the ISAC legislative webinar, you can watch the presentation from a link on ISAC's homepage, www.iowacounties.org. Have a question regarding new technology and would like it addressed in this column? Contact me at 515.244.7181 ext. 315 or via e-mail at tnorman@iowacounties.org. Until next month, keep clicking!

technology center

Continued from page 8.

About This Survey

This report is based on the findings of a telephone survey conducted between November 30 and December 27, 2009, among a sample of 2,258 adults, age 18 and older. Interviews were conducted in both English (n=2,197) and Spanish (n=61) and a total of 565 interviews were conducted using the respondent's cell phone. For results based on the total sample, one can say with 95% confidence that the error attributable to sampling and other random effects is plus or minus 2.4 percentage points. For results based Internet users (n=1,676), the margin of sampling error is plus or minus 2.8 percentage points.

legal briefs

Continued from page 7.

Education, Guidance, and Rulemaking

HHS has a significant amount of responsibility in implementing the HITECH Act. It must issue annual guidance on up-to-date security technologies and methodologies that render PHI "secure" and on the most appropriate and effective technical safeguards for complying with the security standards. It also must administer a large education component involving direct education to covered entities and business associates through a system of regional office privacy advisors and undertake a national education campaign aimed at the general population on the uses of health information.

At the time of publication, HHS has issued interim final rules implementing the enforcement provisions and breach provisions. We are still awaiting rules on business associate liability, sales, marketing and fundraising changes, and individual rights on access to electronic health records and disclosure of PHI. You can access an abundance of information about HIPAA on the HHS website at <http://www.hhs.gov/ocr/privacy/>. This includes links to guidance, rules, and contact information.

What Color is your Parachute?

By: Jackie Olson Leech

ISAC Case Management Specialist



Targeted Case Managers encourage many of the people they serve in their pursuits to find meaningful competitive employment by advocating for funding and linking them to vocational services. A great resource for case managers to pass onto the job hunters they serve is the book, *What Color Is Your Parachute? 2010 A Practical Manual for Job Hunters and Career Changers*. Author Richard N. Bolles indicates that knowing one's self is more important than knowing the job market in successfully finding work that best matches the job seekers skills and desires. The exercises in the book and the resources that it contains are musts for anyone reflecting on career changes and seeking employment. Through regular editions, Bolles provides a book that continues to be useful because it reflects changes in the world regarding workplace, technology, and resources.

The flower exercise is designed to help the job hunter clearly identify who they are, and what their purpose and desires are in seeking employment. On one piece of paper, job hunters prioritize their transferable skills and special knowledge they want to use in their jobs. In addition, the job hunter prioritizes: the goals, purposes, and values that they want to serve; the type of people they want to work with; preferences of working conditions, level of responsibilities and salary; and where they would like to work geographically. There are several activities in the book addressing each of these areas to assist the job hunter to clearly articulate who they are in each area, or petal of the flower.

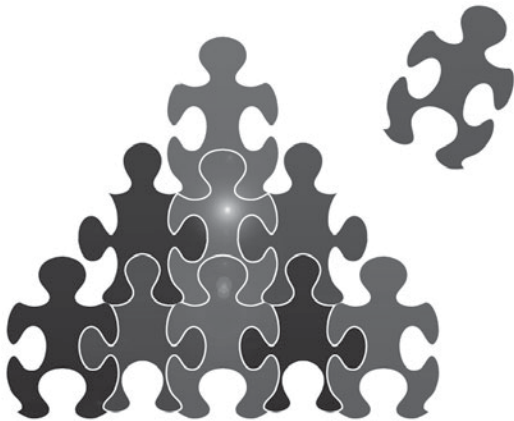
Interview strategies included in the book would be especially helpful for those with disabilities that make it difficult to socialize with others in stressful situations, like a job interview. In chapter four, activities address building social skills and asking specific questions in various settings in order to increase their comfort level with others. This exercise graduates from talking with someone who shares a similar interest that they are enthused about, practicing asking set questions,

to being in an actual job interview. Bolles also identifies five questions that the employer wants answered that an interviewee needs to be prepared to address, as well as how to answer difficult questions, and provides suggested responses.

Although resumes should not be the primary job hunting strategy, nor is it the most effective, it is a necessary instrument in finding employment. In his book, Bolles included a lot of helpful information regarding resume writing, including the starter kit in chapter five. What I liked about the starter kit was the number of questions and areas of life it addresses in identifying experiences, achievements, and skills that the person may otherwise not include in their resume. This chapter also included a number of useful websites on resume writing and cover letters, including www.susanireland.com and www.rileyguide.com, which are both great resources.

Of the websites listed in the book as the most helpful job sites on the web, the one that I found to be most helpful was Richard Bolles own website, www.jobhuntersbible.com, mainly due to the amount of information he provides to those less familiar with the internet. This site does an excellent job providing information about the internet and how to utilize it for research. In addition, links to contact and networking supports and information, counseling resources, testing and assessment links, job board sites, job hunting and resume writing resources make this a very comprehensive site. The best resource for employer job postings identified in the book was www.indeed.com, since it lists job employers from all job boards.

What Color is Your Parachute? 2010 A Practical Manual for Job-Hunters and Career Changers, as well as future editions, will remain on my bookshelf, but will not collect dust due to the resources it contains for those that cross my path who are looking for employment.



Targeted Case Management: Putting It All Together

ISAC/CCMS 18th Annual Conference
August 18 - 20, 2010 - Sheraton
West Des Moines, Iowa

Register today online at <http://ccms.iowacounties.org>.
Online registration closes on August 3.

WEDNESDAY, AUGUST 18, 2010

- 7:30 - 9:00 Registration/Morning Refreshments
- 9:00 - 10:30 KEYNOTE: "Staying Alive Mentally or They Who Laugh, Last"(Juli Burney)
- 10:30 - 10:45 Break
- 10:45 - 12:00
 1. How to Communicate with Difficult People (Juli Burney)
 2. Trauma & Attachment: Knowledge is the Key! (Marty Wallace)
- 12:00 - 1:00 LUNCH
- 1:00 - 2:15 KEYNOTE: The Effects of a Traumatic Brain Injury on the Individual and Family (Dr. David Demarest, Dave Anders & Panel)
- 2:15 - 2:30 Break
- 2:30 - 3:30
 3. Dialectical Behavior Therapy (Sherri Bowles, WRC)
 4. Autism Spectrum Disorders (Woodward Resource Center)
- 3:30 - 3:45 Break
- 3:45 - 4:45
 5. Night Owl Supports Systems...A System of Remote Monitoring and Response Support (Duane Tempel)
 6. SSDI Appeals (Gail Barnett)
- 4:45 - 6:00 WELCOME RECEPTION: Networking ♦ Door Prizes ♦ Fun ♦ Food

THURSDAY, AUGUST 19, 2010

- 7:30 - 8:30 Continental Breakfast in the Atrium
- 8:30 - 10:30 KEYNOTE: The Teenage Brain: The New Research; The New Techniques (Dr. Gregory Lester)
- 10:30 - 10:45 Break
- 10:45 - 12:00
 7. You & Change: Why It's Difficult, How to Master It (Dr. Gregory Lester)
 8. Downs Syndrome & Aging (Dr. Diana McBrien)
- 12:00 - 1:00 LUNCH
- 1:00 - 2:15
 9. Kiwanis Aktion Club (Clyde Hutzell & Club)
 10. Addictive Disorders (Dr. Gregory Lester)
- 2:15 - 2:30 Break
- 2:30 - 4:00 CLOSING KEYNOTE: Voices Tom Perrine et. al.

FRIDAY, AUGUST 20, 2010

- 7:30 - 8:30 Continental Breakfast in the Atrium
- 8:00 - 12:15 Post-conference A: Mandatory Reporter Certification (Diana Nichols Blumme)
- 8:30 - 11:30 Post Conference B: Ethics (Darcy Andres)

ISAC meetings

ISAC Fall and Spring School Agendas Announced

At the April 29 ISAC Board of Directors Meeting the agendas for the 2010 fall school and 2011 spring school were approved by the board. In planning the agendas, it is our hope that they help you to have very beneficial and successful conferences. We thank all who have taken the time to share and discuss any issues with us. As in the past, we rely on member and sponsor feedback in planning successful ISAC events.



All information at
www.iowacounties.org/fallschool.htm.

2010 Fall School of Instruction - Important Dates

August 24	Registration and Housing Bureau Open
	Associate Member Exhibits Open
September 24	Non-Associate Member Exhibits Open
October 1	Program Materials Deadline
October 22	Housing Bureau Closes
November 5	Registration Closes

The 2010 fall school agenda (see right) is very similar to the 2009 fall school, which received great feedback. We have added five hours of affiliate committee meeting time to the agenda. During this time we will reserve a block of meeting rooms for small committee meetings. This space will be available free of charge to all affiliates to assure that they don't need to use any of their normal affiliate time (11 hours) for committee meetings. This space will be reserved on a first-come, first-served basis, so please plan your affiliate committee meetings as early as possible. Another addition to the agenda is the Exhibitor Learning Center. The will give exhibitors the opportunity to give a short presentation to a small audience about their company, services, and products during designated times.

Registration and housing blocks for the 2010 ISAC Fall School will not open until Tuesday, August 24, 2010 at 8:00 am. Please DO NOT try to make your hotel reservation until this time. Registration information and fall school details will be announced in the July 2010 Iowa County Magazine, as well as on www.iowacounties.org. In the mean time, please don't hesitate to contact us at 515.244.7181 if you have any questions.

By: *Stacy Horner*

ISAC Meeting/Event
Administrator



Agenda - 2010 ISAC Fall School of Instruction

Coralville Marriott Hotel and
Conference Center

Tuesday, November 16

- 4:00 pm-6:00 pm *Exhibitor Setup
- 4:00 pm-7:00 pm Affiliate Committee Meetings

Wednesday, November 17

ISAC Registration/Information Desk Hours: 9:00 am-3:00 pm
Exhibit Hall Hours: 9:00 am-3:00 pm

- 7:00 am-9:00 am *Exhibitor Setup
- 7:00 am-9:00 am Affiliate Committee Meetings
- 9:00 am-3:00 pm *ISAC Registration/Information
- 9:00 am-10:00 am *Exhibitor Morning Refreshments
- 10:00 am-11:15 am ISAC Educational Seminars
- 10:00 am-11:15 am *Exhibitor Learning Center
- 11:30 am-12:30 pm *Exhibitor Box Lunch
- 12:45 pm-2:00 pm ISAC Educational Seminars
- 12:45 pm-2:00 pm *Exhibitor Learning Center
- 2:00 pm-3:00 pm *Exhibitor Ice Cream Social
- 3:00 pm *Exhibit Hall Closes
- 3:00 pm- 5:15 pm ISAC General Session
- 5:30 pm-7:30 pm Hospitality Rooms (2nd floor meeting space)
- 8:30 pm-11:00 pm ISAC Dance/DJ

Thursday, November 18

ISAC Registration/Information Desk Hours: 7:30 am-4:00 pm
Exhibit Hall Hours: 7:30 am-12:30 pm

- 7:30 am-4:00 pm *ISAC Registration/Information
- 7:30 am-8:30 am *Exhibitor Morning Refreshments
- 8:30 am-11:00 am Affiliate Time
- 11:00 am-12:30 pm *Exhibitor Lunch Buffet/Vendor Drawing
- 12:30 pm *Exhibitor Teardown
- 12:30 pm-5:00 pm Affiliate Time
- 8:30 pm-11:00 pm ISAC Social Event/Karaoke

Friday, November 19

ISAC Registration/Information Desk Hours: 7:30 am - 10:30 am

- 7:30 am - 10:30 am ISAC Registration/Information
- 7:30 am - 8:00 am Morning Refreshments
- 8:00 am - 12:00 pm Affiliate Time

**Event held in the Marriott exhibit hall.*

ISAC's 2011 Spring School of Instruction

Agenda - 2011 ISAC Spring School of Instruction

Des Moines Marriott Downtown and Renaissance Savery

Tuesday, March 22

4:00 pm-7:00 pm Affiliate Committee Meetings

Wednesday, March 23

ISAC Registration/Information Desk Hours: 7:30 am-6:00 pm

Exhibit Hall Hours: 7:30 am-6:00 pm

7:30 am-6:00 pm *ISAC Registration/Information
7:30 am-9:00 am *Exhibitor Morning Refreshments
9:00 am-10:30 am ISAC Educational Seminars (Marriott)
10:45 am-12:00 pm ISAC Business Meeting and Awards
(Marriott)
12:00 pm-1:30 pm *Open Lunch/Exhibitor Ice Cream Social
1:30 pm-4:30 pm Affiliate Time (Marriott and Savery)
4:30 pm-6:00 pm *Exhibitor Reception and Vendor Drawing
6:00 pm-8:30 pm Hospitality Rooms (Marriott and Savery)
8:30 pm-11:00 pm ISAC Dance (Savery)

Thursday, March 24

ISAC Registration/Information Desk Hours: 7:30 am-3:00 pm

7:30 am-3:00 pm ISAC Registration/Information (Marriott)
7:30 am-9:00 am Morning Refreshments (Marriott and Savery)
8:00 am-12:00 pm Affiliate Time (Marriott and Savery)
12:00 pm-1:00 pm *ISAC Networking Lunch
1:00 pm-5:00 pm Affiliate Time (Marriott and Savery)

**Event held in the Marriott exhibit hall.*

We added back the exhibitors, exhibit hall activities and hospitality rooms, as well as adding more affiliate time for our members during the 2011 spring school. In order to do this, we have removed one of our educational seminar timeslots and have decreased the length of the general session. The affiliate time will now be equal to that of the fall school, a three day conference.

We have also added three hours of affiliate committee meeting time to the agenda. During this time we will reserve a block of meeting rooms for small committee meetings. This space will be available free of charge to all affiliates to assure that they don't need to use any of their normal affiliate time for committee meetings. This space will be reserved on a first-come, first served basis, so please plan your affiliate committee meetings early.

ISAC Golf Scholarship Fundraiser

The 6th Annual ISAC Scholarship Golf Fundraiser hosted by the Iowa State Association of County Supervisors will be held on July 14, 2010, at A.H. Blank Golf Course in Des Moines. Registration begins at 9:00 am with the 18-hole scramble (best-shot) with a shotgun start beginning promptly at 10:00 am. The \$75 registration fee includes golf with cart, lunch, beverages, welcome gifts, prizes and dinner following golf.

We are very excited to announce the addition of the mini-golf tournament to this year's event. For those of you who usually don't come because you don't golf (like myself!), we invite you to participate in a round of mini-golf (putt putt). Registration begins at 12:30 pm and play will begin promptly at 1:30 pm. The \$30 registration fee includes lunch, beverages, welcome gifts, prizes and dinner following golf.

Registration is available at www.iowacounties.org. Payment must accompany your registration and is non-refundable. The course is limited to 144 golfers and mini-golf is limited to 40 golfers. We sold out last year, so register early to reserve your spot! Please don't hesitate to contact the ISAC Office at 515.244.7181 if you have any questions about the ISAC Scholarship Golf Fundraiser. Thanks to all of our generous sponsors and we look forward to seeing you there!



counties in the spotlight

National County Engineer of the Year

Buchanan County Engineer Brian Keierleber was selected as the 2009 Rural County Engineer of the Year by the National Association of County Engineers (NACE). Announcement of this honor and appropriate recognition was made at the Annual Management and Technical Conference in Fort Worth, Texas this spring.

In receiving this award, his citation read “for the application of efficient engineering management principles and standards of economic design, construction, maintenance and operations of public works facilities.” Keierleber has been a member of NACE since 1988 and currently serves on its Board of Directors. A member of the NACE Structures Committee, he has also served as a Safety Expert Mentor for safety projects nationwide. A member of the Iowa County Engineers Association he received their Engineering Achievement Award in 2006. He is a licensed professional engineer in Iowa and Oklahoma.

During the past sixteen years, he has overseen the replacement of 77 county owned bridges. He has streamlined the bridge deck overlay process by using plasticizers that has resulted in substantial savings to the county. This process subsequently was incorporated into the Iowa Department of Transportation program for Accelerated Bridge Construction. He has also been a leader in using railroad flat cars and has built 15 railcar bridges and assisted five counties and one city with constructing similar bridges. Keierleber has been Iowa’s leader in research and implementation of concrete overlays on older pavements in addition to evaluating rubberized PCC prior to reconstruction and has participated in several research projects to include methods to reduce accidents involving farm implements, efficient application of rumble strips, evaluation of pavement damage by equipment overloading and the use of waste vegetable oil or gluters from an ethanol plant for dust reduction. He was the first Iowa county engineer to implement cover-all structures as an economical alternative for sand-salt storage and is currently working on the use of ground shingles in HMA and as a base for chips seals in an urban



environment. With the approach that there are solutions to every problem, he successfully organized the 50 plus mile relocation of a 100 foot long historic bridge by an Army National Guard helicopter to a Chickasaw County bike trail and managed a preservation project to relocate a 340 ton historic brick railroad depot. Active in a number community service organizations he also served for 14 years in the Army National Guard or Army Reserve being deployed across the United States, Germany, Panama and Honduras. Brian and his wife, Beverly, are also busy raising five children.

Reach Out and Read Iowa

Adults and children who are fans of reading gathered at the State Historical Museum to eat green eggs and celebrate Dr. Seuss' birthday during the Reach Out and Read Iowa's (ROR-Iowa) 2nd annual Green Eggs and Ham Benefit Breakfast for Books.

Story County Supervisor Jane Halliburton was recognized for her longstanding interest in fostering early childhood issues. She majored in Child Development, taught elementary school, worked with Head Start, and served on the Empowerment Board and with many other community organizations that support children and families. Halliburton participated in the Raising Readers strategic planning for community-wide literacy promotion in Story County. As an elected representative of Story County, she accepted the first-ever national Reach Out and Read Bookend County Award in October 2009. The Bookend Award recognizes Story County as the first county in the nation where all children's primary health care providers are trained in and using Reach Out and Read to promote early literacy. Halliburton's leadership and support for Reach Out and Read have helped extend Reach Out and Read to many more Iowa children, and she also shared the story of Iowa's success with the National Association of Counties.

In her remarks, Halliburton expressed her pride that Story County received the first Book End County Award, and encouraged everyone to celebrate the success ROR has experienced. In the future, she plans to help build on the potential for all counties in Iowa to participate in ROR and demonstrate that Iowa can again lead the way .

Reach Out and Read (ROR) is a national research-based nonprofit organization that promotes early literacy and school-readiness by training doctors and nurses to advise parents about the importance of reading aloud and to give books to children at checkups from 6 months through 5 years of age. ROR-Iowa is a coalition of 72 ROR programs serving over 51,000 children with 72,000 books each year.

The ROR program in Story County is sponsored by the nonprofit organization Raising Readers in Story County. Each year 10,000 books are provided through Raising Readers which are then given to children at well-child checkups by all of Story County's primary care providers.

PHOTO: Jane Halliburton, Story County Supervisor, was honored as a Reach Out and Read Iowa Champion by Debra Salowitz, Chair of the Reach Out and Read Iowa Advisory Committee.



Making Medicare Make Sense

Q: What is Medicare Doing to Help Prevent Fraud and Abuse of the Program? Also, are there some Simple Tips for Medicare Beneficiaries to be Aware of to Help Prevent Medicare Fraud?

A: The Medicare Program has had a fraud and abuse detection program for quite some time to help protect taxpayer dollars from being stolen that should be used for Medicare covered services, and to protect Medicare beneficiaries as well.

Most providers that bill Medicare are good stewards of the program. However there are a few that are not and they may assume provider numbers in order to bill Medicare illegally to steal program dollars.

The current Administration is committed to reducing payment errors and eliminating waste, fraud, and abuse in Federal programs. On March 10, 2010, the Administration expanded the use of "Payment Recapture Audits," a process of identifying improper payments where highly skilled accounting specialists and fraud examiners use state-of-the-art tools and technology to examine payment records and uncover problems such as duplicate payments, payments for services not rendered, overpayments, and fictitious vendors.

In every state including, the District of Columbia, Guam, the U.S. Virgin Islands and Puerto Rico there is a SMP program (formerly called the Senior Medicare Patrol program) that can help you. The SMP educates and empowers people with Medicare to take an active role in detecting and preventing health care fraud and abuse.

For more information or to find your local SMP Program, visit www.smpresource.org or call 1-877-808-2468.

Here are some tips to guide you in helping to detect Medicare fraud. Remember, though that most providers are good stewards of the program and sometimes what might appear to be Medicare fraud might be a simple billing error on the part of a provider.

• **Guard your Medicare and Social Security Numbers.** Treat them like you would treat your credit cards. If your Medicare card is lost or stolen, report it right away. Call Social Security at 1-800-772-1213 (TTY 1-800-325-0778) for a replacement. If you get benefits from the Railroad Retirement Board, call 1-877-772-5772, or visit www.rrb.gov.

• **Don't give out your Medicare or Social Security information over the web, or to anyone who comes to your home (or calls you) uninvited.** Only give personal information to doctors or other providers approved by Medicare. Call 1.800.MEDICARE (1.800.633.4227) if you aren't sure if a provider is approved by Medicare. TTY users should call 1.877.486.2048. You can always give personal information if you call or contact the following organizations: Medicare; Social Security; Medicare health or prescription drug plans; and Your State Health Insurance Assistance Program (SHIP).

• **Be suspicious of anyone who offers you free medical equipment or services and then request your Medicare number.** If it is free, they don't need your number.

• **Do not let anyone borrow or pay to use your Medicare ID card or your identity.** It's illegal, and it's not worth it.

• Don't allow anyone, except appropriate medical professionals, to review your medical records or recommend services.

• **Watch out for these common fraud schemes:** People who approach you in parking lots, shopping centers, or other public areas and offer free services, groceries, transportation or other items in exchange for you Medicare number. Just walk away!

People who call you claiming to be conducting a health survey and ask for your Medicare number. The Medicare agency may conduct surveys but they will never ask you for your Medicare number in order to conduct the survey. Simply hang up the phone!

Telephone marketers who pretend to be from Medicare or Social Security and ask for payment over the phone or internet. Don't do it. They may want to steal your money.

• Be suspicious of doctors, health care providers, or suppliers that tell you the following: the equipment is free; it won't cost you anything, they only need your Medicare number for their records; Medicare wants you to have the item or service; they know how to get Medicare to pay for the item or service; the more tests they provide the cheaper the tests become.

- Be suspicious of doctors or health plans that do the following:
 - don't charge copayments without checking on your ability to pay; advertise "free" consultations to people with Medicare;
 - Maintain they have been endorsed by the Federal government or by Medicare;
 - use pressure or scare tactics to sell you high-priced medical services or diagnostic tests;
 - bill Medicare for services you didn't get;
 - tell you that an item or service is not usually covered but they know how to bill Medicare to get it;
 - use telephone calls and door-to-door selling as marketing tools;
 - offer non-medical transportation or housekeeping as Medicare approved services;
 - put the wrong diagnosis on the claim so that Medicare will pay;
 - bill home health services for patients who aren't confined to their home, or for Medicare patients who still drive a car;
 - bill Medicare for medical equipment for people in nursing homes;
 - ask you to contact your doctor and ask for a service or supply that you don't need;
 - bill Medicare for tests you received as a hospital inpatient (the hospital will do this), or within 72 hours of admission or discharge; or
 - bill Medicare for a power wheelchair or scooter when you don't meet Medicare's qualifications

Finally, to help protect yourself and Medicare, you should report all suspected instances of fraud and identity theft.

Remember, whenever you get a payment notice from Medicare, review it for errors. The notice shows what Medicare was billed for, what Medicare paid, and what (if anything) you owe. Make sure Medicare wasn't billed for health care services or medical supplies and equipment you didn't get.

Report errors and concerns

If your doctor, health care provider, or supplier doesn't help you with your questions or concerns or if you can't contact them, you can do any of the following and explain the issue: call 1.800.MEDICARE (1.800.633.4227) or call the HHS Office of Inspector General Hotline at 1.800.HHS.TIPS (1.800.447.8477). TTY users should call 1.800.377.4950. You can also send an e-mail to the HHS Office of Inspector General at hhstips@oig.hhs.gov.

Medicare won't use your name, during the investigation, if you ask that it not be used.

Before you contact the provider, Medicare, or the Inspector General's hotline, carefully review the facts, and have the following information ready:

- The provider's name and any identifying number you may have
- The service or item you are questioning
- The date the service or item was supposedly given or delivered
- The payment amount approved and paid by Medicare
- The date on your Medicare Summary Notice
- Your name and Medicare number (as listed on your Medicare card) so that they can track the suspected fraudulent claim or claim submissions.
- The reason you think Medicare shouldn't have paid
- Any other information you have showing why Medicare shouldn't have paid for a service or item
- If the suspicious activity turns out to be fraud, you may be eligible for a reward of up to \$1,000. To be eligible for a reward, all of the following conditions must be met:
 - You report your suspicion
 - Your suspicion is referred to the Inspector General's office for review
 - The fraud you report isn't already being investigated
 - Your report leads directly to the recovery of at least \$100 of Medicare money
 - You are not related to people who work for certain federal agencies

If you want to know more about this reward program, call 1.800.MEDICARE (1.800.633.4227). TTY users should call 1.877.486.2048.

Multijurisdictional Agreements Coverage Issues

By: Valinda Bilbrey

President, Bilbrey
Insurance Services, Inc.

The Iowa Communities Assurance Pool (ICAP) provides property and casualty coverage to Iowa public entities.

With a pool membership of nearly 640 Iowa public entities (including 68 of the 99 Iowa counties), ICAP underwriters frequently receive inquiries about multijurisdictional agreements, which create organizations that may or may not be separate legal entities from those that are parties to such agreements.

Confused? Understandably.

In my opinion, public entities represent one of the most complicated commercial coverage risks. Factor in state statutes and multijurisdictional agreements and these risks become much more confusing.

A multijurisdictional agreement occurs when one or more public entities enter into a contract that creates a board or commission for a specific purpose. In Iowa, one example of this is a 28E Agreement.

A 28E agreement is designed to address both the utilization and division of costs for equipment or services. Generally, it stipulates no separate entity is formed.

In certain situations, however, a 28E agreement does create a separate legal entity, which requires its own property and casualty coverage. Take an E911 Service Board for example.

Under Iowa Code §34A.3, a county may either establish a joint E911 Service Board that is managed by the county or create a 28E agreement. This statute states, in forming a 28E organization, the E911 board becomes a separate legal public entity.

As such, the entity is authorized to purchase equipment and/or enter contractual agreements on its own accord. Consequently, the parties to the 28E agreement are not liable for the E911's negligence and no coverage is automatically extended to the E911.

Though coverage does not automatically exist for separate multijurisdictional boards or commissions, it can be acquired through ICAP.

In order to determine if an organization requires separate coverage, both legal counsel and local insurance agents should review all public entity agreements and organizations formed by statutes.

If a multijurisdictional organization is not an independent entity, each member of the board may be liable for the board's acts, errors and omissions.

If the multijurisdictional organization *is* a separate entity, separate coverages should be considered. Among these: General Liability - for premises and operations exposures; Property, Automobile Physical Damage and Machinery Breakdown - to protect against damage to buildings and equipment; Automobile Liability (if the entity owns vehicles) or Hired/Non-Owned Automobile Liability (if no vehicles are owned); Public Officials Errors and Omissions; Workers Compensation (if the 28E has its own employees); and a Fidelity Bond. If the entity engages in any type of law enforcement activity, Law Enforcement Liability should also be considered.

associate member highlight

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The Complete Solution



about the cover

The cover picture of the Savannah Cotton Exchange was taken by Bill Peterson on his trip to Savannah this spring (see feature article on page 4). The Cotton Exchange, established in Savannah in 1872, did not get a permanent home until 1886. The building on Bay Street, known to Savannah residents at the time as “King Cotton’s Palace,” was designed to stand out from its neighboring buildings as a symbol of cotton’s importance to the city’s economy. During its peak, many of the world’s cotton prices were set at this site.

I’m always looking for interesting photos for the cover of the magazine. For consideration, please send your photos to rbicego@iowacounties.org.

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SAVE THE DATE!

The Sixth Annual

ISAC



Scholarship Golf Fundraiser

Hosted by the Iowa State Association of County Supervisors

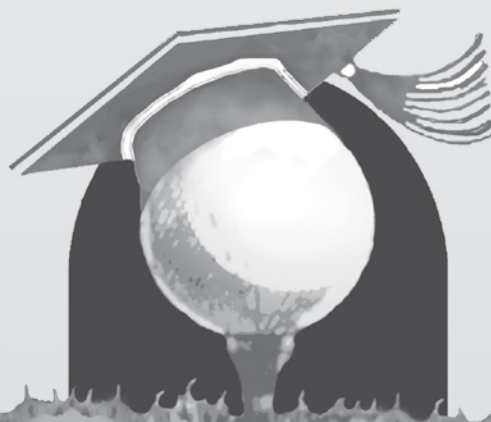
July 14, 2010

A.H. Blank Golf Course, Des Moines

Go to

www.iowacounties.org

for golfer and sponsor
registration forms.



2010 calendar

June 2010

- 3 CCMS Supervisors Training
(Hilton Garden Inn, Urbandale)
- 16-18 ICIT Mid-year Conference
(West Des Moines Marriott)
- 16-17 CCMS Fundamentals Training
(Holiday Inn Airport, Des Moines)
- 18 ISAC Board of Directors Meeting
(ISAC Office, Des Moines)
- 24 CRIS Board Meeting
(ISAC Office, Des Moines)

July 2010

- 13 CCMS Administrators Meeting
(Hilton Garden Inn, Urbandale)
- 13-14 ICEA Mid-year Conference
(Gateway Hotel, Ames)
- 14 ISAC Scholarship Golf Fundraiser
(AH Blank Golf Course, Des Moines)
- 16-20 NACo Annual Conference (Reno, Nevada)
- 27-30 Auditors Summer Conference (Grand River
Center & Grand Harbor Resort, Dubuque)

August 2010

- 4-6 ICRA Summer School
(Hotel Julien, Dubuque)
- 5-6 Supervisors Executive Board Retreat
(Iowa City Sheraton)
- 18-20 CCMS Annual Conference
(West Des Moines Sheraton)
- 24 Fall School Registration Opens (8:30 am)

September 2010

- 16-17 ISAC Board Meeting and Retreat
(Cass County)

October 2010

- 13-14 CCMS Fundamentals Training
(Courtyard by Marriott, Ankeny)
- 21 CCMS Administrators Meeting
(Hilton Garden Inn, Urbandale)
- 22 Fall School Housing Bureau Closes
- 28-29 ISAC Board of Directors Meeting
(ISAC Office, Des Moines)

November 2010

- 4 CCMS Advanced Case Management
(Hilton Garden Inn, Urbandale)
- 5 Fall School Registration Closes
- 17-19 ISAC Fall School of Instruction
(Coralville Marriott Hotel and
Conference Center)

December 2010

- 7-9 ICEA Statewide Annual Conference
(Scheman Center, Ames)
- 9 ISAC Board of Directors Meeting
(ISAC Office, Des Moines)

January 2011

- 26-27 ISAC New County Officers School
(West Des Moines Marriott)

February 2011

- 17 Supervisors Statewide Meeting
(Holiday Inn Airport, Des Moines)

March 2011

- 3 County Day at the Capitol
(Des Moines)
- 23-24 ISAC Spring School of Instruction
(Marriott and Renaissance Savery,
Des Moines)

Please visit ISAC's online calendar of events at www.iowacounties.org and click on 'Upcoming Events.' A listing of all the meetings scheduled thus far in 2010, agendas and meeting notices can be found on ISAC's website. A majority of ISAC's meetings offer online registration. If you have any questions about the meetings listed above or would like to add an affiliate meeting to the ISAC Calendar, please contact Stacy Horner at 515.244.7181 or shorner@iowacounties.org.

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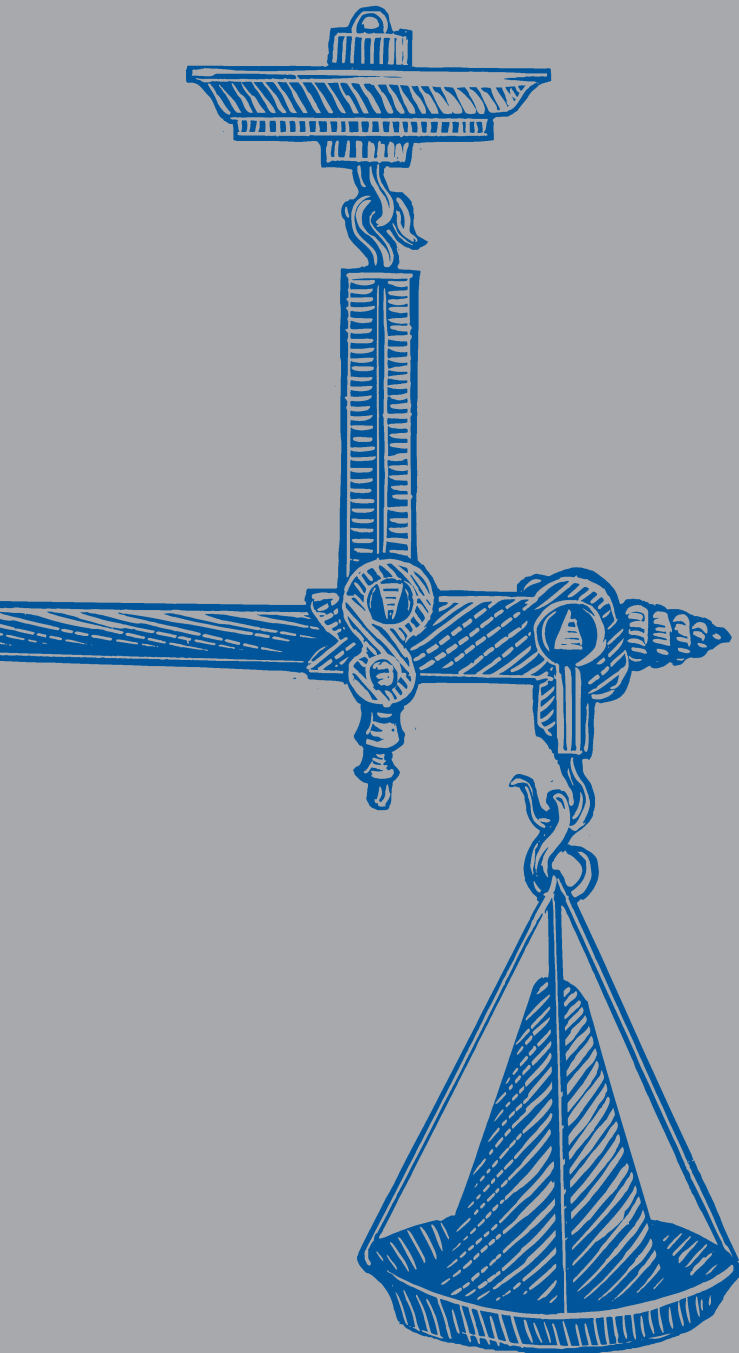
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Wisdom at Work

RESPONDING TO GASB 45

Our actuaries can help you address the financial reporting requirements of GASB 45.



Working together, we will

- Gather the essential data and documents
- Conduct a pre-valuation planning discussion
- Review your plan experience
- Select actuarial methods and assumptions
- Assemble and review the valuation results
- Present and discuss written reports
- Offer observations about plan design

Have less than 100 employees?

With fewer than 100 employees, the Alternative Measurement Method is an option. Valuation results may be available earlier and at a lower cost.

**Qualifications, experience and
commitment to serve you.**

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