

The Iowa County

Iowa State Association of Counties



March 2012

Excellence in Action Awards
Human Resources
Goal-Setting

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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.

feature

Human Resources: Partnering Together in Iowa

By: Iowa CPM Team

(contributors listed below)

This past December, participants of the Iowa Certified Public Manager (CPM) program presented a project concerning human resources in Iowa counties. The CPM program is an intensive learning experience offered through the state of Iowa and Drake University. It is designed for supervisors, managers, executives, management staff and project managers from federal, state, county and local governments. The program includes discussion, traditional classroom experiences, and online learning. Participants are also tasked to complete a job-related team project, which gives them the opportunity to apply theories, principles, and/or techniques learned in the CPM program to a situation, problem, concern, or opportunity in a public organization.

One of the teams elected to pursue a project to better understand the human resources capacity in Iowa counties and determine the level of interest and opportunity to share resources across county lines. The team was comprised of seven members: Jim Conmey, Iowa Department of Corrections; Debby Drottz, Polk County Sheriff's Office; Terry Graham, Governor's Office of Drug Control Policy; Joni Mardesen, Dallas County – HR; Stefanie Pirkl, Iowa Department of Administrative Services – HR; Chet Razer, Occupational Safety and Health Administration; and Julie Sterk, Iowa Department of Administrative Services – Finance.

The team began their project by identifying project partners who could offer advice and input concerning human resources issues faced by Iowa counties. Project partners included the Iowa State Association of Counties (ISAC), Iowa Municipal Workers Compensation Association (IMWCA), and Iowa Public Employers Labor Relations Association (IaPELRA). A confidential survey was sent to representatives in all 99 counties, and follow-up interviews were conducted with 10 of the survey respondents.

With a survey response rate of almost 53%, the results were broad, but very telling of the current level of HR expertise available within Iowa counties. Seventy-four percent of the survey respondents indicated that the Auditor's Office is responsible for administering HR functions. Only 12% of the respondents indicated that they employ a full-time HR Director within a recognized HR department. Thirty-three percent of the respondents indicated that they utilize outside counsel to assist them with their labor relations and contract negotiations.

Though the majority of the survey respondents stated that the Auditor's Office is responsible for administering HR functions, survey comments and follow-up interviews reveal that the staff within these offices may not be comfortable performing HR functions or providing guidance to other county departments. Statements indicated that the employees within an Auditor's Office may not have the necessary background or training to provide such guidance, and many of these offices have a lack of staff and time to address HR issues and responsibilities.

Given the survey and interview response, one might think that partnering with another county and sharing HR resources would be appealing. However, when asked if partnering with other counties in order to offer HR services would benefit their county, 57% of the survey respondents replied that partnering would not benefit their county. So what are the roadblocks that keep counties from considering a partnering arrangement?

The confidential interviews revealed some of the challenges surrounding a partnering arrangement:

- Ensuring that the interests of each county within a partnering agreement are met
- Gaining the support of elected officials and department heads within the counties
- Overcoming territorial issues
- Working with multiple bargaining agreements across partnering counties
- Cost allocation and how best to track the dollars spent in providing the service

There were, however, several benefits to partnering mentioned during the interviews:

- Opportunities to offer advanced technology in providing HR services, personnel management software as an example
- Legally compliant employee handbooks
- Expanded HR knowledge base and a central source for HR information
- Lower insurance premiums
- Coordinated recruitment efforts

Continues on page 6.

Goal-Setting and County Effectiveness

By: Jeffrey Schott

University of Iowa Institute of Public Affairs



“Acting strategically” - addressing critical issues, identifying priorities, and developing plans to accomplish the priorities - is a fundamental means by which county leaders can provide effective policy leadership. Many local governments have found the goal-setting process beneficial in meeting this strategic objective, and thereby achieving Board effectiveness.

The goal-setting process assists policy leaders to develop a future focus, discuss issues and opportunities facing the community, set strategic directions, and determine priorities.

Goal-setting by policy leaders provides a clear message to staff as to what the elected officials want to accomplish in the upcoming planning period. It provides valuable direction for developing the annual budget and capital improvements program, allocating staff resources, and other important governmental functions.

The Process

Since 1980, the Institute of Public Affairs of the University of Iowa has facilitated hundreds of goal-setting sessions with county elected officials, city councils, staff, boards and commissions, and other local government agencies and organizations. Goal-setting sessions are tailored to meet the specific needs of the individual agency and involve skilled, experienced third party facilitation in a structured, informal work session.

Although these sessions are tailored to meet the specific needs of the organization, a “typical” county goal-setting session could include the following components:

- Review of recent major accomplishments.
- Identification and discussion of issues, concerns, challenges, trends, and opportunities that may affect future county services, programs, policies, finances, or operations.
- Identification of on-going priorities.
- Identification and discussion of significant programs, policies, projects or initiatives that the county should consider in the next few years.
- Selection of priorities for the upcoming 18 to 24 month period by elected officials.
- Discussion of ways to improve organizational effectiveness, teamwork and decision-making.
- Implementation planning.

Staff input is very important in this process. In some organizations, department heads participate directly in the goal-setting session, while other agencies hold a separate session with key staff in advance of the meeting with elected officials.

Follow -Up

After the goal-setting session, the Institute prepares a written report summarizing the results and information from the meeting. This report is submitted to the Board of Supervisors and other key officials for review and approval.

The Institute recommends the report be widely disseminated throughout the county – posted on the county’s web site, published in local newspapers, available at county buildings, libraries, community centers, etc.

It is recommended that staff prepare an “action plan” for accomplishing the identified priorities. The action plan should define the steps that would be needed to accomplish each goal, identify who is responsible for implementation, and establish a timeline for accomplishment. The action plan should then be presented to the Board for review and approval. It is also recommended that staff regularly (at least once a quarter) review with the Board and key officials the status of accomplishing the goals.

Benefits

Policy leaders have identified the following benefits from the goal-setting process:

- A shared vision and focus
- Issues/opportunities clearly defined
- A clearly defined set of goals and priorities
- Improved teamwork and decision-making
- Consensus on an action agenda
- Increased citizen awareness and support
- A clear set of expectations and directions for staff

Continues on page 6.

feature - goal-setting

Continued from page 5.

Goal-Setting and Strategic Planning

It is helpful to distinguish and contrast goal-setting and strategic planning.

Goal setting focuses on developing priorities for the relatively near term (typically 18 – 24 months). The process is limited to a few key components. The typical goal-setting session is usually accomplished in a single three to five hour meeting.

A “true” strategic planning process has a longer time perspective – usually four to eight years – and involves a much more elaborate and detailed process (identification of key purposes of the organization, development/confirmation of a mission statement, identification of core values, development of a strategic vision, conducting of a strategic inventory/environmental scan, identification and selection of key strategic issues, development of goals, objectives, and strategies for each issue, development of an implementation strategy, and development of a monitoring/feedback process). Accordingly, strategic planning involves multiple sessions usually over several months and is much more time consuming.

The Institute of Public Affairs can and has facilitated both goal-setting and strategic planning activities for local governments. Most governmental organizations prefer the goal-setting process to set strategic direction.

Institute of Public Affairs

The Institute provides many other services to local governments in addition to goal-setting and strategic planning, including: board/council effectiveness training, professional development training for staff, board and commissioner training, organizational improvement, customer service in the public sector and citizen engagement/public meeting facilitation.

Fees are based on population size, number of sessions, travel, and other direct costs. The base fee schedule and other information about IPA may be accessed at www.ipa-uiowa.org.

For further information, contact the author at 319.335.7586 or jeff-schott@uiowa.edu.

feature - human resources

Continued from page 4.

Following the respondent interviews, the project group met with partner representatives from ISAC and IMWCA. Kristi Harshbarger, General Counsel for ISAC, indicated that she receives HR questions from the counties on a regular basis. Generally, ISAC guides counties toward another resource to assist them with their HR questions. Ron Sinwell, Loss Control Coordinator for IMWCA, stated that his office receives questions from counties related to proper employment methods, employment physicals, and the development of job descriptions. IMWCA does provide templates for safety related policies and procedures to assist counties in reducing their liability. IMWCA also offers on-line safety training to their members via their website.

The partner representatives offered suggestions to increase the knowledge of HR related topics, such as the development of a website that would allow county employees to network with others to research HR related information. IaPELRA, another

project partner, currently offers this type of networking to all IaPELRA members through their website. Another suggestion was to include HR information to newly elected county officials during the ISAC spring or fall school, and including this information in the New County Officers School. Currently, the Iowa State County Treasurers Association offers an HR component to their Certified Treasurer Program.

Following the research, the question we are left to ponder is not whether counties need HR assistance, but how counties can address the need for HR expertise. In order to protect the counties and the citizens that we serve, HR knowledge must be made available to our elected officials and county staff. As with most situations there is no one best solution. The issue of partnering is complicated and there are several issues to consider before a partnering agreement could be arranged. Our hope as a project team is to raise awareness of the issue and encourage our leaders to be bold in searching out partnering opportunities.

2012 Session Focus

By: Linda Hinton

ISAC Government Relations
Manager



Whether any legislation actually passes to address these issues, this legislative session will be remembered by the ISAC government relations staff for its focus on property taxes, gas tax and mental health and disability services redesign. Every week we write about these issues in our weekly update, so we thought we would take this magazine article space to talk about other issues of importance to counties.

LOST-TIF

Under the category of “if at first you don’t succeed try, try again” is legislation to repeal or amend the Local Option Sales Tax-Tax Increment Financing (LOST-TIF) legislation that was passed in 2009. After meeting with Senate Majority leader Mike Gronstal (D-Pottawatamie) we decided to take a run at reintroducing the compromise language that was agreed to by all parties in 2010. The landscape on this issue has changed since Spencer and Davenport are both seeking to use the LOST-TIF provisions. In particular, the Davenport LOST-TIF will impact Bettendorf and their concerns regarding loss of LOST revenue are being heard by the League of Cities.

Senator Mary Jo Wilhelm (D-Howard), chair of the Senate Local Government Committee introduced a bill that reflects the compromise. Current law allows a city to change the use of its increased LOST revenues without an election in order to fund an urban renewal project in a LOST-TIF district. The bill imposes a reverse referendum process, so the citizens may petition to vote on the question of changing the use of the LOST revenues. If no petition is filed, the city council may change the use of its increased LOST revenues to fund an urban renewal project in a LOST-TIF area.

Under the current LOST-TIF, all increased LOST revenues over a base year amount can be captured by the city where the sale occurs and used to fund urban renewal projects in a LOST-TIF district in that city. This is contrary to the statutory allocation process, which allocates LOST revenue to the county and cities within the county based on their population and budget size – not on where the sale occurs. The bill maintains the statutory allocation process, even for increased LOST revenues. All jurisdictions within the county will continue to receive their statutory share of the LOST revenues, regardless of where the sale occurs. Under the bill, a city is permitted to change the use of its portion of increased LOST revenues to fund urban renewal projects, subject to the reverse referendum process.

TIF

In November 2011, a report by the Iowa Fiscal Partnership was released detailing the controversial use of TIF in Johnson County, specifically in regard to Coralville’s Merged Highway 6/Coral Ridge Mall urban renewal area. The report indicated that some cities divert as much as 100% of the available tax increment from a TIF district to their city TIF fund, preventing any of the increment from being allocated to the school district and county. This shift in TIF spending on economic development diverts funding from other county services.

In light of the Partnership’s report, legislators are pursuing TIF reform – whether it will happen this year is unclear. There are two TIF proposals on the table that vary significantly; the House bill essentially eliminates TIF, while the Senate bill places limitations on TIF, including deadlines on unlimited duration urban renewal areas and the requirement that taxes collected from TIF cannot be used for public buildings unless approved by the affected taxing entities.

Election bills

There have been several election bills introduced this legislative session. Among the concepts being discussed is that return absentee envelopes be conspicuously marked with a notice to voters that in order for the ballot to be counted it has to be received by the time the polls close on election day or postmarked the date before the election and received by the auditor’s office by 12:00 pm on the Monday following the election. Other bills require that all nomination papers be filed with the auditor, rather than be turned in by the city clerk or school board secretary, changing from the age of 17 ½ to 17 for when an individual may register to vote, restricting who is allowed to sign satellite voting petitions, and allowing cities with fewer than 200 in population to conduct elections by absentee ballot. A bill requiring a photo ID to vote has been introduced. This was a contentious concept last session and will be again this session.

Continues on page 10.

legal briefs

Open Records and Personnel Records

By: Kristi Harshbarger

ISAC Legal Counsel



The on-going saga of open records – it's a topic that seems to garnish a lot of attention in the "Legal Briefs" section of this magazine – by myself and previous ISAC attorneys. But the issue seems to receive attention every year from the legislature and the courts. This means applying the law to your situation often requires a bit of a judgment call, and you should talk with your county attorney to determine if there is any analogous case law, attorney general opinions, or ombudsman reports that can be applied to your facts.

A recent court opinion came from the Iowa Court of Appeals on the issue of open records and personnel records. The factual situation that triggered the open records request was in itself one that had garnered a lot of attention – the alleged strip search of five students in the Atlantic Community School District. As a result of the incident, the school district announced that two employees were disciplined, but did not release the names or any details of the disciplinary action. The American Civil Liberties Union Foundation of Iowa (ACLU) then requested more detailed information from the school district on the names of the employees disciplined and the details of those disciplinary actions. The school district released the names of the two employees, but claimed the details of the discipline were to be kept confidential as "[p]ersonal information in confidential personnel records" under Iowa Code §22.7(11).

The ACLU pursued the request in district court, and the court determined that "the disciplinary records requested by the ACLU were 'essentially in house, job performance documents exempt from disclosure' pursuant to Iowa Code §22.7(11)(2009)." The ACLU appealed the decision, and the appellate court noted that the school had the burden to demonstrate the applicability of an exemption from the open records requirement. The ACLU argued the district court erred by not applying a balancing test to determine whether the legislature intended for a particular record to be private. The balancing test contains five components, to assist the court in weighing individual privacy interests against the public's need to know, which are:

- The public purpose of the party requesting the information;
- Whether the purpose could be accomplished without the disclosure of personal information;
- The scope of the request;
- Whether alternative sources for obtaining the information exist; and
- The gravity of the invasion of personal privacy.

The appellate court relied heavily on the Iowa Supreme Court's opinion in *In re Des Moines Independent Community School District Public Records*, 487 NW2d 666 (1992). In this case, the court decided that section 22.7(11) "rendered 'in-house, job performance documents exempt from disclosure'" and made this determination without applying a balancing test. The appellate court agreed that the disciplinary records were clearly confidential under Iowa law, as opposed to something "in between" clearly confidential and clearly subject to disclosure, and that only "in between" cases warranted applying a balancing test.

As you may remember from ISAC's district meetings this year, or ISAC's Legislative Summary Book for 2011, Iowa Code §22.7(11) was amended in 2011, and provided specific exemptions to the confidentiality of some personnel records. The appellate court, however, determined that this amendment bolstered the school district's argument that the disciplinary records should be confidential. The amendment exempted from confidentiality "a final disciplinary action" that resulted in the employee's discharge. Thus, the court held "the absence of an exemption for *all* disciplinary actions reflects the legislature's intent to retain the confidentiality of the type of information sought in this case."

Continues on page 10.

CSN Case Management Module

By: Gina Fontanini

ISAC Program Support Coordinator



One of my duties in becoming a CSN team member at ISAC, was to become part of the Case Management Module development project. The first thing you may ask yourself is what is CSN? CSN is short for the County Community Services Network. CSN is an online application that can be accessed anywhere that has internet access that was designed to connect Iowa counties serving individuals with mental health needs. This shared system will capture and report standardized information for Iowans accessing the community services system while abiding by HIPAA, state, and federal laws.

The Case Management Module is being developed to be an addition to CSN. The Module will take the information that is being compiled in CSN (as part of the CPC intake process and other sources) and will use that information to partially populate the forms that case managers have to fill out. The Case Management Module will share information between case managers and CPC offices, since it is a close working relationship to gather data about the client. The ultimate goal of the Module is to develop a standardized information system allowing the counties, targeted case managers, and County Case Management Services (CCMS) to electronically manage data for the maintenance, tracking, and reporting of case management services. ISAC had identified many benefits for counties and targeted case managers. Some of these benefits include: anywhere and anytime access to client information; more accurate client information files; reduction in paperwork redundancy; more efficient and accurate time billing and staff management; better tools for supervisory quality assurance and tracking; electronic targeted case managers tracking notification capability; and electronic document storage and maintenance. The case management module will also allow CCMS 24-hour electronic file access, a more efficient way to review files, "real time" TA ability, and decreased travel time and costs.

The development team has been working hard to get all of the case management agencies in Iowa using CSN and the Case Management Module. The development team is made of representatives from county case management agencies, case management billing individuals, CCMS and ISAC/CSN staff members, along with the third party vendor, Spindustry develop-

ment team. The third party vendor is the main developer of the new pieces of the Case Management Module. As Spindustry completes the new components to fit into CSN, ISAC/CSN staff members are making the necessary coding changes to the CSN website to accommodate the needed case management modifications. This is necessary because case managers will be using information that has already been entered into CSN that will then be populated over into the identified forms created.

To get the process started, there has been a group of counties that have been identified as "beta" counties. These counties will be the first case managers working and using the system outside of the development team. The purpose of the "beta" counties is to get a group of people that have different needs and different processes using the system in a way that fits in their process. By doing this they give ISAC and Spindustry feedback on how the system was developed and things that can be fixed and modified if needed before it is fully implemented out to all the counties to use. Currently, the development team is still testing most of the system. Final testing with the larger committee will be toward the end of February with training for the "beta" counties taking place in early March. After the "beta" counties are trained they will be turned loose.

The following components are currently included in the testing website:

- Client tracking alerts and tasks
- Client services
- Contact tracking
- Goal tracking
- Magellan preauthorization requests
- Social history, ICP, reviews, assessment
- Case management application and notice of decision

Continues on page 10.

legal briefs

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Two final notes on this case:

- 1) One of the appellate court judge's dissented, finding that the confidentiality of the employees were already compromised by the release of their names and that the focus of the records request relates most to the response of the school, "in which the public has a legitimate interest." The dissenting judge did not go so far as to say that as a matter of law the disciplinary records should be public, but instead would have remanded the case to the district court for a fact-specific inquiry.
- 2) The ACLU appealed the appellate court's decision to the Iowa Supreme Court, and the Iowa Supreme Court recently decided that it would hear the case. So stay tuned, as this saga will continue...

This recent court opinion isn't the only development already in 2012 open records and open meetings regulation – there is already a Senate Study Bill (3018) – that has been introduced. In addition, you can view reports (both investigative and annual), and which often contain open records and open meeting issues, from the Iowa Citizens' Ombudsman on their website, at <https://www.legis.iowa.gov/Ombudsman/Reports>. Don't forget that Kristie Hirschman, Senior Assistant Citizens' Aide/Ombudsman, will be speaking at ISAC's Spring School on March 15, 2012.

capitol comments

Continued from page 7.

Gun Bills

There are at least seven bills related to gun possession in process this session. Of particular interest to county officials is HF 2114, which would bar counties from banning firearms, firearm accessories, and ammunition regulation from county courthouses. This bill would prevent all regulation of weapons by local government. Under this proposal, cities, counties, and schools could not limit the use of any of their facilities by armed persons unless a state regulation also limited this use. In addition, this bill gives the right to sue local governments, officials or employees to people who have not actually been subject to the local regulation. Persons who have never been in the city or county, but who could be subject to

the regulation if they were in the city or county and gun rights groups, are given the right to sue. A person who successfully sues, can be awarded attorney fees and a liquidated damage of three times the attorney fee, whether or not they actually suffer any harm. This bill destroys the long-held requirement under Iowa law that a person must actually suffer a harm before they may sue another. This bill was amended in committee to eliminate the ban on local control of court houses and city halls, but the amendment to preempt local government will be offered on the floor. These bills of particular interest to the Iowa State Sheriffs and Deputies Association, and ISAC works to support their work on this issue.

technology center

Continued from page 9.

During the time when the "beta" counties are being trained and testing, Spindustry and ISAC/CSN staff will be working to complete the billing component of the Case Management Module that is partially completed. ISAC is working with Iowa Medicaid Enterprise (IME) and Magellan as the two payers of case management services. Case management billing individuals will be able to send their billable contacts directly out of the CSN system to either IME or Magellan. In return, each payer will send a file back to ISAC that will have the information on what was paid and will show up in the case management billing person's queue to be matched against what was billed for each client to each party. This process will cut

down the amount of time case management billing individuals have to spend calculating units and cost out to each entity. Instead, CSN will do all of the calculating for them.

The overall goal of CSN and the Case Management Module is to improve mental health services across the state by creating a more consistent process. In summary, the Case Management Module, in addition to what the county CPC offices are already using in CSN, should help case managers keep more accurate records and more efficiently bill case management services to third parties.



Excellence in Action Awards

ISAC Excellence in Action Award

Preliminary Nomination Form



The Excellence in Action Award program is a competitive awards program which seeks to recognize innovative county government employees, programs, and projects.

Nominators are being asked to submit a preliminary form. The County Strategic Technology Advisory Resource (CoSTAR) will review the preliminary nominations and reduce the number of nominations down to no more than three nominations per category. The finalists for the award will then be requested to submit a more in-depth application.

CoSTAR will then rate each finalist's in-depth application based on the following seven attributes: creativity, innovation, cost savings, replication, leadership, increased efficiency, cooperation with others, and perseverance. See reverse side for the minimum standards that each nomination must meet.

To nominate, use the form below or a single page to submit the name of the project or individual, the name of the nominator, the nominator's phone number and email address, and to explain the project or individual and the reason for the nomination (200 words or less).

Send the completed nomination to: Iowa State Association of Counties, 5500 Westown Parkway, Suite 190, West Des Moines, IA 50266. You may email your form or questions to Robin Harlow at rharlow@iowacounties.org

Send in your nominations today! Deadline for the preliminary nominations is May 1, 2012.

-NOMINATION FORM-

Name of Project: _____

Category (reverse side for descriptions): Individual/Departmental _____ County Inter-office _____ Inter-governmental _____

Name of Nominator: _____ Nominator's Phone: _____

Nominator's Email: _____

In **200 words or less** explain the project/individual and the reason for the nomination:

Nominations are being received in the following categories:

Individual/Departmental: The county employee/department that demonstrates excellence in action in improving the services delivered to the citizens of their county.

County Inter-office: Projects that demonstrate excellence in action in crossing local county office lines to deliver services to the citizen.

Inter-governmental: Projects that show excellence in action in crossing governmental lines to deliver services to the citizen.

All applications must comply with the following minimum standards:

- 1) The program must have become operational after January 1, 2011, and must have measurable results.
- 2) County officials and/or staff, as part of their official duties, must have played a significant role in developing and implementing the program with limited assistance from outside.
- 3) Meet the following criteria:
 1. It must do one or more of the following:
 - Offer a new service to county residents, fill gaps in the availability of existing services, or tap new revenue sources.
 - Improve the administration or enhance the cost effectiveness of an existing county government program.
 - Upgrade the working conditions or level of training for county employees.
 - Enhance the level of citizen participation in, or the understanding of, government programs.
 - Provide information that facilitates effective public policy making.
 - Promote intergovernmental cooperation and coordination in addressing shared problems.
 2. In the case of a program that is in response to a federal or state law, regulation, or order the program must go beyond mere compliance with the statute, regulation, or order and must display a creative approach to meeting those requirements.
 3. The program must have proven measurable results (e.g. cost savings, enhanced employee productivity, improved constituent service, created better intergovernmental cooperation).
 4. The program must be innovative and not rely on the application of techniques or procedures that are common practice in most counties of similar population size.
 5. All aspects of the program must be consistent with acceptable governmental and financial management practices and must promote general governmental accountability.

The winning project(s) will receive the Excellence in Action Award and statewide recognition at the ISAC Fall School of Instruction. All winning projects will be forwarded to the National Association of Counties (NACo) Achievement Program for possible additional recognition.



Motivating Wellness at the Workplace

By: Cindy Chappelle

ISAC Case Management
Specialist



Well, it's that time of year again when many of us start thinking about losing weight, eating healthier, and exercising more. We become anxious for spring, warmer weather, and getting outdoors more. A new season is approaching that can be a signal for a "fresh start." We all know what we need to do, what we should do, and what the healthy thing to do is. The biggest issue is how do we become motivated to achieve a healthier lifestyle?

One of the biggest challenges facing worksite wellness programs is motivating participants to engage in on-going healthy behaviors. Why is it so hard for people to make healthy choices? Wellness is more than the absence of diseases. It is a way of appreciating and fully experiencing life. It involves the process of living, growing and achieving the life that expresses one's maximum potential as a human being. Wellness is about living life to the fullest. The definition of wellness is something that can be totally different from one person to the next.

Think about the goals you have in regard to starting or maintaining a healthy lifestyle. They may be things you've told yourself you "should" do, but you've not made much progress on them. One thing to think about is whose goals are these? Unfortunately, there's a fair chance that some of "your" goals aren't really yours at all. They might belong to your family, your friends, or even society as a whole. Once you determine which goals are actually "yours" you can begin to change your attitude toward achieving your wellness goals.

You spend five days a week at work. There are probably days when you see your co-workers more than your family. These are the people from whom you can draw strength and encouragement. A wellness program at work can be beneficial in many ways. A workplace wellness program can do the following:

- **Reduce absenteeism:** It has been shown that healthier employees spend fewer days away from work due to illness.
- **Control health care costs:** Employers have a vested interest in health-related issues and reducing unnecessary medical costs.

- **Improve productivity:** While it is not as easily measured as the increase in health care costs, improved employee attitudes and productivity play a big role in the success of a company or business.

- **Improve presence at work:** Employees that are at work but do not feel as usual due to stress, depression, injury or illness are unproductive. This can be improved through wellness.

- **Improve employee morale:** Employee turnover is expensive, and an employee wellness program is an added benefit to encourage employee morale. Company's who encourage workplace wellness programs send a clear message to employees that they value their well-being.

If developing a wellness program at your office is something that would benefit your workplace, then here are some things to think about. It doesn't have to be complicated, it doesn't have to take a lot of time, and it doesn't have to be expensive. A conversation over lunch can be the first step. Brainstorm about what type of activities you want to include and what type of acknowledgements or rewards you want to have. How will everyone involved encourage each other? Your program can be tailored to fit anyone's needs. Some ideas to include are: drink more water; walk a certain amount of steps per day; bring in exercise videos to share; take turns bringing in a healthy recipe; make certificates of achievements to award; develop teams and have a competition; keep track of pounds lost and inches lost; track exercise minutes; add fruits and veggies to each meal; learn relaxation and stress management techniques; share information about what foods assist in lowering cholesterol; or develop a quit smoking program. Based on your needs, the list and ideas can be endless.

We all know that when we feel good inside and out we tend to walk a little taller, conversations tend to be more positive, and we tend to encourage others and be more supportive. We can be the giver, and not the taker. We can look forward to coming to work and sharing successes. And when a bad day occurs, we know we can come to work and be encouraged and not judged.

When a group can come together to work on a common goal the atmosphere of the workplace can be positive and uplifting.

ISAC meetings

ISAC University Recap

By: Stacy Horner

ISAC Meeting/Event Administrator



ISAC would like to thank all of you who attended the 2012 ISAC University held on January 18-19. Approximately 140 county officials and employees attended this year's event at the West Des Moines Marriott. The two-day conference provided county leaders with unique content, powerful success strategies, and tactics for improving their leadership skills. It was also a great opportunity for those attending to network with county officials from various backgrounds and to learn how to create successful results in county government.

Big Ten Television Network Analyst and Former College Basketball Coach, Rich Zvosec, also known as "Coach Z," opened the conference with "Loading Your Backpack for a Lifetime Journey." Callista Gould from the Culture and Manners Institute presented the "Art of Introductions," which served as a great refresher course on using proper manners and etiquettes, and when the use is culturally appropriate. Katie Roth, owner of PorticoHR, gave an HR seminar entitled "Finding Good Employees – The Needle in the Haystack Conundrum," that emphasized the recruitment and retention of good employees.

The first day concluded with dinner and a closing keynote by Aaron Thomas, Aplington-Parkersburg High School Athletic Director and Coach. Aaron's keynote, "My Family's Story: Courage, Passion and Overcoming the Odds" was easily relatable. He talked about the murder of his father, Ed Thomas, which followed the Parkersburg tornado that destroyed most

of their community. His family's story definitely hit close to home for many of our attendees.

On Thursday, Charlie Wittmack, Internationally Renowned Explorer, told of his worldwide journeys during his opening address, "Committed to the Core." After a short break, Nathan Wright, Lava Row Founder, addressed all of our social media questions and concerns through his knowledgeable presentation, "Your Social Media Toolbox." Next, Dennis Dornink from Employee and Family Resources, Inc. presented "The Relational Side of Leadership."

The conference concluded with lunch and a message from Fred Greiner, Fareway Stores, Inc. President/COO, on the "Importance and Value of Outstanding Customer Service." In Fred's presentation, we not only learned about the history of Fareway, but we also heard first hand what Fareway does to uphold their company values and how both their employees and customers play an important role in the growth of their company.

ISAC would again like to thank all who participated in the 2012 ISAC University, as well as Wayne Walter, Winneshiek County Treasurer and ISAC President, for "hosting" the conference. It was a great success! Below and on the next page see what your colleagues had to say about the conference.

I attended my first ISAC University in January 2012 and want to relay to you how valuable I found the experience. When I saw the conference information in *The Iowa County* magazine last fall, I thought it looked good. Now that it is over, I can honestly say that I thought it was great. I was very happy with my decision to attend and came away with inspiration, new knowledge and meeting new people, all who work toward making Iowa a good place to live as county government employees.

I found value in each session/speaker. Aaron Thomas, Wednesday evening's keynote, movingly spoke about a community and his family overcoming tragedy and challenges and how each person has the opportunity to affect lives around them. Charlie Whitmack, Thursday morning's first speaker, told of working toward accomplishing goals and challenges in life

through his adventures of climbing Mt. Everest and his World Triathlon experience. Coach Z relayed the importance of how we fill in the dash in our lives - the space between our birth date and death date. Current trends in social media, etiquette information, finding good employees and current hiring processes, and hearing how a company (Fareway) works toward maintaining its founding principles in an ever changing world, all were very informative. I want to thank all who helped with making ISAC University happen. As I drove toward home that day, I felt I had added to my life by being at the conference and thought about all of what was presented those past two days. It has been fun to share some of those things with others who were not able to be there.

- Joleen Hibbing, RN, LBSW, Hamilton County Case Manager

ISAC meetings

I thoroughly enjoyed ISAC University. The topics were pertinent and interesting. The social media presentation made me aware of things I would never have encountered on my own and made me think about how to handle things in the future. Hearing Aaron Thomas speak about his father and how the family handled their crisis was heartrending. The motivational speaker described his journey and made me feel lacking in comparison. All in all, a wonderful meeting.

- Eric Stierman, Dubuque County Treasurer

This was my first time attending ISAC University. The speakers and their topics were extremely relevant. In addition to being interesting to listen to, they brought a business perspective to their presentations and interacted well with the audience. For example, the presentation on social media and how it relates to county usage was very timely and informative.

The ISAC staff does an incredible job of securing high quality speakers and pertinent topics applicable to county elected officials and employees. If you have never attended ISAC University, I would encourage you to register the next time it is offered and bring back new information for your county.

- Burlin Matthews, Clay County Supervisor

This was my first year attending ISAC University. As always when signing up for any continuing education class, it makes you wonder if the classes are or will be worth your time or just an excuse to get out of the office. For me, I make it my goal to walk away with some piece of knowledge or idea that I can apply either in my personal life or my professional life. This year ISAC University was well worth my time!

Rich Zvosec, otherwise known as "Coach Z" was the opening keynote speaker who explained to us how to "load our backpack for a lifetime journey." He was humorous, easy to listen to, and made each of us stop to think about what we had in our backpacks. One tool that he supplied us with was a blank 3x5 card; on that card we were to fill out the following three objectives to conquer; 1) a personal goal; 2) a professional goal; and 3) a famous person we would like to meet and include what we would say to them if in fact that should occur. Coach Z also talked about "dominating our dash." You know, the one that will appear on our tombstone someday between our birth and our death. That dash represents all the time that we spend alive on earth and only those that know us, know what that line is worth.

The following speaker Collista Gould, taught some and refreshed others on proper manners, superior etiquette and culture. It was such a relief for me to know that it is still proper etiquette to put name tags on the right side of our chest. I see name tags all over people at public meetings and it drives me crazy!

Katie Roth finished up before supper break with "The Needle in the Haystack," with points to help us find and retain good employees. The number one rule in recruiting, "past performance is the best indication of future behavior." I guess leopards can't change their spots!

We had a little free time for people to check into their rooms, network, socialize or relax before supper and to listen to one more speaker for the night. Not recognizing the name on the agenda, little did I comprehend that it was Aaron Thomas whose father was murdered shortly after the tornado hit the town of Parkersburg. As Aaron talked about his family's story of courage, passion and overcoming the odds, the atmosphere of the room went sober. They should have put a Kleenex box on every table with the coffee as there were no dry eyes in the room. Overcoming the odds with courage and passion was truly a topic that everyone can relate to on a daily basis whether at work or home. Aaron closed with the suggestion that every day, we drink, swear, steal and lie. Drink-from the fountain of communication; Swear-to do something today that will benefit your life; Steal- a little time each day to be by yourself and reach your goals; Lie-in bed, thank God for everything and anything! What an ending to a great day of classes.

Wow, how could they possibly top another day of class? The next morning they did just that. The opening speaker was an internationally renowned explorer, Charlie Whittmack. As his wife lay in a hospital bed that morning waiting to give birth, he was standing in front of our crowd telling his amazing life story of his journey and to teach us about the commitments we need to endure in ourselves. They forgot to put Kleenex on the table again as Charlie's story of his journey brought a tear to each and every one of us.

There were two more great speakers to go, however; we needed a break after the tear jerking story. Nathan Wright not only amazed us with his knowledge of social media but scared us into taking the proper precautions when it comes to electronic information. In closing we heard from the President and COO of Fareway, Fred Greiner. Considering Fareway was just one little store in the town of Boone years ago and now they are spread all over Iowa, we had much to gain on the importance and value of outstanding customer service to grow a business. An industry that was familiar to the whole room.

Surprising to me, all of the speakers are or were from Iowa. I walked away from ISAC University with many thoughts and ideas to analyze and apply in my personal life, my professional life and to share with my staff. I now drink, swear, steal and lie every day while I still have time to dominate my dash. Thank you for an outstanding job of planning ISAC University 2012.

- Renee Twedt, Story County Treasurer

ISAC brief

Board Meeting Summary - January 15, 2011

Bill Peterson led an orientation session for new board members to familiarize them with their role as members of the board and to explain various ISAC operations.

President Wayne Walter called the meeting to order and led the board in the Pledge of Allegiance.

President Walter introduced Chuck Gipp, Deputy Director of the Iowa DNR. Chuck Gipp swore in the 2012 ISAC Board of Directors. He then swore in Wayne Walter as the 2012 ISAC President.

The December 15, 2011 ISAC Board of Directors meeting minutes were reviewed and approved unanimously. The ETC Board of Directors meeting minutes from the same date were reviewed for informational purposes.

President Walter adjourned the ISAC Board at 10:15 am and reconvened the board at 10:30 am.

Brad Holtan gave the financial report as of December 31, 2011 and reviewed the funds that ISAC administers. The report was accepted unanimously.

Brad reviewed the changes that have been made to this year's ISAC and Education Foundation 990s. A few of the more substantial changes came at the request of Kristi Harshbarger and are related to lobbying expenses and how those expenses are broken out. The 990s were approved unanimously.

Bill reviewed the FY 2013 ISAC budget process. He explained each step in the process and stressed the importance of the process as part of a board member's duties.

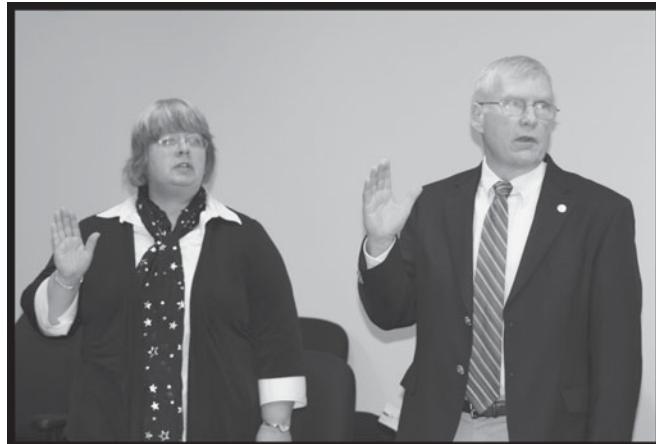
Bill reviewed the ISAC facility report that included the budget and all expenses involved in the building move. Overall, the move ended up around \$10,000 or 3% over budget. The cost sharing plan of the building expenses were reviewed. These expenses will be brought to each group's next board meeting for approval. The recommended plan was accepted unanimously.

Kristi Harshbarger gave an overview and update on the sales tax exemption. She also reported that the ISAC articles of incorporation, bylaws and board policies have been updated with non-substantive changes. The updated address change to the ISAC Articles of Incorporation was approved unanimously.

Kristi continued to report that the ISAC Articles of Incorporation/Bylaws/Membership Committee recommended amending the ISAC bylaws and board policies to list the counties in the six ISAC districts and to state that district officers may be chosen from each ISAC district according to that district's selection policy giving flexibility to the districts. These recommended changes were also approved unanimously.

A conflict of interest statement was included in the board materials.

Continues on next page.



Stacy Horner gave an overview of the survey results that were received for the 2011 Fall School of Instruction and the 2012 ISAC University.

Rachel Bicego reported that County Day at the Capitol will be held on Thursday, March 1. Board members asked about possible alternate dates in the future, and it was explained that the schedule is very tight at the Capitol especially because we use the entire rotunda.

Stacy reported that the 2012 ISAC Scholarship Golf Fundraiser will likely be held on Thursday, August 23 at Otter Creek Golf Course in Ankeny.

Stacy reviewed the agenda for the 2012 ISAC Fall School of Instruction being held at the Veterans Memorial Community Choice Credit Union Convention Center on November 28-30 in Des Moines. The agenda is similar to the 2010 fall school agenda that received great feedback. The recommended agenda was approved unanimously.

Transportation to and from the hotels to the convention center was discussed. Stacy assured the board that as many options would be available as is possible. She reported that she will be touring the facility and talking to groups similar to ours who have held conferences there and getting their feedback on what works the best.

President Walter and Bill gave an overview of the Nation Council of County Association Executives State Association Presidents and Executive Directors Conference they attended in Washington, D.C. earlier in January. Wayne described the meetings that were held and the discussion at the White House that Bill moderated.

Bill distributed an informational document regarding the NACo prescription drug card program changes. The information was also sent to all member counties.

Linda Hinton and Mary Beth Mellick updated the board on the first three weeks of the legislative session. Mary Beth discussed property tax reform, tax increment financing and the gas tax. Linda discussed mental health reform. After ample discussion, the board unanimously moved to register undecided on the mental health redesign bill.

Mary Beth presented a draft of the 2012 County Financial Overview (CFO) to the board and gave the highlights of the document. The CFO is an annual review of the fiscal health of Iowa counties and is available on the ISAC website, www.iowacounties.org.

President Walter adjourned the board at 2:15 pm.

employment

County Engineer

Adair County Secondary Road Department, Iowa: County Engineer Position: Adair County, in South Central Iowa, is seeking qualified applicants for the position of County Engineer. Requires bachelor's degree in civil engineering; possession of or capability of acquiring licensure as a Professional Engineer from the state of Iowa within six months of employment. Four years progressive experience in the transportation industry including supervisory or managerial experience preferred. This official position is directly responsible for planning, overseeing, and managing the design, construction, and maintenance of the secondary roads transportation system, including managing department staff, budget, and resources. Excellent benefits with salary commensurate with qualifications and experience. Residency in Adair County is required if hired.

Applications available: Adair County Auditor, 400 Public Square Ste 5, Greenfield IA 50849. Phone: 641.743.2546 FAX: 641.743.2565 or www.adaircountyiowa.org.

Submit application and resume to: Adair County Board of Supervisors, 400 Public Square Ste 5, Greenfield, Iowa 50849.

Adair County is an Equal Opportunity Employer. Pre-employment, post job offer drug, health and background checks required.

Date Posted: February 15, 2012

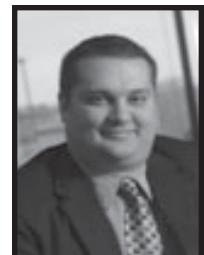
Applications Accepted Until: March 30, 2012 at 4:30 p.m.

miscellaneous

Introducing Steve Davis, IPAIT's New Marketer

By: Steve Davis

IPAIT Marketer



Greetings from warm-winter-weather Iowa! I am not sure what's behind all of this record-breaking warm weather, but as a native Iowan, you certainly won't hear me complain about it. After the snowfall that we received over the prior two winters, it's nice to have a mild winter (at least to this point).

I'm excited to introduce myself as the new IPAIT Marketer! Although I am new to this position (as of February 1), I am not new to the IPAIT program. I have been sitting behind the scenes for the past year and a half working with the asset management and administration teams at Miles Capital. Over that time I have been responsible for the administration of the daily cash investing which included direct contact with the investment manager, brokers and custodian. In addition, I have worked closely with IPAIT's Senior Fund Administrator, Anita Tracy, to respond to participant inquiries and requests with daily utilization of IPASonline (<https://www.ipasonline.com>). I was also involved with the daily fund accounting of IPAIT, second to the senior fund accountant. I have and will continue to administrate the IPAIT FTA program which attempts to seek out yields on deposits with Iowa banks directly for our participants in a time when many are feeling challenged to obtain yield through their normal channels. My previous work with IPAIT has provided me the foundation to effectively represent the program to existing and new participants. I'm excited to meet and represent all of our participants while telling the IPAIT story to those who I hope will be future participants.

I am very anxious to hit the road and start my face-to-face visits. In February, I attended the IPAIT Board of Trustee's meeting and the Iowa Association of Municipal Utilities Winter Meeting. These were opportunities for me to see the faces and hear the stories of many of our participants. In March I will attend the ISAC Spring School of Instruction (March 15 in Des Moines) and Iowa Municipal Management Institute (May 14 in Iowa City). I hope to see you there! I will also be attending the monthly meetings of the executive directors and service provider representatives. At those meetings, I will represent you, the participants and prospects of IPAIT, making sure that your needs are voiced.

The turn of the calendar always brings hope: for clarity, for prosperity, for peace. We wish for these things, but uncertainty abounds heading into 2012. Of primary concern is the European situation and the potential for contagion that spreads

beyond the means to prevent mass destruction of wealth and political systems. Greece remains on the brink of default, but Italy and Spain are the real worries given the sheer amount of debt outstanding and the concentration held by European banks. Defaults by either or both would shake the global financial system and could push the world into recession and extended economic malaise. EU Finance ministers agreed in December to a framework for holding the European Union together, but the devil will be in the details and volatility will follow.

On the homefront, economic indicators have moved higher suggesting the growth story is intact. The unemployment rate dropped to 8.6%, ISM service and manufacturing activity surveys ticked up, and retail sales for the holiday season were encouraging. While activity is far from robust, GDP growth of 2-3% in 2012 would be a welcome improvement.

Outside of Europe, the geopolitical landscape is changing with the death of North Korea's leader and increased speculation that Iran has nuclear weapon capabilities. Tensions in many Middle Eastern countries are elevated as a result of Arab spring unrest. And the upcoming U.S. election encourages political gridlock. Uncertainty on many fronts will likely leave interest rates anchored at historically low levels and keep a lid on economic growth.

Market cycles are getting shorter and volatility is ever-present. We look through the noise to craft long-term solutions and rely on our risk framework to keep portfolios on track. We appreciate the opportunity to guide you through these muddy waters and hope for more clarity in 2012.

I look forward to meeting our participants and prospects soon. If you have any questions, concerns, needs or just wish to discuss the program, please contact me at 515.224.2723, 800.872.4024, or sdavis@miles-capital.com.

Best Regards,

Steve Davis
IPAIT Marketer

Making Medicare Make Sense

Q: How can I cut the cost of the prescription drugs that I need to stay healthy?

A: There are several ways to cut the cost of your medicines, without compromising your health. For starters, talk to your doctor, and see if there are other, less-expensive medicines available. These can be generic formulations, lower-priced brand name medications, or even over-the-counter drugs. Switching can save you a lot of money.

If you can't switch, consider using a mail-order pharmacy, particularly for medicines you will be taking for a long time. Most of the time, you will pay less by ordering this way, and renewing your order is as simple as a phone call. Be sure to check with your doctor about getting a prescription that can be renewed.

If you're not already part of a Medicare prescription drug plan, which is Medicare Part D, joining one can help, too, especially if you have multiple prescriptions, or must take expensive brand-name drugs. In most cases, you can only join a plan during the open enrollment period in the fall, but there are some exceptions.

One exception is for people who qualify for Medicare's Extra Help in paying for prescriptions. If you meet the limited income and resource qualifications for this program, the cost you pay for your prescriptions drops sharply, and in many cases, you won't have to pay a monthly premium for the plan at all. And, if you qualify, you can enroll in a prescription drug plan immediately, without waiting for the open enrollment period, to start cutting costs as quickly as possible. To apply for Extra Help, contact Social Security at 1.800.772.1213 (TTY 1.800.325.0778), or you can apply online at www.socialsecurity.gov.

Q: Are there other prescription drug savings options if I don't qualify for Medicare's Extra Help program?

A: Yes, there are. In some locations, a State Pharmaceutical Assistance Program (SPAP) can help. These programs are available in 23 states, and help people with Medicare pay for the premiums of their Medicare Part D drug plans, and/or help cover the out-of-pocket costs for medicine you have to pay at the pharmacy. To find out if your state has such a program, visit www.medicare.gov/spap.asp.

There are also programs run by drug manufacturers that can reduce the cost of medications they manufacture. Many, but not all, manufacturer programs can be used by Medicare beneficiaries. To find out if there is a program offered by the manufacturers of the drugs you take, and whether you qualify, visit www.medicare.gov/pap/index.asp.

There are also national and community-based programs that may offer assistance, such as the National Patient Advocate Foundation, or the National Organization for Rare Disorders. Information on these assistance programs can be found on the BenefitsCheckUp website, www.benefitscheckup.org.

Finally, to get help finding these resources, you can call your State Health Insurance Assistance Program (SHIP). You can get free, knowledgeable, unbiased, and personalized counseling. The SHIP phone number for your state is on the back page of your Medicare and You handbook, or you can get their number by calling Medicare's toll-free helpline, below.

If you have a question about Medicare, call 1.800.MEDICARE, which is, 1.800.633.4227. Medicare's national toll-free helpline is available 24 hours a day, seven days a week, or visit www.medicare.gov or log onto www.healthcare.gov to read more about the Affordable Care Act.

preferred vendor highlights

ElectionSource

ElectionSource is a voting system and election supply company that helps counties and municipalities throughout the U.S. conduct fair and secure elections. We do this by providing election programming, ballot layout and printing, hardware maintenance and testing, and election day support. We are partners with Dominion Voting Systems in bringing you the latest in voting technology with the Image Cast voting system and Democracy Suite EMS. We, as Dominion's authorized dealer in Iowa, also provide continued support and maintenance of the AccuVote OS, OSX, TS and TSX systems along with EMS support and programming of GEMS/ASSURE. Our support also encompasses maintenance of Automark systems and AIMS software.

Election Source recognizes the incredible responsibility and dedication our clients have to the election process and our role in providing services is held to highest standards.

Although the Image Cast and Democracy Suite voting system is the future, our relationship with Dominion gives us the resources necessary to continue to enhance and improve the AccuVote suite of products. This includes recent enhancements and updates to GEMS/ASSURE as well as development of a new non-volatile AccuVote OS memory card. We also have ready access to replacement parts necessary to keep your existing equipment running like new.

ElectionSource service/products include:

- AccuVote OS, OSX, TS, TSX, GEMS/ASSURE election programming, support and training.
- ImageCast Precinct, ImageCast Evolution, ImageCast Central and Democracy Suite EMS programming, support and training.
- AutoMark ADA , AIMS EMS programming, support and training.
- Ballot layout and printing.
- Preventive maintenance and testing of all election equipment.

We will create a test chart and test deck, conduct your accuracy test, fill out all the necessary paperwork and set your machines to be ready on election day.

The ImageCast voting system includes the latest technology to provide the security and ease of operation to ensure a fair, confidential and efficient voting experience for you constituents. ImageCast features include:

Audit Mark Technology - retains a secure digital image of every ballot cast while appending to the bottom of every image a record of how every ballot was counted. Eliminates any questions as to how a ballot was counted.

Dual Threshold Technology - eliminates questions regarding ambiguous marks by allowing you to set an upper and lower threshold for the system to count or not count. Any marks falling between those limits is considered ambiguous and the ballot is kicked out with instructions to the voter to review and darken the marks.

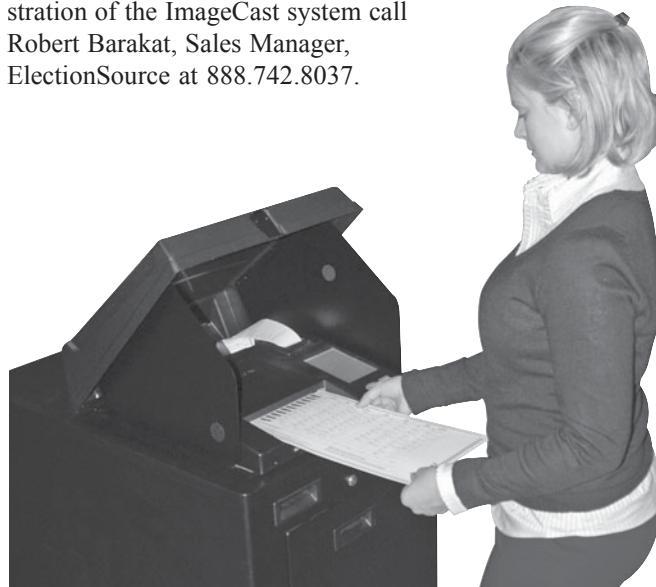
Indistinguishable Vote Marking Technology - on any ballot in the ADA mode the system marks the ballots (including write in votes) in a manner indistinguishable from human marks making each ballot different from any other. This provides individuals utilizing the ADA mode complete security and privacy in their voting.

Ballot box has no moving parts! Diverter is internal to the tabulator. Ballot box is metal on easy to roll casters.

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For more information or to set up a demonstration of the ImageCast system call Robert Barakat, Sales Manager, ElectionSource at 888.742.8037.



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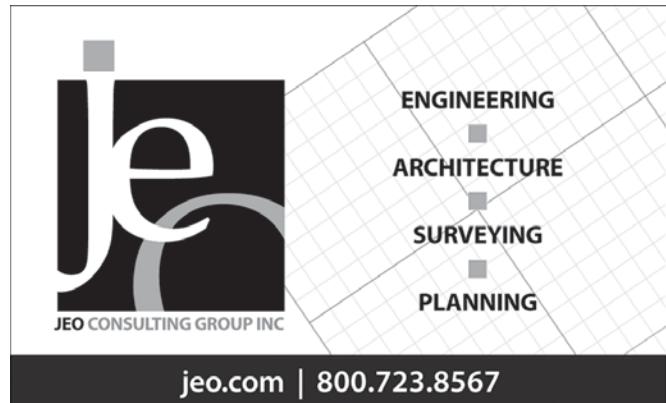
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2012 calendar

April 2012

- 10 CCMS Administrators Meeting
(Stoney Creek Inn, Johnston)
- 17-18 Environmental Health Conference
(Ames)
- 19 ISAC Board of Directors Meeting
(ISAC Office, West Des Moines)

May 2012

- 3 CCMS Advanced Case Management
(Hilton Garden Inn, Johnston)
- 15-18 Treasurer's Annual Conference
(Davenport)

June 2012

- 7 CCMS Supervisors Training
(Stoney Creek Inn, Johnston)
- 10-14 County Attorneys Spring Training Conference
(Okoboji)
- 13-15 ICIT Annual Conference
(West Des Moines Marriott)
- 20-21 CCMS Fundamentals Training
(Courtyard by Marriott, Ankeny)
- 28 ISAC Board of Directors Meeting
(ISAC Office, West Des Moines)

July 2012

- 10 CCMS Administrators Meeting
(Hilton Garden Inn, Johnston)
- 13-17 NACo Annual Conference
(Pittsburgh, PA)
- 24-27 Auditors Annual Conference
(Harrah's, Council Bluffs)
- 26-27 Supervisors Executive Board Retreat
(Holiday Inn Express, Sioux Center)

August 2012

- 8-10 CCMS Annual Conference
(Embassy Suites on the River, Des Moines)
- 8-10 Recorders Annual Conference
(Arrowwood Resort, Okoboji)
- 23 ISAC Scholarship Golf Fundraiser
(Otter Creek Golf Course, Ankeny)

September 2012

- 13-14 ISAC Board of Directors Retreat
(Hotel Winneshiek, Decorah)
- 30-3 Assessors Annual Conference
(Holiday Inn Airport, Des Moines)

October 2012

- 17-18 CCMS Fundamentals Training
(Courtyard by Marriott, Ankeny)
- 23 CCMS Administrators Meeting
(Stoney Creek Inn, Johnston)
- 25-26 ISAC Board of Directors Meeting
(ISAC Office, West Des Moines)

November 2012

- 1 CCMS Advanced Case Management
(Hilton Garden Inn, Johnston)
- 11-14 County Attorneys Fall Traning Conference
(Dubuque)
- 28-30 ISAC Fall School of Instruction
(Iowa Events Center, Des Moines)

December 2012

- 4-6 Engineers Statewide Annual Conference
(Ames)
- 13 ISAC Board of Directors Meeting
(ISAC Office, West 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 for 2012, 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.

SAVE THE DATE!

The Eighth Annual



Scholarship Golf Fundraiser

Co-hosted by the Iowa State County Treasurers' Association
and the Iowa State Association of County Supervisors

August 23, 2012

Otter Creek Golf Course, Ankeny

Golfer and sponsor
registration forms will be
available at

[www.iowacounties.org.](http://www.iowacounties.org)





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