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The Iowa County

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501 SW 7th St., Ste. Q Des Moines, IA 50309
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Denise Obrecht, EDITOR



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.

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Governance, Community, and Governing Iowa's Counties and Cities

By: Ricardo S. Morse, Iowa State University
Public Policy & Administration Program

Consider for a moment two words commonly used in the public sector: “governance” and “community.” If you are like most people, the first word equates with government and the second with small cities or urban neighborhoods. I invite you to reconsider how you think about governance and community. Governance means more than government and community more than jurisdiction. Broadening our understanding of these terms has important implications for governing.

If I were to ask a group of county supervisors or city council members what “governance” is, the likely response would be “it’s what we do.” While this is true, it is also incomplete. Governance is more than government. Governance is the product of the actions of many organizations and institutions that bring about or influence public purposes. Government is one of many institutions that take part in governance, the “steering of society.” To accurately describe the governance of a city or county one must include a host of non-governmental organizations, such as chambers of commerce, farmers’ coops, churches, banks, and civic groups. The decisions and actions of those organizations, along with those made by governments, have important public implications and ultimately shape the future of the community.

However, it is important to note that government is not just another organization in the web of governance. Local governments play a critical role; usually they are the nexus or hub of the interorganizational activity that we understand as community governance. This is particularly true of general purpose local governments (cities and counties), while schools and special districts also have an elevated role in community governance.

Highlighting “community governance” leads us now to consider how we should think of the term “community.” While in the public sector we tend to equate community with a jurisdiction of some kind (a small city, a neighborhood, or school district), others use it to speak of associations such as a “faith community” or even a “virtual community” that spans the globe. I think it is important to keep discussions of community rooted in place; however, place does not equal jurisdiction.

The majority of community studies tend to demarcate communities as people living in a place that have some common ties and social interaction. Communities can thus be very local, like a small neighborhood or city block, or on the other hand, much broader, like a metropolitan region. Whether local or regional, a community is defined by place, commonality, and social interaction. What changes from local to regional is the intensity of common interests, social interactions, and physical proximity.

The relevance of this understanding of community for governance is that natural communities rarely follow jurisdictional boundaries. While governing bodies of jurisdictions think in terms

of the jurisdiction, the reality is that there are multiple layers of community involved in that jurisdiction, and multiple jurisdictional layers within community. For example, my most local community (outside of my home) is my neighborhood in north Ames, which is part of the city of Ames, but is also in the Gilbert school district. Considering the common interests and social interactions of my family, it is clear that our sense of community is inclusive of, but not confined to, the cities of Ames and Gilbert and the Gilbert Community School District. Our neighborhood community connects with two municipalities, two school districts, a county, and a host of other organizations (such as churches or civic organizations) that include us in their jurisdictions.

This use of the term “community” naturally coincides with the broader sense of “governance” that I am arguing for here. Community governance involves multiple jurisdictions, multiple levels of government, and multiple sectors in the community (business, government, nonprofit). If governing boards limit their perspective of governance to simply governing their jurisdiction-bound organization, they are ignoring the realities of community and governance and ultimately limiting their effectiveness.

An analogy might be made here with a sailing ship. The ship represents a community of place and the crew represents the various institutions in the community that have a hand in governance or steering of the ship. For the ship to sail effectively and in the right direction, all of the crew needs to be working in sync toward a shared destination. Leadership thus requires creating a shared vision with the whole crew and enabling everyone to work effectively toward the shared vision.

All too often, we see ships going nowhere, as some crew members are rowing in one direction and others in another direction. Sails are going up and down in all different directions and no one is even at the helm. Does this sound familiar? This is symptomatic of narrow views of governance (just what governments do) and community (just my jurisdiction).

Public leaders are in an ideal position to encourage collaborative thinking across jurisdictions and across sectors. Last year, I worked with two Iowa counties on the Olive Tree Project, piloting a process aimed at stimulating more intercommunity collaboration through constructive community conversations (see article on page 5). Government leaders sat with local business leaders, school officials, and other interested citizens and brainstormed opportunities for interlocal collaboration. Numerous innovative ideas emerged—such as integrated county-wide planning—and in some cases, those ideas are being pursued through the joint

efforts of the relevant stakeholders (i.e., more than just government officials).

In other cases, promising ideas like collaborating on services for youth emerged, but were not followed upon because no one was willing to take a leadership role. This is one of the lessons that came through most clearly during the project: that effective community governance, from the local to regional levels, requires leaders who can work across boundaries and create and maintain partnerships that advance the public good.

An ideal position for these leaders to be is at the nexus of community governance (i.e., local government). While such public leaders are accountable for jurisdiction-based outcomes, they realize that to be most effective their understanding of governance and community goes beyond their jurisdiction, and even the public sector. As leaders in local government appreciate the interconnected, collaborative nature of community governance, they will find that governing means working across boundaries as much as it means running an organization.

The Olive Tree Project

There is a growing recognition in Iowa and across the country that small communities simply cannot afford to “go it alone” anymore. Interlocal collaboration, through formal 28E agreements or other formal and informal resource sharing arrangements, is an important strategy for improving local governance. However, there is also recognition that communities may be reluctant to fully explore opportunities for collaboration due to a fear of losing community identity.

The Olive Tree Project represents an approach to identifying opportunities for collaboration with this idea of community identity in mind. The pilot project was a collaborative effort of a research team from Iowa State University, local extension offices, participating local governments in Boone and Poweshiek counties, the Iowa League of Cities, ISAC, and the Iowa Department of Management, which funded the effort. The focus of the project was to stimulate interlocal collaboration through a process of citizens defining and, to some extent, redefining their communities. Defining in the sense of articulating publicly what constitutes community identity; redefining in the sense of learning to think across communities at the same time.

The process included first surveying community attitudes toward public services, local government, and participation. Community forums were then held from December 2004 to March 2005 throughout the two counties. Hundreds of citizens and community leaders participated in the discussions.

The community forums asked participants to identify critical sources of their community’s identity. These discussions then became the backdrop for brainstorming potential areas for interlocal collaboration. Participants had as background information a summary of survey results and an inventory of local public services.

Several strong, common themes emerged from the forums. Among the strong themes for community identity were schools, churches, quality of life, and volunteerism. In terms of opportunities for new or improved collaboration, planning and zoning, economic development, recreation facilities, and services for youth were dominant themes. Nearly every community meeting identified these areas as fruitful for interlocal collaboration.

These discussions produced a wealth of ideas for collaboration supported by participants. In March and April, stakeholder groups for the two counties (about 20 people each, including public officials and other community representatives) were convened and met two times each to review findings from the survey and community forums and identify and prioritize promising opportunities for collaboration. Initial working groups formed around the top opportunities and identified next steps.

While it is too early to see formal outcomes from the project, there is evidence that some of the ideas will be realized. In Boone County, ideas about county-wide planning and a river trail project are actively being pursued and key stakeholders are involved in the process. And there are other, less formal outcomes that seem highly relevant in the long run. In both counties the importance of collaborating across communities has been discussed not just by policymakers but by regular citizens. Awareness has been raised and ground cultivated for more public conversations about sharing services or otherwise collaborating. Another important outcome is that public officials in both counties now have a rather long list of opportunities for collaboration. We found a lot of collaboration already occurring in Boone County, yet the process still identified many other unrealized opportunities.

In discussions about increasing interlocal collaboration, preserving community identity is critical. Citizens need opportunities to discuss these issues with their local public officials in a non-threatening environment. The pilot project demonstrated that there are numerous opportunities for increased collaboration that would receive community backing. The key seems to be finding ways to include communities in those conversations so that proposals emerge from the community, as opposed to being seen as forced upon the community.

We also found overwhelmingly that improving effectiveness is a much more persuasive argument than finding efficiencies. Efficiency and economies of scale rarely, if ever, came up in the Olive Tree discussions. Rather, how to improve or make more effective planning efforts, economic development, services for youth, and so on was the way community members connected to the issue. Local and state leaders seeking support for more interlocal collaboration would do well to keep this in mind.

2008 Presidential Caucus Initiative

The caucus system in Iowa drives the early dynamics of presidential campaigns. Because Iowa is first in the nation, presidential hopefuls literally spend years here organizing and building their campaigns as they prepare for the precinct caucuses. Presidential politics is “grassroots” here. As a result, many local citizens - county officials included - have numerous opportunities for “face time” with these candidates as they meet Iowans and craft their platforms.

In order to strengthen the county voice at the federal level, ISAC and NACo have formed a partnership to engage county officials who participate in presidential campaign activities leading up to the precinct caucuses. The benefits could be enormous for counties, ISAC and NACo. Local political events and meetings provide local officials an opportunity to educate candidates about issues of importance to Iowans and to citizens nationally.

Organizational Meetings

In September, NACo and ISAC staff met with selected county officials and other political figures to discuss the caucus process and determine how to access the Iowa presidential campaigns with the “county message.” County issues are nonpartisan; therefore, our meetings separately focused on both political parties. The first day was devoted to the Democratic caucus process, with the second day focused on the Republican process.

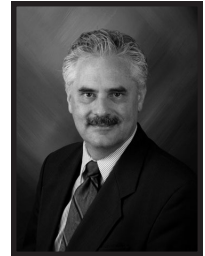
The Democratic county officials involved were from Polk, Story and Black Hawk counties. The meeting began at the ISAC office and continued over dinner at the Forty-Three Restaurant in Des Moines, a place where candidates typically go. The next morning we were on the road to Atlantic with Republican officials from Pottawattamie and Cass counties. Lunch was at the Main Street Grill, again a place where candidates often meet with local people. Some political consultants with experience in the presidential campaign process also attended these meetings.

The prevailing feeling was that waiting until caucus night to voice the county message is far too late to be effective. Now is the time to begin communicating with 2008 presidential hopefuls, since they are already asking people at neighborhood coffees and town meetings what is on their minds. County officials who are equipped with a consistent and ongoing message throughout the state could have a strong influence in helping candidates shape their platforms. This is also a time when we can get to know key campaign staff members. As local officials build credibility on selected issues, NACo and ISAC become good resources for the candidates and their staffs. Not only can we gain access to the person eventually elected to the White House, but we also connect with those unsuccessful candidates who go back to governorships, Senate seats and congressional offices.

We are calling the Iowa project the “2008 Presidential Cau-

By: **John Easter**

ISAC Director of
Intergovernmental Affairs



cus Initiative.” Two essential parts to the plan were developed. First, we need to determine a few key issues to bring forward. Second, we must identify a core group of county officials from around the state who are interested in participating in this exciting opportunity.

Issues

For any issue to be viable in this plan, it must meet three tests: be a priority for NACo; be a priority for ISAC; and resonate with the voting public to be of significant interest to presidential contenders.

An excellent example of a timely issue that meets the three criteria is methamphetamine production and use. This national epidemic involves government at all levels: federal, state and local. Because of the far-reaching impacts on law enforcement, judicial systems, children and family services, and environmental cleanup, it clearly is an issue that is of interest to NACo and ISAC and should be to prospective candidates, as well.

Another issue that probably meets the three criteria is emergency preparedness. As we have learned from the two recent hurricanes on the Gulf coast, emergency response involves government at all levels and it is at the forefront of public consciousness. A recent article in *The Des Moines Register* examined how caucus activists are gauging responses from candidates regarding the Hurricane Katrina disaster. Other issues that could be beneficial to county officials and resonate with candidates are energy development and health care costs. We will survey county officials to find additional issues that meet the above criteria.

Core Group

The major piece of the strategy is to identify those county officials who are likely to become involved in their party’s presidential campaigns. In order to do this, ISAC will be sending an electronic survey to all members. The survey will help us craft the message and design the project.

The results from the surveys will be presented during a special function at the ISAC Fall School of Instruction. ISAC is sponsoring a “Popcorn and Politics” session at 5:00pm on Monday, November 14 at the Marriott. Larry Naake, NACo Executive Director, will discuss NACo’s vision of presenting a unified voice for local government. Be sure to come and find out about the project and vote in ISAC’s first-in-the-nation presidential straw poll.

If the “county message” is consistent and repeated across our state, it will be more likely to gain the attention of the candidates. We look forward to your participation.

Jail Cases Reviewed

Here is a review of some of the jail and prison cases decided by the federal 8th Circuit Court of Appeals in the last 12 months. These rulings are binding on Iowa jails.

Racial Problems: There was a North Dakota case in 2004 where a jailer ridiculed a black prisoner and told him to smile so that he could be seen in the dark. The prisoner sued for racial harassment. As with all of these cases, he filed a section 1983 action, claiming his constitutional rights were violated. The federal court held that “it is well settled that the use of racially derogatory language will not, by itself, violate the Fourteenth Amendment” unless it is pervasive enough and severe enough to amount to a pattern of racial harassment.

Lesson: One slip of the tongue, or one racial comment made in anger, is not a legal problem. It will become a problem, however, if it happens over and over again.

Workplace Injuries: Some Iowa jails use prisoners for labor. There was an 8th Circuit case in 2004 where the prisoners at an Arkansas prison complained about the working conditions at a warehouse. Among their complaints: they said they were not issued safety equipment such as hard hats; protective eyewear and steel toed boots; the forklifts had no backup beepers; dollies had no safety straps; and there was no safety training.

The 8th Circuit said that the evidence failed to establish that the prison officers were deliberately indifferent to the health and safety of the prisoners. They said that mere negligence or inadvertence is insufficient to state a valid claim. “More than ordinary lack of due care for the prisoners’ interests or safety must be shown.”

The decision is surprising because there was ample evidence in the record that the warehouse conditions were unreasonably dangerous and that prison officials were aware of and disregarded the substantial risk of harm to the inmates.

Lesson: The only way a prisoner is going to have a claim concerning being injured on the job is if the jail staff intentionally place prisoners in dangerous situations or ignore obvious dangers to prisoner health or safety.

Initial Appearances: One of the more outrageous cases from the last year is an 8th Circuit Arkansas case called *Hayes v. Faulkner County*. James Hayes failed to appear on a traffic citation and a bench warrant was issued. He was arrested, given a court date for five weeks later, and put in jail. He sat in jail without appearing before the court for about three weeks, at which point he wrote a note to the jail staff which said: “I’ve been here for 23 days and have not been to court. According to Rule 8.1 I should have seen a judge within 72 hours. I want to know when you are going to obey the law and allow me to go to court.”

By: David Vestal

ISAC General Counsel



The jailer’s written response was “I don’t set people up for court. I hope you go to court and are able to get out. Write the booking officer to find out about your court date.” He ended up spending 38 days in the jail without seeing a judge.

The jail staff testified at the trial that they rely on the court to schedule hearings. The 8th Circuit said that the county was attempting to delegate the responsibility of bringing detainees to court for a first appearance, and that the jail’s performance was deliberately indifferent to the prisoner’s due process rights. The Court upheld an award of \$49,000 to the prisoner and \$46,000 in attorneys fees.

Lesson: The jail staff needs to get prisoners to court and cannot rely on someone else to do it.

Prisoners With Health Problems: A handful of counties use prisoners to serve meals. There was an 8th Circuit case from April 2005 called *Jacob v. Clarke* in which the Nebraska State Penitentiary had a policy of allowing prisoners with HIV, Hepatitis B and Hepatitis C to work as food service workers. A prisoner sued, claiming there was a serious risk that he would be exposed to these illnesses if the practice continued.

The 8th Circuit struck down the complaint and said that none of the diseases are listed by the federal Department of Health and Human Services as diseases that can be transmitted through handling food.

Lesson: Rely on the experts when deciding when prisoners are being exposed to a health risk.

“Deliberate Indifference”: Many of these cases start to sound alike, especially the cases about medical care, jail conditions and violence in jail, because the standard used by the 8th Circuit in most of these cases is exactly alike: objective facts must show that a substantial risk of serious harm existed, and then subjectively the jail staff must have known about that risk and disregarded it.

“Deliberate indifference” includes something more than negligence, but less than an actual intent to harm the prisoner. It requires proof of reckless disregard of a known risk.

Lesson: Here is the way the 8th Circuit has bluntly explained it: “the cases shield all but the plainly incompetent or those who knowingly violate the law. Officials are not liable for bad guesses in gray areas. They are liable for crossing bright lines.”

Parting Ponderable: “If you want to see television stations panic, go to a town where the newspapers are on strike.”

- Unattributed

health check

Staying Young

Almost all of us would like to stay as young as possible, for as long as possible. Nothing made me more aware of this than trying to keep up with my granddaughters. Let's not kid ourselves into thinking we can keep up with someone 5 years old, but I certainly want to do the best I can. Here are a few ideas on staying young.

- **Keep only cheerful friends.** Avoid those grouchy people who can do nothing but gossip or complain. Keep this in mind too if you are a complainer!
- **Keep Learning.** Learn about computers, crafts, gardening, dancing, whatever. Don't leave your brain on idle! Some say learning helps prevent Alzheimer's; I wouldn't doubt it.
- **Enjoy Simple Things.** Roses, the sound of rain, laughter, your spouse's company, and listening to children laugh.
- **Laugh often, long and loud!** Laugh until you gasp for breath. If you have a friend that makes you laugh a lot – spends lots and lots of time with him or her. You will be better for it. I find watching funny movies really perks me up!
- **Tears happen.** This happens to me more than it did when I was younger. Endure, grieve, and move on. We miss

By: **Sandy Longfellow**

ISAC Administrative Assistant



those who are gone from us, but we need to continue to live and enrich other people's lives.

- **Surround yourself with what you love.** This might be family, pets, keepsakes, music, plants, and hobbies. Dig in those closets and get out those things that bring back happy memories.
- **Cherish your health.** If it's good, preserve it. If it is unstable, do what you can to improve it. If it is beyond your control, get help.
- **Don't take guilt trips.** Of course there are things in our lives we wish we hadn't done. That is the human condition. But don't dwell on it; it doesn't do anyone any good.
- **Tell those you love that you love them.** Recent events in the last few years should have taught us by now that we need to connect with those we love. Wishing you a happy, love-filled day!

technology center

Computer Monitors

Q: I need to purchase a new monitor for work. Do you have any recommendations as to what to look for? What is the difference between a LCD monitor and a CRT?

A: Here are a few of the biggest differences between a LCD and a CRT monitor:

- **Cost.** CRT monitors are less expensive and now you can purchase almost any brand/model of CRT monitor and be pleased with the results. LCD monitors are getting less costly each year but are still pricier than the CRTs and there are differences in models and brand names.
- **Size.** LCD monitors are slimmer and more stylish and energy efficient, while CRT monitors are bulky, cumbersome and energy inefficient.
- **Display.** If you are into graphics, video gaming, or a movie editor, you may want to stick with a CRT. CRTs have an excellent color rendition. LCDs are getting better in this area but still have a ways to go unless you are willing to pay more.
- **Resolution.** CRTs offer more flexibility if you wish to change your screen's resolution to better fit different applications; however, LCDs cause less eye strain because they turn off each pixel individually and do not cause a flicker effect like the CRTs.

By: **Tammy Norman**

ISAC Technology
Services Coordinator



Once you decide which works best for you, here are a few points to keep in mind when purchasing a monitor. With the CRT monitors, most brands and models will serve you well. You will have to choose what size of monitor you wish to purchase; remember to look for the monitor's "viewable" screen size. Viewable screen size is when the monitor is measured diagonally from the inside of the monitor's casing; otherwise it includes the casing and can be misleading. With LCD monitors make sure you like the native or default resolution for the monitor. LCDs do not work as well unless they are kept in this default resolution setting. You will be disappointed when you change it to one that the monitor is not set for. Finally, in an office setting where you have poor lighting and limited space you will want to spend the extra money and purchase a LCD monitor; however, if this is not an issue, CRT monitors will work fine.

Website Note: Please forward any items that you would like addressed in this column to my attention at 515-244-7181 or via e-mail at tnorman@iowacounties.org. Until next month, keep clicking!

CCMS Conference Success

The 13th Annual CCMS Conference, entitled “Targeted Case Management: Finding Your Voice,” was held from August 10-12 at the Holiday Inn Airport in Des Moines. There were 304 registered participants from all over the state. The conference offered something for everyone, with topics including children services, adult services, employment issues, recovery perspectives, brain injury, advocacy, the methamphetamine epidemic in Iowa, legal issues, ethics, team building, stress management and mandatory reporting of child/dependent adult abuse. Our presenters came from across the state and as far away as Virginia and Massachusetts, including doctors, attorneys, nurses and educators.

Rights Afforded To All Individuals

The opening keynote speaker was Amy K. Long, from the National Empowerment Center in Boston, Massachusetts. Amy is a person who struggled to not be reduced to a diagnosis by either professionals or her own self-limiting beliefs. She spent time in in-patient and out-patient psychiatric settings. For the past 17 years, she has traveled and trained nationally and internationally as a consumer-survivor advocate. She is a psychiatric nurse and also an advocate in a supported employment program in Melrose, Massachusetts. Amy was an energetic and dynamic speaker, challenging participants’ belief systems in an effort to “push the envelope” and see rights respected and opportunities afforded to all individuals.

Amy also participated in a panel discussion with Dr. Loren Olsen, MD; Margaret Stout, NAMI/Iowa Executive Director; and John Morrow, Rainbow Center. The discussion touched on a wide variety of issues, including recovery perspectives, stigma, professional attitudes and what changes need to be made in the system to make recovery a reality for persons with a severe and persistent mental illness. Amy also facilitated a breakout session that was titled “Transition from Patienthood to Personhood,” where she addressed quality of life issues for individuals with a mental illness. She asserted that quality of life cannot be attained by a day filled with mental health appointments or groups/programs, called “day structure.” She spoke of important factors in the journey of recovery: issues around medication management, peer support, spirituality, meaningful employment and a voice at all levels.

What Kind Of Work Do You Want To Do?

Thursday began with a keynote address by Paul Wehman, Ph.D. Dr. Wehman is a professor of physical medicine and rehabilitation with joint appointments in the Department of Special Education and Department of Rehabilitation Counseling at Virginia Commonwealth University in Arlington, Virginia. His keynote presentation, titled “Supported Employment: Why Competitive Work Is Better Than Day Program-

By: **Deb Eckerman**

ISAC Case Management
Specialist



ming,” focused on the vocational capacity of persons with significant disabilities and how to help them enter the competitive workforce. He challenged the audience to think in terms of “what kind of work do you want to do?” instead of “do you want to work?” Dr. Wehman also facilitated a breakout session that focused on supported employment in regards to issues and barriers faced by individuals with disabilities and the professionals that work with them. He addressed issues such as SSI, SSDI, parent concerns, transportation, productivity and health concerns. He challenged the audience to look at individual strengths and think creatively to address employment barriers faced by individuals with disabilities.

Weathering Life’s Storms

Nan Rutter, President of Rutter Communications in Des Moines, provided the audience with some upbeat and practical guidelines to manage stress. Her breakout session, titled “Up-tight? Me? Managing Stress and Living a Joy-Filled Life,” gave participants an opportunity to interact, explore their own personal stressors and stressors that are unique to the profession of case management. Opportunities were identified for managing those stressors in healthy ways. Nan was the closing keynote Thursday afternoon, with a session entitled “Breakaway Laughter: How to Lighten-Up Despite It All.” This lively presentation featured stories and stress strategies outlined in her book of the same title. Her words and images were designed to generate laughter, to enlighten and to inspire, reminding us that we all have the ability to weather life’s storms with grace and a sense of humor.

I wish that I could highlight each and every one of the 25 sessions from the conference. We had such an incredible selection of topics along with talented, informed and engaging speakers from across the state. The welcome reception held on Wednesday night and the networking reception on Thursday evening were a great way to relax, enjoy good food, and network with peers from across the state after full days of learning. I would also like to acknowledge the training committee, which is comprised of the CCMS staff and various case management staff from across the state. They assist in planning and coming up with relevant topics and training ideas. As always, the ISAC staff was invaluable in making this year’s conference a success. I would also be remiss if I didn’t point out all the planning and hard work of the CCMS staff. We look forward to another exciting conference next year - the 14th Annual CCMS Conference!

ISAC Fall School 2005

By: **Jerri Noboa**

ISAC Meetings Administrator



I have received numerous questions regarding tipping in Des Moines. With the ISAC Fall School of Instruction taking place November 13-15 at the Downtown Marriott and Renaissance Savery in Des Moines, I thought this subject would be timely for everyone. I did some research and each person I asked had a different answer regarding tipping. The Emily Post Institute Guide had the following suggestions. Wait staff: 20% of the bill (excluding tax) for very good service, 15% for adequate service, and 10% for poor service. Bartender: 15% to 20% of the tab with a minimum of 50¢ per soft drink, \$1 per alcoholic drink. Parking valet: \$2 to bring your car to you. Coatroom attendant: \$1 per coat. Hotel doorman: \$1 per bag for help with luggage and \$1 per person for hailing a cab. Hotel bellman: \$1 per bag for bringing luggage to your room with a \$2 minimum if you have one bag. Hotel housekeeper: \$2 to \$5 per night. Hotel concierge: \$5 for getting a reservation for a restaurant, concert, etc. and no tip for asking directions. Shuttle service: \$1 per person if you had the same driver both ways, but if you have a different driver it would be an additional \$1.

Visit the ISAC website (www.iowacounties.org) and you will find information regarding affiliate agendas, affiliate meeting sites, keynote speaker, ISAC seminars, and parking and directions in and out of Des Moines.

Remember this when getting in and out of downtown Des Moines for the conference: in on 7th from the West, in on 3rd to 7th from the East and out on 6th. I am looking forward to seeing everyone at the ISAC Fall School of Instruction!

Invitation To Luncheon & Meeting With The ISAC Alumni

The ISAC Alumni Association will be holding its annual fall luncheon/meeting on Monday, November 14 in Allie's Restaurant at the downtown Marriott in Des Moines. The luncheon will be held 11:30am - 12:30pm (dutch treat) and the business meeting will be held 12:30pm - 1:30pm. Bev Zieman, former Cherokee County Auditor, will be the featured speaker at the meeting. In July, she attended the NACo Annual Conference where she was on a panel discussing the Iowa Alumni Association. Bev will make a report at the meeting. If you are interested in attending the alumni meeting, please contact Jerri Noboa at 515-244-7181 or jnobia@iowacounties.org to reserve your place.

If you can't attend, but are interested in being a part of the ISAC Alumni Association as it grows and remains very much involved in county government, stop by the information table located on the 3rd floor at the Marriott during the ISAC Fall School to pick up your application for membership. If you're not attending the school, visit the ISAC website (www.iowacounties.org), click on 'About Us', 'ISAC', then 'Members' or call 515-244-7181.

Anyone who is a former elected or appointed county employee is eligible to join. The dues are \$25 per year (\$5 of a member's dues is earmarked for the ISAC Scholarship Fund). Members receive a subscription to *The Iowa County* magazine and an invitation to the ISAC Schools (free registration and same sleeping room rates as other attendees). Alumni meetings are held during the ISAC Fall School of Instruction and the ISAC Spring School of Instruction.

Make Your Reservations For ISAC's Spring School

During ISAC's Fall School of Instruction, the Marriott, Renaissance Savery and Hotel Fort Des Moines will be accepting reservations for ISAC's Spring School of Instruction to be held March 19-21. The Marriott and Renaissance Savery are offering rates of \$73/flat with suites at \$175. The Hotel Fort Des Moines' rates are \$73/flat and suites at \$93 (use booking #3427). Below are the assigned affiliate meeting sites for ISAC's Spring School of Instruction.

- **Marriott:** Auditors, Emergency Management Directors, IT, Records, Supervisors, Zoning
- **Renaissance Savery:** Assessors, Community Services, Conservation, Engineers, Public Health Nurses, Sheriffs, Treasurers

Online meeting registration will be available from ISAC's website (www.iowacounties.org) December 1.

There Is Still Time To Register Online

www.iowacounties.org

ISAC's Fall School of Instruction
November 13-15

Online registration will be available until
November 8.

By The Numbers:

Library Funding

By: Jay Syverson, ISAC Fiscal Analyst

Iowa's numerous public libraries depend significantly on cities and counties for their funding. County spending on libraries has been growing at an average clip of 4.5% since 1999, although that number slipped to 1.7% in 2004, the most recent year for which final data is available. Counties spent more than \$8.4 million on libraries in 2004, including contracts for rural residents to use city libraries and support for county or regional libraries. That works out to an average of just under \$13 for every rural resident.

But county funding is far from uniform across the state, and counties generally lag far behind cities when it comes to library funding. For example, Calhoun, Franklin and Wright counties all spend more than \$30 per rural resident on library funding. Story, Polk and 16 other counties spend more than \$20 per rural resident. On the other hand, Clay and Page counties don't spend anything on library funding, and 11 other counties spend less than \$5 per rural resident. According to FY06 budgets, cities spend an average of \$38 per resident on libraries. The cities in Floyd County spend the most – an astonishing \$83 per resident. Cities collectively will spend nearly \$90 million on libraries this year, more than 10 times the \$8.6 million counties plan to spend. Even after accounting for the fact that most Iowans (78%, according to 2004 Census estimates) live in cities, city governments still contribute a higher share of library funding than do counties. But that trend is reversed in three counties. Hamilton, Franklin and Calhoun counties all spend more per rural resident than their cities spend per urban resident.

For a county by county listing of library spending visit ISAC's website (www.iowacounties.org).

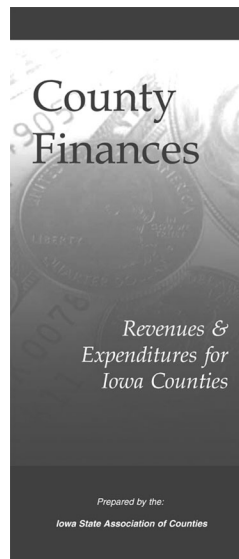
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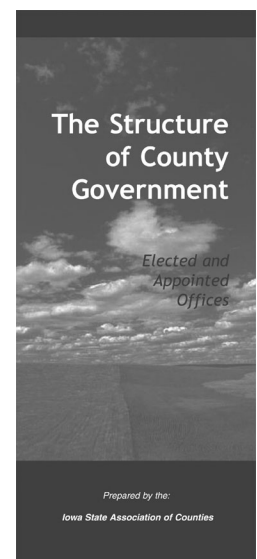
Online registration available by
December 1.

Additional information coming soon!

PROMOTE COUNTY GOVERNMENT!



Three brochures are available for counties to use in efforts to promote county government. The brochure entitled 'County Finances' outlines county expenditures and county revenue. The brochure entitled 'History of County Government' reviews the history of county government in Iowa and the United States. And finally, the brochure entitled 'The Structure of County Government' states the duties of county offices and services offered. These brochures are excellent marketing pieces for counties to have available for courthouse visitors. Contact Denise Obrecht at dobrecht@iowacounties.org or (515) 244-7181 if you would like copies of these brochures. The brochures are also available on ISAC's website (www.iowacounties.org) under 'About Us' then 'County Government.'



counties in the spotlight

Assessors Name Outstanding Member of the Year Civic Friend of Hospitality

Warren County Assessor Dave Ellis was nominated and selected to receive the "Outstanding Member" Award by his peers at the Iowa State Assessors Annual Conference and School of Instruction held in Des Moines October 9-12. The recipient of this award is selected based on leadership qualities and professionalism. Dave's hard work and dedication to his profession are greatly appreciated by his fellow members in the state of Iowa.



Dave Ellis was born and raised in Calhoun County. In 1985 he joined the staff at the Calhoun County Assessor's Office and was appointed deputy assessor in 1987. In 1996 he was appointed as the Warren County Assessor.

Dave and his wife, Dianne, reside in rural Warren County. Attending the special award presentation in Des Moines on October 11 were his wife, their five sons and spouses, seven of their 12 grandchildren and his office staff.

Outstanding Government Civil Engineer

Delaware County Engineer Mark Nahra was named Outstanding Government Civil Engineer during the 84th annual meeting of the Iowa Section of the American Society of Civil Engineers (ASCE) on September 9 in Ames.

"Each year our board of directors selects one member with at least 15 years of public service as a civil engineer to receive the Outstanding Government Civil Engineer Award," says Tim Monson, president, Iowa Section of the ASCE. "It gives us great pleasure to recognize Mark Nahra for his service to the civil engineering profession in the public sector, for his involvement in civic and humanitarian activities and for demonstrating professional integrity."

Nahra has more than 21 years of civil engineering experience in the public sector, serving the past five and one-half years as Delaware County Engineer. He also served as Assistant Linn County Engineer-Administration and Engineering, Cedar County Engineer and Assistant Benton County Engineer. In addition, he served as project engineer for the Genessee County Highway Commission in Flint, Michigan.

Active in the ASCE, Nahra served as president of the Iowa Section from 1997-1998 and was on the board of directors from 1992 to 2000. He served for three years as the Iowa Section's Survey and Mapping Technical Committee chairman and currently serves on the group's History and Heritage Committee.

The Greater Des Moines Convention and Visitors Bureau (GDMCVB) has recognized Polk County Supervisor and ISAC President Angela Connolly as a "Civic Friend of Hospitality." Connolly was honored along with seven other organizations and individuals the GDMCVB believes have made the Des Moines hospitality and tourism industry more vibrant and successful.

"Supervisor Connolly was a leading force in bringing the Iowa Events Center from vision to reality," says Greg Edwards, President and CEO of the GDMCVB. "Her hard work and dedication regarding this project has allowed greater Des Moines to further our presence in the sports, entertainment and convention markets. We applaud her charge in moving this project forward."

According to Edwards, Connolly's long history of public service was a factor in receiving the award. She is currently serving her second term as a Polk County Supervisor and, in 2003, was named "County Leader of the Year" by American City and County magazine. Her civic activities include the Metropolitan Advisory Council, the Greater Des Moines Partnership, the Polk County Housing Trust Fund, the Metropolitan Planning Organization and the Des Moines Arts Festival. She was elected to the GDMCVB Board of Directors in 1998 and has been Vice-Chair since 2000.

"Watching our community grow as a thriving destination is the greatest reward," says Connolly. "There are very dedicated public servants in this community and I feel fortunate to have the opportunity to work with them daily. This award represents a collective effort."

Connolly Speaks On City/County Collaboration

Angela Connolly, ISAC President & Polk County Supervisor, was a featured panelist during the Iowa League of Cities Annual Conference in September. Angela was part of the workshop entitled "City/County Collaboration for Parks and Recreation." The Des Moines Parks and Recreation and the Polk County



Conservation Board lead the session, highlighting city/county cooperation for parks, recreation and conservation. The case study of several Des Moines/Polk County joint endeavors includes environmental education, trails and equipment sharing. Angela highlighted the first-ever Greater Des Moines Trails Map that was published in August by the City of Des Moines City Council and the Polk County Supervisors' Collaboration Task Force.

Changes in County Government

Editorial note: This is the third part of a six-part series exploring the changes that have taken place in county government. Three to five county officials in each elected affiliate have been asked to answer questions about their memories of the past and outlook for the future.

Participants from the Auditors Affiliate:

Carol Copeland, Des Moines County Auditor, 4 years in position, 38+ years in county government

Grant Veeder, Black Hawk County Auditor, 17 years in position, 24 years in county government

Margene Bunda, Pocahontas County Auditor, 13 years in position, 26 years in county government

Why do you enjoy being a county official?

Carol: I've always enjoyed working in the auditor's office. There is such a variety of things to do and different situations come up everyday.

Grant: I enjoy the variety of duties for which the auditor is responsible. I enjoy working with the many people I come in contact with in and out of government and especially in our state-wide organization. I enjoy the broad exposure to issues and ideas involving government and society.

Margene: I believe county government is the truest representation for the residents and provides accountability to the taxpayers.

Since you started your current position, how has the position changed?

Carol: I have more conflict with the Board of Supervisors than I ever thought possible.

Grant: In Black Hawk County, the auditor's office has less involvement with the budget since the Board of Supervisors hired a finance director in January 2005. Most of the other duties have stayed the same, although there have been changes in how the duties are performed.

Margene: The paper work and requirements continue to increase. The administration aspect has increased to nearly full-time, leaving little time to do the day-to-day hands on. I think this is frustrating for many of us.

What do you feel has been the biggest change overall in county government?

Carol: Probably the biggest change is access to the Internet. The county has a website and we post a lot of information and forms.

Grant: If I walked through a door to 1981, the year I started with the county, and found myself in 2005, I would be totally lost in all the new technology. The same would be true if I walked through that door in 1991.

Margene: It is growing like the other levels of government. There are more programs and different aspects of programs being created. The times right now have people "on edge," both within the system and the citizens. There seems to be more politics getting into the county level of government.

If you could, would you go back to how things were when you began your career in county government, or do you prefer the present times? Explain.

Carol: When I started working in the auditor's office, one of my first duties was carrying over the tax information in those big assessor's books, applying the rollbacks and adding all the columns of figures. Now we have a smaller staff than ever. We couldn't get all the work done without computers, email, faxes and now we have GIS. I wouldn't want to go back, technology is wonderful. But we still have too much paper.

Grant: I wouldn't go back, but that doesn't necessarily mean I prefer the present times. The convenience of accelerated information gathering and instant communications would be hard to give up. However, I perceive those earlier days (perhaps somewhat myopically) as less rushed and stressful, on the whole.

Margene: There are positives and negatives to each era. We can't go back, so we must make the best of where we are today.

Where do you feel the focus should be in the future of county government?

Carol: I think the county gives good service to the taxpayers. I've always believed that smaller government is more responsive to the people it serves. I think the greatest advantage county officials have is their accessibility to citizens. People know or can easily find out who to contact with any problems or questions they have.

Grant: The focus should always be on the best service for the most reasonable cost.

Margene: I believe it is very important to provide good information as an education process to other levels of government, other county employees and the residents of Iowa. I am not convinced reduction of counties will afford the cost savings that so many like to tout.

Iowa Officials Named to NACo Steering Committees

The following county officials have been named to the National Association of Counties (NACo) steering committees by NACo President Bill Hansell.

<u>County Official</u>	<u>County Official's Position</u>	<u>NACo Steering Committee</u>
Mark Linda	Black Hawk Co. Environmental Health	Environment, Energy & Land Use
John Deegan	Jasper Co. Assessor	Finance & Intergovernmental Affairs
Robert Hagey	Sioux Co. Treasurer	Finance & Intergovernmental Affairs
Mary Mosiman	Story Co. Auditor	Finance & Intergovernmental Affairs
Grant Veeder	Black Hawk Co. Auditor	Finance & Intergovernmental Affairs
Lynn Ferrell	Polk Co. CPC Administrator	Health
Linda Langston	Linn Co. Supervisor	Health
Lu Barron	Linn Co. Supervisor	Human Services & Education
Paul Fitzgerald	Story Co. Sheriff	Justice & Public Safety
James Houser	Linn Co. Supervisor	Justice & Public Safety
Mike King	Union Co. Supervisor	Justice & Public Safety
Timothy Hoschek	Des Moines Co. Supervisor	Transportation
Donna Smith	Dubuque Co. Supervisor	Transportation
Thomas Stoner	Harrison Co. Engineer	Transportation

NACo has 11 steering committees that form the policy-making arm of the association. Each committee is comprised of approximately 60-100 county officials who meet several times during the year to examine issues critical to local government. Steering committees annually review and make recommendations on issues and legislation. The policy development process initiated by the steering committees leads to the publication of the American County Platform, which NACo uses as a guide to deliver the county government message to the Administration, Congress and the American public.

Applications Available For Conservation Award

Nominations are now open for the County Leadership in Conservation Award program, sponsored by NACo, the Trust for Public Land, the National Association of County Planners and the National Association of County Park and Recreation Officials. The award recognizes leadership, innovation and excellence in local land conservation and park creation by county leaders across America.

The deadline for submissions is November 18 and the awards will be presented at NACo's 2006 Legislative Conference. Three or more awards will be presented to officials (elected or appointed) representing governments of NACo-member counties based on small, medium, and large county populations. Nominations will be judged on a broad range of criteria including leadership, innovation, benefits to underserved populations and benefits to quality of life and environmental quality.

Additional information, nomination forms and descriptions of the 2005 award winning counties can be accessed at www.naco.org/conservationawards or by contacting Abigail Friedman at 202/942-4225 or afriedma@naco.org.

Meth Action Clearinghouse Now Online

NACo is committed to raising public awareness about and helping counties respond to the nation's methamphetamine drug epidemic. The increasingly widespread production, distribution and abuse of meth is now present in urban, suburban and rural communities nationwide. The drug is affecting law enforcement, health, substance abuse treatment, social service, environmental and housing agencies at the county level.

NACo's Meth Action Clearinghouse provides information on federal, state and local efforts to combat the meth epidemic in America, as well as background information and useful links for counties seeking to mount or extend their campaigns against methamphetamine use. To view NACo's Meth Action Clearinghouse visit www.naco.org and click on 'Issues & Interest Areas' then 'Issues.' NACo members who would like to receive periodic updates about NACo's activities in response to the methamphetamine drug epidemic or other important information, can sign up via the website.

States Launch Sales Tax Agreement

By: Alysoun McLaughlin, NACo Associate
Legislative Director

Online consumers may soon begin paying more sales taxes over the Internet - and counties may soon begin to receive higher sales tax revenues - under a multi-state agreement effective October 1.

Indiana, Iowa, Kansas, Kentucky, Michigan, Minnesota, Nebraska, New Jersey, North Carolina, North Dakota, Oklahoma, South Dakota and West Virginia have signed on as full members of the Streamlined Sales Tax Agreement and agreed to provide amnesty and other incentives to multi-state retailers who voluntarily collect sales taxes on products and services delivered to customers in each of those states.

Arkansas, Ohio, Tennessee, Utah and Wyoming have signed on as associate members of the agreement and are participating on a limited basis. Nevada will also become an associate member in January 2006.

"Today's launch of the Streamlined Agreement brings the tireless work of so many from the state and local government communities, and the business sector to fruition in the form of a more rational and efficient sales tax system for the nation as a whole," said Dwight Cook, a North Dakota state senator who serves as president of a governing board overseeing the Streamlined Sales Tax Agreement.

Sales taxes generate 33% of all state revenue and 12% of all revenue to local governments. However, this revenue is rapidly eroding as an increasing number of consumers make purchases online. According to the University of Tennessee, sales taxes are never collected on almost two-thirds of business-to-consumer transactions over the Internet and one quarter of business-to-business transactions over the Internet. That leaves state and local governments with a tax gap of between \$18 billion and \$23 billion.

States can only require retailers located within their borders to collect the sales tax on their behalf; the Supreme Court has ruled that it is a violation of the Commerce Clause of the United States Constitution for a state to require a retailer that is not physically located within a state to comply with a state's tax laws.

States have tried for decades, unsuccessfully, to persuade Congress to overturn Supreme Court decisions that have stopped states from requiring so-called remote sellers from collecting state sales taxes. However, each time, Congress has agreed with the court that it would be an intolerable burden on interstate commerce to require a retailer to comply with the differing tax laws in each of several thousand different taxing jurisdictions from which a customer may purchase its products.

In the late '90s, representatives from more than 30 states acknowledged this problem and began working on a solution - uniform simplifications to their sales tax laws in an effort to make it easier for retailers to operate in multiple states as well as a package of incentives for retailers to voluntarily collect sales taxes - that would eventually become the Streamlined Sales Tax Agreement.

Retailers who register under the agreement receive amnesty for prior uncollected taxes in each of the member states provided that the seller was not previously collecting sales taxes in that state and no audit has been initiated.

Each retailer selects a certified service provider or seeks certification for its own proprietary system to calculate, collect and remit the appropriate sales tax. That software includes information provided by the states on the rates, boundaries and taxability of uniformly-defined products. Retailers are not liable for any errors in that information.

Among the requirements of the agreement of particular significance for counties are a uniform statewide tax base, uniform definitions of products and services, elimination of caps and thresholds based on the price or value of a product, a single sales tax rate in each local jurisdiction and uniform sourcing rules.

Some of these simplifications have created "winners" and "losers" among jurisdictions in certain states. Local governments that have pursued economic development strategies that single out certain products for sales tax exemptions can no longer do so under the agreement.

In 18 states, a shift in sourcing - i.e., which jurisdiction is eligible to impose the tax - is shifting existing revenue from jurisdictions with major retail and distribution centers to those jurisdictions where items are shipped. A few states that have historically permitted counties or cities to administer their own sales tax cannot become parties to the agreement unless they begin administering these taxes at the state level. As a result, counties in Alabama, Louisiana and Colorado and municipalities in Arizona must work with their states to design a centralized collection mechanism in order to join the agreement. Only by doing so can they halt erosion of their sales tax base and begin to collect revenue from retailers that do not currently collect sales taxes.

Proposed federal legislation to overturn the Supreme Court's *Quill* decision and require out-of-state retailers to collect sales taxes would do so only for states that become members in the Streamlined Sales Tax Agreement.

NACo has participated in the evolution of the Streamlined Sales Tax Agreement and reaffirms its support in policy resolutions adopted at each annual conference. That participation is taking a new form with the creation of a State and Local Government Advisory Council that will provide formal input to the governing board of the agreement.

Although the agreement came into effect at the beginning of the month, it will be several weeks before registered retailers will begin using certified software to collect the tax. No software was certified before the formal launch of the project and testing did not begin until a few weeks ago with software from TaxWare and Exactor. Testing will soon also begin with Avalara and EDS and products from additional vendors are in development.

Storm Water BMP Survey

The Iowa Department of Natural Resources (DNR) is developing a statewide inventory of sites that demonstrate storm water quality best management practices (BMP). The DNR listing will include examples of rain gardens, detention basins, permeable paving, gravity separators, and other recognized practices designed to reduce the quantity and improve the quality of storm water. The inventory will also contain information about design, the cost of construction, and location of the BMPs.

Educators, residents, businesses and others are encouraged to nominate sites for the BMP inventory by accessing the DNR website at www.iowadnr.com/water/stormwater/index.html, clicking on the 'survey box' and submitting the requested information. An interactive search mechanism will be incorporated into the same webpage that will allow interested persons to locate demonstration sites near them where they can visit to learn more about these water quality improving practices.

Managing Wastewater Better and Affordably

Alternatives to address serious water pollution caused by poor wastewater management can be more affordable than conventional approaches for communities with inadequate sewer systems or none at all, a new report noted.

Technologies cited in the report for the Iowa Policy Project (IPP) include alternative sewers, constructed wetlands, enhanced pond systems, drip irrigation, and effluent reuse.

"These technologies offer the best solution to providing cost-effective wastewater services to the small communities left behind by more conventional engineering approaches," said co-author Scott Wallace, a wastewater treatment system designer from Minnesota.

"This is important, because the state of Iowa has over 700 unsewered communities," Wallace added. "Iowans might be surprised to hear that communities are discharging some 1.2 billion gallons of inadequately treated sewage each year. This poses great risks to human health, aquatic life and the environment."

The Iowa Department of Natural Resources (DNR) has pegged costs of upgrading 334 existing wastewater facilities at between \$790 million and \$956 million using conventional technology, and of addressing unsewered communities at between \$214 million and \$322 million. To download the executive summary and full report visit www.iowapolicyproject.org.

Conservation Board System Celebrates 50th Year

By: Cathy Engstrom, Iowa Natural Heritage Foundation's Communications Director

In the past 50 years, Iowa's 99 county conservation boards have protected more than 160,000 acres at 1,620 sites, delivered hands-on conservation education to thousands of school kids and adults, created and maintained hundreds of public recreation areas, and immeasurably increased local quality of life.

Iowa's county conservation board (CCB) system was created in 1955 when the state legislature authorized county citizens to vote to establish a county conservation board. However, the system's roots date back to at least the 1930s, with statewide conservation plans written by luminaries like Ding Darling and Aldo Leopold. These plans noted lost opportunities and called for the addition of county-level conservation.

Today, each of Iowa's 99 CCBs is governed by a five-member board of citizens appointed by the county board of supervisors. Under the board's direction, counties can acquire, develop and maintain public preserves, parks, museums and recreation areas.

"By their very nature, county conservation boards are local programs," says Don Brazelton, executive director of the Iowa Association of County Conservation Boards. "Each board is governed by local citizens who develop programs and facilities to meet the needs of their citizens and natural resources."

For example, Hardin County's conservation board has spent decades defining, protecting and promoting the "Iowa River Greenbelt" - keeping the most sensitive sections intact while making other sections accessible by hiking, biking, canoeing and a popular scenic drive.

Woodbury County supports one of the Loess Hills' premiere interpretive sites, the Dorothy Pecaut Nature Center, and delivers award-winning educational programming. Numerous counties have restored wetland complexes that draw hunters from near and far.

"I hate to think of how many natural gems would have been lost without our county conservation system," says Mark Ackelson, Iowa Natural Heritage Foundation president. "How many trails would be unbuilt, public hunting and camping sites unavailable, or scenic vistas unspoiled without their actions? Iowa's CCBs conserve not only our natural resources, but also our quality of life and economic viability."

This article appeared in the Summer 2005 edition of INHF's magazine and was reprinted with permission. For further information regarding CCBs visit www.ecity.net/iaccb/.

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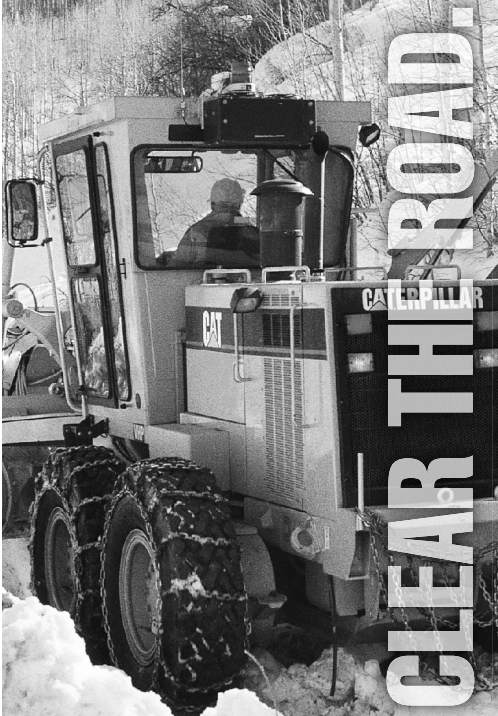
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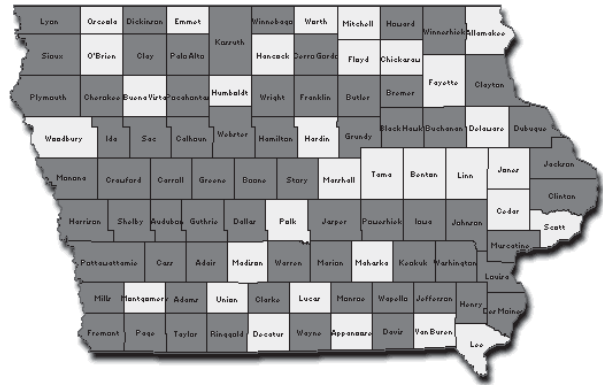
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Its principals (clockwise from lower center: Clarence Hoffman, Fred Dolezal, Russ Sporer, Ken Bilbrey) work with local insurance agents across the state to introduce and represent these programs to Iowa Counties. Currently, sixty-seven counties are represented by CRMS and participate in one or both programs.

The IMWCA was formed in 1981 to offer workers compensation and employers liability coverage to Iowa public entities. Current membership stands at 477 members (65 counties). ICAP’s inception was 1986. ICAP provides property and casualty coverages to 516 members (65 counties).

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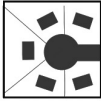
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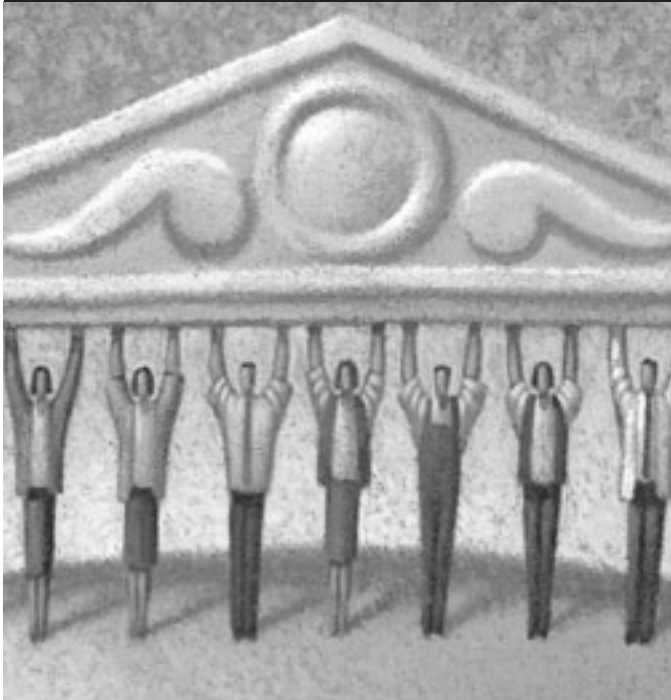
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*Not a shred of evidence exists
 in favor of the idea that life is
 serious. - Brendan Gill*

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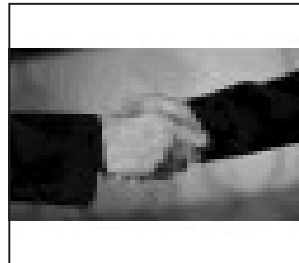
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calendar

NOVEMBER

- 8 CCMS *Advanced Case Manager*
(Hilton Garden Inn, Des Moines/Urbandale)
- 13 ISAC Board of Directors
- 13-15 ISAC Fall School of Instruction
(Marriott & Renaissance Savery, Des Moines)
- 16 SEAT Session II
(Renaissance Savery, Des Moines)
- 24-25 ISAC Office Closed
- 30-Dec. 2 CCMS *Fundamentals*
(Hilton Garden Inn, Des Moines/Urbandale)

DECEMBER

- 1 District II Winter Meeting
(Elks Lodge, Charles City)
- 6-8 Engineers Annual Conference
(Scheman Center, Ames)
- 7 District IV Winter Meeting (location TBA)
- 15 Annual Drainage Seminar
(Starlite Village, Fort Dodge)
- 16 ISAC Board of Directors (ISAC Office)
- 23 ISAC Office Closed
- 26 ISAC Office Closed

JANUARY

- 2 ISAC Office Closed
- 10 CCMS *Administrators*
(Hilton Garden Inn, Des Moines/Urbandale)
- 17-20 SEAT III
(Hilton Garden Inn, Des Moines/Urbandale)
- 18-19 ISAC University
(Holiday Inn Airport, Des Moines)
- 20 Statewide Supervisors Meeting
(Holiday Inn Airport, Des Moines)

MARCH

- 1-3 CCMS *Fundamentals*
(Hilton Garden Inn, Des Moines/Urbandale)
- 4-8 NACo Legislative Conference
(Washington DC)
- 19-21 ISAC Spring School of Instruction
(Marriott & Renaissance Savery, Des Moines)

APRIL

- 11 CCMS *Administrators*
(Hilton Garden Inn, Des Moines/Urbandale)
- 12 CCMS *Cost Report Training*
(Hilton Garden Inn, Des Moines/Urbandale)

MAY

- 11 CCMS *Advanced Case Manager*
(Hilton Garden Inn, Des Moines/Urbandale)

JUNE

- 6-7 CCMS *Supervisors Training*
(Hilton Garden Inn, Des Moines/Urbandale)
- 21-23 CCMS *Fundamentals*
(Hilton Garden Inn, Des Moines/Urbandale)

AUGUST

- 4-8 NACo Annual Conference (Chicago, IL)

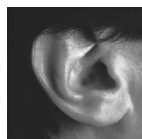
For agendas or additional information on any of the above listed meetings please visit our website at www.iowacounties.org and click on 'Upcoming Events.' If you have any questions about the meetings listed above, please contact Jerri at (515) 244-7181 or by email at jnoba@iowacounties.org.

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