

# The Iowa County

## Fringe Area Agreements

Ensuring Orderly, Efficient  
Development

August 2005

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Iowa State Association of Counties

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# The Iowa County

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Denise Obrecht, EDITOR



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#### 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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# Fringe Area Agreements

## Ensuring Orderly, Efficient Development

The primary directive for county planning and zoning is the preservation of agricultural lands and operations; for cities it is the efficient and economical delivery of services. With that in mind, Johnson County has spent the last 30 years creating and adopting fringe agreements.

Many issues related to planning and zoning are regional in nature, and simply cross municipal boundaries. Proper annexation of areas adjacent to cities is often crucial to establishing and maintaining urban order and effective government. Rapid development and population growth frequently occur just outside city boundaries where property is cheaper and zoning laws may be less restrictive. Small and large cities alike are surrounded by “fringe” areas. With the development of fringe communities come the problems that concentrations of people create—increased traffic congestion on inadequate roads, the need for improved police and fire protection, and inadequate land use planning resulting in disorderly growth. Lack of proper planning and land use control allows uses that may threaten the social and economic life and cohesiveness of the community.

The purposes of fringe area agreements are to ensure orderly, efficient development and to put developers and landowners on notice as to what to expect within the two mile extraterritorial review of Johnson County’s municipalities. Fringe area agreements are authorized by chapters 28E and 354 of the Code of Iowa. Iowa Code chapter 354 grants cities the authority to establish an extraterritorial area, known as a fringe area, within two miles of the city’s boundaries, and further grants the city the authority to require that subdivisions within that area adhere to the city’s subdivision standards. Alternative standards and conditions can be established via the 28E agreement. In these “fringe areas,” Johnson County and its cities have entered into cooperative agreements addressing mutual concerns about land use planning.

By: Rick Dvorak, Johnson County Planning and Zoning Director  
& RJ Moore, AICP, Assistant Director

### What Are Fringe Area Agreements?

Fringe area agreements are usually based on adopted land use plans for both entities, especially the city’s future land use plans. As a legal document, the land use plan is essentially a long-range “vision statement” which must be rationally articulated by the regulations in the zoning ordinance. As such, the plan acknowledges that Johnson County is rapidly growing and changing. The plan itself is a collection of fairly broad goals and objectives addressing the following: physical land use, infrastructure management and needs, environmental issues, housing and growth management strategies, economic development and transportation issues. Its purposes are to establish how and where change will occur so that services can be adequately provided and to create policies for managing change in a manner that best represents the needs of the county and its environment.

Using an adopted land use plan, the fringe area is reviewed, and based on the city’s future land use plans, appropriate uses are identified and agreed upon. The county does not give up its right to zone in the fringe area, but it does agree to rezone only to those uses that are identified as appropriate for the area. Subdivision standards are also agreed upon. If the proposed development is in a growth area, then the city’s standards apply; if it’s in an area that is expected to remain rural, then the county’s standards are applied. We also have an agreement where there are combined city/county standards in place. This is usually an area not identified as a growth area, but one that is already in transition from agricultural to residential uses. Most agreements contain some language for the enforcement of building codes for new construction and for conditional use permits.

*Johnson County and its cities have entered into cooperative agreements addressing mutual concerns about land use planning.*

*Properly used, annexation preserves a growing urban area as a unified whole.*

### Reduce Use Conflicts

Even though cities have the right to require development in the two miles to meet their subdivision standards, the county retains the right for zoning in the area. Through the agreement, the county agrees to rezone only to those uses that are agreed upon for that area. The city's future land use plan identifies where and what kind of growth is proposed for the extra-territorial area. It includes type of land use, e.g.; residential, commercial or industrial, and at what density.

### Informed Citizens and Developers

Fringe area agreements inform landowners on what uses are proposed for their land in the future and what they can do with it in the present. They also let developers know what will be permitted, and what standards are going to be applied: development standards, rural standards, city standards and alternative standards. Rural and city standards are those standards that both have adopted as part of their subdivision ordinances. Alternative standards are standards that are generated as part of the fringe area agreement. Which set of standards is applied depends on the probability of annexation. City standards are generally applied for areas of high annexation probability, rural standards for areas with low annexation possibility, and alternative standards for areas that aren't going to be annexed in the near or mid-term, but may be annexable in the long-term.

### Reduce Sprawl, Create Open Space, Sensitive Areas Protection

Generally the county has a one acre minimum lot size; it's the minimum for individual wastewater systems. You may reduce lot size if you have a community water and wastewater system. Our fringe area agreements encourage "clustered subdivisions," a design concept that discourages large lot development and encourages the creation of open space and the protection of sensitive areas. Open space is created for the benefit of the lot owners and sensitive areas are put in protected outlets. Clustered subdivisions also benefit the developer by reducing infrastructure costs. They don't have to build as many roads, waterlines or sewer lines.

### Smart Growth, Efficient and Economical

Usually a city's growth into the extraterritorial area is restrained by its ability to provide urban infrastructure, in particular water and sewer. Cities prefer areas that can be served by a gravity flow sewer, where expensive lift stations are not required. This is where "clustered subdivisions" pay off. Cities need urban densities to pay for the costs of building and maintaining the infrastructure. The open space lots can be developed at urban densities or used to provide park and recreational areas.

### Why Fringe Area Agreements?

- To protect cities ability to grow and reduce use conflicts (zoning)
- To ensure and encourage smart growth
- To inform citizens and developers
- To identify development standards within the fringe area
- To manage growth so it is efficient and economical
- To reduce sprawl
- To protect environmentally sensitive areas
- To preserve farmland

### Current Situation In Johnson County

In December of 1998 Johnson County adopted a new land use plan. The plan requires the county to create and adopt fringe area agreements with all of our municipalities. It also speaks to thinking and planning on a regional basis. With the adoption of the new land use plan we have been even more aggressive in the creation and adoption of fringe area agreements, not only with our cities, but also with Cedar Rapids, and possibly even with Linn County.

So far, it appears that fringe area agreements are working quite well in Johnson County. In recent years, in an effort to manage sprawl and leapfrog development, the board of supervisors has been treating the non-growth areas just like we do the rural/agricultural area. Even though a fringe area agreement may say some large lot development is permissible, the Board has consistently turned down rezoning requests for non-agricultural development there. Recently we began the process of reviewing our fringe area agreement with Iowa City. One of the proposals on the table is to change the language for the non-growth area where it says agricultural uses are the preferred use, and non-agricultural development is discouraged. This is a big step in managing fringe area growth and controlling sprawling, leapfrog development. We have three more local fringe area agreements to complete and then, as noted earlier, we are contemplating doing this on a more regional basis with the surrounding counties.

Properly used, annexation preserves a growing urban area as a unified whole. It enables urbanized and urbanizing areas to unite with the core city to which the fringe is socially and economically related. It facilitates the full utilization of existing municipal resources. In general, annexation is a solution in instances when a central city is able to address emerging fringe area concerns.

*For further information on fringe area agreements you can contact Rick Dvorak at (319) 356-6083 or [rdvorak@co.johnson.ia.us](mailto:rdvorak@co.johnson.ia.us).*

## Lean and Mean

Who can believe that it is already time to think about the development of county legislative policy through the ISAC steering committees? It seems like only yesterday we were combing through the Governor's line-item vetoes in the stand-ings bill and reporting on them in the district workshops.

### Steering Committee Basics

There are some important things all county officials should know about the ISAC steering committees and the part they play in our policy development. First, the committee meetings are scheduled on September 9 and October 6 this year. The seven committees meet concurrently to review last year's results and to make recommendations for legislative objectives and policy statements. Together these things will serve as the policy basis for ISAC in 2006.

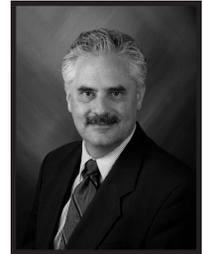
Any county official is permitted to attend a steering committee meeting and to participate in the discussions. For voting purposes, however, each affiliate is allowed three appointments to each of the seven committees. The only exception to this is the committee chair, who is appointed to a two-year term by the ISAC president. For example, if the chair of the public safety committee happens to be a sheriff, the sheriffs' affiliate would be entitled to three additional voting members on that committee.

Steering committee meetings provide the key opportunity for county officials and their affiliates to influence what legislation ISAC proposes based on our legislative objectives and policy statements. Legislative objectives are items that the affiliates and ISAC seek to introduce as legislation or as amendments to other bills. This is the proactive part of each steering committee report. Policy statements typically express principles important for local control, local government authority and efficient county operation. These policies help direct how ISAC responds to legislation raised by any legislator or other interest groups. We have no way of knowing what may be introduced in any given legislative session. Generally, the statements may be broad in nature, but sometimes a statement may be designed to establish a specific position in favor of or against a particular proposal.

Sometimes our members wonder about the value of specific affiliates serving on certain steering committees. For example, why would county engineers care to participate on the human services steering committee? Or why would an assessor care to serve on the environment and public health committee? Our organization is only as strong as the effort our members put into it. When all affiliates participate in the committee meetings, a stronger understanding among affiliates for the total package is possible. While many committee topics directly impact only some of the affiliates, broad participation helps to bring fresh perspectives to the table. That

By: **John Easter**

ISAC Director of  
Intergovernmental Affairs



helps to build stronger support throughout our organization for the total legislative package.

### Planning For The 2006 Session

Affiliates have been busy holding meetings throughout the summer to plan what to bring to each of the steering committees. That is where the process really begins. Many great ideas come from the affiliate legislative committees. With 15 affiliates comprising the ISAC membership, numerous recommendations will likely make their way to the table. In order to maximize our success with our proposals, it is important to consider the "political landscape" for the coming year.

First, 2006 is an election year. That means we will see the shorter of the two sessions in the legislative biennium. The first general session is typically 110 days long and the second session is 100 days. Because this is an election year, lawmakers will be thinking about their own political campaigns and reelection. Their legislative time will be limited to those things that are absolutely necessary to get done. In fact, during the June ISAC district workshops, one member of leadership said the session may not last longer than 75 days!

Second, partisan competition will be as great as ever. With a 25-25 split in the Senate and a Republican edge of only 51-49 in the House, lawmakers will be selective of which controversial issues they will consider. They are not likely to bring up too many new or complicated programs. They will want to craft debate to prepare for the campaign trail and not burn up too much time on nonproductive issues.

Finally, this year holds an open seat for the governor's race. While competing for majorities in a virtually even-split legislature, both parties will be vying for the grand prize – the governor's office. Political posturing may pave the way for a comparatively short session in 2006, in contrast to an extraordinarily long session in 2005. Politics is the name of the game.

### Lean and Mean County Agenda

While county officials do not want to overlook important issues to help provide the best service possible to the citizens and taxpayers they serve, this would be a good year to stick to the basics. It will be important to focus our energies on those things that are necessary to accomplish and resist the temptation to try and tackle all of the things we *wish* could happen. Time and attention from lawmakers will be limited. The more "lean and mean" the county agenda can be, the greater the chance for solving those things we need to get done.

## State Appeal Board Rules On County Budget Appeal

### Winneshiek County

The State Appeal Board recently ruled on an unusual Winneshiek County budget appeal. The issue in the Winneshiek appeal was the funding of the patrol deputies in the sheriff's department. That's a common issue for budget appeals. What made this one unusual was that in most budget appeals it has been the county that wants to fund the patrol deputies out of the rural services fund, and rural protestors that object to the idea. Here it was just the opposite.

The board of supervisors wanted to take the expenditure for patrol deputies out of the rural services fund, where it had been for six years, and put it back in the general fund. Some of this change of in budgeting philosophy has to do with changes in the makeup of the board of supervisors.

City residents objected to the shift and filed a budget appeal. One argument they made was that three cities in the county, including Decorah, already pay for municipal law enforcement, so they should not have to pay for law enforcement through their county taxes as well.

The other main argument they made was that, under Iowa Code §331.421(8), the rural services fund is supposed to pay for expenditures which are "primarily intended to benefit those persons residing in the county outside of the incorporated city areas." They pointed out that in 2002, in an earlier budget appeal, the State Appeal Board ruled that rural patrol expenses in Winneshiek County should be paid for out of the rural services fund. They argued that nothing has changed to warrant shifting those expenditures. In fact, they argued that the data regarding the issuance of citations and calls for service reflects that the workload of the rural patrol deputies is mostly in the unincorporated area.

Winneshiek County responded that, under its home rule authority, the county has the right to move the rural patrol expenses from the rural services fund to the general fund. The county also argued that the rural patrol services benefit all residents of the county, and are therefore more properly allocated to the general fund.

The State Appeal Board first pointed out that rural patrol expenses are not designated in the Iowa Code as either general county services or rural county services. Therefore, said the State Appeal Board, under county home rule, "each county determines whether operation of the sheriff's office is a general county service or a rural county service." In addition, said the State Appeal Board, "that determination may be changed whenever current officials determine the intended beneficiaries of a service have changed."

Based on the information presented, said the State Appeal Board, "the board of supervisors appropriately concluded operation of the sheriff's office during FY06 is intended to benefit all residents of the county and should be budgeted in

By: David Vestal

ISAC General Counsel



the general fund."

According to the Iowa Code if services "primarily benefit" rural residents, they should be paid for out of the rural services fund. But who makes that judgment call? Here the city residents had the data to support their argument that the rural patrol deputies generally benefit the rural residents, not the city residents. But that did not sway the State Appeal Board. The State Appeal Board pretty much said that if the supervisors decide it's a general county service or a rural county service, that's the end of the discussion.

County supervisors get to make that determination. Apparently, unless their decision is clearly erroneous it will be upheld. The good news for counties is that, because of this decision, the next time a board of supervisors decides to move an expenditure to the rural services fund, it will be very hard for the State Appeal Board to second-guess their decision

### Permit To Carry

Iowa sheriffs have broad discretion regarding whether to issue a resident a permit to carry a concealed weapon. Iowa Code §724.7 says permits shall be issued only to those who can "reasonably justify going armed."

In *Kasper v. Cedar County Sheriff's Office*, an Iowa Court of Appeals decision issued in May, James Kasper appealed the decision of the sheriff's office denying him a permit. In applying for a permit, Kasper had written that he lived in a rural area and needed a firearm in order to protect himself and his family. The sheriff denied the request, saying that Kasper had not shown an "actual or probable threat to personal safety" and pointing out that there is no need for a permit to carry a weapon in one's own home or business.

Kasper sued in district court and lost. On appeal, the Iowa Court of Appeals found in favor of the sheriff and upheld the district court decision. The Court of Appeals concluded that the sheriff "exercised the discretion afforded him under the statute to deny the permit application." The Court of Appeals noted that the sheriff specifically considered the justification offered by Kasper and "furnished reasons for the denial that were not illegal, arbitrary, capricious or an abuse of discretion."

**Parting Ponderable:** Here's a quiz. The following attractions are listed on the roadsideamerica.com website. Can you match the attraction with its Iowa location?

Birthplace of the 4-H Emblem	Stanton
Black Squirrel Capital of the World	Clarion
Plow in the Tree	Council Bluffs
Pink Elephant	Exira
Coffee-pot-shaped Water Tower	Marquette
Iowa's Wandering Moose	Battle Creek

# health check

## To Blame Or Not To Blame

As I was doing research for a stress presentation, I came across an idea that I had never really thought about before. The section was entitled “Avoid Blaming Others.” My first thought was that you can’t control other people, therefore, other people don’t always live up to your expectations. Consequently, other people are responsible if they do not fulfill what assignments they have been given.

But the thinking in “Seven Steps to Stress Mastery,” by James E. Porter, included three parts: 1) much of the distress we feel is linked to blame; 2) blame is linked to loss of control; and 3) loss of control is the very foundation of all stress.

Every time you blame someone you give up control. When you say it is someone else’s fault you might as well say “I’m helpless.” But if you accept responsibility for a solution there is something you can do. You are now in control.

Blame often arises when delegation is involved. Here is an example: you are going to do a presentation for a board meeting. You ask a co-worker to construct a report with materials you have given them. They tell you it will be ready the day of the meeting. On the morning of the meeting, you ask for the report and it is not done. You are furious – why didn’t they do the work? Now, you are going to be embarrassed and the presentation will not be what it could be.

By: **Sandy Longfellow**

ISAC Administrative Assistant



Who is ultimately responsible for the situation? Remember we are asking that you take responsibility not blame. Does this person care as much as I do about the task given him? Phrases like “What can we do differently next time?” or “How can we do that better?” are signs of a person taking responsibility for their actions. For instance, you could have reminded your co-worker, put the deadline in writing, offered to help or set an earlier deadline and built in time for errors.

Even though you delegated the task, it is still your responsibility to see that it is completed and accurate. Even if you did all the right things and the other person was responsible, blaming him only makes matters worse. Ultimately, everyone feels bad. The blamer feels out of control and the person being blamed becomes mad and defensive.

Chances are that your co-worker understands the situation and desperately wants to correct it. It is extremely important that you assume this is true because it keeps your co-worker on your side. By not blaming you stay calm. The other person stays calm. You are able to find solutions! Isn’t that what we all want?

# technology center

## Digital Cameras

**Q: We would like to purchase a digital camera for our office. Do you have any guidelines or recommendations to offer before we make our purchase?**

A: Digital cameras seem to be the choice of many when it comes to photo-taking. There are a few questions you will need to answer in order to select the proper camera. What size of pictures will you want to produce? Will you need the ability to zoom for close up photos? How many pictures will you need to take at a given time?

Megapixels are a vital part of your digital camera requirements and need top priority. Megapixels determine your image quality and the print size of your photos. Keep in mind, the larger the megapixels the better end product you will see. You will be most satisfied with a 4 or 5 megapixel camera; however, if you have budget constraints you can get by with 3 megapixels but do not go any lower. If you require the ability to zoom in and shoot up-close shots you will want to look at the “optical zoom” of the camera. Do not be fooled by “digital zoom” - there is a huge difference. Digital zoom crops out the edges of the picture using

By: **Tammy Norman**

ISAC Technical  
Services Coordinator



software and gives you the feel of the subject appearing closer, while optical zoom uses glass and creates a true close up which will be clear and sharp. Memory is another important factor you need to consider. Make sure that your camera uses memory cards (most do). Avoid cameras that use mini CDs or disks for storage, or those that have “built-in” storage. You will definitely want to be able to change out and upgrade your memory cards. The type of photo format you are using will determine the minimum amount of memory to purchase. You will want at least a 256MB card, especially if you will be shooting pictures in a TIFF or uncompressed format versus a JPG or a compressed format.

**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](mailto:tnorman@iowacounties.org). Until next month, keep clicking!

## The USPRA Conference

In May I was able to attend the 30<sup>th</sup> Annual Psychiatric Rehabilitation Conference in Pittsburgh, Pennsylvania. IASPRS is now USPRA, which stands for the United States Psychiatric Rehabilitation Association. Their website is [www.uspra.org](http://www.uspra.org) if you would like to explore what they have to offer. As with any conference you look through the long list of synopses and hope the sessions live up to their descriptions.

### Trama Caused By The Mental Health System

First impressions influence us all. One of the speakers I encountered early in the conference made quite a first impression. Dressed in black, pierced nose, lip, and tongue, Deborah Max, Deputy Director of Choice, a peer-run case management and advocacy agency in New Rochelle, NY, began her story with the confidence and enthusiasm only she could imbue with legitimacy. As she told of her own experience as a mental health consumer and of the trauma caused by the mental health system, the visual impact of her appearance was inconsequential. She had been an inpatient for 4 years as a teenager, heavily medicated. She tells of her recovery and her issues with medication in an article she included in her handouts. (It is quite good—if you are interested call or e-mail me and I will send you a copy.)

I was so impressed with Deborah's presence, her story and the message she shared through her presentation. For example she clarified the difference between someone who is suicidal and someone who cuts or self-mutilates. Suicidal people seek to feel nothing, cutters seek to feel better. She went on to say that self-mutilation, dissociation, substance abuse, and sexual promiscuity are used to express or cope with emotional pain, relieve anger, increase confidence, give a sense of power and control, feel better, relax, take the edge off, give biochemical relief and promote survival. Self-mutilation works because it quickly and dramatically calms the body by releasing endorphins. Dissociation works because it enables trauma victims to form attachments to figures vital to survival. Licit and illicit substances work because they alter mood and create a temporary feeling of euphoria. Sex works because it feels good both emotionally and physically. It made sense and it was a window into the difficult process of recovery. She also spoke of harm reduction and its principles. Harm reduction is a strategy, not a goal in the recovery process. Deborah Max made quite an impression and I was so glad I chose her session to attend. It more than lived up to its description.

### Severe and Persistent Mental Illness

A synopsis of great (and troubling) interest described the session "Unmasking Hidden Dangers: SPMI, the Metabolic Syndrome, and Premature Death." Thinking about the interrelated health issues facing people with mental illnesses can become a "chicken or the egg" guessing game. Loren Crabtree, MD, provided a report on his observations and personal studies regarding

By: **Linda Kemp Gethmann**

ISAC Case Management  
Specialist



life expectancy for persons with Severe and Persistent Mental Illness (SPMI). Persons with SPMI have an average life expectancy that is 20% shorter than other adults, primarily due to implications of the metabolic syndrome—that is arteriosclerosis illnesses, obesity, and diabetes. Dr. Crabtree reports 69% of those with SPMI are obese, 53% have abnormal glucose levels and 87% have abnormal lipids (triglycerides, LDL, HDL levels). He stated that those with SPMI have a biological vulnerability. Even before psycho-pharmacology there was a link with diabetes. Persons with SPMI have high levels of stress intolerance. On top of the biological vulnerability, you have "today" with its super-size fast food and sedentary lives. It is truly a vicious cycle.

The multiple causal forces are:

1. **Biological Vulnerability:** genetic linkages to SPMI, insulin resistance, and stress hyper-reactivity; disruptions from symptoms are coupled with hyper-responsiveness to stress.
2. **Disability in Living:** a state of lifestyle impairment (poor nutrition, sedentary living, low motivation, shrinking scope of relationships); over reliance upon avoidance, withdrawal, and isolation; excess intake of food, tobacco, caffeine, drugs, and alcohol.
3. **Changes in Psychiatric Practices:** specific medication effects, polypharmacy (multiple medications rather than one medication), indefinite usage.
4. **Systemic Deficits:** scarcity of information, stigma and insufficient mandate, flawed health care and dental systems.

As a method of dealing with this situation for those with mental illness he offered NEST, which is Nutrition, Exercise, Stress reduction, and Training. Also, WELLNESS: Wholesome eating and drinking; Exercise regularly; Loving - from social networks to intimacy and sexuality; "Life is beautiful" - discipline of imposed positivity (self-talk, reframing, etc.); Nutritional supplements and "brain food"; Expanding peacefulness through breathing, meditation, etc.; Spirituality - reverence and service to others; Specific interventions - alternative and complementary techniques. Dr. Crabtree has found focusing on this in the recovery plan has had significant impact in reducing the metabolic syndrome issues.

As you think about the people you or your staff may be working with, the challenge becomes how to help someone have a longer, healthier, happier life when, by the time they come onto your caseload, they are so far "down" because of the long-term illness that they live with. This insight into Dr. Crabtree's finding could be helpful as a place to start the discussion and education and to perhaps start a useful change. If one understands the larger picture and commits to making a change or to including a new routine, it just could make a difference. And, after all, that's what case managers hope to do.

# counties in the spotlight

**Dallas County** employees vacated their courthouse in late December and early January after structural problems were noticed. The result of corner-cutting a century ago results in Dallas County Courthouse floors that cannot be trusted to hold the weight of humans or standard office files. The other big shortcut at the time was the decision not to reinforce the bell tower concrete with cast iron. That stone at the top of the courthouse is now cracked, and the bell support may not be strong enough to hold its weight. Also, new electrical wiring, upgraded plumbing, a new heating and air-conditioner unit, and windows are needed. By polling contractors, the price of \$10 million was estimated to cover all the assorted contracts and supply purchases.

*(Taken from the Dallas County News, June 2)*

Floyd Magnusson, **Webster County** Supervisor, was recognized as a Special Achiever at the 2005 Frontier Days June 3-5 in Fort Dodge. Award recipients are graduates from Webster County high schools that have achieved notable success in their chosen fields. Floyd has served on the Webster County Board of Supervisors for 19 years. Magnusson's past experiences include being a graduate of the University of Iowa; playing college basketball for Iowa and Notre Dame for five years; becoming a college basketball coach; conducting basketball clinics at armed services bases in Hawaii, Japan, Korea, Okinawa, and Alaska; and operating a successful insurance company.

*(Taken from the Messenger, May 29)*

## ISAC brief

### ISAC Fall School 2005

#### Register On-Line

As of August 1, county officials can register on-line for ISAC's Fall School of Instruction to be held November 13-15, 2005 at the Downtown Marriott and Renaissance Savery in Des Moines. Attendees will be able to sign-up for one of three seminars to be held on Sunday, November 13 from 3pm - 5pm: 1) Practical Economic Development: How Counties can Use TIF, Abatement and Other Tools to Benefit their Communities; 2) Promoting Open Government: Best Practices in Open Meetings and Public Records; and 3) Socially Responsible Leadership. If you drive into Des Moines on Sunday you won't have to deal with any traffic problems! Other conference highlights include keynote speaker Karen Purves speaking on building better relationships, The Whitesidewalls performing at the ISAC Dance, and an expected 70 exhibitors coming to showcase their services and products. To register on-line visit ISAC's website ([www.iowacounites.org](http://www.iowacounites.org)) then click on 'Upcoming Events.'

#### Paying For A Hotel Room

If you are staying at the Marriott and do not want to pay for the room on your personal credit card, you will need to call the accounting department (515-244-5500) and tell them you are going to bring a check with you and request that they send you some sort of a documentation stating the room rate, hotel/motel tax, etc. Then have the county auditor cut you a check to take with you. Present the check when you check-in. This must be done for each school.

At the Renaissance Savery, you may opt to send in a claim form with a letter (on county letterhead) asking to have the

**By: Jerri Noboa**

ISAC Meetings Administrator



room billed back to the county. This must be done before arrival date. The letter of request can be faxed to Carla Curry (515-243-8974). This must be done for each school.

At the Fort Des Moines (515-243-1161 or 800-532-1466), you need a credit card to hold the reservation or a purchase order/claim form. This must be done for each school.

#### Streets To Downtown Open Again

Getting to downtown Des Moines for ISAC's Fall School will be much easier! The interchange reconstruction of 5<sup>th</sup>, 6<sup>th</sup> and 7<sup>th</sup> Streets, which began in 2004, will be completed this summer. Also, the new parking ramp located on the corner of Mulberry & 7<sup>th</sup> Street will be completed this summer which will free up spots in the 7<sup>th</sup> & Grand parking lot, located just across the street from the Marriott. Visit ISAC's website to see further information on parking and directions to the parking garages.

#### Marriott Restaurant Open On Sunday

One of the complaints from the last ISAC school that started on a Sunday was the availability of eating establishments within close proximity of the hotels for those that just wanted to grab something quick. We have arranged with the Marriott to open their bar & grill "Pitchers" and have a sandwich bar available on Sunday during the Fall School. We hope this helps in finding a convenient location for lunch. Hours, menu and pricing will be printed in next month's magazine.

## How The Legislators Voted

The 2005 session of the Iowa General Assembly contained several issues of importance to county officials. State lawmakers and Governor Vilsack made many decisions that will have lasting impact on county officials and the citizens and taxpayers they serve. This record is designed to help county officials see how their legislators voted on items of importance to the ISAC membership.

### Important Unrecorded Votes Cannot Be Included

In order to be fair to your legislators, it is imperative to remember that many important votes are unrecorded. By its nature, this record obviously cannot reflect significant policy decisions where no recorded vote was taken, such as caucus votes or bills dying for lack of a committee vote.

### Bills That Passed With Unanimous Votes

This record does not include votes on every issue that ISAC and its affiliates worked on. Many bills representing important work for ISAC staff, affiliate legislative liaisons and lawmakers were passed with unanimous or near-unanimous votes. Among those important bills are:

HF 222 – Township elections non-partisan (passed House 100-0, Senate 44-5);

HF 879 – Snowmobile regulation (96-2, 49-0);

SF 169 – Methamphetamine precursors (98-0, 50-0);

SF 265 – Treasurers' clean-up (99-0, 50-0); and

SF 340 – Drivers' licenses and delinquent fines (99-0, 48-0).

### Bills On The House Table Only

*HF 644 – Non-Controversial Elections* – County auditors attempted for the fifth year in a row to secure passage of a non-controversial elections bill. This proposal was an ISAC top priority and at the beginning of the session its passage appeared likely. ISAC requested that this piece of legislation remain technical in nature and that all controversial amendments that could kill the bill be avoided. The Iowa House successfully approved HF 644; however, because of a controversial issue attached in the Senate (see S-3201 to HF 644 below), the bill languished on the Senate calendar until the end of the session and never received a floor vote. ISAC was registered **for** the bill.

*HF 793 – Controversial Elections* – This elections bill contained a collection of controversial elections provisions left out of HF 644. While many important aspects of the bill were initiated and supported by county auditors, ISAC was registered **undecided** on the bill because it included other provisions, initiated by various groups, that the auditors were still evaluating. The bill passed the House but was never considered by the Senate.

*HF 847 – Coupling All Property Classes* – This bill sought to expand the current law coupling the valuations of agricultural and residential property to include commercial and industrial property as well. ISAC supports easing the tax burden on businesses, but this bill gave relief to commercial taxpayers at the expense of local governments. The bill would have reduced the tax base, resulting in higher tax rates and reduced local property tax revenue. The bill passed the House but was never brought up in the Senate. ISAC **opposed** the bill.

### Bills On The Senate Table Only

*S-3201 to HF 644 – Strike VVPAT from Non-Controversial Elections* – This amendment would have stricken the Voter-Verified Paper Audit Trail (VVPAT) requirement from HF 644 (see write-up above). Disregarding its merits, the fact is that VVPAT is a controversial issue and HF 644 was always intended to remain a non-controversial bill. Furthermore, House members let it be known that if the Senate included VVPAT, the bill would be dead. Accordingly, ISAC opposed the inclusion of the VVPAT language in HF 644 and strongly **supported** S-3201. The amendment failed on a 24-24 vote.

### Bills Included On Both House And Senate Tables

All of the bills below passed both houses and were signed by Governor Vilsack.

*HF 642 – Agricultural Seed Regulation* – This bill prohibits counties from adopting or enforcing local legislation regulating the production, sale or use of agricultural seed. ISAC registered **against** this bill because it is contrary to the concept of county home rule. It is also unnecessary, as there have been no instances of counties attempting to regulate agricultural seed.

*HF 674 – Secondary Road Fund Distribution Advisory Committee* – This bill creates a new methodology for distributing secondary road and farm-to-market dollars to counties. The proposed methodology had the support of 89 counties going into the session and was recommended as one of ISAC's top priorities for 2005. ISAC was registered **for** the bill.

*HF 772 – Open Meetings and Public Records Violations* – Currently, after a third conviction for violating either the open meetings or public records laws during an elected official's term, the official is automatically removed from office. The bill provides that an official will be removed after a second conviction. ISAC registered **against** the bill.

*HF 828 – Watercraft Regulation* – This bill, commonly referred to as the boat bill, updates watercraft regulations and increases registration fees. It also increases recorders' writing fees from \$1.00 to \$1.25 per registration and provides that certificates of title are no longer required for kayaks. ISAC registered **for** the bill.

The Iowa House	Record Roll Call Vote on Selected Bills - 2005 Session													
Bill Title	Non-Con Elections		Controversial Elections		Coupling All Classes		Ag Seed Regulation		SRFDAC		Open Meetings		Boat Bill	
Bill Number	HF 644		HF 793		HF 847		HF 642		HF 674		HF 772		HF 828	
Final Result	died in Senate		died in Senate		died in Senate		signed		signed		signed		Signed	
ISAC Position	For		Undecided		Against		Against		For		Against		For	
Vote Tally	98	0	51	48	65	34	70	27	90	9	77	23	53	43
Representative - Party	aye	nay	aye	nay	aye	nay	aye	nay	aye	nay	aye	nay	aye	nay
Alons, D. - R	x		x		x		x		x		x		x	
Anderson, R. - R	x		x		x			x	x		x		x	
Arnold, R. - R	x		x		x		x		x			x	x	
Baudler, C. - R	x		x		x		x		x		x			x
Bell, P. - D	x			x	x		x			x		x	x	
Berry, D. - D	x			x		x	x		x		x			x
Boal, C. - R	x		x		x		x		x		x		x	
Bukta, P. - D	x			x	-	-		x	x			x		x
Carroll, D. - R	x		x		x		x		x		x		x	
Chambers, R. - R	x		x		x		x		x		x		x	
Cohoon, D. - D	x		-	-	x		x		x			x		x
Dandekar, S. - D	x			x	x		x		x		x			x
Davitt, M. - D	x			x		x	x		x		x			x
De Boef, B. - R	x		x		x		x		x			x	x	
Dix, B. - R	x		x		x		x		x		x			x
Dolecheck, C. - R	x		x		x		x		x		x		x	
Drake, J. - R	x		x		x		x		x		x			x
Eichhorn, G. - R	x		x		x		x		x		x		-	-
Elgin, J. - R	x		x		x		x		x		x		x	
Fallon, E. - D	x			x		x		x	x		x			x
Foege, R. - D	x			x		x		x	x		x			x
Ford, W. - D	x			x		x		x	x		x		-	-
Freeman, M. - R	x		x		x		x		x		x		x	
Frevert, M. - D	x			x	x			x	x		x		x	
Gaskill, M. - D	x			x		x		x	-	-	x		x	
Gipp, C. - R	x		x		x		x		x		x		x	
Granzow, P. - R	x		x			x	x		x		x		x	
Greiner, S. - R	x		x		x		x		x		x			x
Heaton, D. - R	x		x		x		x		x		x		x	
Heddens, L. - D	-	-		x		x	-	-	x		x			x
Hoffman, C. - R	x		x		x		-	-	x		x		x	
Hogg, R. - D	x			x		x		x	x		x		x	
Horbach, L. - R	x		x		x		x		x		x		x	
Hunter, B. - D	x			x		x		x	x			x		x
Huseman, D. - R	x		x		x		x		x		x		x	
Huser, G. - D	x			x	x		x		x		x		x	
Hutter, J. - R	x		x		x		x		x		x			x
Jacobs, L. - R	x		x		x		x		x		x		x	
Jacoby, D. - D	x			x		x	x		x		x		x	
Jenkins, W. - R	x		x			x	x		x		x		x	
Jochum, P. - D	x			x		x		x	x		x		x	
Jones, G. - R	x		x		x		x		x		x		x	
Kaufmann, J. - R	x		x		x		x		x		x			x
Kressig, B. - D	x			x		x	x		x		x		x	
Kuhn, M. - D	x			x		x		x	x		x			x
Kurtenbach, J. - R	x		x		x		x		x		x		x	
Lalk, D. - R	x		x		x		x		x			x		x
Lensing, V. - D	x			x		x		x	x			x	x	
Lukan, S. - R	x		x		x		x		x		x			x
Lykam, J. - D	x			x	x		x		x			x	x	

The Iowa House	Record Roll Call Vote on Selected Bills - 2005 Session													
Bill Title	Non-Con Elections		Controversial Elections		Coupling All Classes		Ag Seed Regulation		SRFDAC		Open Meetings		Boat Bill	
Bill Number	HF 644		HF 793		HF 847		HF 642		HF 674		HF 772		HF 828	
Final Result	died in Senate		died in Senate		died in Senate		signed		signed		signed		Signed	
ISAC Position	For		Undecided		Against		Against		For		Against		For	
Vote Tally	98	0	51	48	65	34	70	27	90	9	77	23	53	43
Representative - Party	aye	nay	aye	nay	aye	nay	aye	nay	aye	nay	aye	nay	aye	nay
Maddox, O.G. - R	x		x		x		x		x		x		x	
Mascher, M. - D	x			x		x		x		x		x		x
May, M. - R	x		x		x		x		x		x		x	
McCarthy, K. - D	x			x	x		x		x			x	-	-
Mertz, D. - D	x			x	x		x		x		x			x
Miller, H. - D	x			x		x		x		x		x		x
Murphy, P. - D	x			x		x		x		x		x		x
Oldson, J. - D	x			x		x		x		x		x	x	
Olson, D. - D	x			x		x		x	x		x			x
Olson, R. - D	x			x	x			x		x		x	-	-
Olson, S. - R	x		x		x		x		x		x		x	
Paulsen, K. - R	x		x		x		x		x		x			x
Petersen, J. - D	x			x		x		x		x		x	x	
Pettengill, D. - D	x			x		x		x		x		x		x
Quirk, B. - D	x			x	x		x		x		x			x
Raecker, S. - R	x		x		x		x		x		x			x
Rants, C. - R	x		x		x		x			x	x		x	
Rasmussen, D. - R	x		x		x		x		x			x	x	
Rayhons, H. - R	x		x		x		x		x		x		x	
Reasoner, M. - D	x			x	x		x		x		x			x
Reichert, N. - D	x			x	x		x		x		x			x
Roberts, R. - R	x		x		x		x		x		x		x	
Sands, T. - R	x		x		x		x		x		x			x
Schickel, B. - R	x		x		x		x			x		x	x	
Schueller, T. - D	x			x		x		x	x		x		x	
Shomshor, P. - D	x			x	x		x		x		x			x
Shultz, D. - D	x			x		x		x	x		x		x	
Smith, M. - D	x			x		x		x	x		x			x
Soderberg, C. - R	x		x		x		x		x		x		x	
Struyk, D. - R	x		x		x		x		x		x			x
Swaim, K. - D	x			x		x		x		x		x		x
Taylor, D. - D	-	-		x		x		x	x			x	x	
Taylor, T. - D	x			x		x	-	-	x			x		x
Thomas, R. - D	x			x	x		x		x		x			x
Tjepkes, D. - R	x		x		x		x		x			x		x
Tomenga, W. - R	x		x		x		x		x		x		x	
Tymeson, J. - R	x		x		x		x			x	x		x	
Upmeyer, L. - R	x		x		x		x		x		x		x	
Van Engelenhoven, J. - R	x		x		x		x		x			x		x
Van Fossen, J.K. - R	x		x		x		x		x		x		x	
Van Fossen, J.R. - R	x		x		x		x		x		x			x
Watts, R. - R	x		x		x		x		x			x	x	
Wendt, R. - D	x			x		x		x		x	x			x
Wessel-Kroeschell, B. - D	x			x		x		x	x		x			x
Whitaker, J. - D	x			x	x			x	x		x			x
Whitead, W. - D	x			x		x		x		x	x		x	
Wilderdike, P. - R	x		x		x		x		x		x		x	
Winckler, C. - D	x			x		x		x	x			x	x	
Wise, P. - D	x			x	x		x		x			x		x
Zirkelbach, R. - D	x			x		x		x	x		x			x

The Iowa Senate	Record Roll Call Vote on Selected Bills and Amendments - 2005 Session									
Bill Title	Strip VVPAT from Elections Bill		Ag Seed Regulation		SRFDAC		Open Meetings		Boat Bill	
Bill Number	S-3201 to HF 644		HF 642		HF 674		HF 772		HF 828	
Final Result	failed		signed		signed		signed		signed	
ISAC Position	For		Against		For		Against		For	
Vote Tally	24	24	33	16	37	11	47	3	41	8
Senator - Party	aye	nay	aye	nay	aye	nay	aye	nay	aye	nay
Angelo, J. - R	x		x		x		x		x	
Beall, D. - D		x	x		x		x		x	
Behn, J. - R	x		x		x		x		x	
Black, D. - D		x	x			x	x		x	
Boettger, N. - R	x		x		x		x		x	
Bolkcom, J. - D		x		x	x		x		x	
Brunkhorst, B. - R	x			x	x			x	x	
Connolly, M. - D		x		x	x		x		x	
Courtney, T. - D		x	x		x			x	x	
Danielson, J. - D		x		x	x		x		x	
Dearden, D. - D		x	x			x	x		x	
Dotzler, W. - D		x		x	x		x		x	
Dvorsky, R. - D		x		x	x		x		x	
Fraise, G. - D		x	x		x			x	x	
Gaskill, E.T. - R	-	-	x		x		x		-	-
Gronstal, M. - D		x	x		x		x		x	
Hahn, J. - R	x		x		x		x			x
Hancock, T. - D		x	x		x		x		x	
Hatch, J. - D		x		x		x	x		x	
Horn, W. - D	x		x			x	x		x	
Houser, H. - R	x		x		x		x		x	
Iverson, S. - R	x		x		x		x		x	
Johnson, D. - R	x		x		x		x		x	
Kettering, S. - R	x		x		x		x		x	
Kibbie, J. - D		x		x	x		x		x	
Kreiman, K. - D		x		x	-	-	x		x	
Lamberti, J. - R	x		x			x	x			x
Larson, C. - R*	x		-	-		x	x			x
Lundby, M. - R	x			x		x	x		x	
McCoy, M. - D	-	-		x		x	x		x	
McKibben, L. - R	x		x		x		x		x	
McKinley, P. - R	x		x		x		x			x
Miller, D. - R	x			x	x		x			x
Mulder, D. - R	x		x		x		x		x	
Putney, J. - R	x		x		x		x		x	
Quirnbach, H. - D		x		x	x		x		x	
Ragan, A. - D		x		x	x		x		x	
Rielly, T. - D		x	x		x		x		x	
Schoenjahn, B. - D		x	x		x		x		x	
Seng, J. - D		x	x		x		x		x	
Seymour, J. - R	x		x		x		x		x	
Shull, D. - R	x		x		x		x		x	
Stewart, R. - D		x		x	x		x		x	
Tinsman, M. - R		x	x		x		x			x
Ward, P. - R	x		x			x	x		x	
Warnstadt, S. - D		x		x		x	x		x	
Wieck, R. - R	x		x		-	-	x		x	
Wood, F. - D		x	x		x		x		x	
Zaun, B. - R	x		x			x	x			x
Zieman, M. - R	x		x		x		x			x

\*Senator Larson was on active military duty for a portion of the session.

## Legislative Workshops Re-Cap

The ISAC Legislative District Workshops were held in June and offered county officials a chance to review key legislative action, network with other county officials and ask legislators questions. The ISAC staff was on hand to discuss the results of the ISAC legislative priorities and give a broad overview of how the legislative session affected county officials. Breakout sessions for affiliate groups were held in the afternoon. Every county official that attended a workshop received a copy of the ISAC Bill Summary Book (also available on ISAC's website [www.iowacounties.org](http://www.iowacounties.org)).

ISAC would like to thank the legislators that participated in the workshops this year. We appreciate their willingness to come to the ISAC district workshops, share their views on the legislative session and then listen to concerns from county officials.

### Forest City:

Rep. Henry Rayhons (R-Hancock); Rep. Linda Upmeyer (R-Hancock); Sen. Amanda Ragan (D-Cerro Gordo); Sen. Thurman Gaskill (R-Hancock)

### Des Moines:

Rep. Carmine Boal (R-Polk); Rep. David Tjepkes (R-Webster); Rep. Jodi Tymeson (R-Madison); Sen. Herman Quirnbach (D-Story); Sen. Doug Shull (R-Warren)

### Ottumwa:

Rep. Kurt Swaim (D-Davis); Rep. John Whitaker (D-Van Buren); Sen. Keith Kreiman (D-Davis); Sen. Paul McKinley (R-Lucas); Sen. David Miller (R-Jefferson)

### Dubuque:

Rep. Tom Schueller (D-Jackson); Rep. Pam Jochum (D-Dubuque); Sen. Roger Stewart (D-Jackson); Sen. Tom Hancock (D-Dubuque)

### Council Bluffs:

Rep. Jack Drake (R-Pottawattamie); Rep. Doug Struyk (R-Pottawattamie); Sen. Mike Gronstal (D-Pottawattamie); Rep. Clarence Hoffman (R-Crawford)

### Storm Lake:

Rep. Dwayne Alons (R-Sioux); Rep. Mary Lou Freeman (R-Buena Vista); Rep. Chuck Soderberg (R-Plymouth); Rep. Clarence Hoffman (R-Crawford); Sen. Daryl Beall (D-Webster)

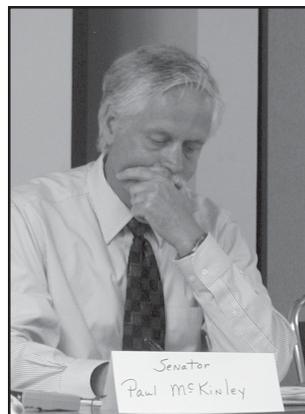


*Senator Thurman Gaskill and Representative Linda Upmeyer laugh with the attendees in Forest City.*

*ISAC lobbyists John Easter and Linda Hinton gave the results of ISAC's legislative objectives at each of the district meetings.*



*In Des Moines, Representative Jodi Tymeson listened to Senator Herman Quirnbach's feelings of how the legislative session went.*



*Left: Senator Paul McKinley reviewed his notes before making comments in Ottumwa. Right: Senator Tom Hancock addressed questions from the audience in Dubuque.*

# ISAC brief

## ISAC Golf Fundraiser Raises \$36,000 For Scholarships

The first annual ISAC Scholarship Golf Fundraiser took place on Wednesday, June 15<sup>th</sup> at Jester Park Golf Course in Polk County. About 140 golfers, more than 80 sponsors, and numerous – not to mention generous – volunteers all made the day a great success. When all was said and done, the fundraiser netted a record-setting \$36,000 for the ISAC Scholarship Fund.

Many thanks go out to our sponsors, including Des Moines Asphalt, the Iowa Public Agency Investment Trust (IPAIT), The Durrant Group, Snyder & Associates, Election Systems & Software, and the Caterpillar Dealers of Iowa, each of whom donated at least \$1,500 to the scholarship fund. (See a complete list of our sponsors and donors on the next page.) A special thanks also to our hosts, the Iowa State Association of County Supervisors. The day would not have been such a success without all the supervisors who worked hard soliciting donations, organizing the event and volunteering their time. In particular, the Supervisors Golf Committee was primarily responsible for the event's success. Its members include: Angela Connolly, ISAC President, Polk County; Chuck Rieken, Supervisors President, Cass County; Wayne Clinton, Story County; Dave Reed, Boone County; Mark Segebart, Crawford County; Dean Hargens, Crawford County; Melvyn Houser, Pottawattamie County; Mike King, Union County; Mike Peterson, Wapello County; and Lewis Todtz, Clinton County.

Winners included teams from the Ahlers & Cooney law firm, Monona County, Plymouth County, Prairie Meadows Racetrack and Casino, Clayton County, and Humboldt County/The Sidwell Company. Congratulations to all our winners, especially the team from Ahlers & Cooney (Eric Boehlert, John Bunz, Mike Galloway, Steve Serck) who took home the trophy as overall champions.



Members of the Supervisors Golf Committee took a break from cooking the steaks for the dinner.



Dallas County officials were all smiles on the course: Jim George, engineer; Vicki Klein, auditor's office; Corey Eastman, auditor's office; and Gene Krumm, auditor.



Grant Veeder, Black Hawk County auditor; Mark Linda, Black Hawk County environmental health; Larry Burger, Speer Financial; and Rep. Don Shoultz posed before trying to make a hole-in-one shot.



Chuck Rieken and Angela Connolly present the team from Ahlers & Cooney with the championship trophy.



Golfers in action.



## Thank You Golf Fundraiser Sponsors

### Title Sponsor

Des Moines Asphalt & Paving Company

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## An Adventure In Leadership

By: Melvyn Houser,  
Pottawattamie County Supervisor

For the past two years the National Association of Counties (NACo) has sponsored the County Leadership Institute at New York University's Robert F. Wagner School of Public Service Partnership for Innovative Practice. In this four day program a participant can gain a better understanding of his or her leadership style, develop skills to be a more effective leader and collaborate with other supervisors from across the country.

Last January Bill Peterson asked me if I would like to attend the leadership class in New York in June. Being a self deprecating farmer from Grove township, I gave him a funny look and said, "Why me?" Linda Langston, Linn County Supervisor and last year's Iowa participant, insisted that I go and that it was well worth it. She was right.

First, let me tell you a little about New York City. If you ever have the opportunity to go, do so. We didn't have a lot of time to see sights, but it is an experience like no other. The mass of humanity and traffic is overwhelming. Manhattan is only 2 ½ miles wide and 10 miles long and would easily fit into two townships. Shops and streets are much smaller than I expected. Broadway is no wider than Grand Avenue in Des Moines. We did get to take a site visit to the World Trade Center and to City Hall where we visited with a city councilman about public/private partnerships and efforts to rebuild Ground Zero.

### Personality Style

The four days of lectures were intense, but I will try to give you a brief summary of what I learned. The first evening we talked about our personal goals as county officials. The next morning was devoted to a discussion of the Meyers-Briggs Type Indicator test and the results of our own test that we had previously taken and sent in to them. This told us what our basic personality type is and the discussion centered on how different types may interact. In order to lead we must know how and why people act and react differently to issues.

Once the personal aspects were covered, we concentrated on the organization. Paul Light authored the book "The Four Pillars of High Performance." The book was written for businesses but can easily be applied to local government. Counties have a mandate to maintain infrastructure and services, all the while facing an uncertain future. The day to day problems seem to get in the way of any future planning and routine managing takes up most of our time. (Or do we prefer it that way?) How do we design an organization to prepare for the tough stuff, yet coast with the easy stuff? Here are the Four Pillars: 1) Alertness - understand our future possibilities; 2) Agility - our ability to react; 3) Adaptiveness - stay flexible; and 4) Alignment - an organization must have a clear vision.

I also learned that we need a mission to make our counties better and deliver our services in the most efficient manner possible. Being creative is not something we are born with but something we learn. Michael Gelb, author of "How to Think Like Leonardo da Vinci," states that we are more intelligent and creative than we think we are. We can learn to unlock our human potential. New ideas do not necessarily have to come from supervisors and department heads. There are plenty of employees and constituents who may have creative ideas. Allowing those ideas to flow through an organization could create a better and cheaper product.

### Technical & Adaptive Changes

There was discussion on how people don't like change and they don't like someone telling them that they have to change. Marty Linsky wrote the book "Leadership On The Line-Staying Alive Through the Dangers of Leading." He states that elected officials and leaders have a "scope of authority." It is a contract for service, or doing that which we are expected to do. Imagine a circle and we are to work within that circle. If we start to push the envelope and do something different, then people try to push us back. If we get too far outside of the circle we may become isolated and alone. This is the dangerous situation that the book refers to. That is why most of us like to stay within the safety of the circle and take care of the day to day problems. We would rather manage than lead. So, why is leading so dangerous? Why do people push back? What is so bad about change?

There are two kinds of change - technical and adaptive. Technical changes take place within your scope of authority and come under the heading of management. Adaptive changes are on or beyond the boundary of the circle. They call for a change in values and possibly the lifestyle of the members of a community. The bigger the change is the more new learning that is required, thus more resistance and more danger for the leader.

Other sessions included working with the media, a round table discussion on outsourcing and peer consultations. The most fulfilling aspect for me was getting to know the other participants. No matter what part of the country they came from, their goals, aspirations and problems were the same as mine.

Last January I didn't think of myself as a leader. But anytime you interact with a group of people or try to do something different you are leading. We need to understand the difference between authority and leadership, our personal style and others, technical and adaptive changes, and creativity in the process. Thanks to Linda Langston, Linda Hinton, Bill Peterson, NACo, and NYU Wagner, I have a good start.

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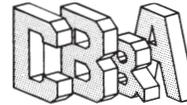
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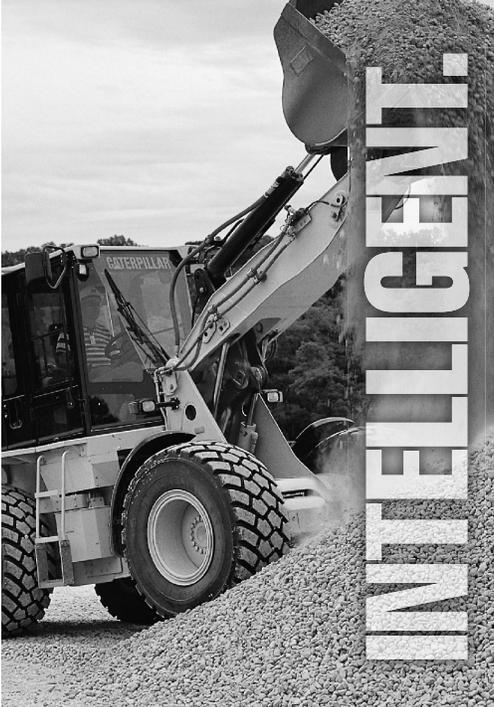
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- 3-5 Recorders Annual Conference  
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- 4-5 Supervisors Executive Board (Atlantic area)
- 10-12 CCMS Annual Conference  
(Holiday Inn Airport, Des Moines)

## SEPTEMBER

- 9 ISAC Steering Committees  
(Holiday Inn Downtown, Des Moines)
- 21-23 CCMS Fundamentals  
(Hilton Garden Inn, Des Moines/Urbandale)
- 22-23 CPCs Statewide Meeting  
(The Inn At Okoboji, Okoboji)
- 22-23 ISAC Board of Directors (ISAC Office)

## OCTOBER

- 6 ISAC Steering Committees  
(Holiday Inn Airport, Des Moines)
- 8-12 Assessors Annual Conference  
(Marriott, West Des Moines)
- 11 CCMS Administrators  
(Hilton Garden Inn, Des Moines/Urbandale)
- 12-13 General Assistance Retreat  
(Holiday Inn & Coral Ridge Mall, Coralville)
- 13-14 CCMS Strengths  
(Sheraton, West Des Moines)
- 19 CCMS Support Staff Training  
(Hilton Garden Inn, Des Moines/Urbandale)
- 27-28 ISAC Board of Directors (ISAC Office)

## NOVEMBER

- 3 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)
- 30-Dec. 2 CCMS Fundamentals  
(Hilton Garden Inn, Des Moines/Urbandale)

## DECEMBER

- 1 District II Winter Meeting  
(Elks Lodge, Charles City)
- 6-7 Engineers Annual Conference  
(Scheman Center, Ames)
- 7 District IV Winter Meeting (location TBA)
- 16 ISAC Board of Directors (ISAC Office)

## FUTURE ISAC SCHOOLS

- Downtown Marriott/Renaissance Savery, Des Moines
- November 13-15, 2005
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