

The Iowa County

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August 2006

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ISAC's Mission:

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

ISAC's Vision:

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

Government Restructuring a Popular Concept?

By: Amanda Hollis, Former ISAC Research Intern

Over 375 Iowa county supervisors were surveyed last summer about their opinions on local government restructuring, including topics like sharing offices, using interlocal agreements, city-county mergers and disincorporating cities. Because of their role as policymakers for county government, ISAC was interested in learning the supervisors' opinions. Preliminary results from the survey were shared at ISAC's 2005 Fall School. The overall results were interesting, and suggest, if nothing else, that restructuring ideas are already happening, and could continue to happen as opinion from public officials and citizens becomes more favorable to the ideas.

In the end, 60.6% of supervisors returned the survey. Approximately 12.3% of those that returned the survey were female, while 86.3% were male (a handful of survey respondents did not identify their gender), and the range was from 27 years to 81 years old.

The results showed that 35.5% of the supervisors that responded felt there were too many local governments in Iowa, while only 25% felt there were too many local governments within their respective county. A large portion of supervisors that responded felt that the state would continue to be interested in restructuring ideas. A majority of supervisors (70.2%) agreed that the Iowa State Legislature will continue to have an interest in restructuring local governments.

Supervisors were given 10 restructuring scenarios including: consolidating a city and a county, increasing the use of interlocal agreements (28E's) and Memoranda of Understanding (MOU), and disincorporating cities under 100 and 500 people. They were asked to rank how strongly they supported or disagreed with these ideas personally and how they felt their constituents would feel about the same scenarios.

Overall, supervisors were not very receptive to the different restructuring scenarios that they were presented with. However, of those that did agree with a scenario or several scenarios, a difference in the degree of support based on how radical the restructuring would be was evident. A table with order and percentages of each scenario and support for it has been included.

Based on the results from this portion of the survey, supervisors have a different opinion of the feasibility of the options to restructure compared to what they feel their constituents would agree to. In most of the scenarios, supervisors felt they would be more supportive of certain types of restructuring than their constituents would be.

The most popular idea was continuing the use of interlocal agreements and MOU, with 76% of supervisors agreed or strongly agreed and 70% felt their constituents would agree or strongly agree. This seems consistent with literature regarding interlocal

agreements and the popularity of these types of agreements. It also tends to be the least visible and least dramatic form of restructuring. Many times these agreements are already going on without a lot of public knowledge of them.

The least popular idea between the supervisors and the supervisors' opinions of their constituents was disincorporating cities under 500 people. Only 15% of supervisors agreed or strongly agreed to that scenario, and only 8% felt that their constituents would agree or strongly agree to disincorporate cities under 500.

It is worth noting that despite the lack of support for disincorporating cities under 500, the second most popular supported scenario next to interlocal agreements was disincorporating cities under 100 people. One answer for this is that there are a lot more communities that have 500 people or less, but there are not as many that have fewer than 100 people. If cities under 500 disincorporated, it would affect more than

Supervisors' Opinions* Based on Support for Specific Restructuring Scenarios		
Scenario	Own Opinion % Agree or Strongly Agree	Supervisors' Opinion of Constituents % Agree or Strongly Agree
Continue Use of 28E and MOU's	76%	70%
Disincorporate Cities Under 100 People	38%	27%
Transform Elected Offices into Appt. and Share Within	34%	23%
Dissolve Townships and Let County Assume Duties	31%	27%
Reorganize Two or More Counties into One	27%	15%
Elected into Appointed and Share between Counties	26%	14%
Combine a City and County into One Entity	22%	15%
Disincorporate Cities Under 500 People	15%	8%

*Based on the returned surveys

Statement Asked to Respond to:	Agree or Strongly Agree	No Opinion	Disagree or Strongly Disagree
Too many local gov'ts in own county	25%	7.5%	63.6%
Too many local gov'ts in Iowa	35.5%	4.4%	60.1%
Restructuring is a good idea	39.9%	6.1%	49.1%
State Legislature will have continued interest in this topic	70.2%	20.6%	9.2%

300 cities in Iowa, whereas disincorporating cities under 100 in population would only affect about 100 cities. Many people are very tied to their community identity.

It would appear from the results of this survey that supervisors might be more apt to try to restructure using one of the scenarios given, but because they believe their constituents are less likely to favor these scenarios, it would be politically unpopular to do so. This might explain why supervisors are more conservative about restructuring. They are willing or unwilling to restructure based on what they feel their constituents think.

In general, the impact of supervisors' overall interest or acceptance of specific scenarios suggest that they might be more open-minded about this topic than they originally appeared, though it still shows they are only lukewarm to the idea. They might be more conservative publicly about these issues because they believe it is politically unpopular-something their constituents would not support.

Local government restructuring is a topic that has been and will continue to be of interest to citizens as well as local officials. People want better, more efficient government, and many times at a lower cost as well. Local governments are starting to become more creative at providing services to their constituents in order to please them. The state and the media have also encouraged a demand for local government restructuring.

Overall, some restructuring movements are more popular than others; however most believe that local government restructuring will continue to be a topic of interest at the state level. The need to restructure is not a widely shared idea among supervisors. Most seem to be content doing what they are currently doing, or making small changes within their county to improve. Further analysis and studies regarding actual opinions of constituents versus that of the county supervisors would be helpful to try to understand this topic more. Interest in this topic should be continued, especially since such a large majority of the supervisors that returned the survey feel that the state will continue to pursue this topic, regardless of local government officials' opinions.

Information About Restructuring

Common forms of restructuring include municipal annexation (the legal merging of a piece of territory into an existing city), interlocal agreements (a legal document that allows local units of government to cooperate and/or share services) and special district governments (independent, limited purpose governments other than school districts), privatization (changes from public to private ownership or control), and city-county reorganization (consolidation).

Interlocal agreements are one of the most popular ways to restructure local government, mainly because they do not require drastic change or a major restructure of the current state of the government. It allows governments to selectively consolidate or share particular services to create more efficient services. These are contractual agreements that are renewable but not permanent.

The most difficult form of restructuring is city-county consolidation. This idea is the merging of a county government with one or more municipal governments to create a single unified government. Merging cities and counties occurs less than 15% of the time that it is proposed. The idea seems very controversial, and academics argue that several factors are needed to create a climate willing to take on something so big. They are difficult to create and often times need changing of state constitutions or laws in order to merge legally. Some more well-known consolidations include Kansas City/Wyandotte County, Kansas; Louisville/Jefferson County, Kentucky; and Jacksonville/Duval County, Florida. City-county consolidation has been proposed twice in Iowa (both were Des Moines/Polk County) and failed.

Other examples of restructuring and how it has impacted Iowa in the last 20 years include Woodbury County combining offices within the county - the auditor's and recorder's offices. There have been proposals to do the same in other counties (Jackson County and Lee County). Two other examples include the recent change from a commission form of government to a city manager form of government in Cedar Rapids and the creation of the Local Governance Committee by Governor Vilsack during the 2005 Legislative Session.

capitol comments

Analyzing the Session

While preparing for the 2006 ISAC District Workshops, I began to wonder how to place our legislative work into some kind of perspective for county officials. How many bills were introduced and how many did ISAC work on? What kind of luck did we have with our legislative objectives? Is there any way to quantify this information? The following information attempts to answer some of these questions.

The first chart entitled “2006 Legislative Statistics” shows the total number of files, study bills, and resolutions introduced in 2006. I also included the “live bills” of specific interest to county officials that were left over from the 2005 session.

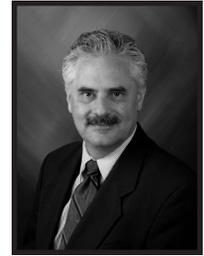
2006 Legislative Statistics			
Bills and Resolutions	2006	2005	Total
House Files (HF)	798	37	835
House Study Bills (HSB)	280	1	281
Senate Files (SF)	411	14	425
Senate Study Bills (SSB)	276		276
House Resolutions (HJR, HCR, HR)	94	1	95
Senate Resolutions (SJR, SCR, SR)	78		78
Total	1937	53	1990

The second chart entitled “ISAC’s Position on Bills” breaks down the total bills considered by the General Assembly in 2006 and how ISAC categorized them. Bills in the “FYI” column reflect those measures ISAC staff referred to affiliate liaisons for evaluation and input. If we did not hear back from liaisons, these bills remained in the FYI status. When any affiliate or county official wanted ISAC to monitor a bill without registering to lobby on it, we categorized it as “Tr” or “track.” Bills marked “F” are those pieces of legislation that ISAC was formally registered in favor of, or “For.” Bills designated “A” are those that ISAC registered opposed to, or “Against,” and those with a “U” indicate that ISAC was registered neutral or “Undecided.” Finally, those items in the column marked “NA” were “Not Applicable.” In order to make the NA determination, we still had to read each bill and make an affirmative decision that it was of no interest to us.

ISAC’s Position on Bills							
Bills and Resolutions	FYI	Tr	F	A	U	NA	Total
HF	130	30	75	20	43	537	835
HSB	56	7	14	6	13	185	281
SF	61	20	40	12	25	267	425
SSB	47	9	16	10	21	173	276
HJR, HCR, HR	9			1		85	95
SJR, SCR, SR	5					73	78
Total	308	66	145	49	102	1320	1990

By: **John Easter**

ISAC Director of Intergovernmental Affairs



These numbers obviously cannot tell the whole story. In order to appreciate the complete picture, it would be necessary to review the content of every piece of legislation reflected in each statistic, but then this article would become an entire book and it wouldn’t fit in this space. The next best thing we have to that is the “2006 Summary of Legislation” book we distributed at the district workshops. You can review that information on the ISAC website at www.iowacounties.org.

Some people think these statistics demonstrate that county officials experienced a successful legislative session. Some also believe these numbers show that state lawmakers were listening to their local officials. Whatever the interpretation, the numbers speak for themselves.

ISAC’s Activity in 2006

How many bills passed in 2006? 189

How many bills on which ISAC was registered “For” were passed? 25*

How many bills on which ISAC was registered “Against” were passed? 0

How many bills on which ISAC was registered “Undecided” were passed? 13**

How many ISAC legislative objectives were introduced (in whole or in part)? 26

How many ISAC legislative objectives were enacted? 14***

* 2 bills were vetoed

** 9 bills were signed, 3 were signed/line item vetoed, and 1 was vetoed

*** 1 objective was vetoed in 2 different bills

Supreme Court Narrows Whistleblower Protection

On-Duty Speech: The First Amendment does not prevent public employees from being disciplined for statements they make pursuant to their official job duties, according to the U.S. Supreme Court. But public employees in Iowa are still covered by the state's whistleblower protection (see below).

On June 1, 2006, the Court handed down its 5-4 decision in *Garcetti v. Ceballos*. In the case, Ceballos was a deputy district attorney. After reviewing a criminal file as part of his job, he sent a memo to his superiors advising that a case be dropped because of what concluded were problems with an affidavit used to get a critical search warrant. He believed one of the arresting deputy sheriffs may have lied to obtain the search warrant.

His superiors refused to drop the case, and Ceballos was called by the defense to discredit the warrant. The challenge to the warrant was unsuccessful. After that, Ceballos claimed, his employer transferred him and would not promote him. He sued, claiming that he was being retaliated against for engaging in protected First Amendment speech.

Writing for the majority, Justice Kennedy said that there is a difference between public employees speaking in their official capacity, and citizens speaking out. Ceballos was a government employee making recommendations in his official capacity, wrote Kennedy, and therefore was not entitled to First Amendment protection.

The essential holding of the case is that "when public employees make statements pursuant to their official duties, the employees are not speaking as citizens for First Amendment purposes, and the Constitution does not insulate their communications from employer discipline."

Kennedy wrote that the Supreme Court's prior decisions emphasize "affording government employers sufficient discretion to manage their operations." He said that government employers have a strong interest in the speech of their employees because when they speak out, "they can express views that contravene governmental policies or impair the proper performance of governmental functions."

In his dissent, Justice Stevens said the "notion that there is a categorical difference between speaking as a citizen and speaking in the course of one's employment is quite wrong."

The bottom line is that public employees can be penalized for things they say as part of their official job duties. While this decision reduces constitutional protections for whistleblowers, there is still a strong whistleblower protection in Iowa law, and that is not affected by this decision.

Whistleblower Protection: The whistleblower protection, Iowa Code §70A.29(1), generally prohibits a county from penalizing an employee as reprisal for the employee disclosing information to any public official "if the employee reasonably believes the information evidences a violation of law or rule, mis-

By: David Vestal

ISAC General Counsel



management, a gross abuse of funds, an abuse of authority, or a substantial and specific danger to public health or safety."

Violating the whistleblower statute is a simple misdemeanor. In addition, an aggrieved employee can sue for job reinstatement, back wages and attorney fees. It appears that Deputy District Attorney Ceballos, had he worked in Iowa, would have been protected from retaliation by Iowa's whistleblower statute. But whether that is true or not, the point is that regardless of the *Garcetti* decision, county employees in Iowa cannot generally be penalized for "blowing the whistle" on their employers.

Arrest Powers: In one county recently, a city in the county was considering hiring another county's sheriff's office for contract law enforcement. So for instance, Urbandale, which is in Polk County, would hire the Dallas County sheriff's office to provide law enforcement. But is this even legal? Can sheriff's deputies even have arrest powers in another county?

Yes they can, at least according to a January 19, 1988, Attorney General's Opinion. The opinion first cites the general rule in Iowa, which is that "a peace officer may not make arrests in his or her capacity as a peace officer outside the geographic boundaries of the governmental entity for which he or she is an officer without express statutory authority to do so (*State v. O'Kelly*, 211 N.W.2d 589, 595 (Iowa 1973))."

You'd think the "express statutory authority" language is a problem. But the same opinion continues that law enforcement officers have "the authority to arrest as a peace officer outside the geographic boundaries" of their employer if there is a 28E agreement in place, since such an agreement allows cities and counties to "jointly exercise the powers which they are authorized to exercise separately." In other words, the "express statutory authority" allowing a peace officer to act outside the employer's geographic boundaries can be found in chapter 28E of the Iowa Code. So it appears from this language that a city and county can enter into a 28E agreement and thereby give the county peace officers complete authority to act within the city limits, even if the city is in another county.

Recently a county conservation board wanted to hire city police officers to patrol the county's parks. Traditionally the city's police officers would have no arrest powers within a county park, located outside of the city limits. But if the conservation board and the city have a 28E agreement, apparently that solves any jurisdictional question.

Parting Ponderable: Year of first use of skywriting in America to advertise a product - 1922. (New York City residents were encouraged to "Smoke Lucky Strikes.") Number of brands recognized by the average American 3-year-old - 100.

Sources: *New York Times*, 1995; *Albany Times Union*, 2000

case management

Where Have We Been? Where Are We Going?

In June I attended the 31st annual United States Psychiatric Rehabilitation Association (USPRA) conference entitled “Recovery: Reaching New Heights in Psychiatric Rehabilitation” in Phoenix, Arizona. With over 44 sessions to choose from each day, the task of deciding which sessions to attend was daunting!

The opening keynote for the conference was inspirational, and for me the highlight of the entire four days that I was there. What a way to begin the week! Wambui Bahati, a woman who grew up in Greensboro, North Carolina presented “Stories from a Balancing Act-My Journey with Bi-Polar.” She shared her story of growing up in North Carolina, moving to New York City at the age of 16 after earning a scholarship from the Martin Luther King Jr. Scholarship Fund, to study theatre and the performing arts. She launched a theatrical career on Broadway, only to have her success cut short by mental illness.

Wambui began her act by reading an actual letter that she received from the Social Security Administration in 1996, which detailed in painful account, the debilitating affects that bi-polar disorder had on her life, rendering her “totally disabled”, and the opinion that she “would never be able to attain or maintain employment.” She told us that she had just come across this letter less than a month ago as she was sorting through some of her files in her home. She then launched into her one-woman Broadway act that summed up her journey through this disease. At times hilariously funny and always honest, “Balancing Act” presented an intelligent, informative portrayal of bi-polar mood disorder and its effects on self-esteem, career, relationships and day-to-day coping. From her ordeal, she emerged with hope for her future as she comes to terms with her illness in a way that is inspiring. Her story was sung to a backdrop of live piano music, and with her beautiful voice and character, it actually felt as if you were at a Broadway show.

What struck me most and provided me with much food for thought through the entire conference was the letter she initially read, and a story of how she was writing her act while in the hospital, and the professional staff overlooking it as “grandiose ideas.” I questioned, in another setting such as in the library at the local college theatre, would she have been considered “delusional or grandiose” or would she have been admired and respected for her dreams and the effort she was putting forth to achieve them?

As I reflected on Wambui’s act and attended other sessions primarily focusing on recovery principles, peer run/peer mentoring programs, peers as employees, I found myself thinking “have things really changed?” Where were we when I began my career in human services (too many years ago than

By: Deb Eckerman
ISAC Case Management
Specialist



I care to admit!) as opposed to where we are now? Don’t get me wrong, I do believe that things have changed for the better. We now focus our attention on treating individuals in the communities in which they live as opposed to housing them in long-term care facilities or hospitals. We focus on the individuals’ strengths, needs and desires instead of categorizing individuals into diagnostic groups or “plugging” them into a program that works for the provider. We stress individuality in assessments, treatment plans, discharge plans, crisis plans, etc. But are we really “walking the walk” or just “talking the talk?” Do we truly believe, and therefore work towards assisting the individuals we serve, in achieving the personal goals they have for themselves, (i.e. wanting employment that they enjoy, making real wages with the opportunity to learn new skills), or do we feel that they will benefit from being in a sheltered employment program to work on their employment skills prior to attempting competitive employment? Do we work on independent living skills in a supervised living setting instead of giving individuals the opportunity to learn the necessary skills in their own apartment? As people working in the human services field, do we fight stigma in our communities, or do we tolerate it?

As I debated with myself through these various thoughts, I was reminded of the article that my colleague Dan Vonnahme wrote in the April 2006 issue of this magazine. His article focused on “terms” used in the mental health profession, and the very real desires that all individuals work towards. He suggested that our focus shouldn’t be *what* we call the individuals we work with, but rather how we see and treat them in our ongoing relationships. He focused on the *real* outcomes that all citizens want to achieve, including but not limited to safe affordable housing, meaningful employment, respect, and a sense of belonging to their communities.

So whether you have been in the human services field for decades or are a “newbie,” never lose sight of the people that you are working for. Don’t just “talk the talk” but embrace the truth that we all want the same things - we may just achieve them through a different path. Don’t discount anyone’s dreams, just as you wouldn’t want others to discount yours. Treat the people you serve with the dignity and respect that you want to be treated with. Provide them with opportunities to make choices and make mistakes, to try things even though failure may be a possibility, because these things are the essence to being human. Walk the walk with the people you work with as they are our neighbors, our friends and our co-workers.

New Online Tool

By: **Tammy Norman**

ISAC Technology
Services Coordinator



We are pleased to announce a new service for our corporate members. Companies are now able to utilize a new online tool to purchase ISAC Associate Memberships and conference sponsorships and reserve exhibit booths at each of the ISAC conferences. Companies will also be able to purchase advertising in the conference program or choose to place an ad in our county directory. They can purchase ads in *The Iowa County* magazine or order subscriptions. Utilizing the new online tool, in just a single visit companies can purchase all of these services, saving them staff time and enabling them to review and choose all their marketing options with little effort.

For companies who become or already are 2006 ISAC Associate Members, they will receive significant discounts on each of these marketing opportunities and will be able to sign up and reserve exhibit booths, beginning August 1st, for the ISAC Fall School, which will be held November 29-December 1. If a company chooses to purchase a 2007 ISAC Associate Membership, it will be able to sign up and reserve exhibit booths for the ISAC Spring School of Instruction to be held March 18-20. This is a new benefit not previously offered.

Sponsorships to the ISAC conferences will be offered to ISAC Associate Members only. Corporate sponsorships offer a great service to ISAC's membership by helping to offset costs of hosting the annual conferences and it enables companies to showcase their services.

Advertising in *The Iowa County* magazine is currently available to all companies, with ISAC Associate Members receiving a 10% discount. Companies can also sign up to purchase an ad in the 2007-2008 ISAC County Directory to be printed and released in early 2007, and again ISAC Associate Members will receive a 10% discount off the regular advertising rates.

All of these marketing opportunities are just a click away for an interested company by going to the ISAC homepage and selecting "Corporate Opportunities." For assistance with the online tool, please do not hesitate to contact me or for questions regarding the marketing services direct them to Denise Obrecht, ISAC Marketing/Communications Coordinator, at dobrecht@iowacounties.org.

Website Note: Have a classified ad? Send it to my attention; it will be uploaded onto the website at no charge. Contact me at 515-244-7181 ext. 315 or via e-mail at tnorman@iowacounties.org. Until next month, keep clicking!

Channeling and Perceptions

By: **Robin Harlow**

ISAC Technology
Project Manager



Recently, I came across a survey (and a great website) that contained two charts that can give us some insight as to the work that still lies ahead for local government to effectively implement technology. The survey was performed by the Pew Internet and American Life Project* in 2003.

Table 1 is in response to the question: "Method used in your last government contact?" We can draw four conclusions from this data:

1. The demand for phone contact will not change.
2. There is an increasing demand for electronic (websites and/or emails) exchange of information.
3. Decreasing need to handle paper correspondence.
4. Increasing demand for multi channel contact.

Surprisingly, in spite of the investment in technology (websites/email), apparently there are certain transactions that are best handled over the phone.

Respondents in Table 2 answered questions about their perceptions (remember perception is reality) of how the Internet helps. The table tells us that local governments are perceived as being significantly behind federal and state government in the area of making use of the Internet to improve their interaction with the citizen.

How do we change these perceptions and meet the changing demands of

our citizens? In coming columns, I will outline some of the initial steps to how the counties can work together to build a road map. By the time this article is published, some of you will have been recruited, volunteered or drafted to participate in building the plan. Having this road map will help move the counties down the path to a more effective application of technology.

* *The Pew Internet & American Life Project produces reports that explore the impact of the Internet on families, communities, work and home, daily life, education, health care, and civic and political life. Their website is www.pewinternet.org.*

Table 1

Contact Method by Age Group		
Channel	30-49	65+
Phone	41%	41%
Govt. Website	33%	9%
E-Mail	21%	8%
In-Person	19%	19%
Letter	13%	34%
Used Multiple Channels	22%	13%

Table 2

Those who say Internet has improved interactions with government				
Government level	A lot	Somewhat	A little	Not at all
Federal	35%	26%	15%	20%
State	32%	27%	18%	19%
Local	23%	22%	20%	30%

by the numbers

Residential Building Permits

By: Jay Syverson

ISAC Fiscal Analyst



As the great philosopher Yogi Berra once said, “Prediction is very hard, especially when it’s about the future.” Thankfully, some predictions can be informed by data. One prediction important to local officials is population growth. How many people will move into (or out of) my county in the next few years? What services will those people need? New schools, roads or other infrastructure? One factor in predicting future population growth is the number of residential building permits issued in a jurisdiction. This is important because, as Iowans know, “If you build it, they will come.” The data that follows was provided by the State Data Center at the State Library of Iowa.

In 2005 Iowa governments authorized building permits for over 16,000 residential housing units: 12,000 of those units are single family homes; 3,000 of those units are in condo or apartment complexes with five or more units; and the rest are in duplexes or three- and four-unit structures. The 16,000 housing units have a combined value of \$2.3 billion, for an average value of \$142,700 per housing unit. Contrary to what you might guess, the most expensive average housing units are generally NOT in the largest counties. The top four counties in terms of average value per housing unit, each with an average value above \$200,000, are Winnebago, Bremer, Harrison and Greene counties. Some of the larger counties with lower than average housing unit costs are Linn County (\$98,000), Story County (\$116,000) and Pottawattamie County (\$132,000).

Almost 30% of the permits were issued in Polk County, another 9.5% were issued in Linn County; 7.5% in Johnson County; 6% each in Story County and Dallas County; 5% in Scott County; 3% each in Pottawattamie County, Dubuque County and Black Hawk County; and 2% in Dickinson County and Warren County. Those 11 counties accounted for over 77% of all building permits issued. Meanwhile, 23 counties each issued 10 or fewer residential building permits in 2005 and Allamakee, Wayne and Taylor counties each issued just one residential building permit. Eighty-five counties had at least \$1 million of valuation in new building permits. Polk County, of course, was the lead county with over \$700 million. Five other counties (Johnson, Dallas, Linn, Scott and Story) had over \$100 million of value in new permits. The four lowest-value counties are Ringgold, Allamakee, Wayne and Taylor, each with less than \$200,000 in building permit value. And for those *Field of Dreams* buffs just dying to know: Dyersville issued building permits for 30 housing units in 2005 with a total value of \$6.9 million – an average of \$230,000 per unit.

Visit ISAC’s website (www.iowacounties.org) for a chart of residential building permits by county in 2005.

health check

What to Drink?

By: Sandy Longfellow

ISAC Administrative Assistant



When I was a child the only options to drink were milk, water and Koolaid. Once in a while we would have frozen lemonade, which was a treat. Now, soft drinks are the leader when it comes to beverages for people of all ages.

In all the talk about waistlines expanding, the topic of what we drink comes up because many of our beverages are huge and filled with sugar. If you stop by a convenience store you can get a drink that won’t even fit in your car beverage holder.

Here is an example of how the calories can pile up. Imagine a person having a small café mocha with breakfast (240 calories), a medium soft drink with lunch (210 calories), an 8-ounce energy drink in the mid-afternoon (115 calories), and a beer after work (150 calories). You have now added 700 calories to your daily total.

The main culprit, sugar, lurks in places that might surprise you, such as flavored waters and ready to drink teas. Be aware of what are in fruit drinks and smoothies – you might be surprised. A 24-ounce Jamba Juice Banana Berry smoothie has as much sugar as four-and-a-half chocolate bars. (Personally, I would rather have the chocolate!)

You also need to be aware of the fat content in latte’s, frapp’es, teas, smoothies and other creamy drinks. You can slash the fat and calories by skipping whipped cream and getting a substitute for the whole milk. It is also important to beware of energy drinks. The major ingredients in beverages like Red Bull are mostly sugar and caffeine.

You need to consult not only calories but serving size. A serving of Arizona’s Asia Plum green tea, for instance, is a reasonable 70 calories. But, if you drink the whole bottle you have consumed 2 ½ servings and the calorie count is now 175.

So, here are a few recommendations. Drink up to nine 8-ounce servings of water a day. Tea and coffee without sugar and cream are calorie-free sources of apparently disease fighting substances. Drink skim milk - you can meet your calcium requirements without a lot of fat. Most of all, read those labels!

ISAC Fall School 2006

By: **Jerri Noboa**

ISAC Meetings Administrator



ISAC's Fall School of Instruction is fast approaching and online registration will be up and running August 1. We are back on the Wednesday - Friday track and at a later date of November 29 - December 1. On Wednesday, November 29 registration starts at 8am at the downtown Marriott in Des Moines and the ISAC seminars start at 9:30am. The seminars include: Regionalism and Overcoming the Barriers to Cooperation Among Localities; Hiring, Managing and Terminating Employees; and Avoiding the Next CIETC: How to Serve on a 28E Board. On Wednesday night from 5pm - 6:30pm we will again have the exhibitor's reception in the Marriott Exhibit Hall.

On Thursday rolls and coffee will be in the Marriott Exhibit Hall starting at 7:30am and the ISAC General Session will be held from 9am - 11am. The exhibitor's break with the vendor drawing, ISAC Scholarship Fund Raffle and other nu-

merous drawings will be held from 2:30 pm - 3pm. Thursday evening will consist of the President's Reception from 8pm - 9pm at the Renaissance Savery, followed by the ISAC Dance with the Whitesidewalls performing. Please watch the ISAC website (www.iowacounties.org) for affiliate agendas (online as soon as we receive them).

The ISAC room block at the Marriott is full. Rooms are available at the Hotel Fort Des Moines and the Renaissance Savery in downtown Des Moines. For those that will be staying at the Hotel Fort Des Moines, the parking garage across the street from the hotel will be under renovation, but you can park in the Allied Insurance ramp on the west side of the hotel. The entrance is off of Mulberry Street and the rate is \$7 per day. I have been informed they have lots of spots!

If you are staying at the Renaissance Savery and wish to direct bill, you need to submit a NEW authorization letter for each stay. Authorization letters may be mailed to the hotel or faxed to their accounting department at 515-243-8974.

On the ISAC website (www.iowacounties.org), you will find which hotel each affiliate is in, affiliate agendas, parking information, directions to the hotels and parking facilities, lodging information and the online registration link.

ISAC brief

Done Anything Innovative?

ISAC provides the opportunity for officials and staff of counties in Iowa to receive appropriate recognition by their peers and the public for superior and innovative efforts in their profession through the ISAC Innovation Awards Program. The program provides a means of sharing the best public service ideas in Iowa, providing other county officials a chance to learn what works and demonstrating that county government public servants are progressive, competent and caring.

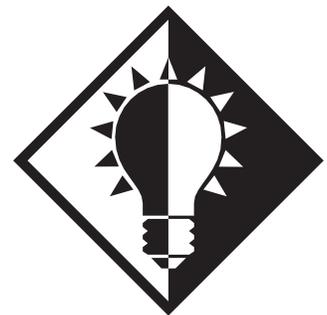
When you try to determine if something you are doing is innovative, keep the following in mind.

- Was there public input that resulted in changes that made your county more service oriented?
- Did you implement something new that resulted in monetary savings for your county?
- Did you implement something that improved the delivery of a service?
- Did you cooperate with another entity on a joint project re: service provision, do joint purchasing, etc.?
- Did you solve a problem you were having in your courthouse?

The Innovation Awards are recognized annually at the ISAC Fall School to those affiliates/counties that have initiated efforts resulting in greater efficiency and effectiveness in new or existing programs that are done within your own county or are cooperative programs with other public or private entities.

Entries will be reviewed by a committee comprised of up to eight individuals knowledgeable in local government. The categories for the awards include projects done within your own county and cooperative programs with other public or private entities.

Applications are due September 1 and should be sent to the ISAC office. Applications can be found on ISAC's website (www.iowacounties.org). There is no limit to the number of applications from each county/affiliate. Let us hear about your county's successes!



ISAC brief

ISAC Golf Fundraiser Raises \$31,000

The second annual ISAC Scholarship Golf Fundraiser, held July 19th at Jester Park Golf Course in Polk County, was a great success. About 140 golfers, more than 50 sponsors, and numerous – not to mention generous – volunteers all made the day a great success. The heat index, which reached well into triple digits, was noticeable, to say the least. But everyone kept their cool, and when all was said and done the fundraiser netted \$31,000 for the ISAC Scholarship Fund.

Many thanks go out to our sponsors, including Old Castle Iowa, the Iowa Public Agency Investment Trust (IPAIT), Snyder & Associates, and The Caterpillar Dealers of Iowa (Altorfer and Ziegler), each of whom donated at least \$1,500 to the scholarship fund. Thanks to the Iowa Pork Producers for donating and cooking lunch. Thanks also to Solutions, Inc., who capped a successful day with a surprise \$4,000 donation to the ISAC Scholarship Fund. A special thanks also to our hosts, Iowa's county auditors and county supervisors. The day would not have been such a success without all the auditors and supervisors who worked hard soliciting donations, organizing the event and volunteering their time. In particular, the Auditors and Supervisors Golf Committee was primarily responsible for the event's success. Its members include:

- Denise Dolan, Dubuque County Auditor, ISAC President
- Tim Hoschek, Des Moines County Supervisor, Supervisors President
- Angela Connolly, Polk County Supervisor
- Chuck Rieken, Cass County Supervisor
- Cindy Witt, Buchanan County Auditor
- Dave Reed, Boone County Supervisor
- Grant Veeder, Black Hawk County Auditor
- Harlan Hansen, Humboldt County Supervisor
- Holly Fokkena, Butler County Auditor
- Kay Kollmorgen, Humboldt County Supervisor
- Lewis Todtz, Clinton County Supervisor
- Melvyn Houser, Pottawattamie County Supervisor
- Mike King, Union County Supervisor
- Mike Peterson, Wapello County Supervisor
- Pat Gill, Woodbury County Auditor/Recorder
- Peggy Rice, Humboldt County Auditor
- Wayne Clinton, Story County Supervisor

Winners included teams from the Ahlers & Cooney law firm, Matt Parrott & Sons, Plymouth County, Jasper County, Hamilton County, Carroll County and Mills County/The Schneider Corporation. Congratulations to all our winners, especially the team from Ahlers & Cooney, who for the second year in a row dominated the field and took home the trophy as overall champions. We hope to see everyone next summer at the 3rd annual ISAC Scholarship Golf Fundraiser!



Above: Webster/Story/Marshall counties team of Royce Fichtner, Bob Sperry, Floyd Magnusson, and Phil Condon. Right: Two golfers rest up before the shotgun start.



Left: One of two Linn County teams included Mike Goldberg, Linda Langston, Lu Barron and Bradley Ketels. Below: The Schneider Corporation was one of many generous hole sponsors that was present during the golf fundraiser.



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counties in the spotlight

Story County Earns Second ENERGY STAR Label

By: Al Hahn, Story County Director of Facilities Management

The Story County, Iowa Human Services Center has received a second ENERGY STAR label through the NACo ENERGY STAR Courthouse Campaign. This 30,120 sq. ft., three story building was constructed in 1999 with energy efficiency in mind, utilizing a ground source geothermal heat pump heating/cooling system. Although this type of HVAC system has higher costs upfront, the larger building space needed for a boiler room can save thousands on construction costs. Other features include: T-5 lights bulbs (energy efficient fluorescent lighting), window glazing, insulation and point of use domestic hot water heaters that help reduce the energy needed.

Other cost benefits were the unnecessary routine maintenance of boilers and cooling towers, lower insurance rates due to the fact that a combustible fuel is not needed for boiler operation, annual savings on state and local boiler inspections, and cooling tower chemicals. The county also sees savings by not having to have an alternative standby emergency fuel on hand, complete with the state requirements for fuel oil storage and permit requirements, which can be quite expensive.

All of these savings can be considered with the installation of the geothermal system, which makes the investment in geothermal heat pumps an exceptional long-term value with a shorter pay back period. These features, combined with good management and the use of a DDC air control system, allow the Story County Human Services Center to use approximately 40% less energy than a similar size building with a conventional system, and without compromising comfort or services.

Buildings earn the ENERGY STAR by scoring 75 or higher on the EPA's 100-point national energy performance rating system. In 2004 the Human Services Center achieved a score of 82, with half of the lower floor unoccupied. In 2005 that space became home to a community dental clinic and additional offices, in turn using more energy. "The ENERGY STAR labels on our building are a testament to Story County's dedication to improving our environment and sustaining good fiscal management," added Jane Halliburton, Story County Supervisor.

Story County will continue to work with the NACo ENERGY STAR Courthouse Campaign to improve the energy use of all of its county facilities and earn additional recognition for its stewardship in the field of energy efficiency. *For more information on the program contact Kelly Zonderwyk of NACo at (202) 942-4224 or kzonderwyk@naco.org.*

NACo Award for Johnson County

Johnson County has been awarded a 2006 NACo Achievement Award for the County Land Record Information System (CLRIS). NACo will host an awards reception during the NACo Annual Conference on August 6 from 3:30pm-5pm at the Lakeside Center at McCormick Place in Chicago, IL.

100 Great Iowa Nurses

Jane Condon, Calhoun County Department of Health, has been nominated and selected to be one of 100 Great Iowa Nurses. On May 9, the second annual 100 Great Nurses Celebration was held in Des Moines. Recipients from last year returned to be recognized, and the 2006 awardees brought family, friends and colleagues to share in the recognition of their outstanding achievements. Nearly 800 people were in attendance. The 100 honorees represent 38 counties, and the initial pool of 310 nominees came from 42 of Iowa's 99 counties. The field of nominees was narrowed to 100 by a panel of judges, including nursing professionals and last year's award winners, who reviewed nominations from around the state. Nurses selected for this honor represent many sectors of health care, including hospitals, long-termcare facilities, and school and office nurses.

Extreme Makeover

A county park near Columbus Junction in Louisa County received an extreme makeover from 150 volunteers. On April 22 a workday was scheduled and more than 300 tons of rock, a semi-load of mulch, 20 gallons of paint, 35 trees and several trailers full of equipment and lumber were brought in. Workers built an over look deck, spread limestone chips on a new trail, painted a shelter, installed a playground, planted trees and constructed flower beds. *(Taken from the Hawk Eye, April 13)*

Promoting Tourism

County supervisors in 33 western Iowa counties were thanked for their support of the tourism industry during the Western Iowa Tourism Region meeting April 20. The Western Iowa Tourism Region is a non-profit organization whose mission is to enhance the visitor industry in western Iowa counties. In addition to financial support in each county and the Department of Economic Development, 150 businesses and organizations show support with private membership in the organization. *(Taken from the Humboldt Independent, May 4)*

County Leadership Institute Outstanding Learning

By: Cheryl Jahnel, Mitchell County Supervisor

The third cohort of county leaders participating in the jointly sponsored County Leadership Institute, presented as a partnership between NACo and NYU – Robert F. Wagner Graduate School of Public Service, was held May 30-June 3. Classes were at the NYU campus in New York City with an on-site visit to the NYC Office of Emergency Management. I was one of the participants in this session.

During the four day institute, class content included Leadership I & II: Exercising Leadership; Working with the Media; Leadership III: Acknowledging Your Piece of the Mess; Power Relationships; Assessing Leadership Styles (Meyers-Briggs assessment); Q-Storming; Making Collaborations Work; and a panel of NACo sponsors (ESRI, Nationwide Retirement Solutions, Maximus, and Freddie Mac) discussed the impact of demographic shifts on public and private workplaces due to the aging workforce.

Leadership classes lead by Marty Linsky focused on two leadership styles – technical (the how-to portion of solving nuts and bolts problems) versus adaptive (problems involving changes in value systems). Technical problems are relatively easy for county leaders to solve. If equipment is broken, the answers are easy - fix it, replace it or find another tool to handle the job. Adaptive changes present a vast array of emotional, ethical, and intangible issues, which have a basic component of minimizing loss. Loss can occur as either a financial loss (union negotiations) or loss of power (reduction in job duties/control).

Marty Linsky has served as an elected official, worked within state government, and is also a professor. Linsky's presentation on working with the press provided real life situations - some reflected a nightmare experience and others reflected positive outcomes. A key factor in dealing with the press is to be friendly with all reporters but never assume that they are a confidant. Anything said to a reporter is fair game for being printed.

One of the more interesting segments of the institute was lead by Allen Zerkin, JD Adjunct Associate Professor at NYU. The session entitled "Making Collaborations Work" allowed our class to participate in an exercise to determine collaborative styles, how communication breakdowns occur if signatory powers are not at the table during collaborative efforts, and how to identify potential backlashes while trying to establish collaborations.

The NACo sponsor panel raised interesting questions: such as the paradigm shift from all jobs being contained within companies to jobs being outsourced, how to help the aging workforce plan for retirement in terms of sufficient funds, length of retirement, and how to maintain health and productivity for an aging workforce.

Q-storming was a challenging session lead by Sharon Benjamin. Rather than "brain-storming" where ideas and solutions are presented, Q-storming required groups to pose questions as a method of finding answers to issues. If questions were easy to ask, they are probably not the right questions. Rather, if the question was difficult to voice, it is probably the question that should be asked.

Participants were from the largest, fastest growing counties in the United States, as well as from smaller, rural counties. Experience ranged from seasoned county leaders to newcomers with only a few years of service. All contributed greatly to the dynamics of the institute and discussions were lively, thought-provoking, and insightful. I gained valuable knowledge by attending the NACo County Leadership Institute and strongly recommend it for anyone who is interested. Thank you to the ISAC Board and staff for selecting me to attend this excellent institute.

Retirement Income

Americans should plan to retire at 67 and save more, according to a study by The Center for Retirement Research (CRR) at Boston College. CRR estimates that 45% of working-age households will not have enough retirement income to maintain their current standard of living.

The National Retirement Risk Index, developed by CRR, forecasts how much income households are expected to have in retirement relative to their pre-retirement income. Then a "replacement rate" is compared to a target rate that would allow a household to maintain its pre-retirement standard of living. CRR set a base target of 73% of pre-retirement income that would be needed in post-retirement years. Income could be generated from all sources including savings, Social Security and pensions.

CRR noted several reasons why so many working age households are at risk:

- increased life expectancy;
- decline in defined benefit pensions;
- decreased Social Security income benefits - Social Security benefits will replace a smaller percentage of pre-retirement income as the age that workers become eligible for full benefits rises from 65 to 67;
- low 401(k) balances. The median balance is \$60,000 among households nearing retirement; and
- lack of savings outside of work related programs.

According to Alicia H. Munnell CRR Director, "there is no silver bullet; the answer is saving more and working longer. Even relatively modest adjustments - working two extra years or saving 3% more - can substantially improve retirement security."

(Taken from County News, July 3)

An Iowa Success Story

ICAP Begins Its 20th Anniversary Celebration

In late 1986 (100 years after Iowa joined the United States), four Iowa public entities chose to join a fledgling program designed to offer excellent casualty coverage at a stable cost, made possible by Iowa legislation. September 1, 2006 marks the 20th anniversary of the date the City of Red Oak joined the Iowa Communities Assurance Pool (ICAP) as its first member. By the end of that year, three more entities (cities of Dubuque and Princeton and the Iowa Municipalities Workers Compensation Association) were members.

The mid-1980's was a time of drastically increasing insurance premium costs and decreasing coverages - a "hard" market in the insurance vernacular. In some cases, insurance companies were withdrawing from the public entity arena. Iowa city representatives looked to the League of Iowa Municipalities (now the Iowa League of Cities) for assistance. The pooling concept was fairly new - the first public entity pool had been formed in Texas in 1974.

E.J. Giovannetti, Polk County Supervisor, and Dick Herstein, Marshalltown City Administrator, sat on the League Board in 1986. Both men remembered the difficulties experienced by Iowa public entities in obtaining insurance coverages during that period. Costs were increasing dramatically. Larger cities had to forgo other needs to meet the increased expenditure. Some small cities could not afford to purchase insurance and elected to go without.

In response to the cities' pleas, the League formed a committee that worked with the Tillinghast organization to study the feasibility of a public entity pool in Iowa. Giovannetti chaired that committee and it was his feeling that Iowa cities as a group could best determine their insurance needs and cost. The Tillinghast study concluded that Iowa would be an excellent state to support a group self-insurance pool. As a result, the Iowa legislature quickly responded to the cities' concerns by passing enabling legislation (Iowa Code chapter 670.7).

Giovannetti and Herstein both had early hopes for the new proposed program. Herstein stated that the commercial insurance market was making decisions that didn't make sense - for instance, dropping Iowa cities based on national loss experience. Giovannetti recognized the uniqueness of Iowa public entities and was certain their ownership of a program would encourage members to "self-police" their claims through active loss control efforts.

In the two years prior to 1986, Ken Bilbrey, CEO, Bilbrey Insurance Services, Inc., had been busy marketing group programs to national professional associations. He was approached by the executive director of the National Sheriffs' Association with a request to market a new law enforcement liability pool program designed by a Michigan company, American Risk Pooling Consultants, Inc. (ARPCO). He met with that company's owners, Jerome Shaw and Michael



Feeney, who soon thereafter established a program for public entities. It was that program that Bilbrey presented to Robert Harpster, Executive Director of the League of Iowa Municipalities at that time, and was endorsed by the League's Board of Directors. ICAP was born!

By the insurance crisis of the mid-1980s, the ARPCO professional staff of financial, underwriting, loss control and claims experts, had been managing insurance operations in the Midwest for many years, which provided insight to economies of scale that at that time had not been utilized in the insurance industry. They had been handling professional liability claims for a similar amount of time, giving them the ability to understand loss adjustment expense issues. In addition, after many years of handling claims in this area, they had developed state of the art litigation management concepts.

ARPCO's experience in the field, plus the program's intergovernmental contract (the agreement between ICAP and its individual members), formed the basis for the successful program. When ICAP was presented to the City of Red Oak for their September 1986 insurance renewal, Ron Crisp, City Administrator, was already comfortable with the concept. He had become familiar with successful public entity insurance pools during his previous public entity work in Illinois and had been following ICAP's development since the first informational meetings held across Iowa. Recently, he related that the city's insurance renewal was quoted at \$52,000 and the ICAP quote was approximately \$28,000.

Bilbrey was initially confident that with the right product and pricing, Iowa cities would flock to join. Insurance industry representatives were quick to suggest that the new program could not continue to operate with the pricing presented. Often, during the early years, ICAP's quotes would equal one-third of the insurance renewal. The concept and the program were new and untested. A city would often choose to renew and pay a great deal more rather than take the chance. The "flock to join" that Bilbrey predicted did not develop.

The insurance industry developed marketing strategies to attack the new organization. Cries that the pooling concept could not work and that ICAP would soon suffer financial difficulties went unheeded by its founding members and by the end of 1987, 24 entities joined their ranks. Marketing efforts expanded to a strong sales force made of up local independent insurance agents. ICAP grew stronger - both financially and in number of members. At first, ICAP was envisioned as a risk-sharing mechanism for Iowa cities. However, in 1987, the ICAP Board of Directors approved membership for Iowa counties. Seven counties then joined by the end of that year.

Construction Bidding Workshops

On March 29, 2006, Governor Vilsack signed into law HF 2713, the Iowa Construction Bidding Procedures Act. The act substantially re-writes the requirements and procedures that public entities, including cities and counties, must follow when constructing public improvements. Two of the more significant changes are raising the threshold when competitive bidding is required and establishing a new competitive quotation process to be used in certain instances.

Several local government and professional associations involved with this legislation are conducting workshops to explain the provisions in the new law. The workshops will be conducted at three locations. All workshops will start promptly at 1:00 pm and conclude no later than 4:30 pm.

- August 22 - Comfort Inn, 1910 Nairn Drive, Maquoketa
- August 23 - Foxboro Conference Ctr, 6165 NW 86th Street, Johnston
- August 24 - Harrah's Casino & Hotel, 1 Harrah's Boulevard, Council Bluffs

Topics will include: the competitive bidding process, application of the appropriate threshold, future threshold adjustments, plans and specification requirements, retainage requirements and demolition.

City and county appointed and elected officials, especially engineers, public works, finance officers and managers are encouraged to attend. Also contractors, consulting engineers, and other individuals involved in the competitive bidding process. To register, complete the form on ISAC's website (www.iowacounties.org) under 'Upcoming Events.' The fee for registration is \$35 per person and includes all workshop materials and refreshments. The deadline for registration is August 15. Registrations received after that date will be subject to an additional \$15 late fee.

The following organizations will be sponsoring the workshop: Iowa State Association of Counties, American Council of Engineering Companies, Associated General Contractors, Iowa Chapter of the American Public Works Association, Iowa League of Cities, Master Builders of Iowa and the Mechanical Contractors Association of Iowa.

Applications Wanted

The Iowa Chapter of the American Planning Association is now accepting nominations for the 2006 Iowa Awards for Planning. Awards are being accepted in 17 planning related categories, including planning excellence, public education, distinguished leadership, distinguished service, outstanding students and a journalism award. These categories are revised from past years and match the newly released 2007 National APA Planning Award categories, so nominees applying for the Iowa APA Awards can easily apply for the same award through National APA.

The deadline for submission of the awards is August 25, with presentation of the awards at the 2006 Iowa APA Fall Conference scheduled for November 2-3 in Iowa City. Further information on the awards program, including the application form, is available at the Iowa APA website (www.iowa-apa.org). For additional information, please contact David Wilwerding, Awards Coordinator at (515) 727-7775 or by email at dwilwerding@ci.johnston.ia.us.

in memory

Cheryl Hunter



After a battle with cancer, Cheryl Hunter, Boone County Treasurer, passed away July 8 at the Israel Family Hospice House in Ames. She served as Boone County Treasurer for the past 12 years and had worked in the Treasurer's office in some capacity for the last 30 years. Despite her illness, she had all intentions to run for the position again. Cheryl was easy to work for and easy to work with, said 1st Deputy Boone County Treasurer and co-worker Darcy Bosch. Always dedicated, she still worked at the office a couple days a week after being diagnosed with cancer in February.

Hunter was a longtime member of the United Methodist Church in Pilot Mound where she was active in Ladies Aide and served as the choir director and church organist. She also served on the Democratic Central Committee, the County Treasurer's Association and was a first responder. She enjoyed sewing, cooking, decorating cakes and loved her cats.

(Taken from the Boone News Republican, July 12)

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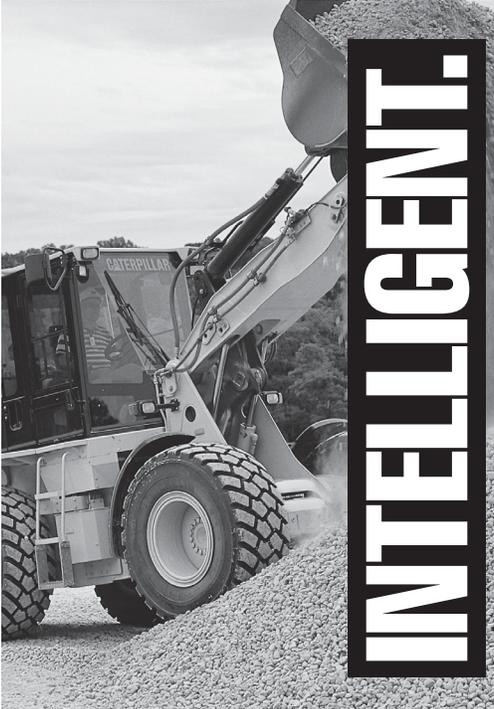
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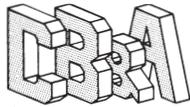
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- Dave Barry



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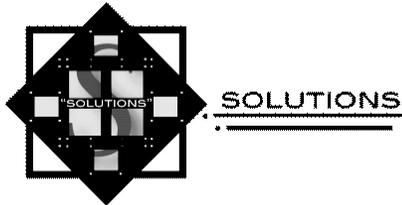
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calendar

AUGUST

- 2 CRIS Board (ISAC Office)
- 2-4 Recorders Conference
(Arrowwood Resort, Okoboji)
- 3-4 Supervisors Executive Board (Burlington)
- 4-8 NACo Annual Conference (Chicago, IL)
- 9-11 CCMS Annual Conference
(Sheraton, West Des Moines)
- 22 Iowa Construction Bidding Procedures Act
(Comfort Inn, Maquoketa)
- 23 Iowa Construction Bidding Procedures Act
(Foxboro Conference Center, Johnston)
- 24 Iowa Construction Bidding Procedures Act
(Harrah's Casino & Hotel, Council Bluffs)
- 24-25 Community Services Legislative Retreat
(Comfort Inn & Suites, West Des Moines)
- 31 County Administration Steering Committee
(ISAC Office, Des Moines)

SEPTEMBER

- 8 ISAC Steering Committees
(Holiday Inn Airport, Des Moines)
- 20-22 CCMS Fundamentals
(Baymont Conference Center, Des Moines)
- 21-22 ISAC Board of Directors (Dubuque Area)

- 21-23 Conservation Directors Conference
(Davenport)

OCTOBER

- 3 CCMS Administrators
(Hilton Garden Inn, Des Moines/Urbandale)
- 6 ISAC Steering Committees
(Adventureland Inn, Des Moines)
- 18 CCMS Support Staff Training
(Hilton Garden Inn, Des Moines/Urbandale)
- 19-20 CCMS Strengths
(Hilton Garden Inn, Des Moines/Urbandale)
- 21-25 Assessors Fall School & Conference
(West Des Moines Marriott)
- 26-27 ISAC Board of Directors (ISAC Office)

NOVEMBER

- 2 CCMS Advanced Case Managers
(Hilton Garden Inn, Des Moines/Urbandale)
- 12-15 County Attorneys Conference (Waterloo)
- 28 SEAT (Des Moines) CANCELLED
- 29- ISAC Fall School
- Dec. 1 (Marriott & Renaissance Savery, Des Moines)

Please visit ISAC's online calendar of events at www.iowacounties.org and click on 'Upcoming Events.' A listing of all the meetings scheduled thus far in 2006, agendas and meeting notices can be found on ISAC's website. A majority of ISAC's meetings offer online registration. If you have any questions about the meetings listed above, please contact Jerri Noboa at (515) 244-7181 or jnoboa@iowacounties.org.



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