



The Iowa County

Iowa State Association of Counties



March 2013

Workplace Wellness Programs

2013 Excellence in Action Awards

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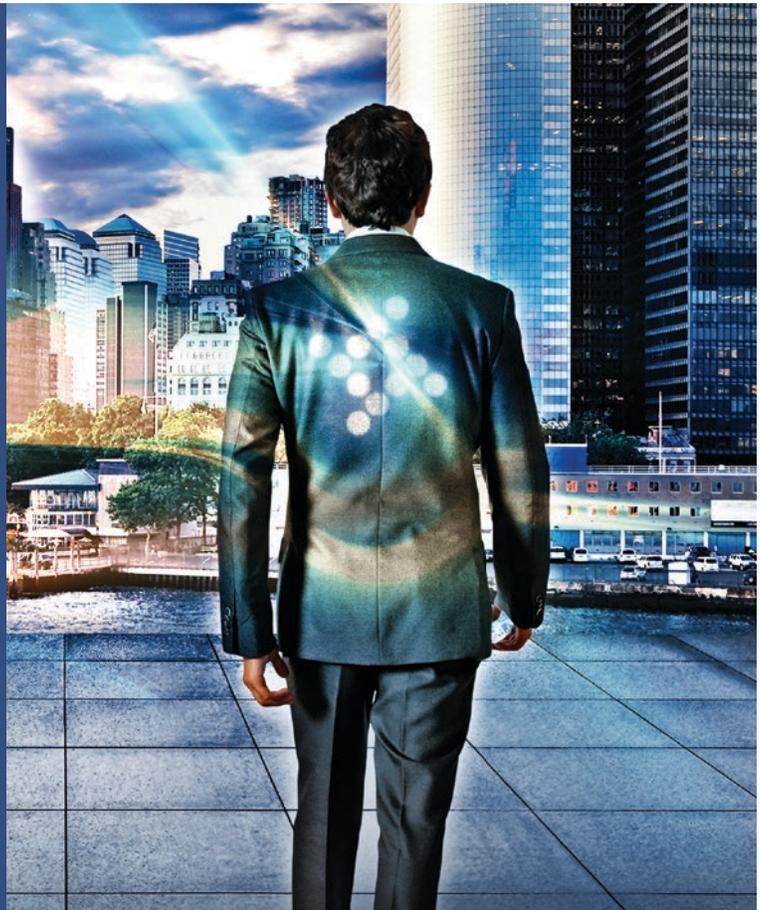
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ISAC's Mission:

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.

Workplace Wellness Programs

By: Amy Gould

Wellmark Management
Consultant



Studies Show Workplace Wellness Programs Cut Costs and Improve Health

Five Lessons for Iowa Counties

Employers are bringing wellness into the workplace to help curb health care costs and increase productivity. Studies show that workplace wellness programs may improve employee health, increase worker productivity and cut costs for employers.

Can wellness make a real difference to the bottom line? The answer is, yes. Several published studies of workplace wellness programs are proving to show valuable results that benefit organizations and their employees. It's worth reviewing these studies for lessons on how wellness best practices can be adopted by Iowa counties.

Lesson 1: Wellness can yield a hard-dollar return, when you do it right.

Two studies of workplace wellness programs reviewed by *Harvard Business Review* showed wellness can yield a substantial return on investment (ROI), both in terms of employee health and the employer budget. As with any major business initiative, results come with effective planning and implementation. (Berry, Milrabirot and Bain, "What is the Hard Return on Employee Wellness Programs," *Harvard Business Review*, December 2010)

The first study was of a single worksite, where 185 workers and their spouses participated in a program of exercise and cardiac rehabilitation to increase physical fitness and reduce health risks. Of those individuals who started the program classified as "high risk" (high body fat, high blood pressure, etc.), 57% moved to "low risk." By making changes to improve their health, the study projected medical cost savings of \$1,421 per participant — a 6:1 ROI for the employer.

Wellness programs are achieving measurable results for other employers too, according to the second study cited in the *Harvard Business Review*. Researchers interviewed 300 people at 10 organizations across a variety of industries with wellness programs that have shown measurable success. They found six best practices for achieving measureable wellness outcomes:

1. **Multi-level leadership.** Leadership and support for wellness from top ranking executives, but also mid-level managers and employees.
2. **Alignment.** Wellness is an extension of the organization's core values and goals.

3. Scope, relevance, and quality.

Programming that is comprehensive, employee-focused and of high quality.

4. Accessibility.

Low- or no-cost services and onsite availability are offered.

5. Partnerships.

Active, ongoing collaboration with vendors and external partners.

6. Communication.

Frequent, creative and media-diverse communication.

Lesson 2: Wellness is more than physical health.

Research conducted by RAND, a nonprofit research and policy-making institution, reveals the trend for worksite wellness is shifting away from facility-based fitness centers to a broader array of informational, educational and motivational programs and activities. The RAND research also shows the importance of offering incentives that motivate employees to engage in healthy practices. (Soeren Mattke, Christopher Schnyer, Kristin R. Van Busum, "A Review of the U.S. Workplace Wellness Market," RAND Health Study, 2012)

The RAND research analyzed 33 worksite wellness studies conducted between 2009 and 2010, for best practices in developing and promoting wellness strategies. In 2009, 92% of employers with 200-plus employees offered programs targeting the primary behaviors that influence wellness:

- exercise (63%)
- smoking cessation (60%)
- weight loss (53%)

Other common features were:

- Health assessments and biometric screenings to measure individual and population risks, typically paired with follow-up intervention (information or referral)
- Wellness services were typically offered through the health plan
- Annual wellness investment of \$50-\$150 per eligible employee

Lesson 3: The right incentive system helps to generate results.

Despite widespread employer wellness offerings, fewer than 20% of eligible employees in the RAND study actively participated in behavior change programs, with participation levels varying by employers and activities. More than a third of the employers in the studies did not track participation at all.

Financial and non-financial incentives helped to generate participation. Seventy-five percent of employers offered some type of incentive, most often tied to completion of a health assessment or biometric screenings. Incentive values ranged from \$152-\$557 per year.

When it comes to wellness ROI, the RAND analysis found inconsistent measures of cost savings and productivity. Many studies focused on only one program component, such as risk improvements, quit rates (for smoking), lost work days or reductions to short-term disability. Unfortunately, there's no simple way to know if wellness programs work; the answer depends on the match between intervention and opportunity.

Lesson 4: Public entities can succeed with wellness.

The state of Nebraska recently released findings of its wellness program, which the state began as a way to contain employee health costs. (wellnessoptions.nebraska.gov) The state of Nebraska contributes 79% of health premiums for employees, and its medical costs were on an unsustainable trajectory.

The state of Nebraska wellness program aimed to reduce costs three ways:

- Provide premium incentives to employees who met wellness criteria, measured through biometric screenings and health assessments.
- Increase preventive adherence through health benefit changes, such as reduced co-pays for diabetic prescriptions.
- Build a culture that promotes healthy lifestyles. The state provided year-round wellness offerings, including walking programs, health coaching and weight management. Wellness champions at each state location and the Nebraska Governor led the charge for program success.

The state needed to win the support of the public, legislature and union parties, and it made the case for wellness by making it a pocketbook issue for everyone. Both employees and taxpayers would bear the burden of the health care costs that would result from “doing nothing.” The state was able to fund the wellness program through a portion of employee health plan premiums.

From 2010 to 2011, the wellness program is returning results above industry averages:

- Some 42% of the state's 5,800 employees, and 2,500 spouses enrolled in the program – up 10%.
- There was a 16% participation increase in biometric screenings. Among screening participants, tobacco usage declined from 9.3% to 7.8%, depression decreased from 1.72% to 1.55%, and members with five-plus risks decreased from 4.2% to 3.3%.
- A \$4.2 million reduction in medical and pharmacy spending.

When comparing medical costs for wellness program participants to non-participants, the state of Nebraska calculated a 2.70:1 return on investment.

Lesson 5: Make wellness personal.

Helping employees become happier and healthier is a primary wellness program benefit. Sharing the stories of employees who've had success can inspire greater participation.

ISAC offers wellness programs to those counties that participate in their health plan. Here are the personal stories of several ISAC members who've seen a positive difference with wellness.

In 2011, I realized I needed to lose some weight; furthermore, my numbers from a recent blood test weren't great. Our county ISAC/Wellmark wellness committee had been encouraging all of us to live healthier lives. I decided it was time to do that.

I have always exercised in some form. I realized I needed to add better eating habits to my exercise. I cut down my meals to about one half of what I previously ate. Plus, I quit eating snacks between meals, which were usually sweets of some sort. I also increased my exercise from three days to five and sometimes six. I cross train primarily between running and weight lifting. I also do some walking and bike riding.

I have subsequently lost 47 pounds and gained muscle. I am now at my suggested body weight and my blood work numbers are vastly improved. I feel better and have more energy. I'm 54 years old and have a stressful job as a county sheriff. The exercise and better diet have greatly helped my stress level and overall wellbeing.

The incentive programs that ISAC/Wellmark offer have added to my desire to continue a healthier lifestyle. I also have taken advantage of the preventive physicals, and this, too has helped me in my goal to stay healthy.

It certainly is up to all of us individually to have the willpower to live healthier, but incentives and encouragement from our county wellness group and the people at ISAC/Wellmark really helps.

- Sheriff Dan Altena, Sioux County

As Wellness Coordinator I get the opportunity to “observe,” if you will, the Sioux County Wellness members. When asking a gentleman, who I have noticed had lost a significant amount of weight, if our Wellness Programs helped him in any way to lose the weight, his reply was: “I have always been on a see-saw with my weight, up, then I would diet, then lose, then up

Continues on page 7.

Hiring Outside Counsel

By: **Kristi Harshbarger**

ISAC Legal Counsel



At this year's New County Officer School, I gave a presentation on working with your legal team. While it was a broad view of what county attorneys do, what ISAC legal counsel can do for you as resource, and hiring outside counsel, the latter issue received the most questions. Because there seemed to be a fair amount of confusion regarding the appropriate process for retaining outside legal counsel, I thought I would reiterate here the guidance we have on the issue.

Before you can understand when and how to retain outside legal counsel, you need to understand whether the matter at hand is a statutory duty of your county attorney. The general duties of the county attorney can be found in Iowa Code §331.756, which contains 85 items. Various other statutes throughout the Iowa Code add to the list of duties for the county attorney, but this Code Section is a good place to start and contains most of the cross references.

The county attorney obviously has many prosecutorial duties, but the two county attorney duties that are likely most important to all of you can be found in subsections 6 and 7 of Iowa Code §331.756, which states:

“Commence, prosecute, and defend all actions and proceedings in which a county officer, in the officer's official capacity, or the county is interested or a party.”

“Give advice or a written opinion, without compensation, to the board and other county officers and to township officers, when requested by an officer, upon any matters in which the state, county, or township is interested, or relating to the duty of the officer in any matters in which the state, county, or township may have an interest, but the county attorney shall not appear before the board at a hearing in which the state or county is not interested.”

In a nutshell, this means the county attorney is your attorney for purposes of your actions as a county official.

When determining who can hire outside counsel, you must first determine if the issue in question is a statutory duty of the county attorney

If it is a statutory duty, then there are a couple of statutes governing the process for retaining outside counsel on a matter:

1) Iowa Code §331.759, which provides that when legal proceedings have commenced, a county attorney may ask the

court to withdraw from the case for cause. If the court allows it, the court appoints an attorney to serve in place of the county attorney.

- 2) Iowa Code §331.754, which provides that:
 - a) in the case of absence, sickness, or disability of the county attorney (and assistant county attorneys) the board of supervisors may appoint an attorney to act as the county attorney;
 - b) if the county attorney and all assistant county attorneys are disqualified because of a conflict of interest from performing duties and conducting official business in a juvenile, criminal, contempt, or commitment proceeding which requires the attention of the county attorney, the chief judge may appoint an attorney to act as county attorney in the proceeding; and
 - c) The board of supervisors may appoint an attorney to act as county attorney in a civil proceeding if the county attorney and all assistant county attorneys are disqualified because of a conflict of interest from performing duties and conducting official business.

If neither of these statutes applies, then an Attorney General opinion determined outside counsel can still be appointed by the board of supervisors at the request of the county attorney.

For example, there may be situations in which the county attorney is requested to advise the county on one particular matter in which a conflict of interest exists. Or, a matter may arise where litigation is not pending but may be imminent, and because of a conflict of interest the county attorney feels a professional responsibility to withdraw from the case immediately.

Consequently, it is our opinion that, absent other relevant statutory provisions, the board of supervisors is authorized pursuant to home rule authority to appoint a private attorney to serve as a replacement for the county attorney. See Iowa Constitution, article III, §39A; Iowa Code Ch. 331 (1981). We believe this result is further supported by practical considerations. First, we recognize the need for flexibility in the day-to-day operation of

Continues on page 7.

Continued from page 6.

the county attorney's office. Second, we do not believe the legislature intended that the authority of the district court be invoked in every instance where a private attorney must be appointed to replace the county attorney, or that the district court become intimately involved in the day-to-day operation of the county attorney's office, especially when the court may have no official involvement with a matter in which a private attorney is acting as representative of the county.

...

We further note that the responsibility for determining when a private attorney should replace the county attorney in a particular matter generally lies with the county attorney. For example, the question of whether a conflict of interest exists is left to the professional judgment of the county attorney. See Canon 5, Iowa Code of Professional Responsibility for Lawyers. In the event the county attorney concludes a conflict is present and §§331.754(1) and 331.759 are inapplicable, he or she should request that the board of supervisors appoint a replacement. We recognize that there may be limited situations, such as unexpected sickness, where the county attorney is unable to advise the supervisors regarding the need to hire

a replacement and the supervisors must act alone. Nonetheless, it is our opinion that generally neither the board of supervisors nor any other county officer has independent authority to appoint a private attorney to serve as representative of the county. A contrary conclusion could effectively result in the supervisors interfering in the operation of the county attorney's office at their discretion, a result certainly not intended by the legislature.

1982 Iowa Op. Atty. Gen. 517, 1982 WL 524855 (Iowa A.G.) (emphasis added).

If the answer is that the matter is **not a statutory duty of the county attorney**, you can talk to them about whether or not they'd be willing to take it on, but they are not obligated to do so. In those instances, you may also choose to retain outside counsel.

Continued from page 5.

again! But because of the Wellness and insurance emphasis on getting a physical, I went into my doctor and we had a serious conversation of my up and down weight patterns, and my weight, which at the time, was affecting my overall health. I made the life-changing decision to lose the weight and do it the correct way this time! The wellness programs that we had like 'Unwrapped,' which teaches me about nutrition and the NFL — it has nutrition and fitness all in the same program — has helped me stay on track and continue with healthy habits!"

- Anonymous member who lost 72 lbs. in a 12-month period of time

I didn't get started on my weight loss and fitness path because of wellness, but through the various wellness programs that we have had. It has definitely helped add variety to my workout, as well as give me an incentive to keep going to the Fitness Center. It also has helped me to step out of my comfort zone when it comes to nutrition, and encouraged me to try a few new things to help me be healthier!

- Anonymous member

capitol comments

ISAC Update

What is the ISAC Update?

The ISAC Update is a weekly email newsletter that is sent to all ISAC members (and other interested parties) on Fridays that focuses on timely legislative issues and topics of importance to county officials. Non-legislative announcements regarding conferences, county eligible awards and grants, etc. are also included.

How is the ISAC Update prepared?

Each week, all materials are sent to me prior to 9:00 am on Friday. I make all materials fit into a one to two paragraph summarized format and link any further information to the applicable website and/or supportive materials that I upload onto our website. After formatting and revising the publication, I send it to ISAC staff for one last edit. Finally, I hope to hit send before 1:00 pm, and to place the printable word document on our website. Current and archived versions of the ISAC Update can be found at www.iowacounties.org/isacupdate.htm.

Why is the ISAC Update important?

The ISAC Update is arguably the most important publication that we create and send to our members. It is sent on a weekly basis in order to keep our membership informed about the legislation that will affect county government. The legislative policy team works hard each week to report these topics to you, so that you are educated when talking to your legislators. Having county officials contact their legislators regarding the topics that will affect counties (both negatively and positively) is imperative for ISAC to be successful on your behalf at the Capitol.



By: Rachel E. Bicego

ISAC Marketing/
Communication Coordinator



How is the ISAC Update meant to be read/scanned?

When you receive the ISAC Update each week it is important to note the bulleted titles. Please scan these titles and make note of all that are of importance to your office. As you scroll down, each title is broken down into a summary. Many of the summaries will contain links that can be clicked on for further information.

How are the bill number links used?

Many of the summaries refer to specific legislation that has been introduced and/or passed. Please note that the bill numbers in these summaries will be linked. If you click on a linked bill number it will open a copy of the full bill on the General Assembly website. Reading the bills in their entirety is also very important to ensure that nothing of consequence was missed by ISAC staff.

What is a Special Edition ISAC Updates or a Call to Action ISAC Update?

We send out special edition and/or call to action ISAC Updates during the week when it's urgent for our membership to contact their legislators regarding a certain bill or topic. Again, if you receive this type of email from us and the bill will have a direct effect on your office, we ask that you contact your legislators and voice your concerns or support.

What works best for you?

I strive to send out communications that are as easily readable, concise and as informative as possible. If you have any suggestions that could make the ISAC Update better, please don't hesitate to contact me at 515.244.7181 or rbicego@iowacounties.org. An informed membership is crucial for an association to be successful.

employment

Economic Development Director

The Jackson County Economic Alliance seeks an Economic Development Director. BA degree and three years experience in economic development preferred. Salary \$50,000-\$70,000, plus benefits. Should possess economic development, budget, finance, and communication skills. Submit cover letter, resume,

and salary history before March 27, 2013 to Patrick Callahan at Snyder & Associates, 5005 Bowling Street SW, Suite A, Cedar Rapids, IA 52404 or email to pcallahan@snyder-associates.com. For position profile visit www.co.jackson.ia.us.com.

Developing Goals and Mental Health

Developing goals with individuals with mental health issues can be challenging. We have all struggled at one time with assisting an individual with identifying a goal, motivating them to work on this goal, and seeing progress. I have come across several websites that have information that can assist with these issues. The following is a compilation of that information.

Commitment to progress (www.hafal.org)

A commitment to progress is the first step to achievement. The individual needs to agree and act on a step-by-step, goal-focused plan. A good plan needs to focus on long-term goals but include the short-term, less intimidating goal/steps which allow a person to take action.

To be effective, a plan must:

1. Assess current circumstances – analyze and recognize where the individual is starting from
2. Identify needs – practical and personal challenges faced by an individual
3. Identify long-term goals – targets which the individual aims to achieve over time
4. Identify short-term goals/steps – simple, manageable goals/actions required to achieve the long-term goals
5. Identify supporters – specific people or agencies whose help is needed
6. Create a timetable – target dates to take short-term steps and achieve long term goals
7. Timetable regular reviews – to recognize progress, and confirm or revise short-term steps and long-term goals

I know this looks familiar to all of us. We do this every time we develop a service plan. The importance of these steps cannot be mentioned enough. We all need goals, steps to achieve these goals, and specific times to keep us on track and focused. These steps are consistent when researching materials in regard to goal achievement.

Empowerment and Self-management

Empowerment and self-management is the second step for achievement. “Empowerment means exercising rights and responsibilities in making choices about life. Self-management means taking the actions required to lead a life based on those choices.”

By: Cindy Chappelle

ISAC Case Management Specialist



Empowerment: Many people already exercise choice about their lives and take action in regard to achievement; however, some have limited opportunity and/or ability to manage their lives or to make choices. Individuals feel empowered when they recognize that they have the same rights and responsibilities as others, they feel a strong sense of autonomy, and that they are at the center of decision-making processes concerning their life. Also, they are able to access information necessary to make choices and are able to choose from a range of options. It is imperative that they: see their right to choice is respected; have the first and last word in any discussion about them; feel equal to others and are treated equally by others; and can make “advance directives” – telling people how they want to be treated when they are unwell.

Self-management: A person is self-managing when they can make plans in their own language and use their own words when they: make phone calls, write letters, and fill out forms to address their needs; sort out their own problems, they negotiate with people to get their needs met; accept the support of others on their own terms and without resigning responsibility; look after themselves; maintain physical health and address mental health problems; administer their own medication; and exercise self-awareness and act on this – including anticipating the onset of a crisis.

Below are seven steps on how to assist an individual develop their goals. These steps will also look familiar, but reviewing these steps may assist in taking another look at how goals are developed for individuals with mental illness. (How to Set Mental Health Goals - clarityway.com)

Have the individual answer these questions.

1. **Understanding the problem:** Identify the areas you believe cause problems for you. Include emotions and issues.
2. **Breaking the problem down:** Break the list of problems down into smaller, more manageable problems. From those more manageable problems you can figure out the goal you would like to reach for each individual problem.
3. **Figuring out the goals:** Figure out where you would like to be emotionally, mentally or physically after dealing with each of the smaller problems identified in number two.

Continues on page 12.

CSN Staff Smart Goals

The CSN staff has started to utilize a tool to help prioritize and track progress for the work we do to enhance the CSN system. This tool is referred to as SMART Goals. SMART goals are defined to help improve achievement and success. A SMART goal clarifies exactly what is expected and the measures used to determine if the goal is achieved and successfully completed. Each CSN staff member is assigned to two smart goals which can have smaller sub goals within each. Every month we meet to discuss the progress of each goal and/or sub goals in order to gain a clear idea of what might be needed to help achieve those goals. CSN staff needed a better way of keeping track of what they achieved and a realistic time period in which we can achieve it. Through this process one of my goals is increased communication with our members on what we are working on and what we have achieved in the last month. Using *The Iowa County* magazine seemed like the perfect platform. Each month CSN staff will send a report on what they have achieved in the last month and what they will be working on for next month. This article will include that report.

Andrea Jansen – Program Support Coordinator

This month, I continued my work on CRIS and change management goals. Change management is moving along, and a priority board meeting is being set up to begin the process of reviewing changes to CSN. The rate setting committee met and started working on our standardized rate process for CSN. We had another meeting at the end of January during which we resumed our discussions. I continue to spend the majority of my time reviewing tickets and completing tasks associated with them. In addition, I am continuing to work on the Case Management Module and have worked with CCMS staff to start moving the support over to them. I also have been working on User Group items and redesign data throughout the month.

Ashley Moore – Program Support Analyst

Data is the key piece when telling each county's individual story. It identifies areas of strength and need. For this reason, data integrity and consistency between counties is and will remain a high priority.

I have continued to work alongside counties and the state to wrap up our FY 2012 reporting season. At the beginning of January, I attended a meeting with DHS and counties to review the current reporting process. We used this time to identify and discuss issues along with the areas that can be improved upon for next year. The compliance checks that are currently in CSN are very similar to the compliance checks at the state. Over the next few months we plan to identify the compliance differences and

By: Gina Fontanini

ISAC Program Support
Coordinator



implement any changes necessary to better align our CSN compliance with the state's.

Continuing on the topic of data, the New Year along with the Legislative session has brought many requests for reports. During this time we have been working to review the Generally Accepted Accounting Principles (GAAP) data submitted by the Auditors as well as the CSN data for FY 2012. Using these two data sources, we are working develop reports that will allow for a comprehensive analysis of the data.

Gina Fontanini – Program Support Coordinator

I have spent a good portion of my time working on moving my support duties for the Case Management module over to Cindy Chappelle with CCMS. Andrea and I met with her to go over the CSN Support Ticket Site and began assigning tickets to her starting at the beginning of January. Cindy is coming to us with questions, but most of the tickets are being assigned to her. The second Case Management User Group meeting was held this month with over 25 users in attendance. We discussed the ongoing support of the CSN Case Management Module as well as the change management process for enhancements in the system. The CSN User Group also met, and we discussed the Current Procedural Terminology (CPT) code changes for 2013 as well as the status of Case Management and counties who are not paying claims in CSN. I started and continue to work on the transition to the new CPT codes that went into effect January 1, 2013. The codes are more detailed and do not match one-to-one with the old codes. I will continue to work on a complete solution for the transition of these codes in CSN. My focus for 2013 will be on HIPAA compliance and coming up with a more robust HIPAA security, policy, procedures and sanctions.

Josh DeGroot - Program Support Analyst

Here are the main things I have worked on in the last month: support tickets; case management module fixes/maintenance; claim module enhancements; adding a service location level to the provider section which will affect the rates and claims sections too; and added Google maps functionality in the provider section of CSN (which can be added to other sections as needed).

Sam Watson – IT Specialist

Here are the main things I have been working on in the last month: ISAC CRM ; case management quality review filters; case management billing improvements; case management billing support; and Scott County data import.

Spring School Reminders

Here are some last-minute reminders when preparing to attend the upcoming 2013 ISAC Spring School of Instruction in Des Moines on March 14-15. We look forward to seeing you there!

- The 2013 County Day at the Capitol will be held in conjunction with the spring school on Wednesday, March 12 from 8:30 am-2:00 pm. Please pre-register for the FREE event!
- All conference activities and affiliate meetings will be held at the Des Moines Marriott Downtown.
- ISAC will be hosting four educational seminars on Thursday, March 14 from 9:00 am-10:30 am in the Iowa Ballroom at the Marriott. They are as follows:

Playing it Safe with Workers' Compensation

Speakers: Curt Svalstad, IMWCA Director of Risk Services, Tim Kirgan, IMWCA Marketing Manager, and Jeff Hovey, IMWCA Deputy Director of Risk Services

How do you measure success with your workers' compensation program? What can you do to better protect your employees and enhance safety in your workplace? What can you do to control your premium and other related costs? How can you project next year's premium and whether it will be lower or higher than this year's? This session on workers' compensation will cover a variety of topics and answer many of your questions about this very important component of county operations.

Overview: Basics of Lean Government

Speakers: Jeff Terrell, Chief of Quality Improvement Bureau with the Iowa Department of Human Services, and Teresa Hay McMahon, Iowa Lean Consortium

Learn what Lean Government is, how it's been used in state government, and how to get started in your office.

Tourism Tools

Speaker: Shawna Lode, Iowa Tourism Office

Tourism is big business in Iowa, generating more than \$7 billion in spending annually and impacting the economy of every Iowa county. The Iowa Economic Development Authority's Iowa Tourism office has the tools to help you grow your local travel destinations and let travelers know

By: Stacy Horner

ISAC Meeting/Event
Administrator



that those destinations exist. Learn how we use a gamut of marketing tools to tell travelers from around the Midwest about your community.

Health Care Reform: Making Sense of It

Speaker: Valerie Snyder Rivera, Wellmark Director of Marketing

As 2014 approaches, you're faced with big changes and big decision about your health plans. Learn about the various mandates of the Affordable Care Act (ACA), compliance decisions you need to select about whether to play or pay, and penalties contained in the law. Wellmark is here to help you make sense of it by pledging to inform, lead, assist and support employers and members through the ACA.

- The ISAC Business Meeting and Awards Ceremony will be held following the ISAC educational seminar sessions from 10:45 am-12:00 pm on Wednesday in the Iowa Ballroom. Please plan to attend! The recommended ISAC budget will be presented to the membership for approval, and the ISAC scholarship award winners will be recognized.
- Lunch is on your own on Wednesday, March 14, but make sure to stop by the exhibit hall afterwards for the Exhibitor Ice Cream Social from 12:30 pm-1:30 pm for a sweet treat with the exhibitors.
- After the affiliate meetings on Wednesday afternoon, the Exhibitor Reception and Vendor Drawing will be held in the Des Moines Exhibit Hall from 4:30 pm-6:00 pm. This will be your last opportunity to meet with the conference exhibitors. You must be present to win.
- The ISAC Dance will be held from 8:30 pm-11:00 pm on Wednesday evening in the Iowa Ballroom at the Marriott. Beverages and light snacks will be available during this social event.
- Affiliates have the opportunity to plan their own affiliate meetings on the afternoon of Thursday, March 14 and all day on Friday, March 15. These agendas are posted on the ISAC website when we receive them.

Continues on page 12.

ISAC meetings

Continued from page 11.

- The ISAC Networking Lunch will be held in the Des Moines Exhibit Hall from 12:00 pm-1:00 pm on Friday. It is a great opportunity to meet and network with other affiliate members and county peers.
- Please remember that your name badge is **REQUIRED** for ALL conference events.
- Conference attire on Thursday is business dress, but please feel free to dress casually for Friday's events. Also remember that meeting room temperatures do not feel the same to everyone, so you may want to bring a sweater or jacket should the meeting room temperature be too cool for you.
- Please travel safely to Des Moines and we look forward to your conference participation!



NCO School Recap

ISAC would like to thank all of you who attended the 2013 New County Officer's School held on January 23-24. Over 200 ISAC members attended this year's event at The Meadows Events and Conference Center in Altoona. The two-day training provided both newly-elected county officials and incumbent county officials many great resources to assist them with their positions in county government. The first day of training consisted of more general issues that apply to all county officials, such as open meetings law, ethics and budgeting. The second day of the training was specific to each of the following offices: auditors, sheriffs and deputies, supervisors and treasurers. Overall, it was a great opportunity for county officials to network with new officials from other counties and affiliates. Welcome to county government and ISAC! As pictured below, the Keynote Speaker, Rob Bell, was a hit amongst attendees.



CCMS

Continued from page 9.

4. Creating a measurement. Create a concrete measurement so you will know when you've met the goal you set for the problem. A concrete measurement is something you can feel, see, touch or acknowledge as being true.
5. Educating yourself. There are many types of problems, and there are many types of solutions. Explore your options.
6. Choosing your solution. Once you've learned about available solutions, make a decision about how to proceed. Measure your progress on a daily, weekly or monthly basis depending on how small or large the goal.
7. Writing down your plan. By putting the plan in writing it will keep your goals and deadlines in one place and help keep you focus and move towards achieving your goals.

This process will assist in identifying whether or not the goals/treatments are a waste of time by moving in a direction the individual isn't interested in going. A common occurrence in the goal/treatment process is when the individual doesn't have clear goals to achieve and accepts goals/treatments which are not helpful.

Remember when assisting individuals with developing goals make sure that everyone involved listens to the individual, assists the individual with empowerment and self-management, and assist the individual to trust themselves with the decisions he/she is making in regard to goals and the direction their life can go.

Nominations are being received in the following categories:

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

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

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

All applications must comply with the following minimum standards:

- 1) The program must have become operational after January 1, 2012, and must have measurable results.
- 2) County officials and/or staff, as part of their official duties, must have played a significant role in developing and implementing the program with limited assistance from outside.
- 3) Meet the following criteria:
 1. It must do one or more of the following:
 - Offer a new service to county residents, fill gaps in the availability of existing services, or tap new revenue sources.
 - Improve the administration or enhance the cost effectiveness of an existing county government program.
 - Upgrade the working conditions or level of training for county employees.
 - Enhance the level of citizen participation in, or the understanding of, government programs.
 - Provide information that facilitates effective public policy making.
 - Promote intergovernmental cooperation and coordination in addressing shared problems.
 2. In the case of a program that is in response to a federal or state law, regulation, or order the program must go beyond mere compliance with the statute, regulation, or order and must display a creative approach to meeting those requirements.
 3. The program must have proven measurable results (e.g. cost savings, enhanced employee productivity, improved constituent service, created better intergovernmental cooperation).
 4. The program must be innovative and not rely on the application of techniques or procedures that are common practice in most counties of similar population size.
 5. All aspects of the program must be consistent with acceptable governmental and financial management practices and must promote general governmental accountability.

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



ISAC Board Minutes Summary - January 25, 2013

New and returning board members attended an orientation session designed to familiarize board members with their role as a member of the ISAC Board of Directors and to explain various ISAC operations.



President Darin Raymond called the meeting to order and led the Board in the Pledge of Allegiance.

Iowa Attorney General Tom

Miller swore in Darin Raymond as ISAC President. He then swore in the ISAC Executive Board – Harlan Hansen, 1st vice president, Melvyn Houser, 2nd vice president, and Joan McCalmant, 3rd vice president. The remainder of the board was sworn in.

Attorney General Miller addressed the board and expressed his appreciation for public servants and local government.

The ISAC Board meeting minutes from December 13, 2012 were reviewed and approved unanimously. The ETC Board of Directors meeting minutes were reviewed for informational purposes.

Hanna De Groot and Linda Hinton gave an update to the Board on actions taken during the first two weeks of the legislative session. The Board had ample discussion in regards to mental health and commercial property taxes.

Brad Holtan reviewed the financial statement dated December 31, 2012. The ISAC 990 and 990 T were approved unanimously by the Board after being reviewed.

All board members were presented with and asked to sign the conflict of interest statement.

Bill Peterson gave a description of the ISAC budget process.

Kristi Harshbarger gave an update on the sales tax exemption issue, and the Board came to the consensus to take no action at this time.

The Board approved funding the eight applications that were submitted for the ISAC Goal Setting Facilitation Pilot Program. The counties that will receive funding are: Bremer, Chickasaw, Clay, Dubuque, Johnson, Jones, Pottawattamie, and Story.

The Board discussed the affiliate member request by the Iowa Association of County Commissioners and Veterans Service Officer (IACCVSO) at length and came to the consensus to have Bill communicate with IACCVSO that the members of ISAC would be only the veterans service officers and that this needs to be clarified in their bylaws.

Stacy Horner reported that the New County Officers School was a huge success with over 210 members in attendance during both days of the school. Evaluation results will be compiled and presented in the future.

Rachel Bicego gave an overview of County Day at the Capitol being held March 13 and in conjunction with the spring school, and Stacy Horner gave an update on the 2013 ISAC Spring School of Instruction being held at the Des Moines Marriott Downtown on March 14-15.

Darin Raymond reported on the NCCAE State Association Presidents and Executive Directors Meeting that was held in Washington, D.C. in early January.

Bill gave the plan for congressional interaction during the NACo Legislative Conference.

Mark Sybesma updated the Board on NACo membership, and Grant Veeder gave a brief NACo Board of Directors update.

Board members shared issues, concerns, ideas, achievements, etc. with other board members.

Bill reported that Lucas Beenken has been hired by ISAC as a contract employee for the next five months. As the legislative affairs assistant he will be charged with acting as support for the government relations team.

President Raymond adjourned the meeting.

ISAC brief

Welcome Lucas

My name is Lucas Beenken, and I joined the ISAC team on February 6. I am the legislative affairs assistant, and I work with the government relations team. I previously served on the Wright County Board of Supervisors and worked in various staff positions in the Iowa Legislature, so this position is a perfect fit for me.

I am originally from Belmond, Iowa, and I returned to represent my hometown on the board of supervisors after four years at Drake University and one year in Baghdad, Iraq with my Iowa National Guard unit. During my time as a county supervisor I served on the board of directors for an Early Childhood Iowa agency, a community action agency, a decat region, a juvenile detention center, and a MH/DD region among others. I am also proud of my work on the Iowa Commission on Volunteer Service, to which I was appointed by both Governor Culver and Governor Branstad.

My bachelor's degree from Drake is in business and marketing, and I earned my master's in public administration with a concentration in human resources through American Military

University. I completed my MPA while serving on the board of supervisors, with my work and education complementing each other perfectly.



I chose not to run for re-election in Wright County largely because my then fiancée (now wife as of late January) was finishing law school and received an offer from Ahlers & Cooney in Des Moines, and seven years was enough for a long distance relationship. We now have a home in West Des Moines and have had many adventures in remodeling and making it our own. Our five year old bichon, Charlie, has been enjoying running around the fenced in yard. When I'm not busy around the house, I like to put some miles on my motorcycle or cheer on the Hawkeye football and wrestling teams.

I'm very excited to join the ISAC team and to continue my work on county government issues. Please feel to contact me anytime at 515.244.7181 or lbeenken@iowacounties.org.

ISAC brief

ISAC NACo Representative

NOTICE: Pursuant to the ISAC By-Laws, notice is hereby given that ISAC is accepting applications for the position of ISAC NACo (National Association of Counties) representative. The ISAC NACo representative is selected by the ISAC Board of Directors.

The duties of the ISAC NACo representative include attending four NACo Board of Directors meetings a year around the country and representing Iowa on the NACo Board of Directors.

The ISAC NACo representative is automatically a member of the ISAC Board of Directors as well. The ISAC NACo representative will be required to attend nine ISAC Board meetings annually and report to the ISAC Board regarding NACo.

Applicants must be either county officials or county employees. Applicants must be from a county that is a member of NACo.

The term of the ISAC NACo representative is three years, and commences in July, 2013, at the conclusion of the NACo Annual Conference. A person may serve a maximum of three terms.

This is an unpaid position. ISAC will reimburse the ISAC NACo representative for all reasonable travel expenses to attend the NACo Board of Directors meetings and ISAC Board of Directors meetings.

Applications are available on the ISAC website at www.iowacounties.org, or by calling the ISAC office at 515.244.7181.

Applications must be received by 5:00 pm on April 18, 2013 at the following address:

Iowa State Association of Counties
Attn: William R. Peterson, Executive Director
5500 Westown Parkway, Suite 190
Des Moines, IA 50266

or
Email: bpeterson@iowacounties.org

Abraham Lincoln, the Constitution and the Civil War

A few years ago during the Lincoln Bicentennial I greatly enjoyed writing a series of articles in the *Iowa County* about Abraham Lincoln's connections to Iowa. The Waterloo Public Library recently hosted a traveling exhibit called "Lincoln: The Constitution and the Civil War" for several weeks, during which I gave a presentation on that topic. *Iowa County* editor Rachel Bicego has been kind enough to allow me to present my lecture in a new set of articles. In this first installment, I want to deal with Lincoln and the Constitution generally, and set the stage for later articles that treat individual constitutional issues that arose during the war.

When Lincoln spoke the now-familiar words of his short speech at Gettysburg in 1863, he started his argument by recalling that "our fathers brought forth upon this continent a new nation, conceived in Liberty and dedicated to the proposition that all men are created equal." This definition of the United States, coming from the Declaration of Independence and so ingrained in us now that people will cry tyranny when perceiving any deviation from it, was only 87 years old at the time. The United States was then seen all over the world as an experiment in government. If all men were created equal, kings and queens and dukes and duchesses weren't due any special privileges. In America, you just had to be the right combination of smart, hardworking, and lucky to stand at the same social and economic level as an aristocrat who was born with a silver spoon in his mouth.

This departed from the norm that everyone had accepted from time immemorial. How could you trust people to govern themselves? Wouldn't all of these uneducated, unsophisticated people make a mess of things, and eventually be taken over by a king or a dictator? That's what most of the leaders in Europe were hoping, because if democracy worked in America, it wouldn't be long before the people in *their* countries would agitate to rule *themselves*, and the kings and queens and the aristocracy would lose their power. Which is pretty much what happened.

But what would have happened if the United States had fallen apart in the middle of the 19th century? We can speculate endlessly, but Abraham Lincoln believed that the United States was "the last best hope of earth." If our experiment failed, who knew when or if democracy would take root again?

By: **Grant Veeder**

NACo ISAC Board Representative,
Black Hawk County Auditor



So in spite of the unimaginable horror that the Civil War brought, the hundreds of thousands of dead, the terrible mangling of the survivors, the splitting and uprooting and impoverishment of families, Lincoln held firm in his belief that the Union must be preserved. It wasn't just the preservation of a country, it was the preservation of an ideal.

And that ideal was embodied in our Constitution. The Founding Fathers built upon the already considerable rights of British citizens, addressed specific inequities they were chafing under, and took advantage of the inspiration of the best Enlightenment thinkers to create a document of laws designed to safeguard the freedom they had struggled to obtain.

But what if enforcing some laws means you'll be accused of breaking other laws? That's the situation that Lincoln found himself in. This is a man who said that the law should be "the political religion of the nation." But Lincoln was accused over and over again during the Civil War of breaking the law, of violating the Constitution. He was attacked by Southerners, by Northerners, by Democrats, by Republicans, by anti-war people, by pro-war people. But he didn't think he was breaking the law. He said that his actions were *defended* by the Constitution. And he's had his detractors and defenders ever since.

Lincoln took office after seven states had announced that they had left the Union. He had to deal almost daily with issues that had no clear precedent. Even his personal and political friends criticized his methods. Let's take the example of Iowa Senator James Grimes. He and Lincoln were acquainted before the war, and Lincoln had even visited Grimes at his home in Burlington when Lincoln made a speech there during his Senate race against Stephen Douglas in 1858. Lincoln understandably hoped to rely on Grimes as an ally in the Senate.

Continues on page 18.

NACo news

NACo National Cyber Symposium

NACo is pleased to announce its first National Cyber Symposium! This exciting event will take place April 17-19, 2013 in Omaha, Nebraska. Hosted by the University of Nebraska, Omaha and the Peter Kiewit Institute, the Symposium will provide one and a half days of intensive, focused learning opportunities for local elected officials regarding cybersecurity.

There will be a number of panel discussions, as well as keynote speakers, who are national experts on cybersecurity. Throughout the program, attendees will learn about cyber policies at the local level, mitigating cyber threats, responding to an emergency, as well as best practices and solutions that counties can adopt. This will be an event that you do not want to miss! The Cyber for Counties program is in conjunction with NACo President Chris Rodger's 2013 Presidential Initiative. For additional information on the Cyber for Counties Initiative at NACo, contact Karon Harden 202.942.4277 or Kharden@naco.org. Register now on the NACo website.

Additionally, NACo is thrilled to announce the release of our Cyber for Counties awareness video produced in coordination with the Department of Homeland Security and featuring Secretary Janet Napolitano. The video addresses cybersecurity and the importance of engaging local governments on the issue and can be found on the NACo website.

National County Government Month

Smart Justice: Creating Safer Communities is this year's theme for National County Government Month in April. A booklet full of ideas and other materials to help you promote and celebrate NCGM are available on the NACo website. Counties are encouraged to participate in NCGM by hosting a variety community outreach events and activities. These include tours of county facilities, distribution of information about county programs and services, sponsorship of student essay contests, meetings with business and community leaders, and adoption of resolutions. NACo will again present valuable awards to six counties for their outstanding NCGM activities. For information, contact Jim Philipps jphilipps@naco.org or 202.942.4220.



lincoln letters

Continued from page 17.

In March of 1861, with the seven states seceded but before the war had started, Grimes agreed with a Senate resolution that said that "the true way to preserve the Union was to enforce the laws, and that it was the duty of the President to protect the public property in all the States." But less than two months later, when the President was trying to do just that, Grimes wrote a fellow senator, "This attempt of Mr. Lincoln to add 10 legions to the regular standing army... without any authority of law, and against law, is the most extraordinary assumption of power that any President has attempted to exercise." Later, "When is this thing to stop? I see conscription and direct taxes in the future."

Well, Grimes's crystal ball was pretty good. Conscription and direct taxes and a whole lot of other new things came along during the Civil War, and not everyone agreed they were constitutional. What are the president's powers under the Constitution? What are Congress's? What constitutes a war? What could the federal government do about slavery? Is secession legal? In the coming months, we'll look at these issues, and you can decide yourself if Lincoln violated the Constitution.

The Battle Over Raw Milk in Iowa

In the early 1900s, outbreaks from raw (i.e. unpasteurized) milk were a major public health challenge. As the population of U.S. cities grew, the demand for milk increased. This led to milk being shipped farther with unreliable refrigeration methods and numerous outbreaks and deaths. To protect its citizens, many cities created regulations that only allowed pasteurized milk to be sold. Pasteurization is the process of heating milk to a specific temperature for a specific amount of time to eliminate any illness-causing bacteria. Typically, it is heated to 160°F for 20 seconds which is comparable to the time and temperature required for cooking chicken (165°F for 15 seconds). In 1938, outbreaks related to milk consumption comprised 25% of all outbreaks involving food or water. With the widespread use of pasteurization, milk-related outbreaks are now less than 1% of all outbreaks related to food or water. This is why pasteurization is included as one of the top 10 public health achievements of the 20th century by the Centers for Disease Control and Prevention (CDC).

Over the past decade, there has been a surging movement across the country to allow raw milk to be sold. While current Iowa law allows only grade A pasteurized milk and milk products to be sold, 36 other states allow the sale of unpasteurized or raw milk. Although these other states have some regulatory requirements on raw milk (grade A milk, licensing, inspections, sampling/testing, warning labels, etc.), they have a substantial number of outbreaks. From 1998-2010, these 36 states had 109 reported outbreaks with 1,437 people ill and 89 people requiring hospitalization from drinking “raw” milk.

A CDC study from 2011 found that although raw milk consumption makes up only 1% to 3% of the dairy industry, it is responsible for 97% to 99% of all dairy-related outbreaks. Young children and the elderly are most at risk to become ill from drinking raw milk and more likely to require hospitalization. Some children have developed kidney failure as a result of drinking raw milk and their medical expenses range from \$500,000 to \$1,000,000.

Lawsuits are common with dairy farms regularly settling out of court. Because these settlements include a confidentiality agreement, it is not possible to determine an average amount that is paid out. However, the types of bacteria present in raw milk have also been implicated in outbreaks involving other types of food. Depending on the severity of the illness, those settlements have ranged between \$5,000,000 and \$15,000,000 per individual case.

The bill that has been introduced in the Iowa House the past three years and the Senate this year would allow a consumer to go to the farm and buy raw milk without any regulatory oversight. Anyone having a cow may sell the milk without registering as a milk producer, providing warnings to consumers, or taking any other steps to provide consumers with factual nutritional or health information.

One misconception associated with this nationwide movement is equating “raw” to “natural” or “organic.” Natural means the milk does not have any artificial ingredients such as coloring additives or chemical preservatives. Organic refers to the animals not being treated with antibiotics and the farm not using chemicals to control weeds or fertilize. Raw indicates the milk has not been pasteurized. Another misconception is pasteurization as an intensive process that adversely affects the nutrient value of milk. In reality, the enzymes and nutrients which are inactivated by the pasteurization process do not reduce milk's nutritional value as milk is not considered an important source of the affected enzymes and nutrients (i.e. Vitamin C is reduced, but milk is not a major source of vitamin C). All nutritional benefits of drinking milk are available in pasteurized milk without the risk for disease that comes with drinking raw milk.

The raw milk movement has made many statements about the benefits of drinking raw milk which have been proven false or have not been substantiated by peer-reviewed research. Here is the science behind their claims:

- 1) Pasteurization does not cause lactose intolerance or allergic reactions. Lactose is present in both raw milk and pasteurized milk at the same concentration. Lactose intolerance is due to an insufficient production of the enzyme needed to break down lactose in the body.
- 2) Drinking raw milk does not prevent or cure diseases such as asthma, allergies, heart disease or cancer. There are no health benefits from drinking raw milk that cannot be obtained from drinking pasteurized milk.
- 3) An “organic” label does not equate to a safe product. Raw organic milk is not safe to drink, but organic milk that has been pasteurized is safe.
- 4) Even if animals are raised in sanitary conditions on humane farms, this does not ensure that their milk is safe. The dairy farm environment, even when every precaution is taken, is a reservoir for illness-causing germs.

To promote and protect the health of Iowans, our organizations join with ISAC and others to support the continued pasteurization of milk in Iowa. To learn more, go to <http://iowapha.org/rawmilk>. This article was prepared by: Douglas Beardsley, President, Iowa Public Health Association (IPHA), Tim Dougherty, President, Iowa Environmental Health Association (IEHA), Jeneane Moody, Executive Director, IPHA) and Eric Bradley, Legislative Committee Chair, IEHA.

miscellaneous

Cracker Jacks and Property Taxes?

What do cracker jacks and property taxes have in common, you ask? Both come into their own in March. Spring baseball begins, and we ready ourselves to sing “Take Me out to the Ball Game” and eat peanuts and cracker jacks. For the latter of the two, property taxes, first installments come due this month, and we know it’s a very busy time for our counties.

The month of March also denotes the final push towards spring with warmer weather in sight and the planning of family vacations and other activities for the year. And, here in Iowa, we know that winter will rear its head again this month for one last spot of snow or cold to keep us on our toes, just like our economy has been doing recently.

The drama proved too exciting for U.S. policymakers to miss, so year-end fiscal cliff negotiations took us to the brink. The agreement pushes tax rates higher but does little to address the burgeoning budget deficit. Not enough has changed to alter the trajectory of the markets or preclude challenging negotiations around the debt ceiling which will likely be reached in February. Moody’s Investor Service has warned the agreement is insufficient to mitigate the risk of a downgrade from Aaa.

Equities are moving upward, but for how long? Europe enjoyed a quieter fourth quarter despite the lack of progress in establishing the ECB as the comprehensive regulator the area envisions. Spain has not yet requested a bailout of its banks, and Greece renegotiated the terms of its bailout, so the path to a tighter union remains murky. We expect continued volatility out of Europe but believe the final outcome will be a stronger union.

By: *Ryan Berry*

Public Funds Sales Associate



At their December meeting, the Federal Reserve increased transparency by targeting an unemployment rate of 6.5%, above which they would not adjust their highly accommodative stance. The unemployment rate dropped to 7.7% in November, from 8.5% at the beginning of 2012. The Fed initiated QE3 with mortgage purchases and extended Treasury purchases into the New Year. Bottom line: although Treasuries have moved slightly higher since the beginning of 2013, rates will likely remain range bound for the foreseeable future.

So far we are seeing some positive signs with the start of the first quarter: we momentarily avoided the Fiscal Cliff and the markets closed in on 14,000 for the first time since 2007. Pair this news with the other underpinnings of a Midwest spring – the start of baseball, warmer weather, and longer daylight hours – and we may get good momentum into the spring.

IPAIT would like to help keep that momentum building by reminding you again that with property tax time arriving, we are able to receive unlimited funds and lessen the worry of reaching potential deposit thresholds elsewhere. For additional information you can contact us at 800.872.4024 or visit our website at www.ipait.org.

Kind Regards,
Ryan Berry
rberry@miles-capital.com

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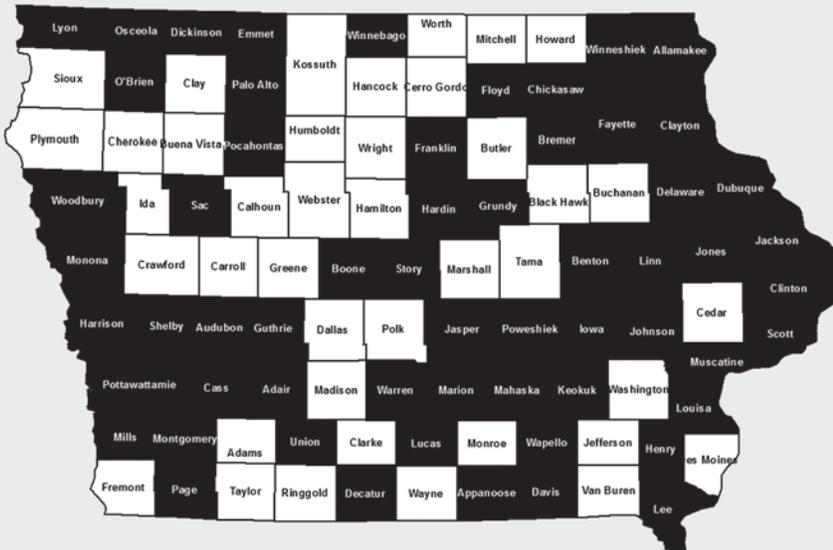
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2013 calendar

March 2013

- 2-6 NACo Legislative Conference (Washington, D.C.)
- 13 County Day at the Capitol (State Capitol, Des Moines)
- 14-15 ISAC Spring School of Instruction (Des Moines Marriott Downtown)

April 2013

- 9 CCMS Administrators Meeting (Hilton Garden Inn, Johnston)
- 21-25 NACE Annual Conference (Des Moines)

May 2013

- 2 CCMS Advanced Case Management Meeting (Stoney Creek Inn, Johnston)
- 9 ISAC Board of Directors Meeting (ISAC Office, West Des Moines)
- 22-24 NACo WIR Conference (Flagstaff, Arizona)

June 2013

- 6 CCMS Supervisors Meeting (Hilton Garden Inn, Johnston)
- 12-14 ICIT Mid-Year Conference (West Des Moines Marriott)
- 19-20 CCMS Fundamentals Training (Courtyard by Marriott, Ankeny)

July 2013

- 9 CCMS Administrators Meeting (Stoney Creek Inn, Johnston)
- 19-23 NACo Annual Conference (Fort Worth, Texas)
- 31-2 CCMS Annual Conference (Embassy Suites Des Moines Downtown)
- 31-2 ISACA Summer Conference (Iowa City)

August 2013

- 1-2 Supervisors Executive Board Retreat (Ames)
- 14-16 Recorders Summer Conference (Cedar Rapids)
- 15-16 ISAC LPC Retreat (Hilton Garden Inn, Johnston)
- 22 ISAC Scholarship Golf Fundraiser (Otter Creek Golf Course, Ankeny)

September 2013

- 11-12 ISAC Board of Directors Retreat (Plymouth County)
- 26 ISAC LPC Meeting (ISAC Office, West Des Moines)

October 2013

- 8 CCMS Administrators Meeting (Hilton Garden Inn, Johnston)
- 16-17 CCMS Fundamentals Training (Courtyard by Marriott, Ankeny)
- 17-18 ISAC Board of Directors Meeting (ISAC Office, West Des Moines)

November 2013

- 7 CCMS Advanced Case Management Meeting (Stoney Creek Inn, Johnston)
- 13-15 ISAC Fall School of Instruction (Veteran's Memorial Community Choice Credit Union Convention Center, Des Moines)

December 2013

- 4 ISAC Board of Directors Meeting (ISAC Office, West Des Moines)
- 10-12 ICEA Annual Conference (Ames)

Please visit ISAC's online calendar of events at www.iowacounties.org and click on 'Upcoming Events.' A listing of all the meetings scheduled for 2013, agendas and meeting notices can be found on ISAC's website. A majority of ISAC's meetings offer online registration. If you have any questions about the meetings listed above or would like to add an affiliate meeting to the ISAC Calendar, please contact Stacy Horner at 515.244.7181 or shorner@iowacounties.org.

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