

The Iowa County

IOWA STATE
ASSOCIATION
OF COUNTIES



ISAC Board of Directors 2002



Front row (L to R): Joyce Jensen, Jackie Butler, Angela Connolly, J. Patrick White, Dick Heidloff, Grant Veeder. Second row: Kim Painter, Jane Halliburton, Al Griffiths, Mark Linda. Third row: Bob Paulson, Deanna Neldeberg-Bachman, Lois Rude. Fourth row: Bob Haylock, Marvin Van Haften, Lannie Miller. Not pictured: Judy Miller, Larry Sundall, Polly Granzow, Gary Bilyeu.

Spring School 2002

National County
Government
Week Scheduled

The Compressed
Legislative Session

Meeting With
Leadership

ISAC University
Re-cap

March 2002

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The Iowa County

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Iowa State Association of Counties
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Quote of the Month:

In politics everything is possible —
until you get elected.
- Unknown

Spring School 2002

The final preparations are being made for the 2002 ISAC Spring School of Instruction & Business Meeting scheduled for March 20-22, 2002. Affiliates will primarily be meeting at the Holiday Inn Airport and the Four Points Sheraton in Des Moines, IA. This issue of *The Iowa County* has important information on the seminars, keynote speaker, entertainment, and affiliate meetings. In the past issues of our magazine we have included the assessors agenda, keynote speaker at the presidents banquet, affiliates meeting at the Four Points Sheraton and registration information. Visit our website at www.iowacounties.org under ISAC Highlights for further information or under Publications for past issues of *The Iowa County*. Look forward to seeing all of you at ISAC's Spring School!

ISAC Seminars: Thursday, March 21, 10:45am - Noon **Cultural Competency**

Eddie Moore, Jr., grew up in the housing projects. His life experiences included drug dealing, drug usage and alcohol abuse. From that background, he has turned his life around, and is now the Director of Intercultural Life at Central College in Pella, IA. He has dedicated his professional life to challenging, encouraging and motivating people to UNDERSTAND, RESPECT and CONNECT. Eddie's sessions have been described as high energy, motivating, challenging and enlightening. He will speak about the challenges of diversity and differences in the workplace and community. *(This seminar runs from 10:45am - 12:30pm)*

An Overview of Township Government

In 2000, Monica Abress wrote a book that looked at township government nationwide called "Quietly at Work: Township Government in America." The book was the first attempt to take a national perspective on township government. It included a discussion of township government in Iowa. In this seminar, Abress will discuss how townships typically work, and how Iowa townships compare to others nationwide. She will also discuss nationwide trends in township governance. Abress will join us from Minnesota, where she is chair of her local township board, and also serves on the board of directors of the Minnesota Association of Townships.

Cell Tower Siting

Dan Leary, Government Affairs for VoiceStream Wireless, will discuss in this seminar how cell tower sites are selected. There is a need to find a solution that balances the concerns of a community with the confines of engineering and land use. As cell sites reach their maximum capacity, more sites will need to be built to meet consumer demand for optimal coverage. How will this affect your county?

Managing Risk/Loss Control

Cindy Dieck, Loss Control Manager, American Risk Pooling Consultants will focus on what you need to know when handling the termination process of an employee, from legal is-

suues to practical management steps. Termination decisions account for roughly half of all job discrimination claims filed with the Federal Equal Employment Opportunity Commission. Terminating an employee is not easy, but there is a right way and a wrong way. Come learn the difference!

The County Role in Homeland Security

This session features comments on varying views of the county role in emerging security issues, not only in the courthouse itself but throughout the country. The current president of the National Association of Counties, Javier Gonzales, will give a national perspective. David Miller, Iowa Emergency Management Chief of Staff, and Ellen Gordon, Homeland Security Director, will explain the state's cooperative role. Several county officials will also give a local perspective to this issue.

HIPAA (Health Insurance Portability and Accountability Act)

- The Continuing Saga

Gary Leavell of Wellmark will provide information on the impact of HIPAA on counties and what we need to be doing to prepare. Counties have a number of roles in the health care system, including funder/purchaser of services and provider of services. Implementation will have a significant impact on a number of county offices, including: supervisors, auditors, CPCs, public health, and case management.

Keynote Speaker

National Association of Counties President, Javier M. Gonzales, will be the keynote speaker at the ISAC Spring School with the topic of homeland security highlighted. Javier M. Gonzales, Santa Fe County (N.M.) Commissioner, was elected President of NACo at the organization's 66th Annual Conference in Philadelphia County (Philadelphia), P.A., on July 17, 2001. Mr. Gonzales is the youngest NACo President ever as well as the first Hispanic to serve in that position.

As a member of the Santa Fe County Board and NACo's leadership team, he has taken a strong interest in helping counties address the challenges associated with such pressing issues as public safety, economic development and health care.

ISAC Games Night

A new social event is being planned for the Spring School called Games Night. On Thursday, March 21, beginning at 8pm, the ballroom at the Holiday Inn will be the place to be. County officials can try their luck at various games such as Monopoly, Bingo, Trivial Pursuit and Hearts. There will be Boggle and Pictionary. For the more adventuresome, we may even try Twister. Popcorn and a keg of beer will be provided. Pop will be for sale. Come and have some fun!



counties in the spotlight

Boone County and the city of Boone are continuing efforts to develop a proposal for a joint communications center at the Boone County Jail. The new facility is large enough to accommodate at least two dispatching stations with the completion of the jail scheduled for June 2002. A governing board, day-to-day operations, and staffing are still issues of discussion.

(Taken from the Boone Today, January 15)

Pottawattamie County Jail received approval for a study on the drug habits of newly admitted inmates. The study is expected to provide further intelligence in local law

enforcement's battle against the growing methamphetamine use. Research will last eight months with a comprehensive series of interviews. The study is required for a number of federal programs that could provide additional funds for the 4th Judicial District's Southwest Iowa Drug Court, a diversionary program designed to place non-violent substance-abuse offenders in treatment and rehabilitative activities. A grant was received from the Iowa West Foundation.

New County Officials

Randall Will, Webster County Engineer
(position formerly held by Robert Sperry)

NACo news



National County Gov't Week April 7-13, 2002

National County Government Week has been set for April 7-13, 2002. The theme for this year is "Counties Secure America." Counties are encouraged to plan events and activities with a focus on homeland security and the election process. This is a great time to have volunteer recognition, tours and open houses, proclamation readings, school programs, and news coverage on your counties accomplishments. Don't miss this great opportunity to educate your citizens! *For further ideas and information visit NACo's website at www.naco.org.*

Gonzales and Veeder at National Press Club

Grant Veeder, ISAC President, was in attendance to listen to Javier Gonzales, NACo President, speak at the National Press Club January 28 in Washington D.C. Gonzales made an impassioned plea for more money for the nation's 3,000 counties so that they can properly prepare for terrorism. He called for direct federal money sent to the counties; a check-off box on Federal tax forms so that citizens can contribute to a fund to help counties, and the sale of "Homeland Security Bonds."



Javier Gonzales, NACo President, and Grant Veeder, ISAC President, discuss Javier's upcoming visit to ISAC's Spring School.

Satellite and Web Broadcast, "First Responders Combat Bio-Terrorism"

A satellite and web broadcast on preventing and mobilizing against bio-terrorism will take place Thursday, March 21, 2002 from 1-3pm Eastern Time (test & tone 12:30-1pm) on satellite downlink sites nationwide and on the Internet. The broadcast will showcase and promote a *regional* approach to bio-terrorism threats by county, city, state, and Federal agencies, especially by the "first responders" of local government. Anyone responsible for a community's well being should attend—county and city officials, emergency response personnel, sheriffs, fire departments, transportation and infrastructure managers, school system administrators, power plant managers, water system administrators, etc.

The broadcast/webcast will demonstrate the necessity for regional approaches to bio-terrorism and strategies for achieving region-wide cooperation. It will feature a dramatic simulation of various catastrophic factors besetting a fictional community. It will also show examples of approaches that counties and cities have taken to several of the factors in the simulation. Satellite downlink sites and web broadcast sites involving groups must register and pay a \$150 fee. An individual at a single computer (desktop) must register and pay a \$25 fee. Satellite downlink coordinates, computer passwords, and downlink guides will be provided when registration and payment are made. Sponsors include: NACo Association of Counties, National League of Cities, International City/County Management Association, National Association of Development Organizations, U.S. Cooperative Extension Service, National Association of County and City Health Officials, and International Association of Emergency Managers.

around the statehouse

The Compressed Session Casualties

"Procrastination is the art of keeping up with yesterday."

-Don Marquis

"Everybody needs money! Why do you think that they call it money?"

- Danny DeVito (in "Heist")

"No More Short Sessions"

During the first week of the 1990 legislative session word got around the Statehouse that the session should be abbreviated. That session soon took on the characteristics of a freight train rumbling through the night. People both inside the legislative chambers and outside in the rotunda were informed that there wasn't time to deal with certain issues and many bills which had been put into the hopper. By late January and early February the grumbling started. Not only was there going to be no effort to deal with various issues, but the word to committee chairs to hurry things along made "legislative deliberation" more of an impossible task than it usually is. By late March a button began appearing on the lapels of both lobbyists and legislative staff. It read: "No more short sessions."

This year's session has the same feel. A session which is usually held to a fairly short 100 days was ordered shortened to 90 days this year. This compressed the various deadlines. The first casualty was the time which the lobby (or, for that matter, John Q. Public) has with which to request a legislator to sponsor a bill. What is normally a span of two weeks was shortened to four days. Several proposals in ISAC's legislative booklet simply did not get drafted because we ran out of time to seek sponsors. The chief rationale for compressing this year's session was that the vault is empty and that there is no reason to string out the heartburn brought about by the biggest slowdown in state revenue in many moons. Nonetheless, the shorter deadlines create their own heartburn.

Property Tax Legislation

For what must be the 47th consecutive year, property tax legislation has been on our front burner. This year we dealt with it right out of the chute. Prior to the fall of the gavel opening this year's legislative session, a new "improved" version of an attempt to make significant changes in the manner with which counties and cities deal with property taxes emerged. An amendment to the much fought over Senate File 514 from last year appeared in early January. In effect, it is a new bill. As of this writing, this new version has gone through three variations.

The constant theme which has run through the last three years worth of high profile property tax efforts is that local governments, with almost sole attention to counties, must reconfigure the manner in which they construct their budgets so as to constrain their flexibility and in effect, impose new levy limits. Our response has been to bring forth suggestions that include a self-imposed unreserved, undesignated fund

By: Robert Mulqueen

ISAC Public Policy Analyst



balance limit of 25%, and the use of a financial management plan by every county. We also have suggested that local government representatives sit down with legislative leaders and the governor's office to examine state and local revenue sources, what public services those taxes now pay for and vow to bite the bullet and execute changes. Everyone talks about property tax reform but no one does anything about it.

Other issues that have emerged as significant for county officials in 2002 include mental health system re-design, livestock confinement facilities regulations, food inspection fees, and the issue of local government consolidations.

CAFOs Receiving Attention

The rapid spread of confined animal feeding operations (CAFOs) through many parts of the state have brought about a number of fish kills due to manure spills, the dissatisfaction with manure management plans and procedures, and the adoption last year of a public health ordinance in Worth County, which involves CAFOs. All of this has resulted in more attention to CAFOs issues in the legislature since 1998. Basic to ISAC's view on this issue is the desire for county siting authority within established state guidelines.

Food Inspections

In a year when a bundle of county public health priorities are said to be beyond our reach due to a skeletal state budget, the matter of permit fees to pay for food inspections remains where it has remained since passage of the modernized food safety code in 1998. What had been assured in the late 1980s to be a financially self-sufficient system for local governments, the amount paid by restaurants and grocery stores for operating permits is just a few dollars more than they paid during the first year of the Carter Administration in 1977.

As a result, numerous counties have been forced to supplement their health departments' food inspection operations with property tax dollars. This has resulted in numerous boards of supervisors giving serious consideration to turning food safety operations over to the Department of Inspections and Appeals, to whom the counties are contractors in the first place. With the state cupboard bare, this leaves the very real chance of little or no inspection for many food establishments. This, in turn would likely lead to food borne outbreaks of a variety of nasty diseases, which could have been prevented with permit fee increases based upon the gross income of the establishment. You can pay now or really pay later.

What Constitutes a Conflict of Interest?

Deciding Whether to Vote: Recently a county supervisor was faced a tough situation. A company proposed to build a large hog confinement operation in his county, less than a mile from his home. County residents were upset, and wanted the supervisors to take some action to fight the facility. Among other things, they ask the board of supervisors to adopt a health ordinance like the one adopted in Worth County.

Since the hog confinement would be located virtually next door to his home, did the county supervisor have a conflict of interest that prevented him from voting on the issue? No.

With any conflict of interest, the concern is that the elected official places his self-interest above the faithful discharge of his public duties. There are statutes dealing with conflicts of interest, such as §331.342 (county contracts), §71.1 (nepotism), and §68B.2A (outside employment).

But other than these statutes, we have to look at the court decisions and Iowa Attorney General's opinions. They generally suggest that they county supervisor with the neighboring hog confinement does not have a conflict of interest that would require him to refrain from voting.

The landmark case in Iowa is *Wilson v. Iowa City*, 165 N.W.2d 813 (Iowa 1969). In that case, a city councilman owned property outside of an urban renewal area, but so close that it would clearly be affected by the project. The Iowa Supreme Court found that, despite the proximity of his property, and the likelihood of a decrease or increase in the value of his property depending on whether the project was approved, the councilman's situation was not sufficient to present a conflict of interest.

A similar situation was raised in a 1977 Attorney General's opinion (77-3-6), where the Attorney General concluded that a city council member who also owned a bar did not have a conflict of interest which prevented him from voting on whether to issue a liquor license to a fraternal organization. Issuing the liquor license would potentially cut into his business. The Attorney General said that the council member would not be "directly, immediately or definitely affected by the action of the city council," and that any indirect effect on the council member was not sufficient to present a conflict of interest.

Regarding the hog confinement, it could be that the county supervisor stood to gain financially if the hog confinement facility was kept out of his neighborhood. To the extent that surrounding land values drop when hog confinements are built, this may be true. But the evidence is too remote and speculative to support a conflict of interest claim.

Besides financial gain, the other major source of conflicts is family relationships. But the Attorney General's opinions have consistently held that the mere existence of a family relationship does not create a conflict of interest. There must be actual conduct unjustly favorable to the family member.

By: David Vestal
ISAC Deputy Director



Under Iowa Code §331.302(13), a vote by the board of supervisors is not invalid because one supervisor had a conflict of interest, unless that supervisor's vote broke a tie. If a county supervisor does have a conflict, he must do more than refrain from voting. Someone with a conflict of interest can not participate in the discussion, planning, or negotiation that precedes the final vote

Veterans Preference: There was a recent Supreme Court decision regarding the veterans preference law. In *Kern v. Saydel Comm. Sch. Dist.*, 637 N.W.2d 157 (Iowa 2001), Kern was a janitor. After he was told by the building principal that the principal was going to recommend that he be fired, Kern was given a meeting with the school superintendent regarding his job status. He was allowed to review his personnel file, dispute anything in the file, and address any concerns he had. After that meeting the school board, acting on the superintendent's recommendation fired Kern.

Kern sued, claiming that the meeting with the superintendent was not a legally adequate predischage hearing as required by the veterans preference law. The law, Iowa Code §35C.6, is very vague, saying that a veteran can only be discharged "after a hearing, upon due notice, upon stated charges,..." It does not explain, for instance, whether the employee has the right to call witnesses, who is supposed to make up the hearing panel, or whether the proceeding is done under oath.

The district court found in favor of the school district. On appeal, the Iowa Supreme Court affirmed, and found in favor of the schools district.

The Court's decision is based largely on the fact that, under the collective bargaining agreement, Kern was entitled to an arbitration regarding his firing, and therefore got a full-blown evidentiary hearing after he was fired. So the Court concluded that a predischage hearing can be minimal as long as the postdischarge procedure guarantees that the veteran's employment rights are protected.

But the decision tells us three things: 1) disgruntled employees are using the veterans preference law, so employers need to heed its requirements; 2) the type of predischage hearing that is required will vary based on the circumstances; and 3) although the veterans preference statute extends coverage to all persons "holding a public position by appointment or employment," in reality all county employees are covered by the veterans preference law.

Parting Ponderable: "If you want to feel rich, just count all of the things you have that money can't buy." Ken Will

health check

Nutrition?!

Remember the four basic food groups? Our knowledge of nutrition is so much more complicated than this simple concept, but maybe simple is better! The food guide pyramid is another symbol of good nutrition. The pyramid reminds us to eat fruits, vegetables, milk, and bread. It also helps us remember to limit fats, oils, and sweets. Here are a few tips that aren't complicated but help us on the road to good nutrition:

Eat whole fruit. It contains more fiber, is more filling and has fewer calories than juice. But, 100% fruit juice is better than pop, caffeine, juice drinks or alcoholic beverages.

Eat fresh produce. Don't buy more produce than you can eat in a few days. This is a money saving tip as well as a nutritional tip. I hate to think about how much spoils in my fridge!

Take a multi-vitamin each day. This will help cover the things you might not get in a day.

Wash that produce. Be sure to wash the fresh food you get at the market. Homegrown food is the ideal preventative measure, but that is not practical for most people so be sure to rinse off those fruits and vegetables.

Eat fish more. The fatty acids (omega-3) in fish

By: **Sandy Longfellow**

ISAC Benefits

Administrative Assistant



have proven to be a big plus for the common diet. (Do try to limit the frying and breading though.)

Drink water. It is hard to overestimate the importance of drinking water in the common diet. It is the nutrient for every cell. Research continues to show how beneficial water is to a number of different organs and body parts. Remember, too, that if you drink a can of pop you need to drink an extra glass of water to make up for the caffeine. You can also get the benefits from water in iceberg lettuce, cantaloupe, and raw carrots which are all at least 85% water.

Go for good oils. These are polyunsaturated or monounsaturated oils that may actually help reduce cholesterol: canola, corn, olive, peanut, safflower, sesame and soybean.

Keep a balance. A dessert every now and then is not a bad thing when you are eating a balanced diet. I think the more good things we eat the less we will want a lot of the bad foods. Don't "feed" into the deprivation thing by denying yourself a variety of foods. **Happy Eating!**

profiles

ALUMNI

CORNER

Cletus Redlinger

Cletus Redlinger started as a clerk for the Johnson County Treasurer in 1963, then moved to deputy in vehicle registration in 1966 and finally served as the Johnson County Treasurer from 1985 to 1998. "I enjoyed all the contacts and acquaintances that I made through the years, not only at the local level but throughout the state of Iowa," Cletus said.

Cletus declares himself retired but works part-time for Lensing Funeral home and delivers flowers around the holidays for Sueppel Flowers. He is involved with the St. Patrick's Church and the Johnson County I Club. He enjoys following Hawkeye wrestling, gardening, traveling, and attending mass. His family includes his wife Margo, two children, four step-children and 10 grandchildren. Cletus lives in Iowa City and can be reached at crredlinger@home.com.



For information on becoming an ISAC Alumni Member contact Jerri by phone at 515-244-7181 or by email at jnboa@iowacounties.org. Check out their web page at www.iowacounties.org under About ISAC.

Meet Your Board Members

Kim Painter

ISAC Board Member



Kim Painter has been the Johnson County Recorder for three years with 18 years of past employment at the University of Iowa. "Local government is coming under greater scrutiny by the taxpaying public, news organizations and legislators. ISAC helps us showcase the economic efficiency and service initiatives that are a true hallmark of county government."

In her free time Kim enjoys writing commentary on political and cultural affairs, reading and spending time outdoors. "I hope ISAC will build on its existing strengths: fostering the sharing of information, conducting effective lobbying efforts, and encouraging counties to practice innovative governance. ISAC has become even more important as county offices implement new technologies and develop 24/7 service offerings via the Internet." Kim's family members include partner Jessica Kardon, nurse at University of Iowa Hospitals and Clinics, and Jessica's son, Tim.

case management

Being Flexible

As I sit down to write this month's article I am struck by the all of the challenges confronting us in 2002. Shortly after the first of the year MBC of Iowa sent a letter to all of the case management agencies setting forth new "Utilization Management Guidelines" and beginning a process of Retrospective Reviews, the Legislature returned to the most pessimistic budget forecasts in decades, and DHS has changed the case management administrative rules for the second time in two years. In addition, the "first major snow storm of the season" has arrived. The threat, if not the actuality, of dangerous road conditions caused many of us to postpone our travel plans and serves as a good reminder about the importance of being flexible in confronting our challenges.

MBC's Utilization Management Guidelines

Several of the utilization guidelines developed by MBC differ significantly from the definitions and requirements adopted by the MH/DD Commission, as well as those contained in the Iowa Medicaid Plan. If implemented, they would result in a significant difference in eligibility for case management services for people with a chronic mental illness who are funded through the Iowa Plan, and people with mental retardation or developmental disabilities who are funded through the regular Medicaid program. The impact on the individuals with chronic mental illness would be dramatic. ISAC is working with legislators to amend the Iowa Code to clarify that only the MH/DD Commission has the ability to establish the standards for case management, including the eligibility criteria. The ISAC Legislative Newsletter will continue to keep county officials informed of the status of this legislation.

Annual Luncheon

The CCMS Board of Directors is hosting their annual luncheon at the ISAC Fall School of Instruction on Wednesday, March 20. This is an excellent opportunity to learn more about case management and provides a forum to discuss issues confronting your county with members of the Board of Directors, CCMS staff, and others. This year we will have a

By: Deborah Westvold

ISAC Case Management
Director



brief educational program about case management, including what case managers do and how the service benefits the county and the individuals served. Meeting notices were mailed to case management administrators, county supervisors, and CPC administrators. To sign up for the luncheon return the registration form to ISAC, or contact Deb Westvold (515-244-7181 or dwestvold@iowacounties.org).

CCMS Intranet

We have begun work to develop the Intranet for CCMS member counties. This technology was developed by the Engineer's Service Bureau and has been used to develop the county auditor and county sheriff's websites. This technology will allow us to put much of the information that CCMS has developed, including Policy and Procedures Manuals, available to participating counties electronically. It will also provide an opportunity for the case management programs to share information about their programs. A committee of staff from case management programs is helping with the project.

Implementing HIPAA Requirements

The November 2001 issue of *The Iowa County* magazine contained information on the impact of the Health Insurance Portability and Accountability Act (HIPAA) on case management programs. This legislation will also have a large impact on the county in their role as a funder and as a provider. One of the seminars at the ISAC Spring School of Instruction will provide additional information about the impact of HIPAA on county government and what needs to be done to become compliant with the legislation. We are also in the process of setting up a full training day for county supervisors, auditors, CPC Administrators, case management, and county health programs to provide more in depth information.

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ISAC brief

Meeting With Leadership

ISAC staff has been busy meeting with leadership to discuss county government issues for the year. John Easter, ISAC Director of Intergovernmental Affairs, and Bob Mulqueen, ISAC Public Policy Analyst, met with the House of Representatives Local Government committee in January to present ISAC's priorities and issues of importance. Grant Veeder, ISAC President; Bill Peterson, ISAC Executive Director; Mike Wentzien, Supervisors' Association Lobbyist; John Easter and Bob Mulqueen also met with Representative Richard Myers, whom serves as House Minority Leader, and Senator Mary Kramer, who serves as President of the Senate. ISAC's legislative priorities were discussed including Auditor's Election Reform, Local Government Fiscal Reform Act, and Local Public Health Funding. Bill Peterson and Anastasia Baker, Legal Counsel, met with Jessie Rasmussen, DHS Director, to discuss DHS supporting the use of certain studies in Iowa's mental health redesign. John Easter, Bob Mulqueen, Mike Wentzien, Bill Peterson and the ISAC Executive Committee met with Governor Tom Vilsack the beginning of February to discuss ISAC's priorities for the year. Vilsack discussed the states budget deficit with the group.



Above; L to R: Dick Heidloff, Angela Connolly, Governor Tom Vilsack, Grant Veeder and J. Patrick White.



Left: Bill Peterson, ISAC Executive Director, and Jessie Rasmussen, DHS Director, sign a Memorandum of Understanding regarding Iowa's mental health redesign.

Right; L to R: Rep. Barry Brauns, Rep. Russell Eddie, and Rep. Richard Arnold at the House of Representatives Local Government meeting during ISAC's presentation.



Left; L to R: Sen. Mary Kramer, Bob Mulqueen, Grant Veeder, and Bill Peterson discussing election issues.

Supervisors Meeting

The Statewide Supervisors' Meeting took place January 22 at the Holiday Inn Airport in Des Moines with real estate modernization, a drivers license proposal, Fair Labor Standards Act and court reorganization discussed.

A lunch was held with five legislators in attendance to speak on relevant legislative issues and to answer questions from county officials in attendance. The legislators in attendance were Representative Steve Sukup, Representative Bryan Sievers, Representative Richard Myers, Senator Michael Gronstal, and Senator David Miller.



Above: Participants at the Supervisors Meeting. Above right: JEO Consulting was one of the many exhibitors at the Supervisors Meeting. Left: The Ruan Securites booth was active with supervisors stopping by throughout the day.



Above: Rep. Bryan Sievers speaks on his opinion of the property tax limitation bill. Above right: Rep. Richard Myers and Sen. Michael Gronstal answer questions at the Supervisors Meeting. Right: Rep. Steve Sukup discussing the state's budget. Below right: Sen. David Miller speaking at the Supervisors Meeting. Below: Sen. Michael Gronstal at the Supervisors Meeting.



ISAC University

ISAC University Re-cap

ISAC University was a huge success with approximately 200 people in attendance. The event was held January 23 at the Hotel Fort Des Moines. The morning began with a welcome by Bill Peterson, ISAC Executive Director, and Grant Veeder, ISAC President. Following, four sessions took place with a choice of three seminars for participants to choose from. There was a finance track, technical track and office improvement track to give participants an idea of what seminars to attend. The 10 seminars that took place throughout the day were: Budgeting, Parliamentary Procedure, "Colors", TIFs, GASB-34, Employment Law, Dealing With Angry Customers, Basics of Borrowing, Open Meetings/Public Records, and Cultural Competency.

The seminar entitled "Dealing With Angry Customers" brought up the issue of using technology to serve customers better. The seminar "Cultural Competency" discussed the diversity trends in the American workforce, such as more women visible on the job, higher skill levels required and one-third of new workers are minorities. Next year New County Officials School will take place for continuing education geared towards county officials.



Above left: Dennis Pedrick, Drake University marketing professor, reviews the possible causes of customer frustration during the seminar "Dealing With Angry Customers." Above: Buzz Hoffman, Department of Correctional Services, presents "Colors." Left: Ed Barnes discusses working with people of different cultures during "Cultural Competency."

miscellaneous

Free Training Opportunity for Building Code Officials

City and county building officials can learn more about building energy codes through a hands-on training opportunity offered by the Iowa Department of Natural Resources. Through this free, voluntary program, building officials from across the state will select 65 new, single-family homes being constructed in Iowa and learn how to evaluate their compliance with the state's energy code. Building officials will participate in the review of plans and observe field inspections related to energy code compliance as part of their training program. Specific information, as well as the names of participating building officials and homebuilders, will be kept confidential. To participate in this valuable learning opportunity on Iowa's building energy codes, please contact Craig Stark at the DNR by April 2, 2002 at (515) 281-4739 or e-mail him at craig.stark@dnr.state.ia.us. People who are interested in participating will be contacted individually to set up specific dates and times.

Governor's Conference on Volunteer Service

The Governor's Conference on Volunteer Service will take place on March 12-13, 2002 in West Des Moines. Keynote speakers (all Iowans) include "Iowa Boy" Chuck Offenburger, Emmy Award winning actor Greg Alan Williams and professional comedian Gavin Jerome. This year's workshops offer something for everyone! Sessions have been organized in four tracks by topic: Communities of Promise; Youth; Leadership/Professional Development; and Partnerships and Collaboration. Full conference registration - postmarked after Feb. 19 (includes banquet) is \$115. People can register at the door, but registering in advance is recommended. Check-in for the conference begins at 7:30a.m. on March 12 and the opening session begins at 8:45am. The complete conference booklet can be downloaded from www.volunteeriowa.org. Questions? Please contact Jody Benz at 515-242-4764 or jody.benz@ided.state.ia.us



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AUDITORS AGENDA

Holiday Inn Airport

Tuesday, March 19, 2002

5pm - 7pm Early Bird Registration
(Holiday Inn)

Wednesday, March 20, 2002

8am - 4:30pm ISAC Registration (Holiday Inn)
9:30am - 10:30am IPERS - Greg Cusak
10:30am - 10:45am **BREAK**
10:45am - 12pm GASB 34
(Supervisors invited to attend)
-Andy Nielsen
12pm - 1pm **OPEN LUNCH**
1pm - 2:30pm Legislation Update
- Bob Mulqueen, John Easter,
Jeff Heil & Ken Slothouber
2:30pm - 3pm **EXHIBITORS' SPONSORED BREAK**
3pm - 3:30pm Township Clerks & Trustees
- Holly Fokkena
3:30pm - 4pm Introduction of State Auditor
Candidates
6pm - 8:30pm President's Banquet

Thursday, March 21, 2002

7:30am - 4pm ISAC Registration (Holiday Inn)
7:30am - 8:30am **Coffee & Rolls with Exhibitors**
8:15am - 10:30am ISAC General Session/Business Meeting
- Years of Service
- Scholarship Awards
- Keynote Speaker: Javier Gonzales
-Vote on ISAC Budget
10:30am - 10:45am **BREAK**
10:45am - 12pm ISAC Seminars
12pm - 1:30pm **OPEN LUNCH**
1:30pm - 2:30pm IRS Regulations - David Prebeck
2:30pm - 3pm Voter Registration - Burlene Baker
3pm - 3:15pm **BREAK**
3:15pm - 4:15pm Elections - Sandy Steinbach
4:15pm - 4:45pm Campaign Finance
- Charlie Smithson
4pm - 5pm **Ice Cream Social**
with Exhibitors
8pm Games Night

Friday, March 22, 2002

8am - 11am ISAC Registration
(Holiday Inn)
9am - 12pm Executive Board
Meeting - Room 398

COMMUNITY SERVICES - CPCs AGENDA

Holiday Inn Airport

Tuesday, March 19, 2002

5pm - 7pm Early Bird Registration (Holiday Inn)

Wednesday, March 20, 2002

8am - 4:30pm ISAC Registration (Holiday Inn)
9am -9:45am SF 69 Revisited - Craig Wood
9:45am - 10am **BREAK**
10am - 11am Legislative Review Committee
(joint with GA)
11am - 11:30am Transitioning - Hollie Noble
11:30am - 1pm **LUNCH**
1pm - 3:30pm Funding Fundamentals...Doing More
With Less
- Mandates - Anastasia Baker
- Service Matrix - Sandy Hoth & Robyn
Wilson
- HCBS Rates - Sherry Stowe
- Financial Strategies
3:30pm - 4:30pm CSA Business Meeting
6pm - 8:30pm President's Banquet

Thursday, March 21, 2002

7:30am - 4pm ISAC Registration (Holiday Inn)
7:30am - 8:30am **Coffee & Rolls with Exhibitors**
8:15am - 10:30am ISAC General Session/Business Meeting
- Years of Service
- Scholarship Awards
- Keynote Speaker: Javier Gonzales
- Vote on ISAC Budget
10:30am - 10:45am **BREAK**
10:45am - 12pm ISAC Seminars
12pm - 1:30pm **OPEN LUNCH**
1:30pm - 2:45pm Immigration Issues - INS or Legal
Services (joint with GA)
2:45pm - 3pm **BREAK**
3pm - 4pm MH/DD Redesign (joint with Supervisors)
4pm - 5pm **Ice Cream Social with Exhibitors**
8pm Games Night

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**COMMUNITY SERVICES -
GENERAL ASSISTANCE AGENDA**
Holiday Inn Airport

Tuesday, March 19, 2002

5pm - 7pm Early Bird Registration (*Holiday Inn*)

Wednesday, March 20, 2002

8am - 4:30pm ISAC Registration (*Holiday Inn*)
 9am - 9:45am County Service Survey Results
 - Larry Sundall, Emmet County
 9:45am - 10am **BREAK**
 10am - 11am Legislative Review Committee
 (*joint with CPCs*)
 11am - 11:30am Identification of Legal Issues/Questions
 for Fall School Presentation
 11:30am - 1pm **LUNCH**
 1pm - 2:30pm Achieving Self-Sufficiency:
 Independence from Public Assistance
 - Marcia Blize, Family Enrichment Center
 Program Manager
 2:30pm - 2:45pm **BREAK**
 2:45pm - 3:30pm SSI Interim Assistance Forms Step by
 Step Training - Lois Rude
 3:30pm - 4:30pm CSA Business Meeting
 6pm - 8:30pm President's Banquet

Thursday, March 21, 2002

7:30am - 4pm ISAC Registration (*Holiday Inn*)
 7:30am - 8:30am **Coffee & Rolls with Exhibitors**
 8:15am - 10:30am ISAC General Session/Business Meeting
 - Years of Service
 - Scholarship Awards
 - Keynote Speaker: Javier Gonzales
 - Vote on ISAC Budget
 10:30am - 10:45am **BREAK**
 10:45am - 12pm ISAC Seminars
 12pm - 1:30pm **OPEN LUNCH**
 1:30pm - 2:45pm Immigration Issues - INS or Legal
 Services (*joint with CPCs*)
 2:45pm - 3pm **BREAK**
 3pm - 4pm Elderly Waiver: Who is Eligible & What
 Services Are Covered
 4pm - 5pm **Ice Cream Social with Exhibitors**
 8pm Games Night

CONSERVATION DIRECTORS AGENDA
Holiday Inn Airport

Tuesday, March 19, 2002

5pm - 7pm Early Bird Registration (*Holiday Inn*)

Wednesday, March 20, 2002

8am - 4:30pm ISAC Registration (*Holiday Inn*)
 11am - 12pm Larry Sundall - COZo President
 12pm - 1pm **OPEN LUNCH**
 1pm - 1:15pm President's Remarks
 1:15pm - 2pm Kathleen Moench, DNR
 2pm - 2:45pm Crossfire
 2:45pm - 3pm **EXHIBITORS'**
SPONSORED BREAK
 3pm - 3:45pm Jeff Vonk, Director DNR
 3:45pm Business Meeting
 -Bob Mulqueen
 -Don Brazelton
 6pm - 8:30pm President's Banquet

Thursday, March 21, 2002

7:30am - 4pm ISAC Registration (*Holiday Inn*)
 7:30am - 8:30am **Coffee & Rolls with Exhibitors**
 8:15am - 10:30am ISAC General Session/Business
 Meeting
 Years of Service
 - Scholarship Awards
 - Keynote Speaker: Javier Gonzales
 - Vote on ISAC Budget
 10:30am - 10:45am **BREAK**
 10:45am - 12pm ISAC Seminars
 12pm - 1pm **OPEN LUNCH**
 1pm - 4:30pm Professional Training
 Managing Work Expectations
 -Kim Wilson, Wilson, Neff & Associates
 4pm - 5pm **Ice Cream Social with Exhibitors**
 8pm Games Night

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EMERGENCY MANAGEMENT AGENDA

Holiday Inn Airport

Tuesday, March 19, 2002

5pm - 7pm Early Bird Registration (*Holiday Inn*)

Wednesday, March 20, 2002

8am - 4:30pm ISAC Registration (*Holiday Inn*)

8:30am - Noon ICS/EOC Interface - State EMD
Infrastructure

Noon - 1pm **LUNCH**

1pm - 4:30pm ICS/EOC Interface - State Instructors

6pm - 8:30pm President's Banquet

Thursday, March 21, 2002

7:30am - 4pm ISAC Registration (*Holiday Inn*)

7:30am - 8:30am **Coffee & Rolls with Exhibitors**

8:15am - 10:30am ISAC General Session/Business Meeting
- Years of Service
- Scholarship Awards
- Keynote Speaker: Javier Gonzales
- Vote on ISAC Budget

10:30am - 10:45am **BREAK**

10:45am - 12pm ISAC Seminars

12pm - 1:30pm **OPEN LUNCH**

1:30pm - 4pm IEMA Business Meeting

4pm - 5pm **Ice Cream Social with Exhibitors**

8pm Games Night

Friday, March 22, 2002

9am - 11am Issues & Answers - State EMD Office

PUBLIC HEALTH NURSES AGENDA

Heartland Inn & Holiday Inn Airport

Tuesday, March 19, 2002

5pm - 7pm Early Bird Registration (*Holiday Inn*)

Wednesday, March 20, 2002

8am - 4:30pm ISAC Registration (*Holiday Inn*)

*NOTE: PHN's Affiliate will be meeting
at the Heartland Inn Airport, 1901
Hackely Ave, Des Moines – CEU's for
nurses – limited to 30*

9am - 12pm Hidden Magic – Creativity in the
Workplace
- Kim Wilson

12:30pm - 4pm Hottest Homecare Issues RE: OASIS,
PPS, & Coding
- Janice Jensen

6pm - 8:30pm President's Banquet

Thursday, March 21, 2002

7:30am - 4pm ISAC Registration (*Holiday Inn*)

7:30am - 8:30am **Coffee & Rolls with Exhibitors**

8:15am - 10:30am ISAC General Session/Business Meeting
- Years of Service
- Scholarship Awards
- Keynote Speaker: Javier Gonzales
- Vote on ISAC Budget

10:30am - 10:45am **BREAK**

10:45am - 12pm ISAC Seminars

12pm - 1:30pm **OPEN LUNCH**

1:30pm - 4pm PHN Affiliate Time

(*Holiday Inn Room 298*)

4pm - 5pm **Ice Cream Social with Exhibitors**

8pm Games Night

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Annualized Compounded Rate
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TECHNOLOGY AGENDA

Holiday Inn Airport

Tuesday, March 19, 2002

5pm - 7pm Early Bird Registration (*Holiday Inn*)

Wednesday, March 20, 2002

8am - 4:30pm ISAC Registration (*Holiday Inn*)
9am - Noon Are You Legal? - Randy Snyder,
Warren County Data Processing Dir.
Open Source - Scott Williams,
Marshall County IS Director
Noon - 1pm **OPEN LUNCH**
1pm - 3pm ICIT Business Meeting
3pm - 4:30pm Virus Hoaxes: The Comedy Tour
- Rob Rosenberger, Vmyths.com Editor
6pm - 8:30pm President's Banquet

Thursday, March 21, 2002

7:30am - 4pm ISAC Registration (*Holiday Inn*)
7:30am - 8:30am **Coffee & Rolls with Exhibitors**
8:15am - 10:30am ISAC General Session/Business Meeting
- Years of Service
- Scholarship Awards
- Keynote Speaker: Javier Gonzales
- Vote on ISAC Budget
10:30am - 10:45am **BREAK**
10:45am - 12pm ISAC Seminars
12pm - 1:30pm **OPEN LUNCH**
1:30pm - 4pm Business Continuation Planning
- Jim Rice, Cerro Gordo County MIS Dir.
4pm - 5pm Ice Cream Social with Exhibitors
8pm Games Night



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ENGINEERS AGENDA

Four Points Sheraton

Tuesday, March 19, 2002

5pm - 7pm Early Bird Registration (*Holiday Inn*)

Wednesday, March 20, 2002

8am - 4:30pm ISAC Registration (*Holiday Inn*)
8am-2pm ISAC Registration (*Four Points Sheraton*)
9am - 10am Understanding Federal Language
Homeland Security
- Emergency Management
10am - 10:30am Roadside Safety
10:30am - 10:45am **BREAK**
10:45am - Noon Hire, Fire, Contract Law
Noon - 1:30pm **LUNCH**
1:30pm - 2:30pm GIS Based Reference System
2:30pm - 2:45pm **BREAK**
2:45pm - 4pm Low Volume Roads Design Manual
6pm - 8:30pm President's Banquet

Thursday, March 21, 2002

7:30am - 4pm ISAC Registration (*Holiday Inn*)
7:30am - 8:30am **Coffee & Rolls with Exhibitors**
8:15am - 10:30am ISAC General Session/Business Meeting
- Years of Service
- Scholarship Awards
- Keynote Speaker: Javier Gonzales
- Vote on ISAC Budget
10:30am - 10:45am **BREAK**
10:45am - 12pm ISAC Seminars
12pm - 2pm **OPEN LUNCH**
Road Use Tax Fund
(*joint with Supervisors at Holiday Inn*)
3pm - 3:15pm **BREAK**
3:15pm - 4:30pm Hazard Mitigation Program
Immediate Response System
4pm - 5pm **Ice Cream Social with Exhibitors**
8pm Games Night

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RECORDERS AGENDA

Four Points Sheraton

Tuesday, March 19, 2002

5pm - 7pm Early Bird Registration (*Holiday Inn*)

Wednesday, March 20, 2002

8am - 4:30pm ISAC Registration (*Holiday Inn*)
8am - 2pm ISAC Registration (*Four Points Sheraton*)
9am - 10:45am Business Meeting:
- Roll Call & Agenda Approval
- Cookbook Sales Report
- Security Paper Report - Mike Bollard
- Treasurer's Report - Joan McCalmant
- Secretary's Minutes - Joan McCalmant
- RE Mod Task Force Report
10:45am - 11am **BREAK**
11am - 11:45am Legislative Report
11:45am - 1pm **Lunch Buffet – Four Points Sheraton**
1pm - 1:30pm Website Demonstration
1:30pm - 2:30pm Iowa Ethics & Campaign Finance
Disclosure Board - Charles Smithson
2:30pm - 2:45pm **BREAK**
2:45pm - 3:45pm Iowa Dept. of Public Health
3:45pm - 4:30pm Roundtable Discussion by Software
Vendor & County Size
Idea Sharing of Procedures/Software
Applications/Special Projects
6pm - 8:30pm President's Banquet (*Holiday Inn*)

Thursday, March 21, 2002

7:30am - 4pm ISAC Registration (*Holiday Inn*)
7:30am - 8:30 am **Coffee & Rolls with Exhibitors**
8:15am - 10:30am ISAC General Session/Business Meeting
- Years of Service
- Scholarship Awards
- Keynote Speaker: Javier Gonzales
- Vote on ISAC Budget
10:30am - 10:45am **BREAK**
10:45am - 12pm ISAC Seminars
12pm - 1:30pm **OPEN LUNCH**
1:30pm - 3pm North Dakota Recorders' Information
Network Website Demonstration
3pm - 3:15pm **BREAK**
3:15pm - 4pm Questions & Answers
4pm - 5pm **Ice Cream Social with Exhibitors**
8pm Games Night

Friday, March 22, 2002

8am - 11am ISAC Registration (*Holiday Inn*)
8am - 8:30am **Recorders' Breakfast Buffet**
(*Four Points Sheraton*)
8:30am - 9:15am Guest Legislative Speakers
9:15am - 9:30am **BREAK**
9:30am - 11am Iowa Dept. of Natural Resources
11am - 11:30am Questions & Answers
11:45am - 12:15pm ICRA Executive Board Meeting - Recap

SUPERVISORS AGENDA

Holiday Inn Airport

Tuesday, March 19, 2002

5pm - 7pm Early Bird Registration (*Holiday Inn*)

Wednesday, March 20, 2002

8am - 4:30pm ISAC Registration (*Holiday Inn*)
9am - 10am Township Trustees
Panel:
10am - 11am Business Meeting
11am - 12pm Lobbyist Update
- John Easter, Bob Mulqueen &
Mike Wentzien
12pm - 1pm **OPEN LUNCH**
1pm - 4:30pm Lobby at the Hill
(*1 bus will shuttle between Holiday Inn &
Capitol*)
- 1st bus leaving hotel - 12:30 pm
- last bus leaving Capitol - 4:30 pm
6pm - 8:30pm President's Banquet

Thursday, March 21, 2002

7:30am - 4pm ISAC Registration (*Holiday Inn*)
7:30am - 8:30am **Coffee & Rolls with Exhibitors**
8:15am - 10:30am ISAC General Session/Business Meeting
- Years of Service
- Scholarship Awards
- Keynote Speaker: Javier Gonzales
- Vote on ISAC Budget
10:30am - 10:45am **BREAK**
10:45am - 12pm ISAC Seminars
12pm - 1:30pm **OPEN LUNCH**
1:30pm - 2pm Energy Bank Information - Michael Audino
(*joint with Auditors*)
2pm - 3pm Road Use Tax Fund
(*joint with Engineers*)
3pm - 4pm MH/DD Redesign
(*joint with CPC's*)
4pm - 5pm **Ice Cream Social with Exhibitors**
8pm Games Night

Friday, March 22, 2002

8am - 11am ISAC Registration (*Holiday Inn*)
9am - 11am Consolidation Issues Panel
- Ron Corsett and Stu Werling
11am - 12pm Hot Topics

TREASURERS AGENDA

Holiday Inn Airport

Tuesday, March 19 2002

5pm -7pm Early Bird Registration (*Holiday Inn*)

Wednesday, March 20 2002

8am - 9am ISAC Registration (*Holiday Inn*)
 9am - 9:30am Opening remarks - Mary Maloney
 9:30am - 10:15am Drivers License Expansion Issues Panel
 10:15am - 10:30am **BREAK**
 10:30am - 11:30am Drivers License Expansion- DOT, Shirley
 Andre, Terry Dillenger, Kim Snook
 11:30am - 12pm ISCTA Recognition of Pat Schnoor
 12pm - 1pm Treasurers Luncheon
 1pm - 2pm Motor Vehicle Enhancement Project
 - DOT Enhancement Committee and
 Archon Technologies David Knigge
 2pm - 2:30pm Martha Martell IADA and Treasurers
 IADA Liaisons
 2:30pm - 3pm Motor Vehicle Use Tax Fraud
 - Kerry Kirkpatrick
 3pm - 3:15pm **BREAK**
 3:15pm - 4pm Bioterrorism & You - US Postal Service
 & Polk County Health Department
 4pm - 4:30pm Committee Reports
 6pm - 8:30pm President's Banquet

Thursday, March 21, 2002

7:30am - 4pm ISAC Registration (*Holiday Inn*)
 7:30am - 8:30am **Coffee & Rolls with Exhibitors**
 8:15am - 10:30am ISAC General Session/Business Meeting
 - Years of Service
 - Scholarship Awards
 - Keynote Speaker: Javier Gonzales
 - Vote on ISAC Budget
 10:30am - 10:45am **BREAK**
 10:45am - 12pm ISAC Seminars
 12pm - 1:30pm **OPEN LUNCH**
 1:30pm - 2:30pm Web Site Task Force Report
 2:30pm - 2:40pm May School Update
 - Mary Maloney & Linda Voss
 2:40pm - 2:50pm God Bless America Plate Update
 - Pat Albrecht
 2:50pm - 3pm NACTFO & NACO Report
 3pm - 3:15pm **Break**
 3:15pm - 3:35pm Education Task Force Report
 3:35pm - 3:45pm Mobile Home Task Force Report
 3:45pm - 4pm ISCTA Budget Committee
 4pm - 5pm **Ice Cream Social with Exhibitors**
 8pm Games Night

Friday, March 22, 2002

8am - 11am ISAC Registration (*Holiday Inn*)
 9am - 10am Investments and Interest Rates
 10am - 11am Recorders Real Estate Modernization
 Task Force

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calendar



MARCH

- 1-5 NACo Legislative Conference - Washington, DC
- 6 CCMS Central Support - Botanical Center, DM
- 6-8 CoZo Annual Conference - Osceola
- 13-14 CCMS Fundamentals - Best Inns & Suites, DM
- 19 Supervisors Executive Board - Holiday Inn Airport, DM
- 20 CCMS Board of Directors - Holiday Inn Airport, DM
- 20-22 ISAC Spring School - Holiday Inn Airport, DM

APRIL

- 7-13 National County Government Week
- 10 CCMS North West Support - Spencer
- 16 CCMS Administrators - Best Inns & Suites, DM
- 17 CCMS Cost Report Training - Best Inns & Suites, DM
- 18 CCMS Support Staff Training - Best Inns & Suites, DM
- 23 Spring Wellness Meeting - Buena Vista University, Storm Lake
- 25 Spring Wellness Meeting - Holiday Inn Airport, DM
- 26 ISAC Board of Directors - ISAC Office

MAY

- 1 CRIS Board of Directors - ISAC Office
- 8-9 CCMS Advanced Case Manager - Best Inns & Suites, DM

JUNE

- 5 CCMS New Supervisor Forum - Best Inns & Suites, DM
- 6 CCMS Supervisors Training - Best Inns & Suites, DM
- 9-13 County Attorneys Spring Training - Arnolds Park

JULY

- 10 CCMS North West Support - Storm Lake
- 12-16 NACo Annual Conference - New Orleans
- 16 CCMS Administrators - Best Inns & Suites, DM
- 24-26 Auditors' Summer School - Amanas

AUGUST

- 13-15 CCMS Annual Conference - Holiday Inn Airport, DM


SEPTEMBER

- 5 ISAC Steering Committees - LOCATION TBA
- 12-13 Iowa County Attorneys Association (ICAA) Legislative Committee Workshop - Des Moines
- 17 CCMS Mandatory Reporter Training - Best Inns & Suites, DM
- 18-19 CCMS Fundamentals - Best Inns & Suites, DM
- 19-20 ISAC Board of Directors - Waterloo area

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

ISAC's Mission:

To improve and promote efficient and fiscally sound county government for the people of Iowa through publications, education, advocacy, and other services.



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