

# The Iowa County

How Does Your  
County Measure  
Performance?

March 2006



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# The Iowa County

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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.

## Getting The Most Bang For Your Buck:

## Performance Measurement

Federal agencies, states, counties, cities, and businesses across the country are relying on performance measurement information to help chart progress in increasingly frugal times. The desire for public accountability is as strong as it has ever been. Throughout the nation, from the smallest local municipality to the voluminous federal government, countless initiatives are underway to assess and report the performance of their organizations, departments, programs, and projects to the public. These initiatives vary greatly in such aspects as scope, methodology, limitations, indicators used, frequency, and detail.

Cities, towns, and counties have been working hard at developing their own performance measurement initiatives. Their efforts take on various names such as Benchmarking, SEA Reports, Strategic Performance Plans, Progress Reports, ComSTAT, Performance Budget Reports, Measuring Up, and Efficiency Measures. Performance measurement involves determining what to measure, identifying data collection methods, collecting the data, and evaluating the information for strategic planning and budget formulation.

### Scott County

Ray Wierson, Scott County Administrator, said Scott County's program performance budget system has worked very well since its implementation. He said prior to FY 1983, Scott County was accustomed to budgeting for total departments and authorized agencies. The county then hired a consultant to assist in transitioning to a performance measurement budget system. "In the program performance budget, the county continues to budget for departments, but each department divides its budget into functions or services, which are known as programs."

He said program budgets emphasize the services the county provides, instead of the expenses the county incurs. Wierson said, "Budget justifications are based upon citizen needs, the county's response to their needs, and the resources the county requires to provide the response that the county proposes. The program performance budget provides a positive focus on the services that the county provides, instead of a negative focus on the money that the county spends."

Program budgets improve Scott County's management capabilities. Wierson said, "In the 'old' system, the emphasis was on reviewing line item expenditures and the county's role was that of a senior bookkeeper. If funds were expended within the limits of budgeted line items, the county was a good manager." He said in the 'new' performance management system, the emphasis is on managing services, and thus there is need for some flexibility to control expenditures in order to produce the results expected of programs.

Wierson said program budgets improve leadership, delegation of authority, and follow-up responsibility for assuring that services are provided at the programmed level. Wierson said, "The 'results oriented' budget contains specific plans for

output, efficiency, and effectiveness. These plans, which are called 'performance objectives' are the guidelines that subordinates use for individual performance, which are monitored on a regular, quarterly basis."

Scott County has a budget analysis team that reviews the budgets submitted by departments. The team is composed of nine department heads in the county. The budget analysis team members cannot review their own department budgets. Wierson said, "The implementation of this team has created a cooperative environment and department heads submit more realistic budgets. It isn't the Board of Supervisors against county departments any longer."

Scott County's first project was looking at the sheriff's department to determine the cost per meal for prisoners. "We found that our meals were high based on benchmarking with other organizations. With our program budget we were able to decrease the costs of meals to below \$1." A few years later the Scott County sheriff's department asked for additional deputies to help with the county's workload. "With our program budget we were able to show that the sheriff's workload was actually going down, so there was not a need for additional deputies."

Program budgeting also enables large departments in Scott County to divide their operations into more manageable sub-departmental cost centers. Wierson said, "This allows directors of large departments to place more responsibility on managers and first-line supervisors, and to train them in management skills required for budgeting, planning, and leadership."

Once programs have been identified for departments and authorized agencies, specific performance indicators are developed and tracked. Performance indicators are statistical measures of actual and planned performance that report on four important characteristics of each Scott County program:

- Demand - who needs the program, how much is needed?
- Workload - what does the program produce, who is served?
- Productivity - what is the cost of one unit of workload, how efficient is the program?
- Effectiveness - what is the quality, impact, or responsiveness of the program?

### Linn County

Dawn Jindrich, CPA, Linn County Budget Director, said in 1995, the Linn County Board of Supervisors committed to implementing performance measurement. The Office of Finance & Budget decided to follow the guidance of the Governmental Accounting Standards Board (GASB) approach to performance measurement.

GASB states that for a government organization, financial statements, although providing important financial performance information about fiscal and operational accountability, do not provide all the information needed to deter-

mine whether the organization was successful in maintaining or improving the well-being of citizens and other stakeholders, its primary purpose. Information about the services delivered, policies established, and the effects those services and policies have had is needed to allow citizens and other users to assess how well the organization is achieving its goals. For example, although it is important to know whether a government organization raised sufficient revenues to cover the cost of its services, this alone does not demonstrate whether the services were ones that the citizens and other stakeholders needed and, if they were, to what degree the services contributed to their well-being and how efficiently and effectively they were performed. This form of reporting is referred to as Service Efforts and Accomplishments performance reporting.

In its research reports on Service Efforts and Accomplishments reporting, the GASB identifies the basic categories of performance measures as follows:

- measures of effort or ‘inputs;’
- measures of accomplishments or ‘outputs;’
- measures that relate efforts to accomplishments or ‘outcome’ and ‘efficiency;’ and
- explanatory information.

Jindrich said, “As performance data is collected and analyzed, including comparisons with other public entities, informed decisions can be made regarding the delivery of public services and the efficient use of tax dollars.” She said each year Linn County departments submit performance measurement information along with their budget requests. This information is also presented to the Board of Supervisors annually by each department reporting to the Board.

Jindrich said, “There have been cost savings identified as a result of the initial cost per unit calculations that had never been done before the performance measurement process was implemented.” She said it has also been helpful to identify program goals, objectives and measures to determine if those goals are being achieved. “A big step in the process of determining our performance measures was to first identify goals and objectives for every program. In most cases, this had never been done before.”

Linn County also submits its annual budget document to the Government Finance Officers Association (GFOA) for review every year. Jindrich said, “Our performance measurement section has been rated outstanding by several reviewers from across the country. This year I am going to add a section linking each program to our overall strategic plan in the FY 2007 document.”

### National Award Winners

Scott County and Linn County have both received awards from GFOA. Scott County has received the award for 16 years, and Linn County has received the award for nine years. GFOA’s Distinguished Budget Presentation Awards Program, established in 1984, recognizes exemplary budget documentation. Entities participating in the program submit copies of their operating budget for review. Each budget document is evaluated using a comprehensive evaluation checklist with 27 criteria (one being performance measurement) and those that are adjudged proficient receive the award.

### Education Opportunities

The State of Iowa is encouraging more counties and cities to think about performance measurements and results by offering a two-day conference on June 7-8 in Mason City at the Holiday Inn (registration information can be found on ISAC’s website [www.iowacounties.org](http://www.iowacounties.org)). Sarah Schillerstrom, Department of Management, said this event will offer cities, counties, states and non-governmental organizations the opportunity to see what others have done, what worked and what did not work, and also serve as a stepping stone for those who are contemplating a performance-based system. “Everyone wants to be the best at what they do and performance measures offer a way for one to set goals and actually see progress through the data they collect.”

There are two objectives for this conference. The first objective is for participants to explore how best to learn from citizen expectations for government accountability, the value of citizen input on what is most important to them, and how best to gather citizen input. The second objective is to provide an environment for the open exchange of ideas concerning performance measurement and reporting efforts and processes, while developing a network of contacts and opportunities for successful performance measurement and reporting exchanges. Participants will also discuss current practice, research, and trends in performance measurement and reporting and the different perspectives on performance measurement, i.e. citizen and state and local government.

Schillerstrom said, “Performance measurement is a standard we can use to judge where we are and where we would like to be. The value of performance measurement comes in the form of identifying where we are getting the most bang for our buck. By collecting performance data we can determine where our resources are best spent, what is producing a positive result and what is not.”

On a national level, GFOA will be holding its annual conference May 7-10 in Montreal, Quebec. Several sessions will be offered on performance measurement. Further information can be found at [www.gfoa.org](http://www.gfoa.org). The International City/County Management Association (ICMA) created a Center for Performance Measurement in 1994. There are several workshops offered throughout the year on the topic of performance measurement. Further information can be found at [www.icma.org](http://www.icma.org).

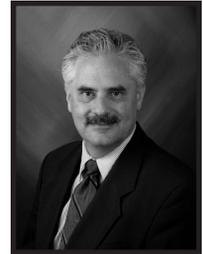
### Conclusion

Performance measurement does not offer a quick fix, but in a world of diminishing resources, improving management of programs and services is critical for county government. Performance measurement reports take many forms and vary from covering only a few services to being quite comprehensive. When done well, these reports can communicate essential information about how well a government is achieving its stakeholder goals, objectives, or basic purposes. One could speculate that performance measurement will eventually become the basis for public budgeting and government accountability.

## Change in Local Government Structure

By: **John Easter**

ISAC Director of  
Intergovernmental Affairs



What can be done to achieve the greatest efficiency in Iowa's local governments? Who really holds the key to changing government's structure? When should change in local government structure happen? How should it happen?

In Des Moines, there is growing talk about the need for local governance change in Iowa. Many policy wonks and pundits believe that if only local governments could be consolidated into larger regional units, then public resources and tax dollars would be saved. Taxpayers would have more money in their pockets and life would be good.

One broad theme that often arises is that county government is outdated and there are too many counties in Iowa. Counties were formed at a time when the county seat was about a day's horse ride from home. With automobiles and the Internet, those distances are not so far anymore.

Some think that if about four contiguous counties would merge into one, then that would be right. If that were done all around the state, then we would have only 25 counties. Some people think there are too many governments in central Iowa. They ask, "How can people talk about merging counties around the state when there are so many cities concentrated in the Des Moines area? Why do efforts to merge the City of Des Moines and Polk County continue to fail? Shouldn't something be done about the race for westward development by the suburbs and the reckless consumption of prime agricultural land? And why do we still need Windsor Heights?"

Recently an Iowa Department of Transportation decision was made to move the Park Fair Mall drivers' license station to a new location in Ankeny. Even though capital costs for the move are high on the front end, efficiencies gained over time would save tax dollars over the long run. Meanwhile, many Des Moines area residents are outraged that they would have to drive *all the way to Ankeny* (another 5-20 minutes depending upon where one lives), to get drivers' license services. Many of these same people still think it is okay to move the county seat in the rural areas four counties away.

The fact is that when asked, most think that their local government is "just fine the way it is. It's those other local governments out there that should be consolidated or moved."

Last year, Governor Vilsack wanted to put the discussion on a more constructive track. He created a bipartisan legislative task force to study local governance issues and make recommendations in the areas of education, finance, property tax, and local government structure. The mission was "to craft consensus legislation that creates an opportunity for citizens to form cooperative governance, which provides efficient, accountable, accessible public services in the context of a modern, equitable tax system."

### What's Happening Today?

Several ideas were recommended but few, if any, were enacted. One proposed program included in the Governor's 2007 budget is called the Iowa Center for Governing Excellence. Based in the political science department at Iowa State University, the purpose of the Center would be to enhance the accountability, effectiveness and efficiency of Iowa by providing objective and nonpartisan research and training support for policymakers and government officials. It would facilitate dialogues among Iowa's state agencies and local governments, regents universities, organizations representing local governments, and citizens regarding government policy design, implementation, and evaluation. The Center would serve as a repository of models for intergovernmental agreements and local restructuring.

Currently, there are three important projects involving local economic development strategy, local governance efficiency and movement for change in these areas. Governor Vilsack recently issued "a call to action" for Iowa's southeast region consisting of Des Moines, Henry, Lee, and Louisa counties and the communities in them. The plan is to establish a model for other regions of the state by "creating an empowered region whose citizens and communities can identify and prioritize issues affecting the region's global effectiveness and offer solutions based on local assessments."

In southwest Iowa, Adams County officials and local community leaders recently participated in a study to provide unified government services. As a result, community leaders are considering a countywide law enforcement system. In eastern Iowa, Linn and Johnson counties have joined forces to create the Johnson/Linn County Leadership Group. This is a voluntary effort on the part of county and city governments to enhance and foster cooperation and coordination among public jurisdictions. Areas of focus include regional land use planning, public infrastructure, transportation and intergovernmental services.

Top-down mandates and penalties from the state are not the solution to demands for local consolidation. Local citizens and their community leaders hold the key for local reforms. Grassroots participation helps to ensure support from the people for consolidation of government services. They will determine when and how change should happen. As more changes are made from the bottom up, other communities will feel empowered to follow established examples. With the assistance of the Iowa Center of Governing Excellence, local officials and citizens can learn and apply new local governance strategies.

## Bill Would Eliminate Discretion on Gun Permits

### Carry Permits

Lobbying is not just promoting your own legislative agenda. Often times the ISAC lobbyists earn their pay by opposing legislation that counties don't like. One bill that the ISAC lobbyists have been working to defeat this session is SF 2029. This is going to be hard to defeat because it was introduced by Senate Republican Leader Stewart Iverson from Wright County.

The bill would change how carry permits are issued. Currently, if someone wants a permit to carry a concealed weapon, they submit an application to the sheriff in their county of residence, complete the required firearms training program, and go through a criminal history check. They are ineligible if they are a minor, have been convicted of a felony, have a history of violence, or are addicted to drugs or alcohol. At that point, if they are eligible, they may get a permit so long as the issuing officer "reasonably determines that the applicant does not constitute a danger to any person," (Iowa Code §724.8). Iowa Code §724.11 specifically says that the issuance of a carry permit "shall be by and at the discretion of the sheriff..."

SF 2029, the Iverson bill, is not complicated. It would rewrite Iowa Code §724.11 to strike all language referring to a sheriff's "discretion" and provide that the sheriff "shall issue the permit" if the sheriff determines that the applicant has completed all of the legal requirements to get a permit.

The sheriff would no longer get to make the final decision about who gets a permit and who doesn't. If someone shows up with an application, pays their money, takes the mandatory training, and passes the background check, they get the permit. And the sheriff cannot do anything to stop it.

In the language used by gun lobbyists, SF 2029 would change Iowa from a "may issue" state to a "shall issue" state. This is part of a nationwide trend. In 1986, only eight states were "shall issue" states. Today there are 35, as well as two more that allow concealed weapons without permits. Four states prohibit concealed weapons and nine others, including Iowa, provide sheriffs with discretion to deny permits to particular applicants. In other words, the "shall issue" states have jumped from eight to 35 in the last 20 years. This is mainly due to lobbying by pro-gun groups.

The main argument used by pro-gun groups is that they have a Second Amendment right to carry concealed weapons. But courts have not seen it that way (*United States v. Hale*, 978 F.2d 1016 (8th Cir. 1992)). Another argument is that allowing more people to carry concealed weapons will make Iowa safer. Pro-gun lobbyists argue that only honest, law-abiding citizens seek carry permits. But consider the experience in Texas. Applicants there must go through a criminal background check. But still, according to the Iowans for the

By: David Vestal

ISAC General Counsel



Prevention of Gun Violence, in a recent five-year period, Texas conceal carry permit holders were arrested for a total of 5,314 crimes, including murder or attempted murder, kidnapping, rape/sexual assault, assault, weapon-related offenses, drug-related offenses, burglary, and theft. The arrest rate of Texas concealed weapons carry permit holders for weapon-related offenses was 81% higher than that of the general adult population of Texas.

"Shall issue" advocates do have a legitimate argument that there is no consistency in how Iowa sheriffs issue carry permits. In some counties, there have been few, if any, carry permits issued, while in other counties they are issued routinely. For instance, in 2002, Jefferson County issued a total of two permits, while Hamilton County, with an almost identical population, issued 272. Delaware County issued 13 permits, while nearby Jackson County, with a similar population, issued 243 permits.

The reality is that the same person might get a permit in one county, but if he lived in the neighboring county he might be denied a permit. But that is not a reason to prohibit law enforcement officials from exercising discretion in the carry permit process. Sheriffs should have broad discretion to deny permits when they believe it is in the interest of public safety to do so.

Clay County Sheriff Randy Krukow strongly opposes changing to "shall issue." He said, "The system we have works very well. The sheriffs have a pretty good idea who they are giving the permits to. That's because we care about our communities." Krukow cites the example of one sheriff in a larger county who found out that local gang members were in the process of having their girlfriends try to get the carry permits because they had no criminal records. The sheriff's office found out about it and they were denied. Krukow points out that under a "shall issue" law, the sheriff would have had to issue the permits. "That would have put law enforcement and citizens at risk," he said. Eliminating the county sheriffs' discretion would increase the likelihood that the wrong people will be given the right to carry concealed weapons in public.

**Note:** The first one to correctly answer that Nile Kinnick was Bob Feller's catcher on his American Legion team was Mary Stubbs of the Marshall County Auditor's office. If you see Mary, congratulate her on her keen knowledge of Iowa trivia.

**Parting Ponderable:** "We'll see it when we believe it."

- Saul Alinsky

# health check

## What You Don't Know...

Knowledge is powerful. As consumers of health care, it is our responsibility to find out as much as we can about our health, medications, and ailments. When you go into a doctor's office or hospital for lab tests, x-rays, or other tests, it is important that you know the results. Often some of the test results that are completed after you leave are "orphaned" and do not end up in the proper place. Consequently, patients do not always receive vital information.

The November 2005 Consumer Reports states, "In an informative study in a July 2005 issue of the *Annals of Internal Medicine*...of more than 2,500 patients discharged over a five-month period from two Boston academic hospital centers...nearly half had pending lab reports when they left the hospital, including about 50 that would have changed the patient's diagnosis or treatment plan."

There can also be a problem when tests are done and no one calls you back with results. It is up to you to find out the conclusions. If you have had a pap test and no one calls back, do not assume it is okay. Call the office back and make sure.

**By: Sandy Longfellow**

ISAC Administrative Assistant



Here are some ways of taking charge of your own medical information:

- Know what tests are being done, why they're being done and when the results will be ready.
- Ask for copies of all lab and imaging tests, including MRIs and CT scans.
- Ask for clarification of anything you don't understand in a report.
- Make note of any future follow-up requested in a report.
- Carry an up-to-date list of all your current medications and dosages.
- Ask that you be copied whenever a consultant or specialist writes to your primary care physician.
- Combine all of this information into your own medical record. Do this for you and your family members. You will be glad you did!

# technology center

## Internet Connections

**Q: Please explain the different types of Internet connections.**

**A:** There are several different types of Internet connections. If you are located in a city or town, you will have more options to choose from than if you are located in a rural setting.

**Dial Up Connection** - This type of Internet connection is available to anyone with a telephone in their home. If you have a phone line installed, you can connect using a dial up provider such as America Online, MSN, Earthlink, People PC and so on. The pro to dial up is the cost - the service is extremely inexpensive and easily obtained. The cons to using a dial up connection are the slow speed and you may not be able to receive incoming calls while online without additional software.

**DSL Connection** - The DSL connection utilizes your phone line along with a special modem. The pro to DSL connection is the fact that it allows higher connection speed at a relatively inexpensive cost to the end user. The con is the fact that this is not available everywhere; check with your telephone provider.

**Cable Connection** - The cable connection allows the highest speed for downloading and uploading information. The con is it is more expensive than dial up and DSL, however, most providers offer package deals or bundles that make it affordable to many households. It is always on, so ensure that your provider

**By: Tammy Norman**

ISAC Technology Services  
Coordinator



offers firewall protection to protect your computer from viruses. If it does not, you will need to load a firewall onto your computer to protect your system.

**Wireless/Satellite Connection** - This type of service may be the only alternative to those in a rural area for connecting to the Internet. However, it does offer a high speed connection, though slower than cable. You will be able to choose from a one-way or two-way system. One-way allows downloading thru the satellite system, but you will upload thru a modem. A two-way system allows uploading and downloading thru the satellite. The cons to satellite are the expense and your connection is dependent on atmospheric conditions. You will not be reimbursed for any downtime that you experience.

Finally, you are able to test your Internet connection speeds by going to the following web address: [http://reviews.cnet.com/7004-7254\\_7-0.html](http://reviews.cnet.com/7004-7254_7-0.html).

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

## Where Does The Time Go?

Do you ever find yourself asking, “What did I get done today?” You know you have been busy all day, barely having time to inhale a sandwich for lunch and you’re unsure if you took a bathroom break all day. But *what* did you get done? Time management has become an increasingly important skill for case managers as demands of the job increase and the hours in the week don’t.

Franklin Delano Roosevelt stated, “Never before have we had so little time in which to do so much.” This quote is from a fireside chat dated February 23, 1942. There will be 365 days in the year 2006, just like there were 365 days in the year 1942. There are still 24 hours in a day in the year 2006, just as there were 24 hours in a day in 1942. The *amount* of time has never changed. What has changed is the *quantity* of what has to be done in those never changing hours.

Granted, there are many modern conveniences that have made our lives easier and reduced the amount of time spent on certain tasks, e.g. washing machines, dishwashers and microwaves. As a mother with four kids at home, I can’t imagine my life without these wonderful items. However, I still sometimes find myself rushed, worried about getting all my assigned counties visited, support groups planned and scheduled, deadlines met, dinner made, homework completed, one kid to basketball, another to band and yet another to choir. We all have demands on our time, both on the clock and off, therefore time management is good life advice, not just job advice. Bad time management equals stress. Without some type of time management system I wouldn’t know if I was coming or going.

The problem of bad time management is severe in the workplace. By some estimates, people waste about two hours per day. The biggest time management mistake people make at work is not realizing how much time they waste! Is your desk messy and cluttered? Can’t find things? Do you miss appointments and have to reschedule? Are you late or unprepared for meetings? Do you volunteer to do things that others should be doing? At the end of the month, are you scrambling to get all your billable contacts in and then the narratives completed and in the file in order to bill? These are all signs of poor time management and/or wasted time. Contributors to wasted time include disorganization, unclear goals, too many personal phone calls, no routines, poor planning, procrastination (my personal favorite), junk e-mail - the list can go on and on.

### OK, So What Can I Do About It?

Effective scheduling is one of the most useful ways to manage your time and there are many different tools that you can utilize. You may choose to use a calendar, a PDA or a paper-based planner (Franklin Planner). Which tool you use is up to you, as long as it works for you. Once you have

**By: Deb Eckerman**  
ISAC Case Management  
Specialist



chosen the tool that works best, USE IT! Schedule on a regular basis, beginning with scheduling those “must do” essentials (ICPs, face to faces, assessments, standing meetings, narratives, etc.). Then schedule in high priority tasks and important “housekeeping” tasks. And make sure you schedule in some “contingency” time for those unexpected crisis. What you have left is “discretionary” time - the time to complete the remainder of your job duties.

You all love paperwork right? That’s why you went into the human services field! And the longer you are in it, the more the paperwork requirements multiply in order to meet various state and federal guidelines. Because there are so many various requirements for Targeted Case Management, it is essential to have an effective way to track these in order to complete them. If you have an existing tracking system that is working for you, great! If not, CCMS has several tracking forms on the website that are extremely useful in keeping up with the paperwork requirements. A few other tips to remember regarding paperwork include establishing a good filing system, keeping your desk clear so that you can focus on one thing at a time, touch each piece of paper on your desk only once (no shuffling them from one pile to another), and make sure that you schedule paperwork time.

Phone calls and emails can also become time wasters if not used in a productive manner. When making phone calls keep them short and to the point (a good way to remind yourself to keep conversations short is to stand during calls). Start your conversation by announcing the goals for the call, and once those goals are met, end the call. Group your outgoing calls to just before lunch and just before the end of the day. Have something in view that you want to get to next. This same advice goes for emails. Schedule the times that you will check and respond to email. Create folders for important information, and use email if it is easier and less time consuming than playing phone tag.

Failing to plan is actually planning to fail. The jobs you do are very important and can be very stressful. Lessen your stress and simplify your life by utilizing good time management skills. And remember, all the tricks/tips in the world can’t *make* you manage your time. You can’t really manage time, but you can manage yourself.

# ISAC brief

## ISAC Spring School 2006

By: **Jerri Noboa**

ISAC Meetings Administrator



ISAC's Spring School of Instruction is only a few weeks away! The conference will be held March 19-21 at the Marriott & Renaissance Savery in Des Moines. I am happy to inform you that the boys and girls basketball tournaments will be over. The downtown exits are back to business as normal. For those staying at the Renaissance Savery, the 3rd Street exit is a good option. For those staying at the downtown Marriott, 7th Street is the way to go (part of the "downtown exit" if you are coming from the east on I-235).

The Spring School is again a Sunday-Tuesday event and parking in the city parking ramps is free on Sunday. An attendant will place a ticket in your window stating that you are to start paying on Monday. On Sunday we will again be offering three great seminars from 3pm-5pm at the Marriott (2<sup>nd</sup> floor) and something new this year will be a reception with the exhibitors in the Marriott exhibit hall (3<sup>rd</sup> floor) from 6pm-8pm. On Monday plan on attending ISAC's General Session at the Marriott (2<sup>nd</sup> floor) and in the evening attend the Legislative Reception at the Renaissance Savery with ISAC President Denise Dolan. Following the Legislative Reception, stick around for the ISAC Dance featuring The Whitesidewalls.

Visit the ISAC's website for detailed driving directions to the hotels and the parking ramps, full descriptions of the seminars, lodging and your affiliate agendas. Online registration will be available until March 14. Please call our office if you have any questions regarding our Spring School (515-244-7181).

## By The Numbers:

### Black History Month

By: **Jay Syverson**

ISAC Fiscal Analyst

February marked the 81<sup>st</sup> annual celebration of Black History Month, so I thought March (better late than never) would be a good time to look at some of the statistics about African-American Iowans. Unless otherwise noted, all statistics are as of 2004 and come from the "Status of African-Americans in Iowa: 2006," a joint publication of the Iowa Commission on the Status of African-Americans and the State Data Center of Iowa.

As of July 1, 2004, Iowa's African-American population totals 67,596, or 2.3% of Iowa's total population. There has been a 62% increase in the African-American population since 1980. Almost 73% of Iowa's African-Americans live in one of five counties: Polk, Black Hawk, Scott, Linn and Johnson. In fact, according to the U.S. Census Bureau, only 35 counties have African-American populations of at least 100; 29 counties have fewer than 20 African-Americans, and four counties (Adams, Taylor, Van Buren and Fremont) have only two.

Iowa's African-American population is younger than the general population (median age of 25.3 years, compared to 36.6) and is growing. Nearly 8% of African-Americans are under age 5, compared to 6% for the state as a whole. The African-American birth rate is 19.5 per thousand (as of 2003), compared to 13.0 per thousand for the Iowa's total population. However, one sobering statistic is that only 36% of Iowa's African-American children live with both parents, compared to 79% for all Iowa children. African-American households had a median income of about \$25,000 in 2000, compared to \$39,500 for Iowa as a whole. About 32% of all African-Americans live in poverty, compared to 9.1% for all Iowans. As of 2002, there were over 1,600 African-American-owned businesses in Iowa, a 130% increase from 1987. Finally, almost 5,000 Iowa African-Americans are veterans of the U.S. Armed Forces.

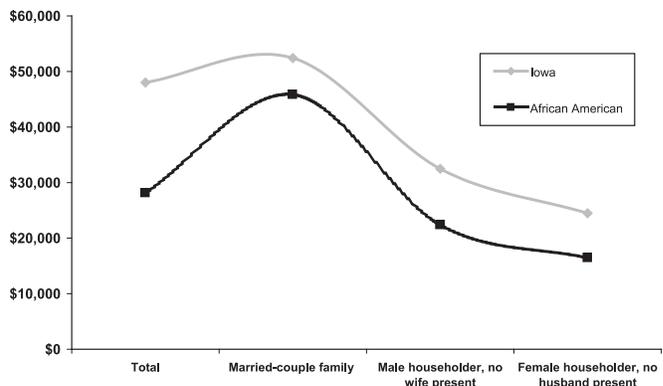
## Last Chance!

Register Today for  
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March 19-21

Online Registration Available at  
[www.iowacounties.org](http://www.iowacounties.org)

Education, networking, and  
interaction with legislators!

Median Family Income by Type of Family



## ISAC University Receives Rave Reviews

ISAC University was held January 18-19 in Des Moines with more than 10 speakers presenting on the topic of leadership development. The goal of the conference was to provide attendees with the skills and tools needed to lead their counties and create effective and efficient county government. Evaluations proved that attendees were pleased with the conference.

- “Very interesting – different management approach than I’ve learned in the past from similar seminars.”
- “One of the most convincing speakers I have heard in recent years (Rep. Scott Raecker).”
- “Showed clear relevance to our jobs and in other aspects of life.”
- “Everyone in the public arena should take this course.”
- “Truly inspirational.”
- “A+++!”

Thank you to the following companies that sponsored this educational conference for county officials: Cost Advisory Services, Inc., County Risk Management Services, Inc., Danko Emergency Equipment, IPAIT, and ProMap, a division of The Schneider Corporation.



*Above: Rep. Scott Raecker received high marks for his “Character Counts” presentation. Above Right: Doug Reichardt, Holmes Murphy & Associates Chairman and CEO, was one of four speakers on a leadership panel. Right: Preston Daniels, former mayor of Des Moines, was also on the leadership panel and spoke of cultural diversity.*



## Legislators Speak Out at Supervisors Meeting

The Iowa State Association of County Supervisors (ISACS) held its annual winter meeting January 20 at the Holiday Inn Airport, Des Moines. Legislative leaders were invited to present their outlook for the 2006 session and to comment on issues of interest to local government. Senate co-leaders Stewart Iverson (R-Wright) and Michael Gronstal (D-Pottawattamie) were joined by House Speaker Pro Tempore Danny Carroll (R-Poweshiek) and House Minority Leader Pat Murphy (D-Dubuque).

The speakers covered such issues as the state budget and revenues, renewable energy, pickup license fees, the mental health growth formula and eminent domain. The snowfall outside did not deter the question/answer period which lasted for about an hour. County supervisors voiced their concerns about property taxes and sex offenders. Representative Carroll said, “I thought it was a good meeting. The exchange during discussion was valuable.”

The Supervisors would like to thank the following companies that exhibited at their annual meeting: Barker Lemar Engineering Consultants, County Risk Management Services, Inc., CPMI, Inc., Delta Dental Plan of Iowa, IPAIT, Iowa Concrete Paving Association, ProMap, a division of The Schneider Corporation, Ruan Securities Corporation, and The Sidwell Company.



*Clockwise: Rep. Danny Carroll, Sen. Stewart Iverson, Rep. Pat Murphy, and Sen. Michael Gronstal.*



## New ISAC Board Member

Linn Adams has been the Hardin County Director of Community Services for 10 years. He was sworn in as an ISAC Board member in January. Linn was a Hardin County Supervisor from 1985-1996. "I look forward to learning more about the operational aspects of ISAC and working with people from other affiliates to make county government stronger."



Linn is the president of the Community Services affiliate, secretary/treasurer for Hardin County NAMI, Iowa Falls Strategic Planning Team member, DHS Area Advisory Council member, and AEA 267 Transition Advisory Board member.

In his free time, Linn enjoys gardening/working in the yard, music and watching his children's activities (sports, music, church, etc). His wife, JoAnne, is an AEA 267 school social worker. They have two daughters, Blaire and Sarah.

## Steering Committee Sign-Up

You can be a voice for your affiliate in the crucial ISAC legislative process by signing up to be a member of one of ISAC's steering committees. There are seven ISAC steering committees: County Administration and Organization, Environment and Public Health, Human Services, Land Use and Rural Affairs, Public Safety, Taxation and Finance, and Transportation. These committees provide the public policy platform for ISAC in dealing with the legislative and executive branches of state government. The committee process is where policy statements and legislative objectives are introduced, debated, and rejected or adopted. Each ISAC affiliate is entitled to name three members to each steering committee. Most of the steering committees have approximately 35 members.

As a member of an ISAC steering committee, you will represent your affiliate's legislative needs and concerns. Once you are a member of a steering committee, you are asked to attend your affiliate's summer meetings, and the two ISAC steering committees that will be held on September 8th and October 6th.

We encourage you to take a moment and sign up for this opportunity. You can do so by going to the ISAC website and registering at [www.iowacounties.org](http://www.iowacounties.org) or contacting your affiliate president directly. The deadline for registration is April 21st.

## New ISAC Staff Member

Who says you can never go home again? My name is Robin Harlow and after a 24 year odyssey, my family and I are returning to our true home here in Iowa. I started on January 17<sup>th</sup> as the new Technology Project Manager for ISAC.



My responsibilities will be to assist counties in planning and coordinating technology projects so that our affiliates and members can leverage resources between projects. I look forward to discussions with association affiliates, county officials and others to develop policies for the implementation of technology services within local governments in the most effective manner. One of my first priorities will be working on ISAC's Electronic Transaction Clearinghouse (ETC) project.

After graduating from Iowa State University in 1981 with a degree in Business Administration, I went to work with the JCPenney Company in Milwaukee, WI as a Transportation Analyst. I soon learned I had a talent to work with technology to help our department develop solutions to very manual tasks. In 1983, this talent was rewarded with a one-way ticket to work at the corporate headquarters of JCPenney in New York City as a systems coordinator. In the following years, moves with JCPenney have taken my family from New York to Dallas, Kansas City and Salt Lake City.

For the last eight years I was in the position of senior project manager in the JCPenney National Accounting Center in Salt Lake City. My staff and I were responsible for developing solutions that would help the center provide accounting support for the 1,000 JCPenney stores and 2,400 Eckerd Drug stores. These projects not only affected the Center's operations, but impacted the stores in terms of operational effectiveness. It is very rewarding (and challenging!) to bring the diverse, and at times, competing interests together to create successful solutions that benefited all parties.

Jolene, my wife of 24 years (another Iowan native), will be joining me once we get things sorted out in Utah. Because of our moves, our three sons claim birth rights in New York (Eric, 20), Texas (Bill, 16) and Kansas (Ryan, 11). I tell people that our house is the only place where a Yankee, a Texan, and a Jay Hawk can live under one roof!

My family is very excited about coming home after 24 years. I look forward to working with the affiliates and members to learn all the new faces. If you ever have a question or concern, I can be reached at 515-244-7181 or drop me an email at [rharlow@iowacounties.org](mailto:rharlow@iowacounties.org).

## Trading In The Plow

Polk County has redrawn its official seal to feature the state Capitol dome, doing away with the outline of a hand plow that had been the seal for Polk County since 1846. Polk County Supervisors approved the change, saying many citizens felt the symbol of the plow had become outdated and was not an accurate representation of the state's most urban county. "It is time the county has a look that reflects the strong and progressive direction we are headed," said Angela Connolly, Polk County Supervisor and ISAC's Past President. *(Taken from the Daily Times Herald, January 4)*

## GeoThermal Units

Dallas County officials are predicting that the \$10 million renovation of the historic Dallas County Courthouse will bring high-tech efficiency to an old building, saving thousands of dollars in energy costs in the future. The 103-year-old courthouse will be fitted with a geothermal heating and cooling system before its scheduled reopening in February 2007. The technology places pipes and pumps underground. Dallas County Operations Manager Connie Kinnard said she is hoping for results like those enjoyed by Story County, which is saving about \$200,000 a year in energy costs by using geothermal systems in three buildings. Story County said the geothermal system is easier to maintain and it saves the county money on insurance (no combustible material). The initial cost of the geothermal system for the courthouse is estimated at \$500,000, about \$50,000 more than a traditional heating system. Supervisors are also considering adding the Dallas County Jail to the geothermal system. *(Taken from the Des Moines Register, January 8)*

## Buy Organic!

The Woodbury County Supervisors passed a policy requiring the county's food service provider to buy organic foods when possible. The policy would require Woodbury County and its provider, CBM Food Service of Sioux Falls, to buy organic food grown and processed within a 100-mile radius of the Woodbury County Courthouse. They hope this will create markets for locally grown organic food. *(Taken from the Sioux City Journal, January 11)*

## Promoting Business Development

The University of Northern Iowa's Regional Business Center/Small Business Development Center announced that Carroll County, Decatur County, Poweshiek County and Marion County (Red Rock area) were approved as the four initial sites for the infusion of resources to promote business development and expansion. The program is called MyEntre.Net and is designed to provide expert information on marketing and capitalization, as well as other resources for people interested in starting or expanding businesses. The four areas will receive total funding of \$520,000 over the next two years, with \$310,000 flowing through the Grow Iowa Values Fund and the rest coming from a variety of federal, state and private programs. Each region will also receive a \$2,500 grant from the Iowa State University Community Vitality Center. The four regions will receive customized assistance from UNI's business center, the Iowa Small Business Development Center System, UNI's Institute for Decision Making and Iowa's John Pappajohn Entrepreneurship Centers. *(Taken from the Coon Rapids Enterprise, January 12)*

## Dallas County Reaching Out

The Dallas County Child Advocacy Council, Dallas County Department of Human Services and the Dallas County Sheriff's Office have joined together to collect and distribute suitcases filled with personal care items for children pulled from their homes and placed in foster care. Julie Nash, Decategorization and Empowerment Coordinator for Boone and Dallas counties, said, "When these children are removed it is a very traumatic time. To have something of their own, a place to keep their things, can be very comforting." Churches, area businesses and residents in Dallas County have donated well over the projected goal of 50 suitcases. Because of the response, the council decided to not just assist children being removed from their homes, but any child in need. *(Taken from the Dallas County News, January 12)*

### What's New In Your County?

ISAC is always looking for counties to contribute information on new projects, innovations, awards, retirement parties or other events taking place in your county. Please email magazine contributions to Denise Obrecht (dobrecht@iowacounties). Pictures are appreciated!

# counties in the spotlight

## Changes In County Government

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

### Participants from the Sheriffs Affiliate:

Curt Braby, Louisa County Sheriff, 5 years in current position, 26 years in county government

Mark Addison, Clarke County Sheriff, 13 years in current position, 29 years in county government

Mike Williams, Page County Sheriff, 7 years in current position, 36 years in county government

### Why do you enjoy being a county official?

Curt: When I was a kid, my great uncle was chief deputy in Ringgold County. He had a 2-way radio in his house, just like the one on the Andy Griffith Show. It was not unusual for him to get radio calls from his dispatch or phone calls from a citizen, usually during Thanksgiving dinner or in the middle of a birthday party, telling him that someone needed help and he was the one they wanted. He was a respected member of the community and people relied on him. I decided way back then that I wanted to be a deputy sheriff. I like being the one that's called when help is needed.

Mark: You know, I have wondered WHY myself but the best explanation I can give is we are more responsible to the people and when you win an election - once or more - there is a feeling that's hard to explain, like the majority of citizens are putting their trust into you.

Mike: I enjoy law enforcement and working for the public.

### Since you started your current position, how has that position changed?

Curt: Technology is the largest change, everything is coming at us faster and we are getting a lot more done in the same amount of time and with less manpower. Inter-jurisdictional cooperation has been another great advancement in law enforcement. We all understand that there are no local criminals anymore.

Mark: It has taken me from being a hands-on type sheriff to more of a paper pushing/shuffling type sheriff. It has become a very demanding position, the fun that use to be with the job is gone - there just isn't time.

Mike: There is a lot more paperwork, more responsibility and less money to work with in the budget.

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

Curt: Becoming efficient and learning to deal with more serious problems with less help and less money.

Mark: The counties are becoming less independent, because some people think bigger (regional) is better. I think that is taking a voice in government away from the local taxpayer. County governments can only do what state government allows them to do.

Mike: More mandates by state government, less money from state government and counties now have to pick up the tab.

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

Curt: There are days I would give anything to go back 20 years or so. But that thought leaves me pretty quickly. The pace of things today is a challenge that I generally enjoy. It will make retirement that much more enjoyable if I ever get there.

Mark: I would like to mix the good from both and weed out the bad from both. Back 29 years ago, government was slower-paced, which was nice.

Mike: No, law enforcement has come a long way over the years. It would be hard to do things the old way.

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

Curt: Recruitment and economic development. We need to have more business and job opportunities in Iowa to be able to recruit the best and the brightest into county government. If we don't have capable people in charge locally, we will eventually not be in charge locally.

Mark: We are the 99 counties that make up the state of Iowa - maybe we should be dictating to them. There are way too many people trying to run the state of Iowa.

Mike: I would like to see two more deputies with my office, as we are only a seven-man office.

## Get the Word Out - April 23-29

National County Government Week (NCGW) is just around the corner - April 23-29. This year's theme is "Protecting Our Communities," which sets the stage for a special focus on all the ways counties work to protect their residents from the impact of natural disasters, terrorist attacks, crime, and drug abuse.

The goal of NCGW is to raise the public's understanding of what county governments do. This goal may be accomplished in a variety of ways. Here are a few ideas:

- Establish a National County Government Week working committee.
- Decide how extensive your activities will be.
- Issue a proclamation.
- Contact the media after deciding what events or activities will be held.

There are many ways to celebrate NCGW. NACo has prepared a booklet that provides ideas for a variety of different programs. You can hold open houses at county facilities, visit schools to talk about county government, speak to business groups and take the opportunity to launch or announce a new county-sponsored program to draw attention to the week's activities. *For further information visit [www.naco.org](http://www.naco.org).*

## Page County Engineer/Zoning Administrator

Seeking qualified applicants for Page County Engineer/Zoning Administrator. Iowa Professional Engineer registration required. Responsible for overall planning, direction, coordination, and supervision of Secondary Roads Department. Subject to call 24 hours/day. Salary is negotiable depending on experience. Resumes to Page County Board of Supervisors, 112 E. Main, Clarinda, IA 51632.

## Scott County Engineer

Scott County seeks qualified applicants for this department head position. Administers engineering services to include surveys, plan preparation, design, material testing and contract construction and maintenance. P.E. license in the State of Iowa or ability to obtain an Iowa license and extensive work history including broad managerial experience are required. Land Surveyor license desired. Starting salary range: \$72,808 - \$85,657 plus generous benefit package. Submit resume by 4:30 p.m., Friday, March 24 to Scott County Human Resources, 428 Western Avenue, Davenport, IA 52801. Phone: (563)326-8767. Fax: (563)328-3285. Email: [hr@scottcountyiowa.com](mailto:hr@scottcountyiowa.com). EOE.

## Managing Public Funds

*By: Ron Shortenhaus, IPAIT Marketing Manager*

The fiduciary responsibility associated with managing public fund assets is great. All public employees who invest public funds are held to investing according to the Prudent Expert Rule. This requires fiduciaries to: "Manage a portfolio with the care, skill, prudence and diligence, under the circumstances then prevailing, that a prudent person acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of a like character and with like aims."

It has been a difficult period for financial officers in the low-rate environment of the last few years. The Federal Funds rate dropped to 1% in 2004, reflecting 40+ year lows. Many officers saw dramatic reductions in funds available to help defray public expenses. They are still faced with difficult investment decisions regarding fund placement in an effort to obtain as much return as possible.

Public fund officers have had to balance the need for income with the risk associated with the investment. Securities issued by the government carry the highest credit rating available because preservation of principal is guaranteed. Fixed income securities that carry the highest credit rating usually pay a lower yield due to their safety.

Banks (non credit rated) have become very competitive in their desire to attract public funds. Most banks are willing to pay a premium interest rate for public funds to cover loan demand. The bank then provides cash for longer-term loans that return higher interest margins to the bottom line. Investment in a non-rated deposit from a local bank may provide a higher rate, but at what possible cost? Return is important, as long as diversification is effectively addressed. Placing a majority of public fund assets in non-rated securities may take on undue risk.

One of the services offered through the Iowa Public Agency Trust Program (IPAIT) is CD or fixed-term placement in Iowa banks. Participants provide us with placement information including amount, term, and investment date, and we search the marketplace and offer the highest available rate. Further, we continuously analyze financial data of the banks affiliated with IPAIT. This rigorous process includes 20 calculations that cover profitability, capitalization, credit risk, and liquidity. From this analysis, we make ongoing recommendations regarding the banks relationship with IPAIT.

We believe this extra layer of protection compliments the state sinking fund and is a valuable tool for participants. We encourage you to review your overall portfolio risk, and compare the various types and amount of exposure you carry. *Please call if you'd like to discuss your county's investments (800/872-4024).*

### Recovery of Emergency Response Costs in OWI Cases

*By: Terry Timmins, Iowa League of Cities Associate General Counsel*

Iowa's cities and counties have long sought the opportunity to recover emergency response costs from persons whose careless or unlawful actions created the "emergency." The most common example is fuel spills occasioned by vehicular accidents, where the local fire department or HAZMAT unit has to respond to contain and clean up the spill. A number of communities have ordinances in place requiring the person responsible for the accident to pay the costs of clean-up.

During the 1997 session of the Iowa Legislature, HF 707 was passed, providing for the recovery of emergency response costs by law enforcement agencies incurring such costs when responding to an incident involving the operation of a motor vehicle by an individual under the influence of alcohol or having an alcohol concentration of .08 or more.

Iowa Code §321J.2 9.b. provides that "The court may order restitution paid to any public agency for the costs of the emergency response resulting from the actions constituting a violation of this section, not exceeding five hundred dollars per public agency for each such response. For the purposes of this paragraph, "emergency response" means any incident requiring response by fire fighting, law enforcement, ambulance, medical, or other emergency services. A public agency seeking such restitution shall consult with the county attorney regarding the expenses incurred by the public agency, and the county attorney may include the expenses in the statement of pecuniary damages pursuant to section 910.3."

In July 1999, Des Moines County Attorney Pat Jackson, working with the Des Moines County Sheriff's office, the Burlington Police Department, the West Burlington Police Department and other enforcement agencies in Des Moines County, put into place a procedure for restitution of emergency response costs incurred during the apprehension and arrest of persons convicted of operating a motor vehicle while under the influence (OWI).

Under the Des Moines County cost recovery procedure, at the time of the OWI arrest the law enforcement agency submits an OWI expense recovery form to the County Attorney's office as part of their OWI arrest packet, seeking the recovery of emergency response costs. "Emergency response costs" include the time taken and supplies used by officers to apprehend, arrest and process the offender. "Supplies" include those used for testing, videotaping, cleaning up the scene, etc. If the OWI arrest was made in the context of an accident to which a fire department or ambulance also responded, the costs for emergency response by those agencies could also be included

on the OWI expense recovery form.

The decision to seek restitution is made on a case-by-case basis by the arresting law enforcement agency, and restitution is not always sought. In the criminal case, the State, acting through the County Attorney's office, seeks restitution of response costs incurred. If a conviction results, the defendant may then be ordered to make restitution of the emergency response costs incurred during his or her apprehension and arrest. The Burlington and West Burlington Police Departments routinely submit expense recovery forms in connection with OWI arrests, and the Danville Fire Department has submitted three such claims since the process was initiated. Recoveries have ranged from \$40 to \$140 per OWI arrest.

Clinton County Attorney Mike Wolf has also initiated the OWI cost recovery process in Clinton County. According to County Attorney Wolfe, Iowa Code §321J.2 9.b describes emergency response as "any incident requiring response by ... law enforcement ...," and does not require the use of extraordinary measures. Under Clinton County's procedure, the average recovery for law enforcement agencies is generally less than \$100 per OWI incident.

Additionally, County Attorney Wolf is of the opinion that Iowa case law on restitution would not support a request for restitution of costs incurred by a city or county law enforcement agency in preparing an OWI case for court, or for depositions or court appearances by law enforcement officers, and for that reason requests for reimbursement of such costs would not be processed by his office.

In reflecting on his experience with the cost recovery process, Des Moines County Attorney Pat Jackson observed that "This is a relatively simple procedure where the county attorney's office has minimal responsibility with great results for the taxpayer. The extra restitution funds have certainly helped law enforcement with their overtime and supply costs."

### Drug/Crime Control Grants Available

The Governor's Office of Drug Control Policy (ODCP) is now accepting grant applications to the Byrne-Justice Assistance Grant Program for drug/crime control projects. Grant applications are due to ODCP by 4:30 p.m. on Monday, April 10, 2006. Grant funding will be awarded for the period July 1, 2006 through June 30, 2007. Application kits may be downloaded from the ODCP website [www.state.ia.us/odcp](http://www.state.ia.us/odcp). The list of eligible applicants can also be found on this website.

## GIS Diagnostics

### A New ISU Extension Program

By: *Mônica A. Haddad, Assistant Professor and GIS Extension Specialist, Department of Community and Regional Planning, Iowa State University*

As in other states, Iowans increasingly are using geographic information systems (GIS) technology to help solve a variety of spatial problems. GIS is a computer system capable of capturing, storing, analyzing and displaying geographical data - that is, data identified according to location. With a flat paper map, "what you see is what you get," but a GIS-generated map can have many layers of information that facilitate different ways of thinking about a spatial problem.

GIS-generated maps depict not only topographical boundaries, but also offer special insight to planners across many disciplines such as public health, land use, environment, business, utilities, and transportation. The ability of these systems to manage, correlate, predict, model and share geographic information makes GIS an essential analytical tool in urban and regional planning.

Despite its enormous capacity to perform spatial analysis, however, GIS software is often underutilized. Public and private planning agencies tend to use it for simple mapping tasks, and seldom derive all the benefits this technology offers. Surely, there are examples of GIS applications related to urban and regional planning to illustrate the potential of the technology to enhance planning tasks.

For example, GIS can be used in many ways in transportation planning including route planning, traffic monitoring, parking facilities maintenance, demographic analysis, and organizing ridesharing. The Des Moines Area Metropolitan Planning Organization (MPO) is using GIS in Surface Transportation Program (STP) Project Scoring. The STP project applications are based on various criteria, resulting in a project score used in determining funding awards, using data such as roadway classification, average daily traffic, pavement condition, and crash locations.

Roadway classification is determined by reviewing attributes of the Federal Functional Classification (FFC) system. Average Daily Traffic (ADT) data tables are imported into GIS and linked to their corresponding roadway segment for analysis. Roadway corridors are analyzed to verify the pavement condition and to derive a rating for the segment of roadway.

STP projects are analyzed to determine the pavement condition for the identified corridor segment(s). The Iowa DOT's crash database is queried based on spatial reference to STP projects, and analyzed to determine the number of crashes, their severity, and the damage caused in monetary terms over the past several years.

Think about these questions:

- Is your agency using GIS only for simple mapping?
- Do you have a list of spatial analysis you think should be useful to your agency, but are not being used yet?
- Is your staff not trained enough to work with GIS beyond simple mapping?
- Is your geographic database difficult to manage?

If you answered "yes" to any of these questions, the GIS Diagnostics Program may be of interest to you.

The Iowa State University Extension GIS Diagnostics Program is designed to assist public and private planning agencies in improving the way GIS is being used in their environment. The program prescribes step-by-step strategies to help agencies maximize their use of the technology by incorporating spatial analysis in daily tasks.

*For more information about this program, please contact Mônica A. Haddad at (515) 294-8979 or [haddad@iastate.edu](mailto:haddad@iastate.edu).*

## Recovery in Aftermath of Disaster

"Restoration 2006: Community and Economic Recovery after a Disaster" is a new conference focused on long-term and sustainable community and economic recovery in the aftermath of a natural or man-made disaster. Organized by the International City/County Management Association (ICMA), the National League of Cities (NLC), and the National Association of Counties (NACo) in collaboration with numerous partners, supporters, and cosponsors, the conference is designed to help local government and other community leaders answer the question of what comes next after a disaster.

Restoration 2006 will bring together those who have been there with those who are just beginning. The conference will feature recovery partnerships, leading practice case studies, and other educational sessions designed to foster new networks for local government officials, nonprofit organizations, business and industry leaders, and other community stakeholders working toward a new future. With the ongoing recovery of the gulf coast as a living case, this inaugural event will take place in New Orleans at the Sheraton New Orleans Hotel, May 16-17, 2006.

Please join us for this important opportunity to learn about rebuilding community and making things better than they were before. *Register online at [www.restoration2006.org](http://www.restoration2006.org).*

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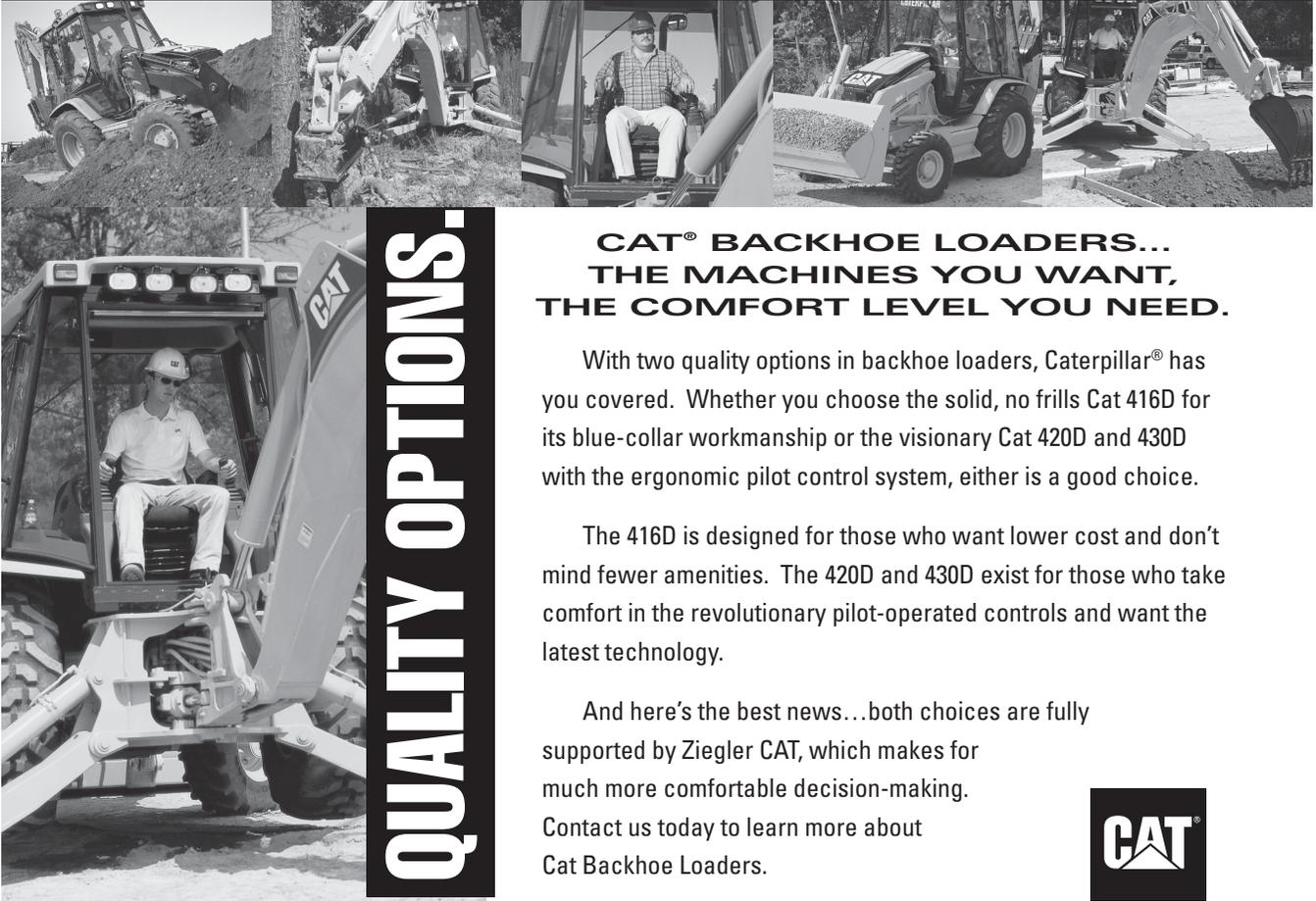
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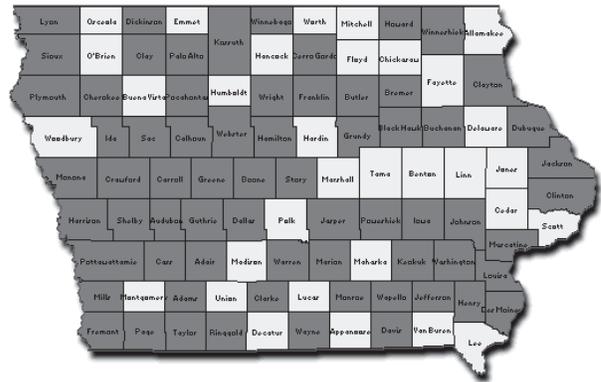
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**IMWCA** was formed in 1981 to offer workers compensation and employers liability coverage to Iowa public entities. Current membership stands at 477 members (65 counties). **ICAP's** inception was 1986. ICAP provides property and casualty coverages to 518 members (65 counties).

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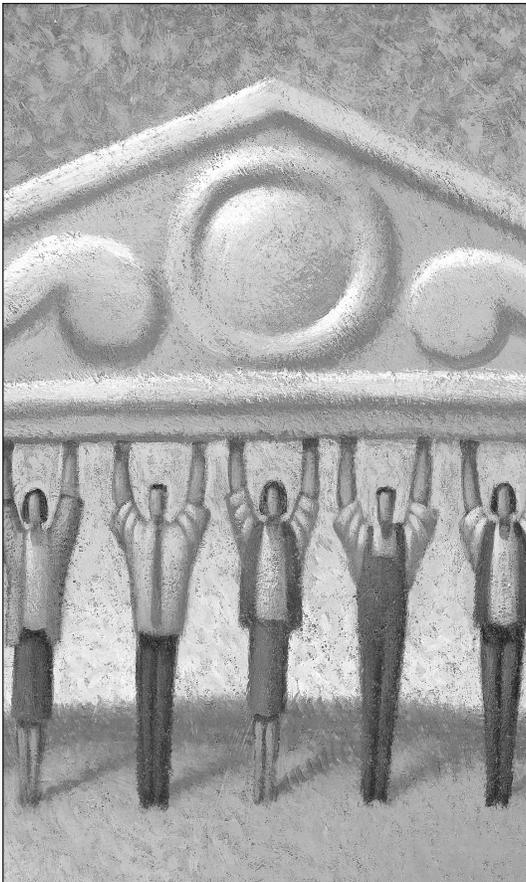
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As our Anniversary draws near, we will provide more detailed information regarding events that we will be sponsoring for our clients. (You can make a suggestion at our corporate website!)

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## Fore!

### Second Annual ISAC Scholarship Golf Fundraiser

**Wednesday, July 19, 2006**

Jester Park Golf Course and Lodge  
in Polk County

- Auditors and Supervisors are co-hosting the event
- 4-person best-shot golf tournament, followed by a reception, dinner and prize ceremony
- Registration materials available soon!

# calendar

## MARCH

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

## APRIL

- 11 CCMS Administrators  
(Hilton Garden Inn, Des Moines/Urbandale)
- 12 CCMS Cost Report Training  
(Hilton Garden Inn, Des Moines/Urbandale)
- 21 ISAC Legislative Liaisons (ISAC Office)
- 28 ISAC Board of Directors (ISAC Office)

## MAY

- 10-12 Treasurers Conference (Council Bluffs)
- 11 CCMS Advanced Case Manager  
(Hilton Garden Inn, Des Moines/Urbandale)
- 18 Engineers Executive Board (ISAC Office)

## JUNE

- 6-7 CCMS Supervisors Training  
(Hilton Garden Inn, Des Moines/Urbandale)
- 12-15 County Attorneys Summer Conference  
(Arnolds Park)
- 14-16 Information Technology Annual Conference  
(Mason City)
- 21-23 CCMS Fundamentals  
(Hilton Garden Inn, Des Moines/Urbandale)

## JULY

- 19 ISAC Scholarship Golf Fundraiser  
(Jester Park Golf Course, Granger)
- 20 ISAC Board of Directors (ISAC Office)
- 25-28 Auditors Conference  
(Stoney Creek Inn, Johnston)

## AUGUST

- 2-4 Records Conference  
(Arrowwood Resort, Okoboji)
- 3-4 Supervisors Executive Board (Burlington)
- 4-8 NACo Annual Conference (Chicago, IL)
- 9-11 CCMS Annual Conference  
(Sheraton, West Des Moines)

## SEPTEMBER

- 8 ISAC Steering Committee  
(Holiday Inn Airport, Des Moines)
- 21-22 ISAC Board of Directors (Dubuque Area)
- 21-23 Conservation Directors Conference  
(Davenport)

## OCTOBER

- 6 ISAC Steering Committees (location TBA)
- 26-27 ISAC Board of Directors (ISAC Office)

## NOVEMBER

- 8 Records Task Force (ISAC Office)
- 12-15 County Attorneys Conference (Waterloo)
- 27-28 SEAT Training (Des Moines)
- 29- ISAC Fall School (Marriott & Renaissance  
Dec. 1 Savery, Des Moines)

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



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