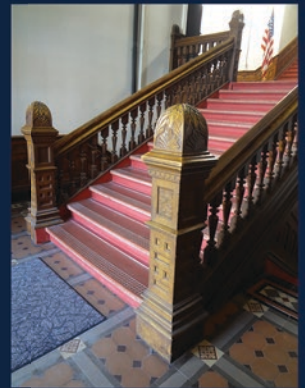
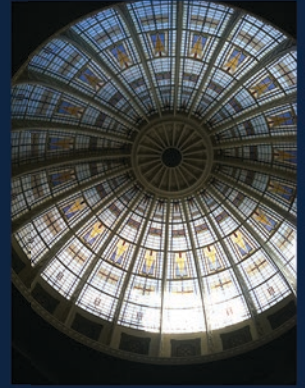


# The Iowa County

Iowa State Association of Counties



## August 2014

All about ISAC

County quiz! Which county is each of the above photos from? Answers inside this issue!



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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.

# legal briefs

## Recent Member Questions

By: **Kristi Harshbarger**

ISAC General Counsel



This month, I decided to cover a few different topics that I've received questions about from ISAC members regarding meeting procedures. Hopefully, if a few members have had these questions, they can be helpful to others now or in the future.

**Question: A board or committee meets and has a quorum, but later in the meeting some members have to leave and a quorum no longer exists. Can the board or committee still take action at that time since they started with quorum?**

Answer: I love it when I can answer a question without having to start with "it depends;" a definitive answer is so rare in the legal field! The answer here is pretty clearly "no," but I can see why the question came up in the first place as it's not clearly explained in the Iowa Code.

Iowa Code Section 331.212 states that for board of supervisors meetings, "[a] majority of the members of the board constitutes a quorum to transact the official business of the county." In addition, Iowa Code Section 331.213 states "[i]f a quorum of the board fails to appear at a meeting, the clerk shall adjourn the meeting from day to day until a quorum is present."

So it is pretty clear that you have to have a quorum to start a meeting, but what happens if the status changes in the middle of a meeting? The language that a quorum is required to "transact the official business of the county" shows that a quorum is required to take action and thus must be maintained throughout the meeting.

Additionally, Black's Law Dictionary explains that the use of the word quorum means a requirement to maintain a certain number of members in order to take action. "The number of members who must be present in a deliberative body before business may be transacted....When a committee, board of directors, meeting of shareholders, legislature or other body of persons cannot act unless a certain number at least of them are present, that number is called a 'quorum.'"

While the number of supervisors required for a quorum is clearly set out in Iowa Code, a specific quorum number may not be given for all committees. In this case, Black's Law Dictionary tells us that "[i]n the absence of any law or rule fixing the quorum, it consists of a majority of those entitled to act."

Now that we've established you can't take action without a quorum, the question becomes what do you do if you are faced

with a situation where you no longer have a quorum mid-meeting? If you don't have a quorum at the beginning of the meeting, Iowa Code Section 331.213 pretty clearly requires the meeting to be adjourned. If you lose a quorum in the middle of a meeting, adjournment would be the obvious solution. If a presentation to the board or committee is going on when the quorum is lost, you could likely continue the meeting for the duration of the presentation or other information gathering, so long as no action is taken. But if you do this, consider how problematic it might be to come back at the next meeting and take a vote on a topic where most of the members did not receive all the information at the previous meeting.

Finally, I'd be remiss if I didn't remind you to talk to your county attorney about these matters. Your county may have county-specific policies for what to do if a quorum is lost in the middle of a meeting and/or your county attorney can help guide you along the fine line of what constitutes "action" if you do need to continue a meeting without a quorum.

**Question: Does the board of supervisors need to take a vote by roll call when adopting a resolution?**

Answer: Disappointingly, I cannot exactly say yes or no to this one. Iowa Code Section 331.302(7) states "[e]ach supervisor's vote on an ordinance, amendment or resolution shall be recorded." Iowa Code Section 21.3 (related to meetings of all governmental bodies) states "[t]he minutes shall show the results of each vote taken and information sufficient to indicate the vote of each member present. The vote of each member present shall be made public at the open session." The crux of each statute appears to be to make sure the members voting are held accountable for their votes by making clear to the public who voted which way. If a vote is unanimous, this goal will be achieved without taking time for a roll call vote. But if not all the supervisors vote the same way, then a process must be used that makes it discernable who voted against and who voted in favor of the motion. There may be ways other than a roll call vote to accomplish this, but a roll call vote would make certain the statutory requirements have been met. The best approach is always to be consistent so there is never a question of why you did one thing in one situation and something different in another situation. Again, work with your county attorney to find out if you have any county-specific policies and get their assistance on developing best practices.

## Regional Mental Health and Disability Services System Goes Into Effect

By: **Jamie Cashman**

ISAC Government Relations  
Manager

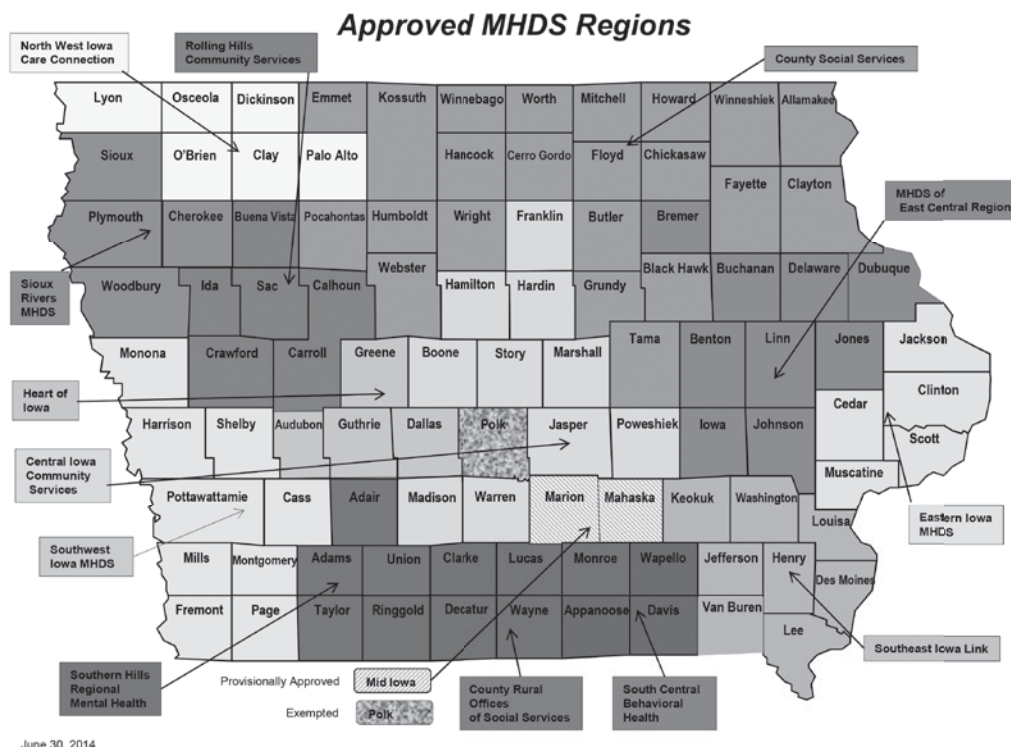


After two years since the passage of the latest mental health redesign legislation (SF 2315), the new regional mental health and disability services system has gone into full effect beginning on July 1<sup>st</sup>. Fifteen regional authorities are now providing the core services that once were provided on a county by county basis. While the transition has been relatively smooth for the most part, there are still some uncertain factors as we look to the future.

**Funding** - The Iowa Legislature again this year approved \$30 million in equalization funding for those counties that fell below the \$47.28 per capita levy rate that was established in the redesign legislation. The Iowa Legislature also extended equalization (no funding included) and the \$47.28 county levy rate into FY 2016 as well. While a majority of the regions appear to be on relatively firm financial footing based on the current financial structure, it is unclear at this time if it will be sufficient going into the future. The Medicaid offset or “clawback” of funds brought on by the expansion of Medicaid in the Iowa Health and Wellness plan goes into effect this year. This will result in counties returning equalization funding if savings was determined or lowering their mh/ds levy or a combination of both. This places an additional budgeting dilemma for regions

as it is difficult to establish new services, not knowing if the funding will be available in the future. It is also debatable if the \$47.28 mental health levy is the most equitable way to fund the system as currently 45 counties receives no equalization funding and have in fact had to lower their levy while maintaining the level of services for their constituents.

**Services** - One of the essential purposes of the mental health redesign was to be able to provide a consistent set of core services through the state of Iowa and by coming together, be able to reach out to additional populations. While it is early to determine if all core services are being adequately met statewide, there appears already to be inequities between those regions that are financially better off than others. Some regions have expanded already into crisis intervention and are looking at ways to provide services to the developmental disabilities and brain injury populations. There needs to an additional policy discussion between the regions and policy makers to make sure the system is moving forward based on the original intent of redesign. There also needs to be a discussion to determine if the current financing structure is sufficient to meet the service demands of these additional populations.



## Cyber-Security Awareness Resources

*“Let us not look back in anger or forward in fear, but around in awareness.” — James Thurber*

Since he died in 1961, James Thurber would be shocked to discover that one of his quotes illustrates why it is important for county officials to educate themselves on cyber-security. It is only by becoming aware can we move past myths and develop cyber-policies that are grounded in good practices.

In a previous article, Wayne Chizek, GIS Director, Marshall County mentioned the **Privacy Rights Clearinghouse** ([www.privacyrights.org](http://www.privacyrights.org)). The Clearinghouse is a California nonprofit corporation whose mission is to engage, educate and empower individuals to protect their privacy. They identify trends and communicate their findings to advocates, policymakers, industry, media and consumers.

The website has a wealth of information that will help not only your county, but you personally. To get started, I would click into the Privacy Basics tab and once there, review the *Privacy Survival Guide: Take Control of Your Personal Information* Fact Sheet. The sheet has at least 16 different things you can do to take control of your digitized information. Topics range from how to correctly obtain those free credit reports and ends with tips on how to handle your personal information to avoid identity theft. It is presented in a clear and digestible format that is easy print off for future reference.

While on the site and if you like reports, check out the Data Breaches report generator. The generator covers almost all areas of our economy. So as to not overwhelm yourself, I would run a report and include only 2014. Some of those breaches might be entities that you do business with.

So if you have a few minutes, empower yourself.

The **Cyber Security: A Non-Technical Guide** is produced by the Multi-State Information Sharing Analysis Center (MSISAC) and their website is <http://msisac.cisecurity.org/>. The guide can be found under the Guide section under the Resources tab on the main page. On the page the link to the guide is actually called “Getting Started Guide”. This is a great “Get Started” guide.

As the title indicates, the Guide is written for a non-technical audience and provides the reader with:

- A starting point for cyber-security objectives;
- Explains why cyber-security is important;

**By: Robin Harlow**

ISAC Technology and  
Research Manager



- Shows what one should do to be cyber-secure;
- A task quick reference checklist; and
- A glossary of terms again written to be understandable.

While on the MSISAC site you should peruse through their various tabs. The website contains samples of local government cyber and information security policies, plus the ability to sign up for daily cyber-tips that will be delivered to your email. While viewing the MSISAC web page you may have noticed a link that says **Stop|Think|Connect**. This link: <http://stopthink-connect.org/> will take you to a program which is a coalition of private companies, non-profits and government organizations where the leadership is provided by the National Cyber Security Alliance (NCSA) and the Anti-Phishing Working Group (APWG).

The goals of this program are:

- Increase and reinforce awareness of cybersecurity, including associated risks and threats, and provide solutions for increasing cybersecurity;
- Communicate approaches and strategies for the public to keep themselves, their families and their communities safer online;
- Shift perception of cybersecurity among the American public from avoidance of the unknown to acknowledgment of shared responsibility;
- Engage the public, the private sector, and state and local governments in our nation's effort to improve cybersecurity; and
- Increase the number of national stakeholders and community-based organizations engaged in educating the public about cybersecurity and what people can do to protect themselves online.

This website is directed at a non-technical audience. As with the two previous websites, this site is an embarrassment of riches when it comes to free resources. With this site, I would go directly to the “General Tips & Advice” link under the “Tips & Advice” tab on the home page. This page not only provides you with tips and advice, it gives you the ability to print off a tip sheet of all the information on the page. This can then be distributed to your county staff. Though the tip sheet is designed for more of a personal habit reminder, it has been proven that those people that practice good personal online habits carry them over to into their offices.

Continues on page 10.



## Case to Care Management

**By: Deb Eckerman Slack**

ISAC Case Management  
Services Manager



As we are all aware, the landscape in health care is changing in response to the Affordable Care Act (ACA). Policy that is reflected in the ACA is:

- Universal insurance coverage and extension of parity (for behavioral health and substance abuse)
- No pre-existing condition exclusions
- Fostering medical and health homes
- Disease prevention and health promotion
- Achieving “recovery” and “resilience”

The implications that can be drawn from this are that ACA favors person centered care, whole person care and shared decision-making in the health care process. The focus of the integrated care models is to ensure coordination of health care delivery for persons with chronic disease, disabilities, and long-term care needs that lower cost and improve outcomes and patient satisfaction. The thought behind this mindset is that promoting wellness and disease prevention is more cost effective than treating illnesses.

In the world of Targeted Case Management (TCM) we are seeing these changes on a regular basis. There is the Integrated Health Home (IHH) which began implementation July 1, 2013 with completion of enrollment statewide by December 2014. The IHH is a team of professionals working together to provide whole-person, patient-centered, coordinated care for adults with a serious mental illness (SMI) and children with a serious emotional disturbance (SED). Individuals that were previously receiving Targeted Case Management have been transitioning into the IHH over the past year, thus no longer receiving TCM. There are also Medical Homes, where individuals diagnosed with an Intellectual Disability who also have a chronic medi-

cal condition are being attributed to, and the TCM is to collaborate and coordinate care and services for the individual with the Medical Home.

The changing healthcare marketplace requires case managers to be more involved in the physical health of the individuals they serve; to act as health navigators, support health behavior change and understand common health problems in persons they are serving. While the TCM model has always had a focus on person centered planning, we have had less involvement in the physical health issues of individuals. In order to hone the skills of case managers to better address this focus, County Case Management Services provided “Case to Care Management” training on May 1, 2014 at Polk County River Place. CCMS contracted with the National Council for Behavioral Health to provide the training, and Kathy Polasky-Dettling was the presenter.

The training began with a summary and explanation of the national, state and local context for major changes in healthcare delivery in relation to the ACA, along with the changing role for the case manager. Kathy also covered the primary care and behavioral healthcare cultures, and focusing on bringing the two into alignment.

The second phase of the day covered common healthcare issues that the population suffers from; diabetes and cardiovascular diseases. Kathy covered the basic medical knowledge that a case manager requires in order to be involved in the coordination of the care for the individual. This information is captured in the assessment that the case manager completes for each individual served. The third phase of the training focused on supporting health behavior change. This focus would align with the treatment planning process in targeted case management and writing goals/objectives for individuals. There was also focus on strategies to help prepare people for primary care appointments and increase self-management and to learn strategies to build strong partnerships with primary care providers.

While TCM has always focused on assessment, person-centered planning, coordination and monitoring of services, we have not always been as involved with the physical health care delivery. In order to remain relevant in the changing landscape of healthcare, it is imperative that case managers become more knowledgeable about health care issues and coordination with primary care. CCMS hopes that this training provided a good overview of the skills and knowledge that are needed by TCMs to remain relevant.

## about the cover

### County Quiz

*Top row left to right:* Hardin County, O’Brien County, Wapello County, Cerro Gordo County

*Middle row left to right:* Calhoun County, Tama County, Plymouth County, Marshall County

*Bottom row left to right:* Grundy County, Monroe County, Ringgold County, Lucas County

Please share cover photos or story ideas with Rachel Bennett at [rbennett@iowacounties.org](mailto:rbennett@iowacounties.org).

# meetings

## Fall School Registration to Soon Open!

The Iowa State Association of Counties will host the 2014 ISAC Fall School of Instruction on November 12-14 at the Veterans Memorial Community Choice Credit Union Convention Center, which is located right off of I-235 in downtown Des Moines at 833 Fifth Street. We are also excited to celebrate ISAC's 50th Anniversary with our members during the conference.

Online conference registration and the online housing website for fall school will open at 8:30 am on Wednesday, August 27. Please remember that you must register for the conference on the ISAC website before you are able to reserve your hotel room through the online housing website. Advanced conference registration closes at 4:30 pm on Friday, October 31; however, the ISAC hotel room blocks will only be available until 4:30 pm on Friday, October 17. We strongly encourage you to pre-register for the conference. It greatly helps the ISAC staff to plan accordingly for meals and materials. This keeps the conference registration rates as low as possible, which in turn saves money for your county. Please note that your name badge is REQUIRED for all conference events.

### Conference Registration Fees

ISAC members and preferred vendors:

- Advanced registration fee - \$170 (October 31, 4:30 pm preregistration deadline)
- At-the-door registration fee - \$200
- Additional family/spouse lunch ticket - \$40

ISAC non-members:

- Advanced registration fee - \$510 (October 31, 4:30 pm preregistration deadline)
- At-the-door registration fee - \$600
- For assistance with non-member registrations, please contact Tammy Norman at [tnorman@iowacounties.org](mailto:tnorman@iowacounties.org).

### Conference Hotels

- Des Moines Marriott Downtown (conference headquarters hotel) - 700 Grand Avenue
- Renaissance Des Moines Savery Hotel - 401 Locust Street
- Embassy Suites Des Moines Downtown - 101 East Locust Street
- Holiday Inn Downtown - 1050 6th Avenue

All conference hotels will provide complimentary shuttle service to and from the convention center. Please do not call any of the ISAC conference hotels to book your hotel accommodations. Hotel room reservations made at ISAC conference hotels will not be valid if you call and reserve a room or reserve a room

**By: Stacy Horner**

ISAC Meeting/Event Administrator



on a hotel website. You must go through the online housing website after registering for the conference to reserve a hotel room.

After registering for a hotel room through the Meetingmax Online Housing System, you will receive an acknowledgement email immediately from the Des Moines Housing Bureau. The acknowledgement email will contain your hotel location, room type/rate, arrival/departure date, credit card information, and a change request link. This hotel reservation acknowledgement confirms your sleeping room for the conference. Within a week of registering for a hotel room, the hotel (that you selected and that is listed on your acknowledgement email) will send you a hotel confirmation number. Both the acknowledgement and confirmation emails will contain a change request link in case you should need to make a change or cancellation to your reservation.

You may only reserve one hotel room per conference registration. This is a first come, first served registration system and the name on the reservation must match the name of the conference registration. You are more than welcome to share a double room with another conference attendee. Please have only one of the two individuals who want to share a room request a double room through online housing website. If you are registering more than one individual in your county, you will need to register and make each hotel reservation individually, but may use the same credit card.

The ISAC conference room blocks will only be available until 4:30 pm on Friday, October 17. After this date, the ISAC conference room blocks will be closed and the special conference rates will be unavailable. Please make note of all ISAC and hotel cancellation policies when reserving your hotel room.

### Affiliate Agendas

Affiliate agendas must be sent to [shorner@iowacounties.org](mailto:shorner@iowacounties.org) by Friday, October 3 prior to the housing deadline of Friday, October 17. As soon as ISAC receives an affiliate agenda, it will be posted on the ISAC website for conference attendees to review, as well as sent out to our affiliate member email list.

### 50<sup>th</sup> Anniversary Celebration

We are excited to celebrate ISAC's 50th Anniversary with our members during the 2014 ISAC Fall School of Instruction. Here are a few of the special events that will be held during the conference that you won't want to miss:



- **ISAC Education Foundation Silent Auction and 50th Anniversary Celebration**

The ISAC Education Foundation Fundraising Committee will host a silent auction on Wednesday, November 12. All affiliates and preferred vendors will be donating items of great value to the auction. ISAC will host a 50th Anniversary Celebration in conjunction with the silent auction closing from 4:00 pm-5:30 pm on Wednesday, November 12 in the Exhibit Hall/Grand Ballroom. Light appetizers and beverages will be served along with a cash bar. The celebration will feature an anniversary toast and raffle drawings.

- **Anniversary Membership Photo**

On Thursday, November 13 at 12:30 pm, a commemorative photo of all attending members will be taken on the east end of the meeting room level near the stairs/escalators of the convention center. Please plan to participate as all counties will be sent a copy of the photo to display, and it will also be available for download on the ISAC website following the conference.

- **Anniversary Membership Map**

Every member who attends the conference will have the opportunity to sign a commemorative 50th anniversary map that will be located near ISAC registration. The map will be displayed in the ISAC office. We are encouraging county officials and employees from every county in Iowa to attend. Don't leave your county unrepresented!

- **Anniversary Gift**

All conference attendees will receive a commemorative anniversary gift at registration.

- **Anniversary Cake**

Cake will be served during the Exhibitor Lunch Buffet and Vendor Drawing from 11:00 am-12:30 pm on Thursday, November 13.

## Conference Parking

If you don't choose to park at your hotel and utilize the hotel shuttle services, parking is available for \$7/day north of the convention center with entrances off Third and Fifth Streets. These parking lots offer the closest and most convenient access to the convention center with easy access to I-235. For ADA Accessible parking, please park in the lot closest and directly north of the convention center. Please have cash payment available. For directions, maps and more detailed parking information, please visit the ISAC conference website.

## The Food Bank of Iowa Food and Fund Drive Service Project

ISAC will be hosting a Food and Fund Drive for The Food Bank of Iowa during the 2014 ISAC Fall School of Instruction. ISAC is excited to support an organization that helps Iowans around the state, and we hope that you will join us in a friendly competition as we collect for this worthy cause. The ISAC affiliate group that can collect the most donations (food and/or monetary) at the fall school will receive a complimentary soda break at their next affiliate conference. Please note the most needed items at The Food Bank of Iowa are high protein items (such as canned meats and peanut butter), canned soup, instant oatmeal, boxed meal kits, 100% fruit juice, paper and personal products (toilet paper, paper towels, bar soap, diapers and toothpaste). Thanks in advance for your participation and support! Let's all help fight hunger in Iowa!

## Conference Attire

Conference attire for the conference is business casual dress. Please remember that meeting room temperatures do not feel the same for everyone. You may want to bring a sweater or jacket should the meeting room temperature be too cool for you.

## ISAC Conference Website

Please bookmark the fall school webpage <http://www.iowa-counties.org/meetings-and-events/fall-school-of-instruction/>. It is updated often with the latest conference information you will need to prepare for the conference, including: hotel reservation instructions; conference agendas; exhibit hall information; anniversary celebration details, parking maps and much more! Please contact [shorner@iowacounties.org](mailto:shorner@iowacounties.org) if you have any questions. We look forward to seeing you in November!



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# technology center

Continued from page 6.

Before leaving the site, visit the video section under the “Campaigns” tab on the home page. This section contains several short videos that would work well in a staff meeting. They are entertaining and well produced.

My last stop on this tour of cyber resources is the NACo’s *Cyber for Counties Guidebook*. You can obtain a digital or print copy of this guidebook at [naco.cyberguidebook.com](http://naco.cyberguidebook.com). This guide is pretty comprehensive in not only the information it provides, but has expanded content in many of the linked references and additional resources listed in the appendix.

The Guidebook exposes the reader to cyber related:

- Policy and Governance Best Practices
- Industry Standard Security Control References
- Operational Best Practices

Each of the covered areas contains a glossary of the terms and

checklists to follow to help the county make sure that they have done the best job possible. The guide is very well crafted, but it might be a bit overwhelming if you are just getting started in process of understanding cyber-security. But very useful if you have an IT staff in place.

Finally, the State of Iowa has purchased on-line information security awareness training for use by state/local governments. The training was purchased using grant funding so counties may enroll staff in the training at no charge. You will need to send the first name, last name and email address for each person you wish to enroll to Alison Radl, [Alison.Radl@iowa.gov](mailto:Alison.Radl@iowa.gov) and she will set them up. Once completed, participants will receive certificates. If you need more information on content, please email me at [rharlow@iowacounties.org](mailto:rharlow@iowacounties.org).

These resources only scratch the surface, but by visiting these sites, you will begin the path to securing yourself and your county.



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# Iowa State Association of Counties

*Who, what, when, where, why?*

The Iowa State Association of Counties (ISAC) is a private, nonprofit corporation that was incorporated on October 8, 1964. Senate File 37, which was adopted on June 30, 1971, allowed counties to pay member dues to the organization. ISAC members are elected and appointed county officials from all 99 counties. Counties pay voluntary dues to belong to ISAC in return for a number of services. ISAC members participate in one of 15 different statewide affiliated associations corresponding to each county office.

ISAC's mission is to promote effective and responsible county government for the people of Iowa. To that end, ISAC's stated purpose is to secure and maintain cooperation among the counties and county officials, promote comprehensive study of local problems and find ways of solving them, provide methods of interchange of ideas among various county officials, and promote and work for the enactment of legislation that is most beneficial to the citizens of Iowa. These endeavors support our vision of being the principal, authoritative source of representation, information and services for and about county government in Iowa.

County Case Management Services (CCMS) is a 28E organization created in 1992 to provide support to counties who operate Medicaid case management services for persons with intellectual disabilities, mental illness, or a developmental disability, with options to provide case management through waivers for individuals with brain injuries, seriously emotionally disturbed children and the elderly, either directly or through contract. The primary mission of CCMS is to help member counties comply with all applicable state and federal rules and regulations through the provision of technical assistance, training, and advocacy. The CCMS Board contracts with ISAC to provide staff support to the program.

The Electronic Transactions Clearinghouse (ETC) was created in 2003 as a response to the Health Insurance Portability and Accountability Act (HIPAA) of 1996. The ETC website was up and running in October 2003 and is under the direction of the ISAC Board of Directors. ETC and the Community Service Network (CSN) began operating as one program in FY 2010. CSN is providing the ability to maintain client history on demographic, funding and claims information.



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/iowacounties



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Regular Office Hours: M-F 8:00 am - 4:30 pm  
Memorial Day to Labor Day: M-F 8:00 am - 4:00 pm

*...promoting effective and responsible government for the people of Iowa.*



# Your Voice at the Capitol

The ISAC Government Relations Team and the Legislative Policy Committee (LPC) work together to produce a package of legislative objectives and policy statements. The LPC is made up of representatives from each of ISAC's affiliates. Following board approval and creation of top priorities, the full membership must approve the package. Throughout the year the team is working for you!



- Online tracking tool helps all county officials follow the legislature.
- ISAC Update provides breaking information throughout the session.
- Legislative comment form allows members to quickly voice opinions, questions and concerns.
- County Day at the Capitol brings all members together with a united message.
- Annual summary of legislation provides a breakdown of how each bill will affect you.
- District legislative meetings bring ISAC legislative staff to you.

## Educated Membership

### Website

[www.iowacounties.org](http://www.iowacounties.org) is your one-stop-shop for all association information and helpful materials for county officials.

### Conferences

ISAC holds two annual conferences and multiple other conferences, meetings and events throughout the year. Over the course of a year ISAC educates around 4,000 county officials and employees.

### Magazine

The Iowa County magazine is a monthly publication and a major source of information for county officials.

### Customer Service

One-on-one assistance is just a call or a click away. ISAC staff is here five days a week to listen to you and to answer your questions, comments or concerns.

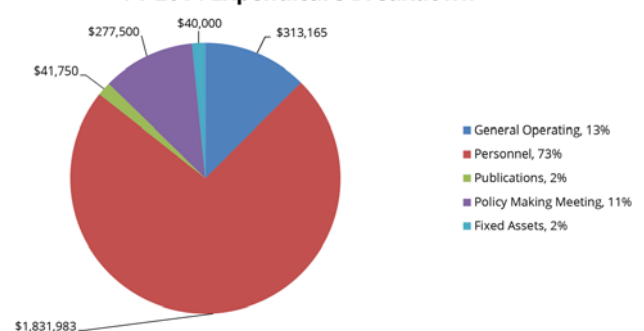
## ISAC Staff

Case Management	23.6%	8,650 hours
CSN	21.7%	7,953 hours
Office Administration	21.0%	7,684 hours
Intergovernmental Relations	11.6%	4,238 hours
Conferences/Meetings	8.0%	2,944 hours
Public/Member Relations	5.7%	2,087 hours
Member Service Program	1.9%	701 hours
Research	1.6%	585 hours
Education	1.6%	577 hours
Magazine	1.4%	505 hours
Technical Assistance	0.8%	291 hours
ICACMP	0.4%	129 hours
Education Foundation	0.3%	107 hours
CRIS	0.3%	97 hours
ICEA Service Bureau	0.2%	70 hours
GIS Data Repository	0.1%	24 hours
	100.0%	36,640 hours

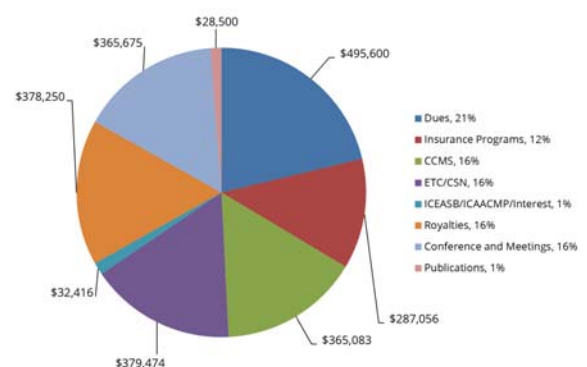
ISAC maintains around 20 full-time staff members whose salaries and benefits make up around 65% of the budget. Please see our organizational structure on the next page. Each week staff members record the number of hours worked and on what activity time is spent. The FY 2013 allocation breakdown is above.

Contact all staff members by calling our office at 515.244.7181 or via email. Staff email addresses follow a template of first letter of first name followed by last name @iowacounties.org. For example - Rachel Bennett is [rbennett@iowacounties.org](mailto:rbennett@iowacounties.org).

FY 2014 Expenditure Breakdown



FY 2014 Income Breakdown





**William R. Peterson**  
Executive  
Director



**Deb Eckerman Slack**  
Case Management  
Services Manager

### County Case Management Services (CCMS)

CCMS is a 28E that provides training, technical assistance and advocacy for its member counties.



**Cindy Chappelle**  
Case Management  
Specialist



**Molly Steffen**  
Case Management  
Specialist



**Jackie Olson Leech**  
Case Management  
Specialist



**Kristi Harshbarger**  
General  
Counsel

Acts as oversight on behalf of the ISAC Board of Directors.



**Jamie Cashman**  
Government  
Relations Manager

### Government Relations

Primary contacts for legislative issues. During the legislative session they spend their time at the Capitol.



**Lucas Beenken**  
Public Policy  
Specialist



**Hanna De Groot**  
Public Policy  
Specialist



**Brad Holtan**  
Finance and Adminis-  
tration Manager

### Finance and Administration

Responsible for the administrative functions of the organization including: accounting, HR, meetings, communications, and office maintenance.



**Rachel Bennett**  
Marketing/  
Communications  
Coordinator



**Kristin Comstock**  
Financial  
Administrative  
Assistant



**Stacy Horner**  
Meeting/  
Event  
Administrator



**Tammy Norman**  
Office  
Manager



**Mindi Lewis**  
Receptionist/  
Administrative  
Assistant



**Robin Harlow**  
Technology and  
Research Manager



**Jeanine Scott**  
ETC/CSN Program  
Manager

### Technology

Working primarily to improve and maintain all functions of the ETC/CSN/CCMS system.



**Andrea Jansen**  
Program Support  
Coordinator



**Dan Rees**  
Software  
Developer



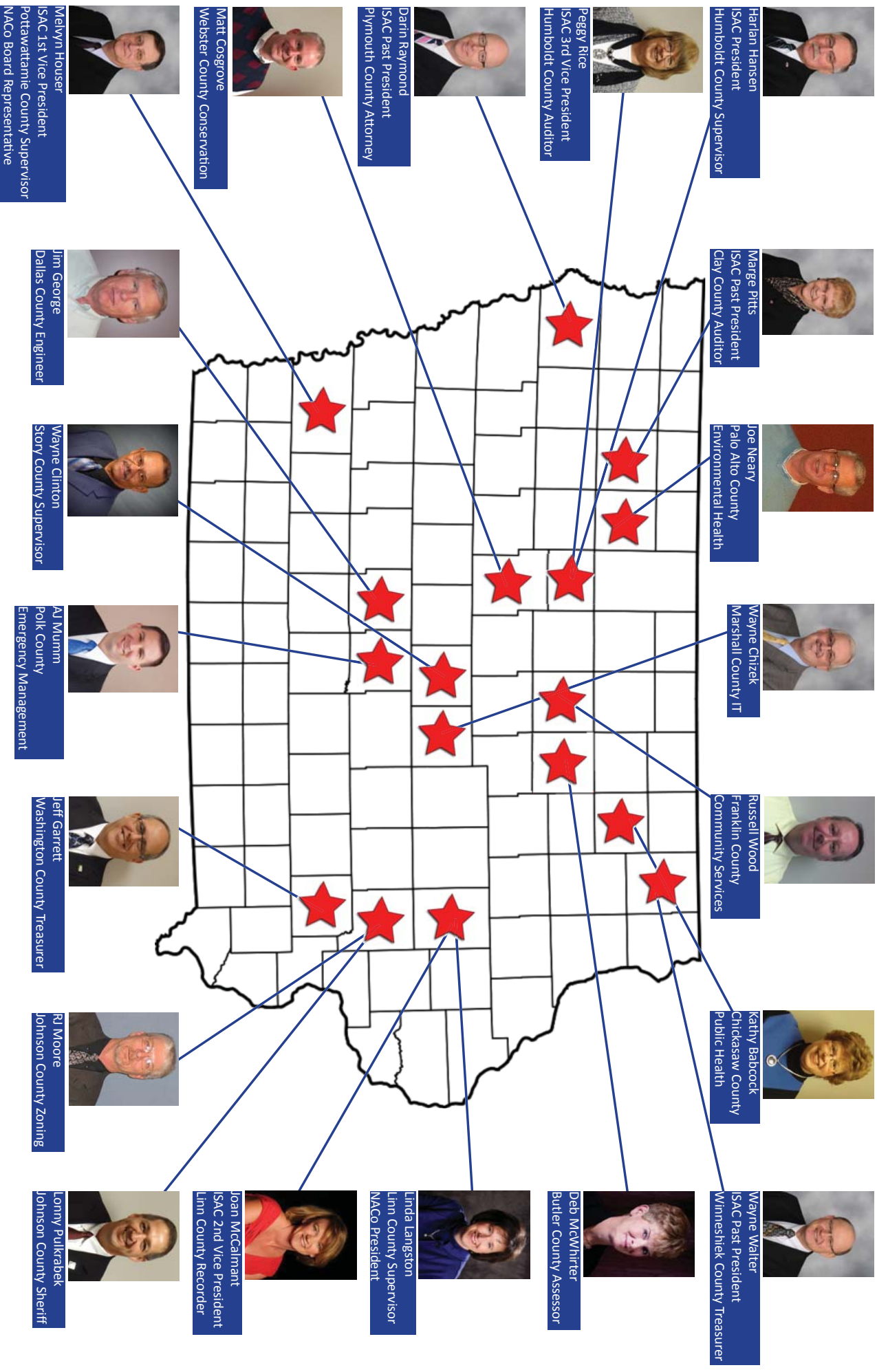
**Dylan Young**  
Software  
Developer



**Madeline Schmitt**  
Software  
Developer

Each of ISAC's affiliates has one seat on ISAC's board (except Supervisors, which have 3). According to ISAC's Articles of Incorporation, the Directors shall be elected annually at the annual or special meeting of each affiliated association. Duties for the ISAC Board of Directors include electing officers from members of the Board of Directors, developing and monitoring strategic plan, deciding among competing priorities and set policy, recommending ISAC's budget to members, ensuring adequate financial resources, selecting and supporting the Executive Director, enhancing organizations public standing, recruiting new members and assessing board performance.

The Iowa State Association of Counties (ISAC) is a private, nonprofit corporation. ISAC members are elected and appointed county officials from all 99 counties. ISAC's mission is to promote effective and responsible county government for the people of Iowa. ISAC's vision is to be the principal, authoritative source of representation, information and services for and about county government in Iowa.





## ISAC Board Meeting Summary – June 25, 2014

ISAC President Harlan Hansen called the meeting to order and led the Board in the Pledge of Allegiance.

Brad Holtan introduced Kristin Comstock as the new financial administrative assistant.

The Board reviewed and unanimously approved meeting minutes from the April 25, 2014 ISAC Board of Directors meeting.

The ETC Board of Directors meeting minutes from April 25, 2014 were reviewed for informational purposes.

Brad Holtan gave the financial report as of May 31, 2014.

Kristi Harshbarger gave an update on ISAC's request for an advisory opinion from the Iowa Public Information Board and that the request is on hold so that further research, investigation and fact finding may be done.

Kristi gave an update on the ISAC HIPAA Program – 16 counties and regions have signed up so far.

Bill Peterson gave an update on a leadership training in Kansas that he and a group of staff participated in and invited any board members that were interested in attending to participate with the next group of staff that will be going. Robin Harlow, Jamie Cashman and Tammy Norman shared some of what they learned from the training.

Bill reviewed the Iowa version of the "Why Counties Matter!" brochure and discussed comments and suggestions from the Board.

Jamie gave an overview of the work that was done during the Legislative Session on behalf of Pheasants Forever. Jamie explained Pheasants Forever requested ISAC to do some work for them during the interim session.

Robin Harlow and Wayne Chizek gave an update on CoStar's action plan.

Tammy Norman explained the request from some affiliates for updates to their websites. Tammy included an overview and history of the affiliate website program. The Board unanimously approved for ISAC to pay up to \$1,000 for the requested changes.

Kristi Harshbarger presented on the information received from the Iowa Association of County Commissioners and Veterans Service Officers (IACCVSO) and the request to become an affiliate of ISAC. The Board discussed the topic and unanimously

voted to table the item until ISAC has received fully executed bylaws from IACCVSO, but to invite IACCVSO to Fall School and take action at the December board meeting regarding taking the proposal to member vote at Spring School.

The Board unanimously approved recommended appointments to the CCMS Board. Kristi Harshbarger presented changes approved by the CCMS Board to the CCMS 28E Agreement and answered questions from the Board. The Board unanimously approved the amended and restated CCMS 28E.

President Hansen recognized Lu Barron's service on the ISAC Board and NACo Board, as this will be her last ISAC Board meeting.

President Hansen recognized Bill Peterson for his 35 years of service to ISAC.

Jamie Cashman and Lucas Beenken gave a final update on the 2014 Legislative Session. Jamie described the timing for the 2015 Legislative Session legislative policy process. Jamie and Lucas discussed the policy team's interim activities.

Kristi Harshbarger gave an update on the ISAC webinar program and welcomed any suggestions from Board members for topics.

Stacy Horner discussed the agenda of Fall School and the additions for the 50<sup>th</sup> Anniversary of ISAC celebration. All the Fall School information is online. Based on member feedback regarding the ISAC dance, Stacy presented the details of the cost for this event, which is about \$1,600.

Stacy reminded Board members to RSVP for the Board retreat in September and went over the agenda.

Brad Holtan gave an update on the golf scholarship fundraiser on Wednesday August 6<sup>th</sup> at Toad Valley in Pleasant Hill.

Melvyn Houser, Grant Veeder and Lu Barron shared information from the last NACo Board of Directors meeting at WIR.

Bill Peterson shared information on the NACo Annual Conference. Bill also shared that Melvyn Houser was invited to participate in the Rural Opportunity Investment Conference. The Board unanimously approved to pay for Melvyn's attendance at this conference.

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

# bully pulpit review

## The Reluctant Rehabilitation of Big Bill Taft

Review of Doris Kearns Goodwin's  
*The Bully Pulpit: Theodore Roosevelt, William Howard Taft, and the Golden Age of Journalism*

This article first appeared in the Winter 2014 Edition of *The North American Review*, Volume 299, Number 1

The first decade of the last century was an era teeming with watershed issues in American political history. The decade saw the maturation of the Progressive movement, which is the central focus of Doris Kearns Goodwin's book, *The Bully Pulpit: Theodore Roosevelt, William Howard Taft, and the Golden Age of Journalism*. The face that exemplifies the movement, the one literally carved into stone, is Roosevelt's. The face that you're cheering for at the end of Goodwin's book, though, is Taft's.

This is no mean feat, given Roosevelt's Rushmorean personality, which Goodwin fully details. In her preface, Goodwin says her initial plan was to write about Roosevelt and the Progressive era. In time she became fascinated by the close friendship and eventual falling out between Roosevelt and Taft, two like-minded but temperamentally dissimilar politicians. Taft's long-term friendship and close political association with Roosevelt are not well known. What is known is that Roosevelt's dissatisfaction with his successor as president led him to oppose Taft's re-election with his own "Bull Moose" candidacy. In establishing the background for this fascinating struggle, Goodwin gives equal billing to the two presidents, and gives both ample opportunity to impress or disappoint.

Goodwin says Taft "found himself at sea" once in the White House, making several poorly received or misunderstood moves. A key shortcoming, she feels, was his failure to take advantage of the press, which TR had done so adroitly. The set of earnest journalists that made possible Roosevelt's "bully pulpit" is the third strand of Goodwin's story. In particular, Roosevelt worked in unprecedented cooperation with the writers of *McClure's* magazine, pioneers in investigative journalism who helped inspire the term "muckraker," bringing to light the horrors and inequities of the industrial age that Roosevelt and Taft strove against. This expands the cast of diverting characters, and brings to mind Goodwin's *Team of Rivals*. One of the great achievements of that work was Goodwin putting meat on the bones of Lincoln's usually two-dimensional supporting cast. Big Bill Taft is the primary beneficiary of Goodwin's labors this time, but she devotes much of her book to the brilliant and erratic S.S. McClure and the top writers of his monthly magazine staff.

By: **Grant Veeder**

Black Hawk County Auditor  
NACo Board of Directors



Our lead characters began early to rise in the world, Roosevelt by pugnaciously facing down all obstacles and Taft by hesitantly obliging a parade of admiring benefactors. In their early thirties, both held positions in Washington, D.C., and the DuPont Circle neighbors became fast friends. Goodwin reports that "From the outset, each man recognized the rare character and unique talent of the other." As Roosevelt later analyzed it, Taft "has nothing to overcome when he meets people. I realize that I have always got to overcome a little something before I get to the heart of people." Taft, says Goodwin, realized that Roosevelt's "talent for publicity, delight in confrontation, and rousing rhetorical manner were gifts he would never share." Taft liked nothing better than the sedate and deliberative judicial bench, and it was his ultimate goal to be chief justice of the U.S. Supreme Court.

Through varied state and federal duties, Taft and Roosevelt became increasingly reform minded, particularly in opposing the growth of monopolistic trusts, and so did elements of the popular press, especially *McClure's*. This literary magazine was evolving into a social conscience at the same time that Roosevelt, as governor, was irritating the political machine in New York State with cries for change.

Roosevelt's tenacity for reform convinced the Old Guard that he should be shunted aside to the harmlessness of the vice presidency. But William McKinley, six months into his second term, was shot dead, and Roosevelt found himself president. A formidable obstacle stood between Roosevelt and the reforms he championed: his own Republican Party. For all his energy and indignation, Roosevelt couldn't take on the trusts and their entrenched supporters in Congress alone. His longtime cultivation of journalists, however, assured that his withering blasts would be widely broadcast.

Meanwhile, *McClure's* saw its circulation balloon when it castigated the trusts with comprehensive but readable articles like Ida Tarbell's twenty-four-part "History of the Standard Oil Company," which showed the unscrupulous means by which John D. Rockefeller had built that concern into an "octopus," a huge vertical monopoly. The collaboration between Roosevelt and the liberal press, writes Goodwin, generated "the critical mass of public sentiment to implement progressive policies." And it was true collaboration. Roosevelt corresponded and

Continues on next page.

# bully pulpit review

visited often with the McClure's group and others; he let them read his speech drafts and argued candidly with them. Typically they were frustrated that he was too moderate on issues that they thought needed radical change. Roosevelt, however, knew he had to move carefully to get any kind of reform implemented. Helped by the rise of "insurgent" Republicans in Congress, TR was able to pass landmark legislation, and a Supreme Court decision validated his trust-busting lawsuits.

Now Secretary of War, Taft was Roosevelt's good right arm. As TR's chosen successor, he easily won election in 1908, but Goodwin shows that his ascendant star immediately began to dim. Taft had mastered challenge after challenge, but through them all, he "had relied on the guidance of a superior; now, for the first time, he was truly on his own." He told an audience that former Secretary of State Elihu Root should be president, with Taft serving in *his* cabinet. "Such sentiments cannot be simply construed as extravagant humility or an odd, self-disparaging humor," Goodwin sighs. "Rather, like his chronic procrastination, they connote tentativeness, a want of confidence arising from underlying insecurity."

There may still have been hope, she says, if Taft had only employed the bully pulpit built up by Roosevelt. Taft later acknowledged that there were writers eager to help him, but, he said, "they properly complained that I did not help them to help me." He didn't have the temperament to daily joust with reporters like Roosevelt had, rallying them and deflecting their barbs. Attuned to the bench, he felt that once he had thoughtfully opined on an issue there was no further need to elaborate. In his 1912 campaign against TR and Woodrow Wilson, he spoke of his confidence that the public's "second sober thought" would overcome emotional campaign rhetoric. Goodwin says that Taft was "flawed," that "he ultimately failed as a public leader." But her sympathetic portrayal of this great and good man, who made all who met him "feel glad and sociable and sincere," makes one rush to his defense.

How is he a failure when his legislative legacy so closely rivals Roosevelt's? And how fairly can we blame him for doing what Roosevelt was praised for? Taft's pursuit of trusts was roundly criticized, even by TR. "Public expectation had moved beyond 'old fashioned' trust busting, preferring government regulation designed to prevent the formation of monopolies in the first place," Goodwin explains. "Roosevelt's indictment of Taft's anti-trust policy was perfectly timed to catch the shifting current in public opinion."

It doesn't even seem right to fault him for not mounting the bully pulpit. The heyday of the muckraker was dying even as Roosevelt coined the term. Goodwin tells us that before the end of Roosevelt's presidency, Sam McClure "sensed that public interest in the parade of public and private misbehavior was wan-

ing." "A literature of 'distraction,'" she says, was "gradually replacing the literature of 'inquiry.'" Time and temperament favored Roosevelt, and he rightfully stands as the hero of the Progressive movement. But our awe is diminished as he goes gunning for his old chum in 1912. Our recollection of Taft as a reactionary stems from this election. Roosevelt staked out radical territory that he wouldn't have dreamed of occupying when he had to accept the practicalities of the presidency. Taft looks ultra-conservative only in comparison.

*The Bully Pulpit* is another superior work from Goodwin, providing balance and nuance in our understanding of an era that, like many peacetime periods, has been overgeneralized to the point of gross inaccuracy. The book relies heavily on the words of its principles and their observers – a great trove of correspondence, diaries, reporting and reminiscences. It is pleasurable reading. The well-woven threads of Goodwin's three strands make a strong story that supports the main historic narrative of Progressivism. The reader draws inspiration from the altruism of the characters and delights in their personalities. We are fascinated by the manic energy of Roosevelt and the brittle brilliance of McClure, and we warm to Tarbell's equanimity and Taft's bonhomie.

Goodwin's attitude toward Taft and Roosevelt recalls a remark by Tarbell: "Able methodical people grow on every bush," she soothed her comrades when McClure's outrageousness was driving them to distraction, "but genius comes once in a generation." Roosevelt had the lightning of genius and also its flaws; the methodical Taft was too complacent to kindle a fire in America's breast. However, patience has its rewards. The impetuous Roosevelt grasped for the power he had so voluptuously enjoyed, and came crashing down, along with the ruptured Republican Party. Taft, serene in defeat, eventually realized his life's dream, taking the Chief Justice's seat in 1921.

Who is the hero of *The Bully Pulpit*? Probably Roosevelt. But whom are we pulling for at the end? No question – it's Taft.

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# 2014 calendar

## August 2014

- 6 ISAC Scholarship Golf Fundraiser  
(Toad Valley, Pleasant Hill)
- 12-15 Records Annual Summer School  
(Isle Casino, Bettendorf)
- 21-22 ISAC LPC Retreat  
(Hilton Garden Inn, Johnston)

## September 2014

- 11-12 ISAC Board of Directors Retreat  
(Humboldt County)
- 23-24 CCMS Annual Conference  
(Courtyard by Marriott, Ankeny)
- 25 ISAC LPC Meeting  
(ISAC Office)
- 28-30 Assessors Annual Conference  
(Embassy Suites Des Moines Downtown)

## October 2014

- 14 CCMS Administrators Meeting  
(Hilton Garden Inn, Johnston)
- 14-15 IEHA Fall Conference  
(Best Western, Marshalltown)
- 16-17 ISAC Board of Directors Meeting  
(ISAC Office)

## November 2014

- 6 CCMS Advanced Case Management Meeting  
(Stoney Creek Inn, Johnston)
- 12-14 ISAC Fall School of Instruction  
(Veteran's Memorial Community Choice  
Credit Union Convention Center, Des Moines)

## December 2014

- 3 ISAC Board of Directors Meeting  
(ISAC Office)
- 9-11 ICEA Annual Conference  
(Ames)

## 2015 Conferences/Events

- January 14-15 ISAC New County Officers School  
(Meadows Events and Conference  
Center, Altoona)
- February 21-25 NACo Legislative Conference  
(Washington D.C.)
- March 11 County Day at the Capitol  
(Des Moines)
- March 12-13 ISAC Spring School of Instruction  
(Des Moines Marriott Downtown)
- July 10-13 NACo Solutions and Idea Marketplace  
(Charlotte, NC)
- November 18-20 ISAC Fall School of Instruction  
(Cedar Rapids Convention Complex)

If you have any questions about the meetings listed above or would like to add an affiliate meeting to the ISAC calendar, please contact Stacy Horner at [shorner@iowacounties.org](mailto:shorner@iowacounties.org).

## **2014 ISAC Preferred Vendors**

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County Risk Management Services, Inc.  
representing ICAP and IMWCA

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"Solutions," Inc.  
The Schneider Corporation  
Tyler Technologies  
Wellmark Blue Cross Blue Shield of Iowa

### **Gold Preferred Vendor**

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Henry M. Adkins and Son  
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ImageTek-Inc.  
ITC Midwest, LLC

Purple Wave Auction, Inc.  
Speer Financial, Inc.  
The Samuels Group  
Vanguard Appraisals, Inc.  
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### **Silver Preferred Vendors**

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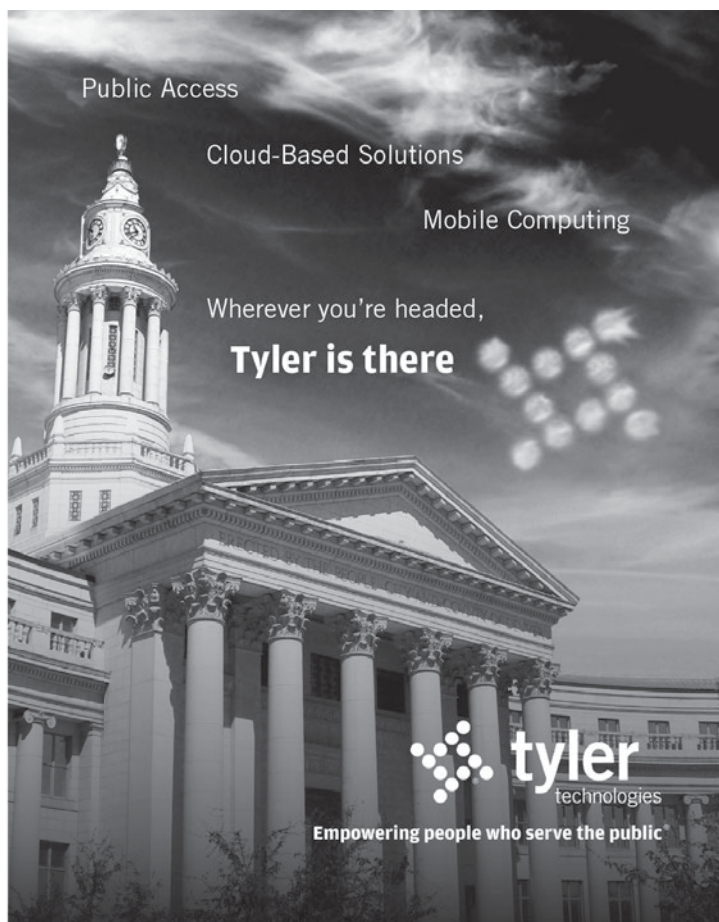




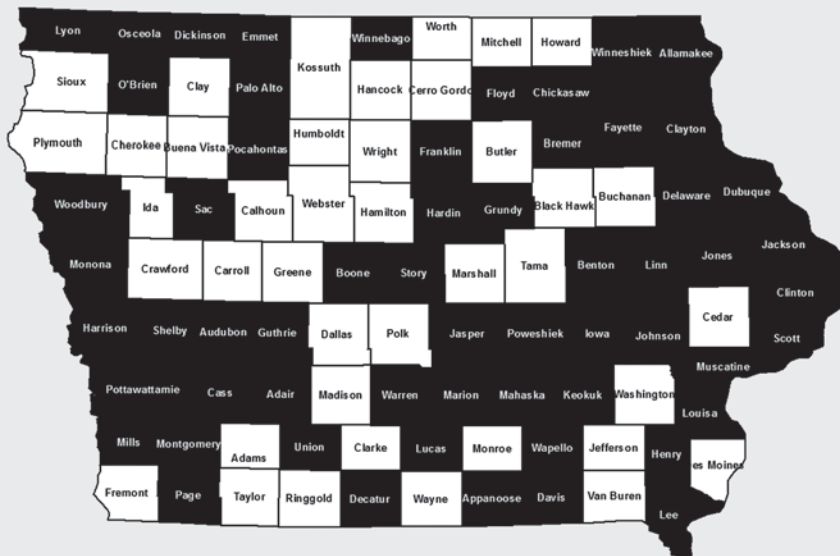
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