Public Employees Leadership Institute

Final Report
August 2011

Iowa LTAP
Local Technical Assistance Program

Public Employees Leadership Institute

IOWA STATE UNIVERSITY
Institute for Transportation

Sponsored by
the Iowa Highway Research Board
(IHRB Project TR-606)

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16. Abstract

Public agencies in Iowa are continually challenged with reduced staff levels, reduced budgets, and increased expectations for services provided. Responding to these demands requires a well-informed and coordinated team that includes professionals, supervisors, technicians, lead workers, and workers. Becoming a coordinated team requires the training and interaction to produce a common foundation to build upon.

In 2007, a training program did not exist in the state to provide this level of training for existing or upcoming managers and leaders of public agencies. The Iowa Local Technical Assistance Program (LTAP), in conjunction with Iowa public agency representatives, set out to provide that foundation by developing the Iowa Public Employees Leadership Academy, which was renamed the Public Employees Leadership Institute in July 2011.

The Institute is an on-demand, online training program designed to create better (or new) leaders and supervisors for Iowa's public agencies. The Institute provides a curriculum to train the next generation of leaders, who will replace existing leaders when retirements occur. Through the Institute, Iowa LTAP will provide a coordinated, structured, non-credit educational program available for a modest fee. The techniques and skills offered through the Institute can apply to all who wish to develop or sharpen their leadership and management abilities. This will be true whether the participants are employed in the public or private sector.

The 14 courses that were developed and are being offered are as follows: Supervisory Techniques and Skills, Team Development, Communications Skills, Leadership Skills, Community Service/Customer Orientation, Legal Understanding, Fundamentals of Government, Finance, Resource Management, Operations and Maintenance, Basic Management, Emergency Management, Project Management, and Winter Maintenance Management.

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PUBLIC EMPLOYEES LEADERSHIP INSTITUTE

Final Report
August 2011

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TABLE OF CONTENTS

ACKNOWLEDGMENTS vii

EXECUTIVE SUMMARY ix

PROBLEM STATEMENT AND OVERVIEW 1

BACKGROUND SUMMARY 1

OBJECTIVES 3

RESEARCH PLAN 4

- Task 1. Coordinate Planning and Development Activities 4
- Task 2. Develop Identity or Theme (Branding) 4
- Task 3. Establish a Marketing Plan 4
- Task 4. Sequence and Schedule Course Development 5
- Task 5. Create Course Content 5
- Task 6. Present Courses 6
- Task 7. Integrate into Conferences and Workshops 6
- Task 8. Identify Measures of Success and Suggest Peer Exchange Format 7

PRODUCTS 11

BENEFITS 11

TIMELINE/SCHEDULE WRAP-UP 12

LESSONS LEARNED 13

RECOMMENDATIONS 13

APPENDIX A. COURSE DESCRIPTIONS AND OBJECTIVES, WORKSHOP AGENDAS, AND SPEAKER BIOGRAPHIES 15

- Course 1: Supervisory Techniques and Skills 15
- Course 2: Team Development 17
- Course 3: Communications Skills 21
- Course 4: Leadership Skills 23
- Course 5: Community Service/Customer Orientation 26
- Course 6: Legal Understanding 30
- Course 7: Fundamentals of Government 35
- Course 8: Finance 40
- Course 9: Resource Management 45
- Course 10: Operations and Maintenance 49
- Course 11: Basic Management 53
- Course 12: Emergency Management 56
- Course 13: Project Management 61
- Course 14: Winter Maintenance Management 65

APPENDIX B. AMERICAN PUBLIC WORKS ASSOCIATION INSTITUTE CERTIFICATION DOCUMENTS 69

APPENDIX C. MARKETING BROCHURES 77

LIST OF FIGURES

Figure 1. Initial schedule.....5
Figure 2. Typical workshop setting 6
Figure 3. Original timeline for project development 12

LIST OF TABLES

Table 1. Quarterly report for Leadership course registrants/completions 7
Table 2. Leadership course attendance by agency.....8

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EXECUTIVE SUMMARY

In 2007, members of the Iowa Chapter of the American Public Works Association (APWA) approached the Iowa Local Technical Assistance Program (LTAP) and began discussions about creating a new Public Employees Leadership Academy. In July of 2011, the advisory committee renamed the academy the Public Employees Leadership Institute for marketing purposes.

The advisory committee was formed to guide the development of the series, as well as the individuals. The committee included representatives from interested cities, counties, and the Iowa Department of Transportation (DOT).

The Iowa course development was to follow the basic topic outline developed nationally by the APWA, but was modified where necessary to best match Iowa's needs. Courses were to include Supervisory Techniques and Skills, Team Development, Communications Skills, Leadership Skills, Community Service/Customer Orientation, Legal Understanding, Fundamentals of Government, Finance, Resource Management, Operations and Management, and Basic Management.

Lectures were to be provided by working professionals in their own fields, so that their knowledge and interest level on the subject matter would provide the best training possible. The Institute was geared toward current first-line supervisors (and up), as well as other public (and private) employees aspiring to gain skills that have a direct impact on their particular job roles (by completing a few of the courses). The fee for each course was set at a modest $75.

The main item that was to set the Iowa Institute apart from those that had already been developed by other state chapters was the fact that the other programs were all established as a repeating series of in-person workshops. These normally require travel and sometimes overnight expenses for most of the attendees and their agencies.

With the shrinking budgets that have become common in Iowa's public agencies, elimination of the potential travel time and expenses was another goal set by the advisory committee. To accomplish this goal, a single workshop was held for each of the courses, allowing Iowa LTAP to find and correct any timing or content discrepancies. The individual speaker presentations were professionally videotaped and loaded into online software, owned and operated by Iowa State University Extension, through an agreement with Iowa LTAP.

Once the video-tapings were reviewed and edited, they were coordinated with their Microsoft PowerPoint presentations and uploaded for on-demand, online access. Each course site also includes printable handouts of the presentations, speaker photos and biographies, and validation quizzes, which provide a method for self-assessment. In addition, course completion certificates are awarded and mailed to the individuals who complete each course.

All 11 of the courses planned initially were completed and are available online. Three additional courses, Emergency Management, Project Management, and Winter Maintenance Management, were developed with available funds and placed online in August of 2011. National accreditation by the APWA was received in late July 2011.

More information on individual course details and registration information for the Public Employees Leadership Institute are available online at this address: http://www.intrans.iastate.edu/ltap/leadershipinstitute.

PROBLEM STATEMENT AND OVERVIEW

Public agencies in Iowa are continually challenged with reduced staff levels, reduced budgets, and increased expectations for services provided. Responding to these demands requires a well-informed and coordinated team that includes professionals, supervisors, technicians, lead workers, and workers. Becoming a coordinated team requires the training and interaction to produce a common foundation to build upon.

In 2007, a training program did not exist in the state to provide this level of training for existing or upcoming managers and leaders of public agencies. The Iowa Local Technical Assistance Program (LTAP), in conjunction with Iowa public agency representatives, set out to provide that foundation by developing the Iowa Public Employees Leadership Academy, which was renamed the Public Employees Leadership Institute in July 2011.

The Institute is an on-demand, online training program designed to create better (or new) leaders and supervisors for Iowa's public agencies. The Institute provides a curriculum to train the next generation of leaders who will replace existing leaders when retirements occur. The Institute provides cross-training that allows management to use the leadership skills that their employees develop through these courses.

Through the Institute, Iowa LTAP will provide a coordinated, structured, non-credit educational program available for a modest fee. The techniques and skills offered through the Institute can apply to all who wish to develop or sharpen their leadership and management abilities. This will be true whether the participants are employed in the public or private sector.

BACKGROUND SUMMARY

Iowa LTAP has determined from past educational offerings that local agencies continue to struggle to send employees to training events. This is due to the challenges employers face in managing and properly allocating resources while trying to provide training opportunities. Factors that are considered when deciding whether to send employees to training include travel costs, as well as reduced production when employees are away from their work assignments. Travel and overnight expenses are sometimes barriers to attending workshops and conferences. Offering training opportunities online will allow employees the opportunity to participate in training events without having to travel.

An advisory committee was assembled to oversee the development and implementation of the curriculum. The committee identified 10 core courses from the national American Public Works Association (APWA)'s suggested Leadership outline to develop and present online and at professional association meetings and conferences.

The initial committee members were as follows:

Bret Hodne, chair	West Des Moines
Mark Bair	Poweshiek County
Bruce Braun	Des Moines
Jim Christensen	Jasper County (engineer)
Tom French	Buena Vista County
Pat Miller	Council Bluffs
Dave Shanahan	Cherokee County (engineer)
Duane Smith	Iowa LTAP/CTRE

Additional committee members were added to represent the Iowa Department of Transportation (DOT) after the project was approved for funding: Kate Murphy and Ed Engle were named in early 2009 and Donna Buchwald (the LTAP advisor for the Iowa DOT) joined the group in May of 2009. Catherine Nicholas of Black Hawk County and Craig Kirk of Story County were added to the committee in January 2010 to replace others who developed conflicts and were no longer able to serve.

The committee's vision included the following principles:

- The academy will be a leadership academy for all.
- It will be an educational/training program concentrating on management and leadership development.
- Courses will relate to increasing participants' managerial abilities.
- The audience will normally include first-line supervisors and higher, but those aspiring to become leaders will be welcome.
- Presentations will be conducted largely by members of Iowa's professional community.
- Educational courses will be recorded and made available on the Iowa State University (ISU) non-credit outreach website for a fee.
- Courses will be available on a schedule that allows participants to complete them in a timely fashion.
- Certificates of completion will be awarded.

The committee recommended a curriculum and content for 10 core courses:

1. Supervisory Techniques and Skills
2. Basic Management
3. Communications Skills
4. Leadership Skills
5. Community Service/Customer Orientation
6. Legal Understanding
7. Fundamentals of Government
8. Finance
9. Resource Management
10. Operations and Maintenance

The ISU Extension Continuing Education and Professional Development unit was interested in partnering with Iowa LTAP and agreed to assist in developing the Institute's identity and establishing a marketing plan. In addition, ISU Extension was responsible for recording, editing, and posting the courses online and will provide registration services under agreements.

During the Iowa Highway Research Board (IHRB) meeting on December 4, 2008, a request was made for funding to continue the development of courses. The request was in conjunction with the 2009 LTAP annual report and program funding request.

It was the IHRB's desire to have information about the funding proposal submitted separately from the traditional LTAP budget. The IHRB approved the development of a proposal that would complete the curriculum, as it was envisioned at that time, and the complete proposal was approved in January 2009.

Duane Smith, the now retired Iowa LTAP director led the project through his retirement at the end of 2009. His replacement as the program coordinator and principal investigator was Robert Sperry, a program manager at the Institute for Transportation (InTrans), who had worked on developing some of the early courses with Smith.

OBJECTIVES

The objective for the approved project was to provide funding for the development of the entire leadership program. Activities completed as part of this project kept the development process moving forward and allowed time to plan the details for the balance of the courses.

The next step in the process was to develop an identity or theme, which is often called branding. Branding would ensure recognition for the courses and for promotional materials that would be developed as a part of the project and disseminated throughout the state and perhaps nationally.

A unified development approach for completing the remaining courses was identified and put into an accomplishment plan. With strong committee participation and direction, the rest of the courses were outlined, including presentation materials, references, video clips, as appropriate, and other media elements. Potential instructors and presenters were identified for each course as it was developed. The desire of the committee was to use Iowa public professionals, who are known across the state for their expertise, to provide the bulk of the presentations.

The budget request provided a specific identity (branding), along with the development and online posting details of the courses. The courses were to be offered for a fee, and a portion of this fee was to come back to Iowa LTAP. It is anticipated that, with success, this revenue stream might be one way to lessen the annual IHRB budget request for LTAP in future years.

RESEARCH PLAN

The research plan for the development of the Institute included the following eight tasks in the intended scope and direction approved by the committee for completion.

Task 1. Coordinate Planning and Development Activities

This task included conducting planning meetings, providing minutes to the steering committee, and making arrangements for conducting pilot classes, coordinating speakers, recording activities, and implementing the marketing plan.

Task 2. Develop Identity or Theme (Branding)

The InTrans Communications group developed several identities/themes, which the committee reviewed and selected from, to be used for all associated communications and advertising pieces. As the development of courses proceeded, the Communications group developed a basic brochure with a logo that explained the goals of the Leadership series and created an awareness of it among potential participants.

Three draft versions of the Leadership brochures were printed and distributed during this project task to promote the entire program, particularly the courses that were completed and available online. ISU Extension assisted with this task in the later stages of the program by developing a brochure of their own to be used with their specific clientele.

Task 3. Establish a Marketing Plan

A marketing plan was established using resources from both Iowa LTAP and ISU Extension. Throughout the entire course development period, the draft brochures were distributed to both public employees and employers at meetings of Iowa Road Maintenance Superintendents, Iowa County Engineers, and the Iowa APWA Chapter. In addition, verbal presentations and progress updates were also made at these state meetings and regional meetings of the same groups, as well as to other state LTAP groups in the region.

Final brochures have now been designed and produced and are being distributed to encompass an even broader market, using both the ISU Extension network and the APWA national leadership effort as additional outreach avenues. Voluntary comments and endorsements received from participants were incorporated into printed and online promotional materials/information. Because the final courses and associated web pages and brochures are just being completed, a full-scale marketing effort has not yet been possible.

Articles have been published in the Iowa LTAP *Technology News* newsletter, as well as the Iowa League of Cities *Cityscape* magazine and Iowa State Association of Counties *The Iowa County* magazine. Additional articles announcing completion of the online class development, as well as APWA certification of Iowa's Institute are scheduled for fall 2011.

Web sites produced by ISU Extension, Iowa LTAP, InTrans, and APWA are being updated and coordinated, and each entity will take every possible opportunity to promote the Institute to a variety of audiences.

Task 4. Sequence and Schedule Course Development

The committee identified the development sequence for the courses as shown in Figure 1. Course development was grouped loosely into subcategories of personal growth and basic knowledge of processes and requirements, to provide a variety of offerings as the series was developed.

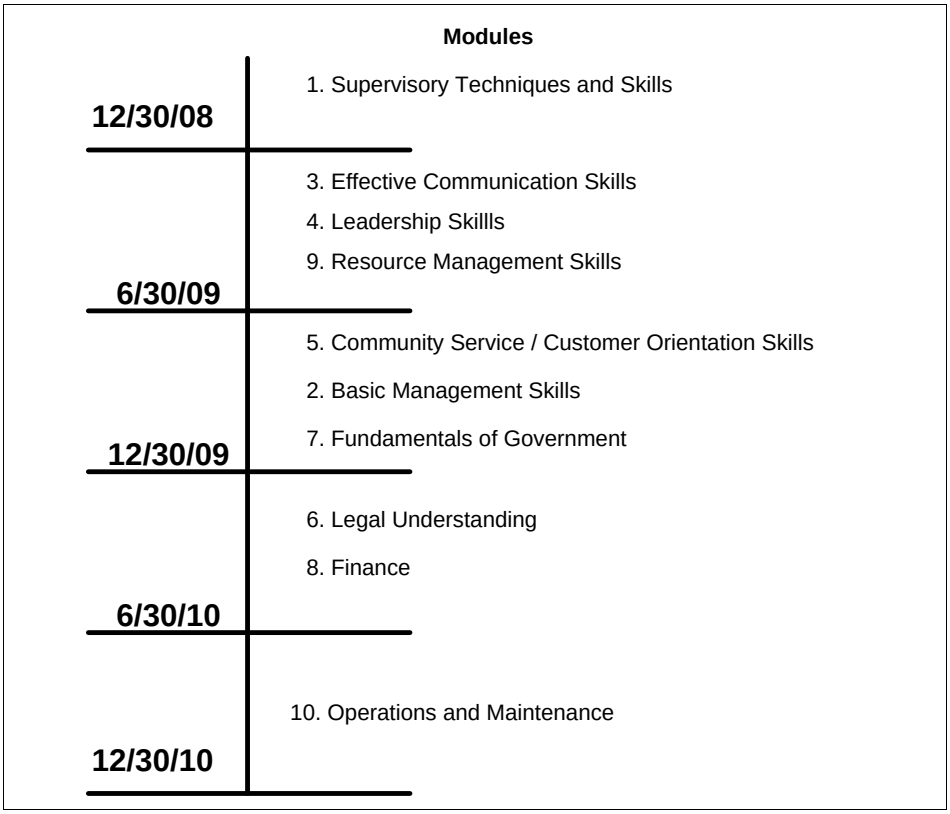

Figure 1. Initial schedule

Task 5. Create Course Content

The program coordinator was responsible for preparing the course content and presenting it to the committee for their approval. A basic content outline for each course was developed early by the committee for all courses and was then expanded for each course to include events and topics that were current issues at the time.

Suitable topics and presentation materials were used by the speakers, sometimes all furnished by the coordinator and other times furnished by the presenter and simply reviewed by the coordinator for continuity. Major ideas (i.e., team development, teamwork, communication, and public relations) were reinforced consistently throughout the courses.

Task 6. Present Courses

Presenters first had a "rehearsal" with a live audience at workshops during which questions could be asked, content and transitions examined, and presentation times verified (See Figure 2). Workshop rehearsal participants were found by distributing draft course series brochures and specific course/workshop information with the help of the Iowa DOT and the Iowa County Engineers Association Service Bureau (ICEASB). The participants often included members of the advisory committee, members of the Iowa LTAP executive committee, board members of the Iowa chapter of the APWA and the ICEASB, and representatives of the Iowa DOT.

Figure 2. Typical workshop setting

The rehearsals allowed changes to presentations before recording and posting them to the website. Final editing was sometimes required, along with the development of questions for each presentation that would validate participant understanding of the content. The committee discussed, but decided against, including any specific minimum score to pass each course. Instead, they elected that the questions would try to ensure participant understanding of the topics, sometimes by asking specifics about their own organization's policies and programs.

Task 7. Integrate into Conferences and Workshops

The program coordinator has attended workshop and conference planning sessions with the APWA, ICEA, and Iowa DOT to offer the Leadership Institute courses as possible training sessions for their events.

Some of the courses have been used as special training for maintenance supervisors at their annual Iowa Streets and Roads Workshop during the past several years. The Supervisory Techniques and Skills course was presented there, even before the Leadership project was formally established in 2007. The Communications Skills course was developed and presented during their 2008 workshop, followed by the Team Development course in 2009. In 2010, the workshop featured the Legal Understanding course, and at least a portion of the Winter Maintenance Management course will be used in September 2011.

Task 8. Identify Measures of Success and Suggest Peer Exchange Format

In an effort to measure the impact that the Leadership Institute makes in Iowa, measures of success were developed and implemented. Quarterly reports of both online registrations and also course completions have been produced by the coordinator and reviewed at committee meetings throughout the project (See Table 1).

Table 1. Quarterly report for Leadership course registrants/completions

Module/Course		Online	Wkshp/Taping	Online Registrations		Online Course Completions	
#	Name	Date	Attendees*	Last Quarter**	To Date	Last Quarter**	To Date
1	Supervisory Techniques and Skills	Nov '09?	Several Wkshps Before	3	34	0	27
2	Team Development	12/1/2009	48	1	3	0	1
3	Communications Skills	2/22/2010	10	0	2	0	2
4	Leadership Skills	Sept '09	14	1	8	1	4
5	Community Service/Customer Orientation	5/10/2010	14	0	0	0	0
6	Legal Understanding	4/26/2011	53	0	0	0	0
7	Fundamentals of Government	11/23/2009	0	0	0	0	0
8	Finance	4/26/2011	8	0	0	0	0
9	Resource Management	Dec '09	16	0	0	0	0
10	Operations and Maintenance	4/26/2011	15	0	0	0	0
11	Basic Management	5/26/2010	6	0	2	1	2
12	Emergency Management	8/31/2011	17				
13	Project Management	8/31/2011	13				
14	Winter Maintenance Management	8/31/2011	0				
	Totals		**184**	**5**	**49**	**2**	**36**
	* Does not include speakers & committee members			**For April-June 2011			
		Jan-Apr 28 201	184	4	45	3	36
		Oct -Dec 2010	184	0	41	6	34
		Jul-Sep 2010	169	3	41	3	30
		Apr-Jun 2010	116	35	38	19	27

In addition, comments and feedback from participants have been recorded (and also used in promotional materials). Because the final courses and associated web pages and brochures are just being completed, a full-scale marketing effort has not yet been possible, but it is hoped to be successful in increasing program use.

As seen in Table 2, many agencies have had at least some employees participate, but the severe flooding and snowstorm disasters of the past few years appear to have taken their toll on both the available time and money that local agencies have available for training.

Table 2. Leadership course attendance by agency

	Course Number												
Agency	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**Total**
Adams County	1												1
Benton County		1			1								2
Black Hawk County			1										1
Boone County	3												3
Boone County					4								4
Buena Vista County	1				2								3
Cedar County	1	1			1								3
City of Adel	1	1											2
City of Bloomfield			1					1					3
City of Burlington									1				2
City of Carroll				1				2					3
City of Cedar Falls													2
City of Center Point											1		1
City of Clive		1										1	2
City of Coralville										1			2
City of Davenport	1	3	8										14
City of Des Moines	1												1
City of Emmetsburg					1								1
City of Fort Dodge												1	1
City of Murray	1												1
City of Muscatine	1	1											2
City of Nevada					1	1		1					4
City of Ottumwa	2												2
City of Perry					2			1					3
City of Sioux City					1								1
City of Urbandale	1	1			2								4
City of Waukee								1					1
City of Waverly					1								1
City of Webster City		1											1
City of Windsor Heights				1									1
Clayton County	1				2								3
Clinton County	2	2		3	1								10
Crawford County	3												3
Dallas County	3	2			2								8
Davis County		1											1

Agency	Course Number												Total
	2	3	4	5	6	7	8	9	10	11	12	13	
Delaware County	1	1			1								3
Des Moines County	1	1			2								4
District 2 Iowa DOT											1		1
Emmett County								2					2
Evansdale				1									1
Floyd County		2											2
Floyd County					1								1
Hamilton County	2	2			2								6
Harrison County											1		1
Iowa County	1												1
Iowa DOT					1			1				4	6
ISU County Extension								1					1
Jasper County	2	3			2								8
Johnson County	1	1		1	1								4
Johnson County					1								1
Keokuk County	1	1			1								3
Lee County		1											1
Linn County	1								2				3
Linn County					1								1
Louisa County	1												1
Lucas County		2											2
Lyon County	1				1								2
Madison County	1												1
Mahaska County	1												1
Marion County	4			2	1								30
Montgomery County					1				1				2
Montgomery County Secondary Roads											1		1
Muscatine County	1												1
Plymouth County	1	1			1								3
Pocahontas County					1								1
Pottawattamie County	1			1	1								3
Poweshiek	1	1			1								3
Poweshiek County											1		1
Poweshiek County												1	1
Private Sector		1											3
Scott County	1	1			1								3
Sioux County	1	1			1								3
Story County	1	1			1			1					4
Tama County	2												2

Agency	Course Number												Total
	2	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	
Van Buren County	1												1
Wapello County		1											1
Wapello County	2												2
Warren County Engineering	1												1
West Des Moines Public Works											1		1
Webster County	1											1	2
West Des Moines	5	7	17	5	9		8	6	11	6	12	5	91
Wright County		1											1
Artistic Concrete, Inc.													1
Polk County													2
City of Solon	1												1
Linn County Public Health			1										1
Total	**61**	**44**	**28**	**15**	**53**	**1**	**8**	**17**	**15**	**7**	**18**	**13**	**320**

Key to Course Numbers:

1. Supervisory Techniques and Skills*
2. Team Development
3. Communications Skills
4. Leadership Skills
5. Community Service/Customer Orientation
6. Legal Understanding
7. Fundamentals of Government
8. Finance
9. Resource Management
10. Operations and Maintenance
11. Basic Management
12. Emergency Management
13. Project Management
14. Winter Maintenance Management**

* Not included because initial counts not tracked

** Not included because not yet offered

Peer reviews were carried out by the committee members themselves as they conferred with their peers; reviewed topic content, presentations, and workshop activities; and shared comments and feedback in a meeting environment. Perhaps the most thorough and revealing peer review occurred when the committee submitted certification application documents seeking national APWA accreditation.

All of the individual course documents (in a slightly different format now in Appendix A) were submitted for review by APWA Public Works Institute Evaluation Committee. One of their required submittal forms compares their required component topics with those from our program, listed by course name. (See Appendix B for APWA correspondence.) As can be seen in their initial response, they were most pleased with the content and professional caliber of speakers chosen for the video recordings. Their only suggestion for improvement was to possibly provide for more interaction between the presenter and participants.

Given that most speakers included their contact information in their presentation, they are available to participants who wish to follow up with specific questions.

APWA approval of Iowa's program was received on July 14, 2011 and is valid for four years. Because the program offers no professional or academic credits, it was approved as an Institute, rather than an Academy. For that reason, and also to provide a more marketable program to other states and organizations, the advisory committee voted at its July 28, 2011 meeting to change the name of the program from the Iowa Public Employees Leadership Academy to the Public Employees Leadership Institute. This change required modifications to the brochures, literature, and websites used by several agencies and on the course site itself.

PRODUCTS

The products from this project include an identity (name and logo) to represent the entire program and for use in the production of course and promotional materials, as well as the marketing plan. The courses were sequenced, course content developed, and presentations held and recorded.

The Institute has been used for several conferences, workshops, and training activities of professional organizations and agencies. Measures of success have been identified and implemented, along with a method of tracking use and capturing reviews by participants.

Targeted brochures were created for public agency employers and public agency employees and another for public or private sector employers and employees (through ISU Extension). These brochures have been both printed for distribution at local area conferences and are also available to download and print from the websites, providing interested parties with immediate access to the course information and promotional materials.

Finally, a letter was written and sent to the presidents of all other state APWA chapters, informing them of our national certification status and availability of our courses to comprise all (or a part of) an Institute for their state's public employees.

BENEFITS

The Public Employees Leadership Institute can provide structured training for Iowa's public employees who wish to refine or develop management skills or for employers who wish to provide specific training to their future leader candidates. No other program is available in Iowa for them at this time.

Leadership Institute courses are provided online, on-demand, and can be taken at the convenience of the participant and employer, if desired. The fact that no travel time (or additional expenses) are incurred for this training is a major plus, given the reduced resources available for Iowa agencies' training programs. The alternative presentation platform provided by the Leadership Institute is an excellent solution for meeting many of the training needs of local agencies.

TIMELINE/SCHEDULE WRAP-UP

A two-year timeline or schedule for developing this leadership series was adopted originally (See Figure 3). The plan included quarterly content development and course presentation/recording activities.

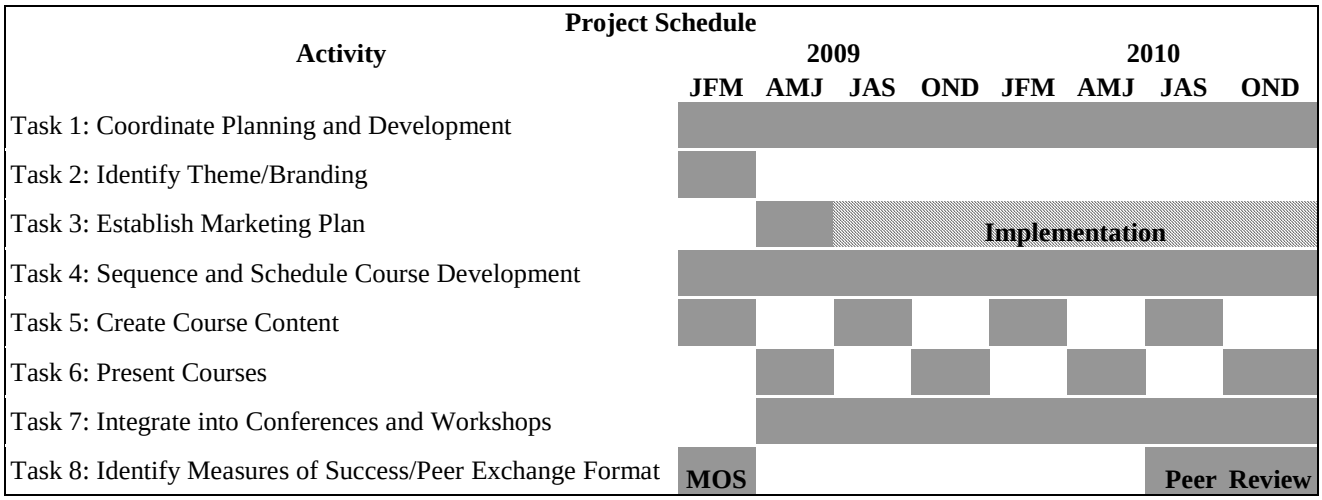

Figure 3. Original timeline for project development

One planned course, Basic Management Skills, was subdivided to include another named Team Development and by the fall of 2010, all of the contracted courses (now 11) were nearing completion on schedule. Because only a few speakers for courses required any kind of compensation, remaining funds in the grant were available to actually complete more courses, if desired.

A discussion was held with the committee on appropriate topics and once consensus was reached, a request to the IHRB representative, Mark Dunn, was made. That proposal was to produce three additional courses within a six-month time extension (through August 31, 2011) using only the originally granted funding. The courses chosen were Emergency Management, Project Management, and Winter Maintenance Management. The extension was granted in mid-November 2010 and development of those courses continued to progress during the spring and early summer of 2011.

LESSONS LEARNED

During the periods of course development, several items surfaced that required either additional attention or time allotted.

Working with someone experienced with the specific topic material to develop a tentative agenda (for review by the advisory committee) was a must. Both the specific subject areas and the order of presentations were items that someone with a working knowledge of the course could easily provide. This made any last minute topic modifications and speaker choices by the committee much less demanding and stressful.

Allowing the broad-based advisory committee to brainstorm and select speakers for the topics not only provided alternatives, but also often provided a reserve of names to use in future events. Many members were familiar with the suggested speakers, both in speaking skills and subject knowledge on the topic.

Speakers were provided a Microsoft PowerPoint template to use in preparing their presentations and usually an outline (or at least key points) to be sure necessary details were covered. Wide variations in PowerPoint knowledge and skills became obvious and occasionally required considerable effort by the coordinator.

Because most of the speakers were working full time, agreeing to develop and then travel to Ames to give a presentation twice (for rehearsal workshop and taping) involved a major time commitment for them. Most were amiable but, occasionally, because of local work load and sometimes reduced staffing, some speakers who were chosen initially were unable to assist with the courses. The best response rates seemed to occur when one of their peers (someone they knew) made the initial request and got a commitment from them.

RECOMMENDATIONS

Evolving technologies in the past few years have provided numerous options for recording and viewing presentations with accompanying handouts and/or testing materials. Any future training endeavors should thoroughly investigate all of the available presentation methods and choose the most effective and economical procedures, as soon as any course development begins.

A steering/advisory committee in invaluable to the coordinator, not only as a group for the direction they provide, but also individually for their individual strengths with certain topic areas and/or speaker choices.

Marketing of educational courses such as these is difficult, especially over a multi-year development period with only a few of the courses available until near the end of all development. New ideas and methods (available commercially?) might help increase interim demand and usage.

The effectiveness and need for a complete series of training courses should be reviewed with ongoing usage data for any future development needs. Perhaps being able to quickly and efficiently get training online for use, covering a specific (or time-sensitive) topic with funding from a smaller, but continuing source might be just as (or more) valuable.

APPENDIX A. COURSE DESCRIPTIONS AND OBJECTIVES, WORKSHOP AGENDAS, AND SPEAKER BIOGRAPHIES

Course 1: Supervisory Techniques and Skills

Supervisory Techniques and Skills Course Description and Objectives

This course is designed for supervisors, lead workers or others who find themselves involved in the management process - and perhaps concerned that they should be better prepared to do this job. It is not for middle or upper-level managers or administrators who may be more concerned with the total organization or achieving organizational goals.

The first-line supervisor is the person responsible for getting the actual work done properly and on time and is the critical link between the workers and the upper levels of management. This supervisor must know quite a bit about the technical side of the job: how to blade a road, how to repair a guardrail, and many other things. But, as a supervisor, they now find they must spend more time working with people and doing paperwork.

Working with people is a primary responsibility of a supervisor. The best individual worker is most apt to be promoted to supervisor. Often, however, he/she may have a difficult time feeling comfortable with the new tasks. This course will provide an opportunity to review some of the recognized management and leadership concepts, and allow each individual to relate his or her needs to these educational concepts.

Supervisory Techniques and Skills Workshop Agenda

8:30	Introduction	Duane Smith, InTrans
	The Supervisor's Role and Leadership Concepts	Duane Smith
Break		
	Understanding Motivation	Duane Smith
Lunch		
	Effective Communications	Duane Smith
Break		
	Discipline for Success	Duane Smith
	Goal Setting	Duane Smith
	Discussion/Feedback	
3:45 – 4:00	Closing Comments – Dismiss	Duane Smith

Supervisory Techniques and Skills Speaker Bio

Duane Smith

Duane received his BS in Civil Engineering from Iowa State University and later his MS in Transportation Engineering, also from Iowa State University. His career began with the Iowa Department of Transportation in the construction field, where he served in many capacities for the first 15 years. He then yielded to the call from the western US and worked as a Transportation Engineer for a Denver, Colorado consultant firm. Following a few years of that experience, he returned to the Iowa of Transportation. He also served as an Adjunct Assistant Professor, Civil Engineering/Associate Director for Outreach Program Iowa State University, Center for Transportation Research and Education. In his capacity as Director of the Local Technical Assistance Program at Iowa State, Duane has conducted countless seminars and workshops over the last 15 years on topics involving employee training and supervision.

Course 2: Team Development

Team Development Description and Objectives

This course illustrates the substance of management is working with people. By using the people resources and by treating people with respect, understanding their needs and involving them in the decision making process we will maximize the potential of our operations.

These skills are all developed by knowing:

- Selecting and training new employees
- Labor management relations
- Workplace stresses and conflict management
- Problem employees
- Delegation and employee empowerment

Once completed participants should be able to:

- Apply the selection process
- Develop a training program
- Understand labor management contracts and working relationships
- Identify problem employees and select a course of action
- Recognize effective delegation techniques and the value of employee empowerment

Key concepts:

- Selecting new employees
- Training programs
- Labor management relations
- Problem employees
- Effective delegation
- Employee empowerment

Team Development Workshop Agenda

Workshop October 20, 2009 (Tuesday)

8:30 – 9:00	Introduction	Duane Smith
9:00 – 9:45	Selecting /Training New Employees	Duane Smith, InTrans
Break		
10:00 – 10:45	Labor Management Relations	Steve Nadel, Ahlers Law Firm
10:45 – 11:45	Conflict Management /Workplace Stresses	Sharon Drake
Lunch		
1:00 – 1:45	Problem Employees	Tom Turner, HR City of Des Moines
Break		
2:00 – 3:00	Effective Delegation Successes	Joe Cory, WDM Deputy Public Works Director
3:00 – 3:45	Employee Empowerment at Work	Matt Dolan, City of West Des Moines
3:45 – 4:00	Closing Comments – Dismiss	Duane Smith

Team Development Speaker Bios

Duane Smith

Duane received his BS in Civil Engineering from Iowa State University and later his MS in Transportation Engineering, also from Iowa State University. His career began with the Iowa Department of Transportation in the construction field, where he served in many capacities for the first 15 years. He then yielded to the call from the western US and worked as a Transportation Engineer for a Denver, Colorado consultant firm. Following a few years of that experience, he returned to the Iowa of Transportation. He also served as an Adjunct Assistant Professor, Civil Engineering/Associate Director for Outreach Program Iowa State University, Center for Transportation Research and Education.

Steven M. Nadel

Steven M. Nadel is a shareholder with the Des Moines law firm of Ahlers & Cooney, P.C., where he has worked since 1993. Before beginning his legal practice, Mr. Nadel was law clerk for Justice David Harris of the Iowa Supreme Court, 1992-93. Mr. Nadel received his B.B.A. degree in Accounting, with highest distinction, from the University of Iowa in 1989, and his J.D. degree from Cornell University in 1992. He is a member of the Polk County, Iowa State, and American Bar Associations, and the C. Edwin Moore Inn of Court. Mr. Nadel's practice involves a wide variety of employment and labor law issues, including ADA, FMLA, wrongful

termination, discrimination and harassment, investigations, FLSA, wage and hour claims, unemployment benefits, labor contract negotiations, workers' compensation, and other aspects of the employer-employee relationship. He has spoken numerous times on employment law issues at seminars for attorneys and human resources personnel.

Sharon Drake

Sharon Drake is an educator, professional trainer and trained mediator. Her entire professional career has surrounded these three disciplines. She has worked with the Cooperative Extensive Service in Iowa and Minnesota. She has taught management s for Simpson College and Iowa State University. As the Director of Training and Development at Iowa State University, she developed and delivered a supervisory leadership program for faculty and staff. Additional training focused on communication, leadership and professional and personal skill development. As an adjunct professor, she is currently providing online sessions for Iowa State University and directing a community college leadership program for Iowa's community colleges. Sharon is a trained mediator in school truancy, victim/offender, divorce and child custody, and workplace employee issues. She has been a volunteer mediator and has more than 20 years of experience. She has successfully mediated group workplace issues as well as divorce and truancy. She possesses an MS in Guidance and Counseling and a PhD in Education from Iowa State University.

Tom Turner

Tom is a native Iowan having been born and raised in the Waterloo area. He is a graduate of the University of Northern Iowa and an honors graduate of the Drake University Law School. He has been engaged in the human resources field since 1981. He has been the chief human resources leader for Iowa Resources; now known as MidAmerican Energy and Homeland Bankshares Corporation before joining the City's human resources staff in 1997. Tom has served as the City's human resources director since 1999. He oversees the department and leads the City's collective bargaining teams. He is a current member of the Iowa Bar, the Society for Human Resources Management and is a former President of the Iowa Public Employer Labor Relations Association, a statewide public sector human resources group. Tom and his wife Coralie, Chair of Modern Languages for Grandview University, reside in Des Moines. His children include a Captain in the Air Force JAG Corp, a second year medical student at the University of Iowa and a senior at Luther College who will attend law school in the fall 2010.

Joseph C Cory

Joe is the Deputy Public Works Director at the City of West Des Moines. The position provides the direction, coordination, and oversight for the Public Work Department, which includes the following areas: environmental, transportation, construction, and development. Assists in administering the Capital Improvement Plan (CIP) and ensures that public improvements are constructed in accordance with State laws and accepted Engineering Standards while minimizing risk to the public as a result of these improvements and that the public resources are managed responsibly. Iowa State University, Ames, Iowa. Bachelor of Science – Civil Engineering 1991. Currently completing study at Drake University in the Master for Public Administration program scheduled for graduation in the fall of 2009.

Matt Dolan

- Operator for 11 years in West Des Moines
- Organizer and trainer for SPOT (Snow Plow Operator Training)
- Snow Plow Roadeo Steering Committee
- Part time farmer
- Snow and Ice Removal speaker: Allentown, Pennsylvania; Estes Park, Colorado; St. Cloud, Minnesota; APWA North American Snow Conference

Course 3: Communications Skills

Communications Skills Course Description and Objectives

This course takes a comprehensive look at effective communication strategies. It includes an overview of public relations and various types of communication, as well as presentation skills, and conducting effective meetings.

Upon completion, you will be able to:

- Develop a strategy to improve your agencies public image
- Compose a variety of business letters and understand when to use each
- Understand the difference between report writing and other business writing
- Identify and develop a presentation using a structured template to efficiently focus ideas
- Discuss the steps required to manage an effective meeting

Communications Skills Workshop Agenda

March 4, 2009

8:30	Welcome and Introductions	Duane Smith, CTRE/ISU
	Overview of Public Relations	Bret Hodne, West Des Moines
Break		
	Types of Communications	Sabrina Shields-Cook, CTRE/ISU
	Business Communications	Sabrina Shields-Cook
Lunch		
	Interpersonal Communications	Sabrina Shields-Cook
Break		
	Presentation Skills	Duane Smith
	Conducting Effective Meetings	Duane Smith
4:00 – 4:15	Closing Comments – Certificates	Duane Smith

Communications Skills Speaker Bios

Bret Hodne

Bret has been with the City of West Des Moines Public Works Department since 1989. He started his career as an equipment operator for the City before moving into his current position as Public Works Director. Bret has served as the American Public Works Association Iowa Chapter President and Iowa Chapter Delegate. For several years, Bret chaired the APWA Winter Maintenance Sub-Committee. In 2006, Bret was presented with the APWA Donald C. Stone Award for Excellence in Education. Bret was selected by the APWA in 2007 as one of the Top Ten Public Works Leaders in North America. During the past few years, Bret has conducted several presentations in both the United States and internationally on maintenance related issues and written several articles that have been featured in various publications.

Sabrina Shields-Cook

Sabrina received her BA degree in Anthropology from the University of Iowa and her MA degree in Rhetoric, Composition and Communication from Iowa State University. Sabrina is a Communications Specialist for the Institute for Transportation, Iowa State University has edited many major technical publications, written and edited technology transfer summaries and technical briefs She has written several articles for national transportation magazines and edited proposals, technical research reports, manuals, and training materials. She also maintains websites for InTrans and has developed and delivered presentations on Professional Communication to various audiences.

Sabrina's professional and community affiliations are as follows:

- Member, Society for Technical Communication, Central Iowa Community
- Member, Golden Key International Honors Society
- Member, National Society for Collegiate Scholars
- President, Board of Directors, Ames Waldorf Association
- Multicultural Coordinator, Meeker Elementary School Parent–Teacher Organization

Duane E. Smith

Duane received his BS in Civil Engineering from Iowa State University and later his MS in Transportation Engineering, also from Iowa State University His career began with the Iowa Department of Transportation in the construction field, where he served in many capacities for the first 15 years. He then yielded to the call from the western US and worked as a Transportation Engineer for a Denver, Colorado consultant firm. Following a few years of that experience, he returned to the Iowa of Transportation. He also served as an Adjunct Assistant Professor, Civil Engineering/Associate Director for Outreach Program, Iowa State University, Center for Transportation Research and Education.

Course 4: Leadership Skills

Leadership Skills Course Description and Objectives

This course explores the concepts of creating a vision for the future and the ability to communicate that vision to others. This would include:

- Exploring and Discussing the Elements of Leadership
- Ethics
- Organizational Self-Assessment
- Defining Excellence
- Team Development

Once completed participants should be able to:

- Involve the elements of leadership successfully
- Understand the role of leadership and how it relates to a successful manager
- Recognize the importance and impacts of ethics as a leader and manager
- Identify individual leadership styles including the strengths and weaknesses of each
- Apply team development concepts for more successful team interactions
- Discuss the processes of self-assessment and defining excellence

Key concepts:

- Team development
- Leadership styles
- Professional ethics
- Organizational self-assessment
- Defining excellence

Leadership Skills Workshop Agenda

7:30 – 8:00	Registration	
8:00 – 8:30	Introduction	Duane Smith
8:30 – 9:00	Exploring Leadership	Pat Kozitza
9:00 – 9:30	Elements of Leadership	Pat Kozitza
9:30– 9:45	Break	
9:45 – 10:45	Ethics	Dennis Osipowicz
10:45 – 11:45	Organizational Self-Assessment	Kara Tragesser
11:45- 12:45	Lunch	
12:45 – 1:45	Defining Excellence	Kara Tragesser
1:45 – 2:00	Break	
2:00 – 2:45	Team Development	Paul Wiegand
2:45 – 3:00	Evaluation/Certificates	

Leadership Skills Speaker Bios

Pat Kozitza

Pat is the Deputy Public Works Director for the City of Des Moines assisting in the leadership and overall administration of the largest municipal public works department in the State of Iowa. He has a BS in Industrial Studies from the University of Minnesota, a Master of Science Degree in Industrial Safety and Loss Control from the University of West Virginia and a Master of Science Degree in Public Administration from Drake University. He has worked in leadership positions throughout his career. He will be sharing what 34 years of experience has taught him about the essential elements of leadership as well as the qualities of good leaders.

Dennis Osipowicz

Dennis retired from Lee County after serving as the County Engineer for 25 years. He graduated for Iowa State University in 1965 with a BS in Civil Engineering. After graduation, Dennis went directly into being a project engineer for the City of Davenport. He then moved on to consultant work at Shive-Hattery and Associates and ended up in Lee County. He was a very busy man serving in more than six professional associations. He helped in the establishment of the Secondary Road Maintenance Supervisors Organization. He served on the Iowa Board of Engineering Examiners.

Kara Tragaessor

Kara has a BS in Community and Regional Planning, as well as a Masters of Public Administration with a Transportation Planning emphasis from Iowa State. Kara worked at the Iowa DOT, Office of Systems Planning (Advance Planning), in Ames for two years. Her next stop was the Des Moines Metropolitan Planning Organization, Des Moines, Iowa, for eight years as a Transportation Planner. She moved on to the City of West Des Moines as a Planner working on current planning, long range planning, annexation, land use planning and transportation for eight years and counting. Kara has been involved in the City of West Des Moines' Quality Initiative since approximately 2001 and has participated on numerous Process Action Teams on various department and city-wide topics and has become the longest serving Process Team Facilitator for the City of West Des Moines.

Paul Wiegand

Paul has a Bachelor of Science in Civil Engineering from Iowa State University. He has more than 30 years of experience in urban public works activities, with 18 years as a Public Works Director in Ames, Iowa. For the past four and a half years, he has been involved with the Institute of Transportation in both the Statewide Urban Design and Specifications (SUDAS) program and National Concrete Pavement Technology Center at Iowa State University managing research projects. He is currently Principal Investigator on projects dealing with pervious pavement, concrete overlays, the Concrete Pavement Road Map and tire-pavement noise.

Course 5: Community Service/Customer Orientation

Community Service/Customer Orientation Course Description and Objectives

This course examines the need for and the practice of community service and customer orientation through the use of employee skills. These skills are acquired and best taught by the examples shown by an organization's leaders. The decisions and processes that are used to define your agencies' customers not only define which group(s) are included, they also often emphasize the strategies that may be used to allow better communications with that group.

Depending on the size and complexity of your target customer group, various tools will be discussed and exemplified to convey to them your messages through personal contact with individuals, public service announcements, press releases, and phone and personal interviews (via radio or television). Dealing with the changing face and makeup of some communities can require additional and more locally specific and innovative applications.

These skills are all developed by understanding:

- Who your customer is
- Customer service practices (for individuals to group sizes)
- That keeping the customer informed prevents frustration
- That compromise is the norm for meeting diverse group's goals

Upon completion of this course, participants will be able to:

- Understand management's role in the customer service arena
- Identify different types of customers
- Use the steps of communication with different customers
- Analyze current operations to identify staff training needs
- Understand management's role in the public relations arena
- Understand the role of public relations in changing or shaping public perceptions.
- Develop basic techniques in dealing with the media.

Key concepts: Defining customers, methods of communicating information, using diversity to grow

Community Service/Customer Orientation Workshop Agenda

April 1, 2010

8:00 – 8:30	Registration	
8:30 - 8:45	Introduction	Bob Sperry, InTrans
8:45 - 9:45	Customer Service	Sandy Ross, Iowa DOT Drivers Services
9:45 - 10:30	Dealing with Internal and External Customers	Marty Sankey, Iowa DOT Right of Way
10:30 - 10:45	Break	
10:45 - 11:15	Public Relations Guidelines	Mary Zimmerman, Iowa DOT Purchasing
11:15 - 11:45	Public Relations – "Real World Activities"	Bill Stowe, City of Des Moines Public Works Director
11:45 - 12:45	Lunch	
12:45 - 1:45	Media Relations	Bill Stowe
1:45 – 2:00	Break	
2:00 – 2:45	Community Diversity/ Programs	Kenan Miller, City of Des Moines
2:45 – 3:15	Community Efforts	Richard Cuevas, City of Perry Police Department
3:15 – 3:30	Evaluation/Certificates	

Community Service/Customer Orientation Speaker Bios

Sandra Ross

Sandra is a native Iowan, who grew up in rural Eddyille, Iowa. She started her public service career in 1986, in Albia Iowa as a police dispatcher with the Albia Police Department and then transferred to the Mahaska County 911 Center, in Oskaloosa, Iowa. She progressed to the Iowa Department of Transportation, Office of Driver Services in 1994. Sandy began as Driver License Clerk and was promoted to her current position as Supervisor at the Ankeny Driver License Station.

Martin Sankey

Marty is a 1982 graduate in Civil Engineering from Iowa State University. He began his career with the Iowa Department of Transportation in 1984 in the Office of Project Planning. There he conducted corridor studies for the major highway improvements across the state. In 1996, he became the I-235 Project Manager. This position involved coordinating all of the various activities involved with the $429 million reconstruction of I-235 through the Des Moines metropolitan area. In 2006, he was appointed to his current position as the director of the office of Right of Way for the Iowa DOT. Marty lives in Ames with his wife and three children.

Mary Zimmerman

Mary received a BS from Iowa State University and has been in the purchasing arena for more than 25 years with the last five years at the Iowa DOT as a Senior Purchasing Officer. Mary's favorite focus is customer service. She has served on customer service committees and presented numerous customer service seminars over the past 15 years. Her goals include trying to raise awareness and understanding of who the customer is, how to create service behaviors and standards in the working environment, and how to eliminate obstacles that prevent successful outcomes. She believes this will create a more cohesive and positive working environment.

William Stowe

Before assuming his current position as the Director of Public Works, Bill served the City of Des Moines as Senior Operations Leader, Senior Management Team Leader and Human Resources Director. Prior to that, he had worked for MidAmerican Energy in various capacities, leading up to the position of Operations Manager. His previous work with Shell Oil and Inland Steel in the area of Labor and Industrial Relations had given him a strong background in administration, bargaining, and labor. Along the way, he received a BA from Grinnell College, an MS in Engineering from the University of Wisconsin, an MS in Industrial Relations from the University of Illinois, and a Juris Doctor from Loyola University Law School. Bill's professional affiliations are as follows:

- Past President Iowa Chapter of the American Public Works Association
- American, State and County Bar Associations
- Phi Beta Kappa
- American Arbitration Association National Panelist for Construction or Commercial Disputes
- American Society of Civil Engineers

Kenan Miller

Kenan has served as the City of Des Moines Employee Development Specialist since 2008. A graduate from Upper Iowa University, he holds a Bachelor's Degree in Human Resource Management. He is responsible for training all city employees on EEO, Diversity, Customer Service, and other developmental topics. He serves on the City's Equal Opportunity Advisory Committee. Kenan's experience includes 13 years with UPS with eight years in the role of Compliance and Training Specialist with the UPS Air Operations located at the DSM International Airport.

Richard Cuevas

Richard was born and raised in East Los Angeles, California. He graduated high school there in 2000 and worked for the Los Angeles Police Department as a police student worker. In 2003, he enlisted in the United States Army and was stationed at Fort Riley, Kansas. From early 2004 through early 2005, he was deployed to Iraq. He was discharged from active duty in 2006 and joined the National Guard. In early 2007, he was hired as a police officer for the Perry, Iowa Police Department. In 2009, he was discharged from National Guard Duty. In the spring of 2009, he started a Hispanic Outreach Program for the City of Perry to come up with ways to effectively communicate with Hispanics and other groups in Perry.

Course 6: Legal Understanding

Legal Understanding Course Description and Objectives

This course deals with several areas of a topic that sometimes is overlooked by public works supervisors, namely knowledge of the law. By its very nature, public works fundamentally involves decision-making impacting employee safety and health, protecting the environment, and stewardship of public resources. While a comprehensive understanding of the law in any of these areas is impractical for public works leaders, a working understanding of issues surrounding local, state, and federal regulations is critical to avoid legal liabilities and to promote successful operations.

Understanding the legal aspects of public works is perhaps best characterized as engaging in informed risk management, i.e., understanding the legal consequences impacting public works decisions in addition to the obvious engineering-related consequences on schedules, costs and project quality. Put simply, competent public works leadership must understand the basics of both the natural laws of physics and the social laws made by the public we serve. Although there can be significant differences between local and state laws, our attention in these course materials will be focused on both. Remember that there is no general substitute for competent local legal advice. When in doubt, engage legal counsel early, not late!

Skills are developed by knowing:

- When significant legal consequences exist due to a decision or action
- The source of the law or regulation that affects the same
- Adequate details about the situation/problem to provide a complete picture to any adviser
- Where (or from whom) competent advice may be requested and obtained

Once completed, participants should be able to:

- Better understand the collective bargaining process of negotiations
- Recognize a supervisor's administrative duties and the operational impacts of a labor contract.
- Understand the relevance of contract and 28E agreements
- Recognize several federal laws with local impacts in areas of safety, environmental, & ADA

Key concepts:

- Supervisory input into negotiations and responsibility for administration of labor contracts
- Legal responsibilities created by construction, maintenance and 28E contracts
- Interaction of State and local agencies to meet legal requirements of federal laws
- Federal/State MUTCD is the signing/marking standard for all agencies

Legal Understanding Course Description and Objectives

Workshop Agenda 9/28/10

Labor Contracts/Administration

8:00-8:20	Registration	
8:30	Welcome and Introduction	Bob Sperry, InTrans Leadership Academy Director
8:30-9:45	Labor Contracts, Negotiations through Administration	Peter Pashler, Attorney, Ahlers & Cooney, PC
9:45-10:15	Operational Impacts of Labor Contracts	Tom Turner, City of Des Moines Human Resources Director
10:15-10:30	Break	
10:30-11:00	Administration of Labor Contracts (A new manager's perspective)	Julie Huisman, City of Ames Director of Human Resources
11:00- 12:00	Other Contracts/Agreements Projects, Agreements and 28Es	Dave Elgin, City of Cedar Rapids Public Works Director
12:00-12:30	Lunch	

Laws Impacting Local Governments

12:30-1:00	OSHA/MSHA	Jerry Edmonson, Consultant, OSC
1:00-1:45	Environmental Clean Air, Water	Scott Marler and Mary Kay Solberg, Environmental Resources Manager and Specialist, Iowa DOT
1:45-2:00	Break	
2:00-2:30	Stormwater/NPDES	Ben McAlister, City of West Des Moines Stormwater Management Engineer
2:30- 3:00	Pedestrian Access/ADA	John Joiner City of Ames Public Works Director
3:00- 3:30	MUTCD	Tom McDonald, InTrans Safety Circuit Rider
3:30- 4:00	Drainage District Law	Bob Sperry, InTrans, Former County Engineer
4:00-4:15	Wrap Up and Certificates	Bob Sperry

Legal Understanding Speaker Bios

James Hanks

James Hanks is a shareholder with the Des Moines, Iowa firm of Ahlers & Cooney, P.C., which represents a large number of local government bodies, including school districts, community colleges, area education agencies, cities, and counties. For the past 10 years, Mr. Hanks has also represented the Governor in labor negotiations on behalf of the State of Iowa. The principal emphasis of his practice is in employment, local government, and educational law.

Mr. Hanks is a Phi Beta Kappa graduate and was a Rhodes Scholar nominee of the University of Iowa. He received his law degree with high distinction from the College of Law of the University of Iowa and is the past chairperson of the Council of School Attorneys for the National School Boards Association. Currently, he serves as Revenue Enhancement Director and Chair of the Public Education Committee of the American Bar Association Section of State and Local Government and as a member of the Board of Directors of the Iowa Public Employers Labor Relations Association. He is the editor and was a contributing author for "School Violence: From Discipline to Due Process," a publication of the American Bar Association Section of State and Local Government.

Tom Turner

Tom is a native Iowan having been born and raised in the Waterloo area. He is a graduate of the University of Northern Iowa and an honors graduate of the Drake University Law School. He has been engaged in the human resources field since 1981. He was the chief human resources leader for Iowa Resources,(now known as MidAmerican Energy and Homeland Bankshares Corporation), before joining the City of Des Moines in their human resources staff in 1997. He has been their director since 1999, and oversees the department, leading the City's collective bargaining teams. He is a current member of the Iowa Bar, the Society for Human Resources Management and is a former President of the Iowa Public Employer Labor Relations Association, a statewide public sector human resources group.

Julie Huisman

Julie is the Human Resources Director for the City of Ames. The City of Ames has close to 575 employees, with several hundred additional seasonal and temporary employees. Her role is to direct all of the HR activities, including an active leadership development program, health promotion program, and coordination of labor relations with five separate bargaining units. Prior to coming to the City of Ames in 2003, she spent 22 years working for Phillips Petroleum Company in various human resources capacities, including labor, management development, corporate benefits, and international administration. She had work assignments in Stavanger, Norway; Caracas, Venezuela; and Maracaibo, Venezuela before moving to Ames in late 2000. She was hired as the Human Resources Director for the Iowa State University Foundation in 2001, and helped them complete the privatization process from Iowa State University.

Julie completed her master's degree in Adult Learning, Performance and Development through Drake University in 2008. At the same time, she completed the Executive and Professional Coaching certification program offered through the University of Texas at Dallas Graduate

School of Management. She has also attained her Associate Certified Coach designation through the International Coach Federation, and is very interested in business and leadership coaching.

Dave Elgin

Dave is the Public Works Director/City Engineer for the City of Cedar Rapids, and as such is responsible for Public Works Department including Street Maintenance, Sewer Maintenance, Forestry, Engineering Planning, Design, Construction and Administration, Traffic Engineering and Traffic Signal Maintenance. He has more than 35 years of civil engineering experience in municipal and general civil engineering practice including industrial, commercial, institutional, and municipal design practice and more than 15 years of experience with the City of Cedar Rapids as Water Utility Engineering Manager and City Engineer. Dave holds a Bachelor of Science in Civil Engineering from the University of Wisconsin-Platteville, and is a licensed Professional Engineer in Iowa, Wisconsin and Nevada and a licensed Land Surveyor in both Iowa and Wisconsin.

Jerry Edmonson

Jerry received a BS Degree at Iowa State University in 1982 in Industrial Education/Occupational Safety and Health. He worked seven years as a Compliance Officer/Discrimination Officer for the Iowa Division of Labor Services before becoming a Loss Control Representative for Preferred Risk Insurance Companies. He then spent the following two years in various safety and security positions with Pirelli-Armstrong Tire Corporation, including the development and implementation of all their supervisor and employee health and safety training programs. In 1993, Jerry joined the Associated Builders and Contractors of Iowa their Director of Safety, assisting all ABC members with regulatory compliance activities. Since 1995, Jerry has been the owner of his own consulting firm, Occupational Safety Consultants, in Des Moines provides safety and health services to various local agencies, along with industrial, construction and educational institutions throughout the United States.

Scott Marler

Scott C. Marler is the Environmental Resources Manager for the Iowa Department of Transportation, Ames, Iowa. He has more than 15 years of natural resources experience related to wetland assessment, wetland delineation, wetland mitigation, wetland biology, plant identification, plant ecology, vegetation analysis, habitat assessment/management, stream assessment, and threatened/endangered species. He has directed and coordinated several research projects evaluating the ecological effectiveness of DOT mitigation efforts, as well as assessing regional interest in mitigation banking. He has specialized experience in wetland permitting and mitigation for Section 404 of the Clean Water Act and often works directly with the U.S. Army Corps of Engineers, the Iowa Department of Natural Resources, the US Fish and Wildlife Service, the US EPA and other public and private entities on environmental-related issues.

Mary Kay Solberg

Mary Kay Solberg is an Environmental Specialist Senior for the Iowa Department of Transportation, Ames, Iowa. She has 20 years of experience in environmental regulatory compliance. She assists DOT facilities, statewide, with environmental issues related to

underground storage tanks, contaminated sites, wastewater, air quality, waste disposal, storm water, spill prevention, drainage and erosion problems, drinking water, and recycling. She is a member of the State Brownfield Advisory Committee and the Governor's Green Advisory Committee.

Ben McAlister

Ben McAlister, P.E. is a Principal Engineer with the City of West Des Moines Department of Public Works. His responsibilities include stormwater compliance, flood control, and oversight of operation and maintenance of the City's storm sewer system. Ben has more than 10 years of experience in stormwater and transportation engineering including modeling, analysis, design, and construction.

John Joiner

John graduated from Iowa State University in 1990 with a BS in Civil Engineering. He worked as a Transportation Engineer with AE Com for three years. He has been with the City of Ames for 17 years, and been the Public Works Director for the last six years.

Tom McDonald

Tom graduated from Iowa State University in Civil Engineering and served the Iowa DOT in various capacities, including District and Developmental Engineer, over his 33 year career with them. From 1998-present, he has served as the Safety Circuit Rider for the Center for Transportation Research and Education (CTRE), now renamed the Institute for Transportation (InTrans).

Many of you may recognize him as he is primarily responsible for developing and presenting workshops related to transportation safety including work zone traffic control, flagger training, and precepts of the Manual on Uniform Traffic Control Devices. These workshops are provided at various locations around Iowa to counties, cities, utilities, and contractors. Other duties for Tom include developing conferences and seminars, contributing to research efforts, and offering advice on work zone traffic control and Manual on Uniform Traffic Control Devices requirements. Other activities include membership and active participation in the Iowa Safety management System Coordinating committee and membership chair for the Iowa Traffic Control and Safety Association.

Robert Sperry

Bob is currently a Program Manager at the Institute for Transportation at Iowa State University in Ames, Iowa. He was formerly a County Engineer in three different Iowa counties over a period of 31 years, most recently with Story County. His efforts with InTrans include serving as a Local Roads Safety Liaison and assisting in several other research projects that involve state and local governments, including the completion of the Leadership Academy courses.

Course 7: Fundamentals of Government

Fundamentals of Government Course Description and Objectives

This course examines the organization, operation, and interaction of branches of government at the federal, state, and local levels. The legislative process in each results in laws, regulations, policies and guidelines that may greatly affect local public works operations. The judicial and executive branches independently provide the system of checks and balances that are the foundation of our government system. Understanding those processes, which are involved at all three levels, is the first step for individuals to positively impact the final laws and regulations and to assure that they are the best for society as possible. Knowing and building personal relationships with legislators along with making your willingness to share your knowledge with others during the subcommittee/committee portion of the law making process can help direct final results into a meaningful and useful law.

These skills are all developed by knowing:

- The legislative delegates from your district
- The legislative process of each body
- The current status of a bill as it progresses
- The policies for adopting regulations needed for new laws

Once completed participants should be able to:

- Understand the concept of government relations
- Understand their role in the legislative and regulatory process
- Identify that adequate funding and resources for public works is dependent on these processes
- Understand how federal, state, and local governments work together to provide public works services

Key concepts:

- Local, State and Federal Governments Operations
- Laws => Regulations=> Policies=> Guidelines affect us all
- Importance of individual participation in making laws

Fundamentals of Government Workshop Agenda

8:30-9:30	Federal Government Purpose, Branches, Agencies (and their rules and funding)	Dan Franklin, Iowa DOT Office of Policy & Legislative
9:30-10:15	State Government Purpose, Executive and Judicial Branches	Kate Murphy, Iowa DOT Legislative
10:15-10:30	Break	
10:30-11:15	Iowa's Legislative Process	Royce Fichtner, Marshall County Engineer
11:15-12:00	Iowa's Agencies and Interaction	Charlie Purcell, Iowa DOT Office of Local Systems
12:00-12:30	Lunch	
County Track		
12:30-1:15	Organizational Structure	Mark Nahra, Woodbury County Engineer
1:15-2:00	Legislative Powers and Interaction	Royce Fichtner, Marshall County Engineer
2:00-2:15	Break	
2:15-3:15	Comprehensive Example to Tie All Levels and Processes Together - Bridge Inspection	Roger Schletzbaum, Marion County Engineer
City Track		
12:30-1:15	Organizational Structure	Greg Reeder, Council Bluffs Public Works Director
1:15-2:00	Legislative Powers and Interaction	Mike Wallner, HGM Consultants (Former Public Works Director)
2:00-2:15	Break	
2:15-3:15	Comprehensive Example to Tie All Levels and Processes Together - Stormwater Runoff	Bill Stowe, Des Moines Public Works Director
3:15-3:30	Closing and Certificates	

Fundamentals of Government Speaker Bios

Dan Franklin

Dan is a graduate of Iowa State University and began working for the Iowa State Highway Commission in 1972. Following assignments in the Highway Division, Planning Division and Railroad Division, in 1984, accepted a position with the Director's Staff – now the Office of Policy and Legislative Services. The Office of Policy and Legislative Services coordinates our state and federal legislative programs. As the Director, serves as the Department's liaison with our Congressional Delegation, providing updates and analysis of current and emerging transportation issues, federal activities and programs.

Kate Murphy

Kate Murphy is the Administrator of Workforce and Succession Planning in the Operations and Finance Division of the Iowa DOT. A graduate of the University of Northern Iowa, Kate has her national certification as a Senior Professional in Human Resources and is also a Certified Public Manager with her Master's Degree in Public Administration from Drake University. This is Kate's fifth year on the Board of Directors of Children and Families of Iowa, a statewide child welfare and family counseling program where she is currently serving as their President- Elect.

Royce Fichtner

Royce currently serves as the Marshall County Engineer, a position he has held for more than 31 years. In addition, he had previously served another 10 years in other counties. He has also been involved with many committees of the State County Engineer's Association and served as the legislative representative for the organization. Royce has also been very active at the national level in the National association of County Engineers, rising from being a member through the chairs and serving as the organization's president a few years ago.

M.J. "Charlie" Purcell

Charlie is a native of Cedar Falls, Iowa who received his BS in Civil Engineering in 1993 from Iowa State University, Ames, Iowa. From 1993-1999, he worked as a design engineer and project manager for TranSystems Corporation in Kansas City, Missouri. From1999-2003, he worked as the Urban Projects Engineer in the Office of Local Systems for the Iowa Department of Transportation. He served in the position of Deputy Director in that office from 2003-2008 and in 2008 was promoted to Director of the Office of Local Systems.

Mark Nahra

Mark earned a Bachelor of Science degree in Civil Engineering from Iowa State University in May 1984. He is a licensed as a professional engineer in Iowa and Michigan. Since graduation from ISU, he has more than 25 years of experience working for county government. He has been Woodbury County Engineer since January 1, 2009 following nine years as Delaware County Engineer, a position he held since December 1999. Prior to this, Mark was Assistant Linn County Engineer-Administration and Engineering from May 1998-December 1999, Cedar County (Iowa) Engineer from 1989 to 1998, Project Engineer for the Genessee County Highway Commission in Flint, Michigan in 1989, and Assistant Benton County Engineer from May 1984 to December 1988. Mark is a member of the Iowa County Engineers Association and currently

serves as the Transportation Research Board representative for ICEA. He serves on several other committees in the county engineer's association and on two Transportation Research Board committees. Mark is a county engineer member of the Iowa Highway Research Board and is serving his second term on the IHRB. He chaired the IHRB during his first term in 1995. He is a member of and chairs the Farm to Market Review Board and wrote the Iowa Administrative Code Chapter that serves as the official rules by which this state board functions. He has chaired this committee since its inception in 1998. This Board is responsible for review of all farm to market road classifications statewide.

Greg Reeder

Greg has been City Engineer for Council Bluffs since 1986. In July of 2005, he took on the additional responsibilities of Public Works Director. He has a B.S. degree in Civil Engineering from the University of Nebraska and a Master's degree in Public Administration from Nebraska at Omaha. Prior to working for the city, Greg was a structural engineer for five years with HDR's architectural division in Omaha. Greg has resided in Newton, Cedar Rapids, Davenport, and Ames before finally settling in southwest Iowa. Greg was a participant in the Chamber of Commerce Leadership Council Bluffs program in 1994. Greg is a past president of the Grenville Dodge Chapter of the Iowa Engineering Society. In 2002, he was recognized with a distinguished service award from that state organization. He served on the executive board of the Iowa chapter of the American Public Works Association for six years including a term as the President of that organization. He continues to be active in that organization.

Mike Wallner

Mike has a long history in Public Works, serving in the following capacities:

- 1984-1989 public works director, Fort Dodge
- 1989-2005 public works director, Council Bluffs
- 1995, president Iowa chapter APWA
- 1997-2007 chair, chapter legislative liaison committee
- 2005-present, office manager HGM Associates, Inc.

Roger Schletzbaum

Roger has been the Marion County Engineer for the past nine years. Prior to becoming the Marion County Engineer, Roger served 13 years on the City of Des Moines engineering staff and seven years at the state level with the Iowa DNR Roger is a member of the Iowa and National County Engineers Associations, the American Public Works Association and the American Society of Civil Engineers. Roger has managed several award winning projects and was named Government Civil Engineer of the Year in 2008 by the Iowa Section of ASCE.

William Stowe

City of Des Moines, Assistant Manager, Public Works/Engineering, Senior Operations Leader for all municipal infrastructure and services. September '99 to present.

City of Des Moines, Human Resources Director. Senior Management Team Leader responsible for Change Management and Continuous Improvement Processes, as well as traditional Human Resources areas. September ’97 to September ’99.

MidAmerican Energy, Operations Manager. Operations Business Unit Leader in the most profitable Energy Delivery Profit Center. Iowa City/Cedar Rapids Iowa, April ’96-September ’97. Manager of Human Resources. Designed, developed and implemented comprehensive Human Resources Systems January ’94 to April ’96. Manager of Employee Relations. Architect of Workplace Transformation Activities including Quality Initiatives, Performance Development Design and Implementation, and, Peer Review systems. January ’91 to January ’94. Manager of Labor Relations. Lead Collective Bargaining and Contract Administration involving IBEW represented technical, production and customer service employees. February ’89 to January ’91.

Shell Oil. Industrial Relations Analyst. Human Resources Generalist duties involving consulting to business units involved in operations of a petrochemical complex. New Orleans, July ’86 to February ’89.

Inland Steel Industries. Labor Relations Representative. Lead representative in collective bargaining and labor agreement administration for underground mining operations. Human Resources Representative. Comprehensive duties at an integrated steel manufacturing facility employing 28,000. Coordinated apprenticeship training and compensation planning for a state of the art continuous casting facility. Chicago, May ’84 to July ’86.

National Labor Relations Board. Field Examiner. Investigated allegations of unfair labor practices filed by unions, employees, and employers under the National Labor Relations Act. Peoria, Illinois, May ’83 to May ’84.

Education: Grinnell College, Bachelor of Arts; University of Wisconsin, Master of Science in Engineering; University of Illinois, Master of Science in Industrial Relations; Loyola University Law School, Juris Doctor.

Bill’s professional affiliations include the following: Past President Iowa Chapter of the American Public Works Association, American, State and County Bar Associations, Phi Beta Kappa, American Arbitration Association National Panelist for Construction or Commercial Disputes, American Society of Civil Engineers.

Course 8: Finance

Finance Course Description and Objectives

This course reviews the overall public budgeting process, including discussing the public arena in which it takes place. Because the budget environment can sometimes be fraught with political overtones and sometimes skewed or one-sided enthusiasts, a thorough, yet practical approach must be taken to develop an agency's budget. Simply put, the budget process is the planned acquisition and allocation of an organization's financial, human, and capital resources. Because the resources in public organizations are limited, policy makers and managers alike are concerned with the optimal allocation of those limited resources. That optimum criteria includes the efficient and effective provision of responsive service as well as the long-term preservation and development of the organization's economic base. This optimal course of action is often a function of societal values and political power, which have been known to frustrate professional public administrators.

Most state and local government organizations are mandated to adopt a balanced budget. Some use "creative" strategies to avoid increasing taxes/fees and/or decrease services in order to balance the budget. These common, but potentially fiscally unsound budget-balancing techniques include stopgap measures, such as halting major maintenance or purchases until some "future" and better time. More acceptable purchasing and inventory management practices can often help identify the pitfalls of this practice to others. These practices are reviewed and evaluated during the regular audits conducted as dictated by state law.

Skills are developed by knowing:

- The social and political climate surrounding budget development
- Factors that can lead to accurate and stable revenue estimates.
- The process of balancing budget needs and funds available
- Purchasing and inventory management systems that can lead to successful audits

Once completed, participants should be able to:

- Understand the types of budgets and their relationship to each other
- List the stages of budget cycle and the activities associated with each
- Discuss various techniques associated with forecasting and estimating budget revenues
- Identify the purpose of a purchasing management system
- Recognize components of an effective purchasing policy including ethical considerations and procurement document considerations.
- Understand the advantages and disadvantages of purchasing pools

Key concepts:

- Public budgeting and accounting must be a very open process with many opportunities for citizen input (and support building)
- Sustainable and predictable revenues are vital for an agency's success
- Proper purchasing and inventory management methods are the key to positive audits

Finance Workshop Agenda

August 31, 2010

8:15-8:45	Registration	
8:45-9:00	Introduction	Bob Sperry, InTrans Leadership Academy Coordinator
9:00-9:45	Public Budgeting and Accounting	Cheryl Williams, Iowa DOT Supervisor, Office of Finance
9:45-10:30	Forecasting Revenues	Scott Sanders, West Des Moines Assistant City Manager
10:30-10:45	Break	
10:45-11:25	Balancing Needs and Revenues	Bret Hodne, City of West Des Moines Public Works Director
11:25-12:00	Balancing Needs and Revenues	Cathy Nicholas, Blackhawk County Engineer
12:00-12:30	Lunch	
12:30-1:00	Purchasing - City	Tom Hansen, Iowa City Equipment Superintendent
1:00-1:45	Inventory Management and Auditing – City	Dave McDermott, City of Council Bluffs
1:45-2:00	Break	
2:00-2:30	Purchasing - County	Jim George, Dallas County Engineer
2:30-3:15	Inventory Management and Auditing – County	Roger Schletzbaum, Lori Jahner, Marion County Engineer and Deputy Auditor; Michael Stanley, CPA, Hunt & Associates
3:15-3:30	Evaluation/Certificates	Bob Sperry

Finance Speaker Bios

Cheryl Williams

Cheryl Williams is a certified public accountant (CPA), certified Public Manager (CPM) and a Certified Government Financial Manager (CGFM) with a Master's Degree in Public Administration from Drake University. She completed her undergraduate work in Accounting at the Des Moines Area Community College and University of Northern Iowa. She graduated from UNI with a BA in Accounting and a teaching certificate in business education.

Cheryl is approaching her 25th year in accounting with financial experience in the public sector. Her career began in Office of Auditor of State. For more than 10 years, Cheryl gained experience working with several types of accounting systems learning internal controls, financial reporting, and compliance requirements. Consistently promoted to the level of Senior Auditor II, Cheryl was in charge of several state agency, community college and other governmental entity audits. Cheryl left the State Auditor's Office to become supervisor for Project Accounting and Payables in the Office of Finance at the Iowa Department of Transportation. She has been in this supervisory position for more than 14 years and her duties have now expanded to include the operations of Payroll, Financial Management, and Reporting.

Scott Sanders

Just promoted to Finance Director, Scott most recently served as the assistant City manager for City of West Des Moines since June 2007. As such, he developed and implemented administrative policies relating to the City's mission, goals, and objectives; prepares and provides oversight of the Capital Improvements Program (CIP); works with Citizens' CIP Committee to formulate annual recommendations to the City Council; acts as a liaison with statehouse lobbyists, assisting in monitoring legislative action, which may impact City operations; assists in the preparation of the City budget; assists in the development and implementation of strategic planning for the City; measures success through citizen surveys, developer surveys, or similar means; addresses ongoing community relations issues and develops appropriate corrective procedures as necessary; coordinates and completes special projects relating to City-wide issues; and advises the City Manager on issues regarding City operations. Scott is a graduate of Iowa State University with a BS in Computer Science and a Master's degree in Community Regional Planning. He is a member of the International City/County Management Association and the Iowa City/County Management Association.

Bret Hodne

Bret has been with the City of West Des Moines Public Works Department since 1989. He started his career as an equipment operator and was the Public Works Superintendent for 14 years before moving into his current position as Public Works Director. Bret has served as the American Public Works Association Iowa Chapter President and for several years chaired the APWA Winter Maintenance Sub-Committee. In 2006, Bret was presented with the APWA Donald C. Stone Award for Excellence in Education. In 2007, he was selected by the APWA one of their Top Ten Public Works Leaders. During the past few years, Bret has conducted several presentations in both the United States and internationally on maintenance related issues and written several articles that have been featured in various publications.

Cathy Nicholas

Cathy has been the Black Hawk County Engineer since June 2008. Prior to that, she worked for the Federal Highway Administration for 17 years. Her most recent position there was serving as the Construction and Materials Engineer in the Olympia, Washington Division Office. She has a BSE from Iowa State University and an MSE from the University of Washington. She is a licensed professional engineer in Iowa and Washington State.

Tom Hansen

Tom was born and raised in Iowa City, Ia. After high school, he spent 13 years in the private water conditioning industry. He graduated in 1990 from Kirkwood Community College - Environmental Training Program. He has worked for the City of Iowa City for 20 years, the first nine in the Wastewater Treatment Division and the last eleven (and counting) as the Equipment Superintendent. Tom is a current member of APWA, the National Assoc. of Fleet Administrators and National Institute of Government Purchasing.

Dave McDermott

Dave is the Superintendent of the Fleet Maintenance Division for the City of Council Bluffs, and in that capacity, he is responsible for the repairs and upkeep of the City's fleet of 466 pieces of equipment. The 15 employees of his department conduct annual and preventive maintenance inspections on the equipment in not only Public Works, but also the Parks, Police, Fire, and Health/Recycle Departments of the city. Through cooperative agreements, they also provide the same to equipment owned by the Council Bluffs Schools, Carter Lake Fire and Police and the Pottawattamie County Assessor. Before working for the City, Dave has several years in industry. He has worked in the tractor manufacturing and pipe producing fields for 28 years. He served in several capacities from mobile equipment repair, machine maintenance repair and several supervisory positions. He obtained journeyman status in both auto mechanics and machine maintenance. Before leaving the pipe industry, Dave was in mid management with control of all pipe inventory. Dave has a Bachelor of Arts Degree from Buena Vista University. He received his degree in 1994 with a major in Banking and Finance.

Jim George

Jim George is a graduate of both Iowa State University and the University of Wisconsin. He worked for 15 years with consultants before becoming involved with county road departments, now for 20 years. He began his public career in Polk County as an Assistant County Engineer, then was appointed as the County engineer in Des Moines County. He has been the Dallas County Engineer for 13 years. Jim serves on numerous Iowa County Engineers Association committees, a past president of that organization and a member of NACE. He is also a licensed surveyor in Iowa.

Roger Schletzbaum

Roger has been the Marion County Engineer for the past 10 years. Prior to becoming the Marion County Engineer, Roger served 13 years on the City of Des Moines Engineering Staff and seven years at the state level with the Iowa DNR. Roger has managed several award winning projects and was named Government Civil Engineer of the Year in 2008 by the Iowa Section of ASCE. Roger is a member of the Iowa and National County Engineers Associations, the American Public Works Association and the American Society of Civil Engineers. Roger is married and has three children, Andrea a sophomore at Iowa State University, Jacob a senior in high school, and Marissa a freshman in high school.

Lorri Jahner

Lorri Jahner has been employed by the Marion County Auditor for 10 years. Her various responsibilities include fixed asset reporting, property/casualty insurance management, financial reporting and elections. She has previously been employed by Coopers & Lybrand as a member of their professional staff and by Hawkeye Insurance Services as an accounting supervisor. Lorri and her husband reside in Knoxville with their two children.

Michael Stanley

A third member was anticipated for this panel, Michael Stanley, a CPA with Hunt & Associates, but could not attend. He has submitted comments on several of the topics, which Lorri will mention. Mike Stanley is a 1996 graduate from Iowa State University. He joined the CPA firm of Hunt and Associates in June of 1996. He does governmental audits including fixed asset auditing and inventory testing.

Course 9: Resource Management

Resource Management Course Description and Objectives

This course delves into the concepts and practices that one needs to utilize when managing his/her agencies' resources, namely:

- Strategic Planning
- Creative Decision Making
- Budgeting
- Purchasing and Contracting
- Consultant Management
- Project Administration
- “Making it Work” (combining these) for your particular circumstances

Once completed, participants should be able to:

- Recognize the need for planning
- Develop a strategic plan
- Set goals and look at alternatives
- Create and modify practices
- Involve employees
- Better understand budgeting and contracting concepts

Key concepts:

- Overview of Strategic Planning
- Creative Decision Making
- Budgeting/Contracting (Local)
- Purchasing (DOT)
- Consultant Management

Resource Management Workshop Agenda

8:30	Welcome and Introductions	Duane Smith, CTRE/ISU
	Overview of Strategic Planning	Tracy Warner, Ames
9:45 – 10:00	Break	
	Creative Decision Making	Bret Hodne and Matt Dolan, West Des Moines
	Budgeting/Contracting (Local)	Greg Parker, Johnson County
11:45 – 12:45	Lunch	
	Purchasing (DOT)	Mary Zimmerman, Iowa DOT
	Consultant Management	Royce Fichtner, Marshall County
	Programming/Budgeting	Donna Buchwald, Iowa DOT
2:15 -2:30	Break	
	Basic Project Management	Bob Sperry, CTRE/ISU
	Effective Crew Scheduling	Greg Cloe, City of Des Moines
4:00 – 4:15	Closing Comments – Certificates	Duane Smith

Resource Management Speaker Bios

Tracy Warner, PE

Tracy is the Municipal Engineer with the City of Ames and has been with the City of Ames since 2003. Prior to that, she was in private engineering consulting focusing on land development in the Des Moines, Iowa and Washington, DC areas. Tracy is active in APWA and the Central Iowa Chapter of Iowa Engineering Society. Tracy has given several presentations at conferences including the Asphalt Paving Association, Iowa Concrete Paving Association, the Iowa Water Conference as well as to several Iowa State University classes.

Bret Hodne

Bret has been with the City of West Des Moines Public Works Department since 1989. He started his career as an equipment operator and was the Public Works Superintendent for 14 years before moving into his current position as Public Works Director. Bret has served as the American Public Works Association Iowa Chapter President and for several years chaired the APWA Winter Maintenance Sub-Committee. In 2006, Bret was presented with the APWA Donald C. Stone Award for Excellence in Education. In 2007, he was selected by the APWA one of their Top Ten Public Works Leaders. During the past few years, Bret has conducted several

presentations in both the United States and internationally on maintenance related issues and written several articles that have been featured in various publications.

Matt Dolan

- Operator for 11 years in West Des Moines
- Organizer and trainer for SPOT (Snow Plow Operator Training)
- Snow Plow Roadeo Steering Committee
- Part time farmer
- Snow and Ice Removal speaker: Allentown, Pennsylvania; Estes Park, Colorado; St. Cloud, Minnesota; APWA North American Snow Conference

Greg Parker, PE

Greg has served as the Johnson County Engineer for five years. He has more than 20 years of experience from previous employment with Cities, other counties, and as a private consultant. He received a BS in Civil Engineering from Colorado State University and an MS in Civil Engineering from Iowa State University. He is a member of the Iowa County Engineers Association (ICEA), the National Association of County Engineers (NACE), the American Public Works Association (APWA), the National Society of Professional Engineers (NSPE), and the American Society of Civil Engineers (ASCE). He is the immediate past president of the Iowa chapter of the APWA.

Mary Zimmerman

Mary is a graduate of Iowa State. She has been in the Purchasing arena for 25 years, first in the private sector, and now as a Senior Purchasing Officer at the Iowa Department of Transportation. She is a Certified Public Manager and a member of the National Institute of Governmental Purchasing.

Royce Fichtner

Royce currently serves as the Marshall County Engineer, a position he has held for more than 31 years. In addition, he had previously served another 10 years in other counties. He has also been involved with many committees of the State County Engineer's Association and served as the legislative representative for the organization. Royce has also been very active at the national level in the National Association of County Engineers, rising from being a member through the chairs and serving as the organization's president a few years ago.

Donna Buchwald

Donna is an Iowa native and a graduate of Iowa State University in Construction Engineering. Donna is a registered professional engineer for the Iowa Department of Transportation and is the Deputy Director of the Office of Local Systems. Prior to her current position, Donna served the Department as the Urban Engineer, Assistant Specifications Engineer, Field Systems Engineer in the Office of Construction, and as a Design Engineer in the Office of Design. Prior to her joining the Department, Donna worked in various capacities for the Des Moines Water Works, Illinois Department of Transportation, and as a Project Engineer for K-mart Corporation.

Robert Sperry

Bob currently works as a project manager at the Institute of Transportation with his main assignment serving as a Local Roads Safety Liaison. He is an Iowa State University graduate in Civil Engineering and after working six years for the Iowa DOT in Bridge Design, he began a 31 year career as a County Engineer. He served in Taylor, Webster and Story Counties before coming to InTrans. He was very active in the Iowa Association of County Engineers, serving on many committees and also as its president in 2001-2002.

Course 10: Operations and Maintenance

Operations and Maintenance Course Description and Objectives

This course emphasizes the fact that public works are developed by and for the benefit of the people. Designed to protect and enhance the human environment, they represent investments in the future for the people who create and maintain them, along with succeeding generations. The term "public works" can be broadly defined as the physical structures and facilities developed or acquired by public agencies to house governmental functions and provide water, waste disposal, power, transportation, and similar services to facilitate the achievement of common social and economic objectives.

The organization and distribution of public works services differ from community to community served, whether city, county or the entire state. Some have no (or very small) public works departments and others may have a large agency serving as the umbrella for multiple departments that comprise the public works functions. Whatever the structure and financing mechanism used, public works functions are the foundations of civilization and the delivery of each service requires the organization, long range planning, technical expertise and excellent management skills.

Skills are developed by gaining insight about some of the most common - and essential - public works services areas:

- Roadway and traffic transportation
- Parks and Conservation
- Water /Waste water
- Gravel Road Maintenance
- Stormwater runoff
- Structures and facilities

Once completed with this course, participants should be able to:

- Understand common public works vocabulary.
- Explain basic management elements of public works operations functions
- Understand the scope of public works activities
- Identify some of the major federal regulations and guidelines affecting various components of public works

Key concepts:

- Nothing is static in traffic operations
- Budget fluctuations mean adjusting level of service
- Work-zone safety is must be interdepartmental
- Constantly changing regulations require supervisory operational adjustments
- Interaction/communication/cooperation between departments

Operations and Maintenance Workshop Agenda

8:15-8:35	Registration	
8:35-8:45	Introduction	Bob Sperry, InTrans Leadership Academy Coordinator
8:45-9:30	Transportation - Traffic	Jim Dickinson, City of West Des Moines Traffic Department
9:30-10:15	Transportation – Roadway and Street Maintenance	Michael Duffy, City of Cedar Rapids Operations Superintendent
10:15-10:30	Break	
10:30-11:00	Parks and Conservation	Steve Lekwa, Story County Conservation Director
11:00-12:00	Work Zone Safety	Tom McDonald, InTrans LTAP Safety Circuit Rider
12:00-12:30	Lunch	
12:30-1:15	Water/Waste Water	Chad Schaffer, City of Fort Dodge Engineer
1:15-2:00	County Gravel Road Maintenance	Dave Shanahan, Cherokee County Engineer
2:00-2:15	Break	
2:15-3:00	Storm Water Runoff	Pat Sauer, Iowa Association of Municipal Utilities Stormwater Specialist
3:00-3:45	Structures/Facilities	Al Olson, Ankeny Public Works Administrator
3:45-4:00	Evaluation/Certificates	Bob Sperry

Operations and Maintenance Speaker Bios

Jim Dickinson

Jim is the Traffic Engineer for the City of West Des Moines. Prior to coming to West Des Moines four years ago, Jim was a consulting engineer for 25 years specializing in traffic engineering. Before getting into the engineering side of traffic, he supervised a construction crew installing traffic signals and roadway lighting for seven years. He has had the unique opportunity of experiencing traffic projects from both engineering and construction. Jim is a graduate of Iowa State with a BS degree in Construction Engineering in 1974 and an MS degree in Transportation Engineering in 1979. He is a licensed Professional Engineer in Iowa.

Michael Duffy

Michael is a veteran of the US Army, received his BA from Scott Community in Davenport, Iowa. He then went on to receive a BS in Civil Engineering from the University of Iowa as a 1998 Graduate. He worked summers with Terracon while in school, doing mostly inspection work, then for Shive-Hattery from 1998 -2000 in site development and traffic and roadway design. He then moved on to Linn County, Iowa as the Operations Superintendent from 2000-2009 and was responsible for the maintenance of nearly 1,200 miles of secondary roads. He has been the Operations Superintendent for the City of Cedar Rapids from 2009 to present.

Steve Lekwa

Steve grew up south of Story City along the Skunk River and graduated from Story City High School in 1967. He received bachelor's degree in fisheries and wildlife biology from Iowa State University in 1971. He then began his work for the Story County Conservation Board in 1973, serving 16 years as a park ranger-naturalist in residence at McFarland Park, five years as deputy director/special projects coordinator, and has served as the director since 1994. His special professional interests include wildlife issues, preservation of open space and natural areas, and prairie management. Steve remains active in church and the District Committee of the Boy Scouts of America outside of work, along with recreation interests in hunting, fishing, hiking, camping, biking, canoeing, cross-country skiing, etc.

Tom McDonald

Tom graduated from Iowa State University in Civil Engineering and served the Iowa DOT in various capacities, including District and Developmental Engineer, over his 33 year career with them. From 1998-present, he has served as the Safety Circuit Rider for the Center for Transportation Research and Education (CTRE), now renamed the Institute for Transportation (InTrans).

Many of you may recognize him as he is primarily responsible for developing and presenting workshops related to transportation safety including work zone traffic control, flagger training, and precepts of the Manual on Uniform Traffic Control Devices. These workshops are provided at various locations around Iowa to counties, cities, utilities, and contractors. Other duties for Tom include developing conferences and seminars, contributing to research efforts, and offering advice on work zone traffic control and Manual on Uniform Traffic Control Devices requirements. Other activities include membership and active participation in the Iowa Safety Management System Coordinating committee and membership chair for the Iowa Traffic Control and Safety Association.

Chad Schaffer

Chad received his BS Degree in Civil Engineering from South Dakota State University in 1996. He received his Professional Engineer License in 2001. He then spent six years with Snyder & Associates (Engineering Consulting Firm) in Ankeny before moving to the City of Algona as their Public Works Director/City Engineer for five years. He has been the City Engineer the for City of Fort Dodge since 2008.

Dave Shanahan

Dave graduated from the University of Nebraska-Lincoln with a degree in Civil Engineering. He has more than 35 years of experience in flood and erosion control, road maintenance and construction. He worked for the Natural Resources Conservation Service for nine years before beginning work in the county engineering field for more than seven years. He is currently the County Engineer in Cherokee County and has also served as the County Engineer for Page County Iowa and Wabasha County in Minnesota.

Pat Sauer

Pat is the Iowa Stormwater Education Program Administrator for the Iowa Association of Municipal Utilities and also serves as their stormwater program coordinator. Her duties include assisting and advising city (of all sizes) officials on changes to stormwater and other environmental laws, as well as suggested compliance programs and measures.

Al Olson

As the Public Works Administrator for the City of Ankeny, Al oversees the Public Works Operations Division. His regular duties involve coordinating all public works maintenance activities including snow removal, street repairs and the installation and maintenance of traffic control devices. Other duties include traffic control, storm water maintenance and running a variety of annual special programs. Al received his BA in Education from Northern Iowa University and an MA in Public Administration from Drake University. He has been with the city for the past 29 years. Al has been very active with the Iowa Chapter of the American Public Works Association, having served as their President in 2005 and he currently serves as the Association's National Delegate.

Course 11: Basic Management

Basic Management Course Description and Objectives

The substance of management is working with people. The skills covered in this section are the responsibilities of a manager. Having the skills necessary to plan, organize, staff, direct, coordinate and report on the activities of a public works department, which will be discussed here, does not assure that one can motivate and get the most from your employees. Those human interaction skills that can make a good manager great are covered in the Team Development course.

At the completion of this course, participants will be able to:

- Understand basic management skills
- Discern the difference between city, county and state level organizational structures
- Create action plans for their agency
- Recognize the different roles of line and staff managers
- Keep records that are useful, up-to-date and readily available
- Apply time management techniques to their own busy schedules

Basic Management Workshop Agenda

May 18

8:50 - 9:00	Introduction	Bob Sperry, Iowa Leadership Academy Director
9:00 – 10:00	The Art of Management	Jim George, Dallas County Engineer
10:00-10:45	Creating Action Plans	Roger Schletzbaum, Marion County Engineer
Break		
11:00 - 11:45	Organizational Structures – City, County and DOT	Duane Smith, Retired LTAP Director, and Roger Schletzbaum
Lunch		
12:30 – 1:15	Understanding Line - Staff Roles/Relationships	Duane Smith
1:15 – 2:00	Information and Records Management	Bob Sperry
Break		
2:15 - 3:15	Time Management	Sharon Drake, Iowa State - Consultant
3:15 - 3:30	Closing Comments – Certificates	Bob Sperry

Basic Management Speaker Bios

Jim George

Jim George is a graduate of both Iowa State University and the University of Wisconsin. He worked for 15 years with consultants before becoming involved with county road departments, now for 20 years. He began his public career in Polk County as an Assistant County Engineer, then was appointed as the County engineer in Des Moines County. He has been the Dallas County Engineer for 13 years. Jim serves on numerous Iowa County Engineers Association committees, a past president of that organization and a member of NACE. He is also a licensed surveyor in Iowa.

Roger Schletzbaum

Roger has been the Marion County Engineer for the past 10 years. Prior to becoming the Marion County Engineer, Roger served 13 years on the City of Des Moines Engineering Staff and seven years at the state level with the Iowa D.N.R. Roger has managed several award winning projects and was named Government Civil Engineer of the Year in 2008 by the Iowa Section of ASCE.

Roger is a member of the Iowa and National County Engineers Associations, the American Public Works Association and the American Society of Civil Engineers. Roger is married and has three children, Andrea a sophomore at Iowa State University, Jacob a senior in high school, and Marissa a freshman in high school.

Duane E. Smith

Duane received his BS in Civil Engineering from Iowa State University and later his MS in Transportation Engineering, also from Iowa State University. His career began with the Iowa Department of Transportation in the construction field, where he served in many capacities for the first 15 years. He then yielded to the call from the western US and worked as a Transportation Engineer for a Denver, Colorado consultant firm. Following a few years of that experience, he returned to the Iowa DOT. He served Iowa State University for 15 years in the capacities of Adjunct Assistant Professor, Civil Engineering/Associate Director for Outreach Program and the Local Technical Assistance Program (LTAP), and Director for the Center for Transportation Research and Education (CTRE). This center became the Institute for Transportation (InTrans) before his retirement in 2009.

Robert Sperry

My name is Bob Sperry and I am currently a Program Manager at the Institute for Transportation at Iowa State University in Ames, Iowa. I was formerly a County Engineer in three different Iowa counties over a period of 31 years, most recently with Story County. My efforts with InTrans include serving as a Local Roads Safety Liaison. This involves direct interactions with local/municipal public works agencies to make them aware of the many safety tools, software, and training programs, as well as funding opportunities available to them from various sources including the Iowa Department of Transportation and InTrans. In addition to those efforts on safety outreach and education activities, I also assist in several other research projects that involve state and local governments.

Sharon Drake

Sharon Drake is an educator, professional trainer and trained mediator. Her entire professional career has surrounded these three disciplines. She has worked with the Cooperative Extensive Service in Iowa and Minnesota. She has taught management s for Simpson College and Iowa State University. As the Director of Training and Development at Iowa State University, she developed and delivered a supervisory leadership program for faculty and staff. Additional trainings focused on communication, leadership, and professional and personal skill development. As an adjunct professor, she is currently providing on-line s for Iowa State University and directing a community college leadership program for Iowa's community colleges.

Sharon is a trained mediator in school truancy, victim/offender, divorce and child custody, and workplace employee issues. She has been a volunteer mediator and has more than 20 years of experience. She has successfully mediated group workplace issues as well as divorce and truancy. She possesses an MS in Guidance and Counseling and a PhD in Education from Iowa State University.

Course 12: Emergency Management

Emergency Management Course Description and Objectives

This course reviews both the need for and types of policies and event planning that an agency might find useful during times of emergencies. Although individual departments have their own plans, they also must work with other departments and even with other agencies to adequately formulate broader plans for handling larger scale and more complex emergencies and situations. Public works is often the primary player in major emergencies, clearing the roadways and snow or debris, so that other responders can perform their work. Conducting practice training exercises both in house and on a larger interagency scale is common and can provide a familiarity with procedures to help make the necessary steps become more routine. Assistance and financial support of these types of training are often available through state and federal programs and contacts/information is included to have ready when needed by your agency. Past preparations and actions of both county and city agencies in handling floods, tornadoes, blizzards and ice storms in recent years provide a look at what has worked and what did not. Learning from past experiences, communications, interagency coordination and collaboration are all vital to achieve the most effective and efficient response possible.

Skills are developed by knowing:

- The appropriate actions that are needed for an effective response
- The order in which those actions are best taken
- The availability of proper training for yourself and your staff
- The proper circumstances to include into your practice training exercises

Once completed, participants should be able to:

- Identify key points in your department's emergency plan
- Understand the differences and need for both municipal and area-wide plans
- Recognize the four key objectives used in setting up a successful training exercise
- Understand the planning, training and potential financial assistance available from Iowa Homeland Security & Emergency Management
- Use successful techniques employed by other agencies during their natural disasters

Key concepts:

- Departmental policies provide a core for an overall plan
- Public works is often integrated to into an interagency team
- Familiarity with operational procedures means more efficiency
- Training opportunities and financing may be available through Iowa Homeland Security

Emergency Management Workshop Agenda

March 15, 2011

8:00-8:35	Registration	
	Introduction	Bob Sperry, InTrans Leadership Academy Coordinator
	Departmental Emergency Policies	Greg Parker, Johnson County Engineer
	Planning for Emergencies	Mitch Nordmeyer, Butler County Emergency Manager
Break		
	Conducting Practice Exercises – Police and Fire	Don Cox Fire Chief, City of West Des Moines
	Coordination and Assistance	Susan Green, HSEMD Training and Emergency Coordinator
Lunch		
	Iowa Disasters - Flooding	Bill Stowe, City of Des Moines Public Works Director, and John Dunn, City of Ames Water/Pollution Control Director
Break		
	Iowa Disasters – Tornado/Winds	Rick Fosse, Iowa City Public Works Director
	Iowa Disasters – Blizzards/Ice	Lyle Brehm, Tama/Poweshiek County Engineer, and John Klostermann, City of Dubuque Public Works Department
3:45-3:50	Evaluation/Certificates	Bob Sperry

Emergency Management Speaker Bios

Greg Parker

Greg has served as the Johnson County Engineer for five years. He has more than 20 years of experience from previous employment with cities, other counties, and as a private consultant. He received a BS in Civil Engineering from Colorado State University and an MS in Civil Engineering from Iowa State University. He is a member of the Iowa County Engineers Association (ICEA), the National Association of County Engineers (NACE), the American Public Works Association (APWA), the National Society of Professional Engineers (NSPE), and

the American Society of Civil Engineers (ASCE). He is the immediate past president of the Iowa chapter of the APWA.

Mitch Nordmeyer

Mitch Nordmeyer is currently Emergency Management Coordinator for Butler County Iowa. Mitch is an Incident Command Specialist/Instructor for Iowa Central College Department of Homeland Security Training Center specializing in Incident Command s and is certified to teach NIMS, ICS-100-200-300-400, ICS-402 for Senior/Elected Officials, G-775 EOC Mgmt, G-191 ICS/EOC Interface, IS-701 (Multi-Agency Coordination), IS-702 (Public Information Systems), IS-703 (Resource Management), and IS-704 (Communications & Information Management). Mitch is also Field Instructor for the Iowa Fire Service Training Bureau. He has been a member of The Greene Fire Dept. for more than 30 years and is currently Captain in charge of training. In his 30+ years of emergency responder experience, he has battled the usual areas of command such as fires, vehicle extrications, missing persons, etc. He has also had the chance to experience more serious disasters like the floods of ’93, ’99, & 2004 (Butler County Iowa), ice storm of 2007 (Butler County Iowa), and more recently was the initial Operations Section Chief for the first 37 hours of the devastating EF5 tornado that destroyed much of Parkersburg, Iowa. He has taken numerous classes dealing with Incident Management at the National Fire Academy in Emmitsburg, Maryland and is a Certified Emergency Manager in the State of Iowa. Mitch continues to explore the need for more training in order to provide better information to the emergency responders in Butler County. Mitch is passionate about his profession and the need for better communications and interoperability for all of those entities that may be involved with incident response.

Don Cox

Don has an MS degree in Science- Organizational Development from Iowa State University. His career began as a volunteer Fire Fighter in Iowa in 1972. He served as the Training Officer with the City of Seminole, Florida from 1978-1988. Formerly a Fire Service Instructor with Iowa State University (1988-1992). Don was the Fire Chief the Town of Menasha, Wisconsin (1992-2000). Since 2000, he has served as the Fire Chief in the City of West Des Moines, Iowa. He has served as a National Fire Academy Instructor since 1985 and also evaluates EFO Research Papers for Executive Fire Officer students. Don isChief Fire Officer Designee and Executive Fire Officer of the National Fire Academy.

Susan Green

Susan Green joined the office of Iowa Homeland Security and Emergency Management in November of last year. Although new to Iowa as a resident, she has taught s here for the past seven years. Susan's background includes serving as a local Emergency Coordinator for two different counties in Missouri, serving as Executive Director of an American Red Cross Chapter in Missouri and working with the State Of Missouri Emergency Management in the Training and Exercise Bureau. She also does training at the National Emergency Training Center in Emmitsburg, Maryland. Susan has more than 20 years of experience in the field.

William Stowe

Before assuming his current position as the Director of Public Works, Bill served the City of Des Moines as Senior Operations Leader, Senior Management Team Leader and Human Resources Director. Prior to that, he had worked for MidAmerican Energy in various capacities, leading up to the position of Operations Manager. His previous work with Shell Oil and Inland Steel in the area of Labor and Industrial Relations had given him a strong background in administration, bargaining, and labor. Along the way, he received a BA from Grinnell College, an MS in Engineering from the University of Wisconsin, an MS in Industrial Relations from the University of Illinois, and a Juris Doctor from Loyola University Law School. Bill's professional affiliations include the following:

- Past President Iowa Chapter of the American Public Works Association
- American, State and County Bar Associations
- Phi Beta Kappa
- American Arbitration Association National Panelist for Construction or Commercial Disputes
- American Society of Civil Engineers

John Dunn

John is an Iowa native, graduating from Urbandale High School near Des Moines. He is a two-time graduate of Iowa State University, having received a Bachelor's degree in Chemical Engineering and a Master's degree in Business Administration. John is licensed as a registered Professional Engineer in Iowa and holds an Iowa grade III wastewater operator license. He has worked in the water and wastewater fields since 1989, and has held positions ranging from analytical chemist to staff environmental engineer to senior management roles. He currently serves the Ames community as Director of the Ames Water and Pollution Control Department.

Rick Fosse

Rick received his BS in Civil Engineering from Iowa State University in 1982. He is a registered professional engineer in the state of Iowa. Rick has served the City of Iowa City for the past 27 years in various capacities including Director of Public Works, City Engineer and Civil Engineer. Prior to joining Iowa City, Rick served two years as an Environmental Engineer for the Iowa Department of Natural Resources. Rick's professional affiliations include the following:

- Past President, Iowa Chapter of the American Public Works Association
- American Society of Civil Engineers
- Past member of the University of Iowa Department of Civil and Environmental Engineering Professional Advisory Board
- Past member of the University of Iowa College of Engineering Professional Advisory Board

Lyle Brehm

Lyle was raised on a dairy farm in Dubuque County and graduated from Iowa State University with a BS in Civil Engineering. He served as the assistant to the Benton County Engineer for four years, before being appointed the Tama County Engineer in 2000. In 2003, Lyle joined a few other dual county engineers that work in that shared capacity for two adjacent counties, thereby doubling his experiences! Lyle is a member of the National Association of County Engineers and has been active in the Iowa County Engineers Association, serving on several committees through the years. He is currently the chair of the Legislative Committee and serves as the legislative liaison for the association at the state level. He is married with three young sons to claim as much of his spare time as he can make available.

John Klostermann

John started his employment with the City of Dubuque as a labor in 1975 and held various positions throughout the years. In 1990, he joined the City's management team as the street maintenance supervisor and has since added several other areas of responsibility. As the street/sewer maintenance supervisor, his responsibilities include day-to-day operations involving street and sewer maintenance, which includes snow and ice control and the operation and maintenance of the flood control levee system. John has been a member of American Public Works Association since 1994 and served as President of the Iowa chapter in 2003. He currently serves on the American Public Works Subcommittee on Winter Maintenance.

Course 13: Project Management

Project Management Course Description and Objectives

This course provides an excellent form of instruction for the beginning project manager with training on the identifiable fundamentals of planning, developing and managing a construction project. Emphasis on the process is provided by the examination of an actual bridge project example that utilized most every conceivable step possible. A thorough review of construction inspection fundamentals and the tools needed to effectively perform those duties is provided. Preparation for a clean project close out at audit time begins at the time of letting with the clear and concise plans, notes and specifications. Using proper forms and methods for item note keeping, a diary, and specific quantities from the start of and throughout a project can insure a successful audit (and full reimbursement) at completion.

Actual case studies of two major projects (a multi-year highway/bridge construction and a complete street reversion) involved all these principles but also included many difficult (and trying) challenges. The circumstances provided by these examples provide both enlightenment and education to even those experienced inspectors and project managers, while again emphasizing the importance of the basics discussed earlier.

Utilization of an asset management system by a city is described and explained as a management tool used to differentiate the need for management of both maintenance and construction work. Using this type of planning/management tool allows an agency to be able to conduct the most efficient and effective combinations to meet budget and/or condition goals.

Skills are developed by knowing:

- The basic steps involved with in project management
- The proper order of project development to avoid audit problems
- The proper forms and documentation needed
- Where training is available

Once completed, participants should be able to:

- Identify key components of managing parts of (or all) of projects
- Know where to find forms and get assistance for accurate records
- Recognize that challenges are inevitable and must be taken care of and recorded as provided in the specifications, using the engineer's judgment.

Key concepts:

- Project management begins with the concept
- There is a proper order for project development
- Proper construction inspection begins by knowing the project documents
- Documentation and proper record keeping is invaluable

Project Management Workshop Agenda

April 27, 2011

8:00-8:35	Registration	
	Introduction	Bob Sperry, InTrans Leadership Academy Coordinator
	Project Planning and Programming - Chillocothe Bridge Project	Brian Moore, Wapello County Engineer
	Management of Construction Projects	Cathy Nicholas, Blackhawk County Engineer
Break		
	Documentation and Materials Testing	Brenda Boell, Iowa DOT Field Review Technician
	Project "Close Out"/Audit	Dean Wiebke, Iowa DOT Engineering Technician Senior
Lunch		
Case Studies		
	US 30 – Challenges and Victories	Doug McDonald, Iowa DOT Marshalltown RCE
Break		
	Ingersoll Ave - A 4 to 3 Lane Process	Gary Fox, City of Des Moines
	Using Electronic Tools for System Planning	Joe Cory, City of West Des Moines Deputy Public Works Director
3:45	Evaluation/Certificates	Bob Sperry

Project Management Speaker Bios

Brian Moore

Brian earned his BS in Civil Engineering from Iowa State University in 1996 and was licensed as a professional engineer in 2000. He served as the assistant and County engineer in Ringgold County three and a half years, and then was named as Wapello County engineer, where has served in that capacity for nine and a half years. He is an active member of the Iowa County Engineers Association as the District representative to the executive board and also on the Contractors Coordination and Specifications Committee. Brian is also a member of the National Association of County Engineers (NACE).

Cathy Nicholas

Cathy has been the Black Hawk County Engineer since June 2008. Prior to that, she worked for the Federal Highway Administration for 17 years. Her most recent position there was serving as the Construction and Materials Engineer in the Olympia, Washington Division Office. She has a BSE from Iowa State University and an MSE from the University of Washington. She is a licensed professional engineer in Iowa and Washington State.

Brenda Boell

Brenda graduated from Iowa State in 1983. Before beginning work at the IDOT, she worked for R.L. Craft, a PCC patching contractor in Denison, as a concrete finisher and for four years as a HMA plant inspector for Henningsen Construction in Atlantic. She started working for the IDOT in 1988 as an inspector in the Council Bluffs Residency. In 1989, she took a promotion and went to the Denison Construction Residency. In 1993, she was promoted to a Materials Technician 4 in the District 1 Materials Office where she was a lab chief for two years and the Structures Tech for three years. In 1998, she promoted into her current position as a Field Review Technician in the Office of Local Systems. Since coming into that office, she has developed a two day Beginning Contract Administration and a one day Advanced Contract Administration for Local Agency inspectors.

Dean Wiebke

Dean currently serves as an Engineering Technician Senior for the Iowa DOT from District 2 in Mason City. He has 32 years of experience with the DOT with 13 years of that in the District 2 Materials Department and the last 19 years with District 2 Construction working mainly in project administration/Close-out/audits.

Doug McDonald

Doug graduated from ISU with BS in Civil Engineering. He is a licensed Professional Engineer in Iowa. He worked for both Pittsburg Des Moines Steel in Des Moines and for the State of Connecticut DOT before coming to the Iowa DOT. Doug has been with Iowa DOT for 25 years and has been the Resident Construction Engineer in Marshalltown since 1990.

Gary Fox

Gary received both a BS in Civil Engineering and an MS in Transportation Engineering from Kansas State University. He worked for the Iowa DOT as an accident Surveillance Engineer for six years before beginning work for the City of Des Moines as the Principal Traffic Engineer. Three years later, he was promoted to the position of Assistant Director of Traffic and Transportation and has served as the City's Traffic Engineer since 1997. He is a licensed engineer in both Iowa and Kansas and active in the Institute of Transportation Engineers, member and past president of the Missouri Valley section of ITE, a member of the American Society of Civil Engineers, and a past president of the Iowa section of that organization. He is also a member of the International Municipal Signal Association, Inc. and the International Parking Institute.

Joe Cory

Joe began his career in the paving industry with Koss Construction and was a pavement engineer at the City of West Des Moines. He also served as the assistant Director of Engineering for the City of Urbandale before his current position as the Deputy Public Works Director at the City of West Des Moines. He graduated from Iowa State University with a BS in Civil Engineering and has completed study at Drake University for the Master for Public Administration program, graduating in the fall of 2009. He serves as the city's representative to Metropolitan planning groups, including the Transportation Technical Committee.

- Professional Engineer in the states of Iowa and Missouri
- American Public Works Association
- American Society of Civil Engineers
- Institute of Transportation Engineers
- Iowa Engineering Society
- National Society of Professional Engineers

Course 14: Winter Maintenance Management

Winter Maintenance Management Course Description and Objectives

This course identifies several components needed for effective planning for and management of snow and ice events by typical local and state agencies. Often deemed most critical to the process, the making (or obtaining) of both long and short term forecasts that are as accurate as possible is necessary for a planning platform on which to build. The factors involved in those predictions by the Iowa Department of Transportation, (DOT) staff will be explained to provide some of the tools that agencies might use to "fine tune" public broadcast information for their particular geographic areas. In addition, a review is included of DOT forecasts (that are currently provided to everyone by specific regions) may be found and how to use them.

Policy and planning decisions made by public agencies affect not only their needed resources to accomplish the goals they set, but also can strongly affect that agency's finances, especially in times of extreme weather events or seasons. Likewise, an agency's use of chemicals and abrasives can be looked at from several vantage points; these policies and procedures must be combined with snow and ice fighting techniques to produce a final result that is both environmentally- and economically-sound and is also socially acceptable. Typical plans of a city, county and the DOT will be reviewed to provide an overview of the many combinations that are available. Obviously, we are not in a static system, neither in terms of our weather patterns nor the equipment we use to battle Mother Nature and keep our roads and streets safe. An update of many new types of equipment will be presented and areas of ongoing research and trials will be reviewed on a national perspective.

Skills are developed by knowing:

- That an agency's adopted policies and procedure directly affect resource needs and finances.
- The appropriate factors to be used in making and modifying accurate forecasts
- How chemicals and abrasives work, both singly and in combination
- Effective snow and ice fighting strategies for various conditions

Once completed, participants should be able to:

- Distinguish both important and costly components of a snow policy.
- Identify major weather factors that can help predict (and modify) forecasts.
- Recognize conditions when certain combinations of materials work best.
- Use some of the techniques learned effectively and economically in his/her agency.
- Recognize advances in equipment design and usage and the direction of improvements

Key concepts:

- While not totally predictable, weather trends and conditions may be forecast with some certainty
- Current and future weather conditions often dictate what methods and materials should be used for treatments.
- A broad spectrum of equipment/materials is available to match local needs/budget restrictions

Winter Maintenance Management Workshop Agenda

Wednesday, May 11, 2011 (canceled)

8:00-8:25	Registration	
8:25-8:30	Introduction	Bob Sperry, InTrans Leadership Academy. Coordinator
8:30-9:30	Policy and Planning	Bret Hodne, City of West Des Moines Public Works Director
9:30-10:15	Winter Storms/Weather	Tina Greenfield, Iowa DOT Meteorologist
10:15-10:30	Break	
10:30-12:00	Use of Chemicals and Abrasives	Bret Hodne for Mark DeVries, McHenry County, Illinois Maintenance Superintendent
12:00-12:30	Lunch	
12:30-2:15	Snow/Ice Fighting Techniques - City, County and DOT Perspectives	Matt Dolan, City of West Des Moines; Greg Parker, Johnson County; Mark Black, Iowa DOT
2:15-2:30	Break	
2:30-3:30	New Technology in Winter Maintenance	Bret Hodne for Mark DeVries, McHenry County, Illinois Maintenance Superintendent
3:30-3:45	Evaluation/Certificates	Bob Sperry

Winter Maintenance Management Speaker Bios

Tina Greenfield

Tina Greenfield is the Road Weather Information Systems (RWIS) Coordinator for the Iowa Department of Transportation. She manages the installation and maintenance of the Iowa DOT's 68 RWIS weather stations, designs and conducts road weather training for the DOT's winter maintenance personnel, and oversees the weather forecast and information services provided to the Department by private contractors. Ms. Greenfield graduated from Iowa State University with a Master's degree in meteorology in 2004.

Bret Hodne

Bret has been with the City of West Des Moines Public Works Department since 1989. He started his career as an equipment operator for the City before moving into his current position as Public Works Director. Bret has served as the American Public Works Association Iowa Chapter President and Iowa Chapter Delegate to national. For several years, Bret chaired the APWA Winter Maintenance Sub-Committee. In 2006, Bret was presented with the APWA Donald C. Stone Award for Excellence in Education. Bret was selected by the APWA in 2007 as one of the Top Ten Public Works Leaders in North America. During the past few years, Bret has conducted several presentations in both the United States and internationally on maintenance related issues and written several articles that have been featured in various publications.

Mark DeVries

Mark has been an employee for McHenry County, Illinois for 26 years. He is the Chairman of the National APWA Winter Maintenance Sub-Committee and a member of the Winter Maintenance Technical Service Program. He is also a member of the APWA Chicago Metro Chapter and a trainer for the Illinois Department of Transportation. Mark has presented at Snow and Ice seminars all across North American, several environmental seminars and various Municipalities across the Midwest. Mark has also traveled to Europe and South America. Mark is a trainer for the Illinois LTAP. and has been published in every major industry Magazine, as well as the inaugural issue of the *Journal of Public works and Infrastructure*. Mark is a 2010 recipient of the APWA Top ten Public Works Leader of the Year and the 2007 recipient of the APWA Donald C. Stone Award for excellence in education. Mark and his crew were the recipients of the 2006 APWA Technical innovation award and the National Association of Counties Achievement award for the County's Liquid De-icier Blending System. He was the 2006 recipient for the award of achievement from the APWA Chicago Metro Chapter. The MCDOT is a recipient of the Excellence in Storage award for the past nine years.

Matt Dolan

Matt has been an equipment operator for 11 years for the City of West Des Moines. He has been active as the organizer and a trainer for Snow Plow Operator Training (SPOT), which is promoted by Iowa LTAP organization. He serves on the Steering Committee for the Snow Plow Rodeo that is conducted every year in conjunction with the SPOT training. Matt has served as a state and national speaker about "Snow and Ice Removal" to Public Works groups in Allentown, Pennsylvania; Estes Park, Colorado; and St. Cloud, Minnesota as well as at the APWA North American Snow Conference. In his spare time, Matt is a part-time farmer, enjoying the outdoors.

Greg Parker

Greg has served as the Johnson County Engineer for five years. He has more than 20 years of experience from previous employment with Cities, other counties, and as a private consultant. He received a BS in Civil Engineering from Colorado State University and an MS in Civil Engineering from Iowa State University. He is a member of the Iowa County Engineers Association (ICEA), the National Association of County Engineers (NACE), the American Public Works Association (APWA), the National Society of Professional Engineers (NSPE), and the American Society of Civil Engineers (ASCE). He is the immediate past president of the Iowa chapter of the APWA.

Mark Black

Mark has been with the Iowa DOT for about 32 years and got his start in 1979 as a mechanic at the Hanlontown Interstate Maintenance garage on I-35. He was promoted to supervisory position in 1988 on the district pavement marking crew and became a supervisor in the Mason City Maintenance garage in 1993. He was promoted to an Area Manager in 1995 and in that capacity supervised maintenance operations in about 10 counties. In 2002, Mark was promoted to his current position of District 2 Maintenance Manager, where he manages all maintenance operations in 19 county, northeast area of Iowa. This encompasses one sixth of the state and approximately 4000 lane miles. He oversees nine supervisory staff with 200 employees, and manages the District budget of approx. 25 Million dollars. Mark reports to the District 2 Engineer, but works closely with both the District Construction and Design Engineers to review roadway needs for contract work and project administration inspection.

APPENDIX B. AMERICAN PUBLIC WORKS ASSOCIATION INSTITUTE CERTIFICATION DOCUMENTS

AMERICAN PUBLIC WORKS ASSOCIATION

Your Comprehensive Public Works Resource

July 14, 2011

Robert Sperry, PE
Leadership Academy Program Coordinator
Iowa State University
2711 S Loop Drive, Ste 4700
Ames, IA 50010

Bret Hodne
Iowa Chapter Education Liaison
Public Works Director
560 S 16th St.
West Des Moines, IA 50265

Dear Bob and Bret:

APWA's Public Works Institute Evaluation Committee has reviewed the Iowa Chapter's Public Employees Leadership Academy application and determined that this program meets the learning model requirements developed by the 2004 Presidential Task Force. Congratulations to the APWA Iowa Chapter and to all who participated in this effort to provide quality educational opportunities for public works professionals. **This finding is valid for four years from the date of this letter.**

We appreciate your response to the PWI Evaluation Committee's request for clarification on instructor/student and student/student interaction. The Public Works Institute Model is being incorporated as an essential component in APWA's new strategic plan for education and training. Philosophical and conceptual discussions are underway that include online training approaches. It is possible that when your Institute designation is up for renewal in four years, that the PWI Model will have been amended to include preferred online strategies. Research on effective training approaches and available technologies indicates rapid and constant change. APWA will be communicating with all of the Public Works Institutes in the coming months as we plan for how we will meet these new challenges together.

APWA would like to include information (upcoming class schedules, registration information, contact information for participant inquiries, etc.) about the Iowa Public Employees Leadership Academy on the APWA National website. Please send this information to Becky Stein, Certification Manager, bstein@apwa.net. Also, if your Institute plans to use the APWA National Certificate and numbering system for upcoming graduates, please send that information to Becky Stein at bstein@apwa.net or if you have questions please call her at (816) 595-5212.

Again, congratulations to you and everyone connected with the Iowa Public Employees Leadership Academy for this achievement.

Sincerely,

John Lawlor
Public Works Institute Evaluation Committee Chair

July 5, 2011 (Submitted electronically)

Ms. Kathy Dotson
2345 Grand Blvd., Suite 700
Kansas City, MO 64108

Re: Leadership Academy Submission Update

Attached please find an updated version of the previously submitted "Curriculum Conversion Chart" which has been updated to include the final three courses for Iowa's Leadership Academy program. Also attached is a file with the information for each of those final topics. These last three have been recorded and are being processed (by the IT persons) to be placed on-line within the next 30 days. Several other items remain to be completed (by others and myself) , including the final website update(s), completion and printing of three different marketing brochures for this series, and the submission of a final report to the Iowa Highway Research Board.

The intent of the Advisory Board (and the Iowa APWA chapter) has been to include some verbiage about our series being "APWA certified" in these brochures and in all future advertising and promotions. During our phone and e-mail exchange in late April/early May, I thought we were very close to receiving some notice. However, to date, neither the chapter, nor myself, has received written confirmation of that. I am now in the process of reviewing some of the final draft media materials and beginning to formulate the final report and therefore would appreciate any response you could provide.

If further information or documentation is needed, please let me know.
Thanks,

Bob Sperry
Public Employees Leadership Academy Coordinator
Institute for Transportation
2711 South Loop Drive
Ames, IA 50010

Responses to APWA Evaluation Committee

Does the online model you've established allow for student interaction with these remarkable instructors? No, our committee felt that it was too much to ask of all our speakers, (most of which are busy, working professionals), to make themselves available for some unknown future period to all our potential students. Many of those instructors have, however, included their contact information in their presentations. In addition, contact information for Bob Sperry, the coordinator, is made available for each and questions/comments may be directed to him.

Are there opportunities for online question/answer forums or other activities/exercises between students and instructors? Although some of the instructors have assigned activities or exercises to the students as a part of their instruction, the student's only avenue for questions is again through the coordinator.

Are there options for interaction between students? Individual, on line registrants are not normally aware of who else has, or is taking the class. However, some employers have encouraged their staffs, including potential future leaders to take a together in groups of five or so. The employer pays the fees for all individuals and then allows them to view a together and respond/discuss the validation questions together and submit their answer under one name. Depending on the available time that these groups can get together, they are free to view one, two or more presentations in a sitting. Once the engineer (or their supervisor) certifies that all in the group have completed the entire , the coordinator can review the computer time spent. The answers to the validation questions can be reviewed and completion certificates then can be issued to each of those in the group. This method certainly allows for the individuals to interact with others in their group as they have, as well as ask their supervisor any questions they have.

Do students enter the online learning platform in class groups and follow the curriculum sequentially? Groups of same agency students were described above and I believe privacy issues and tracking participation activities would prevent other combinations. Our system allows everyone the flexibility to take all (or as many) of the s they desire and in any order they choose. This also provides employers the opportunity to promote their staff taking the classes that they feel might help his/her individual growth the most and in the order the employer feels is most appropriate.

Can students choose to take the different s in whatever order they prefer? Yes, the can choose to take any s in the order they wish. If their employer has agreed to pay (or reimburse) the fee, that may influence their choices. Although not recommended, students can also sign up for as many s as they wish at one time. Completion is expected within 90 days, however.

Do students have opportunities to chat with and learn from each others' experiences or is it all individual learning? The only interactive learning would be in the group learning setting described above. Otherwise it is individual learning.

We have quite a variety of registrants for these, including several that have paid the fees themselves for their own self improvement. In other examples a few agencies have been paying for the s, (either in advance or by reimbursement) for several of their future leaders, as part of a

succession plan. Some allow the s to be taken during working hours (on rainy days or during slow periods when work load allows.) Everyone recognizes the importance and value of no travel time or expenses are involved.

One comment needs to be made about the marketing of programs like these. The many courses involved do take a considerable amount of time to develop and be ready for the users. During that period, (over two years in our case), it is important to keep your future audience/clients informed of progressed and engaged in providing input and assistance. A program cannot be marketed until at least a portion of it is marketable (online) and, in the interim, it can be difficult to keep everyone engaged. As we anticipate having our final (14th) course on line about July 1, we are stepping up with yet another major marketing campaign. This one will not only provide an update/reminder/impetus for our main public works audience, but also will hopefully broaden our audience to a large number of public and private employers/employees which could use many of our leadership skills topics.

AMERICAN PUBLIC WORKS ASSOCIATION

Your Comprehensive
Public Works Resource

April 28, 2011

Robert Sperry, PE
Leadership Academy Program Coordinator
Iowa State University
2711 S Loop Drive, Ste 4700
Ames, IA 50010

Bret Hodne
Iowa Chapter Education Liaison
Public Works Director
560 S 16th St.
West Des Moines, IA 50265

Dear Bob and Bret:

APWA's Public Works Institute Evaluation Committee has reviewed the Iowa Public Works Institute application and we are impressed with the vision and effort involved in establishing the Iowa Public Employees Leadership Academy.

The university, public service, and public works professionals you've enlisted as instructors are unmatched in their qualifications and expertise. Does the online model you've established allow for student interaction with these remarkable instructors? Are there opportunities for online question/answer forums or other activities/exercises between students and instructors?

Are there options for interaction between students? Do students enter the online learning platform in class groups and follow the curriculum sequentially or can students choose to take the different courses in whatever order they prefer? Do students have opportunities to chat with and learn from each others' experiences or is it all individual learning?

We ask these questions understanding that the Public Works Institute Model and Application Form were established in 2004 when the myriad of opportunities that exist today for online learning had not been developed yet. Therefore these questions are not part of the application form. However, members of the committee feel that student/instructor and student/student interaction are critical components to successful learning and we would like to explore with you how this is already being achieved or might be achieved in the future.

The committee is open to a conference call with you to discuss these ideas. If you'd like to respond in writing, please email John Lawlor (jlawlor@waterburyct.org) and Karen Wilson (kwilson@apwa.net). If you'd like to join us in a conference call, please contact Karen and she'll set up the call for us.

Sincerely,

John Lawlor

John Lawlor
Chair, Public Works Institute Evaluation Committee
Director of Public Works, City of Waterbury, CT

December 7, 2010 (Submitted electronically)

Ms. Kathy Dotson
2345 Grand Blvd., Suite 700
Kansas City, MO 64108

Re: Request for Panel Review of the "Iowa Public Leadership Academy" for Institute Approval

Dear Ms. Dotson:

Enclosed please find our submitted materials for this review, including: Iowa Chapter Application Form, Iowa Curriculum Analysis and Conversion Chart, our course agendas and speaker resumes', a copy of our descriptions and the agenda/dates they have been made available for online registrants, along with a typical certificate. As you can see, the development of our series has been ongoing for some time and the majority of our original vision is nearly accomplished. We have able to conservatively use our available funding by using current city, county and state public works professionals as the speakers for our sessions. Our committee has now chosen use the dollars remaining to work on the development of three additional courses, which are yet to be developed.

Because the workshops that preceded the videotaping of each of the first eleven courses are all behind us, the easiest way to provide the review team more information about the on line course(s) is to provide them guest access to the system. An early introductory video, which we made, is also attached.

For guest access, you may go to: http://s.extension.iastate.edu
On the left side of the screen, click on "Public Employee Leadership Academy," then scroll down to "Community Service/Customer Orientation Skills" and click on that name.
Then login with a username of: cepdguest and with a password of: cepdguest

As you can see there, the website includes an introduction, availability to each power point used, and offers validation questions following each speaker's presentation. The presentations themselves allow the registrant to view both the PPT and the speaker simultaneously, as if they were present in a classroom.

We thank you and the APWA staff/committees for your efforts to produce the basic institute materials, and allowing our chapter to create an outstanding training program for Iowa's upcoming public works leaders of tomorrow. If more information is needed regarding this application, please contact myself or our chapter's LTAP liaison, Robert Sperry at rsperry@iastate.edu .

Sincerely,

Bret Hodne
Public Works Director for West Des Moines
560 S. 16th St
West Des Moines, IA 50265
(515) 222-3536
bret.hodne@wdm-ia.com

APWA Learning Model Domains of Study with Specified Areas of Concentration	Reference #	Reference #	Iowa's Corresponding Course Titles	APWA Analysis and Approval/Recommendation	
Module 1: Supervisory Techniques and Skills			**Module 1: Supervisory Techniques and Skills**		
Role of the supervisor	1	1	The Supervisor's Role		
Selecting new employees	2	28	Leadership Styles		
Training new employees	3	4	Understanding Motivation		
Motivating employees	4	7, 8	Effective Communications		
Managing Workplace Stress	5	8	Discipline for Success		
Time management	6	4	Goal Setting		
Problem employees	7				
Conflict management	8				
Organizational culture	9				
Workplace safety	10				
Labor management relations	11				
Module 2: Basic Management Skills			**Module 2: Team Development**		Subdivided the APWA module here and in # 11
Basic management skills	12	2,3	Selecting/Training New Employees		
Delegation and empowerment of employees	13	11, 12	Labor Management Relations		
Understanding of line-staff roles and relationships	14	5, 8	Conflict Management/Workplace Stresses		
Basic organizational design	15	7	Problem Employees		
Introduction to public works process	16	13	Effective Delegation Successes		
Information and records management	17	13	Employee Empowerment at Work		
Creating action plans	18				
APWA self assessment	19				
Maintenance management systems	20				
Module 3: Communications Skills			**Module 3: Effective Communication**		
Conducting effective meetings	21	25	Overview of Public Relations		
Formal and informal business communication	22	22	Types of Communications		
Business letters	23	23, 24	Business Communications		
Report writing	24	21	Interpersonal Communications		
Public relations overview	25	26	Presentation Skills		
Presentation skills	26	21	Conducting Effective Meetings		
Module 4: Leadership Skills			**Module 4: Leadership Skills**		
Leadership core competencies	27	28	Exploring Leadership		
Leadership styles	28	27	Elements of Leadership		
Team development	29	30	Ethics		
Ethics	30	32	Organizational Self Assessment		
Defining excellence	31	31	Defining Excellence		
Organizational self assessment	32	29	Team Development		
Module 5: Community Service/Customer Orientation Skills			**Module 5: Community Service/Customer Orientation Skills**		
Customer service	33	33	Customer Service		
Dealing with internal and external customers	34	34	Dealing with Internal/External Customers		
Community diversity and service	35	36	Public Relations Guidelines		
Public relations	36	36	Public Relations - "Real World Activities"		
Media relations	37	37	Media Relations		
		35	Community Diversity/Programs		
		35	Community Diversity Efforts		
Module 6: Legal Understanding			**Module 6: Legal Understanding**		
Contract regulations	38	38, 40	Municipal Labor Contracts-Negotiations thru Admin.		
Administering contracts	39	38,39	Operational Impacts of Labor Contracts		
Employment and safety laws	40	39	Administration of Labor Contracts - New Mgr Perspective		
Environment legislation	41	39	Other Contracts and Agreements		
Whistle-blower protection	42	10, 40,42	OSHA Laws Impacting Local Governments		
		41	Environmental Laws and Considerations		
		41	NPDES and Stormwater Management		
		40	Pedestrian Access/ADA		
		38	Manual On Uniform Traffic Control Devices (MUTCD)		
		38	Iowa Drainage District Law		
Module 7: Fundamentals of Government			**Module 7: Fundamentals of Government**		
Fundamentals of government	43	43-45	Federal Government - Purpose, Branches, Agencies		
The regulatory process	44	43-45	State Government - Purpose, Executive and Judicial Branches		
Roles of local, state, and federal legislative – executive bodies	45	43-45	Iowa's Legislative Process		
		43-45	Iowa's Agencies & Interaction with Local Agencies		
		43-45	County Organizational Structure		
		43-45	County Legislative Powers with Ordinances		
		43-45	City Organizational Structure		
		43-45	City Legislative Powers with Ordinances		
		43-45	Comprehensive Examples to tie the process(es) together between agencies		
Module 8: Finance			**Module 8: Finance**		
Finance and budgeting	46	46	Public Budgeting and Accounting		
Purchasing/inventory management	47	46	Forecasting Revenues		
		46	Balancing Needs and Revenues for Cities		
		46	Balancing Needs and Revenues for Counties		
		47	City Purchasing		
		47	City Inventory Management & Auditing		
		47	County Purchasing		
		47	County Inventory Management & Auditing		
Module 9: Resource Management Skills			**Module 9: Resource Management Skills**		
Strategic planning	48	48	Overview of Strategic Planning		
Creative decision making	49	49	Creative Decision Making		
Basic project management	50	50	Budgeting/Contracting		
Effective crew scheduling	51	52	Purchasing through DOT		
Contracting/bidding	52	53	Consultant Management		
Consultant management	53	50,52	Programming/Budgeting		
		50	Basic Project Management		
		51	Effective Crew Scheduling		

		Module 10: Public Works Operations and Maintenance	
54	62, 64	Transportation- Traffic	
55	20, 63, 64	Transportation - Roadway and Street Maintenance	
56	58, 64	Parks and Conservation	
57	54, 55	Work Zone Safety	
58	59,60	Water/Wastewater	
59	20, 54, 62-64	County Gravel Road Maintenance	
60	61	Storm Water Runoff	
61	58	Structures/Facilities	
62			
63			
64			
		Module 11: Basic Management Skills	
	1,12	The Art of Management	
	18	Creating Action Plans	
	13	County Organizational Structure	
	13	City Organizational Structures	
	1,14	Understanding Line/Staff Roles & Relationships	
	17	Information and Records Management	
	6	Time Management	
		Module 12: Emergency Management	
		Departmental Emergency Policies	
		Planning for Emergencies	
		Conducting Practice Exercises	
		Coordination and Assistance	
	57	Iowa Disasters - Flooding	
		Iowa Disasters - Tornadoes	
		Iowa Disasters - Blizzards/Ice	
		Module 13: Project Management	
	55	Project Planning & Programming - Chillocothe Bridge Project	
	55	Management of Construction Projects	
		Documentation and Materials Testing	
		Project "Close Outs" or Audits	
		US 30 Construction Challenges	
		Ingersoll Avenue - A 4 Lane to 3 Lane Conversion Process	
		Electronic Planning Tools	
		Module 14: Winter Maintenance Management	
		Policy and Planning	
		Winter Storms & Weather Prediction	
		Use of Chemicals and Abrasives	
		Snow & Ice Fighting Techniques:	
		City Perspective/Examples	
		County Perspective/Examples	
		Iowa DOT Perspective/Examples	
		New Technology in Winter Maintenance	

APPENDIX C. MARKETING BROCHURES

This appendix includes the front and back sides of each brochure (with them laid out flat and not folded).

- Public Employee/Participant brochure
- Public Employer/Agency brochure
- Public or Private Sector Continuing Education brochure

"My time was well spent."

—Bryan DeJong, Dallas County Road Department

"I liked both the Fish Market and Gung Ho videos. . . . I will be able to use these processes on a daily basis . . . ."

—Chris Clements, City of Burlington

"I had the opportunity to learn from the ideas and experiences of many different agencies."

—Bob Dingman, City of West Des Moines

"It's great to take a quality management class from your desk, at times that fit your schedule, without drive time and cost."

—Jim George, Dallas County Road Department

What to expect

- Each course consists of 6 to 10 modules. Most modules last less than 45 minutes.
- Participants can take the modules (sections of a course) in any order, stopping at any point and re-starting using their unique sign-on information.
- Participants can take one course or all of them, in any order.

How to participate

Enroll/register online at www.intrans.iastate.edu/ltap/leadershipinstitute. Click on the "Sign up" tab.

In general, payment is by credit card through the online registration form.

Many employers will cover the cost of Institute courses. Ask your supervisor.

Small-group enrollment is also possible. For information, contact the Institute coordinator, 515-294-8103, rsperry@iastate.edu.

For any problems with online course registration or course procedures, contact Iowa State University Extension Continuing Education and Professional Development (CEPD), 515-294-6222, cepd-courses@iastate.edu.

Partners

The Public Employees Leadership Institute is a joint effort of Iowa's Local Technical Assistance Program (LTAP) at Iowa State University; an advisory committee with representatives from Iowa's cities, counties, and state government; and Iowa State University Extension.

This Institute is certified by the American Public Works Association. For a list of all APWA-certified institutes, see www2.apwa.net/education/institutes/?DISPLAY=INDIVIDUALS.

Development of the Institute was sponsored by the Iowa Highway Research Board, TR-606.

For more information

Contact the Institute Coordinator:

Institute for Transportation
2711 South Loop Drive, Suite 4700
Ames, IA 50010-8664
515-294-8103, rsperry@iastate.edu

Detailed course descriptions and additional information about the Institute are on the website, www.intrans.iastate.edu/ltap/leadershipinstitute.

Iowa LTAP Local Technical Assistance Program

APWA American Public Works Association PUBLIC WORKS INSTITUTE

IOWA STATE UNIVERSITY
Institute for Transportation

Public Employees Leadership Institute

ONLINE TRAINING

A convenient way to improve leadership and supervisory knowledge and skills

Certified by the American Public Works Association

- 14 self-paced, online courses
- Each course is equivalent to a 6–8 hour workshop
- Participants have 90 days to complete each course
- $75 per person per course

Is the Institute for you?

- Do you want to enhance your qualifications for a more responsible position?
- Do you consider yourself a leader in your organization, or want to become one?
- Are you already a first-line supervisor or higher?
- Have you recently been promoted to a position with supervisory duties?
- Would you like to improve your supervisory or management knowledge and skills?

If you answer yes to any of these questions, you can benefit from taking any or all Institute courses.

What is the Institute?

The Iowa Public Employees Leadership Institute (the Institute) is a series of online courses that can help employees enhance leadership skills and knowledge. Participants progress through each course online, at their own convenience and pace. They can take one course, several, or all of them.

The content is especially targeted to people who work for cities, counties, or state agencies. But most of the courses are applicable for employees in almost any business.

By completing all Institute courses, an employee of a town or city that is a member of the American Public Works Association (APWA) can earn a national certificate.

Course descriptions

Detailed course descriptions, with learning objectives, are online at www.intrans.iastate.edu/ltap/leadershipinstitute.

COURSE 1: Supervisory Techniques and Skills
Covers basic supervisory and management techniques that help new supervisors plan, direct, and motivate efficiently.

COURSE 2: Team Development
Teaches skills for developing a highly motivated team, such as treating employees with respect, understanding their needs, and involving them in vital decision processes.

COURSE 3: Communications Skills
Provides a comprehensive review of effective communications strategies for public relations, presentations, and meetings.

COURSE 4: Leadership Skills
Describes creating a vision for the future and effectively communicating that vision to people within and outside of the organization.

COURSE 5: Community Service/Customer Orientation
Examines the importance of quality community and customer service using effective public relations practices.

COURSE 6: Legal Understanding
Discusses the importance of a working understanding of issues related to local, state, and federal regulations in order to avoid legal liabilities and promote successful operations.

COURSE 7: Fundamentals of Government
Examines the organization, operation, and interaction of branches of government at the federal, state, and local levels.

COURSE 8: Finance
Discusses budget processes, including striking a balance between short- and long-term costs, scheduling constraints, and quality control.

COURSE 9: Resource Management
Focuses on key considerations regarding strategic planning, creative decision making, budgeting and contracting, basic project management, consultant management, and effective crew scheduling.

COURSE 10: Operations and Maintenance
Examines the operational and maintenance tasks of local transportation departments and related interactions with the public and other departments.

COURSE 11: Basic Management
Covers the responsibilities of a manager, such as planning, organizing, staffing, directing, coordinating, and reporting on the activities of a public works department.

COURSE 12: Emergency Management
Examines the tasks involved with responding to natural disasters or other emergencies and discusses area-wide planning, training exercises, and available assistance.

COURSE 13: Project Management
Discusses critical aspects of project management, including dividing a project into segments and tasks, planning, approvals, budgeting, and executing a contract.

COURSE 14: Winter Maintenance Management
Discusses policies and planning, use of forecasts and weather conditions to choose proper chemicals and abrasives, new and proven snow-fighting techniques, examples of best practices, and future technology.

www.intrans.iastate.edu/LTAP/LeadershipInstitute

"The Leadership Institute offers hope for employees with initiative. It provides the background information needed to advance within the organization."

— Jim George, Dallas County Engineer

"While these courses were developed for public works employees, they are applicable and open to anyone with access to a computer and an interest in the topics."

— Eddie Loo, former Director of Continuing Education Professional Development, Iowa State University

"This is an opportunity to provide training for employees who are moving up through their agency or who simply want to move into other leadership positions."

— Jim George, Dallas County Road Department

Affordable, convenient, flexible, and professional courses

- Affordable: $75 per participant per course, with no travel, lodging, or meals
- Convenient: Little or no employer oversight is required
- Flexible for employers: They can use specific course(s) to address an employee's specific knowledge gaps
- Flexible for participants: They can progress at their own pace and work on courses as their schedules allow
- Professional quality: Focused on current best practices, research, and new technologies

"Employees often get tossed into a management position because they are good, with very little managerial training. These courses allow them to get that training WHEN they need it."

— Brett Hodne, Public Works Director, City of West Des Moines

To register for courses

Visit the website, www.intrans.iastate.edu/ltap/leadershipinstitute. Click on "Sign up." If you have any questions regarding online registration or course procedures, contact Iowa State University Extension Continuing Education and Professional Development (CEPD), 515-294-6222, cepd-courses@iastate.edu.

Small-group enrollment is also possible. For information, contact the Institute coordinator, 515-294-8103, rsperry@iastate.edu.

Partners

The Public Employees Leadership Institute is a joint effort of Iowa's Local Technical Assistance Program (LTAP) at Iowa State University; an advisory committee with representatives from Iowa's cities, counties, and state government; and Iowa State University Extension.

The Institute is a certified APWA Public Works Institute. For a list of all certified institutes, see www2.apwa.net/education/institutes/?DISPLAY=INDIVIDUALS.

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For more information

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515-294-8103, rsperry@iastate.edu

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Iowa LTAP Local Technical Assistance Program

APWA American Public Works Association PUBLIC WORKS INSTITUTE

IOWA STATE UNIVERSITY Institute for Transportation

Public Employees Leadership Institute

ONLINE TRAINING

Convenient, affordable leadership and supervisory training

Certified by the American Public Works Association

Public Employees Leadership Institute

- 14 online courses
- Each course is equivalent to a 6–8 hour workshop
- Convenient for employer and employee
- $75 per person per course

Can the Institute help you?

- Are you experiencing or expecting staff turnover or retirements?
- Do you need a useful mechanism for dealing with employee succession?
- Do you have a limited training budget?
- Do you have seasonal or weekly slow times that could be filled with ready-to-go employee training?

If you answered yes to any of these questions, consider using the Public Employees Leadership Institute (the Institute) to help meet employee training needs.

What is the Institute?

The Institute is a series of user-friendly, computer-based courses that help employees develop leadership skills. Participants progress through each course at their own convenience and pace. They can take one course, several, or all of them.

The content is especially targeted for employees of cities, counties, or state agencies. But most of the courses are applicable for employees in almost any business.

Any employee of a municipality that is a member of the American Public Works Association (APWA) can earn a national certificate by completing all Institute courses.

Course descriptions

Detailed course descriptions, with learning objectives, are online at www.intrans.iastate.edu/ltap/leadershipinstitute.

COURSE 1: Supervisory Techniques and Skills
Covers basic supervisory and management techniques that help new supervisors plan, direct, and motivate efficiently.

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COURSE 8: Finance
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Discusses critical aspects of project management, including dividing a project into segments and tasks, planning, approvals, budgeting, and executing a contract.

COURSE 14: Winter Maintenance Management
Discusses policies and planning, use of forecasts and weather conditions to choose proper chemicals and abrasives, new and proven snow-fighting techniques, examples of best practices, and future technology.

www.intrans.iastate.edu/LTAP/LeadershipInstitute

The Institute got its start as a request from the Iowa Chapter of the American Public Works Association (APWA). It is a series of 14 computer-based modules that can replace in-person workshops for employees looking to gain leadership-related skills and knowledge for supervisory roles. This program has been certified on a national level by the APWA as meeting all of their standards for individual state leadership academy programs.

The courses for the Leadership Institute were designed and created as online, on-demand courses by Iowa's Local Technical Assistance Program (LTAP), part of Iowa State University's Institute for Transportation. The process was guided by an advisory committee and in partnership with Iowa State University Extension. Speakers who are experienced, working professionals, knowledgeable in their subject matter, make this series a very effective and enjoyable way to self-educate at a rate that is comfortable for participants.

The Institute is geared toward current first-line supervisors and up, as well as employees aspiring to become leaders within their professions. The modules cover a broad scope of topics, many of which can help all employees, whether public or private, improve their skills to better qualify for more responsible positions in their organizations.

ONLINE TRAINING

Public Employees Leadership Institute

A PROGRAM FOR
today's supervisors and leaders of tomorrow

www.intrans.iastate.edu/LTAP/leadershipinstitute

For more information contact
Robert Sperry—Leadership Institute Coordinator
(515) 294-7311 | rsperry@iastate.edu

SP411 REVISED AUGUST 2011

IOWA STATE UNIVERSITY
Institute for Transportation

Iowa LTAP
Local Technical Assistance Program

Public Employees Leadership Institute

ONLINE TRAINING

- Courses are delivered online
- Courses consist of 6 to 10 sections that take no longer than 45 minutes each
- Participants have 90 days to complete each course
- Cost: $75 per course

To enroll for courses go to www.intrans.iastate.edu/LTAP/leadershipinstitute OR www.extension.iastate.edu/registration/LTAP

COURSE 1: Supervisory Techniques and Skills Basic supervisory and management techniques that aid a new supervisor in planning, directing and motivating in an efficient manner.

COURSE 2: Team Development Skills for managing highly motivated employees, such as treating people with respect, understanding their needs and involving them in vital decision processes.

COURSE 3: Communications Skills Comprehensive look at effective communication strategies, including public relations, presentations and meetings.

COURSE 4: Leadership Skills Concepts of creating a vision for the future and the ability to communicate that vision to others to create a unified work plan.

COURSE 5: Community Service/Customer Orientation Examines need for and practice of community service and customer orientation through use of employee skills with the media and the public.

COURSE 6: Legal Understanding Discusses the importance of having a working understanding of issues surrounding local, state, and federal regulations as being critical to avoid legal liabilities and promote successful operations.

COURSE 7: Fundamentals of Government Examines the organization, operation, and interaction of branches of government at the federal, state, and local levels.

COURSE 8: Finance Discusses budget process, including striking a balance between effective and efficient delivery of responsive services and the long-term development and preservation of the organization's economic base.

COURSE 9: Resource Management Develops key areas of focus: strategic planning, creative decision making, budgeting and contracting, basic project management, consultant management, and effective crew scheduling.

COURSE 10: Operations and Maintenance Examines aspects of the operational and maintenance tasks of local transportation departments and the typical interactions of each, both with the public and other departments.

COURSE 11: Basic Management Covers skills that are the responsibilities of a manager, such as planning, organizing, staffing, directing, coordinating, and reporting on the activities of a public works department.

COURSE 12: Emergency Management
Examines the steps required to make tasks involved with natural disasters as simple as possible, as well as discusses area-wide planning, training exercises and assistance available.

COURSE 13: Project Management
Discusses steps in successful management, including subdividing a project into segments and tasks, such as planning, approvals, budgeting and executing a contract.

COURSE 14: Winter Maintenance Management
Details process of planning ahead, developing policies and using forecasts and conditions to choose proper chemicals and abrasives, as well as new and proven snow-fighting techniques, what other agencies have done, and future technology.