

The Update



January / February 2023

Serving the Counties of Cass, Fremont, Harrison, Montgomery, Mills, Page, Pottawattamie, and Shelby

Special Planning Edition

Disaster Recovery

The work of the SWIPCO planning department continues to be heavily impacted by the ongoing effects of two major disasters, the Floods of 2019 and the Covid-19 Pandemic. Although the waters have receded and many Covid restrictions now seem to be in the rear view mirror, there still is and will continue to be major investments in our region to address these disasters.

In the immediate aftermath of the Floods of 2019 SWIPCO planners swung into action to work with

a wide variety of partners—local, state, and federal—in order to marshal the resources needed to meet the immediate needs following the flood. This included things such as demolition of flooded properties and levee work to ensure that what might be re-built would be protected. Most of that



City of Hamburg during the flood of 2019

work is complete, although SWIPCO staff are still working with our state and federal partners to close out these grants and ensure that all program requirements have been met.

In this Issue

Disaster Recovery.....	1-2
Economic Development Planning.....	3
Business Revolving Loan Fund.....	3
Grant Writing.....	4
Comprehensive Plans.....	5
Hazard Mitigation Plans.....	5
Code of Ordinances and Zoning.....	6
Transportation Planning.....	7
Grant Deadlines.....	7
Planning Staff Make It Happen.....	8-9
Community Development Director (Erin Hudson)....	10
Birthdays & Anniversaries.....	10
From the Desk of the Executive Director.....	11



Image of rebuilt Hamburg Levee

Disaster Recovery - continued

Once the immediate stabilization work was underway, attention turned to building back and SWIPCO planners are at the forefront of that effort. SWIPCO was a partnering entity with the State of Iowa on a future land use plan for the flood impacted area. But most visibly SWIPCO planning staff have been working in overdrive to develop and deliver on the Disaster Recovery Housing Community Development Block grants. This program, which is a federal program through the Department of Housing and Urban Development, administered in the State of Iowa by the Iowa Economic Development Authority will see the construction of approximately 250 new housing units in our region and in many cases also creates the infrastructure, such as roads, water, and sewer to support this investment. Not only is this a major effort by the planning team to develop and administer the projects it is a great example of the cooperation within SWIPCO between the planning and housing teams.



Officials with Hendrickson Enterprises and the U.S. Army Corps of Engineers inspecting a drainage system during a visit to the site.

Covid's long term recovery is not as visible as new houses being built but is also a major undertaking.

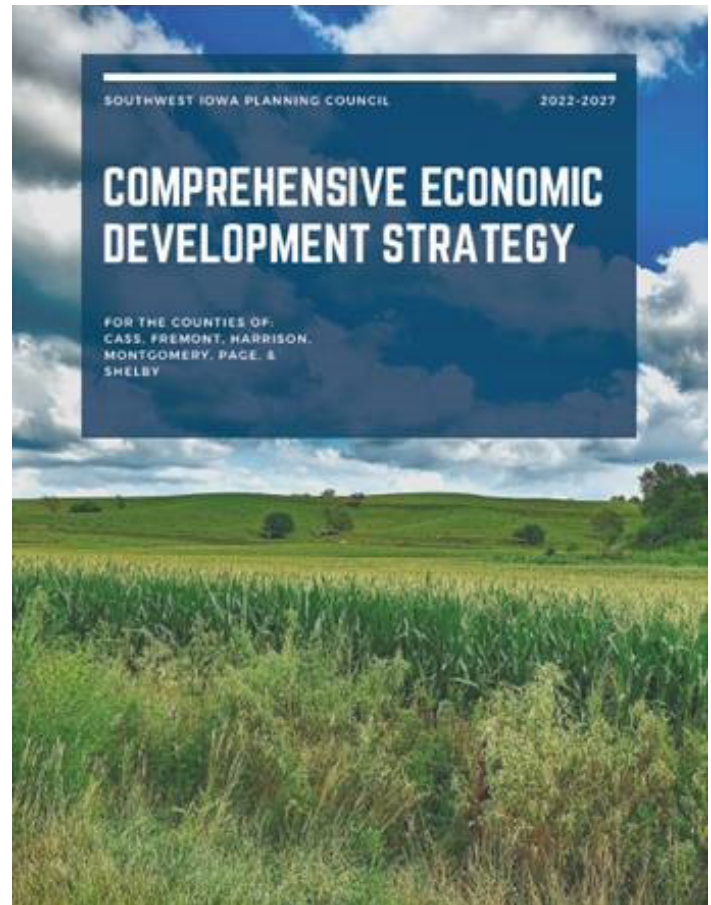


Former Community Development Director Alexis Fleener (center) spoke with members of the U.S. Army Corps of Engineers during a pre-final walkthrough of the site.

In the early days of the pandemic SWIPCO received \$400,000 from the US Economic Development Administration for Covid recovery work via the CARES Act. SWIPCO sub-granted approximately half of those funds to local economic development groups that are the boots on the ground in their local communities working with struggling businesses. The other half was used for a Covid recovery coordinator who, although that position has now ended, created Covid resiliency plans and also developed an extremely useful small business/small government disaster resiliency toolkit. That toolkit is available at the following link and is meant to be a local resources for any community or business to use to prepare for the next disaster: <https://www.iowaresilience.com/swipco>

Economic Development Planning

SWIPCO is a region that is designated as a US Department of Commerce Economic Development District “EDD.” This designation is extremely important because it gives SWIPCO, and by extension SWIPCO members, direct access to many Economic Development Administration (EDA) programs. This included the business revolving loan fund programs mentioned below but also other resources including grants for industries undergoing a change in their market, competition from foreign firms, or many other types of economic challenge. SWIPCO also works closely with EDA to develop the region’s Comprehensive Economic Development Strategy, or CEDS. This was updated in 2022 and is meant to be a high level plan for development over the next 5 years. The plan is available on SWIPCO’s website, and anyone is encouraged to review. It is used often to support the need for certain grant applications, and is updated on a regular schedule.



Business Revolving Loan Fund

General Guidelines:

- Projects must be located in Cass, Fremont, Harrison, Montgomery, Page, or Shelby Counties
- Applicants must demonstrate a need for RLF funding
- Loans up to \$125,000
- Interest rates as low as 4%
- Must create or retain one permanent full-time job for every \$10,000 loaned
- Applicant must contribute 10% of the total project cost themselves
- Must provide a business and marketing plan
- Applications are reviewed by the RLF board at the end of each month

A Revolving Loan Fund (RLF) is a loan pool established by the Southwest Iowa Planning Council to assist new and existing businesses create and retain jobs. RLF dollars are used in conjunction with local lenders to provide gap financing for business development and expansion. This fund also can serve businesses that have been turned down from a financial institution. As loans are repaid into the pool, the fund revolves back out to other businesses for the program.

“This program is a great resource to new or expanding businesses who need more funding. Our goal is to create or retain jobs in southwest Iowa, which strengthens our local economies and communities,” said John McCurdy, Executive Director at SWIPCO.

Loans can be up to \$125,000 for 5-10 year terms. There is a \$150 non-refundable application fee. For more information or to obtain an application, contact SWIPCO at 712-243-4196 or visit www.swipco.org/business-rlf/application-materials/.

Grant Writing and Grant Administration

Grant writing and grant administration are often the first things that people think about when they think of SWIPCO, and with good reason. The planning department staff are available to assist with preparing and providing administration for grant applications for a variety of federal, state, and other funded programs. Grants and other sources of funding are an important part of how SWIPCO reaches our vision to develop communities in Southwest Iowa where families choose to live and businesses choose to locate because of their high quality of life and standard of living. Over the past year, SWIPCO planners have secured over **\$129,187,312** in grants for our region. These cover a broad variety of needs from mental health services to housing.

- Missouri Valley - \$583,000 CDBG Disaster Recovery award to complete drainage ditch and roadway repairs.
- Hamburg - \$547,000 CDBG Disaster Recovery award toward the construction of two new wells.
- Modale - \$1.5 million CDBG Disaster Recovery award for lagoon updates and repairs.
- Glenwood - \$27 million CDBG Disaster Recovery award to complete 120 new affordable housing units and accompanying infrastructure.
- Hamburg - \$47 million CDBG Disaster Recovery award to complete 40 new affordable housing units and accompanying infrastructure.
- Tabor - \$800,000 CDBG Disaster Recovery award to complete 6 new affordable housing units.
- Malvern - \$15.3 million CDBG Disaster Recovery award to complete 44 new affordable housing units and accompanying infrastructure.
- Woodbine - \$31.1 million CDBG Disaster Recovery award to complete 40 new affordable housing units and accompanying infrastructure.
- Logan - \$750,000 CDBG Disaster Recovery award to complete 3 new affordable housing units and accompanying infrastructure.
- Henderson - \$185,000 CDBG Grant and \$1,248,187 USDA award for water improvements
- Corning - \$200,000 CDBG-Covid Grant for building façade improvements
- Creston - \$50,000 CDBG-Covid Grant for business micro-enterprise
- Missouri Valley - \$500,000 CDBG-Covid Grant for upper story housing
- Atlantic - \$400,000 CDBG-Covid Grant for façade improvements
- Logan - \$157,065 CDBG-Covid Grant for façade improvements
- Walnut - \$168,076 CDBG-Covid Grant for façade improvements
- Wiota - \$300,000 CDBG-Covid Grant for façade improvements
- Atlantic - \$100,000 CDBG-Covid Grant for food pantry
- Stanton - \$100,000 Grant for downtown housing
- Atlantic - \$300,000 Grant for downtown housing
- Clarinda - \$200,000 Grant for downtown housing
- Glenwood - \$200,000 Grant for downtown housing
- Logan - \$178,984 Grant for downtown housing
- Wiota - \$20,000 Rural Revitalization Grant for Wiota Park
- Villisca - \$100,000 Community Catalyst Grant for building rehab
- Atlantic - \$100,000 Community Catalyst Grant for building rehab
- Logan - \$100,000 Community Catalyst Grant for building rehab



\$129,187,312
in current grants

For more information about possible grant opportunities, contact the SWIPCO planning department at 712-243-4196.

Comprehensive Plans

Southwest Iowa Planning Council's (SWIPCO) vision is to develop communities where families choose to live and businesses choose to locate, because of their quality of life and standard of living. Comprehensive planning is one way that SWIPCO implements this vision. SWIPCO's planning department helps communities identify goals, develop a vision, and strategize ways for these communities to reach their goals and visions through comprehensive plans.

Comprehensive Plans are legal documents that lay the foundation for zoning and cover an array of topics including: housing; land use; services; transportation; utilities; economics. Long term planning can help by laying out goals and specific actions to achieve them; taking the guesswork out of accomplishing tasks and making sure things are done in the correct order. SWIPCO planning staff collects data about every aspect of a city and gathers opinions and desires about a city from its residents to help steer the plan in the correct

direction. Comprehensive Plans should be fully updated every 10 years but amendments can be made yearly.

Dani Briggs, SWIPCO's Lead Planner, shared that the planning department has 5 comp plans in various stages of completion and has completed 2 in the last year. "It's amazing to be able to see the impact my work has and to know that I'm helping communities attain their desired development," said Briggs.

For questions or more information on comprehensive plans, contact SWIPCO Planning department at 712-243-4196.

COMMUNITY OVERVIEW



Sidney is the county seat of Fremont County, IA sitting in the southwest corner of Iowa. The Missouri River borders Fremont County on the West and Mills, Montgomery, and Page counties border to the North and East. Atchison County, Missouri lies to the south of Fremont County. US Highway 275 runs through Sidney North/South, and Iowa Highway 2 enters the city from the east before jogging south and then west to Nebraska City, Nebraska. Sidney sits among rolling hills that are a mix of farmed crop ground, pasture, and timber. The city is on the very eastern edge of the Loess Hills, very scenic, steep bluffs that formed from windblown sand deposits following the last ice age, which only occur on such a grand scale in western Iowa and one particular region of China.

Sidney, Iowa offers scenic views, nestled among rolling hills and the Loess Hills' steep bluffs.



ESSEX COMPREHENSIVE PLAN

PURPOSE OF THE PLAN

A comprehensive plan is an official public document that sets forth the City's major policies concerning the future physical development of the community. The primary purposes of the plan are to generate goals for attaining a desirable development pattern and devise strategies and recommendations the city can follow to achieve these goals.

The City of Essex Comprehensive Plan is adopted by resolution of the City Council and should be used by City Officials, when revising and administering its zoning and other ordinances and policies. The plan is designed to be a guiding vision so there is a consistent path to follow with clear future goals for the residents of Essex.

Comprehensive Planning Purpose
This comprehensive development plan for Essex has two fundamental purposes. The first provides an essential legal basis for land use regulation such as zoning and subdivision control. Second, a modern comprehensive plan presents a unified vision for a community, developed with input from citizens that establishes specific actions necessary to achieve that vision. Communities undertake comprehensive planning to accomplish both specific and broad objectives. In Iowa, comprehensive plans are typically developed to perform one or more of the following functions:

Consensus Building – the development of a sound plan necessitates broad public involvement. The very process can create new and productive links among individuals and groups. It is through these new communication channels that issues and problems can be resolved.

Goal Setting – based on collective goals, the plan is a direction of the public's vision for future development.

Decision-Making Guide and Implementation – once policies, and other expenditure decisions can be given principal effort in completing the plan is to ensure the methods for achieving these outcomes. In doing so, the action and decision-making.

While it is important to have a vision moving forward, viewed as an ideal picture of the city at some distant community development involves gradual and incremental accurately apply to goals, policies, and proposals or change, the plan must be flexible enough to adapt.

2040 SIDNEY, IA Comprehensive Plan



Hazard Mitigation Plans

Federal Law requires that all jurisdictions have a current hazard mitigation plan in place in order to be eligible for certain disaster related grants. The hazard mitigation planning process has four general steps, which include: organization of resources; assessment of risks; development of mitigation strategies; and, implementation and annual monitoring of the plan's progress. The mitigation planning process is rarely a linear process. It is not unusual that ideas developed during the initial assessment of risks may need revision later in the process, or that additional information may be identified while developing the mitigation plan or during the implementation of the plan that may result in new goals or additional risk assessment.

For questions or more information on hazard mitigation plans, contact SWIPCO Planning department at 712-243-4196.



Cass County 2022 Multi-Jurisdictional Hazard Mitigation Plan

Prepared by:
Southwest Iowa Planning Council
2000 SW 7th Street
Atlantic, IA 50022
(712) 243-4196

2021 on and Shelby County Int Multi-Jurisdictional Hazard Mitigation Plan

Codes of Ordinances and Zoning

SWIPCO has worked with city and county codes for more than 40 years and is able to assist with zoning, ordinances, and recodification to help our member communities comply with Iowa law and ensure the communities thrive. In the past year, SWIPCO staff completed 8 Codes of Ordinances for our member communities.

Iowa law requires that cities and counties update their ordinances at least every 5 years. SWIPCO works each year with a code attorney to make sure we are up to date on changes to state code that impact our members. We can assist with reviewing and updating existing ordinances as well as prepare and implement new ordinances for new issues where no ordinance is currently in effect.

Zoning ordinances allow cities and counties to implement land use regulations to ensure desired development patterns and maintain health and safety standards for residents. Zoning decisions are overseen by the Planning and Zoning Commission. The Planning and Zoning Commission makes recommendations to City Council or Board of Supervisors, who ultimately have the final say. Since these two groups play different roles in the process, it is important to note that they cannot be the same group of individuals. Small cities have the same powers and responsibilities as big ones. But, in some cases it makes sense for smaller cities to opt for what is called a restricted residence ordinance instead of traditional zoning. With a restricted residence ordinance, a city basically establishes that besides residential uses, all other types of construction needs to be approved by the City Council. In communities with few building permits each year, this can eliminate many steps and cut down on confusing variances, special use permits, etc.

Codes of Ordinances and Zoning are both powerful tools for cities and counties, but as such must be implemented fairly and within the letter of the law. SWIPCO Planning staff is here to help you through the process. For more information, contact the SWIPCO planning department at 712-243-4196.

Codes in Action

Chickens: Does your city allow or ban chickens? Sometimes referred to as backyard or urban chickens, many cities have begun to allow chickens within city limits. There are many reasons why a city would want to ban, allow, or at least restrict backyard chickens. This is best done through the city's code. Here are some things to think about: how many chickens would be in town if it was allowed; consider narrowing the allowance of chickens to hens only to cut down on the noise concern from roosters; the city can determine how many chickens can be allowed per household; is the city equipped to enforce the ordinance? SWIPCO assists cities with animal ordinances all the time.



Fences: There are many reasons someone would put a fence up on their property. They can be used to guard a toddler, to keep a dog in the yard, to protect a lawn or garden, and to safeguard against the dangers of yard pools. Fences and walls can block off the hot sun and break the cold wind; they can shield against unsightly neighboring yards, outside noises, and inquisitive eyes. Fence construction can vary. A city might consider regulating fences due to safety and vision clearance. Materials should not include barbed wire, electric, or other sharp edges in residential areas. Additionally, there should be appropriate height restrictions at intersections. Fences can be regulated either in your city's code of ordinances or in the zoning regulations. SWIPCO can assist with writing and adopting fence regulations and ensuring consistency between the code and zoning regulations.

Transportation Planning

SWIPCO manages Regional Planning Affiliation 13 (RPA 13), which is the transportation planning region designated through the Iowa Department of Transportation that includes the counties of Cass, Fremont, Montgomery, and Page. Planning activities for the RPA include: Transportation Improvement Plan (TIP); Passenger Transportation Plan (PTP); Long-Range Transportation Plan (LRTP); Transportation Planning Work Program (TPWP); Manage Regional Transportation Alternatives Program (TAP) applications and projects. STBG applications and approval for member cities and counties. RPA 13 also can assist communities through other transportation planning activities including trail plans and grant applications such as State Recreational Trails, Statewide TAP, Federal Recreational Trails, etc. They have a technical committee with county engineers and representatives from four member cities, Atlantic, Clarinda, Red Oak and Shenandoah; in addition, they have a policy board made up of four member cities (same as above) and county supervisors from the four counties.

RPA 13-18

Passenger Transportation Plan



2024-29

Approved
RPA-13:
RPA-18:

SWIPCO and MAPA are requesting public comment during a 30-Day Public Comment Period, between February 1 and March 2, 2023. Following the comment period, a final copy of the PTP will be submitted to the Iowa DOT by May 1st. For more information visit <https://www.swipco.org/public-notice/>

Upcoming grant deadlines:

- Quarterly water/sewer CDBG: April 1, July 1, and October 1, 2023
- Community Facilities CDBG—open until funds are gone
- Iowa West Foundation
 - Letter of inquiry due:
 - May 1, 2023
 - September 1, 2023
 - Grant application due:
 - May 15, 2023
 - September 15, 2023
- Wellmark Foundation Grants-
 - Built Environment Match Grant - due late February
 - Access to Healthy Food Match Grant - due in September
- RPA 13 TAP (Cass, Fremont, Montgomery, and Page)—due around March (dependent on State)

Total federal amount RPA current fiscal year: \$15,704,200
Total federal amount RPA 5-year plan: \$64,035,000

- TIP (Transportation Improvement Plan) – annual plan
- TPWP (Transportation Planning Work Plan) – annual plan
- PTP (Passenger Transportation Plan) – 5-year plan
- LRTP (Long Range Transportation Plan) – 5-year plan
- PPP (Public Participation Plan) – 5-year plan

Planning Staff Make It Happen

It takes a strong team to provide the level of service that our region expects, and when you work with SWIPCO, you have a team of dedicated experts in your corner.



Dani Briggs, Community Development Specialist III, Lead Planner, has 6 years of experience in planning and has more than 5 years' experience with the SWIPCO organization. Dani has a bachelor's degree in Community and Regional Planning. Dani is directly responsible for supporting our communities with comprehensive planning, hazard mitigation planning, transportation planning including long range transportation plan, trails planning, passenger transportation plan, and other RPA plans/projects), comprehensive economic development strategy, zoning ordinances, code of ordinances, CDBG applications, H2A foreign labor housing inspections, and other grant writing (REAP, Derelict Building, etc.).

Dani - "The best part about working in this position is that everything I do is working towards bettering southwest Iowa for the people who live here. I get to cover a wide range of projects from helping a community get funding to provide safe drinking water to producing a long-range planning document to address ways communities can mitigate potential hazards from natural and man-made disasters to ensure the safety of their residents. It's amazing to be able to see the impact my work has and to know that I'm helping to create a quality, safe place to live."

Tammy DeBord, Grant Specialist III, has over 15 years' experience with the SWIPCO organization. Tammy has a wealth of knowledge in all of the programs offered at SWIPCO. She is directly responsible for administering the RPA including attending regional and state RPA meetings, being aware of Iowa DOT deadlines for plans and applications, soliciting regional TAP/STBG application and submitting to the state after regional board approval, and writing the TIP along with making sure it is up to date annually. Tammy also administers grants for member governments, administers the Business RLF program, writes the annual grant application for the Southwest Iowa Housing Trust Fund (SWIHTF), does semi-annual reports for SWIHTF, and completes quarterly draws for SWIHTF.



Tammy - "Many times when we are working with a member city on a grant they do not know or understand the requirements or how the process works. Either because the city has never received the grant before or because the city clerk and elected officials are new since the last time the city received one. I try to explain the process in as much detail as possible so they feel comfortable and understand the why and when of the grant, and encourage them to always ask me questions if they don't understand something. In my experience the project moves much more smoothly when everyone communicates and works together."



Planning Staff Make It Happen

Ashley Hayes, Community Development Specialist II, Disaster Recovery Coordinator, has 10 years' experience in civic service where she served on the Atlantic City Council and the Atlantic Parks and Recreation Board. She brings experience and knowledge on the ins and outs of local government, codes/ordinances, zoning, city budgeting and funding, and DNR and EPA requirements. Ashley is the primary contact for the 2019 Flood Recovery projects, including CDBG Disaster Recovery Housing and Infrastructure funding within many of the cities and counties we serve. She is overseeing four housing developments in those areas, along with several individual housing projects, water/sewer infrastructure like lagoons, and finishing up the last of the levee projects in those areas. Ashley assists Dani with zoning and codes, as well as comprehensive planning, H2A foreign labor housing inspections in coordination with Iowa Workforce Development, and assists communities and businesses with looking for and applying for various other grants that may benefit them and help meet their needs.



Ashley - "I have always appreciated and admired what the teams at SWIPCO/SWITA do for all counties and cities they serve. Through previous work, I have been able to see first-hand how their various services improve the quality of life of the people who live in our communities. Now, as a part of the team here, it has been very exciting to see so many communities be given opportunities to recover and continue to thrive after the devastation of the floods. From Harrison County to Fremont County, there has been significant repairs, updates, and fully new infrastructure for those cities and counties that were vital to allowing them to continue living in their communities. The housing is the most exciting for me to watch and be apart of, seeing communities that had significant damage to residential areas being given an opportunity to rebuild and reinvest in their community and do so in a location within or nearby that is safe from future flooding. It's a privilege and rewarding to be a part of it all."



Mary Auten, Grants Specialist I, ensures that complex rules established by state and federal funding agencies are followed to maximize the impact of investments in our communities, reduce the administrative burden on our member communities, and increase the likelihood of future funding into our region. Mary has wealth of experience working on complex administrative problems, with a great attention to detail. Mary is directly responsible for monitoring and tracking payrolls including ensuring Davis Bacon rules are followed properly, completing contractor clearances, and monitoring and tracking Section 3 compliance.

Mary - "What I most like about my job is that I get the opportunity to fulfill a specific need for our communities that helps people and communities directly. I understand how important it is to maintain compliance with programs and regulations, and I am happy I get to help people and our southwest Iowa communities thrive by using the skills I have gained throughout my career."



Erin Hudson Joins SWIPCO as Community Development Director

The Southwest Iowa Planning Council (SWIPCO) welcomes Erin Hudson to our staff in the role of Community Development Director. As Community Development Director, Hudson oversees SWIPCO's housing and planning teams of currently 12 staff members. The housing and planning departments are currently managing a grant portfolio of over \$100 million, ranging from disaster recovery, housing, recreation, to foundational services such as transportation, water, sewer, and broadband.

"I am very excited to be here as I am glad to get back to working in an area of assisting people as most of my career has evidence of such," said Hudson. "I find the work that SWIPCO does to be fascinating and I am glad to be a part of it. I am ready to dive in and get involved as the Community Development Director in all aspects of Housing and Planning as we move forward through all the projects we are working on and all projects we may have on the horizon."

Hudson lives in Harlan, Iowa with her two children. She has a bachelor's degree from Northwest Missouri State University in Psychology and a master's degree in Public Administration from University of Nebraska-Omaha. Hudson has a background working with various populations in the nonprofit arena. She worked with troubled youth, then low-income individuals/families, then disabled individuals, and then an assisted living facility. Hudson has worked in administration and wrote and reviewed federal government grants to fund programs that she operated. Hudson brings with her a wealth of knowledge in grant writing and has many years of supervisory experience from her position as director at Youth Emergency Services, West Central Community Action, Concerned, Inc. and Manning Senior Living.

"Erin brings amazing experience managing diverse teams. Right now there are unprecedented investments being made in our communities and Erin will be a major help as SWIPCO works to ensure as much of that is invested right here in Southwest Iowa." SWIPCO Executive Director John McCurdy said.



Birthdays & Anniversaries

Ashley Hayes
Community Development
Coordinator
Birthday Month February



Nicole Rhodes
Grants Specialist II
Birthday Month January



Daurine Petersen
Human Resources
Coordinator
12 Years



Mark Hansen
Fleet Mechanic
Birthday Month January



Rhonda Brown
Finance Manager
Birthday Month January

Phil Richter
Building Inspector I
3 Years



Tracy Clark
Transit Scheduler III
Birthday Month January



Mike Ballinger
Maintenance Assistant
Birthday Month January



From the Desk of the Executive Director...

John McCurdy
Executive Director

This edition of our newsletter is focused on our planning team. The previous edition focused on our housing team, and the next edition will focus on transit. Some of you may note that this edition took two months to come together. Well, that's because planning is such a broad topic within our organization and has such a far reaching scope that it can be difficult to condense down into a few pages. That's no disrespect to our other teams here at SWIPCO, it's just a nature of the beast.

Recently I had the honor of testifying before the Iowa House appropriations subcommittee, along with my colleagues from Burlington, Mike Norris, and from Dubuque Holly McPherson. The gist of our presentation was that the State of Iowa currently invests \$250,000 a year across the 17 councils of governments (like SWIPCO), which amounts to \$14,705 per COG and we think that they need to increase that to at least \$400,000. Obviously, we'd take much more if they had it and put it to good use. But, the main point of my argument for the increase is that as state departments are consolidated—and we all want smaller government—there is still a lot of work to do in order to deliver on these programs that people need, and it is much less expensive to invest in your local COG than to have a state employee sitting in Des Moines. We've talked about disaster recovery, infrastructure grants, and all manner of other programs just in this edition of the Update. But, as there gets to be fewer and fewer state and federal staff in order to run these programs that's often where COGs, like SWIPCO, step into the void, raise our hand, and say "We'll do that." We are not doing this for the glory, there isn't much of that, but we do it because our member cities and counties need us to be there to do these things.

My analogy that I gave the legislature was this: I was in the Navy and the Navy Reserves for over 10 years and I often compare what we do at a COG to what the Guard and Reserves do for our armed forces. You don't need them all the time, but when you do, you can call upon highly motivated, skilled people who bring a wealth of knowledge to the project at an economical cost. But, that ready reserve of talent is useless if it isn't invested in between emergencies.

At SWIPCO we are here for our member communities in good times and bad and we look forward to planning for and most importantly with our region for many years to come.



Pictured Left to Right: John McCurdy; Mike Norris, Burlington; Holly McPherson, Dubuque

SWIPCO STAFF

John McCurdy, AICP
Executive Director

Mark Lander
Transit Director

Erin Hudson
Community Development Director

Karen Mauer
Administrative Services Director

Rhonda Brown
Finance Manager

Daurine Petersen
Human Resources Coordinator

Kersten Abild
Transit Scheduler II

Ann Anstey
Grants Specialist II

Mary Auten
Grants Specialist I

Michael Ballinger
Maintenance Assistant

Dani Briggs
Lead Planner

Tracy Clark
Transit Scheduler III

Tammy DeBord
Grants Specialist III

Mark Hansen
Fleet Mechanic

Sandy Hansen
Grants Specialist III

Ashley Hayes
Disaster Recovery Coordinator

Dee Holtz
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Mindy Jensen
Communications Coordinator

Cindy Johnson
Transit Scheduler I

Aaron Koontz
Grants Specialist I

Matthew Lee
Building Inspector II

Christy Pederson
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Nicole Rhodes
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Special Planning Edition

