

# The Iowa County

Iowa State Association of Counties



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May 2012

Applying the Team Concept to  
Achieve Board Effectiveness  
2012 ISAC Scholarship Golf Fundraiser  
ISAC Golden Eagle



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# The Iowa County

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<b>Feature:</b>	
<b>ISAC Scholarship Golf Fundraiser</b>	11-14
<b>ISAC Golden Eagle</b>	15-16
<b>Applying the Team Concept to Achieve Board Effectiveness</b>	
Jeffrey Schott	4-5
<b>Capitol Comments</b>	
Linda Hinton	6
<b>Legal Briefs</b>	
Kristi Harshbarger	7
<b>ISAC Meetings</b>	
Stacy Horner	8
<b>Technology Center</b>	
Andrea Jansen	9
<b>CCMS</b>	
Linda Kemp	10
<b>About the Cover</b>	15
<b>NACo News</b>	17-18
<b>Miscellaneous</b>	18
<b>Calendar of Events</b>	22



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### ISAC's Mission:

To promote effective and responsible county government for the people of Iowa.

### ISAC's Vision:

To be the principal, authoritative source of representation, information and services for and about county government in Iowa.

## Applying the Team Concept to Achieve Board Effectiveness

The board of supervisors is responsible for determining the direction and use of resources of the county. The Board performs this role by adopting legislation, approving plans and programs, and establishing county policies. But the Board can only exercise its powers when acting as a group in official session and adopting ordinances, resolutions and motion. A majority vote is needed to accomplish anything. Board decision-making is therefore a group activity and as such requires a team approach to be effective.

The team concept has many important benefits in achieving board effectiveness:

- Blending individual talents can produce better problem-solving and enhance the quality and quantity of results.
- The scope and magnitude of the issues and tasks confronting the county are complex and difficult and greater than any one person can handle.
- A team approach can focus the energy of the group on critical issues and maximize benefits within the constraints of limited resources and time.
- The team concept can yield more productive meetings and enhance communications between the team members.

As pointed out in the *Mayor's Handbook* published by the Association of Washington Cities and the Municipal Research and Services Center, (and reprinted in the *2012 Iowa Municipal Policy Leaders' Handbook*) with respect to city councils (and can certainly be applied to county boards of supervisors as well):

“Teamwork is a natural and necessary part of serving on the council. Teamwork does not mean that all council members need to agree on every issue or they even like each other on a personal basis. But it does mean that they must respect each other’s opinions and learn to deal with each other on the basis of mutual honesty.”

Teamwork has been defined as an organization functioning effectively as a group. Here are a few methods by which boards of supervisors can become effective teams:

By: **Jeffrey Schott**

University of Iowa Institute of Public Affairs Director



• **Mutual respect** – Show respect to all team members at all times. Recognize the value and importance of individual contributions. Trust each other’s abilities and listen carefully to what is being said. Put aside personal differences and consider without prejudice the particular issue or situation. Remember - staff is also an important part of the team and should be treated respectfully. Staff is a valuable asset and an essential component in accomplishing council’s goals.

• **Goal-setting** – By establishing a shared sense of direction and determining goals and priorities, the board of supervisors, in concert with the other elected county officials and key staff, as a team identifies what it wants to accomplish within a specific time period. Board goal setting provides a clear message as to what the board wants to accomplish as a group, as well as to the staff, other governmental jurisdictions, and the public. It also provides valuable direction for developing the annual budget and capital improvements program, allocating staff resources, evaluating performance and other important county functions.

• **Clear roles and responsibilities** – A major impediment to effective teamwork can be role confusion or conflicts among team members as to the appropriate roles and expectations of various team members. It is therefore essential that the roles and responsibilities of the team members are well understood by all. The team should periodically review and discuss the various roles and responsibilities of all the team members – and then act accordingly. It is especially important that roles and responsibilities are clearly defined and understood when new members become part of the team.

• **Rules of the game** – Developing and agreeing to “rules of the game” can help policy leaders work together and avoid unnecessary conflict. For those counties that have previously developed rules of procedure, those policies should be reviewed and discussed with the team. Compliance with these rules should become a routine part of board operations – not just reserved for “special occasions” when a particularly contentious issue is on the agenda. Some important areas that should be part of board rules of conduct are:

- o Insistence on civility
- o Meeting management practices and roles
- o Parliamentary rules of order
- o Use of consent calendar
- o Use of work sessions
- o Conflicts-of-interest
- o Confidentiality
- o Guidelines for representing the county
- o Guidelines for citizen input

• **Processes and methods** – Governance and teamwork are achieved through processes. It is important for all team members to understand those processes, to respect them, and to improve them when necessary. Policy leadership requires the capacity to effectively use the processes that support the team’s efforts and achieve the desired outcomes. Some key city processes include:

- o Agenda development
- o Information flow
- o Program, project and financial monitoring and reporting
- o Complaint handling
- o Making requests of and giving directions to staff
- o Goal and policy implementation review
- o Personnel policies and performance reviews
- o Boards and commissions – contact and information
- o Intergovernmental relations

• **Agree on the decision-making process** – For difficult, complex, or controversial issues, work together to agree on the process the board will use for decision-making. Frame the issue and determine what information – technical, operational,

financial, legal, etc. – is needed for the board to make an informed decision. Determine the process for citizen input. Give yourself adequate time to make a decision. Consider alternative actions, including the “do nothing” option. Work toward consensus; try to find areas of commonality. Recognize the need for compromise and the importance of reaching agreement. Most importantly – respect the process – support the decision unanimously regardless of your own views.

• **Board orientation** – An effective and timely orientation program can help provide newly elected officials with the kind of information they need to be knowledgeable and effective members of the team. Items to include in the orientation are: county organizational structure, review of significant county issues, goals and priorities, major county projects and initiatives, finance and budget, complaint process, board meeting processes and procedures, providing important county documents, and a tour of county facilities. And all members of the team should take advantage of additional training opportunities through the ISAC, affiliate organizations, councils of governments, etc.

• **Personal Attributes** – Every team member should commit to striving to achieve the following attributes:

- o Mutual respect and trust
- o Civility
- o Ability to de-personalize issues or conflict
- o Ability to see the other side of the issue
- o Valuing differences
- o Flexibility
- o Professionalism

Bear in mind the admonition of the late Tim Shields, former long-time Director of the Institute of Public Affairs:

”It takes an “I” to get elected but it requires a “we” to govern and lead.”

## Determination of Position on Bills

As session is winding down for the year, I thought I would write about how ISAC determines positions on bills. There have been approximately 965 new pieces of legislation introduced this session. Of those, plus the 28 pieces of legislation brought forth from last year, ISAC is tracking 300 unique pieces of legislation and has taken a position on 139 unique pieces of legislation.

There are three positions that ISAC can take on legislation: for, against or undecided. For and against are self-explanatory, but “undecided” can have several meanings. In order to discuss a bill with a legislator, a lobbyist must be registered on the bill. “Undecided” is often the first position taken while checking with constituents or researching what the bill actually does. In addition, there are political reasons to be “U” rather than “A,” if the latter position is likely to shut down communications on an issue that is likely to move forward.

The ISAC bill tracking tool also has two additional options for our internal use. FYI is generally a place holder while we find out more about the bill and its impact on various affiliates. It is often a bill that staff might think is not applicable or not necessary to register on, but want the affected affiliates to do a technical read to make sure. Finally, we use “track” for bills that will need to be summarized at the end of the session, but on which we don’t need to register. Hunting license and drivers license changes fall into this category. This is also used for bills that don’t impact counties, but that are of a subject matter that could be amended to include county issues.

This brings us to how we determine ISAC’s registration on a particular bill. The first decision is whether to register at all. If we need to go to a subcommittee on a bill and speak about it, we need to be registered. Registering “for” a bill is the easiest determination to make. Does the bill reflect something that ISAC or one of its affiliates is pursuing? If so, we register “for,” except for situations where there is an affiliate conflict. We look at both the ISAC legislative objectives and policy statements in making this determination. Then we look at general principles that we have supported in the past: increased revenue for local government, local control, etc.

The greater debate generally surrounds registering “against” or “undecided.” Again, we look at our legislative objectives and policy statements. For example, there is a policy statement opposing the sale of raw milk. When this is introduced in bill form, we register in opposition. While there may be members of the association who support the sale of raw milk, this is a policy

**By: Linda Hinton**

ISAC Government Relations  
Manager



statement that has been agreed to by our members through the formal process, and that informs our registration decision. We register in opposition to bills that decrease county revenues, limit spending, or micromanage local government. Examples of the latter would be bills to ban the use of full-body scanners by local governments or to direct where revenue from automated traffic fines would go.

“Undecided” is often the registration of choice. It is used when there is no clear direction from the legislative objectives, policy statements or general principles. It is also the position of choice if there is a clear disagreement among our affiliates or our members. It is very difficult to oppose legislation if the legislators are hearing from their local government officials that the bill is either acceptable or favored. In order for ISAC to stay at the table for discussions, this is often the registration of choice. A recent example of this conundrum is the mental health and intellectual disabilities reform legislation (SF 2315). ISAC has consistently stated its preference for local control of the management of this system, but has taken a position of “undecided” on the bill in order to remain at the table during this discussion of reform. Due to the variety of opinions on this legislation, this issue has been discussed by the executive committees of the supervisors affiliate and the community services affiliate, as well as the ISAC Board of Directors.

Several years ago there was a significant conflict between two affiliates regarding registration on a bill. In response to that disagreement, ISAC developed a conflict resolution process, which has since been amended to include the Legislative Policy Committee. The first step in the process is to contact the policy staff. If we can point to a legislative objective or policy statement that supports the registration, that registration remains while the issue is resolved. Otherwise, the registration will be changed to “undecided” until the issue can be resolved.

It is important that members review the bill tracking tool to determine whether staff have correctly categorized all of the bills. We really appreciate those who take the time to review all of the bills, including those that we have determined to be “not applicable” and let us know if we have missed something. If you find yourself in disagreement with a legislative objective or policy statement, it is important that you get your voice heard during the process that develops the ISAC platform. Those meetings take place in August and September, with Board review in October, and membership approval in November.

## ISAC Districts: Organizational Options

By: *Kristi Harshbarger*

ISAC Legal Counsel



At the September 2011 meeting of ISAC's Board of Directors, the group discussed the organization of ISAC's six districts. As a result of the conversation, the Articles of Incorporation/By-Laws/Membership Committee was asked to research and make recommendations on the matter. Grant Veeder, as chair of this committee, surveyed the officers of the ISAC districts regarding meetings held, elections and terms of officers and other procedural matters. In October 2011, the committee met to discuss the ISAC districts' functions and organization. The responses from ISAC district officers showed the districts felt meeting as a district at least once a year was important, but districts varied widely in their structure, procedures and other functions. Research was also conducted regarding the history of the ISAC districts. It appears that ISAC's district boundaries may have originally been modeled after the DOT's districts and that ISAC's current bylaws did not mention the districts. ISAC's board policies stated that "district officers shall be chosen from each ISAC district according to that district's selection policy and be reported to ISAC."

As a result of the committee meeting, the recommendation was made that:

The ISAC Board amend the ISAC bylaws to list the counties in the six ISAC districts and to state that district officers may be chosen from each ISAC district according to that district's selection policy; and to further recommend that ISAC should present procedural options at the legislative district meetings in June 2012, including a sample policy that each district could use.

ISAC's Board of Directors approved listing the districts in its bylaws and making district officers optional in its board policies at its October 2011 meeting.

So as to clarify the organization and functions of each ISAC district, while still allowing for flexibility and variances amongst the districts, ISAC will be asking each district to pass a resolution at the upcoming June legislative district meetings regarding its preferred organizational structure. The basic options are the following:

**1) No formal structure.** This would mean the district would not have bylaws and would not appoint officers. The district boundaries would still exist for purposes of ISAC's June district meetings and for the ISAC affiliates that utilize districts in their leadership and organizational structures. Districts that

should consider this option are the ones that do not have meetings or activities other than the June legislative meetings, which are hosted by ISAC.

**2) Approve bylaws based on ISAC's sample.** You can find ISAC's sample district bylaws on the front page of ISAC's website, [www.iowacounties.org](http://www.iowacounties.org). Districts that should consider this option are the ones that have some meetings or activities beyond the June legislative meetings and do not currently have their own proposed bylaws. These sample bylaws are designed to provide some consistency and structure to district activities and organization; however, it is not necessary that a district modify its historical practices in order to fall within the requirements of the sample bylaws. Current district officers should review the sample bylaws and modify to fit the district's particular needs and practices. For example, the sample bylaws provide for officer elections each year, but if a district currently elects officers every other year, then the bylaws can be modified to reflect that. I will be contacting district officers directly, and we can work together to change the sample bylaws as necessary. If you are not a district officer and have ideas or suggestions for the bylaws, please contact one of your district's officers – you can find a list of your district's current officers on ISAC's website.

**3) Approve bylaws developed by district leadership.** A district's bylaws should be designed in a manner that best suits the district's needs and plans, and if a district has its own ideas and plans for bylaws, they can certainly use their own format. For example, District 3 decided at its June 2011 legislative district meeting to have a committee work on preparing bylaws, with the goal of getting more types of county officials involved in district leadership.

If a district decides to proceed with either option 2 or option 3 above, a copy of the final and approved district bylaws should be sent to ISAC, attention to Kristi Harshbarger. This will allow ISAC to be better able to assist districts with questions and provide policy continuity as district leadership changes.

Please let me know if you have questions. I look forward to assisting the districts with this project and seeing everyone in June! See a complete schedule of the 2012 ISAC Legislative District meetings on the following page.

# ISAC meetings

## 2012 ISAC Legislative District Meeting Schedule

Each summer, the ISAC staff travels to the six ISAC districts to conduct a series of legislative district meetings to provide county officials with a summary of the legislation that passed during the last session and to discuss important issues.

Registration for the district meetings is available at [www.iowacounties.org](http://www.iowacounties.org). The pre-registration fee is \$50 and registration is \$60 at the door. Morning refreshments and lunch is included in your registration fee, as well as a copy of the legislative summary book. Pre-registration is greatly appreciated so that ISAC staff can plan accordingly for meals and materials.

The agenda is as follows:

9:00 am - 9:30 am Registration and Morning Refreshments  
9:30 am - 9:45 am District Meeting  
9:45 am - 11:30 am General Session  
11:30 am - 12:30 pm Lunch  
12:30 pm - 3:30 pm Affiliate Time

The agenda begins with 15 minutes devoted to district business. After the district president conducts necessary district business, they will turn the program over to ISAC staff for the General Session.

The following ISAC staff members will be attending and presenting during the ISAC district legislative meetings:

- Bill Peterson, ISAC Executive Director
- Linda Hinton, ISAC Government Relation Manager
- Mary Beth Mellick, ISAC Fiscal/Public Policy Specialist
- Hanna De Groot, ISAC Public Policy Specialist
- Kristi Harshbarger, ISAC Legal Counsel

For those affiliates wishing to have an ISAC staff member visit their afternoon session, please contact Stacy Horner ([shorner@iowacounties.org](mailto:shorner@iowacounties.org)) to schedule a time.

If you have any questions, please call the ISAC Office at 515.244.7181.

By: *Stacy Horner*

ISAC Meeting/Event Administrator



The 2012 ISAC District Legislative Meetings will be held on the following dates and locations:

### District 5 - Wednesday, June 6

BridgeView Center

102 Church Street, Ottumwa

\*Registration deadline 4:30 pm, Tuesday, May 29

### District 1 - Tuesday, June 19

The Meadows Events and Conference Center

1 Prairie Meadows Drive, Altoona

<http://www.prairiemeadows.com/contact.cfm>

\*Registration deadline 4:30 pm, Tuesday, June 12

### District 6 - Wednesday, June 20

The Hotel at Kirkwood Center

Kirkwood Community College, 7725 Kirkwood Blvd. SW, Cedar Rapids

\*Registration deadline 4:30 pm, Tuesday, June 12

### District 2 - Thursday, June 21

Historic Park Inn

7 West State Street, Mason City

<http://www.stoneycreekinn.com/hotel/travel/masoncity-parkinn/info/directions.do>

\*Registration deadline 4:30 pm, Tuesday, June 12

### District 3 - Friday, June 22

Buena Vista University (Siebens Forum)

610 W 4th Street, Storm Lake

<http://www.bvu.edu/map/>

<http://www.bvu.edu/about/commencement/forum-map.pdf>

\*Registration deadline 4:30 pm, Tuesday, June 12

### District 4 - Wednesday, June 27

Southwestern Community College

1501 W. Townline Street, Creston

<http://www.swcciaowa.edu/about/campus-map>

\*Registration deadline 4:30 pm, Tuesday, June 19



## CSN Ticketing System

“Better to light a candle than to curse the darkness.”

- Chinese Proverb

Is your organization solution orientated just like the ancient Chinese Proverb that is quoted above? Well, you will be happy to know that ISAC is too! In fact, there is an entire ticketing system dedicated to helping the users of the Community Services Network (CSN) find solutions to various problems they encounter. This article will take a look at the ticketing system, how it specifically supports users, and how it helps identify system solutions.

The ticketing system is currently used to help our almost 400 users to navigate and utilize CSN. Users can submit tickets through a variety of avenues: the support website, <https://www.iacsn.org/support>; the CSN Hotline, 515.369.7004; the support email account, [csnsupport@iowacounties.org](mailto:csnsupport@iowacounties.org); and the direct link on the top of all CSN webpages that directs you to the support website. Tickets are individualized questions/concerns/ideas that get submitted to the ISAC IT team through our support suite. When a user submits a ticket it helps them determine where they are having issues and the priority of the situation. For example, perhaps a user is not able to enter information about a client’s funding but it is not necessarily urgent that the information gets in right away. The user would choose the department - CSN, select the priority - Medium, select the specific information area- Client Funding Requests, and then enter in the specific details of what they are experiencing. If at all possible, a screen shot is the best way to capture what is occurring - a picture is worth a thousand words even in the IT world! After the ticket is submitted, it will give the user a ticket number and the status can be followed on the ticketing website. This allows the user to follow the ticket along as it gets assigned to a staff member, categorized, and other details of the ticket.

Once the ticket is reviewed, a member of the ISAC staff will review the ticket and begin researching how to help. The ticket is organized one more time by category of type of situation. For instance, there are data fixes, bugs, questions, projects, enhancements, and more! Now based on the type and priority of the request it may be filtered to a staff member that specializes in that specific field. Depending on the situation, more information may be requested of the user. Other times, the issue may be a small data fix that can be taken care of without further information, or it may take several emails back and forth to get to the root of the problem.

**By: Andrea Jansen**

ISAC Program Support  
Coordinator



After the issue is resolved, the staff member handling the ticket will move it to a “Closed” status where it can be stored indefinitely. Stored tickets are used as a reference for similar tickets, our Technology Manager, Robin Harlow, runs queries and identifies patterns. This serves as a history of what has been accomplished.

Another status that a ticket may be moved into is “Enhancement.” An enhancement is a suggestion or idea that a user suggests in order to improve the system. Ideas like these are welcome as we are not the experts, the users are, and similar ideas have helped evolve the system into the amazing product that it is today.

Through support Tickets ISAC is able to look at systemic solutions that can be implemented to improve CSN. Analyzing these trends helps identify ways to improve the system and areas to move towards in the future. An example of this would be if there were a steady amount of tickets on data fixes on a certain area in the system. Then after getting some tickets on how the process is not too user friendly, it becomes apparent that it doesn’t allow for the user to review the information once they have entered it. This is most likely causing the mistakes and therefore the amount of data fix tickets. These components can be identified and changes can be made to the system accordingly.

In summary, the ticketing system helps CSN improve in many ways. It provides a convenient way for users to reach ISAC in a variety of manners. It allows for the tracking of both individual and groups of tickets in order to review progress and trends. The system also helps identify areas that staff spend the most time on and seeing if that is in line with the priorities set by administrators and users. Most importantly, it connects CSN users with ISAC staff to shed light on dark areas that arise!

Please contact anyone of us here at ISAC who work on CSN if you have any suggestions for us. You can contact us through any of the ways mentioned above or by calling the ISAC office at 515.244.7181.

## Time to De-clutter!

Have you ever felt like there are cosmic signs trying to tell you something? Over the past few weeks I have been getting a “message,” subtle at first, now a loud, persistent siren. I must de-clutter my surroundings!!

It all began with the remodeling of my little kitchen. As I cleared cupboards and drawers I was amazed at what has been taking up so much space—things I haven’t used since I put them there six years ago. This began an eye opening realization that it is more than just my kitchen. I look at my closet, clothes still good but not worn for years. I look in my home office—paper, folders, notebooks some no longer relevant or useful. I don’t even want to talk about the basement, where things go in case I need them someday! When I take in what needs to be done in my home it is somewhat overwhelming.

A consistent theme in client files that I review for people learning to live in their own homes or apartments while dealing with serious mental illnesses or intellectual disabilities is the issue of clutter and disorganization. If I, who am fortunate not to be dealing with such added burdens, can’t seem to control the tide of clutter in my home, how can we set goals for clients to be organized and clutter free? Is it even an important issue or just a personal value to have an organized and clutter free environment? I personally believe that living with too much stuff requires too many decisions, too much of a heaviness on body and soul. It is a freeing experience to have space, to know where things belong.

I found some helpful tips that I would like to share from an online article by Cynthia Ewer, published by Organized Home, <http://organizedhome.com>.

**Where do I start?** Begin by understanding that to overcome constant clutter the process is to be slow and steady. Just as clutter arises gradually, over time, so it must be fought gradually and over time. This will require building new habits, using new organizational methods, and developing new routines. This takes practice and constancy to make a change in daily life.

A successful attack on clutter requires time, energy and motivation. (Is there anything in that statement that is a barrier for clients?) The first idea presented was to schedule time to de-clutter. For some a simple beginning of scheduling a specific 15 minute period each day (new habit, new routine) to focus on creating a single clutter free space that will result in a rewarding sense of progress. One can either gradually increase that time period or, if able, start with a greater time period.

**By: Linda Kemp**

ISAC County Case Management Specialist



Think how much could get done every day for 30 minutes, or once every week for an hour. The point is to schedule a de-clutter appointment and keep it.

**Clutter personality:** The article identifies clutter personalities as the Hoarder, the Deferrer, the Rebel, and the Perfectionist. The hoarder personality is “rooted in insecurity, financial or otherwise.” Letting go of possessions, no matter how seemingly useless to others, is difficult. Take a look at the content of the clutter. It will be a clue if hoarding behavior underlies the clutter.

The deferrer is one who will put things aside, avoiding a decision, and will say they will deal with it tomorrow. “Deferrers need to be reminded that tomorrow has no more time or energy than today—and that putting off decisions drags down each new day with yesterday’s unfinished business.” This personality is rooted in procrastination. The best remedy is action—deal with it now, feel good when it is done. The deferrer needs a best friend—themselves!

The rebel personality approaches dealing with clutter as if it were a hangover from childhood. Mother made them pick up and now they don’t have to because they are in charge! The simple advice is to grow up, mother doesn’t live with them, and be an adult instead of a sulky child.

The perfectionist personality includes those who approach problems with the expectation that if it can’t be done perfectly, then it won’t be done. It may require the perfect organizational method, or the perfect containers. If perfection is the expectation, failure is the result. I also think about clients who may be just the opposite who believe they deserve the mess, deserve the disorder. Both of these personalities would need to come to some understanding of self before real progress is made.

**Strategies to de-clutter:** The first strategy is forcing decisions through the four-box method. No matter what the reason for the clutter, at the bottom of it is “each item of clutter is a decision delayed.” This method forces a decision, item by item. Get three boxes (size depends on the clutter pile you are attacking) and a large trash can. Label the boxes “Put Away,” “Give Away,” and “Storage.” Pick up each item and ask “Do I want to put this away in another place, donate it (or sell in a rummage sale), store it, or throw it away?” Cannot be undecided, cannot procrastinate the decision. Once the decisions have been made, put away those in

Continues on page 19.



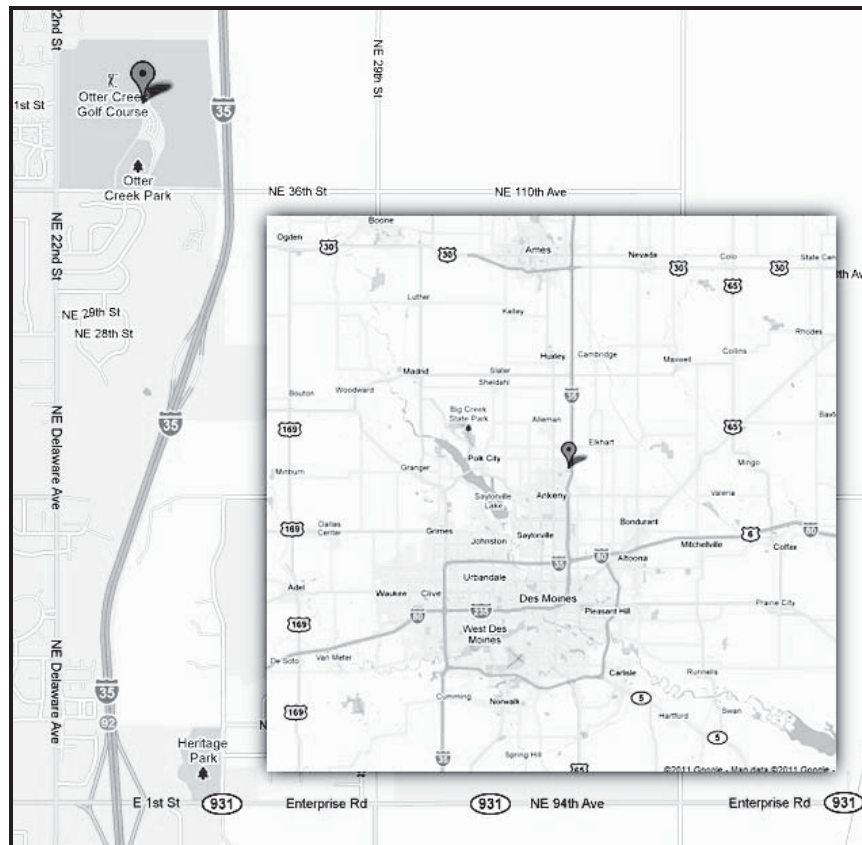
The Iowa State Association of Counties (ISAC) announces the Eighth Annual ISAC Scholarship Golf Fundraiser to be held Thursday, August 23, 2012 at Otter Creek Golf Course in Ankeny, Iowa. The Iowa State County Treasurers Association and the Iowa State Association of County Supervisors will co-host the event to raise money for the ISAC Education Foundation, which awards scholarships to high school seniors who are children of county officials or county employees.

The 18-hole scramble (best-shot) with a shotgun start will begin promptly at 10:00 am. Registration begins at 9:00 am. You may register individually or in a group of up to four people. The \$75/golfer fee includes golf with a shared cart, lunch, beverages, welcome gifts and dinner following golf.

Individuals wishing to golf or just attend dinner (approximately 4:00 pm) should fill out and return the registration form by Friday, July 27, 2012. Payment must accompany your registration and is non-refundable. The course is limited to 144 golfers, and we have sold out in the past, so register early to reserve your spot! If you have any questions please contact Brad Holtan at 515.244.7181 or [bholtan@iowacounties.org](mailto:bholtan@iowacounties.org).

**Directions:**

**FROM I-35:** Take exit 92 (1st Street exit). Turn West onto 1st Street. Turn North (right) at first set of stoplights onto Delaware Avenue. Go 2 miles until four-way stop at NE 36th Street. Turn East (right) onto NE 36th Street. Course is now on your left - turn left onto NE Otter Creek Drive. See Map below.



**We look forward to seeing you on August 23! Remember, registration begins at 9:00 am and golf begins with a shotgun start at 10:00 am sharp - please be prompt.**



**When:** Thursday, August 23, 2012  
 9:00 am – Registration  
 10:00 am – Golf - four-person scramble (best-shot)  
 Approximately 4:00 pm – Dinner (immediately following golf)

**Where:** Otter Creek Golf Course  
 4100 NE Otter Creek Drive, Ankeny, Iowa 50021  
 515.965.6464

**Cost:** \$75 (18 holes of golf with a shared cart, lunch, beverages, welcome gifts, and dinner)  
 \$20 (dinner only)

- \_\_\_ I will play in the ISAC Golf Fundraiser on August 23. My \$75 is enclosed.
- \_\_\_ I will play in the ISAC Golf Fundraiser on August 23. As a qualifying sponsor my fee is waived.
- \_\_\_ I have organized a group to play in the ISAC Golf Fundraiser. Our total entry fee is enclosed.
- \_\_\_ No golf, dinner only. My \$20 is enclosed.

Contact Name: \_\_\_\_\_

County/Company: \_\_\_\_\_

Address: \_\_\_\_\_ City/State/Zip: \_\_\_\_\_

Phone/Fax/Email: \_\_\_\_\_

If you wish to arrange a group of players, please confirm your group prior to indicating the names on this form. Individuals and groups of less than four will be paired with other players.

1) Name: \_\_\_\_\_ County/Company: \_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

2) Name: \_\_\_\_\_ County/Company: \_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

3) Name: \_\_\_\_\_ County/Company: \_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

4) Name: \_\_\_\_\_ County/Company: \_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

**Payment MUST accompany registration and is non-refundable. Make checks payable to the ISAC Education Foundation. Entries must be received by Friday, July 27, 2012, and are filled on a first come, first served basis. Mail to: ISAC, Attn: Golf Fundraiser, 5500 Westown Parkway, Suite 190, West Des Moines, IA 50266. If you have any questions, please contact Brad Holtan at 515.244.7181 or [bholtan@iowacounties.org](mailto:bholtan@iowacounties.org).**



The Iowa State Association of Counties (ISAC) announces the Eighth Annual ISAC Scholarship Golf Fundraiser to be held Thursday August 23, 2012 at Otter Creek Golf Course in Ankeny. The 18-hole scramble (best-shot) with a shotgun start will begin promptly at 10:00 am. Registration begins at 9:00 am. The Iowa State County Treasurers Association and the Iowa State Association County Supervisors will co-host the event to raise money for the ISAC Education Foundation, which awards scholarships to high school seniors who are children of county officials or county employees. In an effort to raise funds, the treasurers and supervisors ask that you consider supporting the ISAC Education Foundation's scholarship program through the following sponsorship opportunities.

**Title Sponsor - \$3,000:** *Exclusive* sponsorship; premium signage on tournament banner; chance to briefly address attendees during dinner; listed in program; company brochure (provided by company) distributed to players; four golf registrations; lunch and dinner provided for up to two additional people; listed on ISAC's website and in one issue of ISAC's magazine.

**Dinner Sponsor - \$2,000:** Premium signage displayed during dinner; listed in program; company brochure (provided by company) distributed to players; two golf registrations; lunch and dinner provided for up to two additional people; listed on ISAC's website and in one issue of ISAC's magazine.

**Lunch Sponsor - \$2,000:** Premium signage displayed at registration; listed in program; company brochure (provided by company) distributed to players; two golf registrations; lunch and dinner provided for up to two additional people; listed on ISAC's website and in one issue of ISAC's magazine.

**Beverage Cart Sponsor - \$1,500:** Premium signage displayed on beverage carts on the course; company name listed on beverage tickets; listed in program; company brochure (provided by company) distributed to players; one golf registration; lunch and dinner provided for up to two additional people; listed on ISAC's website and in one issue of ISAC's magazine.

**Reception Sponsor - \$1,500:** Premium signage displayed during post-golf reception at clubhouse; listed in program; company brochure (provided by company) distributed to players; one golf registration; lunch and dinner provided for up to two additional people; listed on ISAC's website and in one issue of ISAC's magazine.

**Hole Sponsor - \$1,000:** *Exclusive* hole sponsorship; signage at tee box; listed in program; opportunity to display company material at tee box; opportunity to provide non-alcoholic beverages, snacks, or small items to golfers (sponsors should bring their own table, chairs, etc.); one golf registration; lunch and dinner provided for up to two additional people; listed on ISAC's website and in one issue of ISAC's magazine.

**Hole Co-Sponsor - \$500:** Signage at tee box; listed in program; opportunity to display company material at tee box; opportunity to provide non-alcoholic beverages, snacks, or small items to golfers (sponsors should bring their own table, chairs, etc.); listed on ISAC's website and in one issue of ISAC's magazine.

**Prize Sponsors - Eagle Level - \$300, Birdie Level - \$200, Par Level - \$100:** Opportunity to donate cash or prizes for raffle, contest and tournament prizes; listed in program; company name will be mentioned when awarding prizes during dinner; listed on ISAC's website and in one issue of ISAC's magazine. If donation \$1,000 or more then one golf registration and lunch and dinner provided for up to two additional people.

**Welcome Gift Sponsor:** Opportunity to donate items for welcome gifts given to golfers (golf balls, towels, shirts, caps, water, snacks, etc.); listed in program; listed on ISAC's website and in one issue of ISAC's magazine. PLEASE CALL ISAC TO CONFIRM THE ITEM YOU WOULD LIKE TO PROVIDE FOR 200 GOLFERS.



The Eighth Annual  
**ISAC Scholarship Golf Fundraiser**

Otter Creek Golf Course - Ankeny, IA - Thursday, August 23, 2012

Co-hosted by the Iowa State County Treasurers Association and  
 the Iowa State Association of County Supervisors



**When:** Thursday, August 23, 2012  
 9:00 am – Registration  
 10:00 am – Golf - four-person scramble (best shot)  
 Approximately 4:00 pm – Dinner (immediately following golf)

**Where:** Otter Creek Golf Course  
 4100 NE Otter Creek Drive, Ankeny, IA 50021  
 515.965.6464

Company Name: \_\_\_\_\_

Contact Name: \_\_\_\_\_

Address: \_\_\_\_\_ City/State/Zip: \_\_\_\_\_

Phone/Fax/Email: \_\_\_\_\_

**Sponsorship Opportunities:**

\_\_\_ Title Sponsor - \$3,000 (includes 4 golfers)\*

\_\_\_ Dinner Sponsor - \$2,000 (includes 2 golfers)\*

\_\_\_ Lunch Sponsor - \$2,000 (includes 2 golfers)\*

\_\_\_ Beverage Cart Sponsor - \$1,500 (includes 1 golfer)\*

\_\_\_ Reception Sponsor - \$1,500 (includes 1 golfer)\*

\_\_\_ Hole Sponsor - \$1,000 (includes 1 golfer)\*

\_\_\_ Hole Co-Sponsor - \$500

\_\_\_ Prize Sponsor\* - Eagle - \$300, Birdie - \$200, Par - \$100 and/or a prize of \_\_\_\_\_

\_\_\_ Welcome Gift Sponsor with the item of \_\_\_\_\_ **(Confirm item with ISAC!)** for 200 golfers

**Sponsorship Fee:** \_\_\_\_\_ **Signature:** \_\_\_\_\_

**AMOUNT ENCLOSED:** \_\_\_\_\_ **Date:** \_\_\_\_\_

\* If your sponsorship level is \$1,000 or above, please fill out the golfer registration form for the appropriate number of golfers. Feel free to register additional golfers beyond those included with your sponsorship and remit the golfer fee of \$75 for each additional golfer.

**Payment MUST accompany this contract and is non-refundable. Make checks payable to the ISAC Education Foundation. Contracts must be received by Friday, July 27, 2012. Mail to: ISAC, Attn: Golf Fundraiser, 5500 Westown Parkway, Suite 190, West Des Moines, IA 50266. If you have any questions please contact Brad Holtan at 515.244.7181 or [bholtan@iowacounties.org](mailto:bholtan@iowacounties.org).**

## ISAC Golden Eagle: Call for Nominations

Since 2010 during the fall school general session ISAC has annually honored one individual as an ISAC Golden Eagle. The ISAC Golden Eagle was created to recognize and honor individuals who have provided extraordinary public service to county government through ISAC and/or NACo.

Golden Eagle Honorees are selected from nominations submitted to the ISAC Golden Eagle Committee, which will consist of Board and staff members. The committee will then submit its recommendations to the ISAC Board for approval. The ISAC Golden Eagle honoree(s) will be recognized during the ISAC Fall School of Instruction General Session.

Those eligible of induction include:

- Current or former elected and appointed county officials
- Business or civic leaders
- ISAC Preferred Vendors
- Persons providing assistance to counties as trainers, consultants or advisors
- Former Members of ISAC staff

\*Current ISAC board members and staff are not eligible.

Honorees will be selected on the basis of their service rendered to county government through ISAC and/or NACo. Such service may include:

- Leadership in ISAC and ISAC-affiliated boards
- Service to the National Association of Counties
- Service on state or national boards or commissions
- Service to counties in training, education and development of local leadership
- Advocate for counties and good local government
- Assistance and support to counties

Past honorees include:

2010 – Jane Halliburton, former Story County Supervisor and ISAC Board member

2011 – Kim Reynolds, Lt. Governor and former Clarke County Treasurer

To nominate qualified individuals to be honored as ISAC Golden Eagles, please complete the form on the next page and return it to:

Iowa State Association of Counties  
Attn: ISAC Golden Eagle  
5500 Westown Parkway, Suite 190  
West Des Moines, IA 50266

A form can also be found on the following page or on the ISAC website, [www.iowacounties.org](http://www.iowacounties.org). Please return submissions before July 27, 2012. A golden eagle is not guaranteed to be honored annually.

If you have any questions regarding the ISAC Golden Eagle, please contact Rachel Bicego at 515.244.7181 or [rbicego@iowacounties.org](mailto:rbicego@iowacounties.org).



## About the Cover

Shot in June 1973, immediately following a strong thunderstorm. The photographer, ICEASB Executive Director Steve DeVries, had just graduated from college and was living in an apartment two blocks north of the Capitol, near his first job. He and his wife came across this shot while returning from shopping in the 'old' East village, (which was entirely different than what is in the area today). Note that Locust Street used to run right up to the base of the Capitol steps, instead of ending at 7<sup>th</sup> Street as is the case now.

In 1973, downtown Des Moines did not yet have any of today's towers – although the Ruan Center would rise into view within another year. There were a large number of car dealerships, major retailers, and small restaurants. Nollen Plaza did not yet exist and the future Pappajohn sculpture garden area was a mass of one story brick storefronts. This photo was taken just minutes after the Capitol picture.

I'm always looking for interesting photos for the cover of the magazine and interesting feature stories, please contact me at [rbicego@iowacounties.org](mailto:rbicego@iowacounties.org).

# ISAC Golden Eagle Nomination Form

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The Iowa State Association of County recognizes individuals who have provided extraordinary public service to county government through ISAC and/or NACo as ISAC Golden Eagles.

**Individual Nominated:**

**Position:**

**Brief Biography:**

In your view, what has this person done to provide extraordinary service to ISAC and/or NACo? Why do you feel this person should be an ISAC Golden Eagle honoree?

**Nominated by:**

Forward this form to:  
Iowa State Association of Counties  
Attn: ISAC Golden Eagle  
5500 Westown Parkway, Suite 190  
West Des Moines, IA 50266

*\*Please return submission prior to July 27, 2012.*



## Developing a Social Media Policy

**By: Jim Philipps**

NACo Media Relations  
Manager

This is part one of a two-part series on developing a social media policy.

Ready or not, your county is using social media tools every day. County employees, department heads and elected officials are communicating with one another, the public, and friends and family outside of county government via Facebook, Twitter, YouTube, Linked-In, Scribd, Flickr, ShareSlide and more.

Equally important and true: the people served by your county government are using social media as well. As a result, counties can no longer afford to avoid social media platforms as effective communications tools. But like almost everything else in county government, policies, procedures and best practices need to be in place to increase the odds for success.

At the heart of effective county government is effective communication. Without it, or at least a good faith attempt at it, disservice or even failure is a more likely outcome.

Many counties across the country have implemented guidelines and policies to manage their social media presence. Recently, the National Association of Counties (NACo) and the National Association of County Information Officers (NACIO), a NACo-affiliate organization, presented a members-only webinar entitled, "Developing a Social Media Policy That's Right for Your County." It explored the issues counties should consider when developing a countywide social media policy.

A few years ago, Oakland County, Michigan wrestled with the same issues many counties are facing now in terms of use of social media tools and the forces within county government who believe it is best not to engage each other and the public via Facebook, Twitter and videos.

"Even though we were diving head first into social media, we were still getting pushback from people saying there's no way we are going to be able to control this," said Phil Bertolini, Oakland County's deputy county executive and CIO. "This was a problem for us. We had to sit down and develop a strategy on how we were going to deal with this. Are we going to manage each of the channels? Are we going to have policies and guidelines that will help us govern this longer term?" he said.

"The other problem we saw was if we were going to use social media as a business tool for county government, how can we then shut its access off to our employees? We were forced to sit down and develop a strategy."

Bertolini said it is critical that counties manage their digital footprint.

"If you are not managing it, you certainly do not want someone else managing it on your behalf because every picture, everything you say and everything you post via social media lives forever," he said. "Counties need to consider the risks and rewards of using social media and take control of the issue."

Todd McGee, communications director of the North Carolina Association of County Commissioners, said counties in his state have taken a similar approach. They have relied on internal resources and created teams to develop social media policies. Typically, members of the policy-development team include representatives from the offices of the county manager, information technology, public information, emergency management and the county attorney's office.

McGee, who is first vice president of NACIO, said a good social media policy should set guidelines for establishing a county social media site; managing and using the site; and archiving information in compliance with public records laws.

"One of the things to consider that probably got the most discussion here in North Carolina was: Should counties allow the public to comment?" McGee said. Platforms such as Facebook already have restrictions in place about what people can post, and counties can adopt even further restrictions.

For example, Henderson County, N.C. posts "Rules for Henderson, North Carolina County Government Facebook Posting," which list the types of public comments that the county would be inclined to remove from the page. Among them: unrelated comments to the topic, profanity, solicitations, advertisements, encouragement of illegal activities and discrimination.

"The other thing to remember when developing your policy — this has to be a fluid document," McGee said. "The world of social media is changing every day. You have to stay abreast of what is going on in social media so you will be able to adapt your policy. You can't just adopt a policy and stick it on the shelf."

Fairfax County, Virginia staff conducted extensive research when they began to develop their policy. They looked at other government, nonprofit and commercial policies. They paid particular attention to employee participation issues, accord-

Continues on next page.

## NACo news

### NACo Advances Rural County Priorities

The National Association of Counties (NACo's) Rural Action Caucus (RAC) recently met with congressional offices, federal agencies, and the White House Rural Council to discuss pressing issues facing rural counties nationwide. RAC addressed making rural development a priority within the farm bill re-authorization, passing multi-year highway and bridges bills, protecting rural health programs, and urging level funding for public lands programs.

NACo President Lenny Eliason stated:

"In an economy struggling toward recovery, the last thing we need is to harm programs that lead directly to economic opportunity and jobs in rural America."

The highest priority initiatives identified by the Rural Action Caucus are:

- Oppose unfunded federal mandates and preemptions, especially the "waters of the U.S." guidance expected to be issued soon by EPA;
- Support for making rural development a priority within the Farm Bill re-authorization and level funding for USDA Rural Development Programs;
- Support for a multi-year re-authorization of the highway and bridges bill, MAP-21;
- Support for an extension of the Secure Rural Schools and Community Self-Determination Act (SRS) and continued mandatory funding for Payment in Lieu of Taxes (PILT); and
- Support for health care services in rural America, especially Medicaid.

RAC is a bipartisan coalition of rural elected officials from across the country striving to enhance the quality of life in rural counties through effective federal legislation and is chaired by Linn County Supervisor Lu Barron.

## NACo news

Continued from page 17.

ing to Greg Licamele, the county's director of communications, integration and engagement.

He said Fairfax County developed its comprehensive social media policy through its e-Government Steering Committee, chaired by the deputy county executive. The group includes representatives from the county attorney's office, information technology, public affairs, libraries and human resources.

Once Fairfax County had an acceptable draft policy, it was shared with an outside focus group of PIOs and social media publishers who gave their feedback.

"About 25 people had the opportunity to give us their feedback," Licamele said. "Did they think it was too onerous? Most said it was great."

Licamele said his county's policy has three sections: managing official social media accounts, employee access at work and employee participation at work or home. The policy includes guidelines concerning what to post, how to post, who to "follow" or "retweet," security, metrics and promotion.

"Just as important as what to post, we tell them what not to post such as items in litigation, nonpublic information, personnel information, and medical information in violation of HIPAA," Licamele said.

While the Fairfax County policy has grown from three pages in 2007 to 12 pages today, it is a much more conversational policy than your typical county policy or procedural memorandum.

Fairfax County, a suburb of Washington, D.C. with more than 1 million residents, has 13 Facebook accounts, seven Twitter accounts, two Flickr accounts and one SlideShare account.

Part 2 will highlight some specific examples of how counties are managing their social media presence and the legal issues counties should consider.

The webinar recording and related materials are available at [www.naco.org](http://www.naco.org), News Room, Media Tools for County Officials.

\* To check out results and analysis of a County News survey of counties' social media policies, read this story at [www.naco.org/countynews](http://www.naco.org/countynews).

## Narrowband Summary Tracker

As the January 1, 2013 narrowbanding deadline rapidly approaches, the U.S. Department of Homeland Security Office of Emergency Communications (OEC) is pleased to announce that a new Narrowband status reporting tool is available for your use.

The reports found there will illustrate the status of licenses in your area of purview and show you where you need to focus your narrowbanding efforts locally, county or state level and across the Nation. Specifically, the tool enables you to view, at your convenience, Narrowband status maps and reports at the National, State, and County level; these maps are updated weekly. Select the map you wish to display data for Narrowband (12.5kHz) only, Wideband only, or Narrowband and Wideband at the state or county level. The maps are similar to those OEC has presented at past meetings, but now they are available online for easy access.

We encourage you to check out the tool, use it often, and don't forget to run your own customized reports with the Tool at: [http://www.publicsafetytools.info/start\\_nb\\_status.php](http://www.publicsafetytools.info/start_nb_status.php)

Please visit Public Safety Tools (Narrowband Summary

Tracker): [http://www.publicsafetytools.info/narrowband/national\\_tracking.php](http://www.publicsafetytools.info/narrowband/national_tracking.php)

For reference, the National Summary Report as of March 8, 2012 can be found on the ISAC website, [www.iowacounties.org](http://www.iowacounties.org). The Report indicates only 24.64% of licenses are current narrowband (12.5kHz); 34.28% of licenses are current narrowband and wideband (25kHz); and 42.89% of licenses are current wideband. This information is solely based on the FCC's license data and does not represent ongoing projects or equipment status. The National Fixed Results for Narrowband at (12.5KHZ) show no significant changes have occurred within the last two months.

Note: The "Two Month Comparison" tab shows data changes from 2.26.2012 through 3.4.2012 only.

If this is your first time visiting the website, please use the "How to View National Level Maps" as a helpful guide. This document can also be found on the ISAC website.

Additional information is available on narrowbanding at:

- [www.fcc.gov/narrowbanding](http://www.fcc.gov/narrowbanding)
- [www.dhs.gov/narrowbanding](http://www.dhs.gov/narrowbanding)
- [www.npstc.org/narrowbanding.jsp](http://www.npstc.org/narrowbanding.jsp)

Please send all inquiries regarding the website to [FMT.Help@dhs.gov](mailto:FMT.Help@dhs.gov).

Continued from page 10.

that box, get the "give away" items out of the house, and take those to be stored to the pre-determined storage place. Don't leave the boxes untouched!

While there were other suggestions besides the 4-box method, if we are considering client issues I would hesitate to suggest them. I'll leave it to you to explore the article for those ideas!

**Staying clutter free:** Once clutter has been banished, the real work of change begins. To conquer clutter once and for all, focus on these clutter prevention ideas: Primary cause of clutter is "homelessness." Not the person, but the item. The old saying is "a place for everything and everything in its place." Knowing where things belong is crucial in maintaining a de-cluttered environment. Organization through thoughtful use of space and tools will solve the issue of where should I put it.

There is no such thing as clutter-free living. Recognize that

and create a clutter preserve—a place where clutter is allowed but only within that place. Example, a chair in the bedroom where clothes removed are tossed. Or it may be the kitchen "junk drawer" where odds and ends are tossed. Maybe it is a tub designated as a preserve where clutter is allowed. Just obey the rule that only in the designated preserve is it allowed.

Establish a routine of returning things to their place. Sort the mail over the trash, having a place near by for the important mail. Adopt the "one-in-one-out" rule. Bringing one item into the house means an old item is to go out.

If setting a personal goal or helping a client set a goal to deal with the clutter that lessens quality of life, I hope a few of these ideas will be helpful. Understand the foundation of the behavior, go slow and steady, and develop new habits and strategies. Living life will be better. Now I need to go find three nice boxes.

# affiliate highlights

## ICIT: 10 Years of Saving the Day!

Greetings Everyone from ICIT!!

The ICIT Mid-Year Conference committee would like to let you know that our summer conference is going to be June 13 – 15, 2012 at the West Des Moines Marriott on Jordan Creek Parkway. This year's theme is *ICIT: 10 Years of Saving the Day!* and is open to everyone! All affiliates are encouraged to attend.

We are very excited about our conference this year for many reasons. First, ICIT is celebrating 10 years of being an ISAC affiliate. We have seen huge changes in technology in the last 10 years, and we will continue to see it rapidly change and affect how counties do business. ICIT is dedicated to making new and existing technical advances work for the betterment of county government.

Second, we have a new education track this year that we are calling our “introductory track.” This will be two days of technology presentations geared for those folks wanting more preliminary technology instruction. ICIT has been providing tech presentations for many affiliates over the years and this

track will offer a great assortment of topics for the beginning techie! Tips and Tricks for Microsoft Office, Using Google for your County, and Uses for GIS Beyond Parcels are a few of the topics we will present. This is a great opportunity for those who are doing some IT work in their county along with their regular duties. These presentations will be given by county employees and they will share how they use these technologies back home.

Third, the Mid-Year Conference is a great time to get to know other county people from across the state. We have plenty of opportunities, during the conference, for everyone to share experiences and discuss issues that are affecting you and your county.

Please feel free to visit the Mid-Year Website at: <http://icitmidyear.com/> and check out the exciting schedule, excellent food, and amazing entertainment we have planned.

Come help us celebrate all of the everyday heroes that go above and beyond each and every day to keep Iowa's counties up and running!!!



# 2012 calendar

## May 2012

- 3 CCMS Advanced Case Management  
(Hilton Garden Inn, Johnston)
- 15-18 Treasurer's Annual Conference  
(Radisson Quad City Plaza, Davenport)

## June 2012

- 6 District 5 Legislative Meeting  
(BridgeView Center, Ottumwa)
- 7 CCMS Supervisors Training  
(Stoney Creek Inn, Johnston)
- 10-14 County Attorneys Spring Training  
Conference  
(Okoboji)
- 13-15 ICIT Annual Conference  
(West Des Moines Marriott)
- 19 District 1 Legislative Meeting  
(The Meadows Events and Conference  
Center, Altoona)
- 20 District 6 Legislative Meeting  
(The Hotel at Kirkwood Center,  
Cedar Rapids)
- 20-21 CCMS Fundamentals Training  
(Courtyard by Marriott, Ankeny)
- 21 District 2 Legislative Meeting  
(Historic Park Inn, Mason City)
- 22 District 3 Legislative Meeting  
(Buena Vista University, Storm Lake)
- 27 District 4 Legislative Meeting  
(Southwestern Community College,  
Creston)
- 28 ISAC Board of Directors Meeting  
(ISAC Office, West Des Moines)

## July 2012

- 10 CCMS Administrators Meeting  
(Hilton Garden Inn, Johnston)
- 13-17 NACo Annual Conference  
(Pittsburgh, PA)
- 24-27 Auditors Annual Conference  
(Harrah's, Council Bluffs)
- 26-27 Supervisors Executive Board Retreat  
(Holiday Inn Express, Sioux Center)

## August 2012

- 8-10 CCMS Annual Conference  
(Embassy Suites Downtown, Des Moines)
- 8-10 Records Annual Conference  
(Arrowwood Resort, Okoboji)
- 16-17 ISAC LPC Retreat  
(Hilton Garden Inn, Johnston)
- 23 ISAC Scholarship Golf Fundraiser  
(Offer Creek Golf Course, Ankeny)

## September 2012

- 13-14 ISAC Board of Directors Retreat  
(Hotel Winneshiek, Decorah)
- 27 ISAC LPC Meeting  
(ISAC Office)
- 30-3 Assessors Annual Conference  
(Holiday Inn Airport, Des Moines)

## October 2012

- 17-18 CCMS Fundamentals Training  
(Courtyard by Marriott, Ankeny)
- 23 CCMS Administrators Meeting  
(Stoney Creek Inn, Johnston)
- 25-26 ISAC Board of Directors Meeting  
(ISAC Office, West Des Moines)

## November 2012

- 1 CCMS Advanced Case Management  
Meeting  
(Hilton Garden Inn, Johnston)
- 11-14 County Attorneys Fall Training Conference  
(Dubuque)
- 28-30 ISAC Fall School of Instruction  
(Iowa Events Center, Des Moines)

## December 2012

- 4-6 Engineers Statewide Annual Conference  
(Scheman Center, Ames)
- 13 ISAC Board of Directors Meeting  
(ISAC Office, West Des Moines)

Please visit ISAC's online calendar of events at [www.iowacounties.org](http://www.iowacounties.org) and click on 'Upcoming Events.' A listing of all the meetings scheduled for 2012, agendas and meeting notices can be found on ISAC's website. A majority of ISAC's meetings offer online registration. If you have any questions about the meetings listed above or would like to add an affiliate meeting to the ISAC Calendar, please contact Stacy Horner at 515.244.7181 or [shorner@iowacounties.org](mailto:shorner@iowacounties.org).

# SAVE THE DATE!

The Eighth Annual

# ISAC



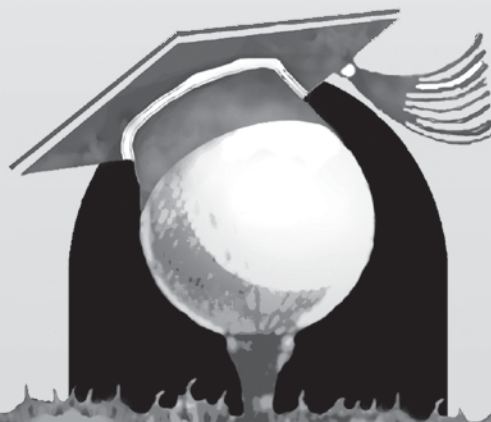
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