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Iowa State Association of Counties



November 2011  
2012 ISAC Scholarship  
Application



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# The Iowa County

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### ISAC's Mission:

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

### ISAC's Vision:

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

## Campaigns and Elections

By: **Kristi Harshbarger**

ISAC Legal Counsel



Iowans are particularly familiar with the political activities surrounding campaigns and elections, and as a county official, you are especially likely to be involved with a candidate's bid for an elected position or another ballot issue. Also because you are a county official, it is important to understand the ways a county – as a governmental body – can and cannot be involved in a candidate's campaign or a group's mission related to a ballot issue.

Iowa Code §68A.505 provides that “the governing body of a county, city, or other political subdivision of the state shall not expend or permit the expenditure of public moneys for political purposes.”

The Iowa Ethics and Campaign Disclosure Board's website provides a useful list of some examples (but in no way an exhaustive list) of actions counties should not take in relation to a campaign or ballot issue:

1. Political signs to expressly advocate a ballot issue, candidate, or political committee may not be placed on property or buildings owned or leased by the governmental bodies or on the public right-of-way. Brochures may be distributed in parking lots or placed on vehicles parked in a public lot.
2. Telephones and telephone service owned or leased by the governmental body.
3. Reproduction equipment such as copy machines, facsimile equipment, video equipment, audio equipment, or cameras owned by a governmental body are not permitted to be used.
4. Office equipment owned by a governmental body, such as computer hardware, computer software, computer printers, typewriters, or calculators, are prohibited.
5. Government e-mail and websites are not permitted to be used.
6. Governmental bodies are prohibited from displaying political posters, brochures, flyers, or promotional literature of any type.
7. Governmental bodies cannot use, or permit to be used by others, the postage meters or postage stamps that are the property of the governmental body for political mailings.
8. Mailing lists, data bases, or other compilations prepared for a public purpose and owned by the governmental body cannot be provided (either free, or for a charge) for political purposes unless the lists, data bases, or compilations are available to all members of the public for the same consideration. The governmental body may be asked to substantiate the public access to these materials.
9. Employees of a governmental body may not engage in campaign activities of any sort during time the employees are expected to be engaged in official duties.

10. Teachers may not send advocacy literature home with students.

11. Political literature may not be distributed on the premises of a governmental body (including school mail boxes).

There is an exception which may allow a county to take some of the above actions. As discussed in #8 above, to the extent the property is regularly available to the general public, then it may be used for political purposes. So if you make a mailing list or meeting room available to the general public, then you may also provide this mailing list or meeting room to a candidate or group with a mission related to a ballot issue. Use this exception with caution, however; as the county may be required to substantiate that the public has access to property.

It's also important to remember that the prohibition of using public funds for political purposes apply to you when acting as a county official or employee, but is not intended to apply to your action as an individual citizen. Iowa Code §68A.505 even states the law “shall not be construed to limit the freedom of speech of...officials or employees of a governing body of a county.” So consider which hat you are wearing – it's fine to make copies of a candidate's flier from your personal copy machine or put a political sign in your home's yard, but not with the county's copy machine or in the court house yard. These distinctions are fairly clear, but there are many other issues that are not as black and white. For example, can you wear a campaign button on your shirt when you go to work at your county's office? The Iowa Ethics and Campaign Disclosure Board issued an advisory opinion on May 18, 2000 that determined this would be acceptable under Iowa law, so long as the campaign button was worn “on the person,” which would seem to imply a campaign button could not be placed on the bulletin board in your office. An official or employee should also consider other possible applicable policies prior to taking an action. In this case, the advisory opinion reminded that even though wearing a campaign button is not prohibited by Iowa law, a county could still have an internal dress-code type policy that would restrict employees from wearing campaign buttons at work.

In the event you have a question of whether an action related to a campaign or ballot issue is permissible, you should contact the Iowa Ethics and Campaign Disclosure Board and discuss the matter with your county attorney.

## Fuel Tax Increase - This is the Year

We must, indeed, all hang together, or assuredly we shall all hang separately.

-Benjamin Franklin

The mantra of the Chicago Cubs this past season was “This is the year!” It didn’t take very long to determine that the phrase was wishful thinking and the hapless Cubs struggled all year ending the season 20 games under .500. The proponents of an increase in Iowa’s fuel tax may find themselves in the same boat if they do not work together to secure the increase without arguing about the allocation formula.

Several issues are rising to the top for ISAC for the coming session. Mental health and disability services redesign and property tax reform are sure to be discussed during the second session of the 84<sup>th</sup> General Assembly. Another issue that ISAC has supported for many years, an increase in the gas tax to fund Iowa’s roads and bridges is also sure to be debated.

Maintaining and improving Iowa’s roads and bridges are vital for the continued growth of Iowa’s economy, and every road jurisdiction is struggling to fund their portion of the road system. In preparation for the session’s gas tax discussion, Governor Branstad appointed a Citizens Advisory Commission (CAC) to issue a report on Iowa road funding issues. Governor Branstad appointed the 12-member citizens panel in March to help the Iowa Department of Transportation (DOT) assess the condition of Iowa’s 114,000-mile road system. The co-chairs of the CAC are Nancy Richardson, former DOT director, and Allen Thoms, former Dubuque mayor. The ex-officio legislators on the committee are chairs and ranking members of the House and Senate Transportation committees: Representative Dave Tjepkes (R-Webster), Representative Jim Lykam (D-Scott), Senator Tom Rielly (D-Mahaska), and Senator Tim Kapucian (R-Benton).

Iowa currently spends approximately \$1 billion annually on city, county and state roads. The gas tax has not been raised since 1989 and the estimate to meet the most critical needs is an additional \$260 million. A 10 cent gas tax increase would generate about \$230 million annually.

State taxes in Iowa are currently 21 cents per gallon for regular gasoline, 19 cents per gallon for ethanol-blended gasoline, and 22.5 cents per gallon for diesel fuel. These amounts are considerably lower than our neighboring states.

By: *Linda Hinton*

ISAC Government Relations  
Manager



ISAC works with a variety of partners in pursuing increased resources for roads in Iowa. Those partners include the Iowa League of Cities, Farm Bureau, General Contractors and the Chambers of Commerce.

### Formula Issues

While there is strong support among ISAC’s partners for increased road funding, there may be disagreements about how that increased funding should be allocated. Under current law, there is a cap of \$225 million on the Transportation Investment Moves the Economy in the 21<sup>st</sup> Century (TIME-21) fund. When that threshold is met, additional funding would flow into the Road Use Tax Fund (RUTF). The allocation of funding in TIME-21 is: Primary Road Fund (state) 60%; Secondary Road Fund (county) 20%; and City Street Fund 20%. The allocation of funding under RUTF is: Primary Road Fund (state) 47.5%; county secondary road fund 24.5%; county Farm-to-Market Road Fund 8%; and Municipal Road Fund 20%.

Advocates for increased road funding are concerned that a formula fight could derail progress on securing a 10 cent gas tax increase. The proponents of more funding for primary roads would like to eliminate the cap on TIME-21 so that the split of all new money would stay at 60-20-20. The proponents of Iowa’s agribusiness and rural interests would like to maintain the cap on TIME-21 so that the reversion to the RUTF formula occurs. ISAC believes that the cap was agreed to in order to get our support of the formula change in TIME-21. The proponents of primary road funding as a priority do not remember it that way.

The critical focus during this coming session must be to get the gas tax increase while there is momentum. A formula fight initiated by either side could easily dissuade legislators from moving forward with this important funding opportunity. It is an election year and session should be shorter and more focused than last year. We know that the legislature intends to address education, commercial property taxes, and mental health and disability services redesign. In order for a fuel tax increase to stay on the table, the formula issues need to be tabled for another time.

# technology center

## Laptops

**Q:** I need to purchase a laptop. Do you have any suggestions on what features I should look for?

**A:** A couple of items that you need to consider before purchasing a laptop are use and budget. First question to be deliberated, for what primary purpose will your laptop be used? Will it be for your own personal use at home, or are you purchasing it for the office? If you are purchasing a laptop for your personal use, is it for a student, a photographer, a gamer, or an all-around laptop for the family? Each of these has a different need in a laptop, if you are student and it will be used to aid you in college, look for a 13" to 15" thin and lightweight laptop. You will want one with a dual-core CPU, a minimum of 2GB of RAM, 160 GB HDD (hard disk drive) and a 13" display. Keeping your laptop light for portability will be important. A laptop with these specs can be found for under \$500.

Are you an amateur photographer and wish to use your laptop for viewing and editing photos and movies? If this is your purpose, you may want to consider purchasing a MacBook Pro with a 15" to 17" screen, and because a lot of RAM is needed, go with 8GB. You will need a HDD that is fast and large. I suggest selecting 500GB with 7,200 rpm and opting for the larger screen. A Mac is usually more expensive than a PC; however, if you are using your laptop for photos or videos, you will not be disappointed. A Mac with the above specs will run around \$2,700.

**By: Tammy Norman**

ISAC Office Manager



If you are purchasing a laptop for the gamer in your household, you may wish to go with a PC (mainly due to costs). Your laptop should have Intel's Core Quad or Core i7 CPU if you wish to participate in any 3D gaming. You will want to have 8GB of RAM, 320GB (minimum) 7,200 rpm HDD and a display of at least 17". You will be able to configure a laptop with these options for around \$1,500.

An all-around laptop can be purchased under \$1,000 and will fit the needs of most users in your family (unless they fit in the above listed categories). For most home users, a 15" laptop will offer a nice sized screen while still allowing for portability. I would recommend purchasing at least 4GB of RAM, but 8GB is preferred. 320GB HDD and an Intel Core 2 Duo processor are also recommended.

Finally, if you are purchasing a laptop for business, you may choose to purchase one similar to the specs for the home user. However, you will want to check with your IT support for network and software needs first to assure compliance.

**Website Note:** If you have a question regarding new technology and would like it addressed in this column, please contact me at 515.244.7181 ext. 7015 or [tnorman@iowacounties.org](mailto:tnorman@iowacounties.org). Until next month, keep clicking!

## SAVE THE DATE!

# ISAC University 2012

January 18-19, 2012  
West Des Moines Marriott

Please join us for this exciting two-day conference that will give you essential information and training on how to effectively lead and manage. This conference will provide unique content that is packed with powerful success strategies and tactics for improving your leadership skills.

More information at [www.iowacounties.org](http://www.iowacounties.org).

## Social Networking Sites

I recently attended the Public Technology Institute's Technology Leadership Conference and I thought I would share some interesting topics that were discussed during the session covering technology trends. The trends discussed covered Security, Cloud Computing, Ubiquity, Transparency, NextGen 911 and Agility/Innovation. Throughout the session, one thing became very clear; portability and access to data will drive the IT professional crazy in the coming years.

**Security:** The discussion on security centered on the porous nature of today's network security. With mobile devices (Smartphones, USB Drives, etc.) the potential and constant threat is and will always be there. How do we or can we control mobile devices? With users understanding mobile devices and their capabilities, there is a growing trend where over-confident users believe they are better at managing the security of their device than the IT professional. Who controls what apps are loaded on the device. On the flipside of the over-confident user is the user that believes that the IT professional has everything under control. User complacency about potential threats can be as dangerous as any threat your IT staff will face. Not only will your staff need to be able to come up with a device security management plan, but because of the poor economy, efforts to steal information will continue to force them to raise the bar in order to protect sensitive data.

**Cloud Computing:** Cloud Computing has been around in the private sector for a few years, but local government has been slow to adopt. In short, cloud computing is the delivery of computer, data access, software, and storage service by a third party. The user of the service(s) would, in essence, share the IT infrastructure (and associated costs) with other users. It is expected that as trust is gained and security is proven, local governments will increase the use of outside vendors to provide "computing in the cloud" service(s). Tightening budgets are forcing state and local governments to take a serious look at this practice. Many studies are showing the costs associated with maintaining a physical infrastructure might not be sustainable.

**Ubiquity:** The Merriam-Webster dictionary defines 'ubiquity' as a presence everywhere or in many places.

As youngsters, most of us learned what BYOB meant. But today the term is BYOD (bring your own device). Users are expecting that their new tablets or smartphones will be able to access their emails or even their work network. The task for the IT professional will be to manage these expectations. With new tablets, will the desktop even matter or are we heading to a merging of tablets, smartphones, and laptops into a device that will allow us to carry the 'guts' of computing in our pock-

By: *Robin Harlow*

ISAC Technology Manager



ets? If we carry the computer in our pockets will the interface even matter? If I need to work on a spreadsheet and my smart device could interface with any generic monitor and keyboard, why lug a laptop around?

From an application development and support perspective, this ubiquity is forcing IT staff to develop and/or manage not the hardware but to manage to the browser. In short, will the application run on the device's browser? This will be a huge adjustment for IT.

**Transparency:** Local government will need to learn to manage or meet citizen's expectations as to access of government data. Citizens are expecting that government will be open and that they will be able to access it on any platform they have in their hands. How will your IT staff provide access, insure the accuracy, provide storage, and display data? Again, with budgets tightening, where will the resources come from to operate transparency?

**NextGen 911:** In our "Every citizen is a reporter" environment, citizens will expect that when an emergency occurs or a crime is committed, citizens want their smart devices to dial, text, or even upload videos or pictures to the local 911 service. In many areas of the United States, these next generation 911 services ( NextGen 911) will require extensive public financing. A separate article provided by the Iowa Legislative Services Agency is reproduced on the following pages of this magazine. It does a good job explaining the issue and describing Iowa's response to the issues. Fortunately for Iowa citizens, our state is ahead of many states in our response.

**Agility and Innovation:** The agility and innovation trend for IT staffs is in reality a common thread among all trends. IT staffs will need to develop new business models to be successful. As technology becomes more mobile, IT staffs will need to know what is in the hands of not only internal users, but external users (citizens). Stored data will need to be searchable, accurate and fast. As budgets tighten, IT staff may be asked to troll internal databases to help identify lost or new revenue sources. Network response times will be measured not only in terms of internal speeds, but external speeds. Current studies have already shown that networks begin a slowdown in conjunction with schools being dismissed. How your IT staff deals with these external (uncontrollable) challenges will determine their success. One presenter predicted that Information Technology would become Innovation Technology and that instead of Chief Information Officer, organizations would have a Chief Innovation Officer.

## Enhanced 911 Communications

By: *Legislative Services Agency*

### Wireline E-911 Funding vs. Wireless E911 Funding

Enhanced 911 or E911 provides the user the ability to reach a public safety answering point (PSAP) by dialing the digits 911. The 911 call is routed to the appropriate PSAP which automatically provides voice, displays the name, address or location of the call, and the telephone number of the incoming 911 call and public safety agency servicing the location. The E911 emergency telephone communication system is intended to protect the health, safety, and welfare of Iowans by providing orderly development, installation, and operation of E911 emergency telephone communication systems statewide. The PSAP is a 24-hour public safety communications facility that receives 911 calls and directly dispatches emergency response services or relays calls to the appropriate public or private safety agency. There are currently 117 PSAPs in Iowa. The administrator of the Homeland Security and Emergency Management Division of the Department of Public Defense appoints the E911 Program Manager who, in consultation with the E911 Communications Council, performs the duties set forth in Code Chapter 34A.

### Wireline E911

The E911 Program was created under the Homeland Security and Emergency Management Division during the 1988 Legislative Session. The law required each county to establish a joint E911 service board maintained by the county Board of Supervisors. Each board was responsible for developing a countywide E911 plan, detailing the manner and cost for the implementation of an E911 system. The Homeland Security and Emergency Management Division reviewed and approved the E911 service plans for all 99 counties. Service plans include a description of the service area, a list of all public and private safety agencies (such as a private ambulance service) within the E911 service area, the number of PSAPs within the service area, and the agency responsible for management and supervision of the E911 communication system.

In order to implement service, the joint E911 service board must fund the recurring and nonrecurring costs of the system with an E911 surcharge on each telephone access line within the E911 service area. In order to impose the surcharge, a referendum must be passed by a simple majority of the voters within the service area. The amount of the surcharge to be placed on the referendum is determined by a formula, established in law, and can vary from \$0.25 to \$2.50 per month, per telephone access line (Iowa Code §34A.6A). The \$2.50 can only be in place for 24 months, after which time the surcharge would revert to the original surcharge being collected. All increases beyond \$1.00 require a voter referendum for each 24-month period. Each telephone service provider remits col-

lected surcharge funds directly to the respective joint E911 service board on a calendar quarterly basis. As of December 31, 2010, surcharge was being collected by the service boards at the following rates:

- Surcharge = \$1.00 81 counties
- Surcharge < \$1.00 15 counties
- Surcharge > \$1.00 2 counties
- Surcharge = \$0.00 1 county

The Scott County surcharge is \$0.00 because the joint E911 service board has a Code Chapter 28E agreement with the county to receive funding from the county tax base. Since 2004, only three counties have exceeded the \$1.00 surcharge amount. From 2004 to present, the Washington County surcharge has been \$1.50. From 2006 through 2009 Mitchell County's surcharge was \$2.50 and currently, it is \$1.00. Beginning in FY 2010, Shelby County's surcharge was \$2.50.

Money from the wireline surcharge is used for recurring and nonrecurring costs to the system. Nonrecurring costs include, but are not limited to, network equipment for the public safety answering points, software, database, addressing, initial training, and other capital and start-up expenditures, including the purchase or lease of subscriber names, addresses, and telephone information from the local exchange service provider. Recurring costs include, but are not limited to, network access fees and other telephone charges, software, equipment, and database management, and maintenance, including the purchase or lease of subscriber names, addresses, and telephone information from the local exchange service provider. Recurring costs cannot be used for personnel. Personnel costs are paid from county or city funds, depending on the PSAP.

The funds are deposited in an E911 Service Fund within each county and are appropriated for the payment of costs that are limited to nonrecurring and recurring costs directly attributable to the provision of 911 emergency telephone communication services and may include costs for portable and vehicle radios, communication towers and associated equipment, and other radios and associated equipment permanently located at the PSAP and as directed by either the joint E911 service board or the Department of Public Safety. If the carryover operating surplus in the Fund is greater than 25% of the approved annual operating budget for the next year, the E911 Program Manager will reduce the surcharge by an amount no more than 25% of the planned annual operating budget for the next year. Upon application from the joint E911 service board, the E911 Program Manager can increase the surcharge after nonrecurring costs are paid, if the

Continues on next page.



amount of the surplus is less than 25% of the approved operating budget. The surcharge can only be adjusted once in a single year with 100 days' notice to the provider. Per Code Section 34A.20, the E911 service boards have the ability to bond through the Iowa Finance Authority for recurring and nonrecurring costs for the E911 service areas.

## Wireless E911

The \$0.50 per phone, per month, E911 wireless surcharge began on January 1, 1999. The surcharge was amended to \$0.65 per phone, per month on July 1, 2004. There are approximately 2.2 million cell phone subscribers in Iowa. The average quarterly amount generated is \$4.2 million. This surcharge is collected by the wireless service providers and remitted to the State E911 program on a quarterly basis. The funds are used for the development and on-going operation of the wireless E911 phone network. By law, the surcharge is expended quarterly in the following order:

- \$50,000 per calendar quarter to fund salaries for 2.0 FTE positions and authorizes the State Auditor to perform an annual audit of the Program.
- Allocates a reimbursement to wireless carriers for Phase 1 cost recovery up to 21% of the collected funds (call-back number and tower location of call).
- Allocates a reimbursement for actual wireline transport costs for local carriers.
- Allocates a reimbursement for actual automated location information for the 911 database and routing charges for local carriers.
- Allocates 25% of the collected funds to the PSAPs. The distribution of funds is based on a formula: 65% of the total is based on the square mileage of the local 911 service area and 35.0% of the total is based on the volume of the wireless E911 calls that the PSAPs receive with a minimum of \$1,000 per PSAP, per calendar quarter.
- The remainder is deposited in a nonreversionary fund to be used for future work on the Phase 2 network as well as PSAP upgrades and improvements. The current wireless E911 System cannot deliver text messages, video, or photographs to the PSAPs. Approximately \$8.9 million is in the Carryforward Fund to be used for recurring and nonrecurring costs at the PSAPs associated with hardware and software for the new Next Generation 911 (NG911) Program to allow the implementation of NG911 under the current \$0.65 per phone, per month fee structure.

The funds allocated to the PSAPs under the formula is to be used for communication equipment located inside the PSAP for implementation and maintenance of wireless E911 Phase 2. If money remains in the fund after fully paying all obligations, the remainder may be accumulated in the fund as a carryover operating surplus. The surplus will be used to fund future Phase 2 network and public safety answering point improvements and wireless carriers' transport costs related to wireless E911 services, if those costs are not otherwise recov-

ered by wireless carriers through customer billing or other sources and approved by the program manager. (Iowa Code §34A.7A(2)(f)(3) and 34A.7A(2)(f)(3)(g))

## Wireless E911 Next Generation and Texting

On September 30, 2009, Iowa was allocated \$1.3 million in one-time federal grant money for Next Generation 911 (NG911). The grant was awarded by the U.S. Department of Transportation's Highway Traffic Safety Administration and the U.S. Department of Commerce's National Telecommunications and Information Administration. The federal funds must be expended by September 30, 2012. The grant requires a 50/50 State match. The match comes from the Wireless Carryover Fund per Code Section 34A.7A(3)(g). In addition, if other States don't meet the criteria and Iowa provides a supplemental request, Iowa could qualify for additional federal grant money.

The balance in the Carryforward Fund will be used for the NG911 network for recurring and non-recurring costs associated with the hardware and software for the new network. The Iowa Homeland Security and Emergency Management Division is upgrading the wireless E911 system to support the use of the NG911 emergency services IP-based system. The upgrade will put Iowa in the position to accept text, video, and picture messaging as it is made available from the wireless carriers to access emergency care via 911.

Telecommunications Systems Inc (TCS) was recently awarded a five-year contract and will begin work on the E911 Next Generation Project in the coming weeks. The total estimated cost for the project is \$2.7 million with \$1.3 million funded by grants through the U.S. Department of Transportation Highway Safety Administration and the U.S. Department of Commerce National Telecommunications and Information Administration. The required State match of \$1.3 million will come from the Wireless Surcharge Carryover Fund. The remainder will be used to pay additional network costs until the old network is disconnected. The two networks will run in tandem for approximately six months until the new network can be completely tested. The goal is to have the system complete by September of 2012.

## More Information

Homeland Security and Emergency Management Division:  
<http://www.iowahomelandsecurity.org/>

LSA Staff Contact: Jennifer Acton, 515.281.7846 or [jennifer.acton@legis.state.ia.us](mailto:jennifer.acton@legis.state.ia.us)

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## The Choice is Yours

Reducing Stress Increases Motivation or Increasing Motivation Reduces Stress...The CHOICE is Yours.

(Information obtained from Crystal Jonas, author of *The Power of Purpose* and from HelpGuide.org Stress Management)

When you begin to feel like the more you work, the less you have to show for it, try “choosing” to reclaim your energy and your focus.

It can be frustrating, not to mention demoralizing and demotivating to keep working harder and not having anyone notice your efforts. So, try shifting your focus. Instead of focusing on effort, focus on results. Results are something you can see. Something you can mark off your list, take off your desk, file, or maybe, your house is clean, dishes are done, the weight is coming off, kids are in bed...sleeping.

Create concrete, measurable tasks that lead you to accomplishing goals that are important to you, your family, and the persons you serve on your case load. Throughout the day, ask yourself this question: does this task that I’m doing right now lead to a valued result, will it be meaningful to anyone? If not, shift your thoughts immediately to something that does, by making it your choice to accomplish the task knowing that you will feel better for it, and so might others.

When you tell yourself you “must,” “should,” or “have to” do something, the task becomes harder, and your thoughts may even be angry. Your motivation to complete the task declines, which also leads to more stress. Think of how demotivating and stressful it is to do something because you “have to” do it and not because you “want to.” Do you ever really have to tell yourself you “should” do something you want to do? Make your actions your choice. When your actions are your choice you can feel like the results belong to you.

To boost your motivation and relieve stress, focus on results and not the effort. Think about what you want, feel that you are taking action because you want the results; and therefore, the choices are yours.

Now that we have additional information about choosing to be motivated, let’s talk about choosing to relieve stress. Hopefully the two can, and will play off each other so one helps out the other.

We have many choices in life. We can choose to have stress play a positive or negative role. To identify your true sources

**By: Cindy Chappelle**

ISAC Case Management Specialist



of stress, look closely at your habits, attitude, and excuses. Do you explain away stress as temporary even though you can’t remember the last time you took a breather? Do you define stress as part of your work or home life? Or, do you blame your stress on other people or outside events, or view it as entirely normal and unexceptional? These concepts and ideas are not new. Try reading them with the thought that you are in control, and that you choose to follow one or two ideas to relieve stress, not that it’s something you “need to” do or “have to” do. (Just as it was stated when discussing motivation.)

Until you accept responsibility for the role you play in creating or maintaining it, your stress level will remain outside your control. Take control of your behavior and attitude toward stress...

**Stress management strategy #1:** Avoid unnecessary stress - Not all stress can be avoided, and it’s not healthy to avoid a situation that needs to be addressed. You may be surprised, however, by the number of stressors in your life that you can eliminate.

- Learn how to say “no.”
- Avoid people who stress you out.
- Take control of your environment.
- Avoid hot-button topics.
- Pare down your to-do list.

**Stress management strategy #2:** Alter the situation - If you can’t avoid a stressful situation, try to alter it. Figure out what you can do to change things so the problem doesn’t present itself in the future. Often, this involves changing the way you communicate and operate in your daily life.

- Express your feelings instead of bottling them up.
- Be willing to compromise.
- Be more assertive.
- Manage your time better.

**Stress management strategy #3:** Adapt to the stressor - If you can’t change the stressor, change yourself. You can adapt to stressful situations and regain your sense of control by changing your expectations and attitude.

- Reframe problems.
- Look at the big picture.
- Adjust your standards.
- Focus on the positive.

Continues on page 16.



# ISAC University 2012

Wednesday, January 18 - Thursday, January 19, 2012

Please join us for this exciting two-day conference that will give you essential information and training on how to effectively lead and manage. This conference will provide unique content that is packed with powerful success strategies and tactics for improving your leadership skills. The conference will encourage you to examine and evaluate your current leadership practices, launch new initiatives, and share ideas. It's the role of a leader to help drive and direct the accomplishments within your county. The agenda provides a diverse mix of keynote and seminar presentations that will give you tools you can immediately use when you return home.

**Who Should Attend:** Everyone, but more specifically: supervisors and all department heads, county leaders and anyone those interested in discovering leadership practices and learning how to create successful results in county government. This conference is a great networking opportunity for county officials from various backgrounds to come together and learn from one another.

**Conference Registration:** The registration fee for the 2012 ISAC University is only \$175. Your registration includes all meals, refreshment breaks and an agenda full of dynamic speakers. Registration opens at 8:30 am on Wednesday, November 30, 2011. Please register at [www.iowacounties.org](http://www.iowacounties.org) by 4:30 pm on Wednesday, January 11, 2012. Space is limited at this great conference, so register today!

**Location:** West Des Moines Marriott, 1250 Jordan Creek Parkway (Off of Interstate 80 West at Jordan Creek Parkway), West Des Moines, Iowa 50266

\*\*\*For directions, please go to: <http://www.marriott.com/hotels/maps/travel/dsmwd-west-des-moines-marriott/>.

#### Hotel Reservation Information:

Please call 800.228.9290 to make your hotel reservation. To receive the conference rate of \$92/night (plus applicable taxes), you must identify yourself with the *ISAC University* group block. All reservations must be received by Wednesday, January 4, 2012 and must be guaranteed with a major credit card. After this date, rooms are only available subject to availability and the most available rate. Check-in is at 3:00 pm and check-out is at 12:00 pm.

By: **Stacy Horner**

ISAC Meeting/Event Administrator



The West Des Moines Marriott provides complimentary on-site parking and wireless high speed Internet in every room, as well as a smoke-free environment. The hotel features a fitness center, indoor pool and whirlpool. The hotel also has an on-site restaurant, CK's Steakhouse, and lounge.

#### Conference Agenda:

Wednesday, January 18, 2012

**12:00 pm - 12:45 pm Registration**

**12:45 pm - 1:00 pm Welcome Remarks**

- Bill Peterson, ISAC Executive Director
- Wayne Walter, ISAC President

**1:00 pm - 2:30 pm Opening Keynote: "Loading Your Backpack for a Lifetime Journey"**

- Rich Zvosec, "Coach Z", Big Ten Television Network Analyst and Former College Basketball Coach

**2:30 pm - 2:45 pm Refreshment Break**

**2:45 pm - 3:45 pm Seminar: "Art of Introductions"**

- Callista Gould, Culture and Manners Institute

**3:45 pm - 4:45 pm Seminar: "Finding Good Employees – The Needle in the Haystack Conundrum"**

- Katie Roth, PorticoHR Owner

**4:45 pm - 5:30 pm Break**

**5:30 pm - 7:30 pm Dinner and Keynote: "My Family's Story: Courage, Passion and Overcoming the Odds"**

- Aaron Thomas, Aplington-Parkersburg High School Athletic Director and Coach

Thursday, January 19, 2012

**7:30 am - 8:00 am Morning Refreshments**

**8:00 am - 9:30 am Opening Keynote: "Committed to the Core"**

- Charlie Wittmack, Internationally Renowned Explorer

**9:30 am - 9:45 am Break**

**9:45 am - 11:15 am Seminar: "Your Social Media Toolbox"**

- Nathan Wright, Lava Row Founder

**11:15 am - 12:15 pm Seminar: TBA**

- Employee and Family Resources, Inc. Speaker

**12:15 pm - 2:15 pm Lunch and Closing Keynote: "Importance and Value of Outstanding Customer Service"**

- Fred Greiner, Fareway Stores, Inc. President/CEO

**2:15 pm - 2:30 pm Closing Remarks**

- Bill Peterson and Wayne Walter



# Criteria and Procedures for ISAC Scholarships

The Iowa State Association of Counties (ISAC) is a private, nonprofit corporation whose members are county officials and employees from the 99 counties in Iowa. ISAC has established the following criteria and procedures for granting scholarships:

1. Eligibility is limited to children of current county officials or employees. This does not include city employees, employees of county extension offices, or candidates who are themselves county employees. Children of county assessors are eligible to apply for this scholarship.
2. At least one (1) \$1,000 scholarship shall be awarded annually.
3. The candidates must be seniors in high school.
4. This is a one (1) year scholarship, and can be received only once by an individual.
5. The scholarship can be awarded to anyone who will be a full-time student of any college requiring at least a minimum of two (2) years for a degree.
6. The scholarship monies will be paid directly to the college; one-half upon acceptance, one-half upon completion of the first semester.
7. The candidates must provide personal reference statements from three (3) individuals other than family members, complete an application, and submit to an interview.
8. The criteria used in awarding the scholarship will be scholastic achievement, financial need, participation in extracurricular/community activities and overall character.
9. The selection committee shall award all scholarships and the decision of the selection committee shall be final.
10. The selection committee shall consist of seven (7) members, to be appointed by the ISAC President. The selection committee shall consist of one (1) representative from each ISAC district, plus one (1) member of the ISAC Board of Directors.
11. ISAC reserves the right to verify any information provided on any application.
12. Scholarships will be awarded at the ISAC Spring School in March.
13. Scholarship winners have two years to use their award. During the two years, they may apply to the scholarship committee for an extension of the time limit. The scholarship committee shall recommend to the ISAC Board of Directors whether to allow the extension of the time limit.
14. **Applications must be postmarked by December 16, 2011.**
15. **Applications should be mailed to:**  
**ISAC, 5500 Westown Parkway, Suite 190, West Des Moines, IA 50266-8202**



# Scholarship Application

Name of applicant \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ Zip \_\_\_\_\_

County \_\_\_\_\_ Home phone \_\_\_\_\_

E-mail address \_\_\_\_\_ Name of high school \_\_\_\_\_

Mother's name \_\_\_\_\_ Father's name \_\_\_\_\_

Which parent is a county official or employee? \_\_\_\_\_

County department \_\_\_\_\_ County position \_\_\_\_\_

County phone number \_\_\_\_\_

Proposed college \_\_\_\_\_

Have you taken the SAT/ACT \_\_\_\_\_ If so, your score \_\_\_\_\_

Total class size \_\_\_\_\_ Rank in class \_\_\_\_\_ Grade point \_\_\_\_\_ on a 4.0 scale

**Financial Need:** In the space provided, explain your financial need for this scholarship:

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**Essay:** On another sheet of paper type an essay of no more than 250 words explaining your career plans and future goals. **MAKE US SEE THE REAL YOU.**

**Extra Curricular Activities:** In the space provided, please identify your most significant extra curricular activities, school activities, work experience, etc. that might be helpful to the committee in judging your application.

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**References:** We need personal reference letters from three (3) individuals other than family members. (Such as teachers, employers, advisors)

**Transcript:** Please enclose a copy of your high school transcript with your application.

**Technology Award:** We are also offering the Iowa Counties Information Technology (ICIT) Award, which is a \$2,000 scholarship. This scholarship is available to an applicant who intends to pursue a two (2) or four (4) year degree in a technology related major and/or a degree that leverages/incorporates technology. If this applies to you, on another sheet of paper which you label "Technology Essay," tell us about any plans you have in this area.

**For you to be considered for a scholarship you must:**

- 1. Return application filled out completely;**
- 2. Enclose your typed essay;**
- 3. Include three letters of personal reference; and**
- 4. Enclose your official high school transcript.**

Return to: Iowa State Association of Counties, 5500 Westown Parkway, Suite 190, West Des Moines, IA 50266-8202. **Applications must be postmarked by December 16, 2011.**

**I hereby certify that this application contains no misrepresentation or falsifications and that the information given by me is true and complete to the best of my knowledge and belief.**

**Signature of Applicant:** \_\_\_\_\_

## Online Game will let Students 'Run their own County'

This fall, students in schools across the country will be able to learn about county government through an online game and curriculum that NACo created in partnership with iCivics, Inc.

The game, "Counties Work," will educate students, grades six through 12, about the important role and functions of county government by letting them run their own county. A curriculum and webquest has also been developed to assist teachers with preparing lessons on county government.

While playing the game, a student will be a county official responsible for providing services, dealing with citizen requests, setting and raising revenues, and working within a budget. Along the way, students will learn about the various services provided by county departments while having to make tough decisions.

Created under the leadership of 2010 NACo President Glen Whitley and his initiative "County Government Works," the online game is just one of the many projects that will serve as a long-lasting benefit to assist counties in raising public awareness of county government.

"This is a great opportunity for students to better understand the programs and services that counties provide," Whitley said.

*By: Tom Goodman*

NACo Public Affairs Director  
[tgoodman@naco.org](mailto:tgoodman@naco.org)

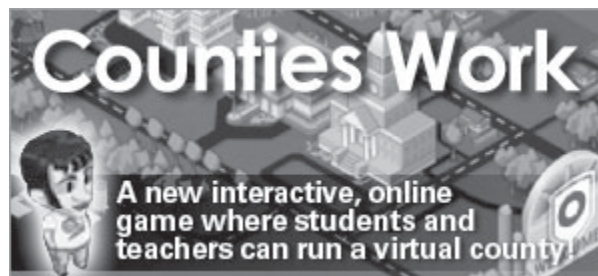


"We need to get students to play the game. I encourage county officials to contact teachers, principals and school superintendents in your county to let them know the game is available at [www.naco.org/CountiesWork](http://www.naco.org/CountiesWork)."

iCivics is a web-based education project designed to teach students civics and inspire them to be active participants in our democracy. iCivics was the vision of Justice Sandra Day O'Connor, who was concerned that students are not getting the information and tools they need for civic participation and that civics teachers need better materials and support.

The county game is the only game on the iCivics website focused on local government. Other games cover the U.S. Constitution, the courts and the federal government – the President, Congress and the Supreme Court. iCivics has representatives in every state to promote the games and curricula to teachers and educators.

NACo created "Counties Work" through the financial support from CVS/Caremark, NACo's partner on the Prescription Discount Card Program. NACo paid for half of the cost of the project.



## Save the Date! Plan and Budget NOW to Attend

**NACo's Annual Conference and Exposition**  
**July 13-17, 2012, in Allegheny County/Pittsburgh, PA**

Allegheny County/Pittsburgh is known for its rivers, steel, sports teams, ethnic neighborhoods and visual arts. A perfect host for you and your colleagues from across the country to network, discuss issues, tough challenges and policies impacting your community while taking advantage of educational sessions to educate, inform and update you.

Plan now, this opportunity provides essential tools to your success. Registration fees will range between \$465 - \$490 per

person and hotel room rates will range between \$154 - \$189 per night (plus taxes).

Questions? Please contact the NACo Meetings Department at [nacomeetings@naco.org](mailto:nacomeetings@naco.org).



# miscellaneous

## Decals Available from Keep Iowa Beautiful

The mission of Keep Iowa Beautiful (KIB) is to empower Iowans to make Iowa the cleanest and most attractive state in the nation. One of the efforts includes a free no-litter hotline phone number which Iowans can use to report littering – 888-NoLITTR (888-665-4887).

With the assistance of a grant through the Iowa Department of Transportation's Federal Transportation Enhancement Fund, KIB has produced a series of vehicle decals and window clings to promote the hotline.

The following decals are now available **free to charge** to cities, counties, businesses or nonprofit organizations, while supplies last:

- Vinyl, removable, weather resistant decals for cell phones (2" X .75")
- Vinyl, removable, weather resistant decals for vehicles (4.5" X 12")
- Vinyl, removable, weather resistant decals for trucks (7.5" X 20")
- Static window cling; removable & repositionable (4" X 6")

To request decals from KIB, please email: [jbailey@keepiowabeautiful.com](mailto:jbailey@keepiowabeautiful.com) with quantities of each size requested.



## CCMS

Continued from page 10.

**Stress management strategy #4:** Accept the things you can't change - Some sources of stress are unavoidable. (Death, illnesses, national recession...)

- Don't try to control the uncontrollable.
- Look for the upside.
- Share your feelings.
- Learn to forgive. Accept the fact that we live in an imperfect world and that people make mistakes.

**Stress management strategy #5:** Make time for fun and relaxation - you can reduce stress in your life by nurturing yourself.

- Set aside relaxation time.
- Connect with others.
- Keep your sense of humor.

Managing stress and your motivation is all about choosing to take charge. This includes: taking charge of your thoughts, your attitude, your emotions, your schedule, your environment, and the way you deal with problems. The ultimate goal is to have a balanced life with time for work, relationships, relaxation, and fun – plus the resiliency to hold up under pressure and meet challenges head on.



## Nationwide Retirement Solutions

### Nationwide offers public employers new ways to help workers prepare for retirement

Your employees have many needs. If those needs were all the same, developing a benefits program would be easy. How can you help employees with their needs without taxing your compensation package or your benefits team?

By enhancing a program you already offer: your NACo Deferred Compensation Plan, provided by Nationwide Retirement Solutions.

### Consider offering a Roth option in your 457(b) Plan

Thanks to a law passed in late 2010, you can now amend your NACo Deferred Compensation Plan to allow participants to make designated Roth contributions to their Plan account. In doing so, you'd be giving employees the benefit of choice.

Employees would be able to decide for themselves whether to defer taxes now and pay them as they withdraw assets from the Plan; or they could pay taxes on contributions now, and take tax-free withdrawals. They could even split deferrals between pre-tax contributions and designated Roth contributions, to help diversify their tax position during retirement.

For employees, contributing to a Roth 457 may be valuable if they think their tax rate will be higher in retirement, and they want to be able to take advantage of the potential tax-free withdrawals.

For employers like you, offering Roth 457 capability can build employee goodwill without adding a lot of cost to your benefits package.

Introducing... A new service for participants age 50 and over. As employees' retirement date approach ever more quickly, they may have a lot of financial questions. Of course, Nationwide offers professional Retirement Specialists to help as they find the answers they're looking for through the NACo Deferred Compensation Plan.

### But what about questions about finances outside the Plan?

Nationwide is here to help with those questions, too, through a special arrangement with Nationwide Securities, LLC – an affiliate of Nationwide Retirement Solutions. With just one toll-free phone call, your participants can have access to personalized guidance as they develop a plan that covers all of their financial resources, not just retirement assets with the Plan.

This new service is designed to help public employees take a look at their complete financial picture, and position themselves to enjoy the transition into and through retirement.

To learn more about adding Roth 457 as a Plan option or about our new Participant Solutions service, contact Levi Lathen, Nationwide Program Director, by email at [lathenl@nationwide.com](mailto:lathenl@nationwide.com) or by phone by calling 414.276.2079.

Let's compare	Traditional (pre-tax) 457(b)	Designated Roth 457 (Current Tax Bracket: 15%)	Designated Roth 457 (Current Tax Bracket: 25%)	Designated Roth 457 (Current Tax Bracket: 35%)
Single contribution	\$10,000	\$10,000	\$10,000	\$10,000
Less federal taxes paid on contribution	\$0	\$1,500	\$2,500	\$3,500
Net total contribution	\$10,000	\$8,500	\$7,500	\$6,500
Value in 20 years	\$46,610	\$39,618	\$34,957	\$30,296
Less federal taxes at distribution (25% tax bracket)	\$11,652	\$0	\$0	\$0
Net distribution	\$34,957	\$39,618	\$34,957	\$30,296

These examples are hypothetical in nature and assume a 25% tax bracket at distribution. It also assumes that the retirement plan's value earns an average total return of 8% compounded annually. Investment return is not guaranteed and will vary depending upon the investments and market experience.

A single contribution of \$10,000 will be worth the same amount in 20 years if the tax bracket remains the same.

However, if the future tax rate is greater, the amount distributed from the Roth account will be greater than the post-tax amount distributed from the traditional Designated Roth 457(b) account.

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## Driving in a Winter Wonderland

“Oh, the weather outside is frightful, but the fire is so delightful...”

“Let it snow, let it snow, let it snow!” is the joyful refrain from this familiar carol – joyful unless you’re one of the people charged with removing all that white stuff from the community’s streets and roads. Driving a big truck is a lot of work on a nice, sunny day. Add blowing and drifting snow, poor visibility, low-light conditions, several tons of sand and salt in the truck bed behind you, and two or even three blades to operate. Now toss in a few cars and SUV’s who think they have more important business than you do as they speed by or attempt to pass. You get the idea. Operating a snow plow is serious business, and it takes a lot of skill and patience, especially when you may be asked (or even required) to work extended hours.

Snow plow operators are professionals operating commercial motor vehicles (CMV), and are held to very high standards. Here’s a quote from the Federal Motor Carrier Safety Regulations (FMCSR) Interpretations: “In the interest of public safety, CMV drivers are held to higher physical, mental and emotional standards than passenger car drivers.” This may come as a surprise to the motoring public, but not to the professional driver. Due to the importance and stressful nature of this job, it is essential that employer and employee understand a few issues.

### Driver Training

Think back to your first time behind the wheel. Did you just hop in a car and take off, or did you receive formal training? Chances are you took a driving class. Because operating a CMV is quite different from operating a passenger car, formal training is recommended. One opportunity for this is the Snow Plow Operator Training (SPOT), offered annually by the Iowa Local Technical Assistance Program (LTAP). The two-day workshop is targeted towards new plow operators and operators with limited plowing experience. Here expert presentations and discussions with the presenters and other experienced operators are combined with hands-on practice, including one-on-one feedback and coaching from experienced snow plow operators. This event takes place around the second week in September, followed by the annual Snow Plow Rodeo. To learn more, contact Kris Angran at 515.294.0309 or [krisa@iastate.edu](mailto:krisa@iastate.edu). If no formal training is available, then on-the-job training by an experienced operator is highly recommended.

### Driver Health and Safety

Snow plow drivers typically work long shifts under treacherous conditions. Compound a fatigued driver with an already

**By: Iowa Municipalities Workers’ Compensation Association (IMWCA)**

stressful assignment and you can have the formula for a disaster. While municipalities are not regulated by the Federal Motor Carrier Safety Regulations (FMCSR) hours of service, the organization does provide a good set of guidelines that address driving hours and fatigue. Among them is one commonly referred to as the “100 air mile radius exemption.” This guideline basically says that a driver who begins and ends the day from the same location (like a maintenance garage) and does not travel outside a 100 air mile radius, may work up to 12 hours on the clock followed by 12 hours off the clock. The driver is exempt from the other hours of service regulations. This allows time for the driver to obtain a full eight hours of rest along with travel and down-time between shifts. To learn more about this regulation, visit the FMCSR Web site and look for part 395.1 hours of service.

### Equipment Readiness

It goes without saying, but the trucks and equipment must be roadworthy and ready to go. Along with an effective equipment maintenance program, the daily driver vehicle inspection is a key component to keeping the equipment on the road when the snow flies. Remember that snow plow Rodeo we mentioned earlier? One part is a pre-trip equipment inspection on which contestants are scored. Any driver performing a vehicle inspection from the seat of the cab is substituting safety for foolishness.

A few more points to ponder... even with adequate rest, a well-trained driver, and road ready equipment, those long hours and tough conditions still take a toll. Be sure to dress in layers with proper clothing, including having appropriate footwear available if and when you have a need to get out in the weather or end up stranded. Many times operators have the need to get out and unclog a spreader. Be sure your engine and all power to the spreader is turned off. In addition, relieve all pressure in the hydraulics and then use a tool to unclog the spreader. Even though all power is off, the reserve pressure in the hydraulic lines can still turn the auger as it is freed. Regular breaks and meals should be planned. And when you do get out after a long period, don’t just jump out of the cab. Take your time getting in and out. Always use the three points of contact entering and exiting equipment, and face the cab going in and out.

Professional snowplow operators provide a vital service to maintain our streets and roads. A winning combination to winter operation safety is to constantly think and act safely.

## Public Safety Through Situational Awareness

**By: Dan Corbin, C.P.**

Dan Corbin, Inc.  
Cedar Falls, IA

### The Challenge

Northwood-Kensett High School in Northwood Iowa serves students in grades seven through 12. As in all schools of North America and around the world, one of the administration's top goals is to create the safest environment possible for students and staff. Emergency Planning and Emergency Response are two important aspects of overall school safety and security, but both are difficult to act upon without up-to-date and accurate indoor layout information.

Because accurate blueprints of Northwood-Kensett High School were non-existent, first responders would have to react to any alarm or emergency situation in the school by entering the building "blind" to its structure and layout, and unsure of where to go and what path to take. In short, situational awareness to an incident commander is everything. When the speedy arrival of personnel and equipment to a particular location is critical, such as in the event of a hostage taking or fire, the absence of highly accurate indoor spatial data can lead to potentially life-threatening delays. Town officials realized the importance of this problem. "The Police Chief here in town has been asking me for years to get us better information as far as a blueprint for the school," said Joel Rohne, Worth County IT and GIS Director.

It was therefore essential that accurate blueprint and spatial information of the inside of the school be obtained so that officials could improve and/or create plans for emergencies of all types.

### The Solution: Trimble Indoor Mobile Mapping Solution (TIMMS)



Northwood required a more cost-effective, faster, and simpler solution. The Trimble Indoor Mobile Mapping System (TIMMS) was ultimately selected. Using innovative technologies including advanced indoor positioning and orientation technology, the system produces fast and accurate maps which enable users to translate their environments directly into 2D and 3D models of structured interiors. TIMMS is ideal for applications such as situational awareness, emergency response, and the fast and easy updating of old floor plans.

A simple walk-through with TIMMS of an interior space allows for 360 degree indoor coverage. Geo-referenced spatial data is captured accurately and quickly as the mobile system moves through the building. The solution integrates active and passive sensors with an intuitive user workflow to enable true indoor GIS capability. Maps and models, covering thousands of square feet of indoor space, can be created in minutes and entire buildings can typically be completed in a day. Trimble's solution can be used in a variety of indoor mapping applications.

### The Results: Enormous Cost and Time Savings

With TIMMS the entire school, all 75,000 sq ft in all 90 rooms, was scanned in just 5 hours.

Processing the collected data and making the final information product visually available to the customer on the Trimble Connected Community (TCC) was then accomplished in just eight additional hours.

Northwood is the first school in the United States to be scanned using this new method, although many are expected to follow. Rohne said, "Absolutely, it's the next step, for emergency response especially. The more time you can save the more lives you're going to save."

Contractor Dan Corbin adds, "We think it speaks highly for Worth County, we think it speaks highly for Iowa and the emphasis on not only education, but the safety of our students while they're at school."

**For more information, visit us at exhibit booths 20-21 at the fall school and attend our Exhibitor Learning Center presentation from 2:20 pm - 3:00 pm on Wednesday, November 16 in the exhibit hall.**

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# 2011/2012 calendar

## **November 2011**

- 3 CCMS Advanced Case Management (Hilton Garden Inn, Johnston)
- 16-18 ISAC Fall School of Instruction (Coralville Marriott Hotel and Conference Center)

## **December 2011**

- 9 ISAC Board of Directors Meeting (ISAC Office, West Des Moines)
- 16 Scholarship Application Deadline!

## **January 2012**

- 10 CCMS Administrators Meeting (Hilton Garden Inn, Johnston)
- 18-19 ISAC University (West Des Moines Marriott)
- 20 ISAC Board of Directors Meeting (ISAC Office)

## **February 2012**

- 8 ISAC Executive Committee Meeting (ISAC Office)
- 9 Statewide Supervisors Meeting (Hilton Garden Inn, Johnston)
- 15-16 CCMS Fundamentals Training (Courtyard by Marriott, Ankeny)
- 16-17 ISAC Board of Directors Meeting (ISAC Office)

## **March 2012**

- 1 County Day at the Capitol (Des Moines)
- 3-7 NACo Legislative Conference (Hilton Washington Hotel, Washington DC)
- 15-16 ISAC Spring School of Instruction (Des Moines Marriott Downtown)

## **April 2012**

- 10 CCMS Administrators Meeting (Stoney Creek Inn, Johnston)
- 19 ISAC Board of Directors Meeting (ISAC Office)

## **May 2012**

- 3 CCMS Advanced Case Management (Hilton Garden Inn, Johnston)
- 15-18 Treasurer's Annual Conference (TBD)

## **June 2012**

- 7 CCMS Supervisors Training (Stoney Creek Inn, Johnston)
- 20-21 CCMS Fundamentals Training (Courtyard by Marriott, Ankeny)
- 28 ISAC Board of Directors Meeting (ISAC Office)

## **July 2012**

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

## **August 2012**

- 8-10 CCMS Annual Conference (Embassy Suites on the River, Des Moines)

## **September 2012**

- 13-14 ISAC Board of Directors Retreat (Hotel Winneshiek, Decorah)

## **October 2012**

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

## **November 2012**

- 28-30 ISAC Fall School of Instruction (Iowa Events Center, 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 2011 and 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).



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## ICAP'S 25TH ANNIVERSARY RECEPTION

*featuring Tony Valdez & the Retro Rockets!*

Wednesday, November 16, 5:30-7:30 p.m.

Coralville Marriott - Oakdale Ballroom

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