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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.

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NACo High Performance Leadership Academy and Leading on Purpose

Every accomplishment begins with a decision to try. For me, the decision to embark on the path of leadership training with NACo was a pivotal moment that forever shifted my perspective on personal and professional growth. The perplexity of navigating through challenges in today's managerial world propelled me towards this transformative expedition. I began my journey with NACo's 12-week High Performance Leadership Academy and shortly after, enrolled in their eight-week Leading on Purpose program.

These programs taught me that effective leadership requires more than just skill and experience; it demands a strong sense of purpose. High performance leaders possess a unique combination of qualities that set them apart from traditional managers. They demonstrate unwavering commitment to their vision, exceptional communication skills, and the ability to motivate and empower their team members to excel. Leaders who embrace high performance leadership can drive significant, positive change within their organizations. By fostering a culture of accountability, collaboration, and excellence, they can propel their teams to achieve extraordinary outcomes and sustain long-term success. Developing high performance leadership skills requires dedication and a willingness to continuously improve. Leaders can enhance their effectiveness by seeking feedback, setting challenging goals, and investing in ongoing learning and development opportunities. Leading on purpose means aligning your actions with your core values and vision, inspiring others to follow your lead.



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As organizations navigate an increasingly complex and competitive business landscape, the demand for high performance leaders will continue to grow. By embracing the principles of high-performance leadership, organizations can create a culture of innovation, resilience, and sustained success. Leadership training served as a catalyst for self-discovery, unearthing hidden strengths and untapped potential within me. Through introspection and practical exercises, I gained a deeper understanding of my leadership style and how I could leverage it to inspire and motivate others. NACo's leadership training equipped me with the tools to navigate through challenges with grace and determination. I learned to adapt to challenges, weather setbacks, and emerge stronger on the other side. Discovering my why and drafting my personal leadership oath were enlightening exercises for me but perhaps the most valuable resource that NACo provided during this training was my personal cohort. I built lasting friendships with managers across the country, and we continue to meet regularly; long after completion of the course work, to utilize each other's experiences, trials, wins, and expertise as tools to grow in our own leadership capabilities. Leadership is not a solitary journey but a collective endeavor. Through training, I cultivated the art of building meaningful connections and fostering collaboration among team members and peers and bringing out the best in everyone.

In summary, high performance leadership is a powerful force for driving organizational growth and success. By embodying the key traits of high-performance leaders and implementing effective strategies for development, individuals can unlock their full potential and lead their teams to new heights of achievement. The NACo High Performance Leadership Academy and Leading on Purpose educational series have afforded me both personal and professional growth, shaping me into a better version of myself. The journey is ongoing, filled with twists and turns, challenges and triumphs, but I embrace it wholeheartedly, knowing that each step brings me closer to realizing my full potential as a leader.

Leading In Times of Great Change

There are several questions for you to consider throughout this article; two of which are important enough to raise three times: *What will you do with the world as you find it?* and *What shows up when you do?*

These are two powerful questions to consider, especially in times of great change. Think about those questions relative to the work in front of you.

As you consider those questions, let's recognize the fact that it is spring 2024. We have faced the continued challenges of a global pandemic for several years now. Thinking about the past and forecasting what's next can be overwhelming. Simply saying our experiences of late have been *unprecedented* is an understatement.

While the past several years have been like no other on record, they spotlight the value of leadership and the very big difference between average leadership and great leadership. As you prepare to reach the next level of *normalcy*, how have you done as a leader? How have the leaders in your county and on your team done? Have the experiences of the past several years brought you closer together? Are you now better prepared for the *next challenge* to come your way? As a leader, that is what you are trying to achieve – overcoming challenges on your way to reaching a goal while developing individuals, your team, and the culture of everyone involved so that even more can be endured and achieved. It is your leadership approach that can make average, good; good, great; and engender a sense of meaning and purpose in our work. Are you accomplishing such results? Is there room for improvement? No doubt, “Yes!” to both questions.

People want truly exceptional leaders, especially in times of great change. You can be that leader. It starts with your mindset. The power of mindset is more than viewing the glass half-full rather than half-empty. It is more than painting a rosy outlook on the reality of our challenges. Mindset is an attitude. It is the initiating force anyone leverages to build something new, reengineer something to be better, or to bring about a change in things. Our mindset initiates a sense of possibility from which our actions follow. Therefore, our mindset serves as the foundation of our results. Successful leaders have an unwaveringly positive mindset when it comes to what can be accomplished. In his book *It Worked For Me In Life And Leadership*, General Colin Powell explains it this way: *Perpetual optimism is a force multiplier.*

This brings up an important effect of mindset; it has a multiplying effect on those around us. Whether negative or positive, your mindset multiplies as it influences others. To be sure, the opposite of a positive mindset has the same affect. Think about it – what shows up when you do? Are you showing up in a collaborative way to solve a problem? Are you focused on all that is wrong? Or, are you stuck analyzing the complexity of the situation? We all have been at varying points on the continuum of being fully stuck and in the middle of trying to get unstuck and on the side of advancing a solution while helping others get unstuck. It's hard, but it's also a choice. What will you do with the world as you find it? Good questions to consider amid complexity and change.

Again, think over the past several years and the years in front of you. Have you displayed perpetual optimism? As county leaders, you are on the frontline of what's possible. Make the choice to be positive. Have an *it can be done* attitude, which is another piece of leadership advice from General Powell. Your mindset is the root cause of your results; it is the foundation of your success.

What do you and your team have planned for the rest of this year, the next year, and beyond? What is your mindset when you think about the goals you aim to accomplish and the challenges you will face? What will you do with the world as you find it? What shows up when you do? Whatever the goals and whatever the challenges, know this: *It can be done!* You can make it so.



Tim Rahschulte
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The Agile Leader

Agile leadership is needed now more than ever: What is it?; Why is it important?; and How can training managers help existing and emerging leaders apply it?

In February of 2001 a group of 17 innovators met in Utah's Wasatch Mountains. It was a meeting among The Agile Alliance and what emerged from their work was the Agile Manifesto.

The reason for meeting was to discuss the convergence of factors causing them to do more with less, faster, and with higher value (i.e., no waste, errors, defects, omissions, and outright failures). The meeting that February provided an opportunity to reflect on the pressure to change how work was being done among teams in their organizations and to outline a new kind of practice to navigate the way forward. The way forward was determined to be *agile*, and it is needed more now than ever before.



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The need to become more agile due to emerging conditions was obvious to the 17 people meeting in the mountains that winter in 2001. As they sketched out a manifesto based on experiences of the past and expectations of the future, they noted what has now become obvious to others too, over time. There needs to be an obsession (or as near to it as possible) with customer satisfaction. Knowing that customer demands change, market conditions change, technologies change, product and service requirements change, all things change, and there needs to be an acceptance of change not an avoidance of it. Early in design work cycles, during development work cycles, and even late in pre and post-production work cycles, we need to be ready to change and willing to change; not resist it, not ignore it, not postpone it, rather adopt it. The Agile Alliance went as far to say such adoption of change can (even should) be acculturated as a competitive advantage. Knowing that the pressure to change can originate from any part of the organization's ecosystem, collaboration is key – not just among people in like-departments, but among all the people involved. To drive such cross-department collaboration, any potential ambiguity, uncertainty, or risk of assumption should be rooted out of the team. This means going directly to the source (people) with questions, comments, issues, and concerns; and being direct with facts first, then opinions, then feelings. Face-to-face meetings and conversations are made a priority over email or text. This practice mitigates misinterpretation often found in email content and context. It drives collaboration in real-time exchange among people, rather than a mere doctrine of espoused best intent. In total, the Agile Manifesto is a compilation of 12 practices that outline a means to building excellence into the core culture of work, rather than bolting it on as an appendage to the core. Together the 12 practices illustrate a bit of a surprise in the Agile framework. The foundational elements of Agile are not grounded in project-based work, or software development, or technical product management. All of these are indeed elements of agile work, but the foundational element of Agile is a culture of people serving people as efficiently and effectively as possible; making decisions faster because the world around them/us is faster; iterating our work in a matter of hours or days not weeks or months, which significantly increases the likelihood of success amid constant change. Agile creates the greatest likelihood of doing more with less, faster, and with the highest potential value because it focuses intentionally on building connections between people, among a network, an ecosystem of service. It is about individuals interacting together, simplifying complexity, and collaborating in response to change. It is "the mushy stuff of values and culture" as described by a member of the Agile Alliance. In short, it's all about people. This is not a likely outcome from a group of technologists, program designers, process engineers, and software developers. It is, however, a very likely outcome from a group of leaders serving as change agents focused on increasing value for customers (and employees). That's Agile.

Agile work is commonplace among IT shops, project offices, and organizational centers of excellence. It is becoming more commonplace as the preferred leadership style in organizations contending with constant change, needing

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to balance competing priorities, and generally having to do more with less – the factors that The Agile Alliance recognized as irreversible trends in 2001 and a year later in 2002, the U.S. Army War College dubbed “VUCA” to describe the increasing volatile, uncertain, complex, and ambiguous conditions organizations face today (military and all others, alike).

So, how do leaders actually implement agile leadership in a VUCA world, and how can trainers and learning and development (L&D) offices equip existing leaders with these skills and prepare emerging leaders, too? Before diving into what to do and how to do it, here is a warning from Darrell Rigby, Sarah Elk, and Steve Berez who detailed Agile work in [their HBR article](#), “Building an agile enterprise does not mean replacing traditional operations with agile teams everywhere.” Here is their explanation of how to establish agile leadership in your organization, “building an agile enterprise means finding the right balance between standardizing operations and pursuing (sometimes risky) innovations.”

What the HBR authors mean by “balance” can be applied to nearly every aspect of your county. Take your mission, vision, values, or purpose. Think of each relative to a continuum. On one side of the continuum, you have a mission or purpose or set of values that is static, rigid, stale, or “soulless” as they would say. On the other side of the continuum is chaos due to ambiguous goals or vague ideas that your team of employees (and outside stakeholders) cannot relate to relative to their work or who they are or how they interact with your company, your products, or your services. There needs to be a balance between a static state and unbridled change. Somewhere in the middle of that continuum is the agile leader’s work (their leadership) to establish inspired goals, shared ambitions, aligned commitments, and a clear sense of reason, cause, and belonging; and, it is constantly changing due to the pressures of change from factors such as market conditions, competition, customer preferences, employee expectations, new regulations, advancing technologies, and more. The work associated with achieving balance in a point on that continuum between the endpoints is agile leadership.

The same agile work can be applied to strategy. On one end of the continuum, an organization’s strategy is documented plans managed with command-and-control tactics or, on the other end, it is a chaotic sense of undisciplined actions and reactions. Somewhere in the desired middle – or a bit right of center for some organizations or farther to the left for others – is the agile leader’s leadership work to establish flexible roadmaps that account for changing conditions yet have detailed milestones that allow for better budget planning, talent mapping and allocation to prioritized work, product and service release schedules, and the iterative updating of it all as conditions change.

Relative to strategy roadmaps and change, what about budgets. Budgets are often annual templates and work packs that get filled in based on some predetermined growth target relative to last year’s performance. Or, they are codified management systems based loosely on the reality of the past and a forecasted future. Somewhere between these endpoints is the agile leader working toward a dynamic system with built-in feedback loops for budgeting and forecasting relative to and at the speed of changes in the environment. That’s agile leadership. It’s structured planning of an unknown future based on iterative cycles that attempts to more quickly know the unknown-unknowns of changing conditions.

Such work of agile leadership can also be applied to human resources. The way agile leaders think of workforce planning and talent management is neither based on collecting dutifully aligned conformist nor rogue individualists. Rather, agile HR leadership is the purposeful act of establishing a collaborative network of experts who share in a vision and have trust, respect, and a sense of optimism in which all are necessary to achieve that vision.

The same thinking can go into every product, service, process, and function within your business. Identifying those and the endpoints of the continuum for each is an early step, if not the first step, in the journey to create a culture of agile leadership. The next step, which is the harder part for most leaders and L&D experts alike, is determining

The Agile Leader

the “right” place within the endpoints to aim. You see, Rigby, Elk, and Berez correctly note that “There’s no set formula for finding the right balance. Every company and every activity within each company will differ.” Agile leadership within a high-tech research and development business will differ from that of a government agency. Agile leadership in a university will differ from agile leadership in a consultancy. The ubiquity in the need for agile leadership is based on the VUCA environment in which no organization is immune; and because of increasing VUCA, there are a few commonalities that characterize agile leaders. These are points competencies all L&D offices should prioritize in their curriculum development and training materials.

The best agile leaders:

1. Have a bias toward action.
2. Intentionally drive (cross-team) collaboration.
3. Enable, promote, and reward teamwork over individual work.
4. Force (or close to it) feedback loops with critical candor and care.
5. Speed decision making by moving it to the most localized area/team/person possible.
6. Build positively influencing networks and systems.
7. Measure only what matters and manage what is measured for improvement.
8. Balance the tension between the comfort of status quo with the chaos of undisciplined change.
9. Balance the tension between what is known as possible and what may be just out of reach.
10. Never stop uncovering and learning irreversible trends from customers, employees, anyone.

To start your agile leadership journey, or to reinvigorate it, conduct a leadership audit (and employee sentiments) about where you are on major continuum items – mission, strategy, budget, structure, systems, workforce skills, products, services, processes, and others. Where is your ideal midpoint or balance along that continuum? From there, have conversations about the 10 characteristics of agile leaders. From there, apply the five-whys and five-hows technique of facilitating to get to the root cause of impact. This is the leverage point of transformation. The findings from this facilitation will be unique to your organization. As you go about this work, remember this from The Agile Alliance, “We embrace modeling, but not in order to file some diagram in a dusty corporate repository. We embrace documentation, but not hundreds of pages of never-maintained and rarely-used tomes. We plan, but recognize the limits of planning in a turbulent environment.” That’s agile leadership.

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County Leadership Development: Bolster Your Succession Plan

As a county leader, you manage several priority-one decisions, activities, and initiatives every day. Perhaps the most important is personnel development – working hard to make other existing leaders better and emerging leaders ready. As you conduct this work with existing and emerging leaders to make your county stronger, you deserve to have a program that is easily scalable to accommodate your workforce, a program that is non-disruptive to busy schedules, and cost effective so that you have an immediate return on investment. Your county’s succession plan is necessary to ensure the future success of your organization. We have that program for you: the NACo High Performance Leadership Academy, the **12-week, online leadership program**.



Participants have described it as, *“the most beneficial use of my time as it relates to leadership training,” “highly inspirational and reinvigorating,”* and *“a good to great opportunity!”* that has *“impacted my life immensely”* and has been *“a once in a lifetime”* experience.

“This isn’t your run-of-the-mill leadership class. The insights from global leaders as well as weekly break-out groups were invaluable.” – Director of Human Resources

“Whether formal leadership is a journey you are beginning or a journey you are already on, this course brings you back to the heart of leadership. It provides an opportunity to look at your roadmap, reflect on your attitude and mindset, remind you of the crucial aspects of leadership, and equip you with frameworks and concepts to refine your competencies and increase your capacity to lead others successfully.” – Manager of Training and Development

Enroll your existing and emerging leaders today at www.naco.org/skills.

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RAGBRAI LI: A Cycling Adventure Through Iowa's Heartland

RAGBRAI, the Register's Annual Great Bicycle Ride Across Iowa, is an iconic cycling event that has captivated riders and spectators alike for over 50 years. RAGBRAI LI, takes place July 20 – July 27, 2024

RAGBRAI, which began in 1973, attracts thousands of participants who are eager to embark on an incredible journey across the picturesque landscapes of Iowa. RAGBRAI LI is no different, as cycling enthusiasts gear up to conquer the challenging route that will take riders into Glenwood, Red Oak, Atlantic, Winterset, Knoxville, Ottumwa, Mount Pleasant, and end in Burlington.

Planning for this year's route started right after our 50th anniversary ride ended. Our goal was to build stronger relationships with the Iowa Department of Transportation and the counties we pass through. Involving them in the planning meetings ensured they had a seat at the table and a voice in the meeting. We wanted each of these organizations to feel a part of this ride and not look at this as a task they must complete on top of what they do every day. We also wanted to show how much we appreciate what they do for us daily on route. This year, RAGBRAI will gift a total of \$5,000 to every county the route passes through. This gift will be split between the sheriff's office and the county engineer's department. We know that this gift will not cover all the expenses that go into this event, but it is our way of saying, "Thank You!"



Matt Phippen
RAGBRAI, Ride Director
matt@ragbrai.com

We have created a route that will highlight the beauty and charm of Iowa. Cyclists will pedal their way through rolling hills, quaint cities, and breathtaking countryside, immersing themselves in the sights and sounds of the heartland. Each day of the event will bring new challenges and opportunities for exploration. Gravel is a fast-growing category, and this year, riders will experience an optional gravel section each day. This will truly show riders that Iowa has the best gravel, and it changes as you ride across the state.

As riders traverse the route, they will encounter enthusiastic spectators lining the streets, cheering them on and offering words of encouragement. The cities along the way will come alive with lively music, local cuisine, and festivities, highlighting the unique culture and hospitality that Iowa has to offer. The camaraderie among participants and the warm reception from the communities they pass through create an electric energy that can be felt throughout the event. You will truly get to experience what we call "Iowa Nice."

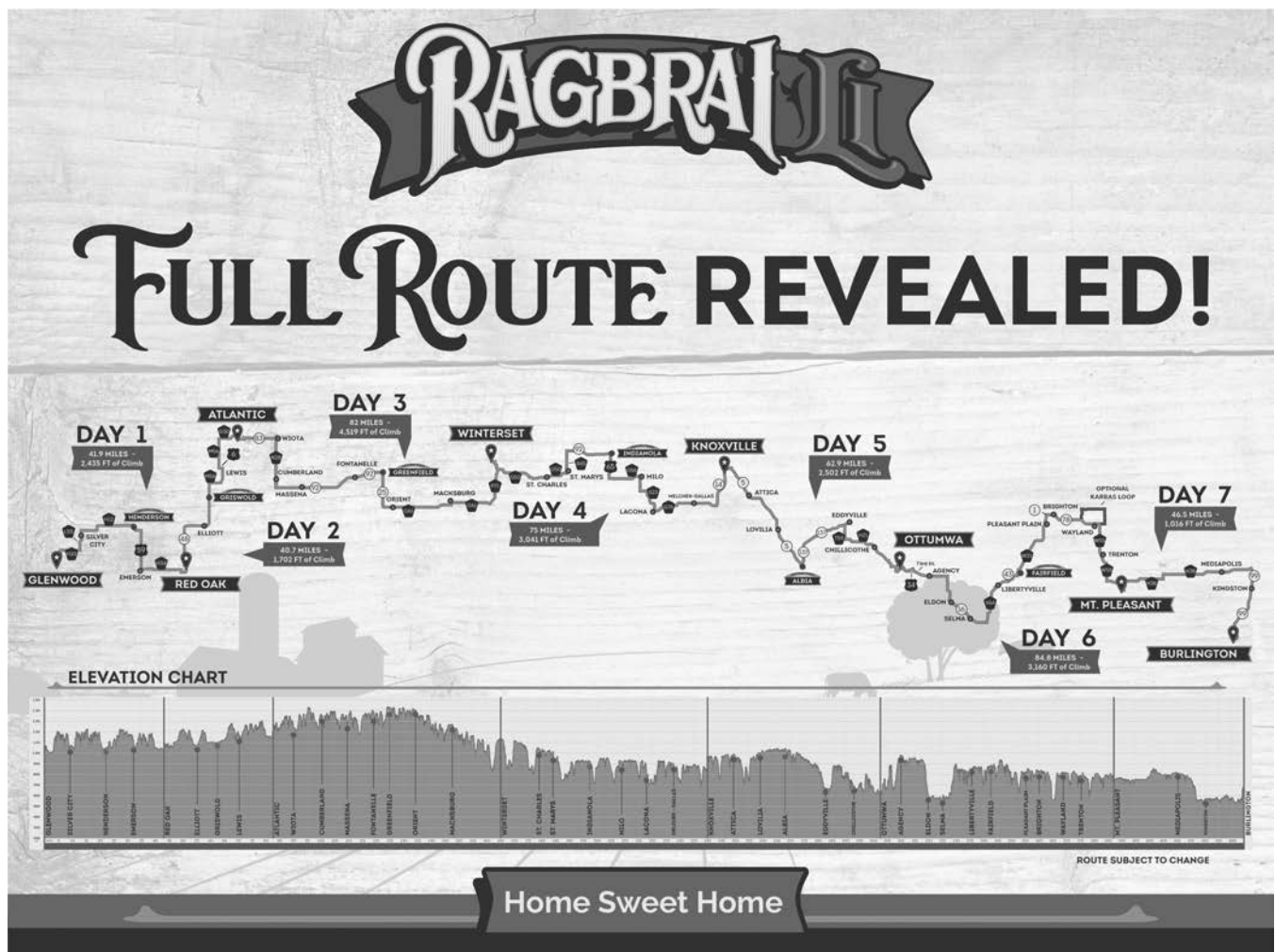
RAGBRAI LI will also provide an opportunity for cyclists to challenge themselves physically and mentally. At 434 miles and over 18,375 feet of climb, this route will require riders to bring the best version of themselves to Iowa in July. From steep climbs to exhilarating descents, participants will push themselves to their limits. Training this year is vitally important being the hilliest route on record. The sense of accomplishment and personal growth that comes from conquering these challenges is a significant aspect of the RAGBRAI experience.

Beyond the physical and mental challenges, RAGBRAI LI will also serve as a platform for charitable initiatives. Partnering with GoFundMe, participants will have the opportunity to support local causes and organizations, contributing to the betterment of Iowa's communities. RAGBRAI is committed to giving back and making a positive impact long after the ride leaves these communities. RAGBRAI's total financial contribution to the communities and state agencies hosting will exceed \$750,000.

RAGBRAI LI: A Cycling Adventure Through Iowa's Heartland

The route will take riders past iconic landmarks, such as the Loess Hills or the Mississippi River, offering breathtaking views and photo opportunities. The chance to witness Iowa's picturesque countryside while engaged in a thrilling cycling adventure is one of the aspects that sets RAGBRAI apart from other cycling events.

RAGBRAI LI holds the promise of being an extraordinary cycling adventure through the heartland of Iowa. From the anticipation leading up to the event to the challenging route and the vibrant atmosphere, it will deliver an unforgettable experience for cyclists and spectators alike. As riders pedal through the rolling hills and immerse themselves in the charm of Iowa's cities, they will create lasting memories, forge new friendships, and contribute to the spirit of community and giving that defines RAGBRAI.



Uncovering Hidden Savings

Risk Management Strategies for Local Governments

As funding for local governmental services gets tighter and tighter, local leaders will need to not only look at alternative funding, but they will also need to uncover opportunities for greater efficiencies. Optimizing risk management strategies to reduce premiums, improve operations, and decrease human and property losses is such an opportunity.

Insurance premiums are established on the base of exposure and the level of use. For example, in workers' compensation, the exposure is based on the payroll of employees working in a specific work code. This is the simplified version of the manual premium. The level of use is determined by how many claims are filed and how much those claims cost. The higher the number of claims with large costs, the higher the user rate. If an entity works to keep the number of claims down and the costs low, they receive a discount under the premium formula. Conversely, the higher the claims, the premium can grow substantially. Generally, this principle is the same for all insurance coverages. For many years, insurance was easy to find and relatively inexpensive for most local governments. Today, the markets have substantially hardened for several reasons associated with generational losses making coverages harder to find and more expensive.

As an elected official, do you know if your entity is getting discounts for good experience or are you paying surcharges for poor loss history? Some officials are unaware that they are leaving tens of thousands of dollars on the table each year in higher premiums because they don't understand what drives their numbers. Are you getting discounts because you are working to maintain a good loss history or are you lucky? If you have a high loss history, what are you doing to correct those issues leading to claims to reclaim the high premiums?

In addition to lowering premiums, good risk management practices help improve efficiencies. Preventing claims in workers' compensation or property damage allows your entity to utilize your resources to the highest level. If employees are injured they can't function to their highest potential, and if the equipment is damaged it can't be used as intended or when needed. By protecting these assets, you also prevent secondary costs like overtime to cover injured workers' hours or the costs of renting equipment to replace the one that is under repair.

A simple example of being proactive in risk management, which can lead to big savings, involves preventing slips and falls on ice and snow. Each year hundreds of local government employees in Iowa slip and fall on ice and snow leading to workers' compensation claims. Several counties and cities recognized this exposure and acted to prevent injuries by providing slip-resistant footwear, having a policy on using the footwear, and training on avoiding these incidents. For a number of these entities, the costs for the footwear were covered by grants. The costs of training their employees were covered by a reduction in lost time due to fewer injuries and lowered premiums. As the adage goes, "Sometimes you need to spend a little money to make a lot of money."

As you consider options to fund services and reduce costs, make sure you don't overlook the potential savings from good risk management. It's good for your employees and your taxpayers!

Dean Schade is the Safety and Risk Improvement Manager for the Iowa Municipalities Workers' Compensation Association (IMWCA) and can be reached at 515.657.2899.

IMWCA

Iowa Municipalities Workers'
Compensation Association

Dean Schade

Safety and Risk Improvement
Manager

www.imwca.org/

NEHA Day on the Hill

On March 28, 2024, the National Environmental Health Association (NEHA) held its inaugural “Day On The Hill” event. The purpose of this day was to inform legislators in Washington D.C. of the importance of environmental health and to advocate for continued funding and resources. The Iowa Environmental Health Association (IEHA), an affiliate of NEHA, elected to send three delegates to represent Iowa. Making the trip on behalf of IEHA were: Eric Heinen, Black Hawk County Public Health; Sandy Bubke, Monona County Environmental Health; and Patti Ruff, Clayton County Environmental Health. Sandy Heinen, a retired IEHA member and former food inspector from Black Hawk County Public Health, also contributed.

In the morning, we visited with representatives from the offices of Senators Grassley and Ernst. In the afternoon, we visited with representatives from the offices of Congressman Feenstra, Congresswoman Hinson, and Congresswoman Miller-Meeks. We had great discussions with each office, and it was a privilege and pleasure to share with each of them the valuable work we do in environmental health. These discussions involved advocating for the environmental health programs we have at both the state and local levels and noting the importance of continued federal support, specifically through the Food and Drug Administration (FDA) and the Centers for Disease Control and Prevention (CDC). Continued federal funding of FDA and CDC is vitally important for environmental health programs across the country, since diseases, food recalls, and other issues in environmental health are not restricted by borders.

Environmental health has been a hidden part of public health for a long time, and meetings like these can help bring environmental health to the forefront. IEHA appreciates the time each office spent with us, and hopes the dialogue and discussions will continue in the future.



ISAC Spring Conference General Session Minutes Summary

Summary of Minutes – ISAC Spring Conference General Session – Thursday, March 14, 2024

President Barry Anderson called the meeting to order and led attendees in the Pledge of Allegiance. He introduced the ISAC Executive Committee and Board of Directors.

Executive Director Bill Peterson welcomed the group and thanked ISAC staff, the ISAC Board, exhibitors, and sponsors.

Bill presented the budget for ISAC for Fiscal Year 2025. The members in attendance were given the opportunity to ask questions. The budget for FY 2025 was approved as presented with one vote against.

Brian Gardner, Linn County Sheriff, presided over the ISAC scholarship ceremony. President Anderson presented scholarship awards to all attending winners. Sheriff Gardner notified all in attendance that the ISAC Scholarship Golf Fundraiser is being held on July 17, 2024, in Pleasant Hill.

Bill addressed the audience about his tenure at ISAC and thanked all members for their hard work and public service.

The meeting was adjourned.

2024 Calendar

May 2024

- 1 ISAC Board of Directors Meeting
(Virtual)
8-10 Western Interstate Region (WIR) Conference
(Mariposa County, California)

June 2024

- 11-13 ICRA Summer School
(Okoboji, Iowa)
18-21 ITAG Conference
(West Des Moines Sheraton)
18-20 ISAC Board of Directors Meeting
(ISAC Office)
26-28 ISACA Summer Conference
(Embassy Suites Des Moines Downtown)

July 2024

- 12-15 NACo Annual Conference and Exposition
(Hillsborough County/Tampa, Florida)
17 ISAC Scholarship Golf Fundraiser
(Toad Valley Golf Course, Pleasant Hill)

August 2024

- 21-23 ISAC Annual Conference
(Veterans Memorial Community Choice
Credit Union Convention Center, Des Moines)

September 2024

- 17-20 ISSDA Fall Jail School
(Holiday Inn Des Moines Airport)
24 Leadership Seminar
(West Des Moines Marriott)

October 2024

- 2-4 ISAC Board of Directors Retreat
(Clay County, Iowa)
6-9 Assessors Fall School
(Holiday Inn Des Moines Airport)

November 2024

- 13 ISAC Board of Directors Meeting
(ISAC Office)

December 2024

- 3-6 ISSDA Winter School
(Holiday Inn Des Moines Airport)
4-6 78th Annual Iowa County Engineers Conference
(Veterans Memorial Community Choice Credit
Union Convention Center, Des Moines)

If you have any questions about the meetings listed above or would like to add an affiliate meeting to the ISAC calendar, please contact Kelsey Sebern at ksebern@iowacounties.org.

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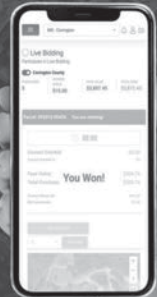
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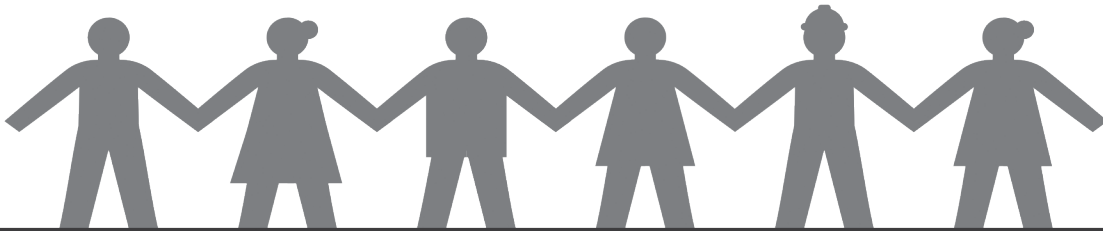
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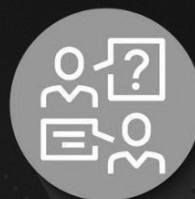
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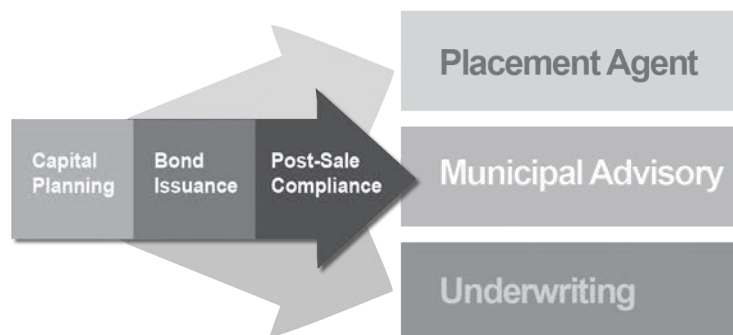
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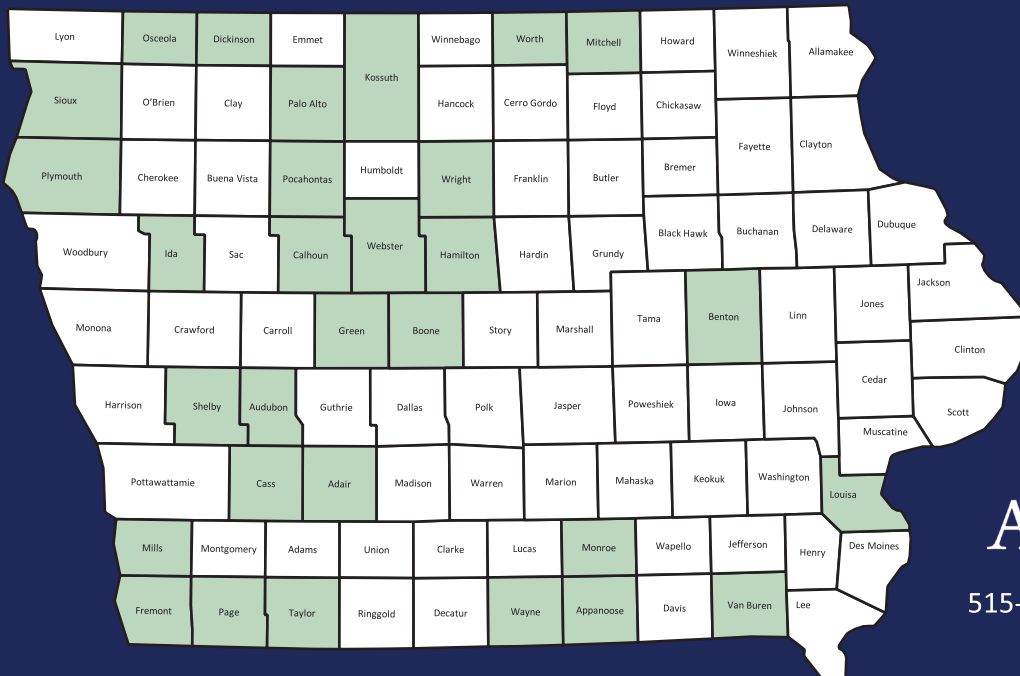
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