



Welcome

2021 Denver Government and Nonprofit Training Academy

WEALTH ADVISORY | OUTSOURCING | AUDIT, TAX, AND CONSULTING

Investment advisory services are offered through CliftonLarsonAllen Wealth Advisors, LLC, an SEC-registered investment advisor



Culture Driven Results

Jen Leary, CEO

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Learning Objectives

- Identify how culture impacts your financial results and is critical to your overall success
- Review ways to cultivate a culture that enhances team performance and results
- Recognize what is the critical role leaders play in shaping culture





Culture eats strategy for

Breakfast

Lunch

Dinner

Midnight Snack

Volatility



Economic

+

Social

+

Political



Sustained Financial Results

does not exist without...

CULTURE!



Culture



Good



Bad



Ugly



Create Opportunities



Polling Question #1:

At my organization/company, Culture is:

- a. Critical to impact results*
- b. Helpful to impact results*
- c. Unlikely to impact results*



32%

of working-age adults
worldwide have a “good job.”

Source: State of Global Workplace – Gallup Report





15%

of employees worldwide
are engaged in their job.

Source: State of Global Workplace – Gallup Report



EMPLOYEE ENGAGEMENT RESULTS AMONG RESIDENTS WHO ARE EMPLOYED FOR AN EMPLOYER

Based on data aggregated from 2014-2016 Gallup World Polls*

■ % Engaged ■ % Not engaged ■ % Actively disengaged

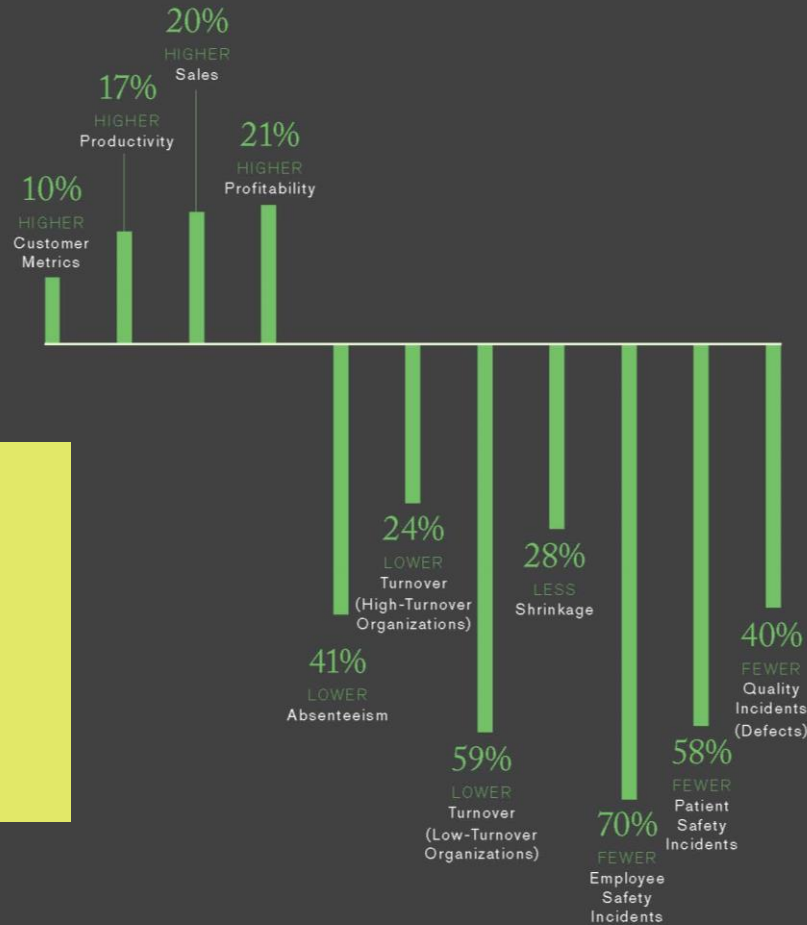


Source: State of Global Workplace – Gallup Report



When compared with business units in the bottom quartile of engagement, those in the top quartile realize improvements in the following areas:

Source: State of Global Workplace – Gallup Report





69%

of employees say they'd
work harder if they were
better appreciated.

Source: Smarp/Hubspot





Polling Question #2:

In the past year, Engagement at our organization/company has:

- a. Improved*
- b. Become worse*
- c. Stayed the same*



Since the outbreak of the pandemic,

53%

of employees surveyed by HBR
say they feel more exhausted.

Source: Smarp/Harvard Business Review

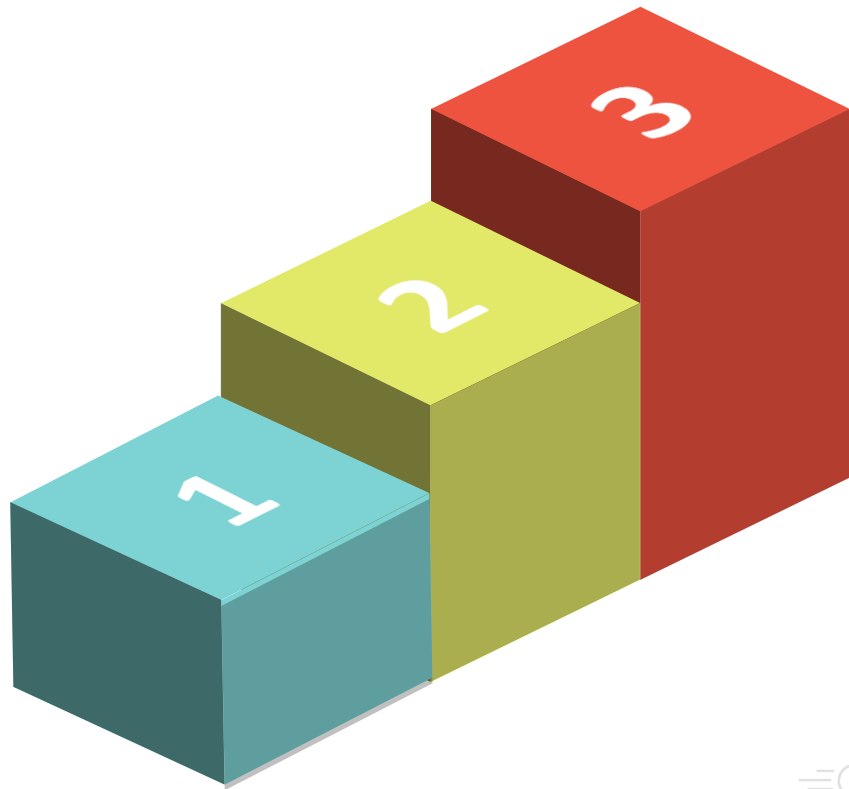




How do we advance?

3 Steps to Experience **Culture Driven Results**

1. **Define** Culture and Purpose
2. **Engage** your teams
3. Create your **Inspiration Loop**

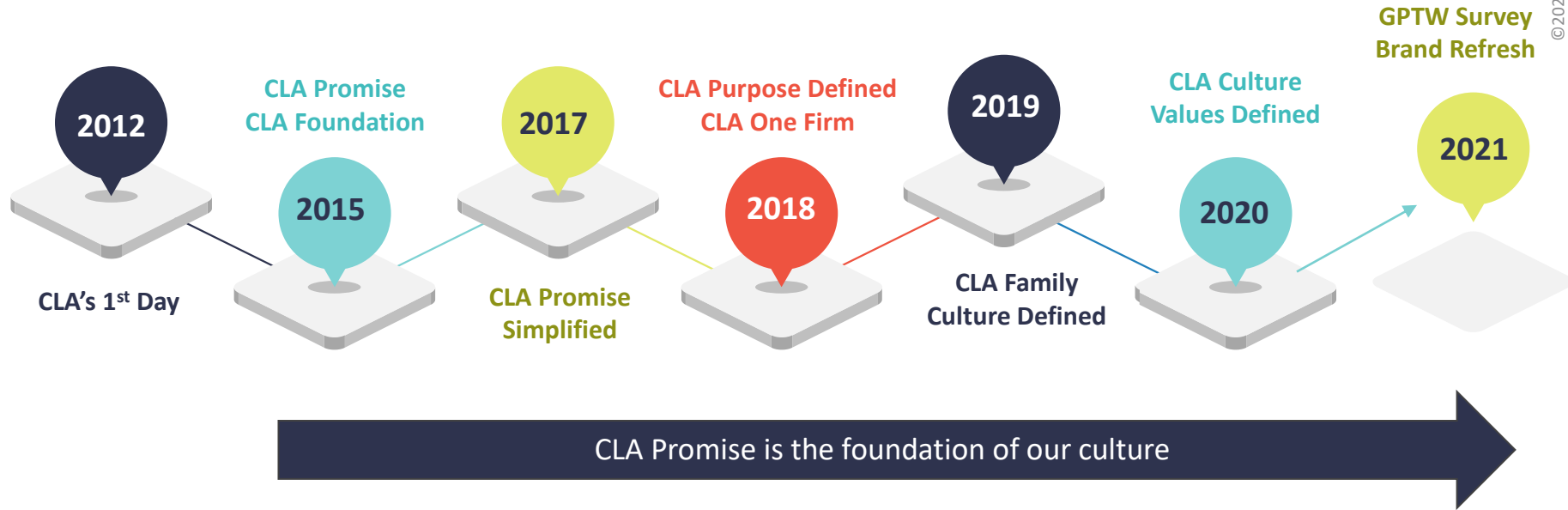




1. Define your Culture, Purpose, and Values

Our Journey

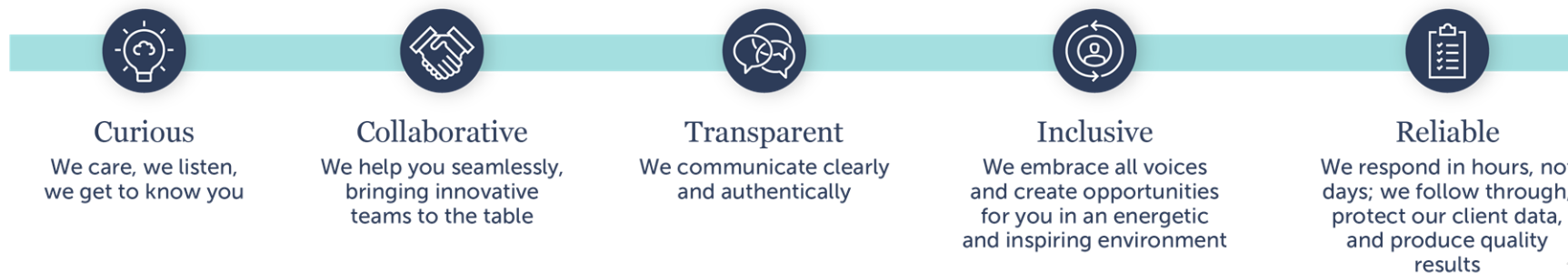
Defining Our Promise, Purpose, and Culture



The Four Essential Elements of the CLA Promise



Driven by **Our Values**





2. Engage your teams

Three Types of Team Members



CONTENT



CLIMBERS



CHALLENGERS

“Most of us are ordinary people doing ordinary things in *an exceptional way*.”



Team Culture

- ✓ Understand what each team member is good at
- ✓ Ensure the team knows the “WHY” (Purpose, Goals, Mission)
- ✓ Be prepared to listen (Repeat, Repeat, Repeat.....)
- ✓ Create total trust – this can help achieve more of what you want at faster speeds (Transparency)



Accountable

Doing what you said you were going to do...to the best of your ability, on time, **without needing to be reminded!**

Accountability requires preparedness to listen and it will enhance trust...**it starts with the Leaders!**





Polling Question #3:

People at my company are fully engaged

- a. 80% of the time*
- b. 50% of the time*
- c. 15% of the time*

Are we having
FUN yet?





69%

of employees say they'd
work harder if they were
better appreciated.

Source: Smarp/Hubspot



CULTURE: CARING FOR OUR CLA FAMILY

Remote Work

When the pandemic struck in March, we moved incredibly quickly and efficiently to a new environment of remote work. Overnight change isn't easy, but when we work together in a moment of urgency, **we are able to adapt.**



Create Opportunities

Be mindful of **all** voices

All generations

All backgrounds



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Create Opportunities

Create Opportunities

for people to connect, share, and belong...

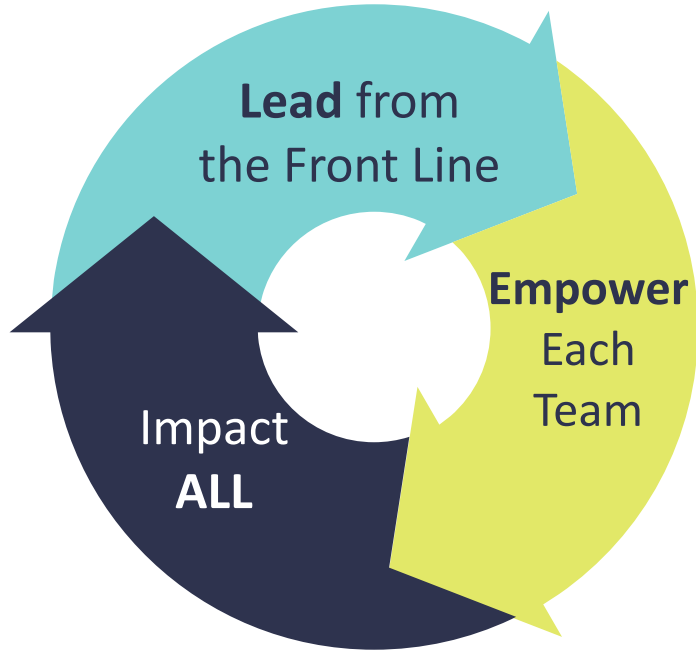
Ensure they understand how the business works – better together!





3. Create Your Inspiration Loop

Organization



Individual



Culture

can be a
competitive
advantage.





10 Minute Break

A Recovery Taking Shape

CLA Governmental Training Academy



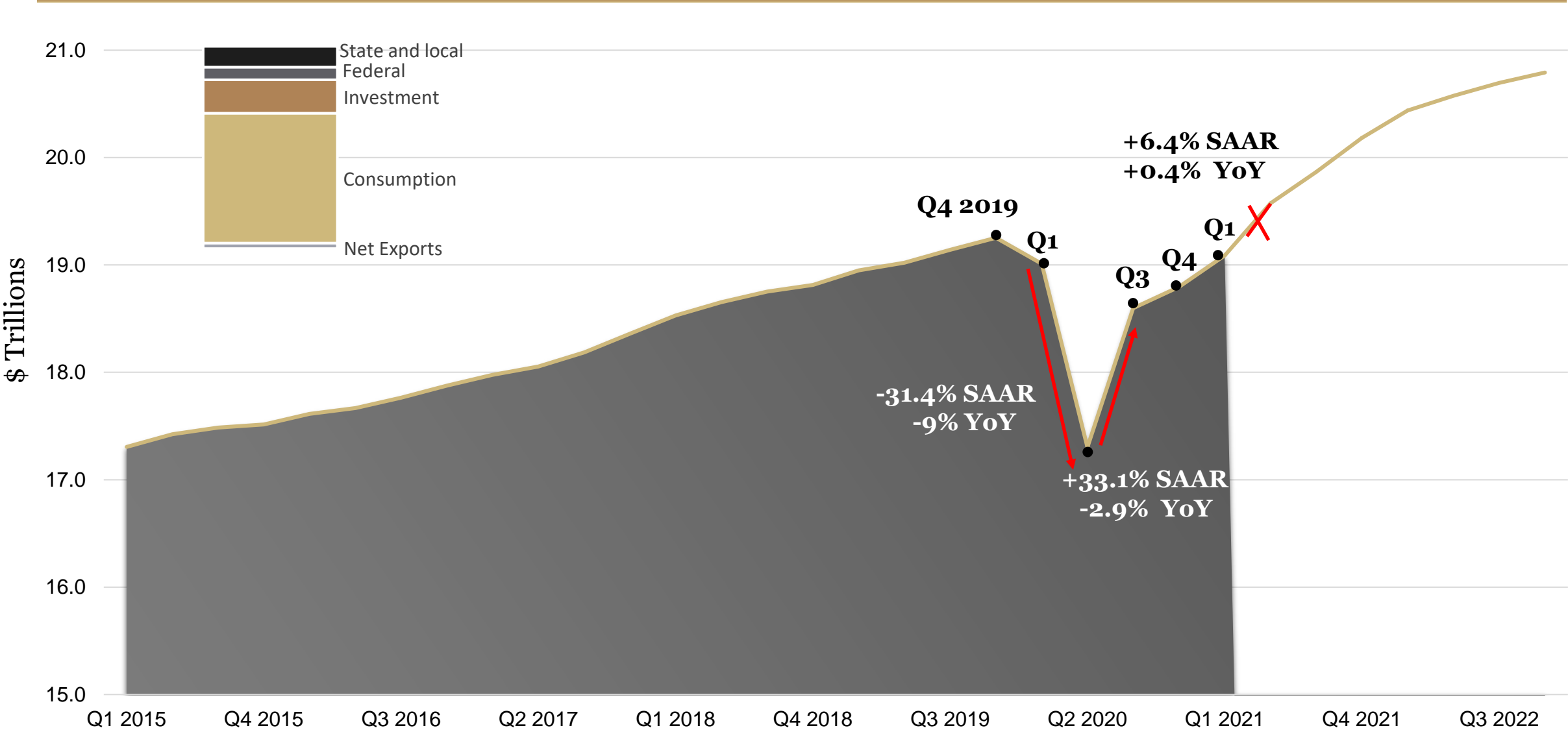
Brian Lewandowski
Executive Director
Business Research Division
University of Colorado Boulder

June 8, 2021

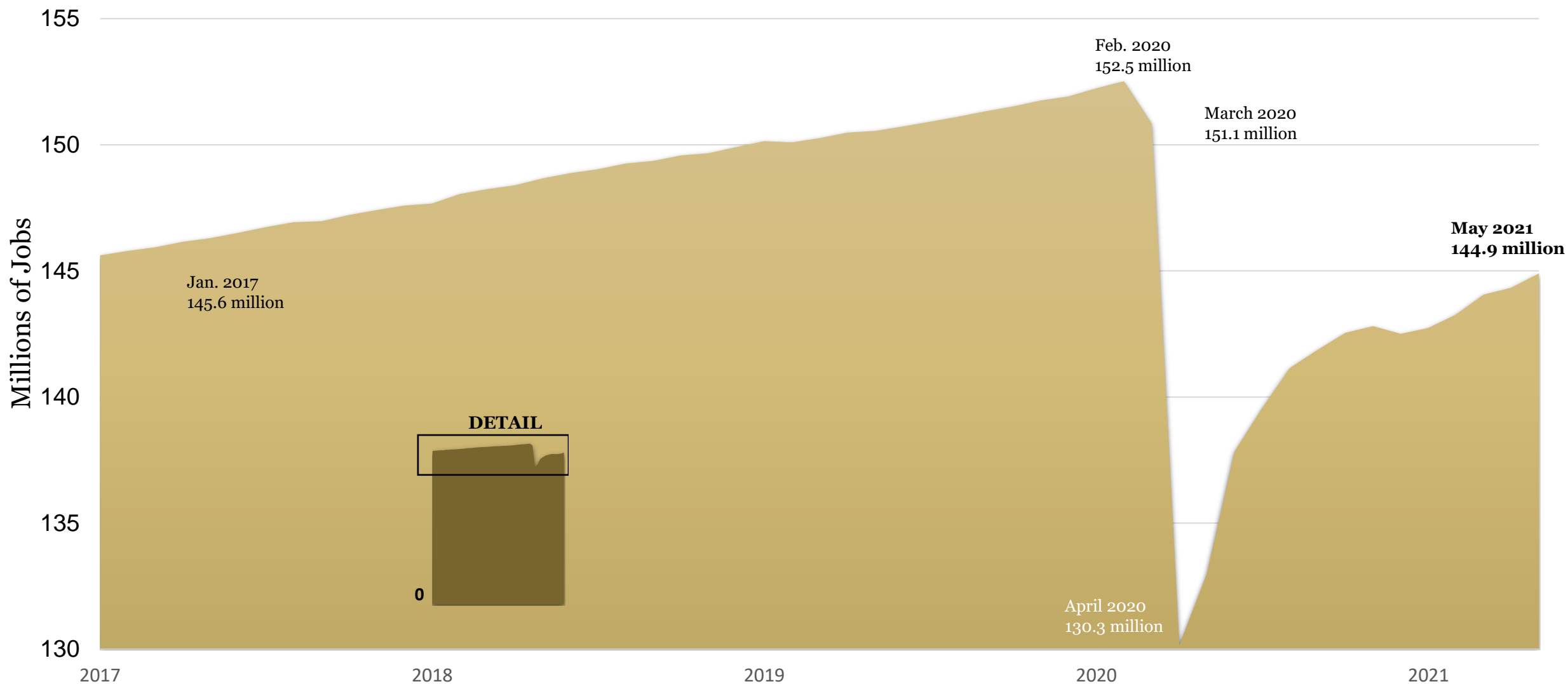
Objectives

1. Identify the pandemic's impact on the national and Colorado economies
2. Discuss where we are in the recovery
3. Project what to expect in 2021 and 2022

U.S. Real GDP

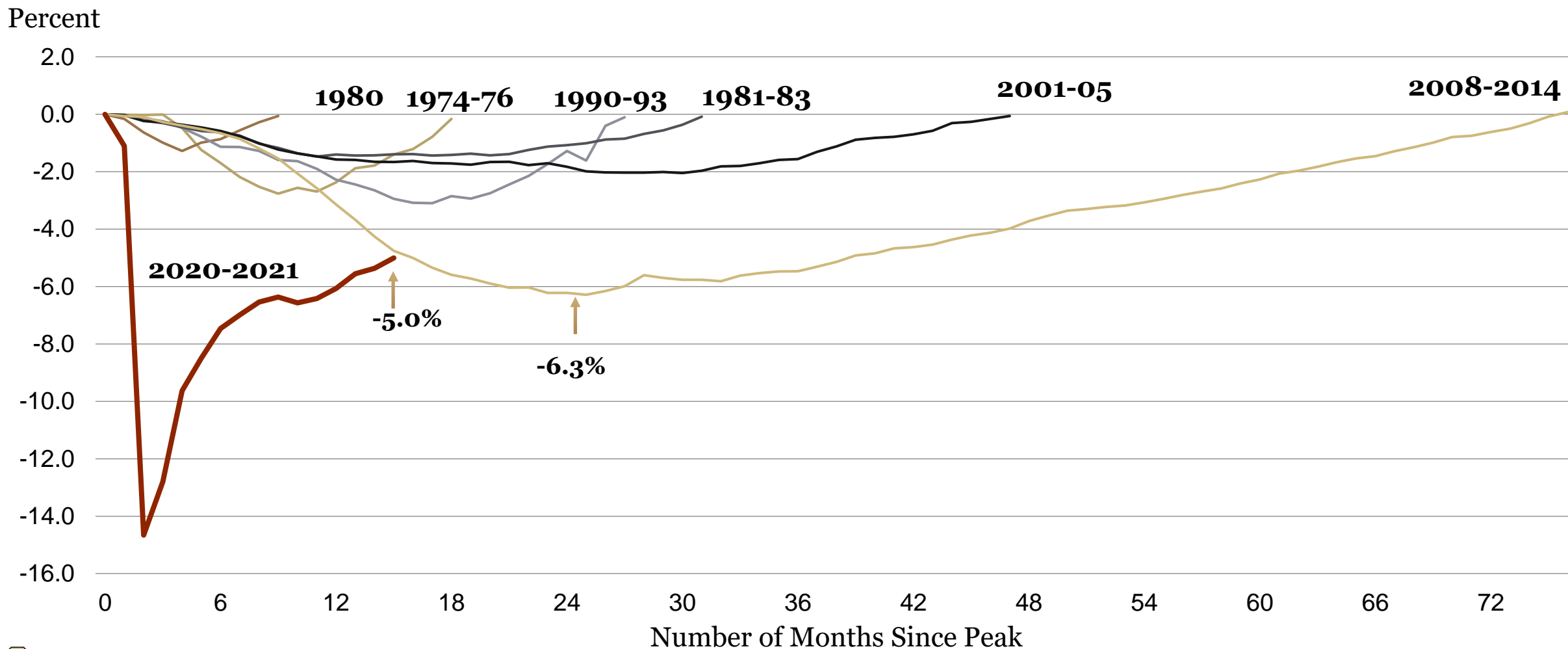


U.S Nonfarm Employment



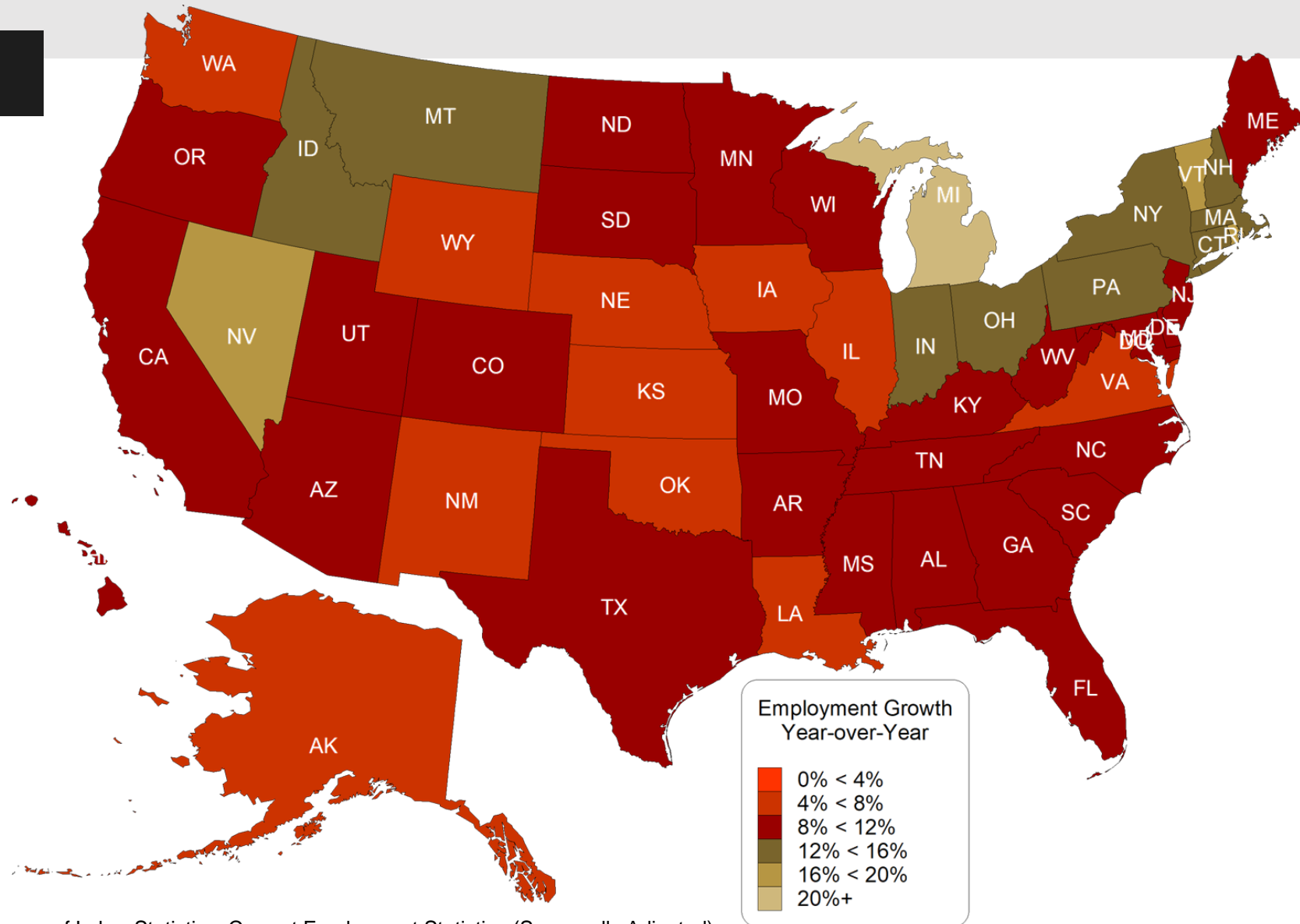
National Employment

Months to Recovery



Employment Growth

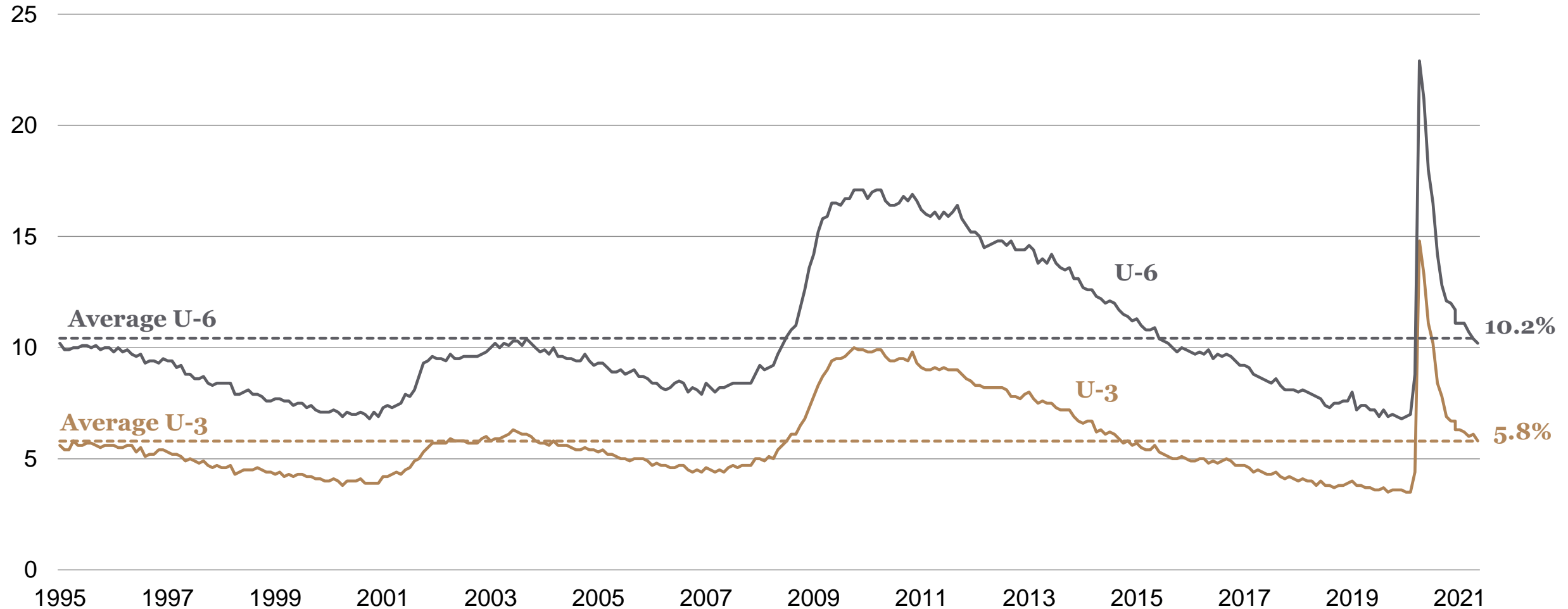
1-Year Growth, April 2021



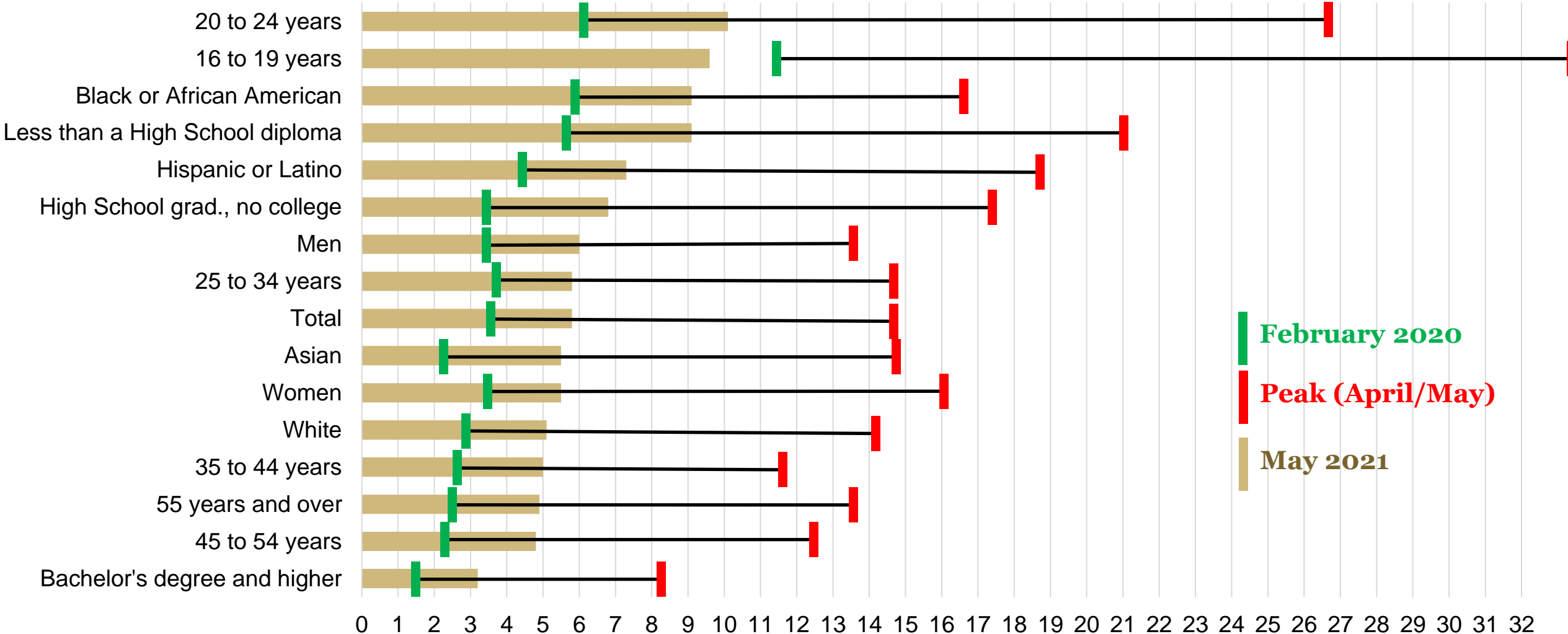
Source: Bureau of Labor Statistics, Current Employment Statistics (Seasonally Adjusted).

Labor Underutilization

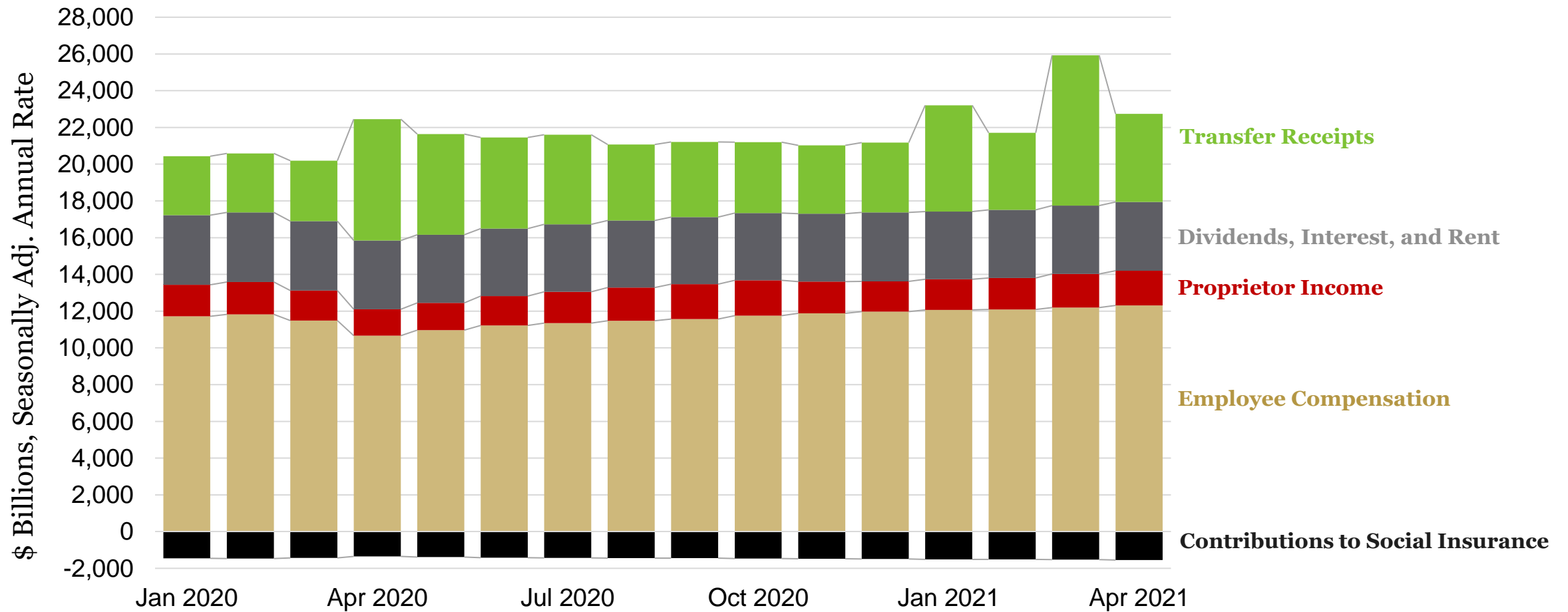
Percentage of Labor Force



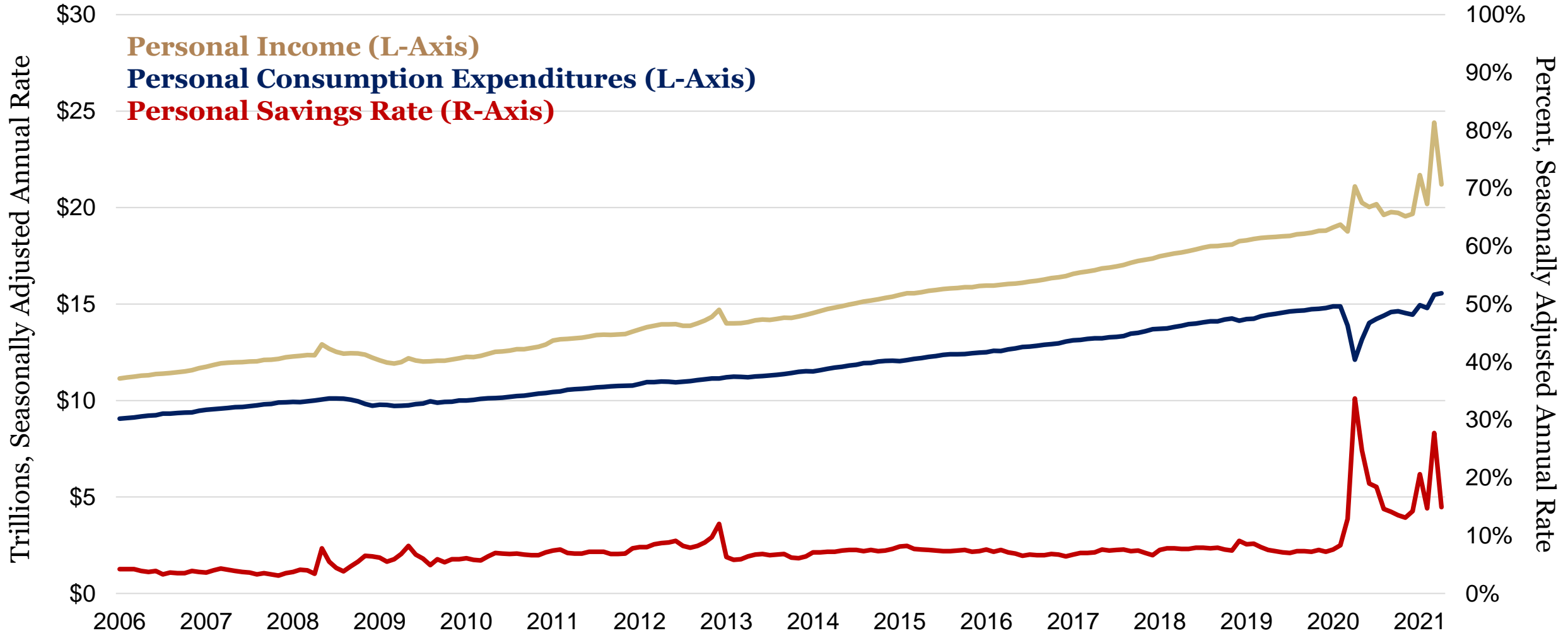
National Unemployment Rate



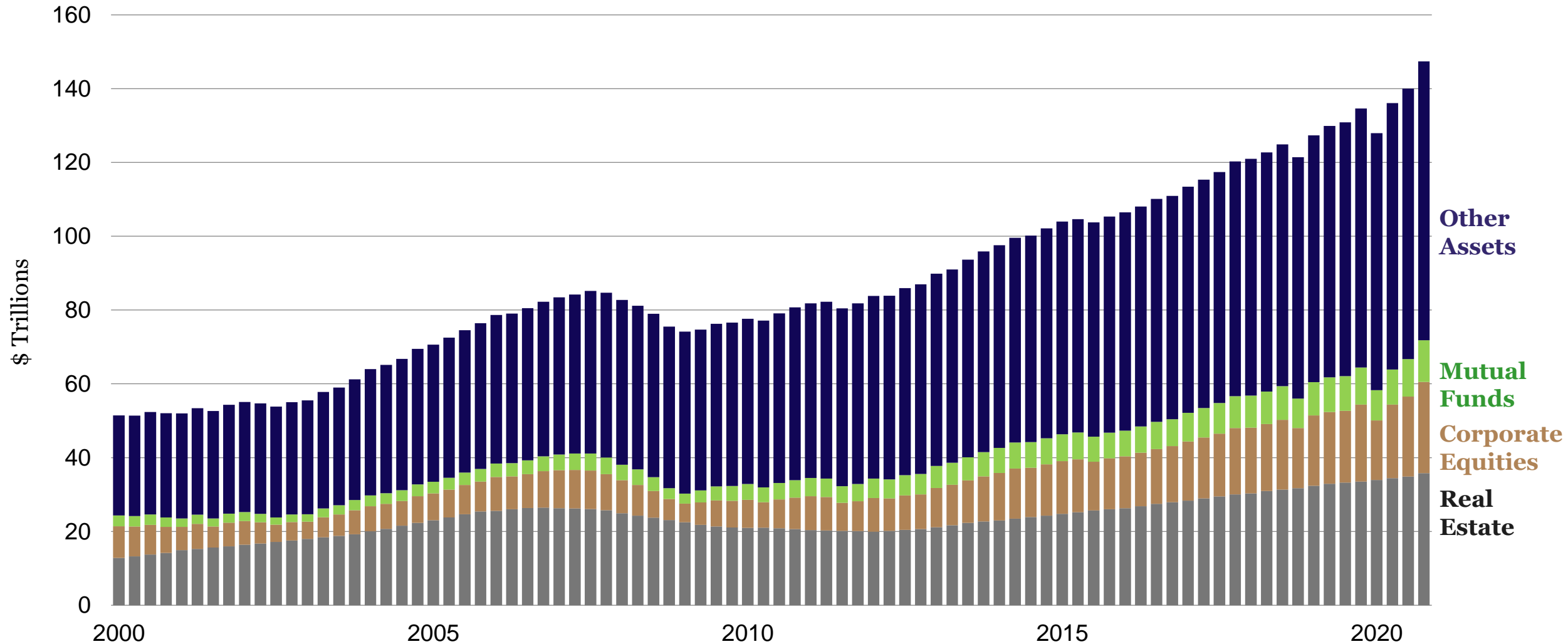
Personal Income



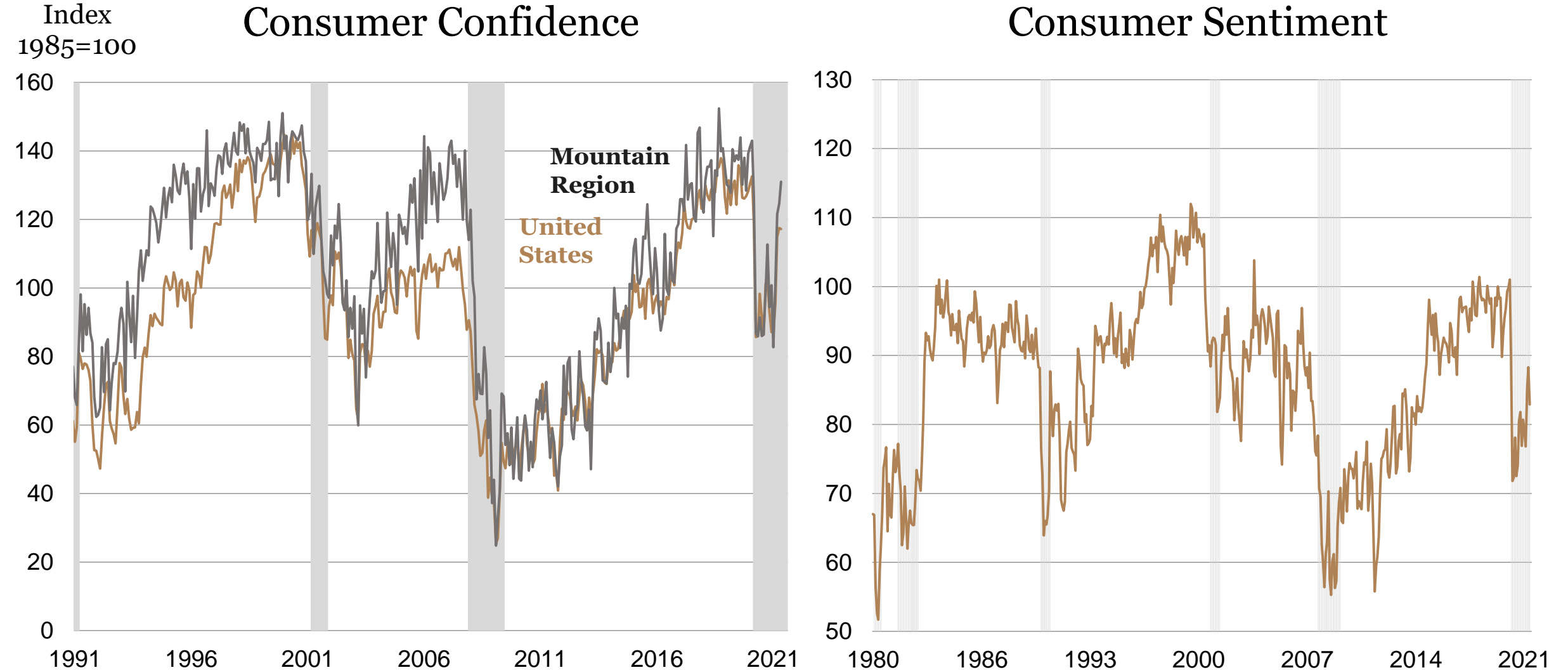
Personal Income and Savings



Household Wealth

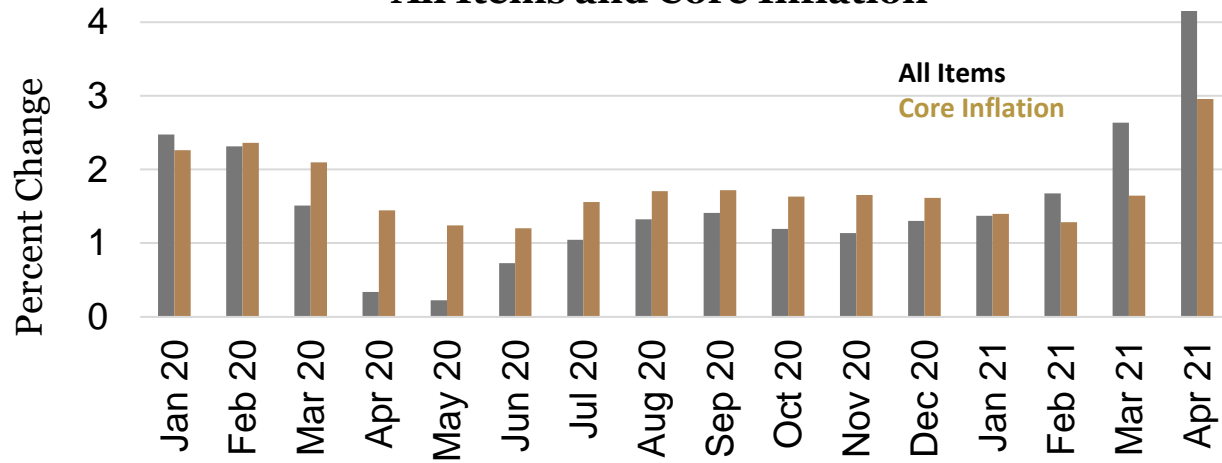


Index of Consumer Confidence

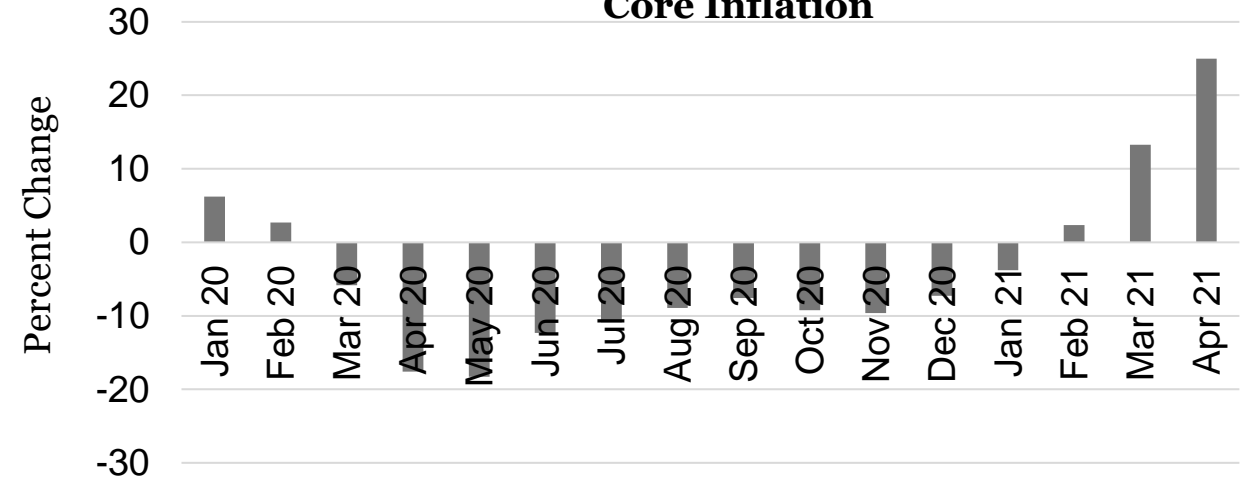


Inflation

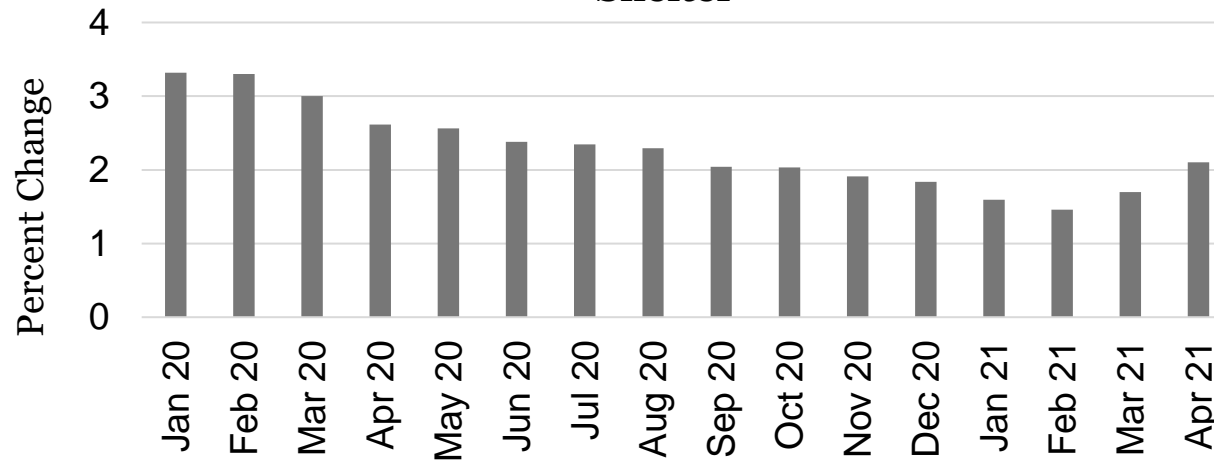
All Items and Core Inflation



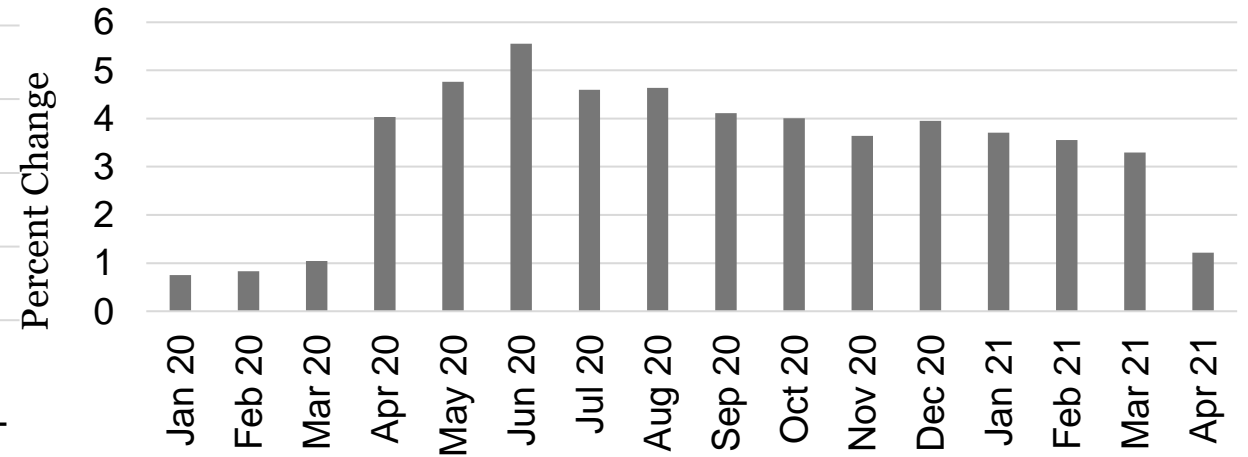
Core Inflation



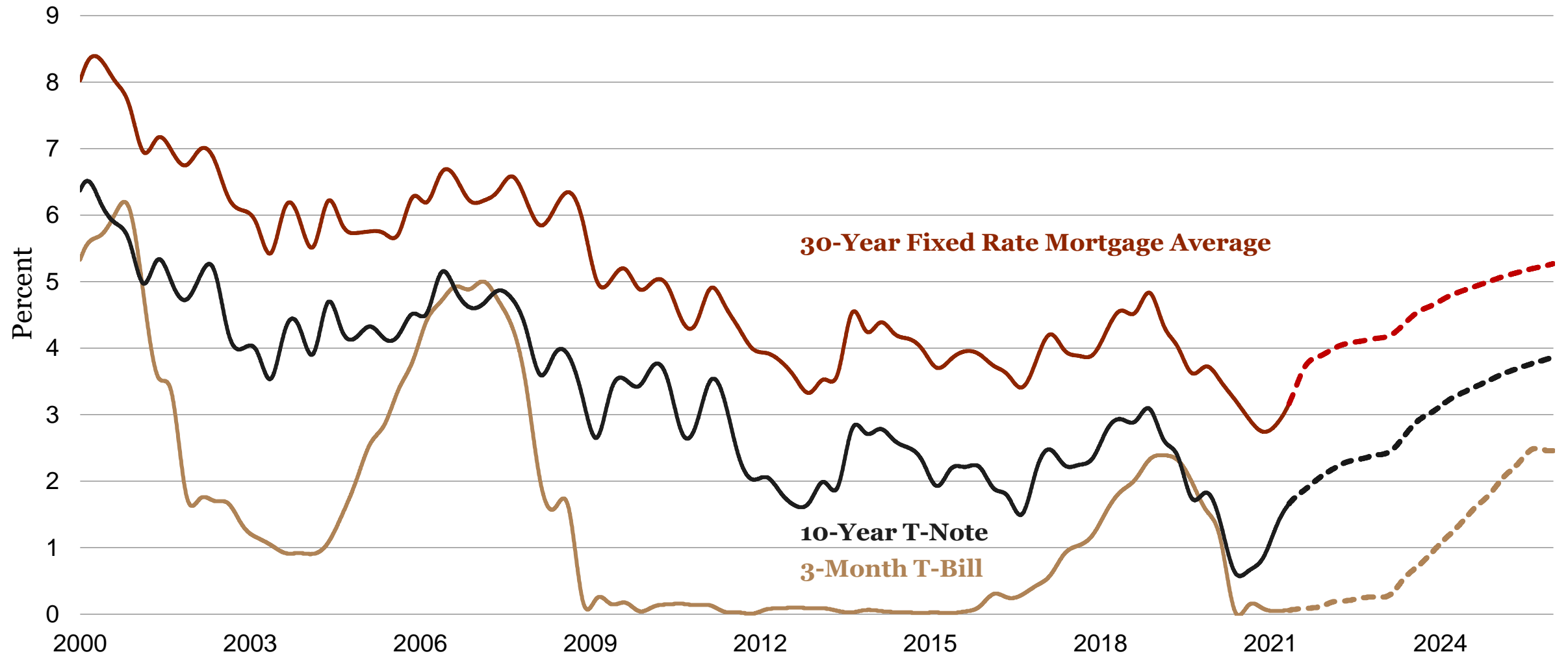
Shelter



Food at Home



Interest Rates



Colorado Population, Employment, and the Economy

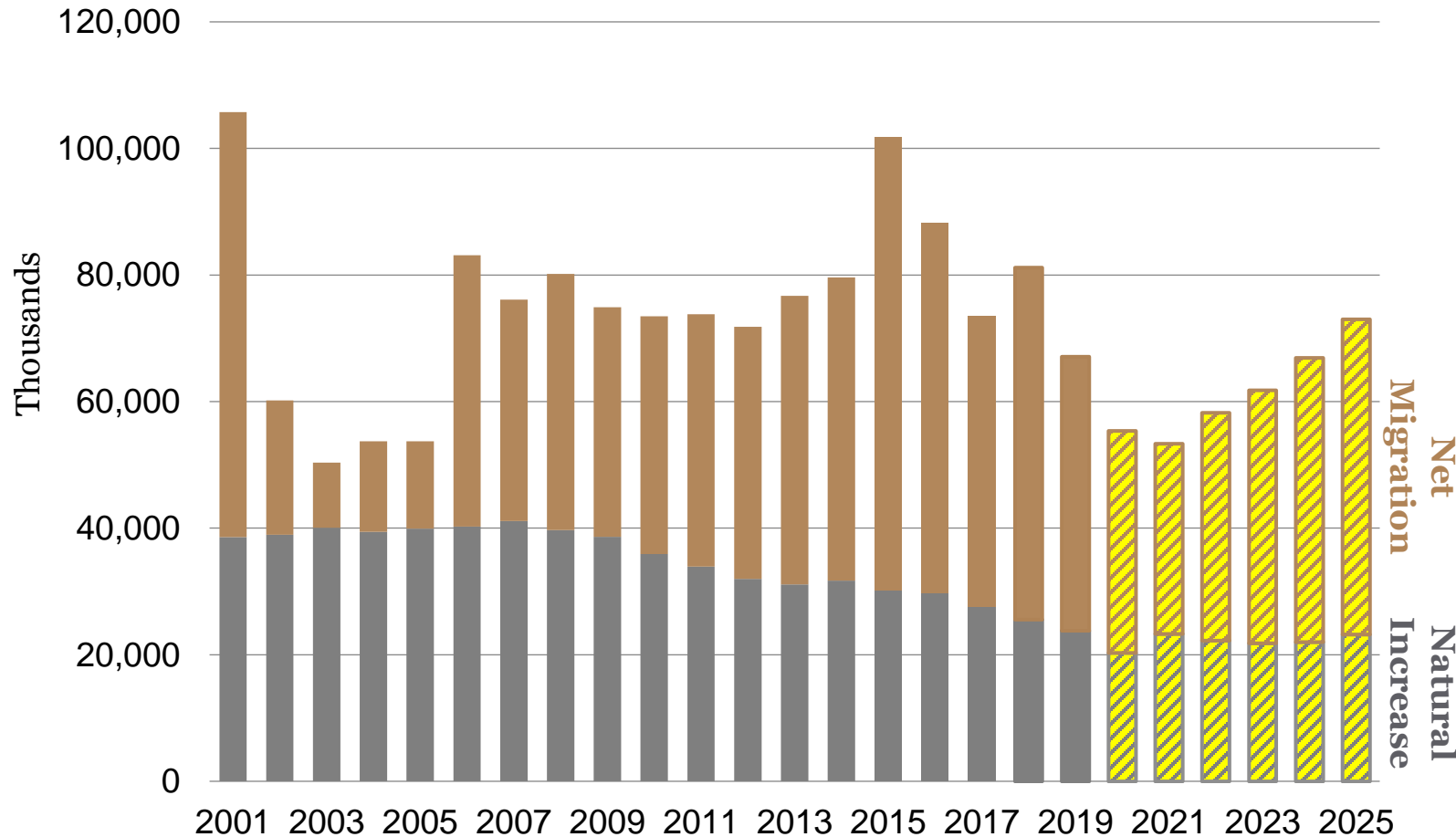


Colorado Rank Among Other States

Metric	1-Year	3-Year	5-Year	10-Year
Real GDP Growth	7	5	5	5
Employment Growth	27	11	5	4
Population Growth	12	9	9	8
Personal Income Growth	36	12	8	4
PCPI Growth	39	27	8	5
PCPI	10	11	14	21
Average Hourly Wage % Growth	46	34	37	19
Average Annual Pay % Growth	21	6	8	8
Average Annual Pay	8	9	12	12
Unemployment Rate	35	7	1	34
Labor Force % Growth	2	3	3	4
LFPR	2	14	7	12
FHFA Home Price Index Growth	19	19	6	6

Data Sources: Bureau of Economic Analysis (2020), Bureau of Labor Statistics (4/21), U.S. Census Bureau (2020), Bureau of Labor Statistics (2020), Federal Housing Finance Agency All Transactions Index (Q4 2020), BRD calculations. *Unemployment rate for the last month.

Colorado Change in Population



Colorado's population changes

- 67k in 2019
- 55k in 2020
- 53k in 2021

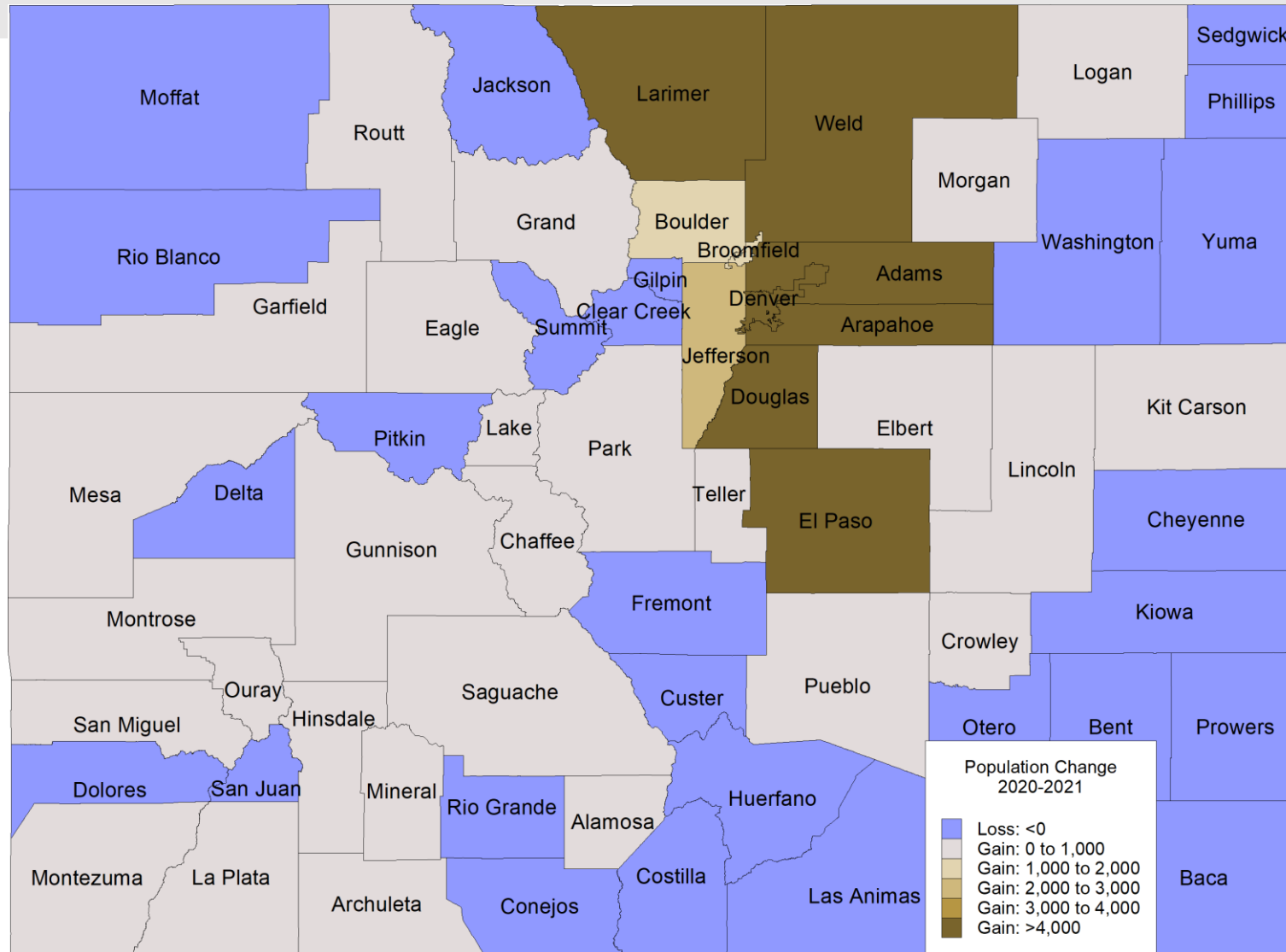
COVID impact on migration

- To the State
- Within the State

Temporary or permanent?

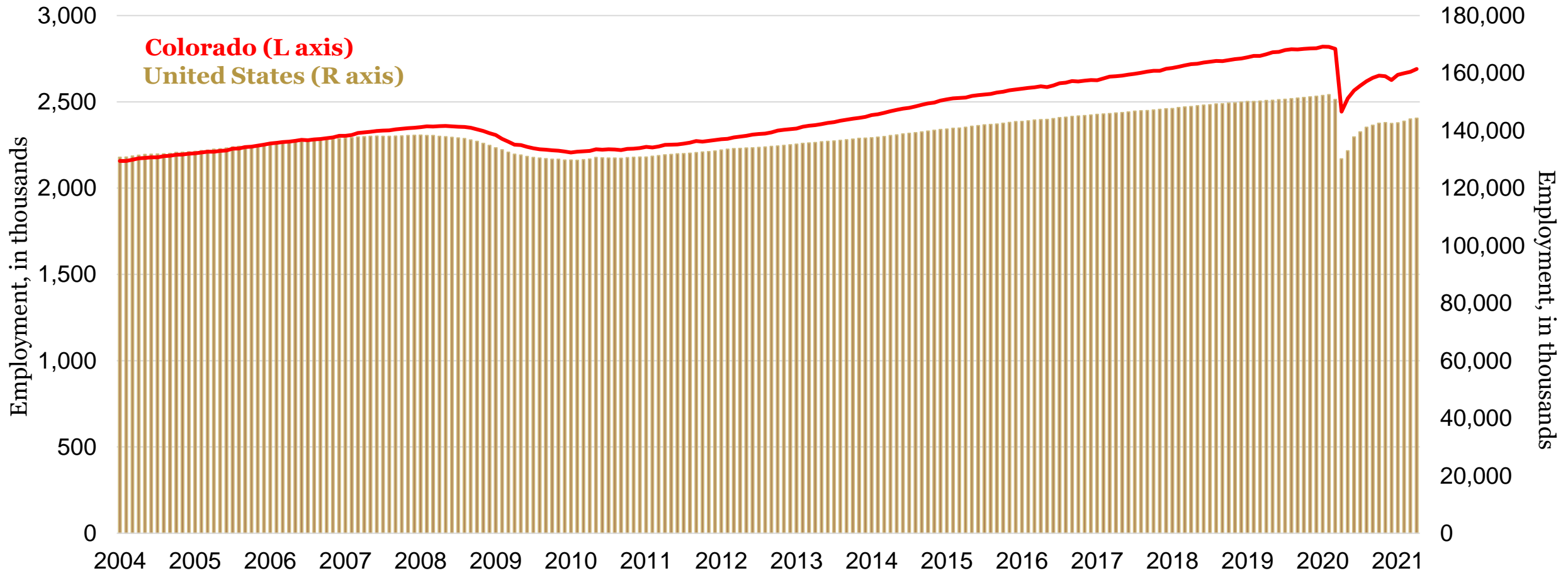
Population Change by County

2020-2021



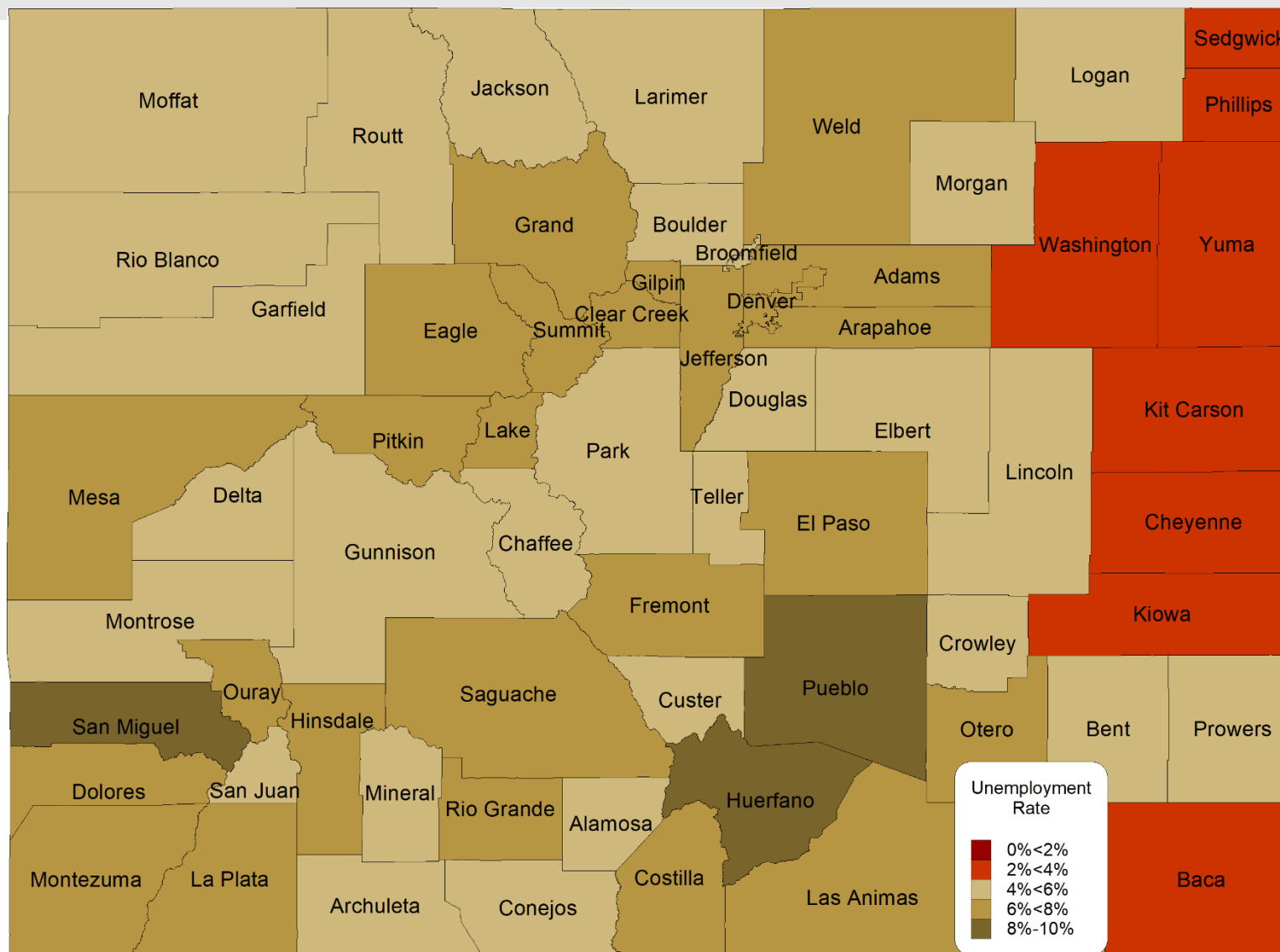
Employment

Colorado v. Nation



Unemployment Rate by County

April 2021



Colorado: 6.4%

San Miguel: 10% (H)

Cheyenne: 2.5% (L)

Denver: 7%

Boulder: 5.3%

Weld: 6.5%

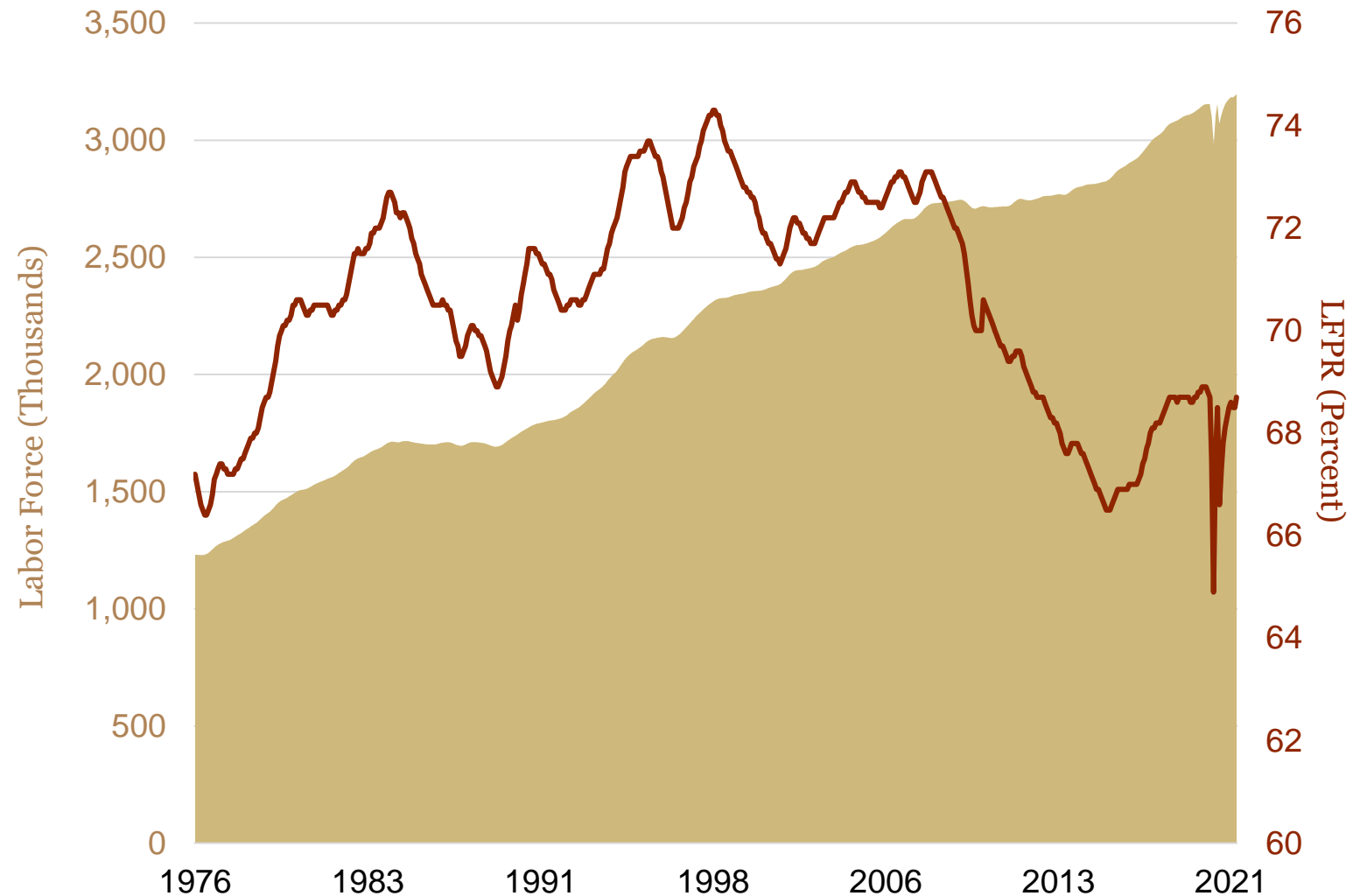
Douglas: 5%

Mesa: 6.8%

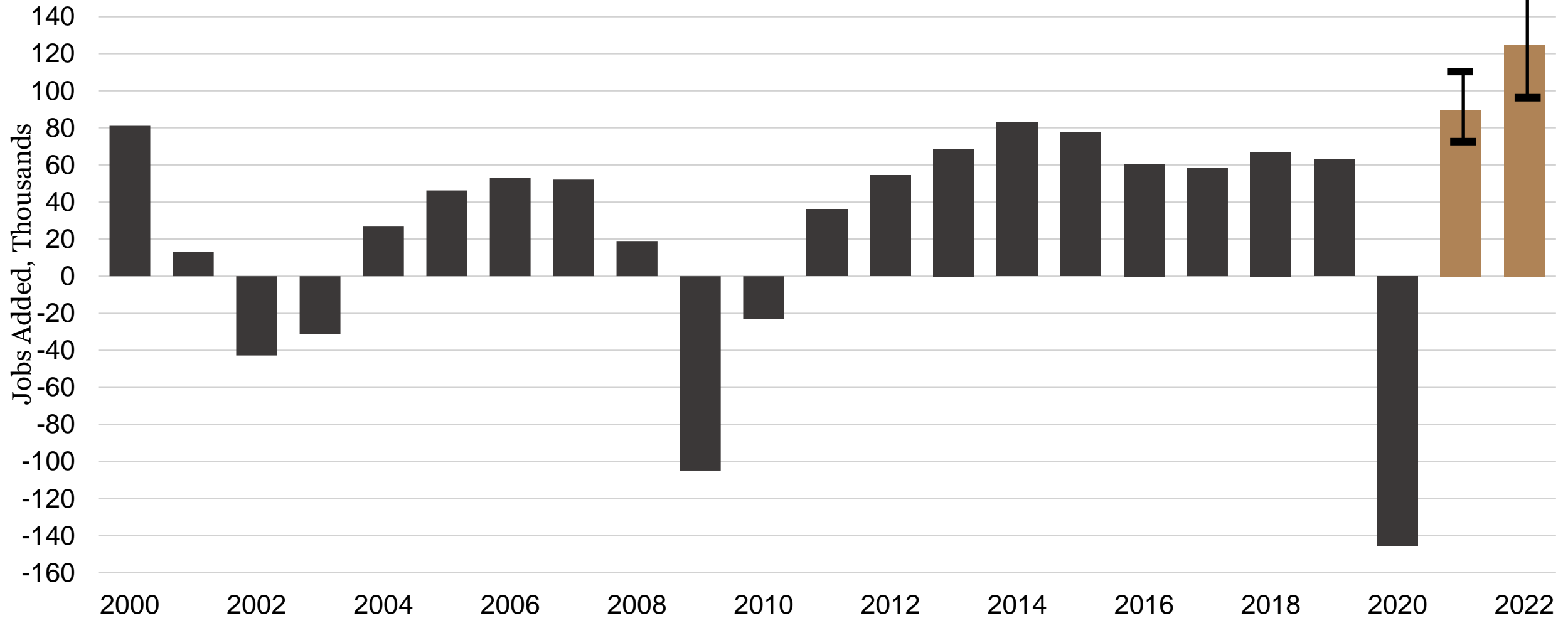
Kit Carson: 3%

Colorado Labor Force

- LFPR rebounding:
 - 64.9% April 2020
 - 68.7% April 2021
- 2nd highest nationally in April
- Colorado peak = 74.5% (1998)



Colorado Employment Growth

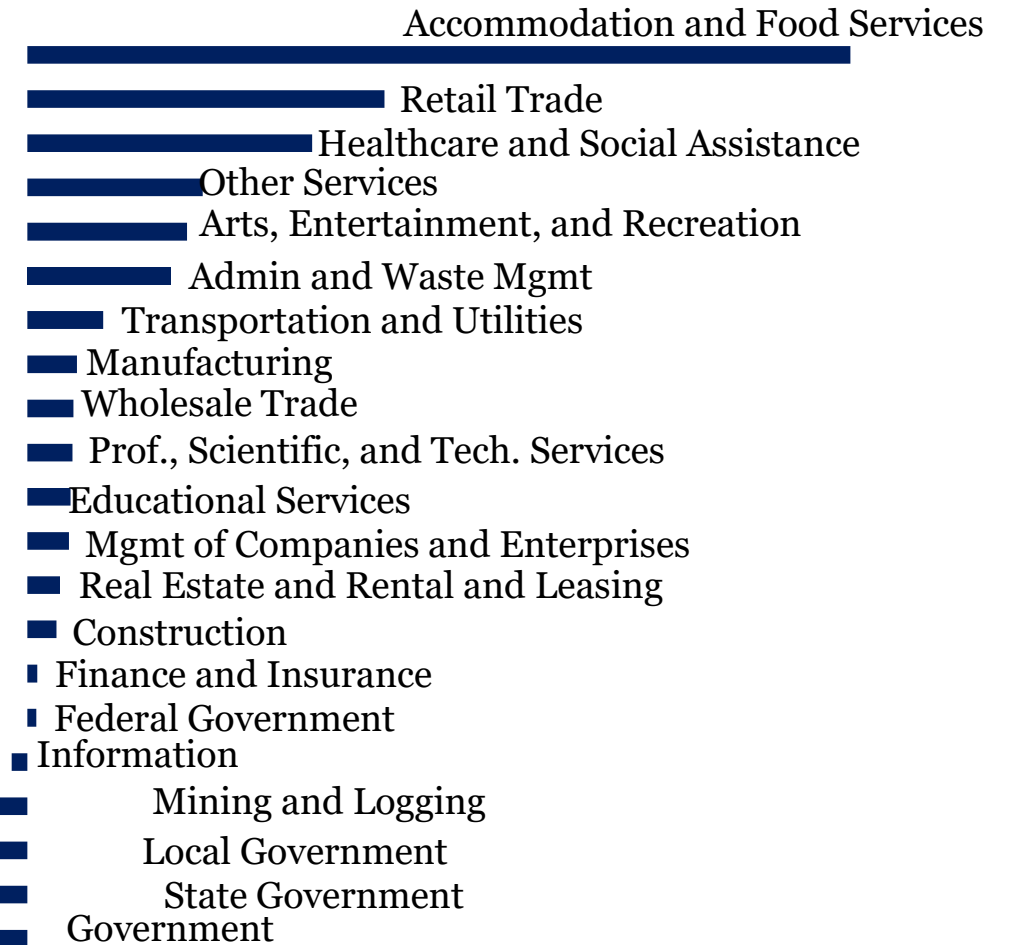


Colorado Employment Change

April 2020 Year-over-Year



April 2021 Year-over-Year



-149,000

-99,000

-49,000

1,000

Source: Bureau of Labor Statistics.

-20,000

0

20,000

40,000

60,000

80,000

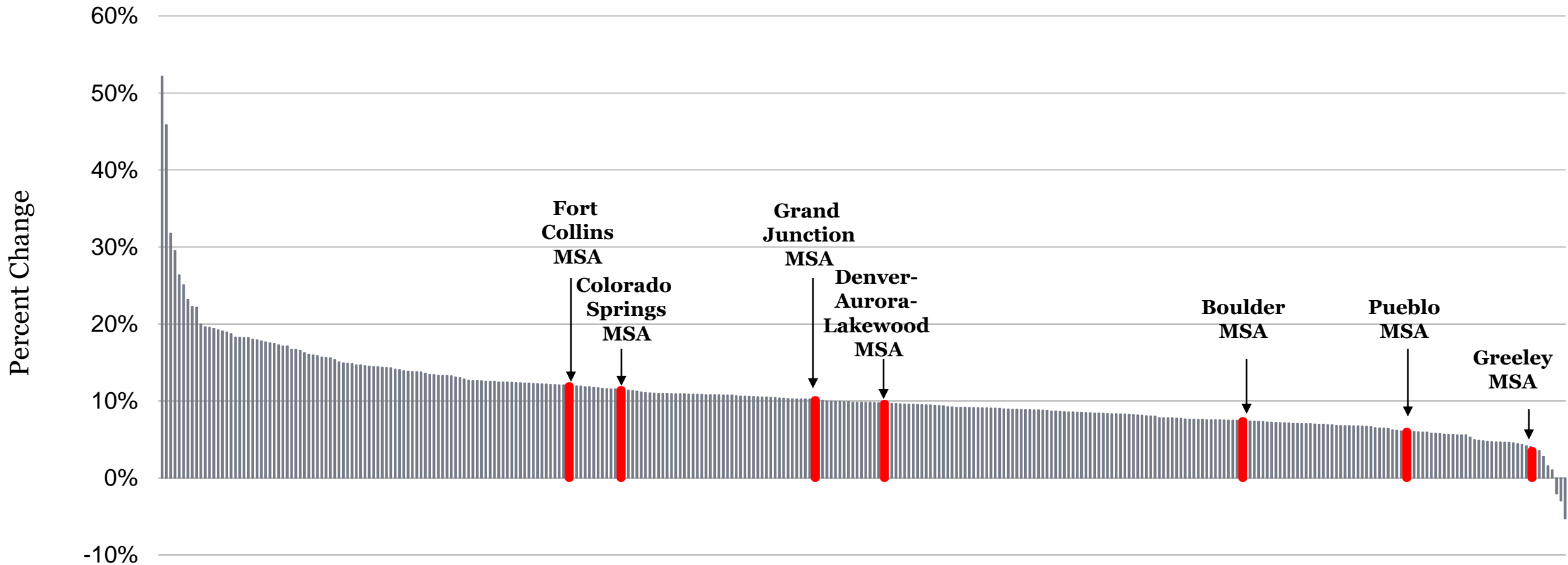
100,000

Jobs

Jobs

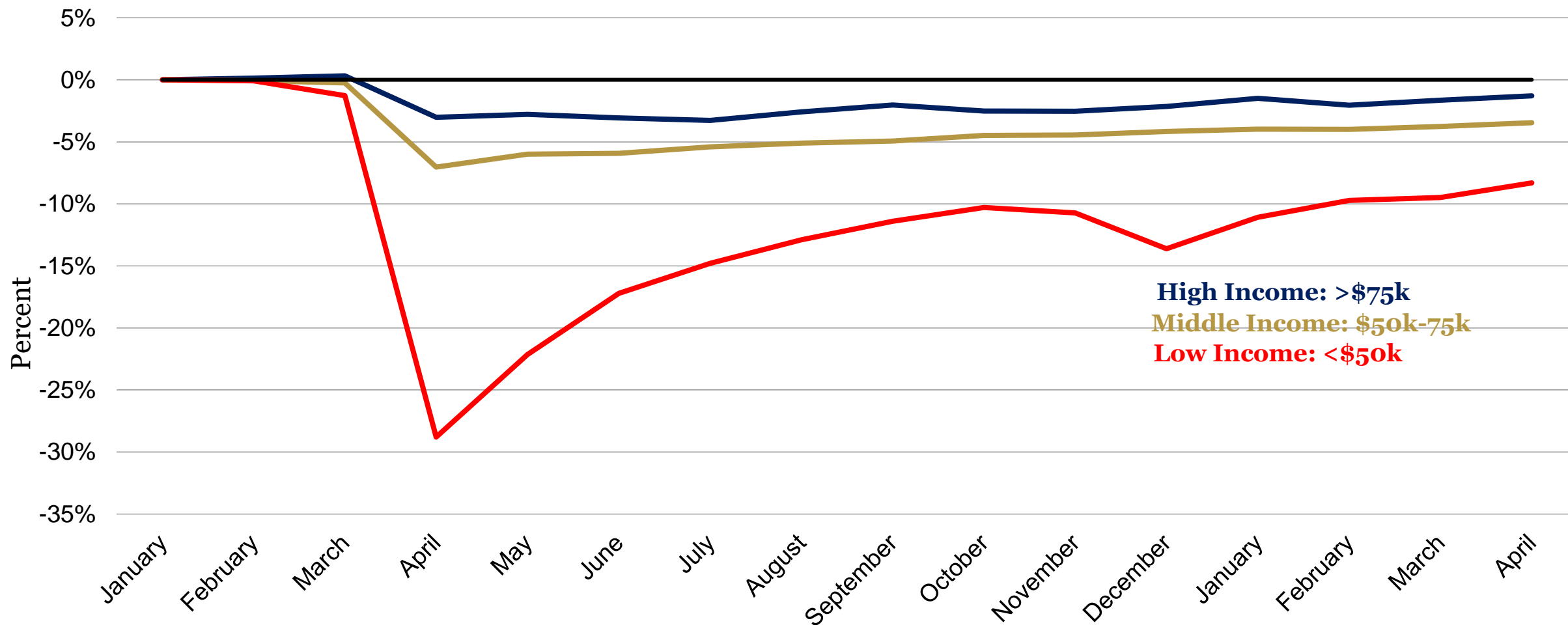
Employment by MSA

1-Year Change, April 2021

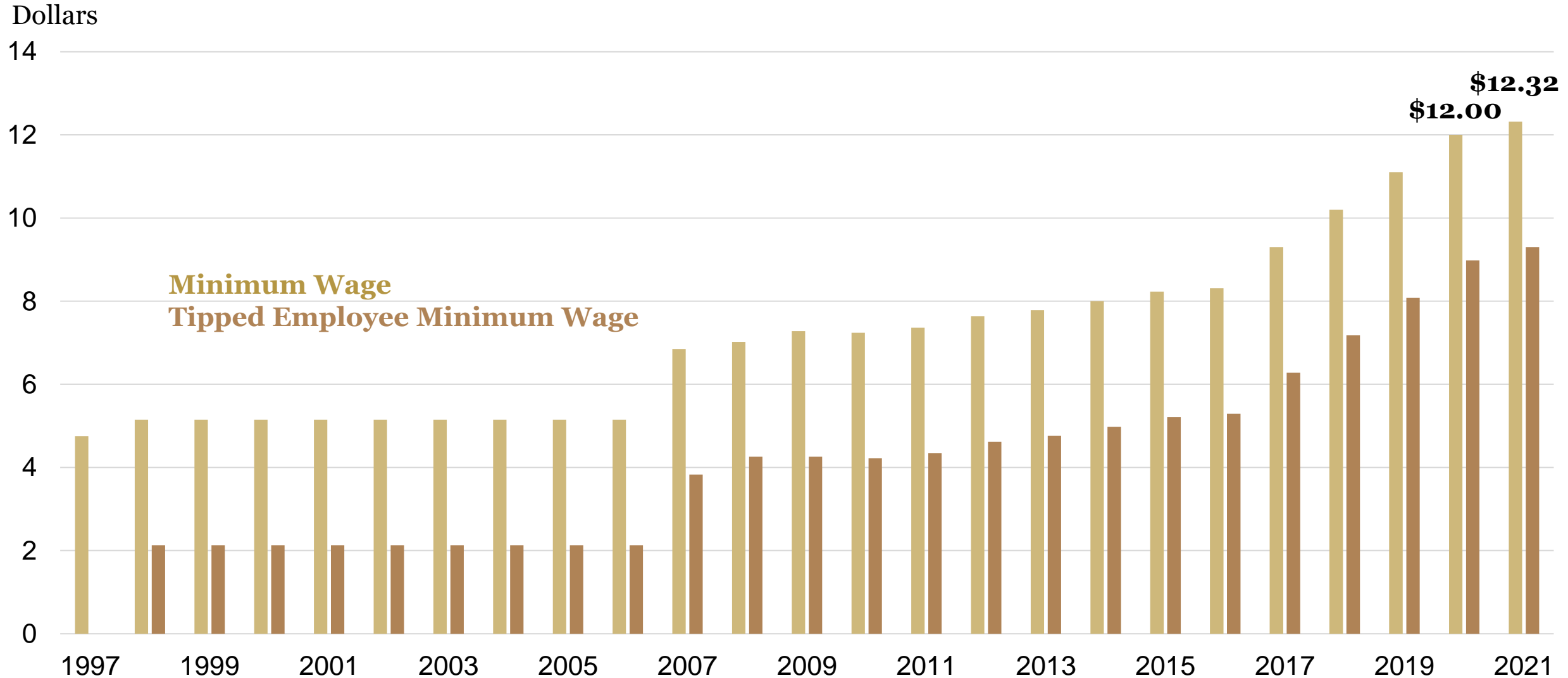


Colorado Employment by Wage Group

Percent Change from January 2020

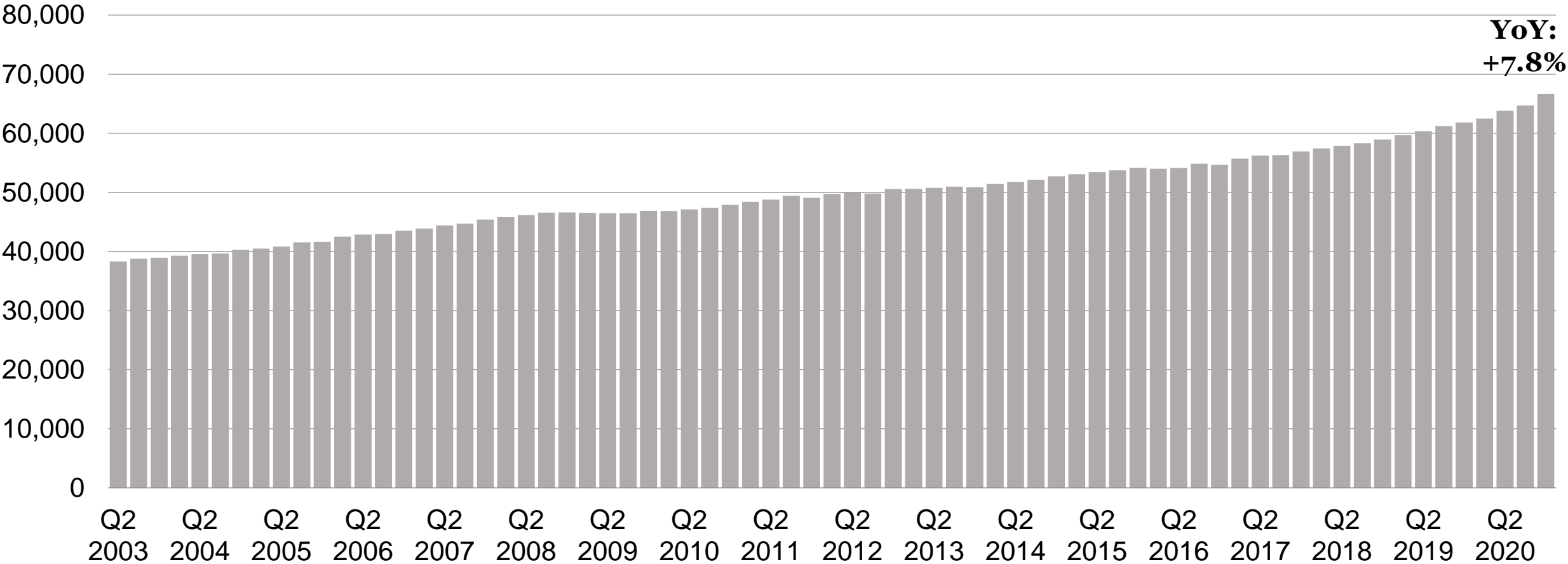


Colorado Minimum Wage



Colorado Average Annual Pay

2002-2020

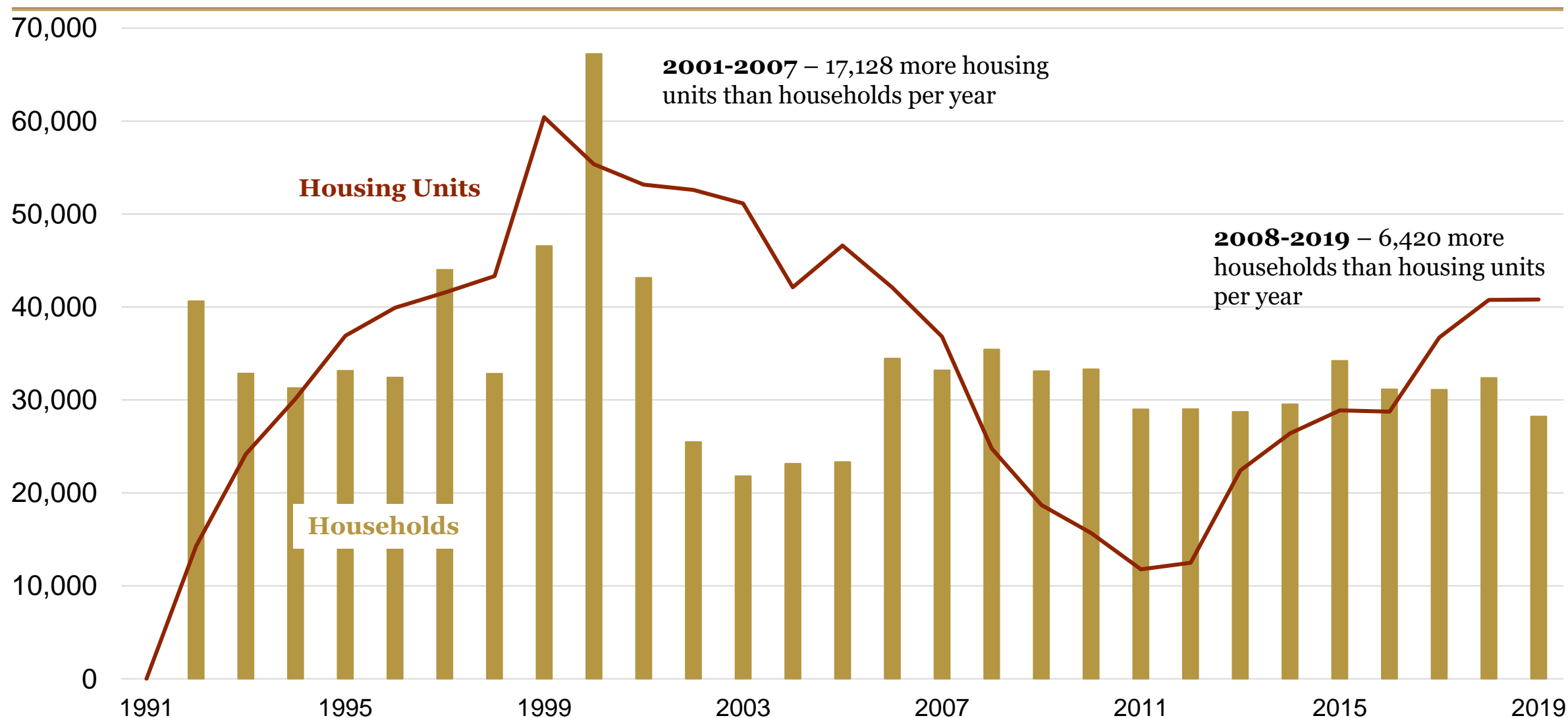




Construction & Real Estate

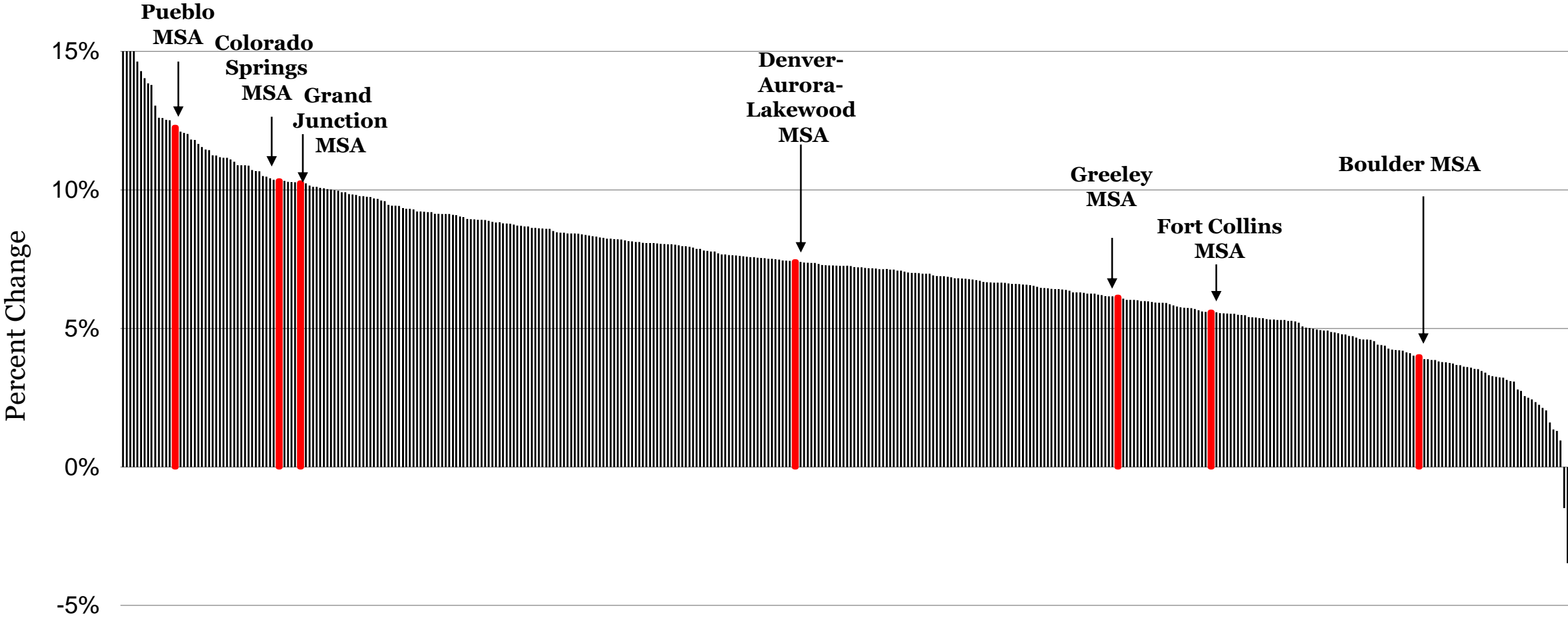
Photo courtesy of Denver International Airport.

Colorado New Housing Units and Households



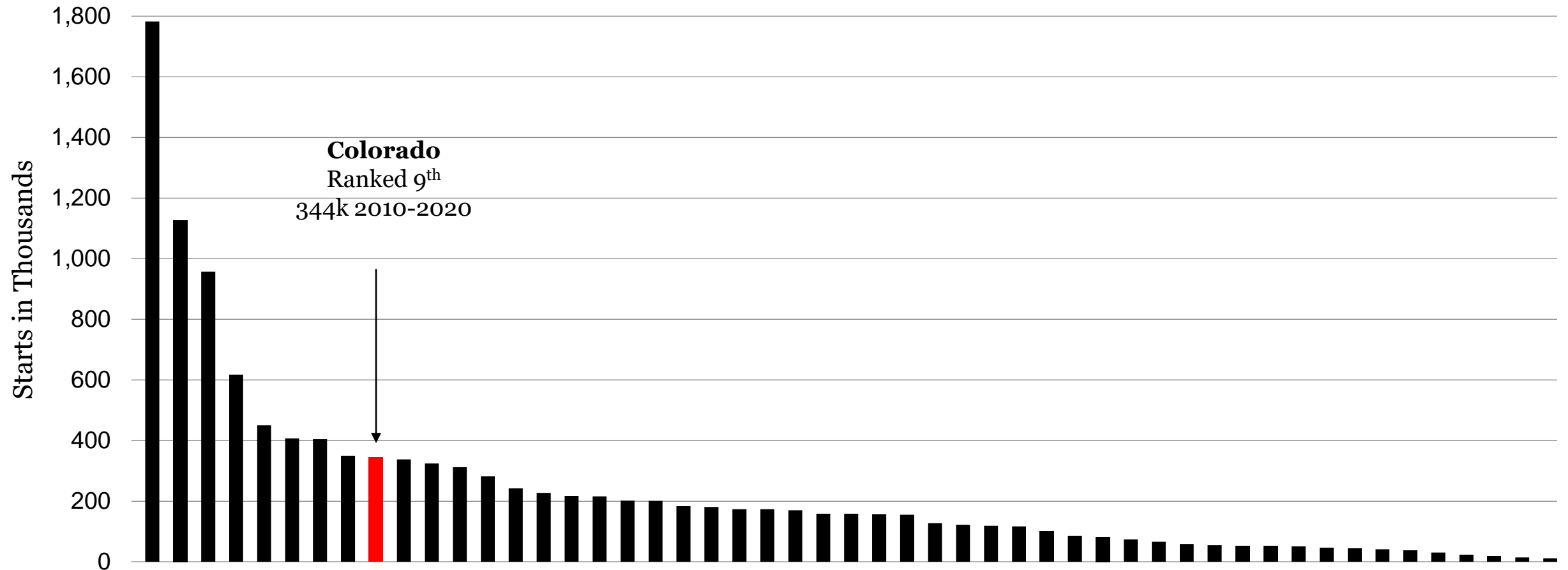
FHFA Home Price Index by MSA

1-Year Home Price Change, Q1 2021



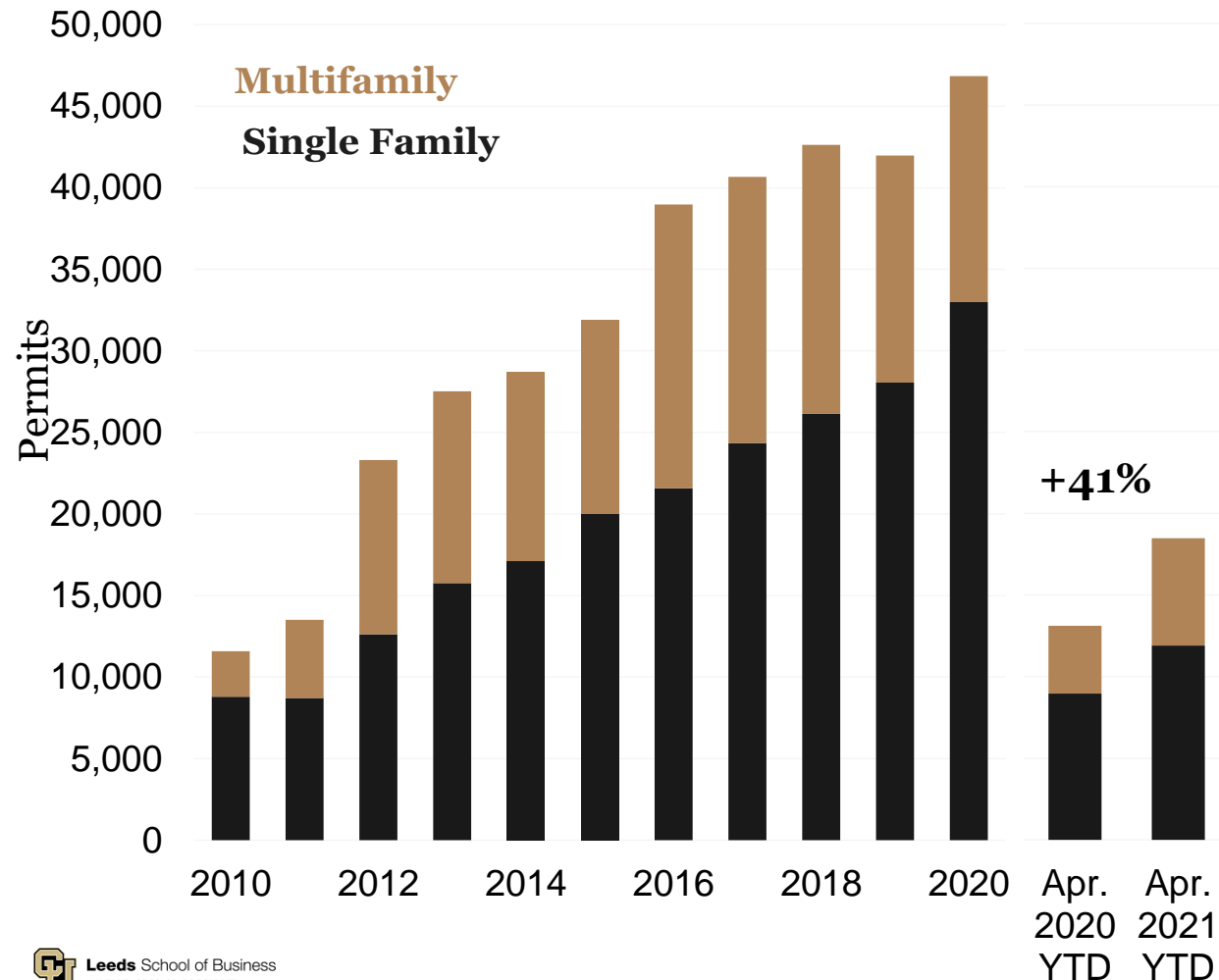
Residential Building Permits

2010-2020

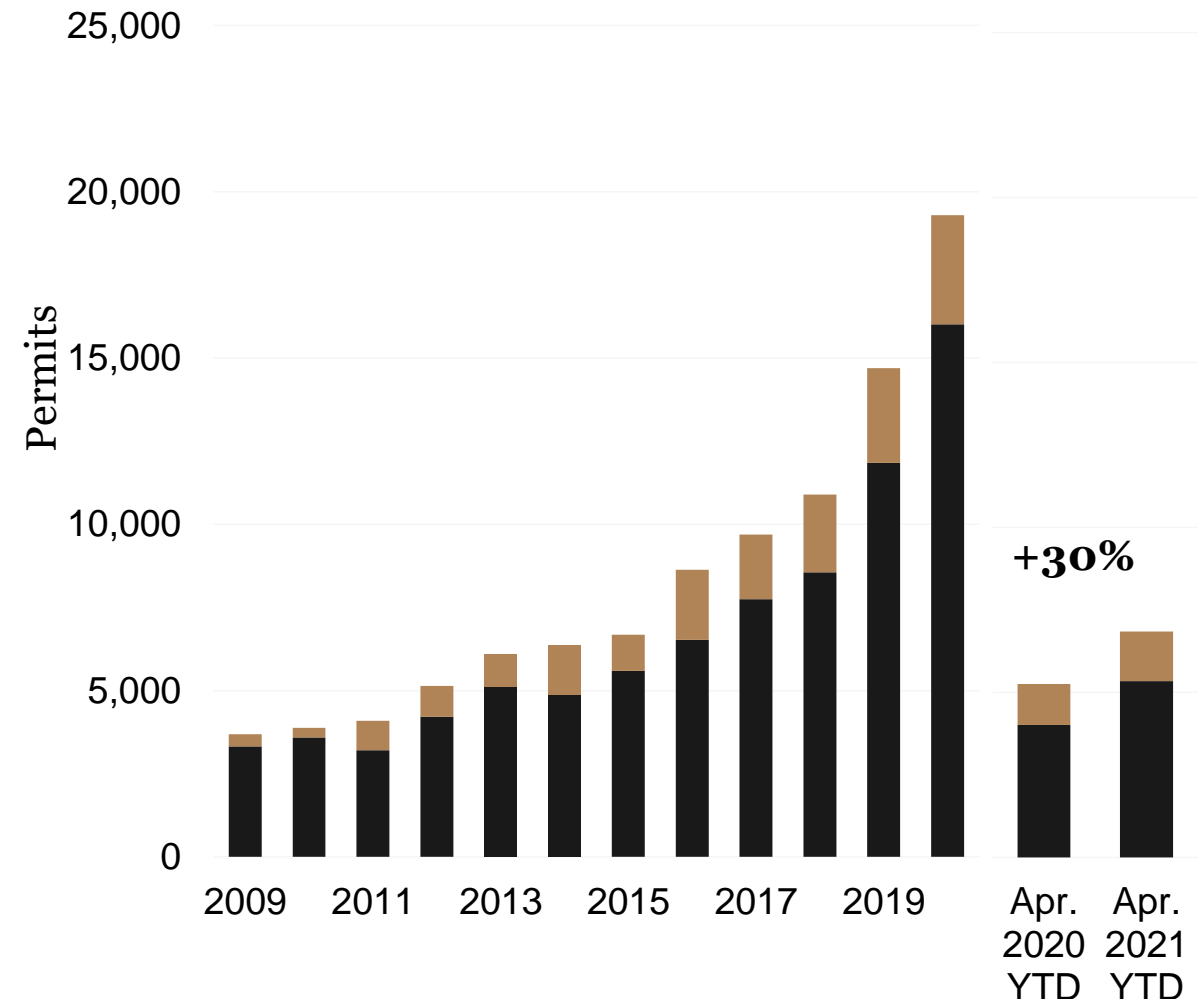


Residential Building Permits

Colorado

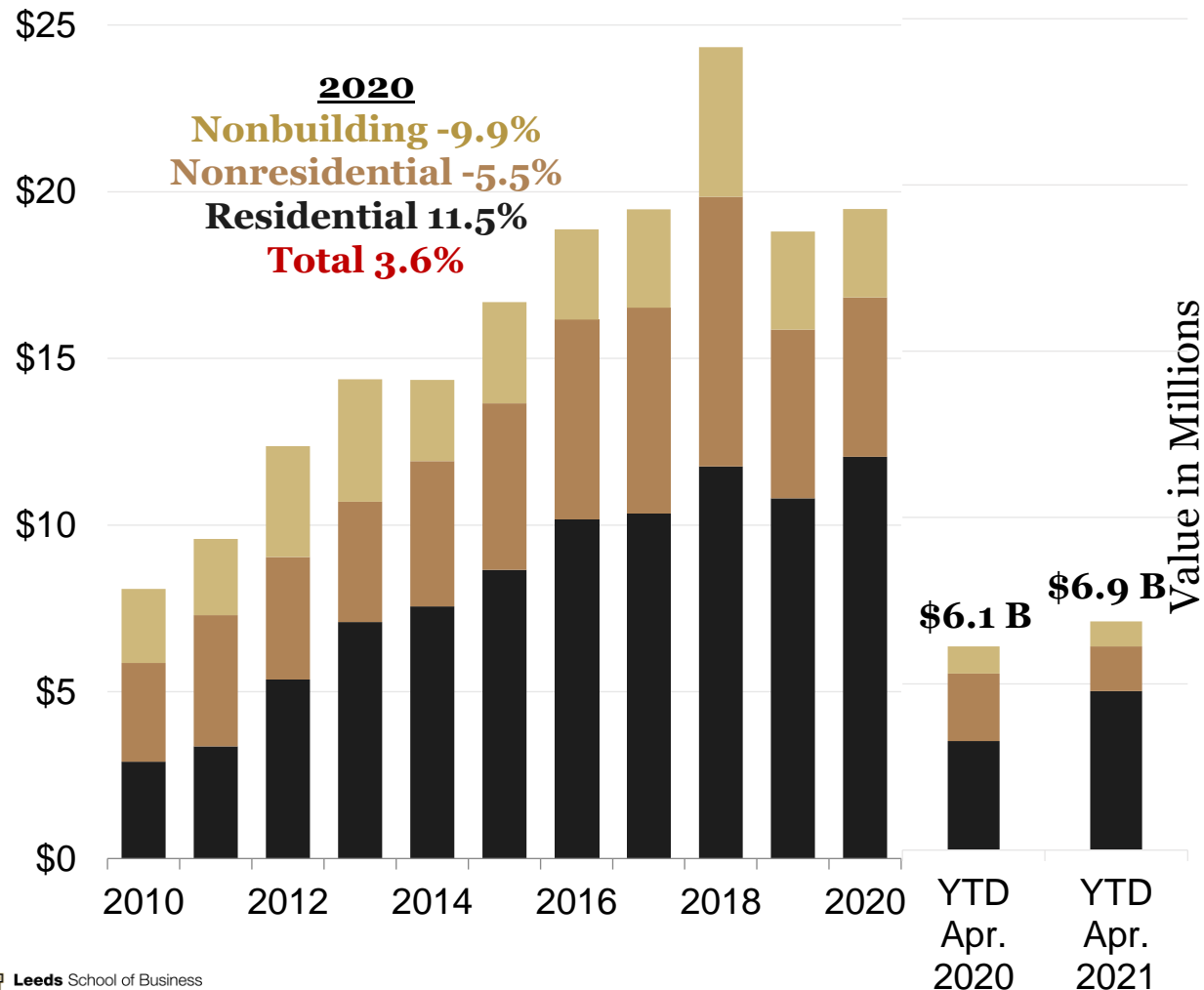


Excluding Northern MSAs

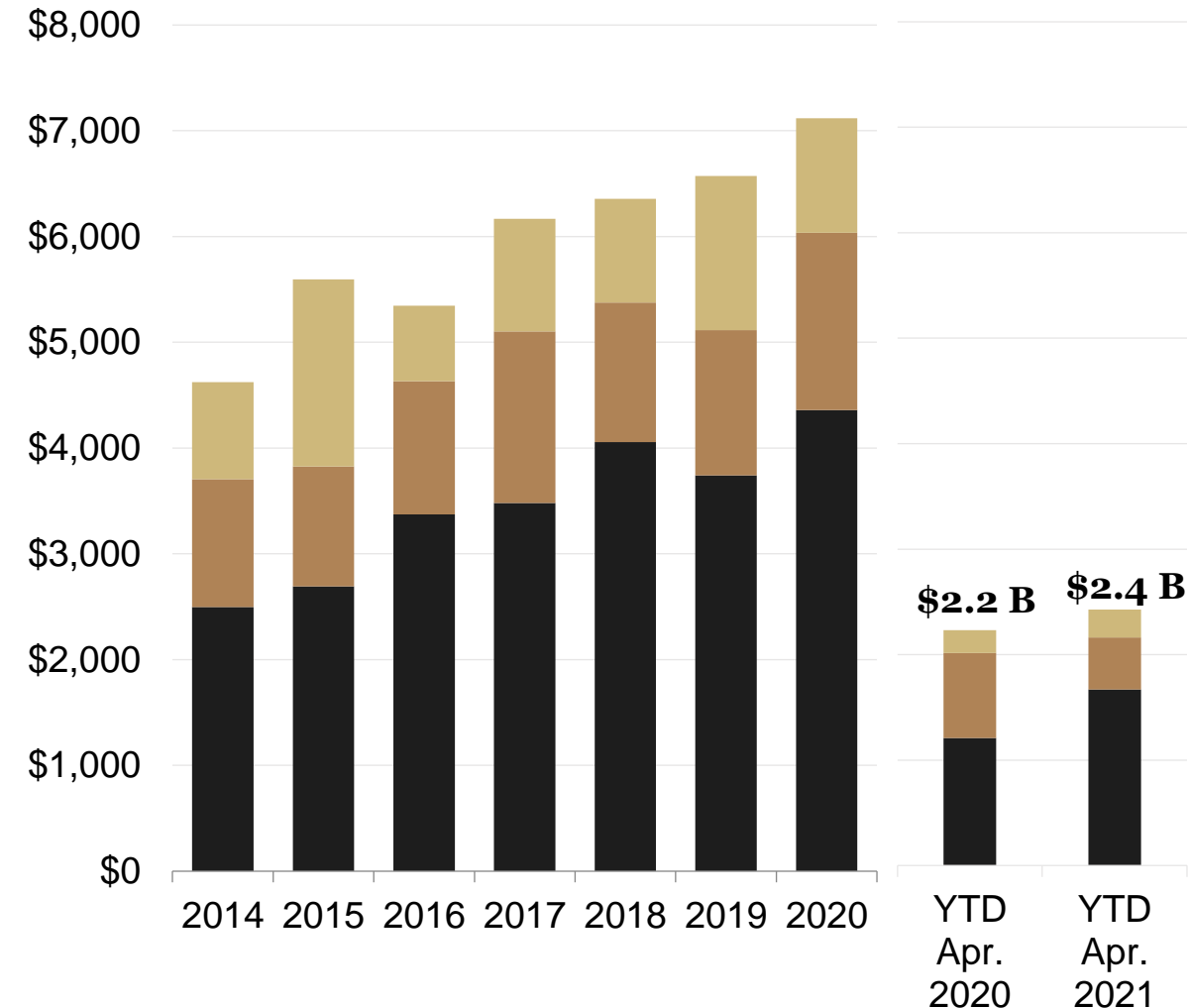


Colorado Value of Construction

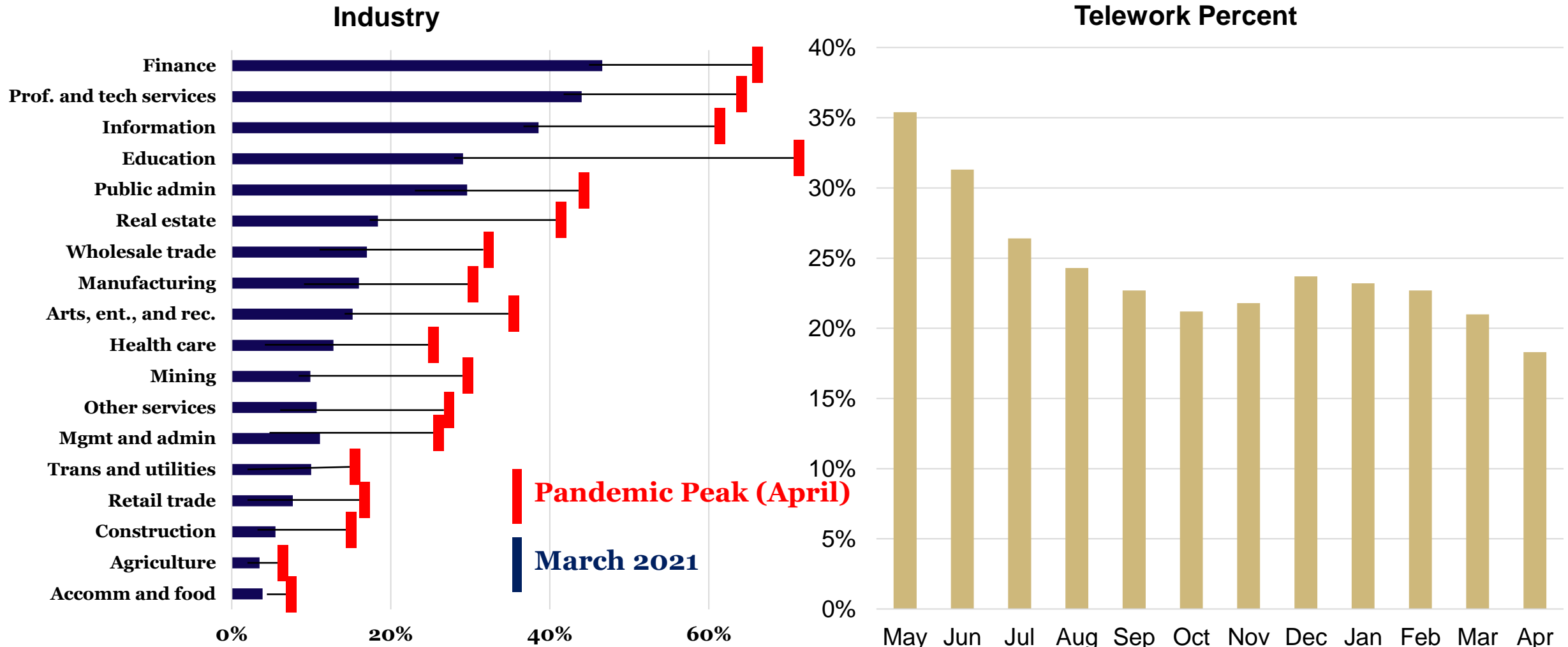
Colorado



Excluding Northern MSAs

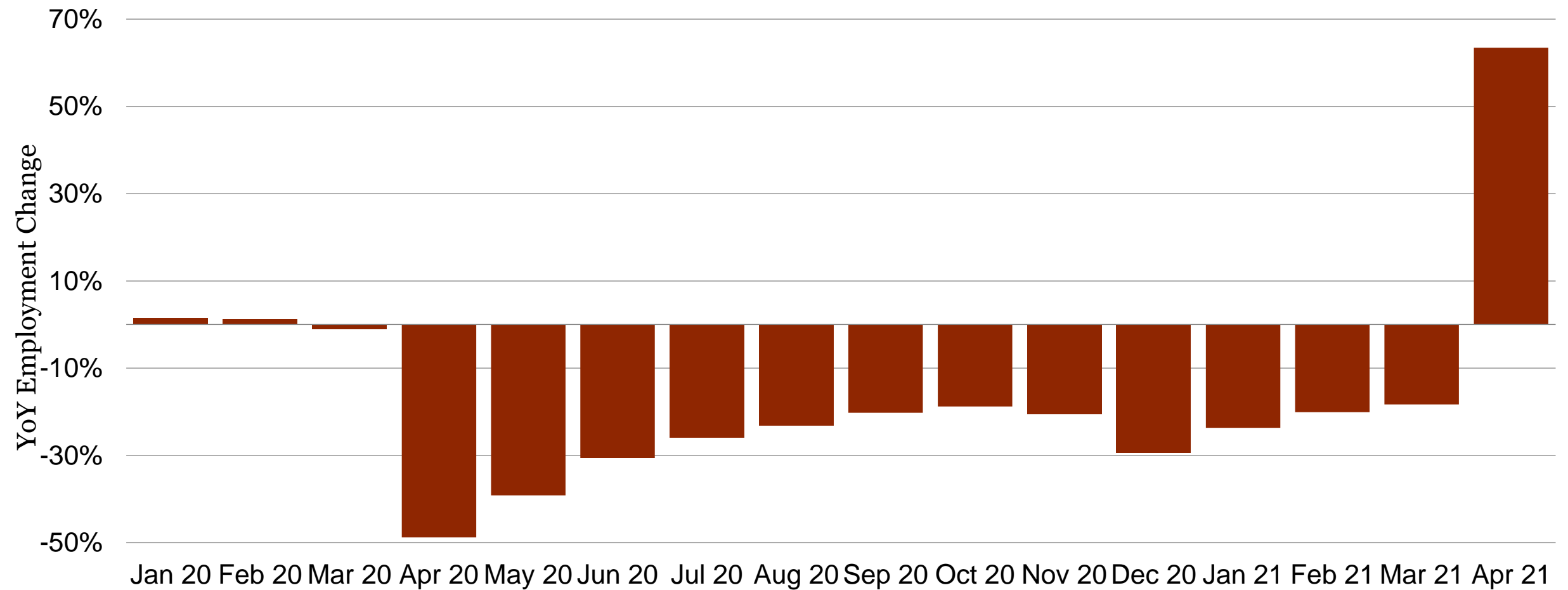


Telework Due to Pandemic



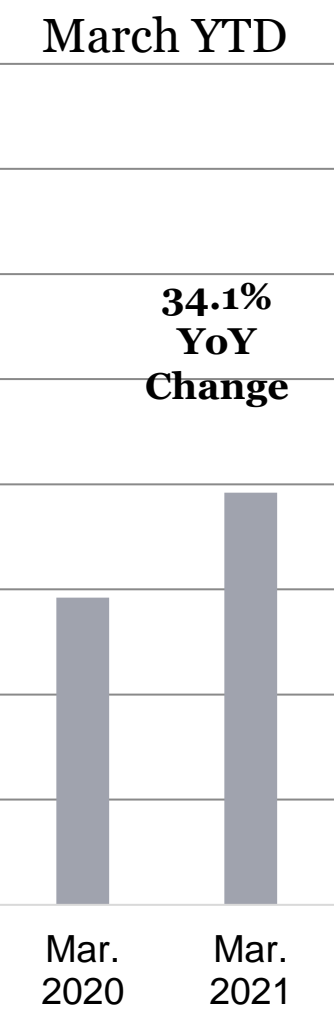
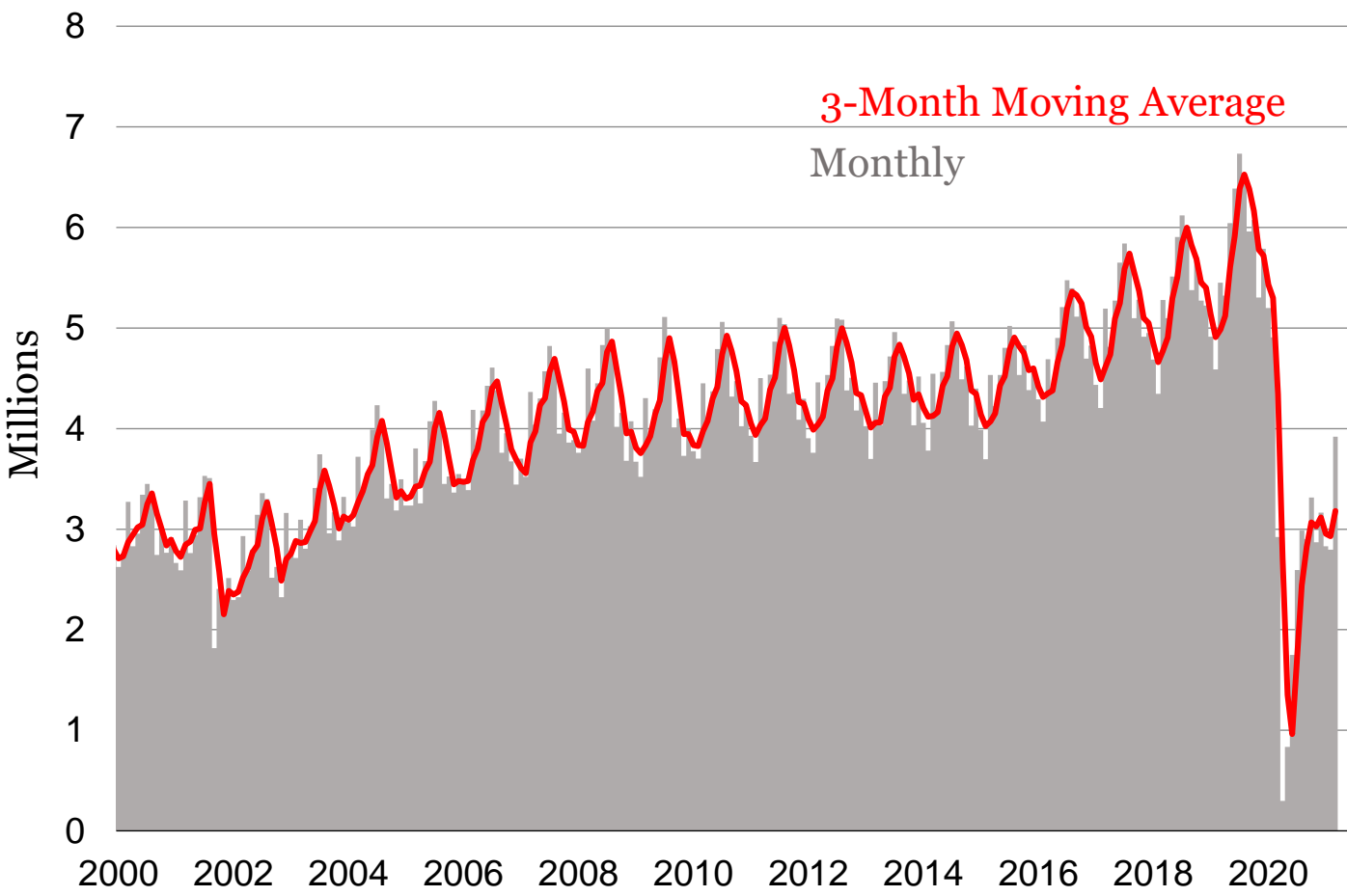
Leisure & Hospitality Employment

Year-Over-Year Percent Change in Leisure & Hospitality Employment

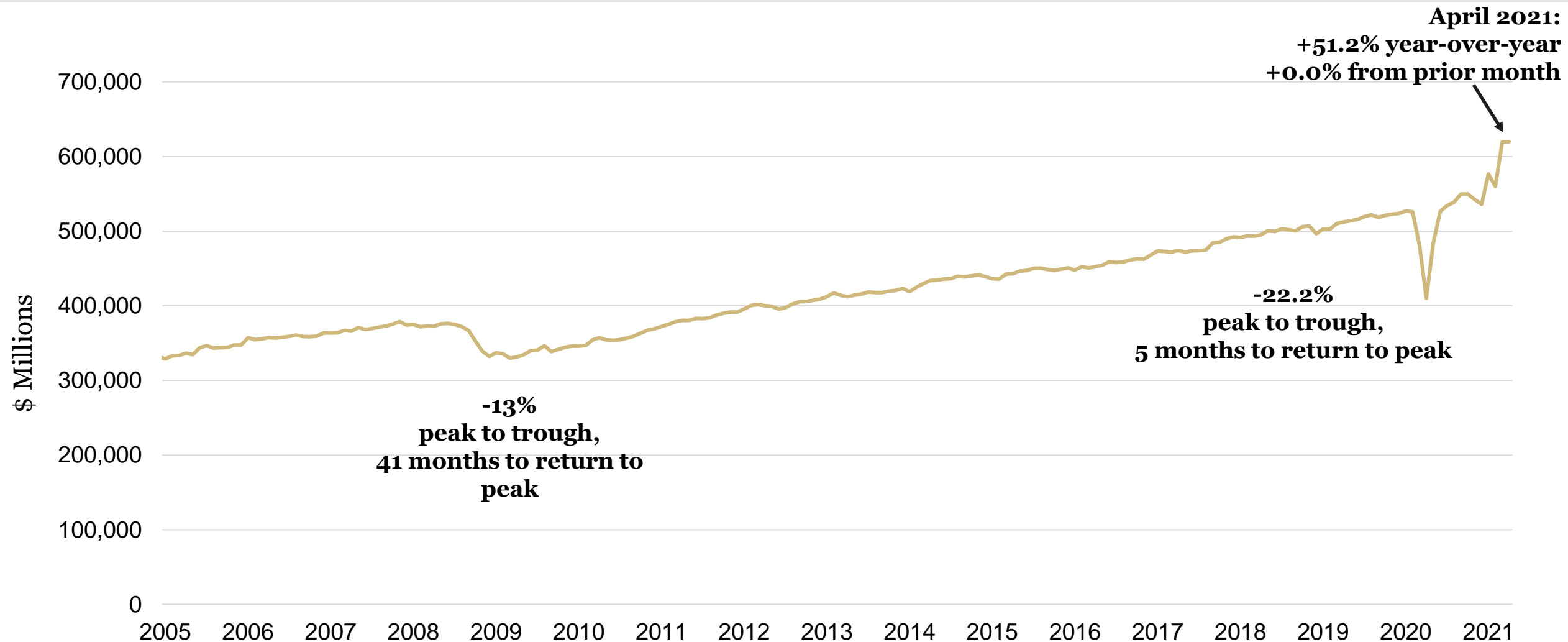


DIA Enplanements and Deplanements

2000-2020

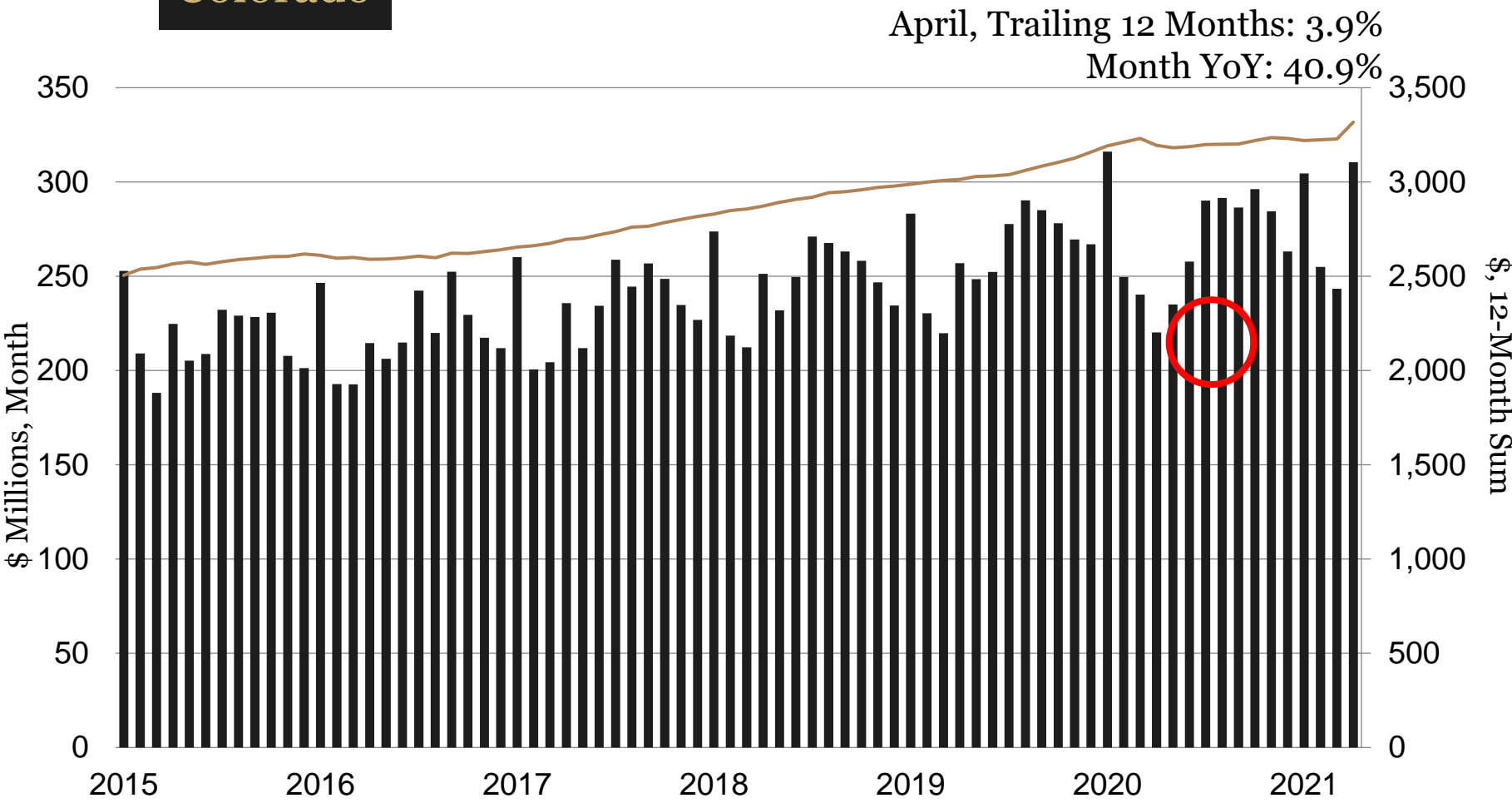


National Retail and Food Services Sales



Sales Tax Collections

Colorado



Feb. Year to Date Growth Figures

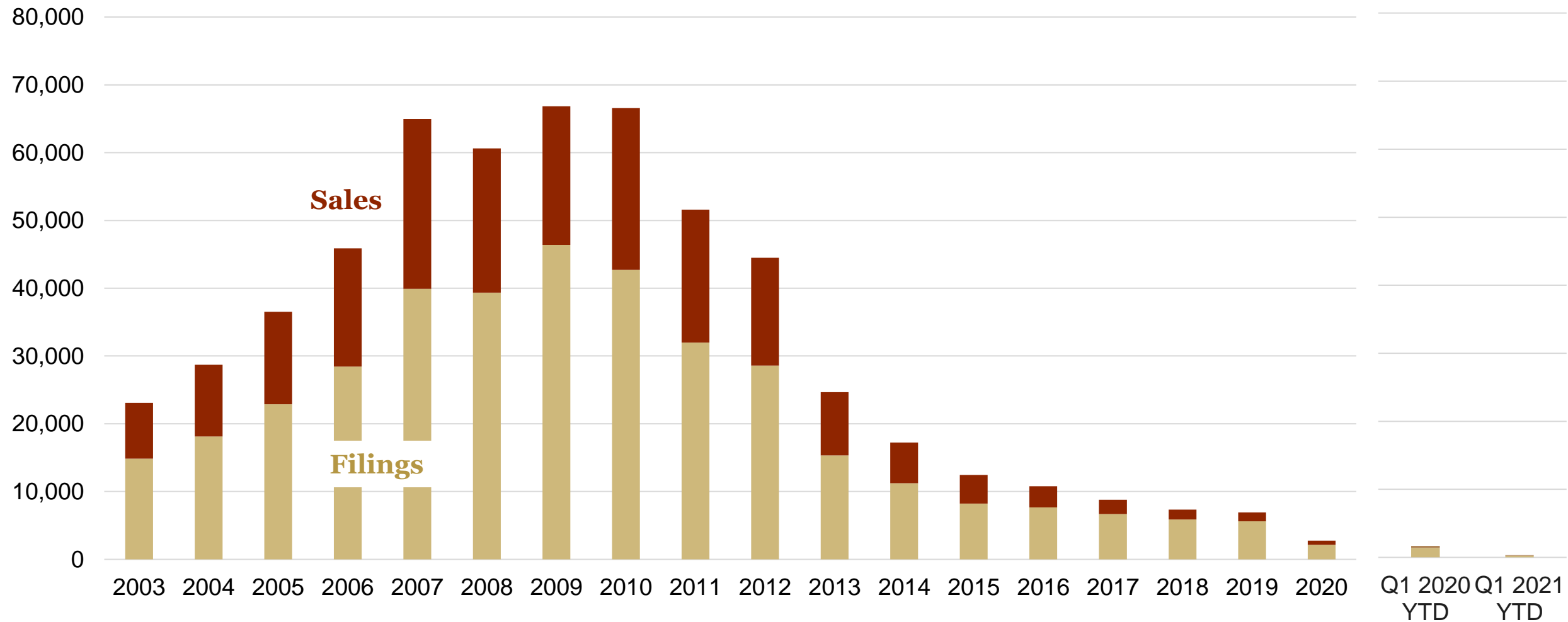
Denver Metro	-4.4%
City of Boulder	-14.7%
Louisville	-12.3%
Longmont	5.1%
Superior	36%
Lone Tree	-9.3%
Fort Collins	1%
Greeley	-14%
Thornton	9.5%
Grand Junction	4.4%
Colorado Springs	5.1%
Pueblo	3.2%
Colorado	0.5%

Indicators



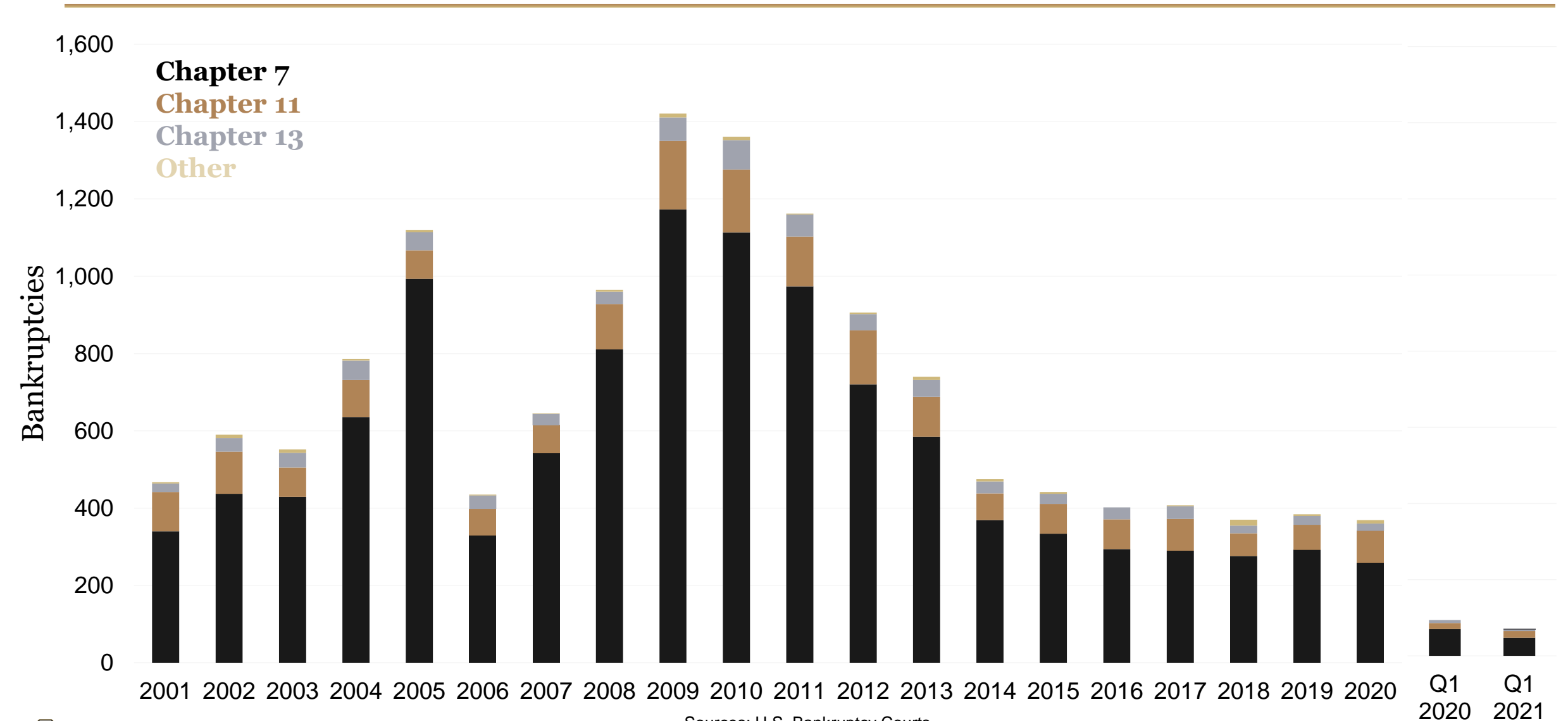
Photo by Riccardo Annandale on Unsplash.

Colorado Foreclosures

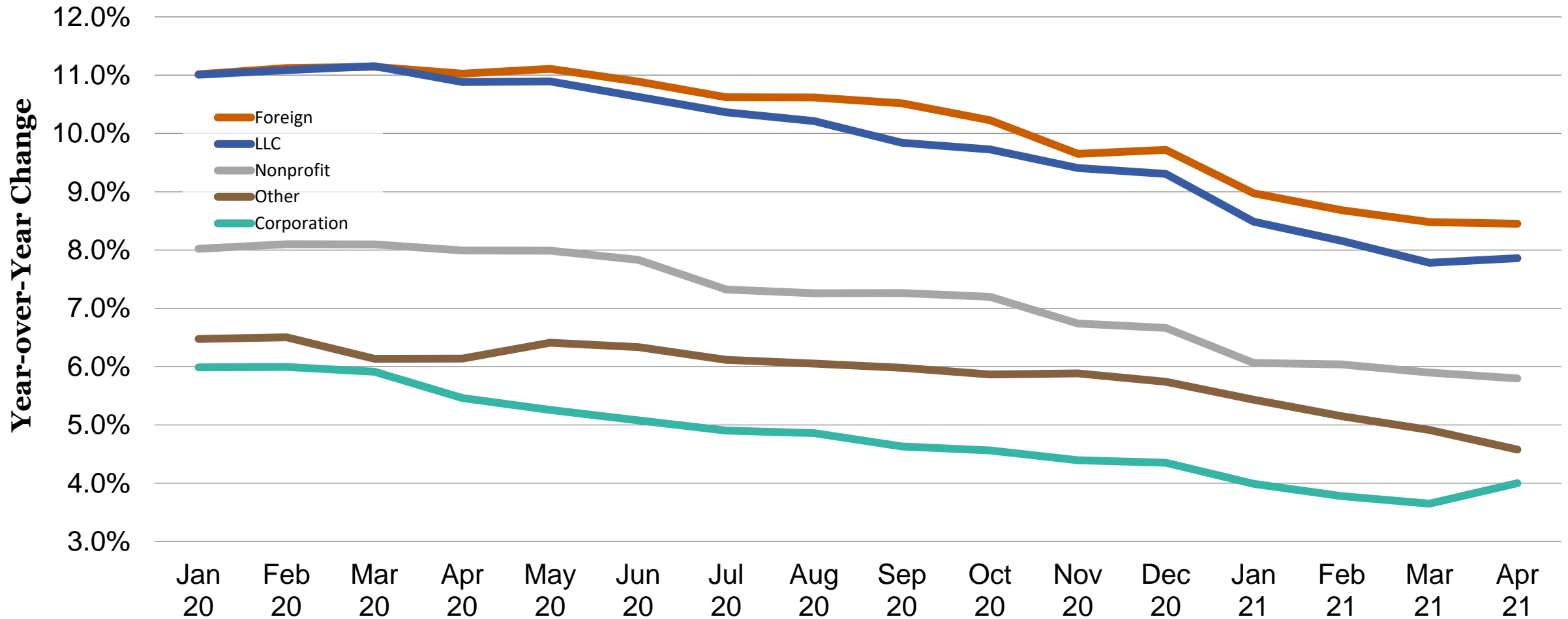


Source: Colorado Division of Housing

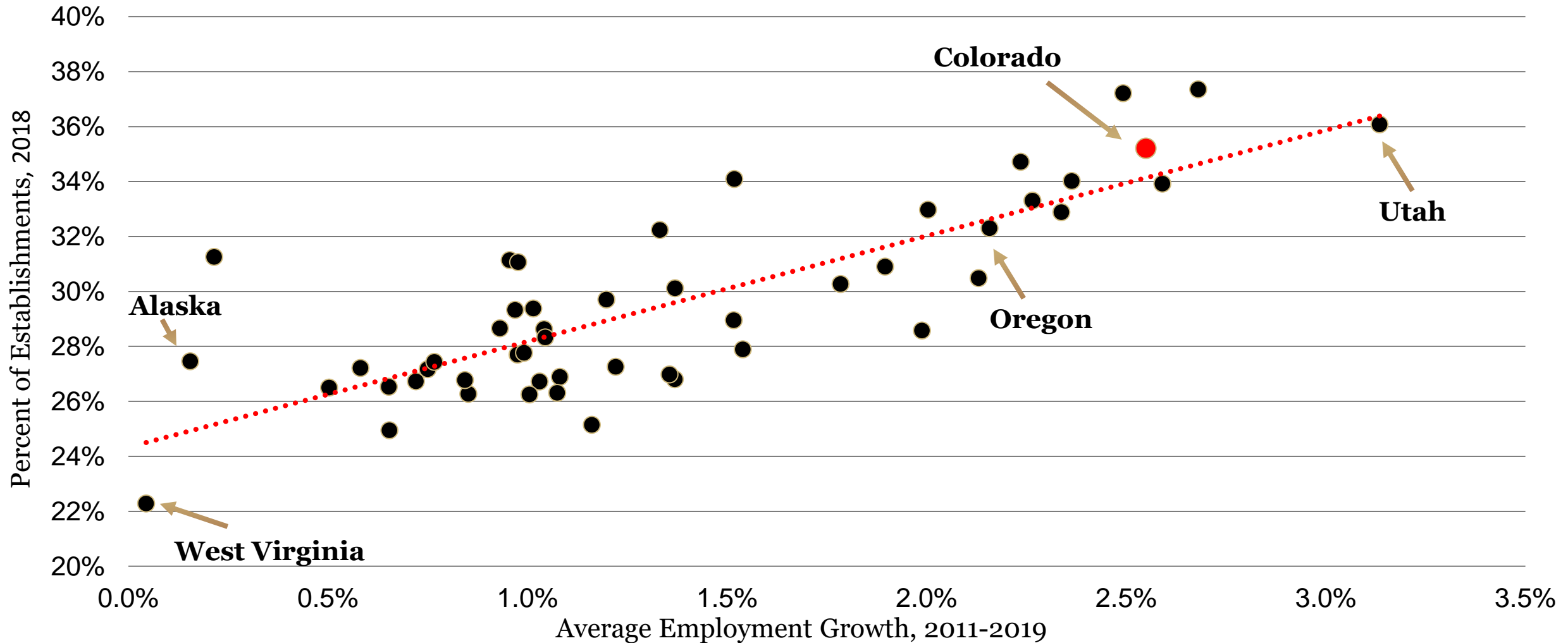
Colorado Bankruptcy Filings



Delinquent Entities

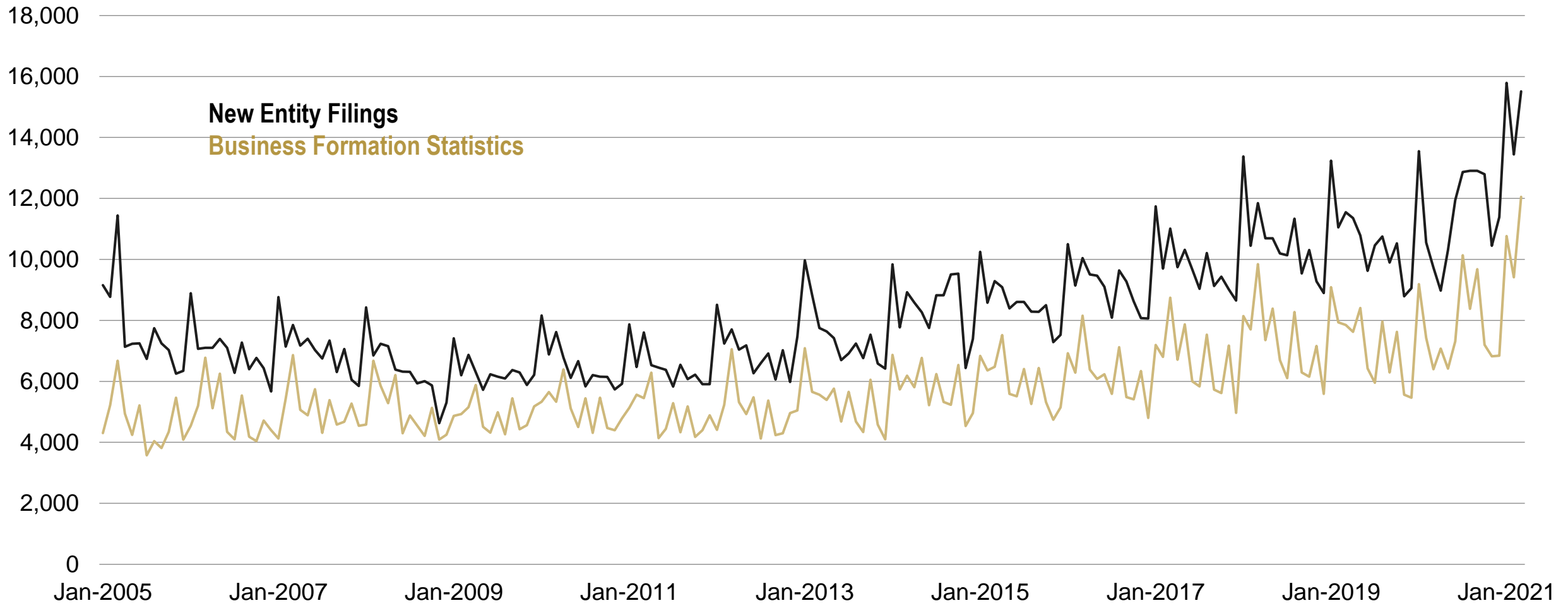


Young Businesses and Employment Growth

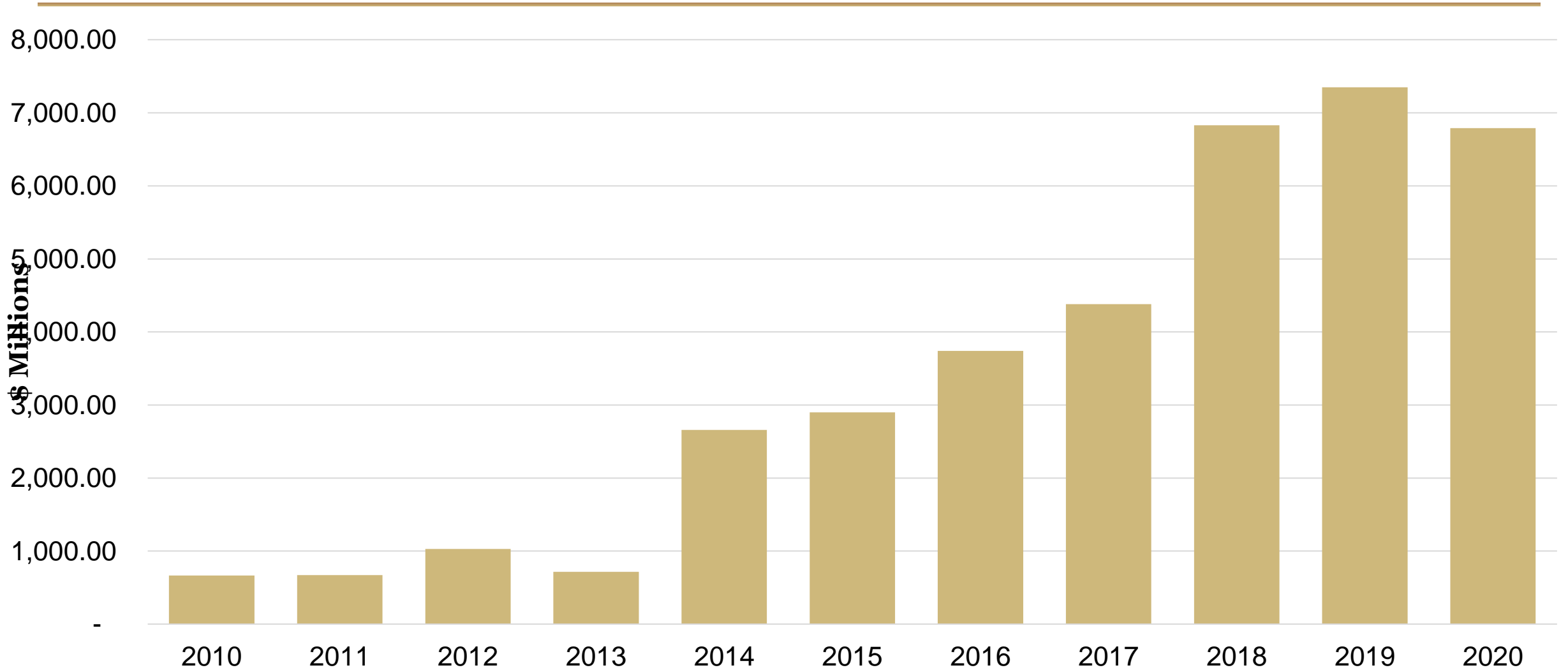


Business Formation Statistics and New Entity Filings

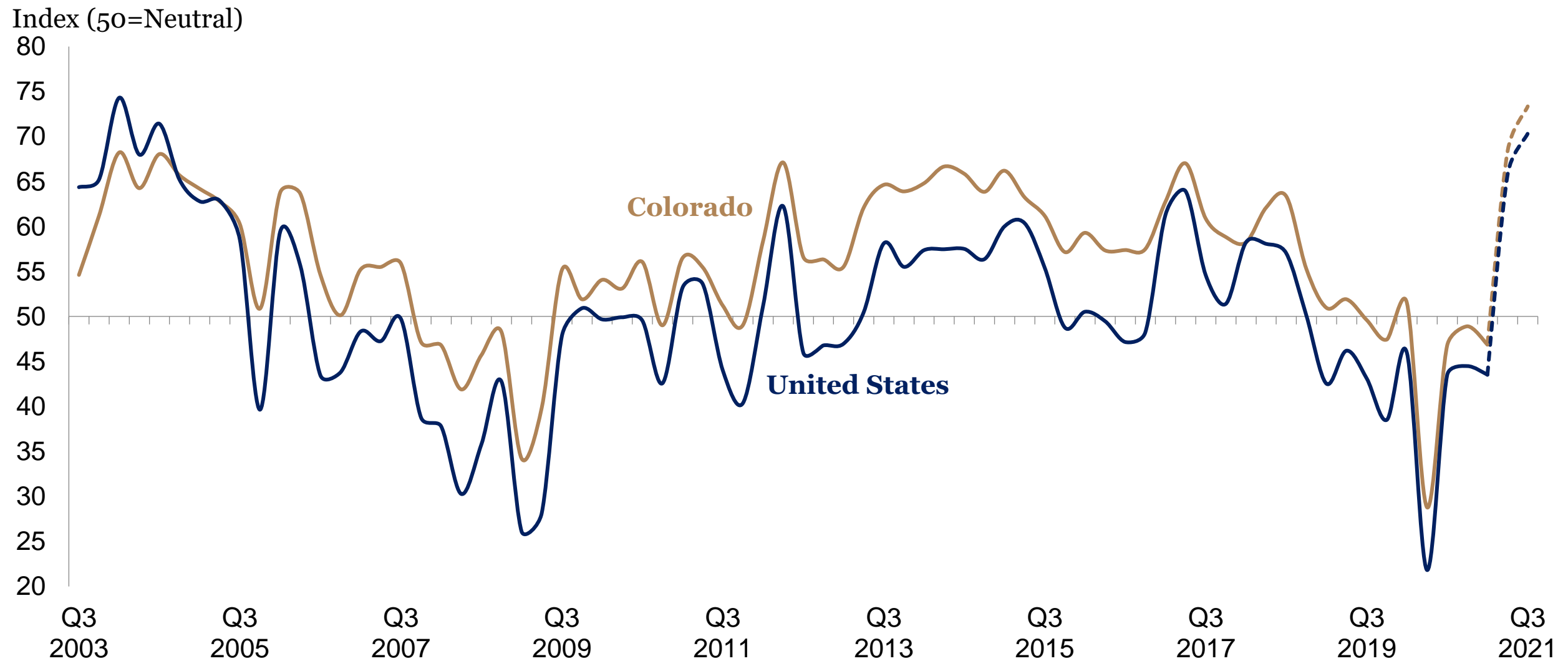
Colorado



Colorado Venture Capital



National and State Expectations



Q&A





Cybersecurity Risks & Response Strategies

June 9, 2021

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Learning Objective

Identify fundamentals of helping to protect your organization from ransomware and social engineering





Today's Presenter

RJ Stallkamp, OSCP
CLA (CliftonLarsonAllen LLP)

- “Professional Student”
- Self Taught Hacker
- Social Engineering Specialist

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Current State of Cybercrime

What are the bad guys up to?

Where are the breaches coming from?

Sun Zhu - The Art of War – “Know Thy Enemy”

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Current State of Cybercrime

- Hackers have monetized their activity
 - Theft of personally identifiable information (PII)
 - Payment fraud
 - Ransomware
- Most attacks are carried out by organized crime



Organized Crime

- Hacking is run like a business where people specialize in different areas
 - Writing malware
 - Renting botnets
 - Stealing data
 - Selling data
 - (collect data from various sources/BIG DATA)
 - Etc.
- Most attacks are completely automated



Theft of PII

- All this information has value
 - Submit fraudulent tax returns
 - Submit fraudulent insurance claims
 - Set up fraudulent identities for credit
 - Purchase items with stolen credit card information
 - Use emails for phishing campaigns
- Attackers buy and sell data on cyber black market
 - Similar to amazon.com for stolen information



Marketplace for Stolen Credit Cards

Didn't find the bin you were looking for? Need more dumps of particular bin? Try our partner's shop - [Bulk Orders - Low Prices!](#)

Clear

Search

<input type="checkbox"/>	Bin	Card	Debit/Credit	Mark	Expires	Track 1	Code	Country	Bank	Base	Price	Cart
<input type="checkbox"/>	371736	 AMEX	CREDIT		07/15	Yes	110	 United States, 23456, Virginia Beach, VA	BANK OF AMERICA	American Sanctions 14 	30\$	<input data-bbox="1632 398 1690 431" type="button" value="+"/>
<input type="checkbox"/>	371555	 AMEX	CREDIT		09/16	Yes	101	 United States, 80123, Littleton, CO	BANK OF AMERICA	American Sanctions 14 	30\$	<input data-bbox="1632 475 1690 507" type="button" value="+"/>
<input type="checkbox"/>	371736	 AMEX	CREDIT		03/17	Yes	101	 United States, 60540, Naperville, IL	BANK OF AMERICA	American Sanctions 14 	30\$	<input data-bbox="1632 540 1690 573" type="button" value="+"/>
<input type="checkbox"/>	371564	 AMEX	CREDIT		05/15	Yes	110	 United States, 77081, Houston, TX	BANK OF AMERICA	American Sanctions 14 	30\$	<input data-bbox="1632 606 1690 638" type="button" value="+"/>
<input type="checkbox"/>	371554	 AMEX	CREDIT		04/17	Yes	101	 United States, 37027, Brentwood, TN	BANK OF AMERICA	American Sanctions 14 	30\$	<input data-bbox="1632 660 1690 693" type="button" value="+"/>
<input type="checkbox"/>	371242	 AMEX	CREDIT	GREEN	06/17	Yes	101	 United States, 98512, Olympia, WA	AMERICAN EXPRESS COMPANY	American Sanctions 14 	30\$	<input data-bbox="1632 726 1690 758" type="button" value="+"/>
<input type="checkbox"/>	371570	 AMEX	CREDIT		10/16	Yes	101	 United States, 97123, Hillsboro, OR	BANK OF AMERICA	American Sanctions 14 	30\$	<input data-bbox="1632 802 1690 835" type="button" value="+"/>
<input type="checkbox"/>	371381	 AMEX	CREDIT		10/16	Yes	201	 United States, 30328, Atlanta, GA	CITIBANK <small>Dump or cc of this cardholder's bank (BIN)</small>	American Sanctions 14 	24\$	<input data-bbox="1632 868 1690 900" type="button" value="+"/>



Ransomware



- Cryptolocker, Locky, WannaCry, etc.
- Encrypts all data, holds in “ransom” for \$\$
 - Data on local machine and on network
- Can affect non-Windows OS (e.g., Mac)



Ransomware

(Two years ago)

Jackson County government gives in to hackers and pays \$400,000

Paying up is cheaper than the alternative

By [Isaiah Mayersen](#) on March 10, 2019, 11:27 AM | [20 comments](#)



Recap: A little over a week ago government computer systems in Jackson County, Georgia were hit with one of the most sophisticated ransomware attacks attempted in the US. After a week with their entire computer and internet network down, they've decided to cough up \$400,000 to regain control of their systems and to retrieve stolen files.

Employees first noticed that government computers, websites and even email addresses had stopped functioning sometime on March 1. While fortunately 911 emergency calls were still operational, every internet connected device was inoperable and it is possible that the hackers were able to steal police and county records, too.

"Everything we have is down," Sherriff Janis Mangum told [StateScoop](#). "[But] we've continued to function. It's just more difficult."



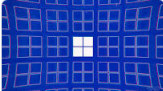
Ransomware (More Recently...)

<https://www.google.com/search?ei=buDzXKGrJJClisQXbo5qICA&q=microsoft+rdp+vulnerability+2019>


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CVE-2019-0708 - Microsoft Security Updates
<https://portal.msrc.microsoft.com/en-US/security-guidance/advisory/CVE-2019-0708>
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Customer guidance for CVE-2019-0708 | Remote Desktop Services ...
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May 23, 2019 - Microsoft is aware that some customers are running versions of Windows that no longer receive mainstream support. That means those customers will not have received any security updates to protect their systems from CVE-2019-0708, which is a critical remote code execution ...


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Ransomware - Security News - Trend Micro USA

<https://www.trendmicro.com/vinfo/us/security/news/ransomware>

GandCrab Ransomware Found Targeting MySQL Databases. May 27, 2019. Security researchers saw a spate of attacks targeting Windows servers running ...

Surge of MegaCortex ransomware attacks detected | ZDNet

<https://www.zdnet.com/.../sudden-surge-of-megacortex-ransomware-infections-detected...>

May 6, 2019 - Vitali Kremez (@VK_Intel) May 4, 2019. This is a new approach compared to past "targeted ransomware attacks" that either relied on:

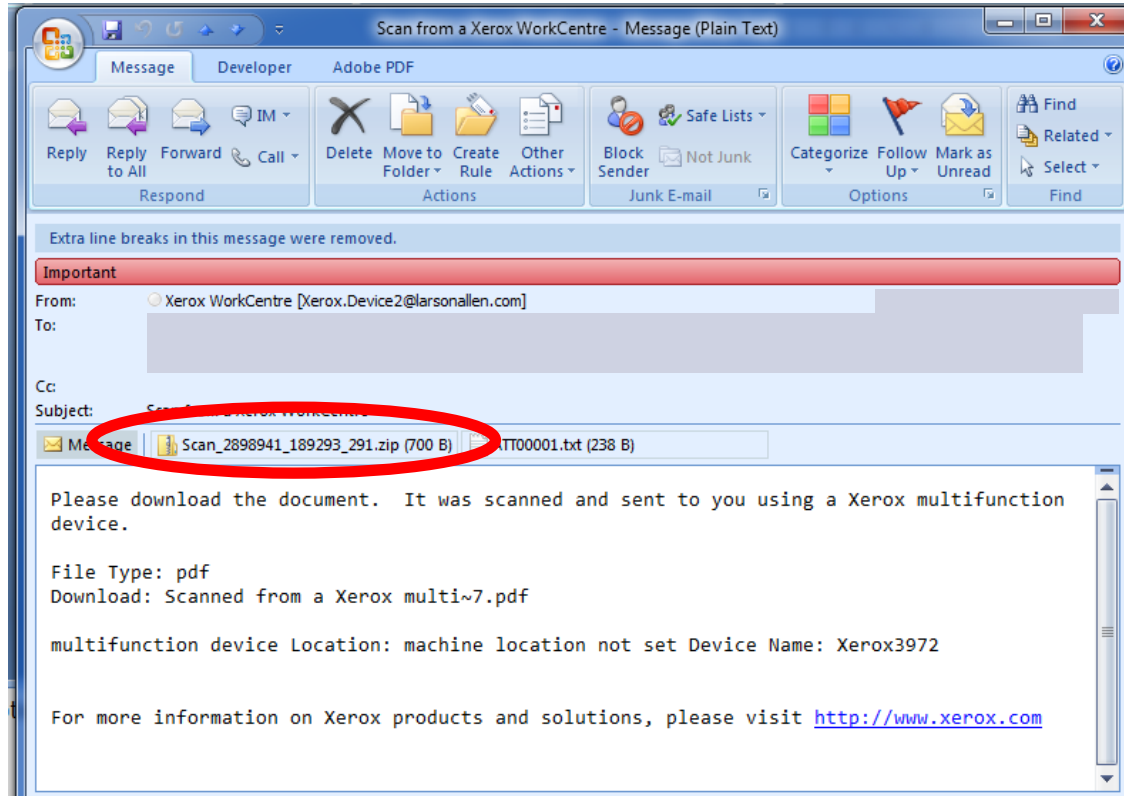
Hackers Are Holding Baltimore Hostage: How They Struck and What's ...

<https://www.nytimes.com/2019/05/22/us/baltimore-ransomware.html>

May 22, 2019 - After it was hit by a ransomware attack, Baltimore immediately ... May 22, 2019 But ransomware attacks have been carried out much more ...



Ransomware





Defensive Strategies to Minimize and Mitigate the Risk of Breaches

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Don't be DUPED

- Deploy Multi-Factor Authentication (MFA)
- Update your software regularly
- Passwords – At least 14 characters
- Encryption
- Don't click on things you shouldn't



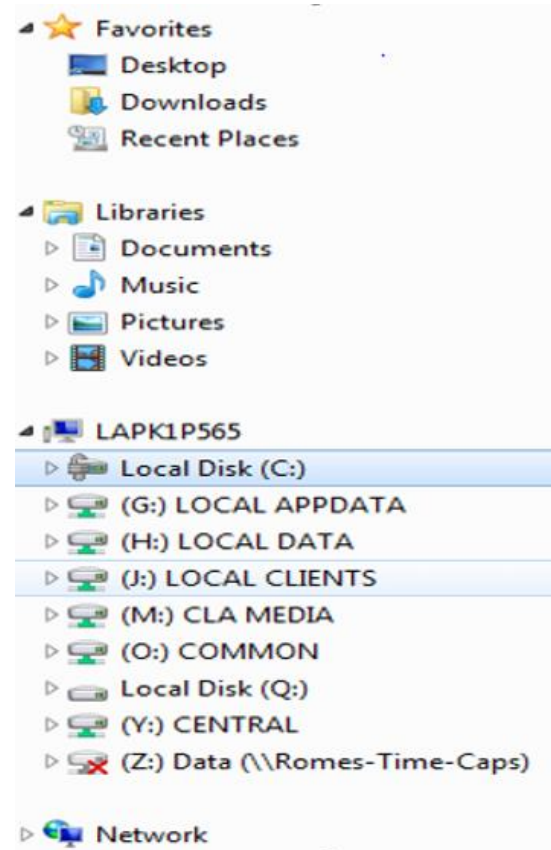
Ransomware Defensive Strategies

- Minimized user access (NO local admin rights)
- Software configurations
- Software restriction policies
- Applocker/EMET



Ransomware Defensive Strategies

- Current operating systems
 - Windows XP?
 - Windows 2003 server?
- Patched vulnerabilities
- Working backups are critical...



Strategies

Our information security strategy should have the following objectives:

- Assume breach mentality
- Defense in-depth – protect the crown jewels
- Users that are aware and savvy
- Networks that are hardened and resistant to malware and attacks
- Resilience capabilities: monitoring, incident response, testing, and validation
- All of the above is supported by regular/periodic risk assessment





Assume Breach

It is not a matter of IF...

It is a matter of WHEN...

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Assume Breach Approach

“Assume breach” limits the trust placed in applications, services, identities, and networks by treating them all, both internal and external, as not secure and possibly already compromised.



Old Model – Prevent Breach

- Focused on preventing a breach
 - Build the walls higher/thicker
- Money went towards perimeter controls
 - “Next-gen” firewalls
 - Intrusion detection and prevention
 - Antivirus/antimalware software



Approach Comparison

Prevent Breach

- Firewall / Perimeter
- Static Defense
- “Set and Forget”
- Code Review
- Antivirus
- Threat Modeling

Assume Breach

- Constant Monitoring
- Logical Defense
- Awareness
- Testing
- Continual Improvement
- Red Team Simulation



Security Evolution

- Preventing breaches is critical, but does not adequately address modern threats
- Traditional controls are still necessary
- Practices must be continually tested and augmented to effectively address modern adversaries such as APTs, cyber criminals, etc.



Security Evolution

- Prepare for an “inevitable” breach
- Build and maintain robust, repeatable, and thoroughly tested security response procedures (playbook)
- Understand what normal looks like and constantly monitor for presence of abnormal



Fire Department/Team Paradigm

**We do not expect firefighters to
learn how to fight a fire when we call them!**

**We should NOT expect our IT staff to
handle incidents without training or proper tools.**

Concepts

- Specialized gear
- Specialized training
- Tools are tested
- Simple repeatable tasks
- Fast response is expected
- Communicate effectively



Disaster Recovery & Business Continuity

- Inventory of assets and results of risk assessment are crucial
 - Hardware and software
 - Critical data elements (“the crown jewels”)
 - Critical business processes
- Business impact analysis with definition of recovery point objectives
 - Defines priority for restoration
- Disaster Recovery is periodically practiced
 - Need to make sure it works the way you expect



Questions?





Thank you!

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