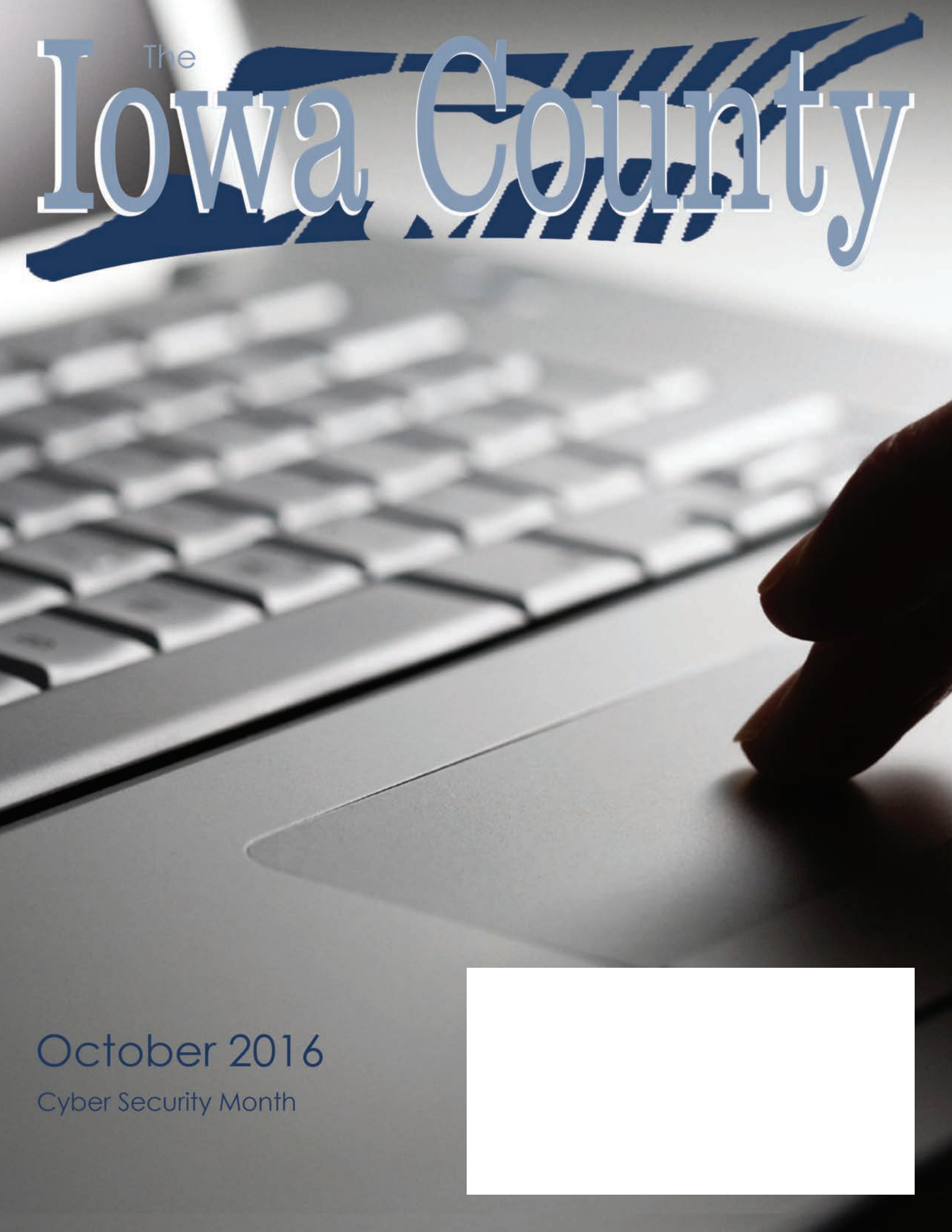
The Iowa County



October 2016

Cyber Security Month

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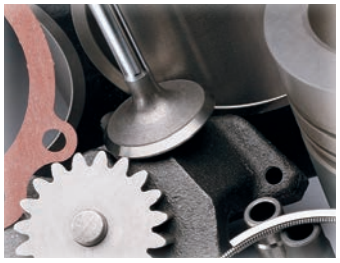

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The Iowa County

October 2016 * Volume 45, Number 10

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5500 Westown Parkway, Suite 190
West Des Moines, IA 50266
515.244.7181 FAX 515.244.6397
www.iowacounties.org
Rachel Bennett, EDITOR

Don't miss the Fall School insert!

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Iowa State Association of Counties

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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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*** The views and opinions expressed in articles authored by anyone other than ISAC staff are those of the authors and do not necessarily reflect the official policy or position of ISAC.*

Feature - Cyber Security Month

Jon Covalt
Network Administrator
jcovalt@iowacounties.org

General Security Tips

It seems like every day there is another piece of news about some large company or group getting hacked and passwords or even identities being lost. What you should take away from these stories is that your information security is in your hands, and you must do everything you can to keep yourself safe. The following are the fundamentals that everyone should follow to help avoid having your virtual identity compromised.

Strong Passwords: Your passwords are your first, and most often neglected defense against hackers. Strong passwords are extremely important to your security. Passwords should be a decent length (at least eight characters, but preferably upwards of 15), should not be easy to guess (not your name or birthday, and not standard words), and should contain multiple types of characters (upper case, lower-case, numbers and symbols). A good way to come up with a strong password is to think of a phrase you can remember (for example, "ISAC helps all 99 counties in Iowa, providing services they can use every day!") and taking the first letter of each word as a password. (In this example, the password might be Iha99ciI,pstcued!) If you feel comfortable doing so, you can also use a password manager, as many of these have password generators built in to help you create strong passwords, and then they can remember them for you (see goo.gl/XM3YTE for some examples of password managers). Finally, you should avoid using the same password for multiple sites. This can compromise every one of those sites if a hacker gets the password to one of them.

Bad Emails: A lot of hackers are using emails that try to get you to give up your passwords, social security number, or other personal information. These are called phishing emails, and can look very real; they can even appear to come from IT staff or people you trust. A good rule to remember is that no company or person should ever request that you send personal information via email. Emails can be intercepted and read by others too easily. If you believe such a request might be legitimate, contact the source of the request directly, preferably in person or over the phone, and provide them the necessary information that way. Additionally, you should never click any links, or download any files in emails unless you both know the source of the email, and know that they are sending you those links. Emails can appear to come from someone you trust and still contain malicious content. This is one of the most common methods used for getting access to your computer or accounts.

Public Wi-Fi: Wireless Internet is a fantastic invention and provides many of us with access to email, websites, and more anywhere, every day. However, it can also be a hazard. If you need to use public wireless (any wireless network without a password requirement; for example, at a hotel or restaurant), you should be extremely careful. It is very easy for a hacker to hijack a public wireless signal and redirect your traffic. For example, let's say you connect to your hotel's public wi-fi and go to Facebook. You may see the standard Facebook login page, and put in your username and password; in reality, though, what you've just done is entered those credentials on a copy of the site running on someone else's laptop. When you put those credentials in, their machine saves them, then passes them on to the actual Facebook server and sends you to the legitimate site without you ever knowing they were intercepting your traffic. If you use the same password for other accounts, like your e-mail, they then have access to that as well, and may be able to use it to reset passwords linked to your email account. If possible, therefore, you should avoid using public wireless to access secure sites. Instead, try using secure wireless or even using a mobile device as a hotspot.

Site Logout: When you visit a site that requires a username and password, always make sure that you log out properly. If you're using browser tabs, just closing a tab is not enough. Most browsers maintain login sessions unless the entire browser is completely closed. If you remain logged in to a site, let's say your bank, and you visit another site, for example CNN, and that has been infected with malware, the second site might be able to use your session at the first. In this case, the malware can see your bank session, and can use the fact that you're already logged in to change your password. It will then pass your login name and new password to a third party, who can then access your bank account. This is why logging out of sites correctly is always important.

Continues on page 10.

Feature - Cyber Security Month

Hit at Home with Cryptolocker

If you don't recognize this word, you should get familiar with it. This is the name of the latest type of computer virus that is bringing county government and businesses around the world to a grinding halt. This virus is one of many types of so-called "Ransomware." These viruses live up to their name. They hold your files hostage and promise to release them if you pay the "Ransom." The problem is that even if you decide to pay the ransom it's no guarantee you'll get your files back.

In Iowa we've had minor and major outages due to Cryptolocker viruses at many counties during the last year. Fifteen counties have been affected, and we're still getting infections. The minor infections destroyed a single user's files, requiring that files be restored from backup. Major infections caused significant outages, with servers and applications being unavailable and a significant loss of data.

In some cases, a time delay before reporting the virus caused a loss of data. As more of our business processes become 100% dependent on computers, we all need to do our part to reduce the risk to our counties. There are many ways we can help reduce risk. Some of these ways are procedural, some are technical, and some are personnel related. Some have recurring costs, some have one time fixed costs, and some are free (like those mentioned by Jon).

On the procedural front, placing policies such as requiring individual user accounts (NOT SHARED ACCOUNTS), setting complex passwords with a required change every 90 days, limiting file .share and other access permissions to the lowest amount possible, giving standard non-administrative accounts, destroying hard drives to protect confidential data when computers are no longer in use, allowing only administrators to install software, and disabling user accounts promptly when staff is no longer employed are all important to follow.

On the technical front, your IT department is working diligently to enable as many free and low cost virus protection options as possible. IT staff have a multitude of choices for effective and cost conscience IT security solutions. These solutions can be hardware, software or a combination of the two. Some of these include anti-virus software, firewalls, Tripwire Appliance (free from the state of Iowa), and FireEye HX client (free from the state of Iowa).

On the personnel front we have SANS IT Security Training (free from the state of Iowa), KnowBe4 security training/phishing (paid), and on-site training provided by your local IT staff.

If your county doesn't have a full-time IT professional on staff, now is the time to do so. We live in a world where we rely on

Continues on page 10.

ICIT and OCIO

Iowa County Information Technology Organzation
Contact: Derek Olson, dolson@co.kossuth.ia.us

Office of the Chief Information Officer
Contact: Jeff Franklin, jeff.franklin@iowa.gov

The ICIT Information Security Committee and the OCIO Security Team meet regularly to discuss information security threats to the counties of Iowa, to help counties prepare for them, and to respond to incidents as they occur.

ICIT is the technology affiliate of ISAC and is available as a resource for all Iowa Counties. The OCIO security team is also an available resource for Iowa counties. Please feel free to contact them with any questions.

You can help reduce our risk!

Here are the top 10 things you can to do help keep us safe.

1. **Training:** Do take security training when it's provided.
2. **Hyperlinks:** Do check hyperlinks before you click on them. (Hover over the link and read where it will take you), see your IT person for more help. This is especially true for emails. Phishing emails are constantly being sent.
3. **Passwords:** Don't share your passwords.
4. **Removable Media:** Don't attach USB sticks or hard drives to your computer without IT staff approval.
5. **Lock Computers:** Don't leave your computer unlocked and walk away for lunch.
6. **Software:** Don't install software without asking your IT staff for help.
7. **Wireless:** Don't trust public and free wireless networks - they are probably hacked.
8. **Social Media:** Don't post private information on social media accounts.
9. **Internet:** Don't access questionable websites (free screensavers, toolbars, etc.).
10. **Ask for Help:** Do stop digging a hole. If your computer gets infected or starts acting funny (random pop-ups, requests to pay for software, etc.) ask for help right away. Your IT staff is there and happy to help.

Feature - Cyber Security Month

An Increasing Problem: Ransomware and HIPAA

Beth Manley
Compliance Officer
bmanley@iowacounties.org

Ransomware is an increasing problem in the healthcare industry and is becoming an increasing problem for Iowa counties and regions as well. You have probably heard about several ransomware attacks on large health care institutions in the news. Hollywood Presbyterian Medical Center in California paid a $17,000 ransom in bitcoin to a hacker this past February. Several other health care institutions have been hit this year, and although some have been able to recover system operations without paying the ransom, ransomware can make it impossible to continue normal operations. A health care institution cannot continue to care for patients if patient files are locked down. The good news is, there are ways to prevent ransomware from infecting your systems.

Recently, the Health and Human Services (HHS) Office for Civil Rights (OCR) released guidance on ransomware. The guidance explains what ransomware is, how to prevent ransomware, how to detect if your system is infected with ransomware, what to do if your system is infected with ransomware, and whether a ransomware infection constitutes a Health Insurance Portability and Accountability Act (HIPAA) breach. You can find the guidance using the following link: http://www.hhs.gov/sites/default/files/RansomwareFactSheet.pdf.

Definition of Ransomware

"Ransomware is a type of malware…its defining characteristic is that it attempts to deny access to a user's data, usually by encrypting the data with a key known only to the hacker who deployed the malware, until a ransom is paid." A hacker will usually demand the ransom be paid in a type of cryptocurrency, such as Bitcoin, because cryptocurrency is hard to trace. Ransomware is not limited to encrypting data, it can also destroy or exfiltrate data.

Preventing Ransomware

In addition to what was discussed in previous articles, being HIPAA compliant can help prevent a successful ransomware attack from occurring. The HIPAA Security Rule contains a series of administrative, technical, and physical security procedures to assure the confidentiality, integrity, and availability of electronic protected health information (ePHI). Being compliant with the Security Rule could prevent ransomware from infecting your system or a HIPAA breach of ePHI from occurring. The first administrative safeguard is to conduct a risk assessment. The requirement is to "[c]onduct an accurate and thorough assessment of the potential risks and vulnerabilities to the confidentiality, integrity, and availability of electronic protected health information held by the covered entity or business associate." 45 C.F.R. § 164.308(a)(ii)(A). Second, risk management should be performed by implementing "security measures sufficient to reduce risks and vulnerabilities to a reasonable and appropriate level[.]"45 C.F.R. § 164.308(a)(ii)(B). Covered entities should implement security measures that can prevent ransomware from infecting a system containing ePHI as a result of the risk analysis and risk management requirements.

Detecting Ransomware

Usually, users are alerted that their systems have been infiltrated by ransomware when they find out their data is encrypted and have been asked to pay a ransom in order to unencrypt the data. There are ways to detect a ransomware attack before an entire system is infected by ransomware. Those indicators include:

- a user's realization that a link that was clicked on, a file attachment opened, or a website visited may have been malicious in nature;
- an increase in activity in the central processing unit (CPU) of a computer and disk activity for no apparent reason (due to the ransomware searching for, encrypting and removing data files);
- an inability to access certain files as the ransomware encrypts, deletes and re-names and/or relocates data; and
- detection of suspicious network communications between the ransomware and the attackers' command and control server(s) (this would most likely be detected by IT personnel via an intrusion detection or similar solution).

Continues on next page.

Reacting to Ransomware

Ransomware on a covered entity's computer system is considered a security incident under the HIPAA Security Rule. A security incident is defined as "the attempted or successful unauthorized access, use, disclosure, modification, or destruction of information or interference with system operations in an information system." 45 C.F.R. § 164.304. All security incidents must be followed by a covered entity's security and incident response and reporting procedures. At a minimum, a covered entity should respond to suspected or known security incidents, mitigate the security incident, and document the security incident and outcome. 45 C.F.R. §164.308(a)(6). The next step would be to determine whether there was a breach of PHI.

Ransomware and HIPAA Breaches

A breach is defined as "the acquisition, access, use, or disclosure of PHI in a manner not permitted under the [HIPAA Privacy Rule] which compromises the security or privacy of the PHI." See 45 C.F.R. 164.402. According to the OCR guidance, "[w]hen electronic protected health information (ePHI) is encrypted as the result of a ransomware attack, a breach has occurred because the ePHI encrypted by the ransomware was acquired (i.e., unauthorized individuals have taken possession or control of the information), and thus is a "disclosure" not permitted under the HIPAA Privacy Rule." Does this still apply if the PHI was encrypted before the ransomware attack? The answer depends on a fact-specific determination. The answer depends if the PHI was unsecured at the time of the ransomware attack. Here is an example OCR gave in their guidance:

> A full disk encryption solution may render the data on a computer system's hard drive unreadable, unusable and indecipherable to unauthorized persons while the computer system (such as a laptop) is powered down. Once the computer system is powered on and the operating system is loaded; however, many full disk encryption solutions will transparently decrypt and encrypt files accessed by the user.
>
> For example, if a laptop encrypted with a full disk encryption solution in a manner consistent with HHS guidance is properly shut down and powered off and then lost or stolen, the data on the laptop would be unreadable, unusable and indecipherable to anyone other than the authenticated user. Because the PHI on the laptop is not "unsecured PHI," a covered entity or business associate need not perform a risk assessment to determine a low probability of compromise or provide breach notification.
>
> However, in contrast to the above example, if the laptop is powered on and in use by an authenticated user, who then performs an action (clicks on a link to a malicious website, opens an attachment from a phishing email, etc.) that infects the laptop with ransomware, there could be a breach of PHI. If full disk encryption is the only encryption solution in use to protect the PHI and if the ransomware accesses the file containing the PHI, the file containing the PHI will be transparently decrypted by the full disk encryption solution and access permitted with the same access levels granted to the user. Because the file containing the PHI was decrypted and thus "unsecured PHI" at the point in time that the ransomware accessed the file, an impermissible disclosure of PHI was made and a breach is presumed. Under the HIPAA Breach Notification Rule, notification in accordance with 45 CFR 164.404 is required unless the entity can demonstrate a low probability of compromise of the PHI based on the four factor risk assessment (see 45 C.F.R. 164.402(2)).

A breach of PHI is presumed and must be reported unless it can be demonstrated that there is a low probability that PHI was compromised after going through a risk assessment. Whenever there is a potential breach of PHI, a risk assessment should be conducted in compliance with 45 C.F.R. §164.402(2) to determine the probability that PHI was compromised. The risk assessment must contain at least the following factors:

- the nature and extent of the PHI involved, including the types of identifiers and the likelihood of re-identification;
- the unauthorized person who used the PHI or to whom the disclosure was made;
- whether the PHI was actually acquired or viewed; and
- the extent to which the risk to the PHI has been mitigated.

The risk assessment and decision must be documented. If it can't be demonstrated that there was a low probability that PHI was compromised, then breach notification procedures must be followed.

Conclusion

If your county or region computer system has been infected with ransomware, contact your county attorney and work with your IT department to determine whether there has been a breach of unsecured PHI and if notification is required. Feel free to contact me if you have questions throughout the process. I'd be happy to discuss any questions you have.

Feature - Cyber Security Month

Jeanine Scott
IT Manager
jscott@iowacounties.org

Email Encryption

Over the past several months our members have expressed a great deal of interest in email encryption. Specifically, what encryption is, whether it is necessary, and which email encryption software is recommended.

Anyone working with personally identifiable information (information regarding a citizen or employee, private financial information, or proprietary information) is strongly encouraged to consider the use of encrypted email in any or all of electronic correspondence. This includes all members of law enforcement, medical or mental health organizations, and governmental agencies. Check with your county attorney if you have any questions.

At its most basic level, encrypting an email means only the sender and the recipient have access to a 'secret key' required to send and open the email. No worries though – there's no need to create a secret key to send or decode encrypted messages, the software running in the background of your email program that does that for you.

Sending an email functions similarly to sending a letter via the US Postal Service. Your mailman takes your letter to the local post office, which transports it to the next post office and so on until it arrives at the intended destination. In the case of email, once it leaves your computer it makes many virtual stops at virtual post offices (servers) before reaching the recipient's computer. Before federal laws and sufficient security existed, stagecoaches were often robbed by masked bandits. These days the bandits are sitting behind computers all over the world attempting to rob email communication by intercepting it as it moves through the servers. Without using some type of encryption, your email is vulnerable, just as the US mail was vulnerable prior to the many laws and safeguards present today.

Googling "email encryption software" yields millions of results, but not all software offerings are created equal. It can be frustrating when entities utilize incompatible software packages, because each software has its own way of managing the process. This may mean your email is locked behind the sender's portal because you aren't using the same software. This leads to 'siloed' email across multiple portals and can be very difficult for the recipients to manage. In addition, many times the email 'disappears' after a few months leaving recipients without the ability to reference or document the information.

Regardless of the software used, email encryption will not prevent user error. If an email is accidentally sent to an unintended recipient the encryption software has no way of knowing this and will allow the recipient to unencrypt the email. If this happens you must report it to your security officer and instruct the recipient to delete the email immediately.

ISAC is in the process of carefully considering many major vendors of this software. The primary areas of research in making our selection include: the ability to block forwarding of encrypted emails; the ability to revoke permissions to an email after it is sent; the extensive utilization of the software in Iowa currently, which will contribute to an increasingly seamless experience between users; the ease of installation by both the recipient and sender; and price. We recommend working with your IT department or vendor to select a solution that best fits your entity. We would also be happy to share our research with you.

In conclusion, the purchase, installation, and proper usage of email encryption software should be a high priority for your county or region this fiscal year. If you have questions please reach out to your county's ICIT representative, CoSTAR representative, or me.

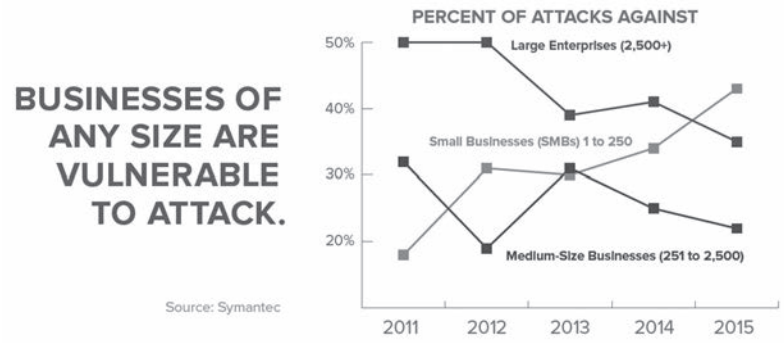
The Overwhelming Cyber Security Problem

Jessica Gurney
LightEdge Solutions, Inc.
jgurney@lightedge.com

According to The United States Department of Justice, cybercrime is one of the greatest threats facing our country and has enormous implications for our national security, economic prosperity and public safety.

While companies of all sizes across the globe are at serious risk of having their vital financial, employee and customer data hacked, small-to medium-sized businesses and government agencies are often targeted because their defenses aren't as strong as those of larger corporations. As cybercrime continues to grow at an increasingly dangerous rate (19% year-over-year), only 37% of organizations have a cyber incident response plan. Most companies have been found to severely underestimate the capabilities of these international cyber criminals in general, with an estimated only one of every 100 security compromises even detected. Last year alone, half a billion personal records were stolen.

Among respondents to the 2016 Global Economic Crime Survey, reputational damage was considered the most damaging impact of a cyber breach. Not only can a cyberattack cause irreparable harm to an organization's reputation, but the cost of a data breach in the United States could be staggering. According to a new report by Hewlett Packard and the U.S.-based Ponemon Institute of Cyber Crime, hacking attacks cost the average American firm $15.4 million per year, double the global average of $7.7 million.



Additional costs to your county include diminished employee productivity and business process failures. The next most expensive consequence is information loss at 35%, followed by revenue loss at 21%. This problem is compounded by the fact that 83% of organizations report difficulty finding people with the security skills they need.

The Plan of Attack

It's time for information security professionals to reassess priorities for the year ahead. There have been calls for deeper integration with core business activities for years, but there's a much greater imperative today with a need to do so on a more proactive basis. At the same time, there are opportunities to expand the use of existing technologies to achieve those goals. The evolving threat landscape is also requiring renewed thinking about how to use information security teams. There has to be a push to gain skills and offload the menial chores in order to recruit and retain key talent.

How to Assess your County

Are you concerned that your current security infrastructure may not accurately detect today's sophisticated attacks? Do you have the operational visibility to understand how applications are truly being utilized on your network? Is your current security solution able to sustain present day throughput demands despite increased traffic volume?

Gauge your current security, productivity and performance through vendor Cyber Threat Assessment Services. Tap into the expertise of security professionals to monitor key indicators within your network, and provide insight into your current security posture and network activity.

On top of this unparalleled visibility and ICIT Security Work Group partnership, your business can also take advantage of LightEdge's industry-leading compliance and certifications like ISO 20000 and SSAE 16 SOC 1 & 2 Type II.

The Security Solution

Once you've seen how your business stacks up, the next step is to implement a global, real-time solution to view emerging threats. This solution should integrate current and new security tools and use Big-Data analytics that combine and organize tens of millions of data points and deliver information that is not only consumable, but actionable. The solution also should provide a team of experts who will proactively assist in modifying and enhancing the organization's security profile.

For example, LightEdge Solutions is partnering with IBM to deliver a powerful security solution: the Virtual Security Operations Center (vSOC). Organizations benefit from its unified ecosystem that integrates best-in-class security solutions delivered through a single threat console. This solution provides comprehensive and centralized IT security intelligence.

Continues on next page.

Feature - General Security Tips

Continued from page 4.

Link Data: This final tip is perhaps the easiest to spot, but also the easiest to ignore. When following a link to a website, whether from an email, a search engine, or another site, be sure to check the link data. Most often, this can be easily done by hovering over any link you intend to visit. Many programs will then display a popup, either by your mouse cursor or at the bottom of the program window, with the full URL that link will go to. If a link's URL does not match where you expect, you should not follow it. For example, if you are sent an email with a link for a video, and the link just says ISAC Security Tips for End-Users but the link data shows that this goes to the site www.badhackers.org then you'll know that link is bad. Most of these links are not going to be quite so obvious, but you can usually tell when they are not going to the site they claim and avoid them.

I hope that these tips have been helpful, and keep yourself safe!

Feature - Cryptolocker

Continued from page 5.

computers and can't function without them. If you don't have adequate help with the technical and procedural challenges, you're putting your county at great risk. If you need assistance with general IT sudits, IT hiring/interviewing, or have general IT security questions please let an ICIT member know. We'd be more than happy to assist. The state of Iowa also provides some great, free resources for Iowa counties including:

- **Handouts:** Security awareness handouts and posters
- **Training:** Online and in-person security awareness training for general users and technical training for IT staff
- **Risk Assessment:** An in-person review of county practices to identify risk. After completion of the risk assessment organizations receive a report summary highlighting the most serious risks faced by the organization and recommendations for reducing risk.
- **Forensic Examinations:** Forensic examinations for state agencies and local government
- **Intrusion Detection System:** Intrusion Detection System (IDS) monitoring of network traffic for malicious activity such as malware, web exploits and callbacks. Organizations are notified of malicious activity associated with their network\users.
- **Vulnerability Management System:** An Enterprise Vulnerability Management System (EVMS) that scans networks for vulnerabilities in hardware, software and firmware. System owners are notified of vulnerabilities.
- **Malware Detection:** FireEye network\ host based monitoring\alerting for signs of malware

For more information please contact Alison Radl with OCIO at Alison.Radl@iowa.gov or contact an ICIT Security Committee member (Tony Kava, Pottawattamie County, Derek Olson, Kossuth County, Andrew De Haan, Marion County, Micah Van Maanen, Sioux County, Ryan Eaton, Jasper County, Joel Rohne, Worth County, Eric Guth, Winnebago County, Shawn Olson, Plymouth County.)

Feature - Cybersecurity Problem

Continued from page 9.

vSOCs deliver powerful security solutions to mid-tier businesses in highly regulated industries. Anyone with global service delivery requirements, and whose IT service delivery makes up their business model should consider deployment of vSOCs.

vSOCs are proactive solutions that enable policy changes, upgrades and intrusion protection. You can select security solutions tiers based on your organization's existing security profiles. The solution also gives organizations a much-needed and highly valuable 24/7/365 virtual security partner with global reach, visibility and expertise that's necessary to protect themselves.

For additional information on assessments, vSOCs or Cybersecurity solutions, please contact: Rich Bates at LightEdge Solutions - rbates@lightedge.com or 515.471.1210.

Capitol Comments

General Election Preview

Next month voters will go to the polls to select their choice for elective offices from the White House to the courthouse. That means it's time for our biennial General Election preview. I'm confident you may have seen and heard a thing or two about the presidential race, and by this point Congressional candidates have filled your mailbox and the evening commercials have almost completely switched from products to politics. For that reason we're going to focus just on the state legislative races with an overview of the partisan composition of each chamber, election outlook with a focus on competitive races, and of course our traditional emphasis on current and former county officials running.

Lucas Beenken
Public Policy Specialist
lbeenken@iowacounties.org

With control of the Governor's Office and the House of Representatives, 2016 marks the third election cycle the Republicans will attempt to win the majority in the Senate to complete the trifecta. Since 2011 the Democrats have held a slim 26-24 majority. Of the 25 seats up for grabs, Republican incumbents will defend 13 and Democratic incumbents will defend 11, with the lone non-incumbent race taking place in the heavily Democratic District 16 in Polk County. Of the 13 races with Republican incumbents, five will not have a Democratic opponent (two completely unopposed and three with third party or independent challengers). Interestingly, all five contests will feature former county officials. Former Sioux County Treasurer Randy Feenstra and former Mahaska County Supervisor Ken Rozenboom are both running unopposed. Former Crawford County Supervisor Mark Segebart is being challenged by a Libertarian Party candidate, former Wayne County Supervisor Amy Sinclair will face an independent candidate, and former Mills County Supervisor Don Brantz is running as a Libertarian against incumbent Senator Mark Costello. The final member on the Republican side of the unofficial "county caucus" (maybe this will catch on) is former Boone County Supervisor Jerry Behn who has a Democratic opponent as he vies for his sixth term in the Senate.

While the former county officials on the GOP side have a relatively easy path, the same cannot be said for the Democrats as two incumbents are defending in swing districts and a challenger is looking to pick up a seat. Marshall County Deputy Sheriff Steve Sodders and former Howard County Supervisor Mary Jo Wilhelm are each seeking a third term and both represent districts with more registered Republicans than Democrats. In what may be one of the very few opportunities for a Democratic gain, former Allamakee and Winneshiek Counties CPC Jan Heikes is challenging first-term Senator Michael Breitbach, who won by just 17 votes in 2012. Other Democratic incumbents likely to be targeted by the GOP in hopes of winning the majority are Senator Chris Brase (Muscatine), Senator Jeff Danielson (Blackhawk), Majority Leader Mike Gronstal (Pottawattamie), Senator Liz Mathis (Linn), and Senator Brian Schoenjahn (Fayette). Senator Janet Petersen (Polk) is the lone Senate Democrat running unopposed.

The House of Representatives will look at least a little different next session as 13 incumbents chose not to seek re-election. With nine of those districts currently represented by Republicans, the retirements could make a handful of open seats competitive where they probably wouldn't have been with an incumbent running. Despite this opportunity and a decent number of swing districts that are close every two years and could flip in the Presidential election cycle, the Democrats have a tough road back to the majority as Republicans currently control the House 57-43.

Republican incumbents will have no opposition in 14 races and one will face a Libertarian. Among the open seats, one Republican will face no opposition and another will face a Libertarian, with the remainder being contested between the two major parties. Two former county officials will try to keep open seats in the Republican column. Former Winneshiek County Supervisor Michael Bergan and former Jones County Supervisor Andy McKean will face opponents in swing districts.

Democratic incumbents will have no opposition in 20 races and two will face Libertarian candidates. Among those with no opponent are former Wapello County Auditor Mary Gaskill and former Lee County Supervisor Jerry Kearns. Other former county officials up for re-election are former Assistant Floyd County Attorney Todd Prichard and former Warren County Public Affairs Director Scott Ourth. Carroll County Deputy Sheriff Ken Myers is running against first-term Republican incumbent Brian Best.

Continues on next page.

Capitol Comments

Rounding out the county caucus on the House side are three incumbents that chose not to seek re-election: former Assistant Woodbury County Attorney Dave Dawson, former Winneshiek County Attorney Darrel Branhagen, and former Johnson County Supervisor Sally Stutsman.

From our view this election will be all about the mood and turnout of the voters. With Iowa being a consistently purple swing state in Presidential elections we can expect quite an effort from both nominees to secure our six electoral votes. There will also be competitive contests in the first and third Congressional districts and the U.S. Senate race has the potential to tighten up as well. The impact the upper ballot races has on the legislative elections will be interesting to watch. On the Senate side there are a handful of districts that will see a major push by the GOP in their effort to take the majority. On the House side the large number of retirements, swing districts, and strong slates of challengers on both sides could result in a completely different looking chamber. Only time will tell.

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ISAC's Fall School of Instruction

Veterans Memorial Community Choice Credit Union
Convention Center
730 3rd Street, Des Moines
November 30 - December 2, 2016

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Keynote Speaker Sponsor
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More information and registration at
www.iowacounties.org.

ISAC
Iowa State Association of Counties

Wednesday, November 30

9:00 am - 3:00 pm	ISAC Registration/Information Desk (Exhibit Hall/Grand Ballroom)
9:00 am - 10:00 am	Exhibitor Morning Refreshments (Exhibit Hall/Grand Ballroom)
10:00 am - 11:30 am	ISAC Educational Seminars (Meeting Room Level)
11:30 am - 12:30 pm	Exhibitor Lunch (Exhibit Hall/Grand Ballroom)
12:30 pm - 2:00 pm	ISAC Educational Seminars (Meeting Room Level)
2:00 pm - 3:00 pm	Exhibitor Social (Exhibit Hall/Grand Ballroom)
3:00 pm - 5:00 pm	ISAC General Session (Grand Ballroom Foyer)
5:30 pm - 7:30 pm	Hospitality Rooms (Des Moines Marriott Downtown)
7:30 pm - 10:00 pm	ISAC Education Foundation Trivia Night (Des Moines Marriott Downtown)

Exhibit Hall

Learn about new products and services and make valuable networking connections through the various events planned in the exhibit hall. Exhibitor contact information, location and more can be found in your conference app!

Wednesday, November 30

ALL DAY
Coffee available in the Schneider and Pictometry Coffee Lounge - booths 66 and 67.

9:00 am - 10:00 am
Exhibitor Morning Refreshments
- Assorted breakfast pastries and seasonal fruit

11:30 am - 12:30 pm
Exhibitor Box Lunch
- Choice of turkey or ham wrap, potato chips, apple or banana, chocolate chip cookie and assorted soda

2:00 pm - 3:00 pm
Exhibitor Social
- Ice cream sundaes with various toppings

Thursday, December 1

7:30 am - 12:30 pm
Coffee available in the Schneider and Pictometry Coffee Lounge - booths 66 and 67.

7:30 am - 8:30 am
Exhibitor Morning Refreshments
- Assorted breakfast pastries and seasonal fruit

11:00 am - 12:30 pm
Exhibitor Lunch Buffet and Vendor Drawing
- BBQ Lunch Buffet - garden salad, cole slaw, beef brisket, smoked pulled BBQ chicken, kettle chips, and corn bread

**Please email any special dietary needs to rbennett@iowacounties.org by 4:30 pm on Friday, November 11. After this date we can not guarantee meeting any special dietary needs.

Congratulations, ICAP!

Scratch Cupcakes will be served during the Exhibitor Lunch Buffet and Vendor Drawing to celebrate the 30th Anniversary of the Iowa Communities Assurance Pool. Please take a moment to thank them personally in exhibit booth 1.

ICAP is a generous supporter of ISAC and is reprsented by our exclusive Elite Preferred Vendor, County Risk Management Services, Inc. We endorse CRMS, Inc. and the programs that they represent - the Iowa Community Assurance Pool (ICAP) and the Iowa Municipalities Workers' Compensation Association (IMWCA). Please speak with ICAP and CRMS, Inc. representatives today about the services they provide. They do great work for counties!

Dance

The ever popular dance floor will be alive once again at the Fall School on Thursday night. Enjoy a night full of fun and music in the Iowa Ballroom E-H at the Des Moines Marriott Downtown! Beverages and light snacks will be served during this social event.

Family/Alumni Ticket

For only $50 a spouse, family member, or ISAC Alumni member can join conference attendees in the refreshments being offered during the conference. Meal tickets can be purchased online with registrations prior to the November 11 registration deadline or at the ISAC registration and information desk during the conference.

ISAC Education Foundation Trivia Night

brought to you by Election Systems & Software
Wednesday, November 30 - 7:30 pm - 10:30 pm, owa Ballroom A-D, Des Moines Marriott Downtown

This will be an excellent opportunity to not only support ISAC scholarships, but also to have a great time competing with and against your fellow county officials and exhibitors. Tables are available for purchase with all proceeds going to the ISAC Education Foundation that supports scholarships given to the children of Iowa county officials and employees. Registration includes refreshments and the opportunity to win door prizes and an $800 cash prize. Contact ISAC to register!

Thanks Trivia Sponsors!

Title Sponsor - Election Systems & Software

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Trivia Door Prize Sponsors
County Risk Management Services, Inc. representing ICAP and IMWCA
Delta Dental
IPAIT - Iowa Public Agency Investment Trust
ISAC

General Session and Keynote Speaker

Wednesday, November 30
3:00 pm - 5:00 pm
Exhibit Hall/Grand Ballroom Foyer

Legislative Priorities
The 2017 ISAC Legislative Priorities will be discussed and approved during this session. The priorities are available at the ISAC registration/information desk, on the conference app, and on the ISAC website. A vote to change the legislative process within the ISAC Articles will also occur.

Golden Eagle
An individual will be named the 2016 ISAC Golden Eagle and honored during the session. Golden Eagles are honored based on their service to ISAC, NACo and county government.

Excellence in Action Awards
The 2016 ISAC Excellence in Action awards will be given to deserving county employees and officials across the state for innovative county government programs, and projects.

CRMS, Inc. Keynote Speaker Michael Kutcher
From the moment of birth, Michael Kutcher has overcome challenges and conquered obstacles that most people never even catch a glimpse of. Born an unexpected and underweight twin, Michael faced the first of several life threatening circumstances before he took his first breath. Thanks to both outstanding medical care and his indomitable instinct to survive, Michael survived his first days and weeks, although not without lasting adverse effects. Due to irreversible neurological deficiencies, Michael was diagnosed with Cerebral Palsy before entering Kindergarten.

Michael's story is profound. He has lived the successes and reached life milestones that many didn't think he ever could. His experiences and perspective on Cerebral Palsy have led him to work directly with Reaching for the Stars, A Foundation of Hope for Children with Cerebral Palsy as an advocate and public speaker.

Michael's message is one of inspiration, hope, and appreciation. Having overcome unthinkable challenges against extraordinary odds, Michael is living proof that perseverance and unwavering positivity can surmount even the most seemingly impossible of obstacles.

2016 ISAC Fall School of Instruction

Thursday, December 1

7:30 am - 4:00 pm	ISAC Registration and Information Desk (Exhibit Hall/Grand Ballroom)
7:30 am - 8:30 am	Exhibitor Morning Refreshments (Exhibit Hall/Grand Ballroom)
8:30 am - 11:00 am	Affiliate Time (Meeting room level)
11:00 am - 12:30 pm	Exhibitor Lunch Buffet/Vendor Drawing (Exhibit Hall/Grand Ballroom)
12:30 pm	Exhibitor Tear Down
12:30 pm - 5:00 pm	Affiliate Time (Meeting room level)
6:30 pm - 8:30 pm	Hospitality Rooms (Des Moines Marriott Downtown)
8:30 pm - 11:00 pm	ISAC Dance (Des Moines Marriott Downtown)

Friday, December 2

7:30 am - 12:00 pm	ISAC Registration and Information Desk (Meeting room level)
7:30 am - 8:00 am	Morning Refreshments (Meeting room level)
8:00 am - 12:00 pm	Affiliate Time (Meeting room level)

Parking

Parking is available north of the Iowa Events Center with entrances off Third Ave, Fifth Ave and Crocker Street. These surface lots offer the closest and most convenient access to the facility and easy access to I-235. ADA Accessible parking is available by entering the lot south of Crocker Street, next to Community Choice Credit Union Convention Center. Cost is $8 per day.

Skywalk

Due to the construction of the new, 330-room Convention Center Hotel south of the Iowa Events Center, a portion of the skywalk between Watson Powell Jr. Way and the Iowa Events Center is closed. This will redirect skywalk traffic down to street level in order to access the Iowa Events Center from the south. Signage is available to help direct traffic to the Iowa Events Center. Skywalk map: http://iowaeventscenter.production.carbonhouse.com/assets/doc/Downtown-Des-Moines-Navigation-Map-425164ef91.pdf

You can also download the free Downtown Des Moines Skywalk Navigation App through iOS or Android. Search "SkyWalk DSM" to download.

Conference App

Download the ISAC Fall School App beginning Monday, November 14.

Search for 2016 ISAC Fall School on your Apple, Android or other mobile devices.

Seek out ISAC staff during the conference for help!

Social media-style platform - create a profile, friend colleagues, post to the news feed, share conference photos

Build your own agenda - including general conference and affiliate programming

Exhibitor information - contact information, booth location, interactive game with prizes

Speaker information - including the CRMS, Inc. Keynote Speaker Michael Kutcher

Refreshment and meal details, session feedback and surveys, daily conference updates and much more!

Shuttle Service

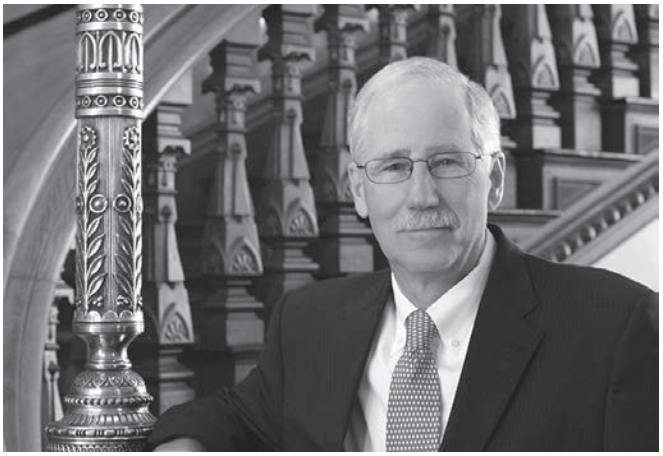
All ISAC conference hotels will provide complimentary shuttle service to/from the convention center. Please check in at the front desk for shuttle service. Conference hotels include: Des Moines Marriott Downtown, Embassy Suites Des Moines Downtown and Holiday Inn Downtown. ISAC will be providing shuttle service for the additional conference hotels which include: Residence Inn Des Moines Downtown and Hampton Inn & Suites Des Moines Downtown. This shuttle will be circling between these two hotels and the Convention Center during these times: Wednesday, November 30 from 7:30 am – 9:00 am and 5:00 pm – 11:00 pm and Thursday, December 1 from 7:30 am – 9:00 am and 4:30 pm – 11:30 pm.

ISAC Brief

Dear Members:

I am writing to invite you to attend the annual meeting of the members (the "Member Meeting") of the Iowa State Association of Counties (ISAC) during the General Session of 2016 Fall School of Instruction on Wednesday, November 30, 2016 at the Veteran's Memorial Community Choice Credit Union Convention Center in Des Moines, Iowa at 3:00 pm.

There are two important issues to be considered during the Member Meeting this year, and it will be an opportunity for you to vote on these issues:



Willliam R. Peterson
Executive Director
bpeterson@iowacounties.org

First, **Amend the Articles of Incorporation**. The ISAC Board of Directors passed a resolution recommending the amendment of our Articles of Incorporation to define Voting Members as "all elected officials of an Iowa county or the principal officer for county departments that are represented by an Affiliated Association." This change works in conjunction with changes to the ISAC Bylaws to adjust ISAC's legislative priority setting process to accommodate an August conference date beginning in 2017. The resolution, proposed changes to the Articles of Incorporation, proposed changes to the Bylaws, and a communication with a tentative sample timeline for how this process would work are available on our website.

The proposed changes to ISAC's Articles of Incorporation require approval of two-thirds of the votes cast by the members or a majority of the members' voting power that could be cast, whichever is less.

Second, **Approve the 2017 Legislative Package.** Additional information on this item will be provided to you closer to the Member Meeting.

Please do not hesitate to contact me regarding either of these issues.

Bill Peterson, Executive Director
Iowa State Association of Counties
bpeterson@iowacounties.org
Direct: 515.369.7009; Cell 515.240.1562

NACo News

County Leadership Institute

Jayson Vande Hoef
Osceola County Supervisor
jvandehoef@osceolacoia.org

Upon being informed that I had been selected to participate in the 2016 NACo County Leadership Institute (CLI) my thoughts and expectations concerning the program were wide ranging. I am a Supervisor in Osceola County in the final year of my first term. Holding this position has reinforced my desire to continually learn and grow, serve with honesty and integrity, and lead effectively. I was certain this was a rare opportunity for me and I hoped the experience would provide tools to better serve the people of my district and our county. My thoughts and expectations heading into CLI would never have prepared me for all that the program delivers.

It was an honor to participate in CLI with such a wide range of county officials from all over the country. The diversity, experience and wisdom of the group were evident from the beginning, but I could sense that I was not the only one apprehensive and unsure of what may lie ahead. CLI is designed to educate participants on adaptive leadership. Early in the course, the class was given the opportunity to share thoughts on leadership, and I could relate to and laugh with much of what was shared. I particularly enjoyed the view that "leadership should be about steering the ship, but unfortunately so much of the time is spent clubbing pirates off the deck." Pre-work had been assigned and prepared us a bit for the course but early on the first day we experienced the intensity that would accompany much of our time together. Facilitators quickly made us aware of the distinction between authority and leadership and how disarray can manifest itself in a variety of ways when authority doesn't show up as expected. Throughout the course, we were provided insights and tactics that have proven effective, and we were also given opportunities to practice and experience these approaches.

In preparation for CLI, each class member identified a leadership challenge they were experiencing. The desire of participants to help one another was evident, and it was clear that it was not done solely for personal benefit. Clearly, the focus was to improve the situation that was shared and to help a fellow class member. By focusing on issues identified by others, the subject wasn't weighing on us personally, so ideas and solutions could be offered without the pressure that often accompany difficult situations. In applying this approach we were encouraged to work it to our advantage in our own situations, an approach they referred to as 'a view from the balcony'. They likened it to removing yourself from the dance floor and taking in the different perspective that the balcony provides. This was only a starting point and one of the many ways CLI challenged each participant to assess their default leadership and problem solving styles. Often our styles have been effective but willingness, or better yet a decision, to open ourselves to other possibilities challenges us and potentially drives us to better results.

Beyond individual actions, CLI encouraged us as leaders to challenge those around us. A fear of loss is usually what makes us resistant to change and, generally, change is acceptable when it is viewed as good for us. Therefore frequently questioning what we, individually or corporately, should be doing is necessary and worthwhile. This question is often avoided because it can be uncomfortable, but temporary discomfort may be just what is needed to move us from where we are to what we are capable of being. True leadership will exhibit the courage necessary to address even the difficult conversations.

CLI also encourages the participants to be resources for one another. Opportunities were consistently presented for class members to offer and to receive advice and support from each other. Assigned coursework and projects were also structured to encourage follow-up with various individuals. The network created among the 2016 class, with their experience, knowledge and abilities will be of great benefit well into the future.

I am certain that what I've shared does not begin to do justice to the benefit one receives from NACo's County Leadership Institute. This course provided information and approaches that I am striving to implement effectively and use with consistency, and I am confident that doing so will be of benefit as I serve our county as Supervisor. You should talk to Bill Peterson if you have an interest in learning more and possibly attending CLI in the future.

Rural Matters

Rural Matters. And it's not about agriculture.
Rural is being ignored by policy makers. Fewer, larger farms are not contributing to population growth, nor is alternative energy, such as ethanol and wind. Wages are not equal to those in the metro areas.

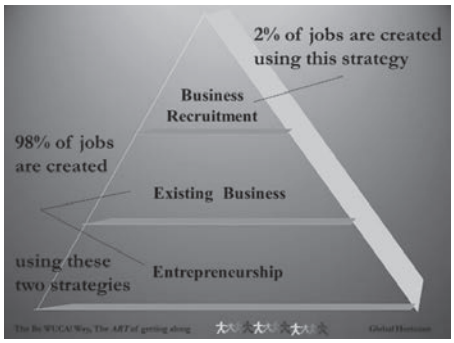
Kimberlee and Frank Spillers
Co-owners, Global Horizons, LLC

For the first time in the history of this country, rural counties have negative population growth, meaning more rural counties lost population than gained between 2010 and 2014. In many of these counties, this has been a trend for more than 100 years. Roughly 36% of Iowans live in rural areas, so why is this happening? Should rural communities give up? How can counties reverse the downward spiral?

Ask these questions at home. At your board of supervisors/city council/economic development team/school board meetings. At the coffee shop. Ask them to people who do not participate in anything.

- Are you talking about population decline? More importantly, what are you ***doing*** about it? About poverty rates?
- Is your county still doing economic development the same way as it has for the last 100 years? Is the county getting the results you want?
- How about attitudes? What is said of your county? What do ***you*** say about it? Your youth?
- Do you have an entrepreneurial *ecosystem* in place, not just a class in school?
- Are you discussing what is happening in your school district with the public? More student growth than can be handled? Whole-grade sharing, sharing sports, merger, *consolidation?*
- Are you constantly looking for new people to engage and participate?
- What's happening with your hospital? Are you birthing babies? What is its stability to stay open?
- How about housing? Are people just changing location or are new people coming to the area?
- What about income opportunities? Not everyone is cut out to work for someone else. Is your county supportive of people starting their own businesses and will your community support them? *Be sure to see the accompanying pyramid that paints the picture.*
- What is your county/***you*** doing to attract new people?

Depending on the answers for your county, it may be time to think about changing up your approach to community growth to attract newcomers and move that people needle UP.



This pyramid shows where new jobs are created, but the efforts of most economic development programs are geared to recruit "that" business to town so we can create "good" jobs. If we attract "that" business, it may be good for the county, but a loss for the community "that" business left. We've just shifted location, and perpetuated a win-lose game plan. Rural must work differently – together – to grow.

Forward-thinking metro areas support rural development because, as people move to "the city," the hollowing-out of surrounding communities will minimize potential employees in their current and future workforce pool. Young people have been moving to the metro areas for years, but with the decline in rural school populations, that source may dry up.

Healthcare impacted
Also affected by declining population, access to medical practitioners and facilities is crucial for Iowa's aging rural population. In addition to healthcare itself, in many counties, the healthcare system is a major employer.

Two summer articles from the National Conference of State legislatures, NCSL, brought sobering news for rural areas. The National Rural Health Association wanted to know where this trend of depopulation is heading. They teamed up with the Sheps Center for Health Services Research at the University of North Carolina and iVantage, a health analytics firm. The goal was to identify rural hospital closures when they happen, collect a snapshot of how many rural hospitals are struggling, and where they are located.

The research identifies 2,078 rural hospitals, of which, 1,284 are critical-access facilities. They found 210 were "most vulnerable," meaning they could potentially close tomorrow. Another 463 were simply labeled as "at risk," meaning they could close at any point in the next couple of years. Together, 52.4% of all rural critical-access hospitals in the U.S. are compromised.

Continues on next page.

Rural Matters

As more young people leave rural towns to go to work in the larger metro areas, we see the most vulnerable people, the elderly, being left without critical services where they live. Find the full article here http://www.governing.com/topics/health-human-services/gov-rural-hospitals-critical-condition.html.

Birthing Specialists
The second article is just as concerning for communities longing for young people starting families. Medical professionals like OB/GYNs and nurse mid-wives are in short supply across the country. If your county doesn't have specialists to deliver, are your general practitioners doing so? If travel is required for families to give birth, will the availability of a birthing facility impact their decision to live in your county? http://www.pewtrusts.org/en/research-and-analysis/blogs/stateline/2016/08/15/a-shortage-in-the-nations-maternal-health-care

So what is a county to do to keep going and growing?
These recommendations will move you ahead.

- Make sure you ***truly*** welcome and ***include*** *all* new people. Most communities want to grow, but don't want newcomers and their ideas, unless the new people think, look like, act, and believe like the community. *States with the greatest percentage of population gain have a higher percentage of people who were NOT born in that state than people who were.* Ask a newcomer – even someone who has lived in the community 20+ years - how they feel. You may be surprised at what you hear if their grandparents aren't buried in the cemetery.
- Much of rural Iowa has amazing telecommunications infrastructure, thanks to rural telephone company investments. New home-based businesses can move in. Companies can adopt telecommuting options, while communities and businesses create more family-friendly policies. Check with yours to see how to grow these options.
- Capture the transfer of wealth, using it to build and support new enterprises and business succession.
- Use social networking to build relationships with 30- to 49-year-olds who would love to live in safe communities and build a global business.
- Develop family-friendly policies are in every discussion. Early care and education must be considered "critical infrastructure" that requires community and business investment to attract families and support workforce needs.
- Teach communities, businesses, families, organizations the art of value-based dialogue to move contentious issues forward.
- Develop entrepreneurial ecosystems to create an entrepreneurial environment.
- Teach pertinent skills to 9 – 12th-grade students to connect school-to-workplace habits. Encourage students to see themselves as entrepreneurs who can build businesses in their home community.
- One of your best youth retention strategies is to work *very intentionally* with your students labeled "at-risk," as these young people have great, creative ideas to develop into solid businesses. They will likely attend community college, trade school, or jump right into your local workforce and lead your town serving on city council, school board. *Connect with them now to be good leaders.*
- Create strong relationships to change the culture and dynamics between communities that may have been damaged by athletic competition, county charter arguments, and/or school mergers.

If you look at these suggestions and say, "We are doing this," but are still losing population and your poverty rate is stable or rising, think again. The measures of improvement are a ***growing*** population, ***increased*** community engagement, a ***younger*** average age, and ***decreased*** poverty rates. You may have to work around the "good 'ol boys" clubs or maybe you are a part of one. Decades-old methods of attraction no longer work. If still using them, you're likely losing population, schools, hospitals, and youth.

No more silos! Area leadership ***must work together*** to grow. County boards of supervisors, hospitals, schools, city councils, chambers of commerce, economic development organizations, civic groups, community and private foundations – you know your community – will accomplish more, faster - when they work together. If there's a bold, new idea to try, do it!

How are decisions made in your county? A community best-functions when all people get together to work on public problems. This creates wealth, where entrepreneurial opportunities are identified and developed for the good of the whole.

You will know you are on the right track to be successful when you have collaborative leadership, shared vision, shared goals, youth involvement, a communication system to disperse community information and all citizens see a role to engage.

Continues on next page.

A Quick Tale of Two Cities

Chappell, Nebraska Interchange on I-80

Sidney, Nebraska Interchange on I-80

Our work takes us across the country. Early in his career, Frank was the economic developer in western Nebraska, so we stopped en route to Colorado last summer, where we were the keynote for the Progressive 15 county economic developers' meeting, and took these snapshots for the story of Cabela's.

From Cabela's website: "In 1961, Dick Cabela came up with a plan to sell fishing flies he purchased while at a furniture show in Chicago. Upon returning home to Chappell, Nebraska, Dick ran a classified ad in the Casper, Wyoming, newspaper reading: "12 hand-tied flies for $1." It generated one response. "Undaunted, Dick formulated a new plan, rewriting the ad to read "FREE Introductory offer! 5 hand-tied flies....25c Postage....Handling" and placing it in national outdoor magazines. It didn't take long for the orders to begin arriving from sportsmen and women around the country. "In the beginning, Dick and his wife, Mary, ran the business from the kitchen table of their home in Chappell. "By 1964, continued success and growth demanded a bigger and better location. The operation was moved from their kitchen table to the basement of Dick and Jim's father's furniture store and then on to various buildings in Chappell. In 1969, Cabela's was operating in a 50,000 square-foot vacant John Deere building in neighboring downtown Sidney, Nebraska."*

**The missing piece of this story is that the city fathers of Chappell were approached for help into a bigger building as the business grew. The response given the Cabela's? "No one helped us get started. Why should we help you?" 30 miles away, Sidney's city fathers asked how they could help the company grow.*

Today, Cabela's world headquarters along Interstate 80 in Sidney encompasses more than 250,000 square feet. Was this a missed opportunity? Maybe yes, maybe no. You decide. What steps are you taking to encourage your county to flourish?

About Global Horizons, LLC and the authors: Frank and his wife, Kim, work from their home in Atlantic, Iowa creating healthy environments using Relationship Economic Development to grow communities. Their work is based on their book, "The Be WUCA! Way, The ART of getting along." Global Horizons, LLC strategy and services include keynotes, workshops, multi-day sessions, and long-term processes to improve community/business/organizational cultures. Please contact them directly at 712-250-0275 or kim@ghorizons.com and check out www.bewuca.com. http://www.bewuca.com/blog/relationship-economic-development-wuca-ize-your-communty

A South Dakota native, Frank is an author, speaker coach, teacher, trainer on relationship economic development to build and sustain civility in relationships from his work in community development. His experiences working and living in three states shapes Global Horizons' advice to communities. His career as a business owner and a rural economic developer has taken place at the local, state, and federal levels working with people to create growth environments. With experience training tens of thousands, Frank's passionate specialty is developing leadership skills and behavioral changes for successful individual, business, community, school, and church growth.

Kim is a native-born Iowan who has lived in two states and recognizes the need for Iowans to be more welcoming. As co-owner of Global Horizons, LLC, she encourages everyone to become confident, successful leaders. She is an author, coach, teacher, trainer, and speaker. A graduate of Iowa State University with a degree in journalism and public relations, Kim's natural gift is getting people to talk to her. Her expertise leading workshops, deliberative dialogues, strategic planning sessions, and retreats have blended with careers as business owner, writer and editor, long-time community volunteer, and at-home Mom. Her roles as member/chair of numerous local, county, and regional boards includes service on the Iowa Dental Board and staff for four congressional races, giving her broad perspective.

2016 Calendar

October 2016
27-28 ISAC Board of Directors Meeting
(ISAC Office)

November 2016
30-2 ISAC Fall School of Instruction
(Veteran's Memorial Community Choice
Credit Union Convention Center, Des Moines)

December 2016
4-7 ISSDA Winter School
(Holiday Inn Airport, Des Moines)
6-8 ICEA Annual Conference
(Scheman Building, Ames)
14 ISAC Board of Directors Meeting
(ISAC Office)

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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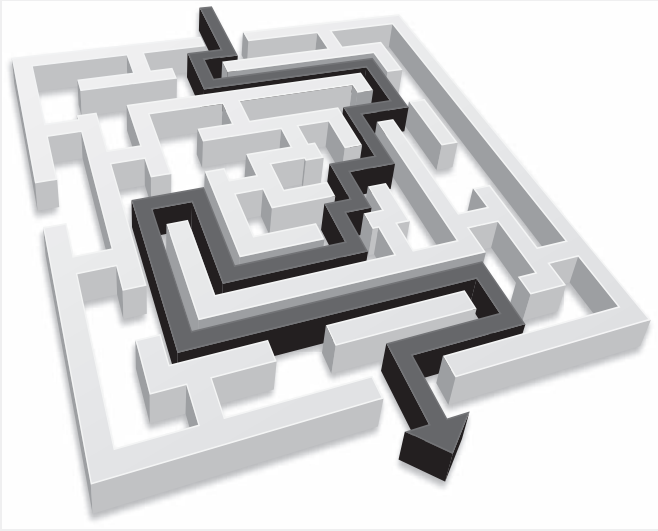

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