

President
Aden Hogan
City of Evans
ahogan@evanscolorado.gov
970-475-1119

President-Elect/Treasurer
Shane Hale
City of Cortez
shale@cityofcortez.com
970-565-3402

Past President
Jim White
Town of Minturn
manager@minturn.org
970-827-5645

Vice President/Secretary
Clint Kinney
City of Fruita
970-858-3663
clint@fruita.org

At Large Board Members
Jane Brautigam
City of Boulder
brautigamj@bouldercolorado.gov
303-441-3090

Roy Otto
City of Greeley
roy.otto@greeleygov.com
970-350-9750

Michael Penny
City of Littleton
mpenny@littletongov.org
303-795-3720

County Representative
Matthew Birnie
Gunnison County
mbirnie@gunnisoncounty.org
970-641-0248

Emerging Manager Representative
JR Clanton
City of Boulder
clantonj@bouldercolorado.gov
303-441-3001

MANAGING THE COLORADO FLOODS

President's Message
Aden Hogan, City Manager, City of Evans
2013 CCCMA President

One of my favorite quotes is from Gary Brown, Director of Woodbury County Disaster Services. Gary was the guy in charge when United Flight 232 made a crash landing at Sioux Gateway Airport in Sioux City, Iowa. Following the crash and subsequent response Gary said *"In a disaster, it's not so much what you know, as it is how well you know each other, that will make the difference."* This message has again been proved accurate in the responses mounted by several Colorado communities to battle the September 2013 Flood.

In visiting with several of the managers from the cities and counties impacted, I've heard many of the same stories. They tell of the number of phone calls and emails from city and county managers all across Colorado and to states beyond. Everyone offering help and assistance. I know that



Continued on page 2

In this issue... Conference Registration, Page 2 CCCMA News and Announcements, Page 2 -4 CWLG, page 5 CML Update, page 6 Career Compass, Page 7-9



in my community we made miracles happen with our wastewater treatment facility and our emergency levee repairs with the awesome helping hand from the City of Greeley (thanks Roy!). Greeley also assisted in sheltering, law enforcement backup, PIO and a variety of other functions. Every manager I talked to had such stories to tell. It reminded me that we are a close-knit group of professionals. Any of us can call on one of us for help. I haven't seen this level of cooperation very often in my career, and it's simply fantastic!

All of us affected by the flood have a long way to go before we get to "recovery." These events change communities forever. I know that with the professionals of CCCMA at the helm, we will all continue to work cooperatively to leave our cities, towns and counties better than they were before the flood.

I look forward to seeing many of you in February 20-22, 2014 at Annual Conference. The Program Committee has put together a great slate of events.

Thank you all for the work you do...and for the team of professionals you are. You should be proud



**CCCMA
ANNUAL CONFERENCE**

FEB 20-22, 2014

HOTEL COLORADO

GLENWOOD SPRING

**REGISTRATION IS ONLINE
NOW!!!**

See the preliminary program,
lodging info and the special
CWLG Friday night session.

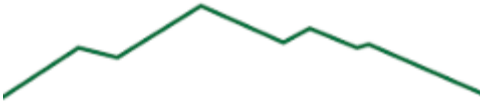
www.coloradoccma.org

NOMINATE YOUR COLLEAGUES FOR A JOB WELL DONE! (by Dec 16)

CCCMA would like to present the Manager of the Year and Lifetime Achievement Awards at the Annual Conference. Moving the presentation from the Manager's Luncheon at the CML Conference to the business meeting during the luncheon at the Annual Conference will allow more managers to be in attendance as their peers are recognized for outstanding service.

The submissions for these awards will be due by December 16. Go to the website, www.coloradoccma.org for the application/nomination. Attend the presentation on Friday, February 21 at the Annual Conference in Glenwood Springs.





SUPPORT YOUR COLLEAGUES THAT ARE IN TRANSITION --

Reach out to them today!

Jason Wells jasonwellsmpa@gmail.com
Trudy Peterson trudy-peterson@comcast.net
Brandy Reitter brandy201@hotmail.com
Don Van Wormer

Bob Patterson robert.m.patterson@comcast.net
Joe Kiolbasa nitajoe@msn.com
Stuart McArthur ssmcarthur@hotmail.com
John Lyons

Join the ICMA Credentialed Manager Program

The ICMA Voluntary Credentialing Program recognizes professional local government managers qualified by a combination of education and experience, adherence to high standards of integrity, and an assessed commitment to lifelong learning and professional development. Managers are recognized by ICMA through a peer review credentialing process, and this self-directed program offers an opportunity for interested ICMA members to quantify the unique expertise they bring to their communities. The program also assists ICMA members in focusing and reflecting upon their lifelong professional development experience.

There are over 1300 credentialed managers across the nation. Colorado has been slowly growing in our credentialed numbers. In 2009, we had 25 credentialed managers in Colorado and now we have 37.

If you're interested in learning more about becoming a credentialed manager, please visit <http://icma.org/en/icma/members/credentialing> or contact Michael Penny @ mpenny@littletongov.org.

New Community & Economic Development Tool: Colorado Fresh Food Financing Fund

Grocery stores are a key component of healthy, thriving communities but are absent or at risk of closing in some Colorado communities. A new fund, the Colorado Fresh Food Financing Fund (CO4F) was started to help expand and retain grocery stores in areas where fresh and healthy food is lacking – sometimes known as “food deserts.” By financing grocery stores and other forms of healthy food retail, the fund aims to improve healthy food access for all Coloradoans.

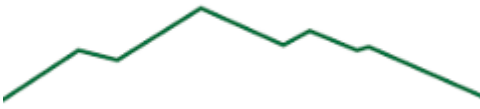
The fund was initially seeded with money from the Colorado Health Foundation and is anticipated to leverage \$20 million in investment. It can support building new stores, upgrades to existing stores, keeping existing stores open, as well as innovative fresh food business concepts.

The Colorado Housing and Finance Authority (CHFA) services the loans and Progressive Urban Management Associates (P.U.M.A.) provides outreach and technical assistance. If you know of grocer who could benefit from this fund please refer them or contact Erica Heller at CO4F@pumaworldhq.com or 303-628-5592. Tim Dolan with the Colorado Housing and Finance Authority can be reached at tdolan@chfainfo.com or 303.297.7318.

More information on the fund including fact sheets and a short pre-application form can be found at: www.chfainfo.com/co4f.

colorado fresh food financing fund





CCCMA ELECTIONS

Join the Board!

Lead and support your professional association by serving as an At Large Board member (2 year term) or President-Elect (3 year term).

Elections will be in January. Nominations or statements of interest are due by December 18. Please contact Denise Taylor, denise@coloradoccma.org and Jim White, manager@minturn.org or 970-827-5645 to be on the ballot.

Save the Date: January 22, 2014 Emerging Managers Event

What: Panel Discussion on City Management Roles During the 2013 Flood and Recovery

When: January 22nd, 3:30 - 5:00

Where: City of Fort Collins, City Council Chambers (300 LaPorte Avenue)

The CCCMA Emerging Managers and the City of Fort Collins will be hosting a panel discussion about the roles of city managers during the 2013 Flood response and recovery. The panel will consist of city managers from several affected Front Range communities discussing their experiences in dealing with the event and its aftermath.

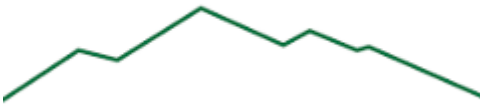
Following the discussion, there will be a networking happy hour at a local restaurant. It's free to attend. Please RSVP to JR Clanton at clantonj@bouldercolorado.gov by January 15 to ensure enough space is reserved. A more detailed program will be emailed out closer to the event date.

News from ICMA Regional VP, Jane Brautigam City Manager, City of Boulder

At the November 2013 ICMA Executive Board meeting, the board will be discussing the report from the ICMA Task Force on Financing ICMA. This Task Force was formed in 2011, chaired by Mike Van Milligen, city manager of Dubuque, IA, and was charged with reviewing the organization's revenue sources and addressing the membership dues structure. One of the primary issues was to devise a proposed membership dues structure that would be attractive to the next generation of members the association is trying to attract and retain, while still meeting financial targets.

After two years of study, the task force is recommending that the Executive Board consider two changes. The first would change the dues rate for department head affiliates from a salary based rate to a flat rate of \$200 per year in order to attract this pool of potential future managers. The second would be the consideration of an organizational rate for individual memberships based on population size of the community. This membership would still "belong" to the individual member and would also include one or more additional memberships for employees of the local government for the same base rate. The exact numbers have not been finalized and it appears that for some communities, the ICMA membership fees would decrease and for others it would increase.

The Executive Board will review the proposal to make an initial assessment of whether it may be a viable one for ICMA. Because the proposal is still very preliminary, there will be much more information and discussions among the membership before any final decisions are made.



Colorado Women Leading Government – Another Year of Progressing Women in Local Government

As we look back on 2013, the CCCMA Colorado Women Leading Government group (CWLG) had another great year filled with events that brought women and men together to focus on the progression of women in local government management. We kicked off 2013 with a memorable evening of dinner and laughs at the CCCMA Annual Conference in Glenwood Springs. The dinner featured Amy Cohen (Cohen Career Consulting) who encouraged our female and many male attendees to “Embrace their Inner B” and take control of their destiny in their careers. Everyone gained awareness of “self-sabotaging” behaviors and how to overcome them.

Following our annual conference, our first “Networking and Noshing” luncheon event featured Dr. Lynn Gangone, Dean of the University of Denver’s Women’s College. Dr. Gangone is a champion for progressing women in leadership and presented research on the status of women in leadership roles. The results she presented revealed that women are outperforming men, but they are not earning salaries or obtaining leadership roles commensurate with their higher levels of performance. Dr. Gangone encouraged all of us to continue to lead the charge in empowering and positioning women to lead in their community.

Our last “Networking and Noshing” event held in October featured Cheryl Hilvert, Director of ICMA’s Center for Management Strategies. Cheryl and our CWLG attendees shared true stories as featured in the book “Democracy at the Doorstep, Too.” Attendees received a copy of the book to take home and be inspired by true stories from female trail blazers in local government management.

2014 will be another exciting year for CWLG. Please book your calendars now to join us at the CCCMA Conference in February for another fabulous evening featuring dinner and a presentation from a panel of female leaders who will discuss challenges women still face in taking leadership positions, including the barriers related to culture and cultural expectations as well as the balance between work and family and the stress that accompanies positions of leadership. Watch for more information to be provided with CCCMA Conference registration. You don’t want to be the only one left holding the bag...

As we close on 2013, we would like to challenge each and every CCCMA member to attend one CWLG event in 2014... and bring a friend! Moving forward, we seek to continue the momentum in empowering women to take a seat at the management table and strongly encourage others to do the same.

CWLG is looking for a “few good women” to help us as we continue to grow our membership, build a social media platform, and plan for upcoming events! Are you interested? If so, please contact Jacque Wedding-Scott at: jwscent107@gmail.com.

See you in February 2014!

Your CWLG Committee,

Laura Perry, Jacque Wedding-Scott & Heather Geyer





CML Update

The Latest News at the Colorado Municipal League

-Sam Mamet and Lisa White, CML

Municipal Elections Summary

Seventy-eight cities and towns held general and special elections on Nov. 5. Five municipalities canceled their elections due to a lack of candidates: Cripple Creek, Greenwood Village, Lamar, Las Animas, and Victor, while Lochbuie voters rejected a recall of two town trustees. Other elections this cycle include Rifle, which holds its general election in September, and Deer Trail, which will hold a special election on Dec. 10 to address shooting at drones. A full summary of some of the trends from this election, as well as some of the issues decided, can be found in the Nov. 15 issue of the CML Newsletter.

Reminder of CML's Managers' Listserv

Remember, CML offers listservs for a handful of municipal positions, including managers. This listserv is a great way to share valuable information with other managers and administrators who face similar challenges and experiences. If you have not yet signed up for this service, visit <http://www.cml.org/Manager.aspx>

Upcoming CML events/training opportunities

Webinar: 2014 Legislative Update

From January to May, 100 state legislators make decisions that can impact your municipality. The CML advocacy team works on issues year round, representing you and protecting municipal interests. This concise one-hour webinar on Tuesday, Dec. 10, noon-1 p.m., will provide you with valuable insight into the legislative process, upcoming legislative issues, and the important role you can play as we prepare for the start of the 2014 legislative session. While free for municipal members, advanced registration is required at http://www.cml.org/Public/Core/Events/eventdetails.aspx?iKey=WEB_LEG_14

CML Holiday Open House

Kick off the holiday season with CML at our offices (1144 Sherman St., Denver) on Thursday, Dec. 5, 4:30-6:30 p.m.! Open to CML municipal and associate members only, the CML Holiday Open House is a great opportunity to visit with CML staff members and meet and reconnect with colleagues. You won't want to miss it! For details and to RSVP, visit http://www.cml.org/Public/Core/Events/eventdetails.aspx?iKey=HOL_PAR_13

2014 Legislative Workshop

Plans are under way for the 2014 CML Annual Legislative Workshop to be held on **Thursday, Feb. 13**, at the History Colorado Center in Denver. This is an excellent opportunity to join municipal officials from across the state to discuss key municipal issues before the 2014 General Assembly. Learn about the legislative process and its importance to cities and towns, and what you can do to influence this process. Gov. John Hickenlooper has been invited to speak. An open house reception for state legislators and municipal officials will follow the day-long workshop at the CML office building. More information, including the agenda, will be available in late December.

Register now at http://www.cml.org/Public/Core/Events/eventdetails.aspx?iKey=LEG_WORK14

Career Compass #35 -- Leadership Lessons from my Teenage Daughter

I am writing a different kind of Career Compass column today. I have a 15-year-old daughter, Leila, who is the love of my life but she and I are struggling as we navigate her teen years. Leila tends to ignore my advice and regularly informs me that “I don’t



get it.” I’m trying to learn from some of our more contentious interactions and reflect on how I can better exert positive influence. After one of our recent disagreements, it occurred to me that there are some basic leadership lessons that Leila is teaching me and that might be worth sharing.

A SITUATION LAST WEEK

My daughter is co-president of a high school club. The other co-president is not discussing issues with Leila and is making decisions unilaterally. Leila comes home after school and is quite upset. I’m a bit distracted prepping for a workshop while watching the first Monday Night Football game of the season. I’m sort of listening and then offer some advice on how Leila can address the problem. This only causes more negative reaction and histrionics and gets me uptight since Leila won’t let me help her.

SOME QUICK LEADERSHIP LESSONS

Having reflected on my inadequate behavior trying to support Leila, I have concluded that our difficulties in interacting suggest a few leadership lessons:

Lesson No. 1: Don’t get caught up in the drama.

Lesson No. 2: Stay calm (this is difficult).

Lesson No. 3: Pay attention and listen (this is very difficult; I’m watching the football game).

Lesson No. 4: Show a little empathy (also very difficult).

Lesson No. 5: Ask questions (I know how to do this).

Lesson No. 6: Don’t micro-manage; let her solve the problem herself.

APPLYING THE LESSONS

Oftentimes staff come to us as managers about someone who is obstructing them or acting stupidly (according to them). It’s easy for us to get caught up in the drama but it is not helpful.

The most difficult thing for me is to just pay attention, put away other stuff or thoughts, and focus on the other person. Just connect. People won’t follow you unless they feel a connection. (See Career Compass No. 32: The Power of Vulnerability.) Since I see myself as the ultimate problem-solver, I often pull out a piece of blank paper and take a few notes. Leila hates that and now forbids me to take notes during any conversation.

When I offered Leila a suggestion, she totally ignored it and went on to further blast away and pretty soon we were debating the best approach. She ends the back-and-forth by telling me that I’m clueless as a single dad (she is basically correct) and then stomps off. Later, when I express that I just wanted to help and that Leila doesn’t seem to appreciate my efforts as her father, she tells me that if I want unconditional love, I should get a dog.

We can show a little empathy by saying “that must be difficult” or “you must be frustrated (or disappointed).” We can ask questions that might help the other person clarify the situation for himself/herself. Once you let the person vent (actually this is sometimes all the other person wants from you), you can ask. . .

What are you going to do?

What is one approach or another approach for dealing with the situation?

You may then ask “how can I help?” Usually the colleague (and certainly my daughter) will say “you can’t - I will handle the problem.”

A SITUATION THREE WEEKS AGO

Leila goes to her long-time nanny and surrogate mother Patty and suggests that Patty approach me about allowing Leila to go to an amusement park at night with friends and then sleep over at one of her friend’s home. (Leila’s smart. She knows that Patty has influence with me and can “front” her request.)

When I hear about Leila’s plan, I ask some questions and Leila gets defensive. “Don’t you trust me?” I assure Leila that I do trust her but it’s my responsibility to make sure that she is safe and I will follow up the other girl’s parent about the amusement park trip and the sleep-over. I say to Leila—“If you were the father, what would you require in order to say ‘yes’?” I end by sharing some possible concerns, encourage her to follow-up, and tell her that we need to discuss the plan some more.

I do follow up with the other parent who assures me that she will pick up the girls at an appropriate time and there will be supervision for the sleep-over.

While Leila acts like she is being put upon, she does schedule a time to talk to me and respond to the issues that I originally raised. I agree to take the girls to the park since the other parent will be picking them up. Since Leila senses that I’m still a bit hesitant, she suggests that I get some advice from Patty. She ends by saying, “Dad, you need some coaching.”

SOME ADDITIONAL LESSONS

Lesson 7: Don’t agree too quickly; let things play out.

Lesson 8: Don’t give in to emotional blackmail.

Lesson 9: Trust but verify.

Lesson 10: Ask for more information in response to your questions.

Lesson 11: Let the other person figure out how to resolve your concerns.

Lesson 12: Do your part and provide support.

Lesson 13: Model optimism and steadiness.

Lesson 14: Get some advice.

APPLYING THE LESSONS

As leaders, we are stewards of the enterprise. To perform this role, we must ask questions, get responses to any concerns, offer support, set appropriate limits, yet whenever possible say “yes”. When others are facing a difficult situation, we can make a big difference by demonstrating optimism and steadiness.

Being a parent or an organizational leader is a challenging responsibility. Leila is right. I do need coaching as a parent (and leader). We all do.



A FINAL LESSON

When I found a moment that Leila and I were not struggling with some issue, I went to her and told her how much I loved her, how grateful I am for her, and that I will always be there for her. Leila responded by saying, “I know, Dad. I love you, too.”

Even though I take pride in solving problems, being action-oriented, and giving sound advice, I often fail to recognize that “connection” and authentic relating all help us better interact, overcome our challenges, and become more whole.

MANAGING A CITY IS EASY

I know how to manage a city. Give me a city any time. I just can’t manage my daughter. Yet Leila is a good teacher.

WHAT HAS LEILA TAUGHT ME? PLENTY.

For instance, a parent or leader needs a strong ego and sense of self-worth because you will be tested on a daily basis.

She has taught me that parenting is difficult but the rewards are immense.

THE BEST PARENTS (AND LEADERS)

I know that there are some obvious differences between being a parent and serving as an organizational leader. Yet, there are many leadership lessons a child can teach you. Probably the most important lesson involves a paradox. With Leila’s guidance, I’ve discovered that great parents (and leaders) must be demanding and tough-minded, yet also tender-hearted.

Thanks, Leila.

Career Compass is a bi-monthly column from ICMA focused on career issues for local government professional staff, and appears in ICMA's *JOB* newsletter and online. If you have a career question you would like addressed in a future *Career Compass*, e-mail careers@icma.org or contact Frank directly at frank@frankbenest.com.

CCCMA receives Career Compass as part of their membership with Cal-ICMA Coaching Program. The other benefits are the Cal-ICMA webinars. If you miss the live presentation you can always listen to the archived version on your own time - http://icma.granicus.com/ViewPublisher.php?view_id=2

Funded in part by ICMA, the Coaching Program is now available to all local governments affiliated with the following State Association Partners:

Oregon	Colorado	Illinois	Oklahoma	Michigan
Minnesota	North Carolina	Massachusetts	California	

If you have stories or articles you would like to share with CCCMA, please send to denise@coloradocccma.org. The next newsletter will be published April 2014.