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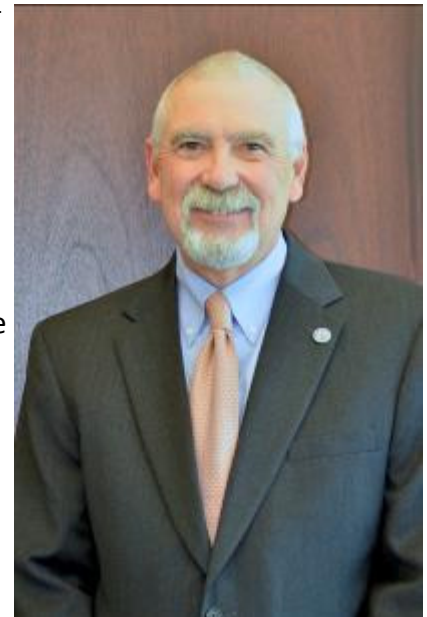
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SKIP NOE CITY MANAGER OF THE YEAR

At the Manager's Lunch during the CML Conference in Vail on June 22, 2013, Skip Noe was announced as the CCCMA Manager of the Year.

As city manager of Aurora, Noe was recognized for his exceptional work during the Century 16 Theater shootings on July 20, 2012. With his leadership, Noe moved the community from tragedy to healing following this terrible event. He remained a steadfast anchor through it all, mindful of victim needs, community priorities, employee wellness, and was supportive of the city's outstanding first responders.

"Tragic events like this test every skill you've got. Skip's leadership through the most difficult circumstances has demonstrated the clear value of professional management in local government," said Aden Hogan, president of CCCMA.



Every community faces adversity at times, and Aurora is no different. But adversity often brings out the best in a community, and Aurora saw this in the heroic efforts of its first responders, medical personnel and everyday citizens who were quick to offer a helping hand and words of encouragement. Aurora is a community of resilience and strength, led by a city manager who constantly fosters a vision and a culture that allows the Aurora community to heal and continue moving forward.

From the time Aurora Communications center received the call that there had been a shooting at the Century 16 Theater during the early morning hours of July 20, Aurora's city manager, Noe led city staff and the community through this event that changed the city. As each hour passed, the magnitude of the tragedy became clearer.

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One of the highest priorities was, and remains, caring for the victims, their families and the community that was devastated by what happened.

As the one year anniversary of this tragedy passed, Noe's work continues. As the city of Aurora moves forward, his leadership is crucial to the continued health and well-being of Aurora, and his steadfast commitment to support the community is unwavering.

Noe has been engaged in public service for over 35 years, holding local government management positions in Texas and Colorado. After completing his Bachelor of Arts degree from St. Mary's University in San Antonio, Texas and completed a brief stint as a high school social studies teacher, Noe began his public service career as an administrative assistant in the city council office in San Antonio. Over the course of the next 35 years, Noe held management positions with the cities of San Antonio, Texas; Kingsville, Texas; Fort Collins, Colorado, College Station, Texas and Corpus Christi, Texas including the city manager's position in Kingsville, College Station and Corpus Christi. In 2010, Noe was selected to serve as the city manager for the city of Aurora after a nation-wide search. He was sworn in on December 20, 2010.

CCCMA is proud of Skip and honored to have bestowed this award.

CHANGES TO THE CCCMA AWARDS TIMELINE

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. Watch for the application/nomination information in early November. Attend the presentation on Friday, February 21 at the Annual Conference in Glenwood Springs.

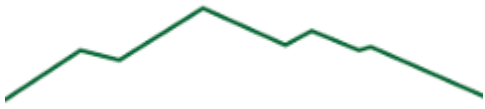


ICMA Vice Presidents Elected, Colorado Represented!

On June 28, 2013, ICMA canvassed 1657 ballots to select vice presidents who will take office on the 2013-2014 ICMA Executive Board effective in September. This was the seventh year that ICMA provided online voting. Of the 1657 ballots, 1635 were received online and 22 by regular mail. The vice presidents who were elected are:

- Tanya A. Ange, deputy city manager, Mankato, Minnesota, Midwest
- **Jane S. Brautigam, city manager, Boulder, Colorado, Mountain Plains**
- Robert Harrison, city administrator, Issaquah, Washington, West Coast
- Alan M. Ours, county administrator, Glynn County, Georgia, Southeast
- Meredith Stengel Robson, city administrator, Beacon, NY, Northeast
- Lars Wilms, chief executive officer, Egedal Kommune, Denmark, International

CCCMA EVENT



Cal ICMA Webinars Economic Development 2-3:30pm MDT, Sept 11

CCCMA continues to partner with Cal ICMA and bring our membership these free webinars.

*** Advance registration required for this no-charge webinar: <https://www1.gotomeeting.com/register/601735153>

Panel Topics:

1. Given the elimination of Redevelopment Agencies in CA and mixed results elsewhere, what are the tools and techniques that make sense now?
2. How can local governments develop winning partnerships and collaborations?
3. What are some best practices for small, medium, and large population areas?
4. How are roles in local government evolving to address economic development — e.g. elected officials, senior managers, finance professionals, etc.?
5. What resources are available to support local efforts?

Presenters:

- * Lisa Hill, Vice President, Community Solutions, Buxton
- * Pete Auger, City Manager, Auburn Hills, MI
- * Phil Lanzafame, Economic Director, Glendale, CA

Audience:

general managers, economic development professionals, finance professionals, up and comers interested in this key topic for local government

Save the dates for 2014 CCCMA Conference

Other Duties as Assigned...

February 20 - 22

Hotel Colorado,
Glenwood Springs

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 November 29, 2013.

Basalt Selected to Host Professional Exchange

The Town of Basalt was part of ICMA's International Professional Fellows Program, which brought 400 foreign professionals to the U.S. to study legislative process and governance. Orathai Kokpol, director of college and local government development at King Prajadhipok's Institute, and Annah Davis, local government officer in the Sadao Municipality Office, arrived in the Roaring Fork Valley on April 19, 2013 from Thailand.

The two Thai professionals were particularly interested in learning more about women in U.S. governance, which was fortuitous as Basalt has a female mayor and two council members.

Basalt kept the "Fellows" busy. Under the watchful eye of Basalt Town Manager, Mike Scanlon, they attended a council meeting, were involved in the River Master Plan process, and sat in on an art class at the Wylie Community Arts Center. They toured Roaring Fork Transit Authority (RFTA), and now have a good working knowledge of the award winning mass transit system. A tour of the Hanging Lake Tunnels, carved through the mountains on Interstate 70, gave the Fellows unique insight into the struggles to build roads literally through the mountains. Later the fellows enjoyed a behind-the-scenes tour of the Aspen Airport and an underground adventure at the Smuggler Silver Mine in Aspen. Pitkin County and Snowmass Village also hosted the Thai visitors.



Annah Davis, Mayor Jacque Whitsitt, husband Tim and Orathai Kokpol

Annah and Orathai volunteered and worked hard at the Town of Basalt's first annual Electronic Waste recycle day, spending a beautiful blue sky day meeting the locals and celebrating spring. Between meetings, meals, shopping and touring, Annah and Orathai gave a well-attended and fascinating presentation at the Basalt Regional Library on the government of Thailand

"I am guessing we are the smallest town to ever be accepted in the program," Scanlon told the Town Council last week. There is no cost to Basalt to participate, he said. Basalt Public Works Director Bentley Henderson has been selected to go to Thailand next spring as part of the exchange. "This is an amazing opportunity for the Roaring Fork Valley," Scanlon said in a prepared statement. "There are only a handful of communities in the United States that are selected to participate in the International City/County Management Association, and we feel lucky to be included."

See complete article in Aspen Times - <http://www.aspentimes.com/news/6324277-113/local-leadstories-localivg-leadstoriesivg>



CML Update

The Latest News at the Colorado Municipal League

-Sam Mamet and Lisa White, CML

CML is coming to a city or town near you!

The CML staff will once again be hitting the road next month to visit with municipal members during our annual district meetings. Both elected officials and municipal staff are encouraged to attend to learn all about CML's policy process, provide their input as CML prepares for the 2014 legislative session, and share what new from each attendee's municipality. Social hours and dinners will take place after the business meetings. Meeting details and registration information can be found at <http://www.cml.org/Outreach.aspx>

Upcoming CML training opportunities

For more information or to register for any of these opportunities, visit www.cml.org

Thurs, Sept. 5: Workshop, 9:30-12:00: *Online Civic Engagement: Case Studies, Pitfalls and Best Practices, hosted by the Alliance for Innovation*

The Alliance for Innovation and its corporate partner, Peak Democracy Inc., will discuss how local governments are using online public comment forums to dialogue with their constituents in ways that are civil, legal and insightful as well as easy-to-deploy and inexpensive.

Tues, Sept. 17: Lunch and Learn at the League: *The Changing Face of Retail Economic Development, presented by Buxton*

Learn about the changing face of retail economic development as it pertains to business retention, retail recruitment and marketing their community. By using new technology to understand the market and make-up of customers within the market, a municipality is able to support local retail and identify the best opportunities for growth.

Wed, Sept. 25: Webinar, 12-1:00: *Healthcare reform, presented by American Fidelity Assurance Company*

Many employers are understandably overwhelmed by the magnitude and dynamic nature of the evolving Health Care Reform law. This webinar will focus on the rules that create responsibilities for employers between now and 2014, such as the Free Rider Penalty and a number of new plan design mandates, fees, and administrative obligations. The presenter will summarize provisions, break down the requirements into specific steps, and help participants create their own action plans.

Monday, Oct. 7: Lunch and Learn at the League: *Generations 2.0: Rebooting Generations in the Workplace, presented by Mountain States Employers Council*

We all know Generations 1.0 - Gen Xers are "independent," Baby Boomers are "team players" and the Millennials are "wired." However, in 2013 how many of the old rules are still accurate . . . or even relevant? In a day when the oldest Xers are turning 50 and many Baby Boomers are far from retirement, it's time to have a new understanding of an age old topic.

Publications/ Resources

CML provides information on civic education

Check out CML's newly-released *KnowledgeNow* white paper on civic education, which features both academic and municipal perspectives: http://www.cml.org/uploadedFiles/CML_Site_Map_Global/Information/

[now_civics.pdf](#)

Coming Soon: How to Hire a Local Government Administrator

Produced in partnership with CCCMA, this publication will be an update to the 2007 version, and will be released in September. Check www.cml.org or keep an eye on the CML Newsletter for more information.

Are you on CML's Managers' Listerv?

If not, be sure to sign up today! This resource allows you to communicate with each other managers from across the state whenever you have a question or would simply like some perspective from your colleagues. Visit <http://www.cml.org/manager.aspx>

CML is on Facebook; Twitter

"Like" us on Facebook and follow us on Twitter to get the latest CML and municipal news!

Career Compass #32 "The Power of Vulnerability"



Opening:

I've served as a division manager for two years in a county organization. I have worked hard to establish my presence as the division manager even though I'm a former peer. I'm trying to be a good leader, working to get our division team to the next level. They say they agree with our "stretch" goals but apparently they do not embrace them. I have been discussing with the division team the need to reprioritize our projects, cut our costs, engage outside partners, and rethink how we do our work. I want discussion but they do not engage when I lay out a proposed plan of action.

The last few years have been a tough time for our department and the county. Our county organization operates in an uncertain environment—changes in the political direction of the governing board, budget cuts and layoffs, uncertain state funding, new federal and state regulations, more scrutiny from the media and the public than ever before, and increased demands from everyone.

People are not responding as well as I would like to me in my role, and I want to see where I can improve to help our team become engaged again.

Response:

You have three good things going for you. One, you appear committed to helping move the team to the next level of performance. Second, you seem self-reflective. Great leaders are those who are self-reflective and self-critical. They reflect on who they are and how they act. Third, you recognize that leadership is about learning and becoming over time more effective in your leadership endeavors. As John F. Kennedy once stated, "Leadership and learning are indispensable to each other."

Leaders Can't Force People To Follow

To start addressing the lack of team responsiveness, you must first acknowledge that leaders can't force people to follow. Jim Collins suggests that you know it is a leadership situation when followers can decide not to follow. Given your formal authority as a manager, you can only force a minimal level of performance on the part of your direct reports. You cannot force team members to follow. They need to choose to follow and go beyond a minimal level of compliance.

The Paradox of Control

I am pleased that you recognize that your division team operates in an uncertain environment and you are trying to provide a sense of certainty for the team. You can't. If you try to control or act like you are in control, you lose control or influence. The most you can do is to acknowledge the uncertainty and disruption and demonstrate that you support the team and will struggle to help shape the change with them as the change happens. Control is not possible and trying to exert it erodes your influence.

Acknowledging Your Role in the Dysfunction

I sense that you have fostered a formal "I'm the manager, you are the follower" relationship with team members. To the extent that team members feel that the "stretch" goals for them are your goals, they will at some level resist those goals. To the degree that you present plans of action that are well-developed, people will feel little ownership and therefore little commitment. The proposed plans are your plans, not theirs.

Establishing a Human Connection

Followers may choose to follow you if they feel a human connection and at some level identify with you. They will not follow you if you are not open and you do not reveal your authentic self. Revealing yourself requires some vulnerability. So here's another paradox--the more vulnerability you demonstrate, the greater the measure of influence. Vulnerability creates connection. (See Brene Brown's TED.com video "The Power of Vulnerability.")

Becoming More Vulnerable

How do you as a leader become more vulnerable and help people better connect with you and decide to follow? Here are some suggestions.

1. Reveal Yourself

To be authentic and create a human connection, you need to reveal and share some of yourself.

For example, I . . .

- Am a single dad who loves my two kids yet struggles to be a good parent
- Have trouble not being in charge and am trying to become more of a facilitative leader
- Over-identify with my work
- Try to be strong for others.

As city manager of Palo Alto, California, I discovered the power of vulnerability after my wife Pam died and I then discovered that I had a life-threatening cancer and underwent very difficult treatment. After my absence, I wanted to reach out to employees, demonstrate that I had returned to work as their leader, and update everyone on our goals. I wanted to show I was okay and back in control. However, when I started the meetings by thanking everyone for their support for me and my kids during our time of adversity, I invariably started to cry. Looking back, I discovered that expressing my vulnerability allowed employees to better connect with me and strengthened my ability to lead and exert influence from that point forward.

A "safe" and fun way to reveal yourself and help others to reveal themselves is to use at a meeting the ice-breaker exercise called "Two Lies and One Truth." Everyone tells two audacious lies about themselves and one true statement and then everyone on the team must guess which of the statements is a true statement. Another way is to start a retreat or planning session by asking everyone to share "one thing you may not know about me." You should start and model the way.

Of course, the easiest and perhaps best way is to simply be open and reveal things about yourself in casual conversations so that people will begin to feel a connection.

2. “I Don’t Know”

You will also promote vulnerability when you state “I don’t know.” These are three powerful words. You can pose a challenge to the team, indicate that you do not know how to proceed, and encourage the team to figure it out with your encouragement and support. In so doing, you are enhancing the opportunity for team members to step up, suggest solutions, and take ownership and responsibility.

3. Stop Talking so Much

Like many managers, you may be talking too much. Good leaders listen intently twice as much as they talk. To help you stop talking and directing, ask some provocative questions (see Career Compass No. 24: Asking Powerful Questions), such as:

- Why does what we do matter?
- For what ideas are we fighting?
- Are we as an organization or department who we say we are?
- Why would anyone follow our team?
- Are we focused on the right challenge or problem?
- What is our organizational culture all about?
- How do we sustain our culture?
- What if we take a completely different approach?
- How do we accelerate our learning?

4. Ask for Help

When you ask for help without providing the answer or the solution, you are increasing your leadership quotient. By asking for ideas, listening intently, encouraging people to influence you, acknowledging their concerns (and taking them seriously!), and integrating their ideas and interests into a plan of action, the plan becomes their plan (not just yours). Because they will have their “fingerprints” on the plan, they will be more committed to the course of action. Of course, you then acknowledge the contributions of others and give credit to them. Therefore, to be a great leader, ask for help and allow others to lead.

5. Take the Blame

When people play a part in some group failure, we tend to blame others. In blaming others, we try to preserve our self-esteem and value. Of course, blaming others only weakens self-esteem. And it destroys relationships. In an hbr.org blog piece entitled “Why You Should Take the Blame,” Peter Bregman says that blaming also prevents learning. Therefore, Bregman suggests that leaders always take the blame for everything.

Taking the blame (even when it is not your entire fault) shows strength and courage and promotes your trustworthiness. It allows everyone else to more quickly acknowledge the failure, even their role in it, examine the mistakes, and explore lessons learned for future practice. Try it. Taking the blame liberates everyone else to recognize their responsibility and to more openly examine how to improve the situation.

6. To Build Trust, Show Trust

Here’s another paradox—to build trust, you must show trust. Part of being vulnerable is to demonstrate trust. By saying to your team members in words and showing them in actions that “I trust you” to figure out a problem and solve it, you are increasing their trust in you. If you articulate all the challenges and provide the direction in addressing them, you are showing little trust in the abilities of your group. Demonstrating real trust requires vulnerability. Showing trust in others acknowledges the possibility that they may betray your trust.

A “Squishy” Concept

Yes, I know that vulnerability seems like a soft and squishy concept. Yet this kind of soft skill helps create the hard results that you seek.

The Strong and Vulnerable Leader

Engaging others in an open and vulnerable way is one path to create influence as a leader. To do so, vulnerability requires courage and confidence.

Courage is all about confronting your fears that people may think less of you or they may not positively respond. . .and then moving forward anyway.

It requires courage to say these difficult words. . .

“I don’t know”

“I blew it”

“I need help”

“I trust you”

A vulnerable leader is a strong and confident leader. Ultimately, vulnerability is based on confidence in your ability to exert positive influence when the results are always uncertain. Most of all, vulnerability requires a sense of self-value regardless of the outcome.

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.

Greetings from Boston!

As many of you are undoubtedly aware, ICMA has added hotels to the block of rooms. It is terrific news, for it reflects strong registration numbers across all segments of our professional community. The 2013 Boston/New England Host Committee is very excited about the enthusiasm reflected by this move. We believed our “bucket list” city and region, together with the innovations being offered to invigorate the conference educational program that resulted from your efforts, would result in a sharp boost in attendance. Exciting news for sure! Go to: http://icma.org/en/icma/events/conference/hotel_information/hotel_information for more information about hotels.

Also, we are pleased to announce that the Tuesday evening major social event at Fenway Park has been expanded to accommodate 775 people.

Visit the conference page on our association website to learn more about our city, our region, and the special elements of this year’s event. Go to <http://www.massmanagers.org/icma-2013-conference-information>. Read through the news and announcements posted on the right side of the page.

We can’t wait to welcome our friends to Boston this September!

Fred Turkington, Massachusetts Municipal Management Association President for 2013
Co-chair, Volunteer Support and Promotions
Sub-committee for ICMA 2013 Boston/New England Host Committee