



# CCCMA

**Colorado City and County  
Management Association**

A State Affiliate of **ICMA**

# NEWS

November 2010

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## PRESIDENT'S CORNER

*By Michael Penny, Frisco town manager*

The election has passed and we find ourselves safe from the affects of 60, 61, and 101. At the same time, we see Colorado Springs push aside the council/manager form of government. These are certainly interesting times for us and deserve a moment of retrospect in order to take stock of what we have. For me, this election year is apropos of the actions the CCCMA board (and all of you) took to move CCCMA into a more proactive role relative to education, research, and support of our colleagues and our profession. We cannot continue to sit and be reactive. We have a role to educate our elected officials to the challenges local governments face in light of the State's initiative process and tax laws. I believe you will see CML take a stronger leadership role over the next few years to shift from a defensive posture to one of leadership. As managers, we will play an important and significant role in this leadership. We all know that, with elections and term limits, there is a constant need for the education of our electeds. We must be diligent in that education and help guide and assist our councils and boards in supporting statewide change — however that is ultimately defined. Thanks to each of you for the role you played in educating and supporting your elected officials in defeating 60, 61, and 101. We have bought ourselves some breathing room. Let's not waste it.

On a lighter note ... It appears most communities are seeing small upticks in sales taxes and other revenues. I hope this winter will be a good one and we see tourists flock to the state, from the Eastern Plains to the Western Slope, and enjoy everything we have to offer.

I hope you have all received your flyer for the CCCMA Winter Conference and that you will make the time to attend. It should be a great conference. I understand money is tight, but this is the time for us to touch base with our colleagues and take the opportunity for continuing education and celebrate our profession and our dedication to our communities and this state. There is a registration form on page 6.

I wish you all a Happy Thanksgiving and encourage you to take the time to remember what is most important — family and friends.

## REMEMBER YOUR MANAGERS IN TRANSITION

- Lyn Boswell, 719-349-5675, winlyn08@gmail.com
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- Juanita Nevarez, 970-301-3316, jnjpeacock@hotmail.com
- Jim Stevens, 303-258-1919

## WELCOME NEW MANAGERS

Alan Lanning, Central City manager  
Scott Randall, Lochbuie interim town administrator  
Bill Cahill, Loveland city manager  
Alisha Reis, Nederalnd town manager  
Steve Stamey, Silt town administrator  
Ed Gil de Rubio, Trinidad city manager

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## CAREER COMPASS: RESUME WRITING

In this installment of Career Compass, Dr. Benest offers advice on the age-old tradition of resume crafting.

*I need to update my resume as I begin to look for promotion opportunities in my own organization as well as openings in other local governments. I have read some books on resume writing and have asked informal advice from several colleagues, but so much of what I hear is conflicting in terms of format, length, and information to provide. As a career advisor, can you help me?*

I'll try, but there is no perfect resume format or style. Every hiring manager, has stylistic preferences. In this case, let me share with you my biases and provide some guidance.

### 1. Contact information

You should put your contact information (home address, work and home and/or cell phone numbers, and work and/or personal email addresses at the top of the resume. This is pretty standard.

### 2. Objective

Skip it. An objective takes up space on the resume plus it adds little value. If you apply for a specific position, of course the position meets your objective.

### 3. Length

It depends. For entry-level jobs, one or two pages are fine. For mid-level jobs, you should try to keep the resume to two or three pages. For senior manager or executive positions, three or four pages are appropriate.

### 4. Font

Hiring managers are often baby-boomers like me. Some of us are vision-challenged, so use a font size of 12 and avoid use of italics or other fancy fonts such as Tekton Pro. You should use a clean, easy-to-read, and business-like font such as Times Roman, Arial, or Georgia.

### 5. Education or professional experience first?

Again, it depends. If you have a fair amount of work experience, you should place "Professional Work Experience" first in the resume and "Education" last. If you do not have much work experience and your educational background is solid, put "Education" at the front and then go to "Professional Work Experience." List professional experience in chronological order with the most recent experience first.

### 6. Education

You should put your most recent degree first and include degree, university, and major (include program emphasis if it relates to the position sought). If you do not have a lot of experience in the subject area of the position that you are seeking (e.g., economic development, environmental management),

you may wish to include several classes or major projects or papers in the subject area. Under "Education," you should include any certifications earned on the job.

### 7. Quantifiable or verifiable results

Whenever possible, you want to show tangible results from your job efforts. Therefore, you should quantify your job responsibilities and the results of your efforts or indicate verifiable results. For example:

- Supervise five full-time and three part-time staff
- Prepare and manage program budget totaling \$450,000
- Led team that produced and is now implementing Revitalization Plan for disadvantaged neighborhood
- Secured new developer for blighted shopping center
- Negotiated IT vendor contracts total \$3.5 million
- Organized youth summit that attracted 275 teens and led to council approval of a Youth Development Action Plan

### 8. Listing of skills, knowledge, or qualifications

Don't include a separate section on skills, competencies, knowledge, or qualification areas, especially at the beginning of the resume. It will appear to the reviewer that you are trying to hide your job experience until later in the resume. Most importantly, resume screeners in the human resources department or the hiring manager in the department want to immediately see your specific education and job positions.

### 9. Bold subheads reflecting functions of the position

This is important. Most resume screeners or hiring managers will spend five or six seconds scanning your resume. They will focus on your education and the listing of your job experiences. In scanning your resume, they tend not to read a lot of verbiage that runs together under each position listed. Therefore, I suggest you use bold subheads under your most recent or your two most recent positions. These subheads should correspond and reflect the skills or functions of the positions that you are seeking. For instance, you can use some of the following subheads:

- Staff Supervision
- Budget Preparation and Management
- Program Development
- Facility Management
- Capital Project Management
- Team Leadership
- Environmental Sustainability
- Personnel Administration
- Labor Relations
- Civic Engagement

The bold subheads may change or get tweaked for any new position that you seek.

### 10. Internships and volunteer experiences

Do include internships and volunteer experiences under "Professional Experiences," especially if you need to show skills and experiences beyond your limited paid work (you do not need to indicate if an internship is paid or unpaid). If you do have ample paid work experience, you should not include internships or community service under "Professional Experience." You can create a separate section entitled "Other Experience" or "Community Involvements." By the way, you may wish to say *pro bono* instead of volunteer service.

### 11. Professional involvements and affiliations (and awards, if any)

You should include a section towards the end of the resume entitled "Professional Involvements and Affiliations" in which you can list any memberships in professional associations, especially if you serve as an officer or on a committee or have taken on some other leadership responsibilities. If you have a lot of professional or community involvements, you should select the ones that are most relevant or impressive. If you or your team has earned any awards, this is a good section to list them.

*A cautionary note: Don't get carried away! You do not need to attach copies of awards and certificates. A simple list is more effective than pages of attachments.*

### 12. Personal interests

Unless your leisure or other personal pursuits are relevant to the position, don't include them. Most hiring managers don't care if you are a wine connoisseur, Methodist, surfer, runner, or devoted parent.

### 13. References

Typically, you should not put references in the body of the resume unless the hiring agency specifically asks for them. Listing references takes up space on the resume plus it is sometimes hard to ensure that your references will resonate with the hiring manager. If the agency does ask for references, you should use professional references only (again, unless they ask for personal or nonprofessional references) and include them in the cover letter. Usually, you should not include elected officials as references unless you worked directly for them or you are applying for a chief executive position.

Assuming that you do not list references, the hiring manager or HR department staff will request references for the finalists.

You should contact appropriate references early on and get them lined up even before any particular recruitment process is initiated. When asked for references, you should provide contact information.

Now, if you do not have extensive work experience, some well-regarded references included in the cover letter may help differentiate you from others who also do not have a lot of experience.

### 14. Cover letter

I suggest that you provide a cover letter no more than one page in length, preferably one-half to two-thirds of a page. You should ensure that the cover letter is not addressed "To whom it may concern" or to the "public works director;" rather, you need to find out who is making the hiring decision and address the cover letter to that person by name and position — even if you are required to submit your resume to the HR department.

In the cover letter, you should cite any professional experiences or qualifications or unique skills that make you particularly suited for the job or any traits that are being sought by the hiring authority. In other words, you need to emphasize in the cover letter your competitive edge in seeking the job.

### 15. Online applications

Remember to include your resume with an online application. Most job boards allow you to attach or insert your resume into the electronic application. It is best to attach your resume as a PDF file. If the job board or Web site does not allow attachments and only allows you to copy and paste the resume into the comment section, then get rid of all special characters and text effects. Bullet points, bold, italics, and other special effects should be removed because they either do not come through at all or are turned into other characters making the resume hard to read.

I recommend you complete any online application without referencing "see resume," even if some of the information is duplicated. You want the hiring manager to use a familiar format (their application), augmented by your polished resume when considering you for a position.

### Other tips

Here are some other suggestions that you can consider:

- Gear your resume specifically toward the position or promotion that you are seeking. Do not rely on a standard resume.
- Keep a resume file and throw in notes about key accomplishments, awards, and possible references as you think of them. This file of notes will help you easily update your resume when you need to.
- Update your resume and keep it updated even when you are not actively seeking a new job. It is easier to tweak a resume than create an entirely new one.
- Spell check!

- Ask a trusted colleague or coach to critique your resume and identify any skill or experiential gaps which you need to fill over time as you pursue advancement.
- Send your updated resume to coaches so they can keep an eye open for opportunities.
- Send your updated resume to executive recruiters and ask for an in-person or telephone meeting to explore opportunities in the profession (or, request a coach to send your resume and then you can follow up with a meeting). Remember, requesting a meeting with a recruiter is not a burden on recruiters — they need "product" to peddle, especially in a time of scarce talent.
- Send your updated resume in advance of an informational interview with a department head or chief executive or other senior manager inside or outside your organization.
- Bring copies of your resume and references with you to any interview. Don't assume everyone has a copy, even if you sent it in advance.
- Use your resume to participate in LinkedIn or other social media sites.
- When you apply online, print the application and resume you have submitted so you can see exactly what the hiring manager will see.

### A final word

Again, the "best" resume takes time to develop and depends on your personal approach and preferences. So seek feedback and suggestions from a variety of sources. Good hunting!

To see a sample resume, visit [www.icma.org](http://www.icma.org) and search for "resume."

*Career Compass is a monthly column from ICMA focused on career issues for local government professional staff, and appears in ICMA's JOB newsletter and online. Dr. Frank Benest is ICMA's senior advisor for Next Generation Initiatives and resides in Palo Alto, Calif. If you have a career question you would like addressed in a future Career Compass, e-mail [careers@icma.org](mailto:careers@icma.org) or contact Frank directly at [frank@frankbenest.com](mailto:frank@frankbenest.com).*

*For related news, information, and resources, visit Career Resources in ICMA's Resource Center.*

*© 2010 International City/County Management Association ICMA is the leading organization for information on professional local government management. Its membership includes city managers, county managers, and other chief appointed officials and assistants in local governments throughout the world.*

*by Sam Mamet, CML executive director*

I am certainly quite pleased with the 60, 61, and 101 election results. Local government officials bonded in a manner I have not seen happen in this state, and helped to defeat these measures. In my view, citizens listened closely to what local officials had to say and then responded to our resounding and collective request to vote no. It was a total team effort between and among counties, special districts, school districts, and municipalities.

I am proud of the level of professionalism that each of you brought to bear. In the environment of Bell, Calif., and the anger people have towards government, our collective local government success is even more incredible. I want to recognize the work of CCI, SDA, and CASB, all of whom joined CML in our statewide local government coalition. CCCMA was very much a part of that, so a big thank you to all of you.

The council-manager system was retained in Wheat Ridge and rejected in Colorado Springs. Voters approved local tax measures, showing consistent support for local government needs.

At CML, our newly revamped legislative policy development process is working very well. Kevin Bommer oversees it; if you have any questions about the upcoming 2011 session and our involvement, contact him at [kbommer@cml.org](mailto:kbommer@cml.org) or 303-831-6411.

I am honored to have been appointed vice chair of the ICMA Government Affairs and Policy committee, which will be chaired by the very capable city manager of East Providence, Rhode Island, Richard Brown. We will have our next meeting in Washington as part of NLC's March meeting there.

As we approach the year's end, I want to take a moment and tell you that I feel lucky to work in a state where local government is managed so capably by wonderfully talented professionals like you. Our communities are blessed because of you and your work, and this gives me great hope for the year ahead and the challenges we face.

## WORDS OF WISDOM FOR EMERGING MANAGERS

by Ike Holland, Montrose county assistant manager

***It may be that your sole purpose in life is simply to serve as a warning to others.***

— An anonymous quote, and eerily true for some of us today

But, more seriously, giving and taking advice is part of living and always has been. Having a father give you advice about life can really save you time and heartache — it did for me, anyway. A wrestling coach that tells you what to expect from your opponent and how to defend it greatly enhanced my ability to win matches. Therefore, if people can get information early in their government management careers, and they heed this advice, it might not only make them a better managers, but help their organizations as well.

If this advice is heard, used and is successful, we can call this “Words of Wisdom”, if they fail, we call this “A Hard Lesson to Learn.” The intent of this article is to provide the former, not the latter advice. I have spoken to several current managers and they provide the following for your consideration:

*Take on assignments and projects that others avoid and be willing to take difficult jobs in organizations facing significant challenges. You will have*

*much more opportunity for personal growth, implementing creative solutions, and demonstrating your successes than if you only set your sights on marquee positions or assignments in successful organizations.*

— Matthew Birnie, Gunnison County manager

*Never apply for a position unless you really desire the opportunity. Perform your own personal due diligence to understand the community, the local governing body, the services provided, and whether or not you believe you are a good fit for the organization and the critical tasks at hand. Think about committing to five years with the community rather than the minimum of two years. Communities deserve this as public administration is about making communities better places first and our professional growth second.*

— Tom Sullivan, Routt County manager

*You have worked hard and learned much over the years to be in this position. Perseverance, knowledge, and experience are attributes you possess. It is time to set these attributes aside. Good leadership is not about taking charge or leading the discussion ... good leadership is about enabling those around you to successfully achieve*

*common objectives. Be humble always, be a good listener, and strive to understand all viewpoints.*

— Greg Clifton, Telluride town manager

*You can't do it alone! Be sure to bring your team along with you. Not only will you benefit personally, but your team will thrive as a result.*

— Greg Schulte, Archuleta County manager

*'It's not the lack of opportunities in life that causes problems, it's the lack of vision, that prevents success,' is a quote from an elder of mine. I try to keep this in mind as I lead any organization. Look to improve, grow, cut, those programs, policies, mindsets that are not working in any group and get on to the next issue. Don't get bogged down in the details or over thinking problems, concentrate on those things that work. This would be my advice for emerging managers in government or private business.*

— Ike Holland, Montrose County assistant manager

In conclusion, listen, listen, and read and read some more — learning is a lifelong process and those who remain in the past will get passed by. So, good luck in this new career and may a lifetime of success follow you and your governmental organization.

## EMERGING MANAGERS MENTOR PROGRAM

by Laura Kane

An ancient Chinese proverb states that a mentor is someone whose hindsight can become your foresight. To an aspiring manager, hindsight can serve as a career building compass. Having seasoned professionals share their expertise and experiences can be very beneficial for individuals entering the local government management profession. A veteran manager mentor grants emerging managers the opportunity to learn as well as make professional connections that can last a lifetime. These professional connections can often open the door to many new professional opportunities such as internships and possible job leads within the local government community. Veteran managers can offer general career guidance and a seasoned perspective regarding many of the challenges and opportunities in local

government. Veteran managers can also benefit from this relationship as they are able to gain new ideas, insight, and satisfaction from helping grow the profession.

This summer, the Emerging Managers group began an informal Emerging Managers Mentor Program with the goal of connecting aspiring managers with local government professionals and veteran managers who volunteered their time to mentor. Emerging managers identified their interests and were matched with a manager. It is the hope that this program will continue to grow over the next year.

You can structure the mentoring relationship to fit your needs. It can be as simple as an occasional conversation between an aspiring manager and veteran local government professional. Oftentimes individuals starting out in the profession are just looking for a resource – someone with experience who is

willing to discuss the questions or ideas that arise early in a career. The mentoring relationship need not be exceedingly formal, most aspiring managers are just looking for some guidance and advice.

If you are:

- an **aspiring manager** (new to the profession or looking to move up in the profession) interested in gaining insight from local government executives or simply interested in expanding your professional network; or
- a local government executive interested in **becoming a mentor**,

then, please contact Laura Kane (laura.kane@denvergov.org) or Annie Davies (annie.davies@ucdenver.edu) to learn more about mentorship opportunities through the Emerging Managers Mentor Program.

## ICMA CONFERENCE TAKEAWAYS

By Dan Dean

“Do you know the way to San Jose ...?”

Many of us did and found it very worthwhile. CCCMA had a good turnout for the 96th Annual ICMA Conference in San Jose. The conference offered great keynote speakers and the educational sessions were, on the whole, very good. There were several Colorado attendees that took advantage of the ICMA University sessions on Saturday and Sunday.

I know we all take away something different from conferences. For me there were two focal points. How and when is the economy going to improve? And, like it or not, communities need to figure out, if they haven't already, how to utilize social media to involve and communicate with their residents. This is particularly troublesome for smaller communities because we lack the staff and expertise to properly manage these activities.

Overall, it was a great conference. I want to send a “shout-out” to Seth Hoffman, Lone Tree assistant city manager, for organizing the fabulous dinner on Monday evening at the E&O Trading Company. The food was awesome and the camaraderie was fantastic.

### Scholarship recipients' comments about the conference

*My trip to the ICMA national conference provided more of an adventure than I bargained as I arrived in San Jose without my luggage for several days! It is amazing how crusty you can feel in a very short time! Never-the-less, the conference was truly a great experience for me! It provided me with first class training opportunities and exposure to new ideas and methods for municipal management and development. I felt privileged as some of the best minds and practitioners were on hand to provide an enriching experience! I am eager to begin to implement some of what I learned in time. On the flip side, the conference also confirmed that some of what we are doing in my community is very much on the right track and that was encouraging as well!*

*I am grateful to CCCMA, ICMA, CIRSA and the others partners who made this possible as well as to Scott Collins for*

*his efforts in managing the program this year. I encourage CCCMA to continue this opportunity in the future if at all possible!*

— Wes LaVanchy, Firestone town manager

*As many local governments are dealing with the uncertainties of the national economy, the International City and County Management Association's Annual Conference in San Jose, California could not have come at a better time. I had always wanted to attend an ICMA conference and it was one of the most rewarding professional opportunities I have experienced thus far.*

*The ICMA conference presented a strong forum for discussion, collaboration, and education. Economic forecaster Diane Swonk's opening speech and the panel of Silicon Valley CEOs brought direction to where we need to move as a nation to get back on our feet, which includes the improvement of our education system and the home growth of our domestic economies. In addition to the talented keynote speakers, I met city and county managers that are faced with the same challenges and opportunities, no matter how big or small their communities are. It was comforting to experience firsthand that we are truly in this difficult time together. Through the educational sessions, I learned about performance management enhancement, strategic operational reviews and leading practices in shared services from various communities. I also enhanced my knowledge of community engagement as well as sustainable practices in both economic development and community infrastructure.*

*As we move towards the “new normal” of doing business and paddle our way through the rough waters, it is encouraging to have an international community that can provide a life vest of opportunity. I look forward to using the information gathered at the conference in my current capacity with the City/County of Denver and to maintaining the professional connections made during my time with ICMA in Silicon Valley.*

— Laura Kane, Denver

*The ICMA Annual Conference was incredible. The size of it and the amount of local government professionals in attendance was truly impressive and I'd be lying if I said that as a young professional attending my first national conference, I wasn't just a little intimidated by the scale of it all. However, as I ran into familiar faces from all the states I've worked in and gleaned knowledge from some exceptional talks and breakout sessions, this intimidation was alleviated and I found myself feeling right at home with a whole congregation of local government enthusiasts.*

*Highlights of the conference for me include representing Colorado at the State Officer's Roundtable and attending some excellent breakout sessions on private/public partnerships, citizen engagement, and revenue balancing. I also enjoyed the ICMA programming geared toward young professionals. I attended a speed coaching session in which I had 15 minute conversations with managers from all over the country on a variety of topics and I attended a breakout session that covered all of the different training opportunities ICMA offers. Finally, I'd be remiss if I didn't talk about all the peer interaction this conference provided. I enjoyed hours of conversations with professionals from all over the country and the lessons, stories, and camaraderie I got from them was incredible.*

*Attending this conference was an amazing opportunity and I'm thankful to the CCCMA for providing it to me. The interactions I had at it and the lessons I took away from it will help my development as a young professional. I don't know when I'll get the opportunity to attend another national conference, but I certainly hope this isn't the last*

— James Clanton, Centennial

**2011 CCCMA WINTER CONFERENCE REGISTRATION FORM**  
**Feb. 17–19, 2011 • Hotel Colorado, Glenwood Springs**

Name \_\_\_\_\_

Title \_\_\_\_\_

Entity \_\_\_\_\_

Address \_\_\_\_\_

City, State, ZIP \_\_\_\_\_

Email \_\_\_\_\_

Phone \_\_\_\_\_

Spouse/significant other (if attending) \_\_\_\_\_

**Nonrefundable** registration fees

**CCCMA members**

*(Contact Barb Major at CML if you are unclear about your membership status — 303-831-6411 or bmajor@cml.org)*

**Check all that apply**

**Enclosed is**

- |  |                                  |          |
|--|----------------------------------|----------|
| Thursday session(s)                                  | <input type="checkbox"/> \$125   | \$ _____ |
| Friday and Saturday a.m. session(s)                  | <input type="checkbox"/> \$125** | \$ _____ |
| Full conference — <u>Reduced rate</u> for both days! | <input type="checkbox"/> \$225   | \$ _____ |

\*\* General session fee waived for first-time attendees (members only); however, everyone must pay for the Thursday session.

**Student/intern/emerging managers**

*(e.g. policy or management analyst — excludes assistants and deputies)*

*Four \$250 scholarships will be given to CCCMA member emerging managers. If interested, contact Scott Collins at collinss@bouldercolorado.gov.)*

- |                                 |                               |          |
|---------------------------------|-------------------------------|----------|
| Full conference - Reduced rate! | <input type="checkbox"/> \$50 | \$ _____ |
|---------------------------------|-------------------------------|----------|

**Nonmembers**

- |  |                                |          |
|--|--------------------------------|----------|
| Thursday session(s)                                  | <input type="checkbox"/> \$250 | \$ _____ |
| Friday and Saturday a.m. session(s)                  | <input type="checkbox"/> \$250 | \$ _____ |
| Full conference — <u>Reduced rate</u> for both days! | <input type="checkbox"/> \$450 | \$ _____ |

TOTAL ENCLOSED \$ \_\_\_\_\_

Return registration form and payment made payable to CCCMA by **Feb. 4, 2010**:  
 CCCMA, 1144 Sherman Street, Denver, CO 80203-2207  
 (p) 303-831-6411 • (f) 303-860-8175

Reservations at the Hotel Colorado must be made by Jan. 17. Call 1-800-544-3998 or 970-945-6511 and mention group code CCMA for the room rate of \$119–\$199 per night.

Other hotels in Glenwood Springs include Best Western Antlers (800-626-0609/970-945-8535), Hot Springs Lodge (800-537-7946/970-945-6571), Hotel Denver (800-826-8820/970-945-6565), Holiday Inn Express (800-HOLIDAY/970-928-7800), and Carivan Inn (800-945-5495/970-945-7451).

## 2011 CCCMA ANNUAL MEMBERSHIP DUES

<u>Population of municipality</u>	<u>1st member</u>	<u>Additional member</u>	<u>Emerging manager</u> <i>(e.g., policy or management analyst, excludes assistants and deputies)</i>
25,000-plus	\$125	\$90	\$70
5,000-24,999	\$95	\$75	\$55
less than 5,000	\$75	\$60	\$45
 <u>Population of county</u>			
50,000-plus	\$125	\$90	\$70
10,000-49,999	\$95	\$75	\$55
less than 10,000	\$75	\$60	\$45
 <u>Population of COG</u>			
100,000-plus	\$125	\$90	
25,000-99,999	\$95	\$75	
less than 25,000	\$76	\$60	
<u>Associate (former manager)</u>	\$75		
<u>Cooperating (university faculty, student, intern)</u>	\$25		
<u>Affiliate (business)</u>	\$125		

Return registration form and payment made payable to CCCMA: CCCMA, 1144 Sherman Street, Denver, CO 80203-2207  
(p) 303-831-6411

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## 2011 CCCMA ANNUAL MEMBERSHIP DUES RENEWAL FORM

*(Please print or type)*

Name \_\_\_\_\_

Title \_\_\_\_\_

Entity \_\_\_\_\_

Address \_\_\_\_\_

City, State, ZIP \_\_\_\_\_

Email \_\_\_\_\_

Phone \_\_\_\_\_

HOME Address \_\_\_\_\_

HOME City, State, ZIP \_\_\_\_\_

HOME Phone \_\_\_\_\_

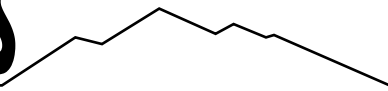
Spouse/significant other \_\_\_\_\_

AMOUNT SUBMITTED \$ \_\_\_\_\_  
*(Please make a copy of this form for each additional member)*



**CCCMA**  
Colorado City and County  
Management Association  
A State Affiliate of ICMA

# NEWS



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