



President
 Aden Hogan
 City of Evans
 ahogan@ci.evans.co.us
 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@bouldergov.org
 303-441-3040

CCCMA AWARDS

The Colorado City and County Management Association is pleased to announce its Annual Professional Awards Program to recognize and honor the outstanding individuals who made significant contributions to local government in Colorado.

There are two awards this year:

1. **Manager of the Year Award** - Awarded to the CCCMA member that has made an outstanding contribution to local government in the past year.
2. **Lifetime Achievement Award** - Awarded to a CCCMA member for their significant, long-term contribution to local government, the profession, and CCCMA.

Nomination Requirements

All full members of CCCMA are eligible for nomination. Nominations may be submitted by non-members.

The nomination letter, of no more than 2 pages, should:

1. State which award the member is being nominated for.
2. Describe how the individual has made an outstanding contribution to local government in Colorado (in the past year or throughout their career)
3. If possible, detail measurable results that have been achieved by the nominee.

Please e-mail all nominations to the Awards Committee at

seth.hoffman@cityoflonetree.com

Selection Process

Nominations must be received by the Awards Committee by May 31, 2013. The Committee will confer and forward its recommendations for award to the CCCMA Board for its consideration at its June meeting.

The announcement of awards will be made during the CML Annual Conference in June. Following the conference, a CCCMA Board Member will present the award at a Council or Board meeting in the recipient's jurisdiction.

CCCMA NEWS



Trudy Peterson, trudy-peterson@comcast.net
Jim Stevens, pob2066@msn.com
John Schneiger, john.schneiger@yahoo.com
Susan Parker

In other news! Dave Blanchard,

MANAGERS IN TRANSITION

Send an email today!

Cathy Green, cagreen1@comcast.net
Pam Caskie, pcaskie@comcast.net
Bob Patterson, robert.m.patterson@comcast.net

CCCMA EVENT



CWLG Noshing & Networking 11:30am - 2pm, May 21 CML

Join us for our first Noshing & Networking Event of 2013 with a special presentation by
Dr. Lynn M. Gangone, Dean of the University of Denver Women's College -

Where are the Women?

Benchmarking Women's Leadership

Lunch \$15 Members, \$20 Non-Members

For more details about Dr. Gangone and the presentation,
to register, and to pay 2013 CWLG Membership dues online go to www.coloradoccma.org

RSVP by May 17th

Save the dates for 2014 CCCMA Conference

February 20 - 22

Hotel Colorado,
Glenwood Springs

Do you have an idea for a session or a speaker?
Contact Shane Hale, shale@cityofcortez.com

Under the leadership of past President Jim White, the Range Rider Committee (Roy Otto, Jim White, Mark Achen, Ron LeBlanc, Shane Hale and Kelly Arnold) sought to expand the Range Rider program to bring much needed support to each of us as we face the challenges of our jobs. Today we have three Range Riders Mark Achen, Craig Kocian and Tom Dority serving the profession in Colorado. The committee reviewed and updated the current Range Rider Program Guidelines as well as updating necessary support agreements with the ICMA. In addition we recruited applicants for two additional slots and created regions for the Range Riders to serve. While regions have been established for administrative purposes, the Range Riders coordinate activities to assure they are providing necessary coverage.

Jim thanks for your leadership and vision to expand this program and to the committee for their hard work. Most importantly thank you Mark Achen for your service over the years and to welcome on board Craig and Tom.



Tom Dority is a career city manager with 40 years experience in public policy development, finance, budgeting, employee relations and management of public safety, public works and community development. Tom was City Manager in Oxford, Ohio, for five years and East Lansing, Michigan, for ten years and previously held City and County positions in Finance, Human Resources and general management in Greeley, Colorado, and Medford, Oregon. In 1994, he founded Tom Dority & Associates, Inc., a municipal consulting firm in Michigan, and served as a Senior Vice President of The Mercer Group, Inc., for municipal consulting nationwide since 1994 including much recent work in Colorado. He retired in 2011 and lives in Estes Park.

Tom's MPA degree is from the University of Colorado, 1971. He has been a member of the adjunct faculties of Eastern and Western Michigan Universities, teaching a graduate seminar in local government administration. Prior to city management, Tom served in the USAF in Southeast Asia.



Craig Kocian spent 25 years with the city of Arvada, including 21 as city manager in two different stints. His major points of focus most recently were the council-manager relationship; improving Arvada's financial condition (to a AAA rating); strategic planning; staff development; operational efficiency; and economic development. He also was the assistant city manager (10 years) and city manager (4 years) for Oakland, CA. What was unique about his experiences there included: the Oakland (1989 World Series) earthquake and the 1991 fire where Oakland lost 3,400 houses in 11 hours, and the recovery efforts thereafter; negotiations with 3 major league sports teams; 3 attempts to change the form of government (none succeeded); and council/union relationships. Craig is an avid woodworker, river runner, hockey player, cyclist, and,

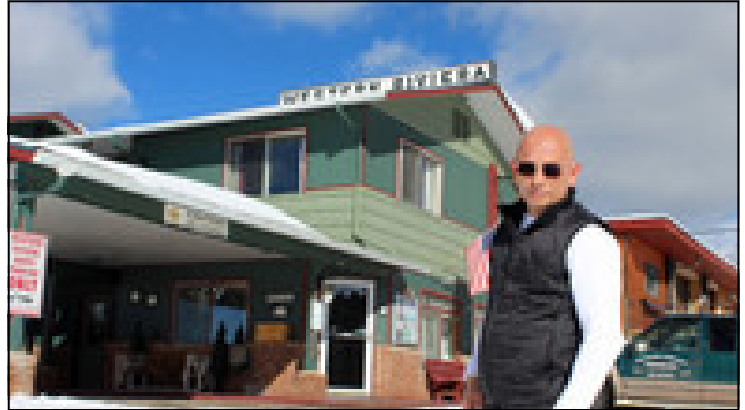
now, WEEKDAY skier!

Grand Lake on the Travel Channel

Reported by David Hook, Grand Lake Town Manager

On March 25, 2013, the Grand Lake community and the Western Riviera Motel were featured on Hotel Impossible, a Travel Channel show starring hotel fixer Anthony Melchiorri and designer Blanche Garcia. To say the least, it was an interesting experience and a wonderful opportunity for the Western Riviera and the Grand Lake community.

The Hotel Impossible crew shot the last episode of Season 2 over the course of a week in late January and early February. Filming took place in and around the Grand Lake community, located on the shores of Colorado's largest natural lake at the western entrance to Rocky Mountain National Park. The filming was realistic and unrehearsed. There were no scripts. From time to time, there were a few extra 'takes', but no scripts.



Anthony Melchiorri in front of the Western Riviera

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During filming, Anthony was quoted as saying "I will go on record saying it's the most beautiful place I've ever been. I was blown away. Grand Lake is a piece of art." He continued, "And then you take this beautiful town of Grand Lake that looks like the back lot of a Hollywood studio and you incorporate that with just beautiful open-hearted people that know each other — it's my favorite place, and it is the most beautiful place I've ever been."

The final cut of the show focused on the hotel resort advice of Anthony and the interior design work of Blanche, but also included many scenes of the Grand Lake community.

As usual for a Hotel Impossible show, Anthony had lots of critiques as well as constructive suggestions for the Western Riviera on how to improve their operations and build their business volume. While it was difficult at times for the owners and staff at the Western Riviera to hear those critiques, they listened intently and are underway with implementing Anthony's advice.

If you missed the show on March 25, there are several short clips from the show available on the Hotel Impossible webpage at the [Travel Channel's website](#).

Blanche's redecorated guest room at the Western Riviera was a big hit. The owners of the Western Riviera will duplicate her work throughout the other guest rooms over the next year.

The Grand Lake community got wonderful national exposure through the airing of the show. Anthony's exclamations of the beauty of the area were heard several times during the show. Scenes in the final cut provided many glimpses of the specialness of Grand Lake and included Anthony and Blanche participating in the bed sled race at Grand Lake's annual Winter Carnival, Anthony ice fishing on Grand Lake and Anthony and Joel snowmobiling high in the mountains west of town on the trail system in Arapaho-Roosevelt National Forest.

As a bonus for the Grand Lake community, Hotel Impossible brought in Joel Comm, an internet and social media marketing specialist, to provide free consulting on ways to build the winter economy using a variety of marketing tools. A marketing committee of community members has been formed to start the process of developing and implementing action items related to his advice. The first item checked off the list is a new community mascot, Bruce the Moose. Bruce is a costumed character who will make appearances at community events throughout the year. Bruce made his debut on the day of the Hotel Impossible airing and was a big hit.



CML Update

The Latest News at the Colorado Municipal League

-Sam Mamet and Lisa White, CML

Legislative Update

As we go into the waning days of the legislative session, there are still several major municipal issues left unresolved. Believe it or not, we may yet see additional bills introduced, with the intent of ramming them through now that there are under 20 working days left. Of course, CML does not believe good law is generally made this way, and it is not always in the best interests of anyone to force legislation to move quickly unless an emergency exists.

CML continues to oppose the state-mandated collective bargaining bill for firefighters (SB 13-025). The House adopted a yet-again amended version of [SB 13-025](#). The bill will pass on third reading, which may occur at any time. (You may watch archived video of the entire debate by clicking [here](#) and clicking on SB 25 to jump ahead to that debate. You may also listen to audio only by clicking [here](#).) After final passage of the bill in the House, the bill will go back to the Senate for consideration of House amendments to the bill. While not expected, it is possible the Senate sponsor could move to reject House amendments and try to change the bill yet again in a conference committee. Regardless, CML's opposition remains unchanged.

SB 13-025 continues to represent an inappropriate and completely unnecessary trampling of local control and now the initiative process by the General Assembly. Nothing is broken, and nothing has changed since Gov. Bill Ritter appropriately vetoed the last attempt by the proponents to achieve by legislative fiat that which they should be working to achieve with local governments and local voters. CML's information on SB 25 can be found [here](#). Click [here](#) for the April 15 editorial against the bill by the *Denver Post*.

Legislation implementing Amendment 64 is also being introduced in the session's final days. While some issues may likely be controversial, the League will ensure the legislation continues to respect the maximum amount of local control allowed under Amendment 64.

Sales tax issues are also on the front burner, as bills have been introduced to both examine our local sales tax base and audit provisions (HB 13-1288), as well as set Colorado up (under HB 13-1295) to implement the Marketplace Fairness Act in Congress, should that legislation pass later this year. Oil and gas bills are a hot topic, but at this point CML has not had to take a position for or against any of the introduced legislation. Finally, our ability to continue to effectively use tax increment financing (TIF) for urban renewal is a priority. We oppose a job creation district bill (HB 13-1212) because of the bad precedent it sets for TIF-related projects and our belief that legislators may try to apply that bad formula to urban renewal in an attempt to stifle its use.

A full account of bills that CML is following and those on which CML has a position, as well as position papers and other supporting materials, can be found at www.cml.org under the Advocacy: In Colorado section. You can also contact CML's deputy director, Kevin Bommer, at any time regarding legislative issues at 303-831-6411/ kbommer@cml.org

Spring Outreach Meetings

The CML staff will once again be hitting the road next month to visit with members during our annual Spring Outreach meetings! We hope you will attend the one in your area to network with your neighbors, learn about the legislative session, and have lunch — on us! All meetings take place from

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11:30 a.m. to 1:30 p.m., with lunch and beverages provided by CML (with the exception of District 1 in north-eastern Colorado). The schedule and RSVP information can be found at <http://www.cml.org/Outreach.aspx>

Upcoming Training Opportunities

Webinar: Health Care Reform

Monday, May 6, 12-1pm

Presenter: Rebecca Knoll Lawrence, Employee Benefits Attorney in the National Legal & Research Group, North America, Willis Human Capital Practice

New mandates take effect in 2014 and employers are struggling to keep up with all the new rules. This webinar will provide some reminders of what has already been put into place and catch up with new guidance issued since the beginning of the year to prepare for 2014.

Visit http://www.cml.org/Public/Core/Events/eventdetails.aspx?iKey=WEB_HEL13 to register.

Annual Conference

June 18-21– visit http://www.cml.org/CML_Annual_Conference.aspx for details or to register.

Youth in Local Government Day

Friday, Aug. 9, 8:30-5:15; CML offices, Denver

The first-ever Youth in Local Government Day will include sessions on communicating effectively with a town board or city council, staying involved in government after you graduate, municipal use of technology and social media, Amendment 64's implications, a tour of the Capitol, and a possible meeting with a legislator! All high school students are invited to attend! Please share this with your youth commission and local high schools! Registration opening soon.

Career Compass #30

“Political Savviness”



Question:

I am a planning manager with a mid-sized city. When our staff team presents land-use, economic development or affordable housing recommendations to Council, they may accept them but sometimes they do not. Typically, we do a good job of providing data and well-reasoned recommendations but once they get to the public hearing it's as if the data and objective analysis do not matter and politics take over. At times, one small yet connected group can shape the Council's decision or completely derail the decision. It is baffling to me and my colleagues.

The political arena seems like an alien world. I don't get politics. How can our team become more politically savvy?

Frank's Response:

You are correct. The world of elected policy-makers is different from the world of professional administrators. To be more effective in recommending policy or specific development proposals, you must first understand the differences in the two world views.

The Two Worlds of Policy and Administration

John Nalbandian, professor of public administration at Kansas University and former mayor of Lawrence, KS, has done a lot of work differentiating between the mindsets and the drivers of action for

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policy-makers vs. administrators. Along a variety of dimensions, policy-makers and professional administrators see the world differently. Consider these different ways of thinking and acting:

Dimension	Policy-Makers	Administrators
Selection	Based on political, policy, ideological views or connection to certain constituent groups	Based on abilities
Role	Representative of constituent groups	Professional expert
Issues	Concerns of interest to constituent groups	More organization or community-wide perspectives
Information	Narrative, stories, deeply-felt emotions	Data, plans, reports
Orientation	Making change	Ensuring predictability, continuity amidst any change
Attention to	Pushing a policy agenda	Operational details (Will it work? How will it work?)
	Pleasing voters	Demonstrating competency, achieving results, improving external professional prospects
Time Frame (most of the time)	Short to mid-term	Mid to long-term
Focus of Decision-Making	What I believe	What I know
	Resolving or minimizing conflict among stakeholders	Making the right decision
	Choice that plays well to constituencies (“good politics”)	The right choice
	Questions: “Whom am I trying to serve?”	Questions: “What is the goal?”
	“What will achieve positive impacts?”	“What is effective and efficient way to achieve goal?”
	“Have I heard from all significant groups?”	“Do I have the information?”
	“Is it fair to significant groups?”	“What is our analysis?”
Accountability	To voters on how they represent their interests and fulfill “promises”	To organization, public at large, peers and professional groups on how they achieve goals
Rewards	Winning next election, moving up political ladder, self-satisfaction	Getting next promotion, positive recognition among peers, self-satisfaction

The objective data, your analysis (including options), expert judgments and recommendations all are necessary but completely insufficient in carrying the day once you enter the political arena of the elected policy-maker. Elected officials will certainly require and care about the data but they will be highly motivated by their own values and ideology and the positions of key constituencies (e.g., neighborhood groups, business associations, environmental advocates, youth sports groups).

Democracy is Messy

Even though “politics” has a bad name, you can’t have democracy without it. Politics is how democracy happens. Different groups compete for attention, influence and resources. In a democratic arena, value choices made by policy-makers often compete with technical solutions.

Consequently, you need to understand that “technically correct” decisions may not match community values as determined by elected officials. The “best” technical solution may be the “right” overall answer for the community.

A seasoned professional gains an appreciation over time that democracy is messy. In a democracy, process may sometimes trump the result.

“Think Politically, Act Non-Politically”

So, how do we become more effective in this messy political world?

Kevin Duggan, former City Manager of Mountain View, CA, and current ICMA West Coast Region Director, wrote in a *PM* article “Leadership Without Appearing Political” that local government managers need to follow the axiom to “think politically but act non-politically.”

We local government professionals generally know how to act non-politically:

Provide objective analysis and options for the policy makers

Treat all elected officials and stakeholder groups equally in terms of providing access to information and responding to their questions and concerns

Respect the political views of governing board members and acknowledge their interests

Avoid the picking of sides in political disputes.

Accept policy decisions once they are made even if we do not agree.

The other part of Duggan’s axiom that we must think politically or strategically is more difficult.

Before I provide some tips on how we can think more strategically, let me emphasize that I am in no way suggesting that you abandon your professional role and become more of a political actor. It is your job to provide professional expertise. You must provide objective data and analysis and sound recommendations. However, you also need to help policy-makers make good decisions that are not only administratively and organizationally do-able, but also politically acceptable.

Eleven Tips To Become More Politically Savvy

Here are some tips for helping yourself and your team develop some political astuteness:

1. Get into the hearts and minds of the policy-makers

Ask yourself and your team the following questions:

What are the values, motivations, and goals of the different elected officials making the decisions?

To which constituent groups do the elected officials relate?

What are the ideologies of the various groups?

Who are the key supporters or players in the community or within the local government with whom the elected officials connect?

If you and your team do not know the answers to these questions, how are you going to find out?

De-brief all City Council meetings

After a City Council or Planning Commission meeting, ask your Department Director to de-brief the session with you and your team. While staff people can let off a little steam in such de-briefings, the purpose of the discussion is to promote understanding, not griping. Successful department heads usually have good political sensibilities and can help your team better understand the policy view points, political ambitions, alliances and other relationships which may result in decisions that are not perfectly aligned with your expert judgments.

Periodically, you can also request that the City Manager or Assistant City Manager visit one of your staff meetings, provide a city-wide update, de-brief recent Council decisions, and help you better sense the political landscape, especially key alliances and the differing policy perspectives on the Council.

At these de-briefings, you can also evaluate how your staff reports and presentations framed the land use or housing proposal that you presented to the Council so that it resonated with the decision-makers (more on this later).

Develop rapport with political actors

To the extent possible, get to know policy-makers as real people. Elected officials are more apt to listen with openness to your professional views if they know you in a social context. Now I'm not suggesting that you invite the Council Member to coffee or lunch to create a social relationship. However, you can introduce yourself at a community event or before or after a meeting; engage them in some informal conversation; ask about their work, family and interests; and then share a little bit about yourself.

If you are asked to brief a Council Member, a Planning Commissioner or a key stakeholder representative about a specific issue, you can start an informal conversation before or after the briefing to get to know the person.

As a young manager, I started an informal conversation before a meeting with a Council member who was quickly becoming a nemesis. In the conversation, I discovered that he too was a Lebanese-American and loved the same foods as we both grew up with immigrant grandparents. The relationship became much easier thereafter (even though he did not always support our policy recommendations).

Ask the policy-maker why they voted the way she did

John Nalbandian, in a recent Cal-ICMA Coaching Program webinar on the topic of "Navigating Staff-Board Relations," suggested that when the opportunity presents itself staff people occasionally ask the elected official why they voted the way they did. Of course, you need to approach this situation with a "curious mind." You are not asking the elected official to justify why she voted the way she did. Rather, you want to better understand so you can do a better job. If you ask in a non-defensive way that suggests that you want to better understand their viewpoint, you may get better educated on their values and policy perspectives.



Start with the "why"

Once you get a better understanding of the mindsets of the different elected officials, you can begin to make policy recommendations that are both supported by the data and are shaped so they are more politically acceptable. In developing a recommendation, always start with the "why" of the proposal. As Simon Sinek says

in his TED.com video “How Great Leaders Inspire Action” (my favorite all-time TED.com presentation!), people are motivated by the purpose and meaning of any proposed action or pursuit as opposed to the “what” and the “how” which usually dominate our professional reports and presentations.

For example, before getting into the technical aspects of a proposed mixed-use development, talk about the “why”. Is the mixed-use development aimed at promoting economic vitality, creating new jobs, animating downtown streets, or addressing the city’s jobs/housing imbalance?

Frame the issue

You need to frame the staff recommendations differently for different decision-makers and/or their constituencies. Again, you must do good staff work in providing solid data and analysis and good options. In addition, you can emphasize a “why” that resonates with the majority of policy-makers.

Engage reference groups and constituencies

It is essential to *authentically* engage important constituent groups (especially those connected to policy-makers) in developing a proposal before bringing it forward. Even if you believe that a group’s fears are totally baseless, you must reach out and engage them. If you interact with constituent groups, listen to their concerns, and integrate their interests in a recommendation, you are likely to gain the political support of key decision-makers who relate to these groups. Of course, if constituent groups of different policy-makers all get their “finger prints” on a land use proposal, you are in the best situation in terms of carrying the day.

Let’s say the university hospital is a key health care provider and employer in your community and desires to expand. How does your team work with the hospital administrators who are concerned about growing their enterprise and becoming more competitive; business community leaders who are interested in economic development; and adjacent neighborhood groups who are distressed about potential traffic and parking issues? All of these groups will be reaching out to some or all of the Planning Commissioners and City Council Members. The more you interact with these politically-relevant groups, the more you get to know their perspectives and concerns, the more you get the opportunity to solve perceived and thus real problems and shape proposals in a politically palatable way.

Consider the “best” presenters

Certainly you or one of the planning staff should present the staff report on a proposed project and provide the staff analysis. However, if you’ve worked with some stakeholder groups that are connected with the various policy-makers, you could on occasion include one or several representatives at the end of the presentation. Whether they support the entire proposal or certain aspects of the proposal, the group representatives can discuss how they have worked with staff to resolve or minimize any concerns.

Remember that a public hearing is the worst mechanism ever devised to engage people. A public hearing must be the culmination of a process of engaging different groups, at which time you show your work even if you have not resolved each and every problem to everyone’s total satisfaction.

Tell the story

Elected officials think in terms of a narrative. Providing data, analysis and expert recommendations is certainly necessary but may be insufficient. What’s the story that makes the analysis and recommendations come alive? In respect to the university hospital expansion, what story will you tell to bring life to the recommended state-of-the-art health care center and its impact on real people, or



the new jobs, or the spin-off benefits for the local economy.

Know when to push forward and when to pull back

Developing this political skill is difficult and takes a lot of seasoning. As a City Manager, I often tended to push forward on a decision even when it would result in a major conflict on a split Council. I failed to adequately learn when to pull back and present a proposal at a later date when there was more support or a greater readiness to consider the recommendation.

In considering when to push ahead or pull back, here are some questions to ask:

How important is a recommendation to the community at large, the organization, or the Council as a whole?

Is there a state of readiness on the Council to consider the contentious issue?

Has the staff and partner groups done a good job in addressing some of the many concerns and problems identified by stakeholder groups, especially the opposition, to the proposal?

How mature is the political body? Can they split on a vote and not hold grudges in respect to other Council members or the city management?

Are you too emotionally involved in the issue as a leader?

Get political advice

As I stated in Career Compass #7 "Creating a Dream Team of Advisors," you need different coaches for different purposes. While you certainly benefit from a coach providing career advice, you may also need a special advisor for political guidance. Who has ample interaction with policy-makers and can help translate the political world for you? Who can suggest different groups to engage or different ways to present an issue that will resonate with policy-makers or their political allies even as you provide professional analysis?

Political Savviness is an Added Value

Guided by senior managers and any coaches, your growing political astuteness can make you and your team more effective. However, as John Nalbandian emphasized in the Cal-ICMA webinar, developing political sensibilities is just an added value. Don't forget that your core value is professional analysis, judgment and execution.

Your world is one of professional expertise, not politics. So the trick is "thinking politically but acting non-politically." In other words, how do you become more politically astute without becoming "political"?

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.

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 August 15, 2013.