OCTOBER 2017 • COLORADO MUNICIPAL LEAGUE

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Mission

Colorado Municipalities is published to inform, educate, and advise appointed and elected municipal officials about new programs, services, trends, and information to help them perform their jobs and better serve their citizens and communities.

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The Colorado Municipal League is a nonprofit association organized and operated by Colorado municipalities to provide support services to member cities and towns. The League has two main objectives: 1) To represent cities and towns collectively in matters before the state and federal government; and 2) To provide a wide range of information services to help municipal officials manage their governments.

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On the cover: Red Cliff Town Broadband Tower, bringing broadband to town finally, expected October 2017.

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ABOUT SOME OF OUR CONTRIBUTORS



Jack Arrowsmith was appointed executive director of the Statewide Internet Portal Authority (SIPA) in February 2015. He has been involved

with SIPA since its inception — in July 2004, Gov. Bill Owens appointed Arrowsmith to the SIPA Board of Directors. Arrowsmith's started his professional career as a classroom teacher at Englewood High School. Since leaving education in 1980, he has held a number of management positions in industries including travel, insurance, and publishing. In 2006, he was elected to the office of clerk and recorder for Douglas County, prior to which he served as the county's public trustee for an appointment of four years.

David Bessen joined Arapahoe County Government in December 2011 as the director of information technology and CIO, where he has established IT governance, created a bimodal IT operation, and is pioneering ways of making government more efficient through the deployment of new technologies and automation. Previously, he served as vice president and chief information officer at MediaNews Group, the second largest newspaper chain in the nation (headquartered in Denver) and IT director at Copley Newspapers.



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LETTERS TO THE EDITOR

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Colorado Springs Journal for five years and the senior vice president at the Colorado Springs Chamber of Commerce for 13 years.



A Colorado native and Certified City Planner, **Derek Holcomb** has worked for more than 10 years for the City of Centennial, where

he currently serves as the deputy director of community development. He spends his days (and sometimes nights) managing operations of the Planning, Engineering, and Long-Range Planning Divisions, and leading key municipal/zoning code amendments to keep Centennial at the forefront of emerging needs and trends that impact the City.



Michael Karl is Brown and Caldwell's national automation leader. With 17 years of experience, he has worked on a wide range of large water

system projects, which include some of the nation's first smart utility plans and implementations. He works side by side with municipalities to develop smart utility visions and frequently facilitates workshops to align business and operational objectives.



Ken Price is a Certified Government Chief Information Officer[™] and has been the information services director for the City of Littleton for more

than 16 years. Price is committed to

customer success by working with his team in a supportive, courteous, and professional manner; by building and maintaining collaborative partnerships with customers; and by listening, anticipating needs, and providing qualitative, timely, and innovative solutions.



Cathy Ritter has served as director of state tourism offices in both Colorado and Illinois and worked eight years with the Illinois Secretary of

State's Office. As Colorado's state tourism director since December 2015, Ritter has initiated creation of a Colorado Tourism Roadmap to create a statewide vision guiding the tourism industry in maximizing the potential of travel to generate jobs, tax revenue, and business income while enhancing the state's remarkable lifestyle.



Kevin Stively, P.E. is Brown and Caldwell's national electrical and process automation services and smart utility leader. With nearly

30 years of experience, he has worked on a wide range of water and wastewater projects, which include some of the nation's first smart utility plans and implementations. Stively has helped develop best-in-class standards for information and control systems to establish uniformity and consistency across the industry.



Mike Whatley joined the Statewide Internet Portal Authority as chief technology officer in August 2015. He has had a 20-year career in

Colorado state government, serving in senior executive roles at the Office on Information Technology, Department of Regulatory Agencies, and Department of Natural Resources. Before his state career, Whatley worked in a variety of research, legal, and federal contract support functions, implementing technology solutions for the Bureau of Indian Affairs, U.S. Geological Survey, and the State of Wyoming.



Brandon Williams is the digital transformation officer with the Governor's Office of Information Technology (OIT). Prior to this role,

he served as the state's director of Google operations, and as an information officer for both the Colorado Division of Emergency Management and the Department of Public Health and Environment. Williams also has served as an analyst and advance team leader for international arms control and nonproliferation treaty inspection and policy efforts, and as a diplomat assigned to the U.S. Delegation to the Organization for the Prohibition of Chemical Weapons at the U.S. Embassy — The Hague, Netherlands.

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MY VIEW

By Brandon Williams, Governor's Office of Information Technology digital transformations officer

YOU ARE NOT ALONE

THAT IS WHAT I WANTED TO TELL myself in 2009, when I was working at the local level with Lake Dillon Fire-Rescue in Summit County.

At the time, I was confused by state bureaucracy and the fact that there were so many different programs, all trying to ask me the same questions that other people in state organizations were asking - all of them trying to provide me with information or get my input or feedback on programs and efforts. I was lost in a sea of people at the state level who wanted to help, but who provided no clear way, no single voice, to navigate their information flow. On top of that, as a single, local resource, I certainly did not have time myself, since I was wearing many "hats" like everyone else at the local level.

As I went from local government to the state's Emergency Operations Center, and later on to the Colorado Department of Public Health and Environment, ultimately to find my "home" in the Governor's Office of Information Technology (OIT), I saw the exact same relationship between state and local partners — wash, rinse, repeat.

Consequently, the frustration I felt from a local government working with state government was that I did not know where to start, and I had no idea how to prioritize or what the chain of command truly was at the state --although those assumptions had been built into the communications streams I was added to. Now, when you are talking public safety and emergency information, it is a fairly niche group with some finite sets of information. With a little work, you could kind of navigate it. But now, sitting here in OIT — weirdly, at the heart of government information management in a digital age - I see that while our counterparts in other agencies have at least hit the "send" button while not mastering the art of structure, the information services community in the State of Colorado largely lacks cohesive safety nets or informationsharing opportunities. All of us are sick of attending conferences or random meetings only to discover that -shocker — the person from local IT is struggling with the same issues we

are at the state. It is time we change this status quo.

I do not have the answer yet on exactly how — and I am hoping this article can help prompt that discussion — but there are opportunities that we should be capitalizing on to more effectively get information and work together on common issues related to security, the rise of cloud platforms, the challenges of web-based tools, and how to handle Shadow IT. Let me first, at least, start with my email: brandonw.williams@ state.co.us. My mobile number is 970-406-1601. Call me. Text works great, too, since similar to you, I spend a lot of my time in meetings talking about work so that I can do actual work on weekends and nights (we call this "second shift").

Security

"Security" is probably the best place to start. Each of us struggles with managing phishing attacks, scams, and all sorts of malicious or unintentional issues associated with managing government information online and in systems. One of the things I am very excited about is that over the past couple of years under the stewardship of Deborah Blyth, Colorado's chief information security officer, OIT has had more resources and attention focused on cyber and information security. That focused effort is now yielding fruit in tools and access that OIT is prepared to share with its partners in much grander ways than before.

Most importantly, OIT is working with private sector partners to enhance access by local and state officials to common, shared threat information and response protocols in real time. That program, Colorado Threat Information Sharing (CTIS network), will enable municipal governments to register, gain access to communication threads, and share information that you are seeing online with the larger information security community here in Colorado. OIT is keen to facilitate transfer of information that it gets from federal partners, private-sector partners, and other IT staff at the state level in this community. These opportunities are anticipated to be available in late summer 2018 at no

cost, helping make government information more secure. For information about that program, contact the author to be put in touch with the program managers.

Cloud Platforms

One of the most surprising things about state government is how many platforms and services it uses. Subjectively, it is a little overwhelming. Objectively, it makes sense, because the State of Colorado serves 30,000 users, at 22 different organizations, administering thousands of various programs. There is clearly not a onesize-fits-all platform that would work best. As a result, the state has a pretty distributed environment that has allowed it to explore a variety of platforms, including Google, Microsoft, Salesforce, Workday, Perceptive, etc.

In a lot of cases, the tools that the state is using are the out-of-the-box platform tools, but it also assigned staff and resources to build customized solutions within each of these platforms. These range from very complex to very low-code solutions — all of which OIT is happy to share. OIT had the benefit of working with a variety of contractors and experts from the platform service organizations to help understand how to deploy or gain the most value out of these platforms.

OIT should be seen as a resource for cities and towns as they seek to maximize value for local dollars in even if that is just to have a sounding board for comparisons, experiences, or ideas regarding implementation. OIT has accumulated many scars and smiles that staff members are more than happy to share and, based on its work with other partners, it would benefit from talking to municipalities. OIT is ready to take the information it learns and share it with others and, in time, hopefully build out a publicsector knowledge base across Colorado to have these kinds of conversations and analyses available when needed.

Applications Development

Like others, OIT is diving headfirst into Agile and DevOps. We know we must break the cycle of how we have always traditionally done business. Certainly when it comes to internal development, capitalizing on the skill sets we have, identifying resources that need to be brought in, and considering how things like Agile and DevOps work within a government structure, with the limitations of government resources, is paramount. We have a great team here at the state that is working on it, led by Milo Knezevic.

We would love to learn about how others are approaching these integrations and again share our experience in this area with others who are interested. In fact, whether it is Agile, DevOps, or even shared coding languages, we think there would be a great value in organizing a better community online for sharing coding resources, ideas, information, and program experiences.

OIT manages *a lot* of data integrations. With more than 1,000 applications across the state, dependencies on multiple federal group interactions, and myriad thirdparty vendors, there is great magnitude and complexity in managing the exchange of data and information among all the disparate groups.

To address these challenges, OIT established the Enterprise Applications Integrations team in April 2017. The team is focused on becoming integration subject matter experts (SMEs) and providing project implementation and operational support to OIT colleagues and business technology partners catering to our state government customers. That team has established guidance across four dedicated integration environments, reflecting governance and compliance for different types of data classification and associated degrees of security controls (general, PII, HIPAA, and FTI), which we are

happy to share for your consideration, since this is a shared struggle in government.

If you would like to reach out to me, I can put you in touch with Milo and his team. We are super curious to find out how others are approaching this challenge.

Shadow IT and Third-Party Integrations

The rise of Shadow IT and the availability of third-party, web-based integration tools span the previous subjects of security, cloud platforms, and coding/DevOps. Although you may not use the same exact terminology for it, I am sure you are familiar with the issues. Shadow IT are individuals who work in your organizations who are not IT professionals but are technology early adopters. They are the ones who are constantly searching for an online app that will solve your workflow challenge, the ones who blast through your security warnings and protocols to enable these tools, or the ones you go to whenever your phone does not work.

Often leadership sees Shadow IT as a clear and present danger. We do not think so. While it may be counter to traditional belief, our experience is that as technology becomes more accessible and more advanced at the user, line-staff level, these users are not seeking these apps to destabilize your system, they are doing so because they care about the work that they do and they hope to do it better. They are a weathervane: What they are doing can be seen as a report card on information services and can help to identify blind spots in user needs.

But that does not mean it should be the wild, wild West. We have had a lot of experience in exploring ways to structure, organize, and gain value in information sharing between traditional IT services and Shadow IT. We have found them to be a great resource when looking at pilots, tests, or considerations of new technologies. What was really needed was structure for how to provide access, get feedback, and engage them on a routine basis to bring Shadow IT out of the shadows and into the light as a partner. We would love to understand how local government — where I have seen some of the greatest achievements of Shadow IT precisely because of the resource and "many hats" issues - is approaching Shadow IT. Then we can tell you whatever you want to know about our Shadow IT.

Seriously, Let's Talk

I would also like to offer that if you have questions on non-technical aspects of working with state agencies, be that an org chart question, an administrative or bureaucratic question, or just a "how do I" or "who does" question, please contact me or my team. As the state's IT services organization, we work with every single agency, every single program, and every single one of our 30,000 users. We might not know the exact answer to the question, but I promise we know how to find it.

I would also love to hear any feedback you have on how we can help provide better navigation, organization, or access to state information or services. One of the programs we are currently focused on is overhauling the organization of the state's online services and web navigation — to include support for a citizen portal, voice/chatbot navigation, and a full mobile experience for all state services. So while we may be able to answer some of your questions, be prepared, because we got a lot for you, too! Again, you can reach me at brandonw.williams@state.co.us, and my mobile number is 970-406-1601.

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TECHNOLOGY'S CHANGING HORIZON

THE STATEWIDE INTERNET Portal Authority (SIPA) believes that technology will continue to change at a rapid rate. Colorado's municipalities should understand these trends to make the best strategic decisions on how to invest their precious technology dollars.

Cloud Hosted or Not?

Cloud technology has matured; however, there are financial, legal, and security reasons to evaluate cloud technologies. The financial impact of using cloud solutions is the adaptation of the financial model to a "lease versus buy," or operating expenditure versus capital expenditure, environment. This business change should prompt municipalities to evaluate the total cost of ownership of technology assets, to determine whether an annual subscription cost versus large capital expense is possible.

Legally, cities and towns need to ensure that any contracts with "cloud providers" address operating and service level requirements. Some of these requirements include:

• What are the availability metrics for the cloud platform?

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- Where is the data center physically located?
- How are outages reported and managed?
- What are the service level guarantees?

Understanding the contractual terms and conditions between a cloud provider and the municipality is vitally important.

Historically, there have been concerns regarding data security, but today many of those concerns are being mitigated. Understanding which data are public versus confidential will assist in determining if a cloud platform is feasible.

Viable cloud providers for government have to meet an assortment of compliance requirements. These compliance standards are meant to protect confidential data, whether the data exists in the cloud or in your onpremise data center. Cloud providers are aware of these compliance standards, but the responsibility to manage the municipality's risk ultimately lies with the municipality. The decision to move to the cloud is not just a technological decision; the legal and financial factors of this business change must be understood and accepted.

Open Source

Governments are starting to use many "open source" solutions. Drupal, for website development, is an example of an "open source" product that has wide acceptance in the government community. Lower cost is an advantage but, additionally, the approach of using a large technology community that develops and supports these solutions is advantageous.

A growing trend in technology service delivery is the use of microservices. The microservice architecture provides applications that are a collection of loosely coupled services that implement business capabilities. This architecture has the potential to completely revolutionize the development process, as it is highly iterative and allows a municipality to evolve its technology offerings quickly.

Is There a Future for Shared Services?

One national trend is a move toward a shared services model. Most municipalities provide the same service as other municipalities, and it makes sense to provide this on a "shared basis."

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Examples of a shared service model include:

- Municipalities sharing applications developed by a single municipality.
- Vendors providing services to multiple municipalities at a reduced cost.

Sharing applications across municipalities has both advantages and disadvantages. The obvious advantage is that the initial development cost only occurs once. Some challenges to consider are the governance of a multi-tenant application that requires maintenance and support. How does maintenance work? Who controls updates and enhancements? What does long-term sustainability look like? In addition to governance, it is vital to set expectations from the very beginning. Cost savings come from developing a single solution that can be adapted for many users. If each entity wants a uniquely designed solution, there is no economy of scale. Implementation is expensive, and changes and updates are expensive. Unless a municipality is willing to consider re-engineering its business processes, shared solutions are not likely to be successful.

Where Is Cybersecurity Headed?

There is a certainty of more cyberattacks in the future. Threat actors are getting smarter and more sophisticated. Although a city or town may be small, it is still a target if it is connected to the Internet. Some primary considerations are:

- Do you backup your data, and do you know where and how to retrieve it?
- Have you tested retrieval?
- Are you doing ongoing training for *all* employees? Employees, both well-intended and unhappy, are responsible for the majority of adverse cyber events.
- Prevention is part of the puzzle, but do you also have a response plan?

No level of security is completely effective, so a city or town needs a cyber threat response plan that addresses technical, financial, and political issues. The key here is "due diligence." While government enjoys a level of immunity, citizens want to know that government is working hard to protect their data. The good news is that there is considerable free information and assistance available. Contact SIPA Chief Technology Officer Mike Whatley (mike@cosipa.gov) for details on these free service providers.

In Conclusion

The good news is there are some very exciting advances happening in technology. Artificial intelligence, chat bots, and autonomous automobiles are a few of the up-and-coming capabilities. The bad news (if there is bad news) is that government needs to adapt existing processes to take advantage of the new offerings. For example, current procurement policies must be evaluated and streamlined to take advantage of new opportunities. The planning and implementation timeline for technology and business change must be much more rapid due to the pace and capability of technology.

Government should continue to evolve with technology to meet citizens' expectations. Citizens want government to be available 24/7, and want to access information and purchase services on devices that fit their mobile lifestyle. The challenge is to provide these services in a way our citizens demand that makes government more efficient, secure, and cost effective.

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OCTOBER 201

ALL ABOUT INFORMATION AND TECHNOLOGY

"GOVERNMENT OPERATES ON information, particularly digital information, arguably its most important resource other than its human resources." Or so states Dr. Bruce W. Dearstyne, one of the contributing authors of the book *CIO Leadership for Cities and Counties: Emerging Trends and Practices.* He goes on to say, "Government information must be systematically and efficiently managed, just as other key resources are managed, in the interest of economical government and responsive public service."

So, what happens in government information services (IS)? It is the department responsible for the information and communication technology systems used to collect, store, manage, and deliver information that supports operations, management, and decision making.

How is this responsibility fulfilled? It takes commitment to the success of a municipality's employees, citizens, businesses, and government by working as a team in a supportive, courteous, and professional manner; by building and maintaining collaborative partnerships; and by listening, anticipating needs, and providing qualitative, timely, and innovative solutions.

Information and communications technology can be defined broadly as any device or system that will store, retrieve, manipulate, transmit, or receive information electronically in a digital form, e.g., personal computers, computer networks, email, audiovisual systems, telephone networks, etc.

In general, IS provides a wide range of technology services, including

development, implementation, innovation, integration, management, operations, planning, procurement, research, security, selection, support, and training.

In most municipalities, information and communication technology systems touch just about every service provided by every department. These systems include finance, human resources, community development, economic development, public works, law enforcement, dispatch, fire services, emergency medical services, public records management, web services, and public communication services.

Cybersecurity has always been one of the top priorities. It is even more important now with the increase in the number of cyber bad actors. Cybersecurity protects the confidentiality, integrity, and accessibility of information.

The cyber bad actors have focused their efforts on all three areas. For example, they try to obtain confidential employee information as part of their goal of stealing identities, or they steal credit card information for their fraudulent use or to sell.

One of the more prolific cybersecurity threats in the news today is called ransomware. In this scenario, the cyber bad actor encrypts or locks an organization's information rendering it inaccessible. The bad actor then asks for money, a ransom in return for sharing the key needed to decrypt or unlock the information, so it can be accessed again.

While IS departments will have cybersecurity protection systems in place, it is important to point out that

cybersecurity is not the sole responsibility of the IS department. Every municipal employee, appointed official, and elected official, as well as every volunteer member of an authority, board, or commission, has an important role to play when it comes to protecting the confidentiality, integrity, and accessibility of information.

In the City of Littleton, one of the responsibilities in IS is to provide annual mandatory citywide cybersecurity awareness training. Additionally, the IS department continually reminds folks to be mindful of cybersecurity threats. Every year, it works with Littleton's risk management staff to obtain and maintain cybersecurity insurance to protect the city and its assets in the event of a cybersecurity incident.

Many of today's technological, economic, and environmental challenges are impacting municipal governments, including economic restructuring, the move to online retail and entertainment, aging populations, urban population growth, and pressures on public finances.

Urban population growth is one of the challenges impacting Colorado. It manifests in increased traffic congestion and exacerbation of downtown parking challenges, as well as the changes in new housing construction toward multi-dwelling units and away from single-family homes. Urban population growth also increases demands for municipal services, which puts pressure on public finances. More staff and equipment are brought on in an effort to meet the expected higher levels of service.



Becoming a Smart City

Transforming into a smart city can help municipalities better manage the impacts of today's challenges. A smart city is a community vision to integrate data and technology to improve the efficiency of services and manage municipal assets. A smart city has the ability to collect and analyze data in real time, and modify service delivery based on that analysis. In other words, a smart city is all about real-time, data-driven decision making.

To become a smarter city, Littleton is going through a digital transformation. A digital city strategy serves as the road map for that transformation, and serves as the strategic plan for the Information Services Department.

The vision of the digital city strategy is to build, maintain, and enhance multidirectional digital connections among city employees, citizens, business, and government. The strategy is built upon four pillars:

- Engagement and Access
- considers how the municipality and its constituents engage with each other through transactional service delivery, collaboration, and communication. The digital divide is the other aspect of this focus area — access to technology and education to increase digital literacy.
- Infrastructure and Assets focuses on digital infrastructure and assets, including below- and

above-ground physical assets such as conduit, fiber, and poles; and digital assets such as software, hardware, and data.

- Economy focuses on the digital economy with respect to supporting growth in the digital sector and enabling all businesses to benefit from digital infrastructure and digital services offered by the municipality.
- Organizational Digital Maturity encompasses digital governance, enabling municipal employees with tools that both foster a digital culture and encourage innovation.

A core foundation of being a smart city is the delivery of services through digital channels. In order for the municipality to engage its residents and businesses in the digital age, it needs to develop easily accessible digital content and services.

Digital Initiatives

The City of Littleton has completed a variety of initiatives that align with these pillars. For example:

 Click & Fix Littleton is a citizen request management system. Citizens as well as municipal staff use this multidirectional digital communications system to report, track, and manage nonemergency issues or concerns such as potholes, icy or damaged sidewalks, graffiti, missing or damaged street signs, abandoned vehicles, weeds or trash, and other concerns. The system is accessible via the City website, Facebook page, and mobile app, which can be downloaded to a smartphone or tablet.

- An online payment portal allows constituents to go to the municipal website to pay any City of Littleton bill, such as utilities, sales taxes, court fines, fees, and even an overdue library book fine.
- The Development Activity List
 is a map-based tool that provides
 up-to-date, detailed, searchable
 information on development
 activities in Littleton. Data is
 updated directly from the
 municipal building and permitting
 system. Features include side tabs
 to easily view recent submittals
 and concept meetings (held before
 an application is submitted),
 a search field to filter projects,
 and a simplified mobile version
 for visitors using smartphones
 and tablets.
- Free public Wi-Fi is available in all municipal buildings.
- Computers with Internet access are available for free public use at the Bemis Public Library. This is an initiative that helps bridge the digital divide.
- A map-based web and mobile web app provides a walking tour of the many landmarks in the historic downtown.
- The Business License and Sales/ Use Tax License online automated application and registration system can be used by any business engaged in commerce of any kind, including all service businesses and all businesses selling products and taxable goods, either in a home-based or commercial location within the municipality.
- An online portal for municipal employees allows them to obtain payroll information, annual leave reports, and open enrollment information, as well as access to an automated performance

DE-DUPING GOVERNMENT: SHARING TECHNOLOGY ACROSS JURISDICTIONS

By David Bessen, Arapahoe County director of information technology and chief information officer ARAPAHOE COUNTY IS CREATING A NEW MODEL FOR INTERGOVERNMENTAL COLLABORATION, A MODEL that utilizes modern technology to achieve massive efficiencies and significant cost savings.

In 2014, the Arapahoe County Human Services Department was trying to accommodate a growing number of benefit applications and recertifications from citizens. Like most counties in Colorado, it was challenged with meeting the federal and state timeliness mandates for processing these applications. The usual response is to hire temporary staff and incur overtime hours to meet the demand; this was a fiscally unsustainable solution.

After two unsuccessful attempts to find a commercial workflow solution, the Human Services Department turned to the Information Technology (IT) Department. In short, the IT Department built a workflow solution in late 2014. The system was deployed in early 2015, and the benefits were realized immediately: there was a 92 percent increase in efficiency, a \$1.5 million savings annually in temporary staffing and overtime costs, a reduction of errors/lost paperwork from 30 percent to nearly 0 percent, the elimination of 4 million sheets of paper annually, and a dramatic increase in employee retention (see *www.linkedin.com/pulse/nextgen-government-initiating-digital-transformation-while-bessen* for more information).

After achieving these benefits, both Human Services and IT realized that there were 63 other counties in Colorado that could likely benefit from the solution, and the two departments began to figure out a way to make that happen. From the technology perspective, moving the software to a secure cloud would allow other counties to access it and to manage that access for their users. The prospect of having a citizen's records accessible between counties (usually referred to as interoperability) via a single, cloud-based database meant that citizen service could be dramatically improved for those who migrated across county lines. Of course, an intergovernmental agreement (IGA) had to be developed to govern the use of the software and the data; that IGA is now in the final stages of gaining approval.

Implementations of the software will begin this fall in three large Front Range counties and a handful of smaller counties around the state, representing nearly half of the state's human services caseload.

Fundamentally, this model of sharing technology between local jurisdictions recognizes that across counties and municipalities, technology is duplicated at significant cost to the taxpayers. Sharing technology allows significantly lower costs to be achieved, whether it is developed internally or commercially purchased.

For example, some of the fire districts in Colorado have been sharing dispatch systems, lowering the overall costs for the 911 authorities. Arapahoe County is in the midst of installing a "hub-and-spoke" 911 system, shared with several municipalities, lowering the aggregate cost of separate systems substantially. Other collaboration opportunities abound: instead of each jurisdiction having its own ERP or financial system for accounts payable or payroll, why not collaborate and borrow the corporate model in which the corporate parent (akin to a large city or a county) hosts the system and various business units (smaller jurisdictions) are "companies" on the system? This creates significant fiscal and operational efficiencies.

In a time when local governments are all trying to do more with less, collaborating on technology just makes sense.

planning and review system for employees and supervisors, along with an automated time and attendance system.

 City of Littleton Careers Portal provides a portal where those interested in employment with the City can search job postings and submit an application, and where hiring managers can review applications.

Many of the completed initiatives can be attributed to the great work of the IS team. Due to its efforts, Littleton employees know that when they come to work, they can utilize the City's digital systems to access the tools they need to provide quality services in a timely manner to city employees and the public. The IS team has worked tirelessly to ensure that the digital infrastructure and assets are resilient and reliable.

The City of Littleton also is exploring various potential future initiatives that align with the four digital strategy pillars. For example:

- Intelligent transportation systems would include advanced applications aimed at providing innovative services relating to different modes of transportation, such as a traffic management system that uses smart traffic lights to monitor traffic flow and adjusts their timing in real time to manage flow, as well as a parking management app that lets the public know where to find open parking spots. These systems enable various users to be better informed and make safer, more coordinated, and "smarter" use of transportation networks.
- A snow removal app would track and display where snowplows have been, where they currently are, and where they are headed, as well as make this information available to the public via the municipal website and a mobile web app — along with information about what percentage of the

streets are plowed and left to be plowed.

- Allow the public to search for public records online, saving time and resources for the city clerk's office in responding to public records requests.
- An official zoning map of the city based on the legal descriptions of each parcel as well as any rezoning changes and ordinances, will include information about permits issued for each parcel and a web link to the county assessor's information regarding each parcel.
- An open trench policy will allow the City to add underground conduits whenever there is a utility repair on a street. It also can give telecom providers the opportunity to install underground conduits for the City any time a street is opened. When it comes time for the City to install fiber, the cost will be much lower if the fiber can be pulled through existing conduits.

Broadband Essential to Success

All smart city initiatives rely upon a reliable and accessible broadband infrastructure that is available throughout the municipality.

Recent studies also show that access to high-guality broadband boosts property values and contributes to economic vitality. It encourages businesses to stay, helps businesses grow and become more productive, and attracts new businesses. Broadband supports home-based startup businesses and helps workers telecommute. It makes a community a more attractive place to live, especially for younger people. Broadband connections permit local health care providers to call upon specialists in regional health centers. It can enable cost-effective distance learning. Broadband is only one component of an overall economic development strategy - but it is a vitally important one.

Extending free public Wi-Fi services to other areas, including downtown, public parks, and economically disadvantaged areas, would enhance efforts to bridge the digital divide and support public schools to deliver 21st-century educational services to students.

For a municipality to build a broadband infrastructure and provide free public Wi-Fi services, it must ask voters to exempt itself from SB 152, legislation that prohibits public entities from providing these services. To date, the citizens of 100 cities, counties, and special districts have voted to exempt their communities from this state law. The City of Littleton anticipates putting this question on a future municipal ballot.

Over time, the role of municipal information services has evolved because employees and the public have changing expectations regarding the information and services delivered. All indications are that these changing expectations will not be slowing down anytime soon, so IS will need to continue to evolve to stay ahead. The one thing that has not changed and will not change is our commitment to the success of employees, citizens, businesses, and government.

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TECHNOLOGY TO IMPROVE OPERATIONAL EFFICIENCIES AND QUALITY OF LIFE

By Lance Stewart, De Beque town administrator

DE BEQUE IS NO STRANGER TO INTERNET TECHNOLOGY AND THE USE OF TECHNOLOGICAL

advancements in the municipal sector to achieve operational efficiencies while enhancing the quality of life for its residents. Since the 1970s, the small rural Western Slope Town, with an economy based on agriculture and natural resource development, embraced the use of computers and developed its first website early in the game as a necessary tool to get information out to residents in a community without a local newspaper.

Today, the Town fully utilizes programs such as Caselle to develop financial reports and manage utility accounts and keep track of the myriad tasks associated with a modern office. Law enforcement uses integrated reporting software so reports only need to be filed once to satisfy local, state, and federal requirements. While the Town has very limited resources, it considers investments in modern technology a priority. The water treatment plant is receiving a complete overhaul, including modern controls and SCADA to allow operators to manage challenges from home with the use of a laptop computer.

The most significant project the Town has undertaken recently is the development of a new website. The previous site, while containing the traditional types of information, was not user friendly, had numerous broken links, and required a specialist to make any changes at great expense to the Town.

The Town enlisted the help of the Statewide Internet Portal Authority (SIPA) and Kaffinated Kodemonkey, an experienced website developer in Rangely. Between the two entities, and with much of the writing taking place in house, the site came together in just a few months. It was definitely a collaborative effort that involved many residents, who provided photos, historical background, and site review to ensure that the product was user friendly. The Town has been awarded two small grants from SIPA to assist with the development costs.

The new website is built on the Pacific Platform and resembles the form of many sites that SIPA has fostered throughout Colorado. De Beque believes that this continuity is beneficial to the Town and folks searching numerous sites throughout the state. The site also offers features including fillable forms for permit applications and business licenses, online bill pay, and quick links to the most requested types of information, such as the municipal code and the Town's Facebook account.

The new Facebook feature is probably the most important and most widely used. The Town is working toward utilizing it as the primary communication tool for the community. It also has the added benefit of providing a venue for

a robust exchange of ideas on issues of community interest, and feedback for Town staff. The goal is to post something every day so that residents will become accustomed to receiving information and hopefully look forward to the daily posts. With Town staff members being able to make changes to the site, they can react quickly to changing events, and information is kept current and up to date.





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SMALL WIRELESS FACILITIES IN PUBLIC RIGHTS-OF-WAY Challenges and Opportunities for Municipalities

Introduction

Wireless service providers and infrastructure owners are seeking authorization to locate "small cell networks" in public rights-of-way (ROW). Local elected officials understand that decisions about broadband facilities deployment occur within the broader responsibilities they have to protect public health and safety and manage public property. As industry seeks local permits for small cell networks, it is also advocating at the Federal Communications Commission (FCC) and in state legislatures, seeking laws to limit local authority and authorize easier access to the ROW.

Earlier this year, the Colorado General Assembly passed HB 1193, which creates a "use by right" for small cell facilities in any zoning district, subject to local police powers. This article describes the regulatory framework for small cell facilities and suggests how local governments should be proactively addressing land use and street codes and permitting procedures to both facilitate small cell deployment and responsibly manage the ROW.

What Are Small Cells?

The term "small cells" refers to smaller geographic coverage areas, and not the physical size of the facilities. These networks generally involve

small cell antennas mounted on light poles, traffic signal poles, or standalone poles at similar heights. A small cell facility mounted on a traditional street light typically will have an antenna, which could vary in size from a 10- by 24-inch panel antenna to something significantly smaller and narrower. The facility will have two radios attached to the pole, wiring, and a utility meter. Depending upon the structure, everything except the antenna might be located inside of the pole, resulting in a deployment that a passerby would barely notice. Some companies also are seeking to deploy much taller, visually intrusive towers in the ROW. The FCC defines a small cell site as the collective equipment that would fit within an imaginary space of 17 cubic feet. Von Miller could fit inside that imaginary structure, so remember that a small cell facility is not necessarily "small."

State Regulatory Framework

HB 1193 amended C.R.S. 38-5.5-101, et seq. addressing rights of way, and 29-28-401, et seq. addressing wireless broadband facilities. Similar bills have been passed or are being debated in many other states. While it is always distasteful when the legislature tells local governments how to manage public property, for a variety of reasons, the Colorado bill is not nearly as bad as some of the legislation being passed or considered elsewhere. While space does not allow for a comprehensive description, the siting of small cell facilities is now a use by right in any zoning district. Applications for small cell facilities are no longer subject to public hearings, review, and approval by planning commissions and city councils/town boards. They are however, subject to the regulations within zoning districts, so it is essential to examine your code and make sure that regulations are in place to address this kind of deployment.

The new law also shortens the time in which one must act. The prior shot clock was 150 days for any new facility. HB 1193 requires action on new small cell applications within 90 days of a completed application. There is no "deemed granted" remedy for failure to act within the time limits. Failure to act simply allows an applicant to file a court action alleging that the local government has failed to act within a reasonable period of time as required by the federal Telecommunications Act of 1996.

Federal Regulatory Framework: Existing Statutes and Rules

As noted, federal law requires decisions on complete applications for wireless facilities in "a reasonable period of time," and the FCC has adopted "shot clock" rules implementing that requirement. Generally, for a new tower or other new vertical structure for wireless facilities, or to locate wireless facilities on a structure that has not previously been approved for these kinds of attachments, the shot clock is 150 days. For a collocation request on many (but not all) sites, the time period is 90 days. Failure to act by the deadline creates a presumption that the local government has not acted within a reasonable period of time, and permits the applicant to file suit to compel a decision. ann.d m

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In 2014, the FCC adopted rules interpreting the mandatory collocation requirements of the Middle Class Tax Relief and Job Creation Act of 2012. Those rules alone could be the subject of an entirely separate article. Suffice it to say that for collocations in what the statute calls an "eligible support structure," a local government shall approve the collocation within 60 days or the application will be deemed approved.

Today, an application for small cell facilities involving a new pole in the ROW or attaching equipment to an existing pole with no other wireless facilities would be subject to the 90-day shot clock under HB 1193. A request to collocate small cells on poles that have been previously approved for wireless facilities may, depending upon conditions of the original approval, be subject to the federal 60-day mandatory collocation requirement.



Federal Regulatory Framework: Pending Rulemakings

There are two FCC Notices of Proposed Rulemaking pending today that address the regulatory framework for small cells in the ROW, as well as a host of other ROW control matters. These proceedings also have raised the possibility of expanding the FCC's regulatory reach to cover the siting (and ability to charge rent) for wireless facilities of all kinds on local government property outside of the ROW. Many in the wireless industry blame local regulatory processes for holding up network deployment, and are advocating for federal preemptory rules further limiting local authority. The FCC might limit permit fees, adopt new shot clocks with applications "deemed granted" if not acted upon (under a theory that if a local government fails to act within an arbitrary time frame set by the FCC, it has "abandoned" its regulatory authority to the federal government), and even impose new restrictions on local authority over wireless facilities outside of the ROW. FCC leadership appears to want to act quickly, and we may see a ruling in two to six months. The Colorado Municipal League, together with the Colorado Communications and Utility Alliance, is participating in this proceeding, advocating on behalf of Colorado's local governments.

Conclusion and Recommendations

While it is impossible to know what the scope of local authority will be a year from now, there are actions municipalities should take now to facilitate deployment of small cell networks in a manner that addresses public safety, aesthetic, and other local concerns.

Review and, if Necessary, Amend Municipal Code

Most land use codes address siting of cell towers. If yours does not also address small cells in the ROW, consider adding specific provisions allowing administrative approval of small cells attached to existing infrastructure and the possibility of new, stand-alone poles, where existing poles are not available and where aesthetic concerns, such as camouflaging and separation distances, are addressed. If, for example, the maximum height in a residential district might be 30 feet, and the municipality has 30-foot light poles in the ROW, given the new state law making siting of small cells a use by right, the criteria for administrative approval for wireless attachments to these poles should be clear.

Encouraging attachments to existing vertical infrastructure minimizes demand for new stand-alone poles. Make sure, however, that the code's height restrictions apply to public as well as private property and extend to the ROW. You should similarly examine the section of the code relating to street access and determine where best to include provisions about siting these facilities in the ROW. A process for administrative approval of attachments to existing infrastructure, while maintaining public hearing review for stand-alone facilities that require conditional uses or variances, should minimize demand for taller. visually objectionable towers and encourage deployment of less visually intrusive structures.

ROW License Agreements

Consider developing a standard license agreement for permitting small cell facilities in the ROW. A master license can address conditions applying to any facility in the ROW, with a supplemental or individual site license that covers each site requested. At the time of the request, the appropriate government official reviews the application, and if the license and code criteria are met, the site is approved.

Understand the scope of your authority with respect to small cells and remember that, depending upon the facts, you can say "no." A 100-foot pole in the ROW is likely incompatible in almost any zoning district.

Applicants seeking these sites should continue to have to seek special use permission, or variances, and these proceedings necessarily require public hearings with citizen input. Make sure your code addresses the issues in a manner that is reasonable to citizens, applicants, and staff. Recognize that requests for ROW use will increase. Having the right code language and an appropriate agreement to govern the permitting process will help you address applications for small cells effectively and efficiently.

Remember also that at some point, all wireless facilities connect to a fiber backbone. It is important to understand this when preparing the terms of a master license or permit agreement. You certainly could address installation of fiber optic infrastructure in the ROW in the same agreement, although many jurisdictions prefer to address wireless applications for street access in a separate permit.

The deployment of small cells in the ROW will continue to be a major issue for local governments as we address broadband in our communities. Workshops on this topic and other communications issues of interest will be part of CBCcon — the Colorado Communications and Utility Alliance's Annual Conference in Denver on Oct. 26–27. For more information, see www.coloradocua.org/conference.

RESEARCH CORNER

LOCAL GOVERNMENTS REPEALING PROHIBITION ON PUBLIC INVESTMENT IN BROADBAND

COLORADO STATE LAW BARS MUNICIPALITIES FROM PROVIDING INTERNET SERVICE WITHOUT VOTER approval; however, 65 cities and towns in the state have voted to allow municipal broadband service: four on the Eastern Plains, 14 on the Front Range, and 47 in the mountains and on the Western Slope.

Nationally, 492 municipal broadband networks are in operation. There are 17 states with specific municipal broadband preemptions (Arkansas, California, Colorado, Florida, Louisiana, Michigan, Minnesota, Mississippi, Nebraska, Nevada, North Carolina, Pennsylvania, South Carolina, Tennessee, Utah, Virginia, and Wisconsin, while Texas prohibits any municipal communications services). Procedural barriers similar to Colorado's exist in Louisiana, Minnesota, and North Carolina.

Sources: CML and National League of Cities



Local Governments Repealing Prohibition on Public Investment in Broadband

UPDATING WIRELESS REGULATIONS

By Derek M. Holcomb, AICP, Centennial deputy director of community development

THE CITY OF CENTENNIAL RECENTLY COMPLETED AN OVERHAUL OF ITS REGULATIONS FOR wireless communications facilities (WCF) to get ahead of new state legislation concerning facilities in public rights-of-way (ROW).

Staff started with a study session before city council in February 2017 to provide an analysis of existing regulations and where they were falling short of protecting the City's interests. Staff was concerned with the lack of regulations for facilities in the ROW, fearing a cluster of new 100-foot-high monopoles along the City's principal corridors.

To prepare Centennial for a potential influx of new WCF applications in the ROW, the council agreed that several key actions were needed. First, require minimum spacing between new WCF in the ROW, unless they attach to or replace existing vertical infrastructure (e.g., light poles). Next, place a height cap on new facilities in the ROW-based on adjacent land uses, to ensure compatibility with the surrounding area. Last, create enhanced design requirements for all new and replacement WCF in the ROW, as well as WCF on private property to promote equality and consistency in the land development code.

With a first draft of the regulations in hand, staff met individually with multiple telecommunications providers (Verizon, AT&T, and others) for their feedback and proposed modifications to the draft for the City's consideration. The meetings provided valuable perspective for Centennial, and many requested modifications were accommodated in the final draft to make it a win for all parties. The final draft was adopted by city council in June 2017 with no modifications, completing four short (but very productive) months of work.

Below is a snapshot of the most important components of the new WCF regulations, further detailed in Centennial Ordinance 2017-O-10.

- Spacing: All new freestanding WCF in the ROW must be at least 600 feet from a like facility, unless the WCF is attaching to or replacing existing infrastructure. This distance is equivalent to the length of a typical small residential block. WCF on private property are not subject to the spacing requirement, but must meet minimum setbacks from property lines.
- Height: All new WCF in the ROW are capped between 30 and 40 feet in height, depending on adjacent land uses within 250 feet. The height cap was based on adjacent land use, rather than zoning, to allow consistent application across a street. The height cap also applies across City boundaries to protect similar areas in other jurisdictions (e.g., a residential subdivision in another city, but adjacent to a Centennial roadway).
- Design: All facilities (private and public property) must meet "camouflage and concealment design" requirements, as defined in the code.
- Equipment Placement: All ground-based equipment must be placed in underground or partially underground cabinets that extend not more than 36 inches above grade. In addition, new freestanding WCF in ROW near residential uses must be placed near the common side yard property line to minimize visual impacts equitably among adjacent properties, or at the corner formed by two intersecting streets.



IS SOCIAL MEDIA THE NEW TOWN SQUARE?

A PRIMER TO SOCIAL MEDIA AND THE LAW FOR LOCAL GOVERNMENTS

LOCAL GOVERNMENTS AND elected officials are turning more frequently to social media to communicate with their citizens, disseminate important community information, and receive citizen feedback. In fact, social media engagement is the preferred method of citizen engagement for many elected officials at every level of government because it is perceived to be cheaper, guicker, and more direct than the more traditional methods of citizen engagement.1 Due to its vast benefits, social media presence is ubiquitous among elected officials and government, often down to the department level of local governments.² While local

governments and elected officials are quick to adopt social media as a communication and marketing tool, rarely is much thought given to the legal implications of engaging on social media. While the legal and policy issues presented by social media use are immense and complex, this primer is intended to serve as an introduction on the proper use, management, and regulation of social media by local governments and elected officials.

The Legal Basics

Just as with other forms of government speech, there are legal consequences and liability for the improper management, use, and regulation of social media by the government. While limited case law currently exists on the legal implications of social media use and regulation by local governments, courts across the country are beginning to weigh in. Just this year, the U.S. Supreme Court asserted that social media may be "the most important" modern forum "for the exchange of views" in its decision to extend First Amendment protections

to social media for the first time.³ Lower federal courts are deciding cases that address whether the government's blocking of social media users violates the First Amendment.⁴ Meanwhile, the U.S. Department of Justice (DOJ) is enforcing accessibility requirements on local government social media use.⁵

While new legal issues concerning social media use and regulation are raised every day, there are generally three broad categories of legal issues created by social media use that local officials should be concerned with: First Amendment issues; open records and open meetings; and accessibility.

First Amendment Issues

Perhaps the most complex of all legal issues presented by government and

¹ See Donald J. Trump (@realDonaldTrump) Twitter, (June 6, 2017 5:58 AM EST) ("The FAKE MSM is working so hard trying to get me not to use Social Media. They hate that I can get the honest and unfiltered message out."); Heather Lutze, Learn How Governor John Hickenlooper Leverages the Power of Social Media Marketing – And You Can Too (part 1) Findability University (2012), www.findability. com/learn-how-governor-john-hickenlooperleverages-the-power-of-social-mediamarketing-and-you-can-too-part-one.html (last visited Aug 10, 2017)(Noting Gov. Hickenlooper's use of Facebook and Foursquare).

² See Denver Public Works (@DenPublicWorks) Twitter; Fort Collins Utilities (@FCUtilties) Twitter; Glendale Colorado Police Department (@Glendale_PD_CO) Twitter.

³ Packingham v. North Carolina, 137 S. Ct. 1730, 1732, 198 L. Ed. 2d 273 (U.S. 2017).

⁴ Davison v. Loudoun Cty. Bd. of Supervisors, No. 1:16CV932 (JCC/IDD), 2017 WL 3158389 (E.D. Va. July 25, 2017); See also Complaint, Knight First Amendment Inst. at Columbia Univ. et al. v. Donald J. Trump et al., No. 1:17-cv-05205 (S.D.N.Y July 11, 2017).

⁵ See Settlement Agreement Between the United States of America and the City of Cedar Rapids Iowa under the Americans with Disabilities Act, DJ # 204-27-41 (2015) available at www.cedar-rapids.org/document_center/ BoardsCommissions/2015%20Settlement%20 Agreement.pdf.

elected official social media use are those that implicate the First Amendment of the U.S. Constitution. Most social media is interactive. allowing citizens to comment, reply, "like," or otherwise interact with the government's or elected official's post. The First Amendment is implicated because that interaction may be considered "speech" protected from government interference.⁶ A common First Amendment social media issue experienced in practice is the decision on whether to delete rude, offensive, or irrelevant posts by citizens.7 An increasingly contentious First Amendment issue is whether an elected official can "block" citizens on social media.

Ultimately, the degree to which governments or elected officials may exercise editorial control over their social media accounts involves a close examination of public forum law, a topic that has been described "virtually impermeable to common sense" even before the Internet and social media came along.8 Public forum law categorizes forums into three categories: traditional public, designated public, and non-public.9 In addition, courts have recognized a sub-category of designated public forum: the limited public forum.¹⁰ The amount of control the government can exercise over speech depends on the forum type. Citizens receive the greatest First Amendment protection in a traditional or designated public forum, limited protection in a limited public forum, and no protection in a non-public forum.

9 Perry Education Association v. Perry Local Educator's Association, 460 U.S. 37 (1983). Interactive social media generally is understood to be a limited public forum.¹¹ In a limited public forum, the amount and manner of editorial control must be "reasonable in light of the purposes served by the forum" and viewpoint neutral.¹² Practically speaking, this means that it is extremely important that the local government or elected official clearly state the purpose of the forum, because the purpose establishes the standard by which any editorial decision will be judged.¹³

The foregoing issues focus on First Amendment free speech implications of government social media use. While beyond the scope of this article, it is equally important for local governments to understand how the First Amendment impacts the ability to discipline employees for their personal social media use.

Open Records and Open Meetings Issues

All local government-sponsored social media accounts are probably subject to the Colorado Open Records Act (CORA), because social media posts are likely to be considered "writings made, maintained, or kept" by a government entity.¹⁴ Similarly, the Colorado Open Meetings Law (OML) is fairly clear that a virtual meeting of a "local public body" on social media would be subject to its provisions so long as a quorum was present.¹⁵

Open records issues are more complex in connection with *personal* social media use by elected officials and government employees. The lines between personal and official use can become blurred when a person

- 14 C.R.S. § 24-72-203(1)(a).
- 15 C.R.S. § 24-6-402(1)(b) (defining meeting as "any kind of gathering, convened to discuss public business, in person, by telephone, electronically, or by other means of communication").

discusses official business on a personal account. Generally, if posts or comments are an avenue for communication from the organization, then such posts and comments are likely considered public records, even on a private account. For example, if a public works director posts routes for snow plowing on his or her personal Facebook page, an argument can be made that these posts are subject to CORA. In the recent case of Davison v. Loudoun County Board of Supervisors, a federal court found that a personal Facebook page of a county chairwoman was "governmental" in nature because she posted under the "color of state law," thus subjecting the page to First Amendment protections and potential open records requests.¹⁶

Accessibility Issues

The Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act of 1973 require that disabled individuals be given an equal opportunity to benefit from the programs, services, and activities offered by the government. The Department of Justice (DOJ) has taken the position that ADA accessibility requirements apply to websites, telephone access systems, and other "communication modalities of public accommodations." The DOJ recently has been actively affirming its position that the ADA and Section 504 require website and web-based content accessibility, including social media.¹⁷ At a minimum, local governments and elected officials should be prepared to offer their social media posts upon request in an alternative format that is accessible.

⁶ *Grutzmacher v. Howard County*, 851 F.3d 332 (4th Cir. 2017)(finding that Facebook "likes" were speech potentially subject to First Amendment protection).

⁷ See e.g., Davison v. Plowman, No. 1:16CV180 (JCC/IDD), 2017 WL 1164480, at *5 (E.D. Va. Mar. 28, 2017).

⁸ See Lyrissa B. Lidsky, Government Sponsored Social Media and Public Forum Doctrine under the First Amendment: Perils and Pitfalls, 19 Pub. Law. 2 (2011), available at scholarship. law.ufl.edu/cgi/viewcontent.cgi?article= 1641&context=facultypub.

¹⁰ *Id.* at 47.

See Davison v. Loudoun Cty. Bd. of Supervisors, 227 F. Supp. 3d 605, 611 (E.D. Va. 2017); Lidsky at 6.

¹² AM. Civil Liberties Union v. Mote, 423 F.3d 438, 444 (4th Cir. 2005).

¹³ Note that some social media apps allow a high degree of editorial control (such as YouTube) while others offer very little (such as Twitter).

^{16 2017} WL 3158389, at *5.

¹⁷ See The United States' Findings and Conclusions Based on Its Investigation Under Title II of the Americans with Disabilities Act of the University of California at Berkeley, DJ No. 204-11-309 (Aug. 30, 2016) available at news.berkeley.edu/wp-content/ uploads/2016/09/2016-08-30-UC-Berkeley-LOF.pdf, Settlement Agreement Between the United States of America and the City of Cedar Rapids Iowa under the Americans with Disabilities Act, DJ # 204-27-41 (2015) available at www.cedar-rapids.org/document_ center/BoardsCommissions/2015%20 Settlement%20Agreement.pdf.

SOCIAL MEDIA: LOVE IT OR HATE IT – YOU'VE GOT TO EMBRACE IT

By Debbie Wilmot, Lafayette public information officer

A FEW MONTHS AGO IN THE LAFAYETTE PLANNING DEPARTMENT, THERE WAS A VERY PECULIAR SOUND. The peck-peck was vaguely reminiscent of something familiar. Turns out, this noisy disruption was someone plucking away on an ancient, electric typewriter! Soon a crowd of nostalgia-seeking staff had gathered to feast their eyes on this primitive gadget.

Not so long ago, municipal governments communicated without Facebook and Twitter and NextDoor — but that now seems almost as long ago and clunky as the typewriter experience. Today, the information flow to constituents is such a smoother, quicker, easier, and more engaging process. Feedback can be immediate, and creative opportunities abound. With social media, there is no need to pitch a story to the newspaper or wait for a newsletter to be designed, printed, and mailed to get the municipal message heard.

Most area municipalities have some sort of social media presence, but this phenomenon has happened in a relatively short period of time. Whether an agency jumped in early with both feet, or approached involvement in a more deliberate and methodical way, policies play a valuable role in managing the municipal presence. In Lafayette, policy does not allow for every department or facility to host an account. The idea is that fewer accounts provide the capability to capitalize on a broader audience, reaching people who may not have signed up for niche information.

Hamlet may have contemplated whether to be or not to be, and municipal governments frequently question whether to archive or not to archive social media streams. The Lafayette city attorney is of the opinion that if there is no record that is "kept and maintained" by the municipality on its servers, then there is no obligation to create such a record for Colorado Open Record Act (CORA) requests. Lafayette also has a specific list of reasons why it would remove a public post from our platforms. While it is rare to delete any posts, the City does keep a screenshot of what was removed, and that "record" is retained according to Lafayette's retention policy.

Whether the Lafayette City Hall typist was shamed into abandoning her vintage typewriter, or the draw of Electronic Recycling Day was just too tempting to pass up, the old Smith Corona Electra 110 is no more — gone and forgotten like AOL chat rooms and MySpace. Left behind is the lesson that technology can emerge and endure — or can be quickly displaced and gone in a flash. Municipal governments might struggle to keep pace with the changing face of technology, but embracing it does allow valuable new methods to effectively connect with constituents where they "digitally" exist.

More proactive governments can take steps toward ensuring that their web pages and social media content are compliant with DOJ criteria.¹⁸

Recommended Practices

Local governments that engage on social media should develop written social media policies. A good social media policy not only governs social media use by the organization, but provides guidelines for municipal employees, elected officials, and volunteers when their personal social media use references local government information. Developing a social media policy can seem like a daunting task, but with some careful consideration, it should not be. Communities that have effective written personnel policies addressing government communications and employee speech issues can be modified to incorporate social media use.

In addition, the Colorado Communication and Utilities Alliance (*www.coloradocua.org*), which consists of the Communications Policy Section of CML and the Colorado Chapter of the National Association of Telecommunications Officers and Advisors, has assembled a *Social Media Guidebook* — a comprehensive guide to local government and elected official social media issues. The *Social Media Guidebook* includes an appendix of Colorado social media policies. With clearly defined social media policies, risks flowing from the legal issues highlighted in this article can be limited.

¹⁸ While no official DOJ rules exist on social media accessibility, the DOJ often takes the position that web content should be compliant with the Web Content Accessibility Guidelines (WCAG) 2.0's "Level AA Success Criteria" available at www.w3.org/TR/WCAG/.

SMART UTILITY

UTILITIES ARE FACED WITH AGING infrastructure, budget constraints, extreme weather conditions, stricter regulations, technological advances, and other issues. Smart Utility - a new approach to utility management - pulls data across systems and departments into one location and transforms them into valuable information to make planning and decision making easier. Smart Utility provides utilities with the relevant information they need to develop priorities, plan for the right projects, and ultimately adapt to environmental, technical, and financial changes.

The rise of the Internet of Things (IoT) and subsequently "smart" systems is revolutionizing utility management. As demand increases, costs decline, and technology improves, Smart Utility is

gaining momentum because of its ability to reduce operating costs, increase efficiency, and justify business decisions. Increasingly, municipalities are leveraging Smart Utility to address critical issues such as limited water resources, growing populations, and aging infrastructure. Smart Utility allows utilities to exchange data in real time and secure the needed architecture to access answers from any device, phone, tablet, or personal computer in any location. The IoT consists of devices that are connected to the Internet to collect and exchange data.

What Is a Smart Utility?

A Smart Utility is more of an approach to how you use and analyze data rather than a thing or software you purchase and implement. It is an approach that connects people and technology in a way that provides clarity in a world of extensive data. Smart Utility takes information processing to the next level with the use of analytics that merge business data with real-time operational data from across the organization, enabling users to make well-informed and immediate decisions.

With the rise of the IoT, a Smart Utility approach will become more and more important to optimize business systems and leverage intelligent reporting tools. IoT is already changing the way we perceive and collect data. Rather than using assumptions or historical knowledge to make decisions, utilities are using real-time data to empower staff and



The Smart Utility platform allows utilities to pull information from multiple applications into one location so users can exchange information easily and respond to problems faster.

Benefits 🖳

- Remote Accessibility: Control the SCADA system from anywhere and everywhere
- Asset Monagement: Conduct conditionbased maintenance
- Water Quality: Manage events in real time
- Advanced Meter Infrastructure System: Capture near real time water loss information
- Geographic Information System: Solve problems quickly and easily with convenient access and mapping
- Document Management System: Easy access to information
- Hydraulic Model: Test operational responses to event prior to implementing them in the water system.
- Socurity: Protect critical infrastructure
- Customer Information Interface: Understand customer systems

GETTING ON THE SMART UTILITY SUPERHIGHWAY

By Eric Isaacson, Colorado Springs Utilities senior public affairs specialist

AS IT RELATES TO ELECTRICITY, THE TRADITIONAL UTILITY BUSINESS MODEL IS A ONE-WAY FLOW OF electrons to the customer with a reciprocal one-way path of payment in return. The new utility business model, that of a Smart Utility, no longer has one-way streets.

Increasingly, customers are generating their own power via solar or other renewable resources and selling the excess power they do not use back to the utility company. In addition, third-party companies are building energy resources customers can buy into, such as community solar gardens, that allow them to work around traditional utilities.

The challenge for utilities is finding ways of converting one-way streets of producing and delivering electricity into multi-lane highways that allow them to monitor, measure, and manage services for customers.

For Colorado Springs Utilities, the first step to becoming a smart utility is the deployment of smart meters, or automated metering infrastructure. Smart meters allow two-way communication between customers' meters and the utility. The basic functionality allows for automated meter reads for monthly billing and remote shutoffs for safe/ efficient disconnection of service.

But everything is about data these days, and smart meters also provide helpful information about how and when customers use energy. That type of data helps a utility create more effective time-of-use rates and conservation programs that benefit both the customer and the utility.

Utilities also leverage technology to run daily operations. Power plants, water treatment plants, and wastewater treatment facilities are filled with different equipment and unique processes, but need to be available 24 hours a day, seven days a week. Colorado Springs Utilities has implemented technology that enables its operators to manage production or monitor equipment at a facility remotely, meaning the number of staff required to provide energy or water services is reduced. That benefits all customers — residential and business — through lower bills and more reliable services.

Smart Utility technology in the form of supervisory control and data acquisition (SCADA) systems plays a large role in maintaining reliable service for customers. The SCADA system monitors specific access points in the system in real time, allowing controllers to better understand what is happening in the system as it happens.

For example, if a squirrel has an incident on an overhead line (something that, unfortunately, happens too often) and causes an equipment failure on the system, controllers will not only be aware of the outage when it occurs but also can see what piece of equipment needs attention. In addition, control room operators can begin to remotely manage the system to route power through different circuits to restore power to as many customers as possible even before a crew is on the scene to assess the damaged equipment. What begins as an outage for 1,000 customers often can be reduced to less than 100 in a matter of minutes.

The technology behind Colorado Springs' outage management system also provides a better experience when a customer does have an outage. While service often can be restored more quickly, customers now have more information at their disposal during an outage. These systems can generate a map — both online and through a



mobile app — that not only displays outages, but provides details as to the nature of the issue, information about crews working to restore service, and an estimated time of restoration. These are the details a customer experiencing an outage is interested in learning.

As new technologies build their onramps and wait to merge with utility systems, Colorado Springs needs to make sure it does not connect to a dead end or block future solutions. There are many examples across the country of utilities developing innovative solutions, but every system is different and each utility needs to prioritize how it converts its one-way streets into superhighways.



make informed decisions by placing inexpensive devices that are connected wirelessly to the control system or business systems of a utility to measure or monitor information.

What Are the Stages to Achieving a Smart Utility?

Smart Utility cannot be easily achieved in a single step. It takes careful planning with foundational data from the control system as well as business systems to be in place to allow for an easier implementation of a Smart Utility approach.

Stage 1: Awareness. Awareness comes from connecting control and business systems together to assess current operational performance. It is common in this stage to develop a Smart Utility master plan that uses existing technology assets and identifies new assets that need to be installed or modified. Use cases need to be identified to add clarity to operations of the existing facilities by connecting these assets together in a meaningful way that communicates wisdom across departmental software. Examples of use cases include source water quality, distribution water quality, and wastewater wet weather flow prediction and management.

Enabling the view of data across the entire utility will allow for long-term capital investment planning in a smarter manner. Creating shared dashboards of these data views will ultimately improve decision making. While dashboards have been around for at least two decades, what is new is how the data are combined with other information and presented to create new views without a major report creation investment. Using modern reporting tools will simplify the task and bring context to your data.

Stage 2: Analytics. Knowledge comes from leveraging awareness of interrelationships between utility divisions and systems by comparing the current status with predefined operational strategies. Capturing the information from the awareness stage to develop analytics will add historical context to data through pattern analysis. Implementing real-time process modeling and control strategies focused on reducing the cost of services, and improving quality, are the biggest wins from situational awareness. Utilities are empowered by identifying possible scenarios and outcomes based on current conditions to enable better decision making at the operational and business levels. Many control systems today did not

implement analytics in the past because they were too abstract and time-consuming to develop and program. Today, software tools are becoming available such as Microsoft's Power BI and IBM's Watson, among others, that can easily develop information-rich reports and run pattern analyses to bring knowledge to information.

Stage 3: Predictive and Prescriptive Analytics. Wisdom comes from applying predictive and prescriptive analytics to help utilities understand what is likely to happen and what the best possible outcome is based on a set of parameters. Based on the results of the model, actions are recommended to help the utility achieve the best possible outcome at the lowest operational risk through improved capital planning efforts and by predicting potential system failures. The result of this stage brings wisdom with an informed understanding of the future to enable balancing of competing priorities across the utility to become a more sustainable, reliable, and cost-effective organization. In other words, utilities are doing more for less, which is a goal that many organizations have today with tightening resources available — both financial and people.

Planning to Achieve Effective Utility Management

The steps to implement a Smart Utility approach may be different for each organization. However, common are outlined below.

The first phase is to do a selfassessment of the business and systems as they exist today. During the assessment phase, gaps are identified for future improvements.

The next phase is to develop a strategic business plan for the organization's business objectives and strategic plan. Part of the outcome of the business planning will be to identify next steps for implementation.

Implementation of the business plan and measurement of the results are critical for the success of the Smart Utility approach. User adoption and understanding of the new information and knowledge presented from the various analytics and visual reports will require training and, more importantly, a change of how the user acts on this new wisdom.

Once the project is implemented, the organization needs to reflect on the

outcome and confirm that the objectives identified in the planning phase were met. If not, a refinement in the implementation approach coupled with a new assessment of where the organization is will be necessary. This reassessment is performed in concert with the vision of where the organization wants to go.

The Smart Utility embodies the data, information, knowledge, and wisdom elements of how to effectively manage the utility in the 21st century. Effective management and knowledge of the system through analytics will deliver improved quality, outstanding customer satisfaction, and resilience.

By using real-time business intelligence techniques, utilities can better organize and understand the data they collect and capitalize on new and enhanced information through Smart Utility equipment and sensors. It is common for utilities to ignore most of the data they collect because they do not have the ability to analyze or apply the data in an impactful way. Advancements in information technology (IT) are now making it possible to equip staff with the knowledge they need to proactively make decisions, reduce the risk of equipment failure, and optimize performance. Initial pilot studies have shown that utilities could save as much as 12 percent in operational costs by implementing Smart Utility concepts. Programs moving to implementation should shortly be able to confirm these savings.

Conclusion

Advances in IT have allowed utilities to capitalize on the abundance of available data and turn them into valuable information to achieve operational and environmental goals. Smart Utility is integrating information systems, departments, and business goals to provide more clarity across an organization. This evolution of utility management is driving a powerful cycle of better data, better systems, and better decision making. The illustration below provides a holistic view of a Smart Utility in the context of a smart city where information is gathered, analyzed, displayed, and reported to support effective utility management.

Imagine Smart Utility for you



IT STARTS WITH A FREE LISTING

Tourism marketing drives economic development.

Find out how your community can take advantage of online offerings to get started.

A NEW STUDY COMMISSIONED for Colorado provides compelling evidence that investing in tourism can bestow a multitude of economic blessings on a community.

Longwoods International found that the Colorado Tourism Office's (CTO's) "Come To Life" tourism marketing campaign not only does a fine job of inspiring potential travelers to visit, it is working overtime to improve their perceptions about Colorado as a good place to start a business, begin a career, or even buy a retirement home. The positive perceptions zoomed even higher for those who not only saw the advertising, but paid the state a visit.

For a variety of destinations, there is a halo effect to making tourism an essential part of a local economy: It pays dividends that range from heftier tax receipts to new business attraction and job development to a richer quality of life for residents.

Getting Visitors to Your Destination: Colorado.com

The Colorado Tourism Office's website, *colorado.com*, is consistently ranked one of the nation's top-performing state tourism sites. During the past fiscal year, nearly 10 million visitors came to the site looking for trip ideas, events, special offers, and more.

Every tourism-related business in Colorado is welcome to leverage this marketing reach, starting with free business, event, and special offers listings on *colorado.com*. More than 8,000 Colorado businesses — from cafes to campsites, art galleries, boutiques, and car-rental agencies have claimed this benefit.

When a potential visitor to Colorado is looking for a motel in Burlington, a weekend rodeo in Kremmling, or authentic Navajo jewelry in Cortez, these listings pop up as suggestions and resources. If tourism-related businesses in your area are not taking full advantage of this audience, encourage them to sign up at colorado.com/freelisting.

Colorado Field Guide

Once that easy box is checked, turn your attention to the new Colorado Field Guide (*colorado.com/fieldguide*). Designed to inspire visitors to explore some of the state's lesser-traveled regions, the online Field Guide presents three-, five-, and seven-day itineraries created by the folks who live there.

More than 30 itineraries already have been submitted by visitors' bureaus, chambers of commerce, and business owners who want to increase visitors' spending in their neck of the woods and CTO is looking for many more!

You know the hidden gems and corners of your region that need the most love, and CTO wants you to tell it where they are. For example, rather than encouraging visitors to schedule an itinerary that includes a stop at a state park that is typically booked through the summer, recommend that they head to a lesser-known park. If you have a cultural arts district that could use more visitation, propose an itinerary that combines an engaging way to experience the arts district with other fun activities.

All CTO needs is a spreadsheet listing a theme, three places to eat, three activities, and a place to stay for each day of your proposed itinerary (see an example at *colorado.com/sample*). Itinerary proposals can be sent to amber.king@state.co.com.

Going Further with Paid Options

Taking advantage of the free resources is a first step toward leveraging the power of Colorado's statewide marketing campaign. An important next step is investing in tourism marketing. Just like statewide tourism marketing, local tourism marketing casts a halo effect that improves perceptions of a community's business environment.

Effective opportunities for sharing a community's message with CTO's audience of interested travelers include:

- native ads on *colorado.com* have a click-through rate three times better than the national average;
- paid listings sort to the top of lists and include photos, videos, and other features;
- CTO's monthly e-newsletter reaches nearly 300,000 visitors who have opted to learn more about Colorado travel;
- sponsored articles and videos created by *colorado.com*'s content team tap into cutting-edge search

engine optimization (SEO) practices and paint a vivid picture of a business or destination;

- · Welcome Leads can help grow a local database of Colorado travelers: and
- · Welcome Center digital signage showcases a municipal video to more than 1 million annual visitors to the 10 official Colorado Welcome Centers.

Visit colorado.com/adrates to learn more about these digital options, as well as print opportunities in the Official State Vacation Guide and Alive Travel magazine.

Tap into Local Resources

Chances are, there is an organization in your area that is already working with the CTO on various programs, including social-media co-ops and other cooperative marketing subsidized by the CTO. Connect with the convention and visitors bureau or chamber of commerce to see how to get involved with their efforts - or encourage them to get the ball rolling.

Commune with Other Tourism Marketers

The annual Colorado Governor's Tourism Conference takes place Oct. 25-27 in Grand Junction. The conference is an excellent way to learn how to position increased tourism as a key part of a city or region's economic development strategy.

Educational sessions, designed for attendees of all experience and



TRIP IDEAS

GET INSPIRED AND FIND THINGS TO DO ON YOUR COLORADO VACATION. paring between rugged peaks. Meadows of wildflowers dancing in t in the sky like a convas. This is a world where wonderful things happ

to be there when they do.

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resource levels, are offered on five tracks: trends and technology; marketing, branding, and public relations; small/rural communities; tourism industry issues; and international tourism.

This year's keynote speakers include guidebook author and travel TV host Rick Steves and Roger Dow, president & CEO of the U.S. Travel Association. This also is a chance to meet and

network with like-minded people striving to attract visitors as a way of driving their local economies.

Visit coloradotourismconference.com to see the schedule and register.

CTO hopes to be your partner not only in creating jobs and generating local tax revenues, but supporting the kinds of lifestyle benefits that tourism brings to destinations across our state.

THE NATIONAL CYBERSECURITY CENTER

THE NATIONAL CYBERSECURITY Center (NCC) is a nonprofit organization located in Colorado Springs that provides collaborative cybersecurity assistance for small and medium businesses, nonprofits, and elected officials through response services; knowledge capabilities; and training, education, and research. Inspired by the vision of Gov. John Hickenlooper, the NCC was founded in 2016 as a 501(c)(3) nonprofit organization. The NCC is focused on cyber workforce development, cyber economic development, and cybersecurity for all through a collaboration with the private sector, higher education, military, and federal agencies. The NCC also has a goal to support and educate the public sector to better protect our cities, states, and national assets from cyber-attack.

The NCC is composed of three pillars: the Exponential Impact Accelerator (EXi); the Cyber Research, Education, and Training Center (CRETC); and the Cyber Institute (CI).

Exponential Impact Accelerator

(EXi). Exponential Impact Accelerator (EXi). An accelerator that will focus on Cyber Industry, Cyber Technology and Cyber Job Creation. EXi focus will be accelerating security technologies and human potential.

Cyber Research, Education and Training Center (CRETC). The

CRETC, powered by the University of Colorado Colorado Springs (UCCS), is a dedicated center focused on training and education for workforce development. It also provides cybersecurity laboratories, as well as test and evaluation cyber networks for research. The CRETC has established formal arrangements with UCCS, University of Texas at San Antonio, University of Alabama-Huntsville, University of South Florida, George Mason University, Norwich University, and University of Washington. Initial concept design includes a strong collaborative network with leading minds and institutions around the nation. Planning for operation of a cyber research center began in early 2017.

There are five 2017 objectives for the CRETC. First, establish a formal relationship with no fewer than 60 universities across the nation to allow cross-flow of students and research, specifically post-grad and post-doc, engaging with corporate-sponsored problems and ideas in support of cybersecurity workforce and economic development.

Second, integrate technical training for cyber certifications with major universities across Colorado and eventually the nation, allowing hourly credit toward traditional four-year accredited programs to offset dedicated time as well as reduce redundancy. In this way, the CRETC will immediately support workforce development with technically certified students enrolled in traditional fouryear degrees.

Third, modify traditional four-year degree curriculum with an option for cybersecurity focus. This includes syllabi for new courses in cyber psychology, cyber economics, cyber sociology, cyber anthropology, cyber law, cyber business administration, cyber public administration, and so forth. Fourth, standardize curriculum to relevantly support the designation of the National Security Agency and Department of Homeland Security's Centers of Academic Excellence in Cyber Defense nationwide.

Finally, define requirements for, design, build, operate, and evolve NCC facilities and resources required for cybersecurity classrooms and laboratories.

Cyber Institute (CI). The Cyber Institute is the think tank of the NCC. The CI will facilitate interdisciplinary examination of cyber strategy, policies, and actionable capabilities through high-level events, exercises, and associated research and analysis.

The CI will conduct at least one major symposium event each year focused on issues relevant to state, regional, and local elected and appointed officials. The Cyber Symposium slated for Nov. 1-3 in Colorado Springs will feature keynote presentations by Gen. David Petraeus and Menny Barzilay. Topics include what cybersecurity is and why it is needed; current cyber threats/risks exist to governments; and how to become cyber secure. Speakers will address blockchain technologies, cyber compliance, cyber accelerators, and much more. Visit www.cybersymposium.org for details, including how to apply for a scholarship.

The CI also will conduct board director, elected/appointed official, and C-suite executive training monthly. For more information about Cybersecurity Oversight Training or Cyber Table Top Exercises for elected officials and staff, call NCC at 719-255-5225.

In addition, the CI will sponsor a formal fellows research program.

TEN CYBER HYGIENE TIPS AND TRICKS

THE NCC HAS SEEN CYBER FATIGUE SET IN. PEOPLE KNOW THE RISKS AND THEY KNOW THE SOLUTIONS, but they do nothing because it can seem overwhelming. Below are 10 basic tips; implementing even one or two (or all) of them, can potentially deter the bad guys long enough that they move on from you and find an easier target.

Password Protect. Use a password on *all* electronic devices. *Every* electronic device should have its own unique password. Why? Because if bad guys get one password, they will not have them all. Use a password locker or write passwords down and put them in a secure place. The strongest passwords use letters (both capital and lower case), numbers, and symbols that do not make sense — non-English or pass-phrases. The longer the better: A 20-character gibberish password could take *years* to decode.

Do not become a victim of phishing. Phishing is the fraudulent practice of sending emails purporting to be from reputable companies to induce individuals to reveal personal information, such as passwords and credit card numbers. Solution: Do not click on websites or open documents from someone you do not know or if unsolicited. And do not click on "unsubscribe" buttons — just block the email addresses. If ever in doubt, call a publicly listed phone number to confirm the legitimacy of an email.

Mind what you put on social media. Social engineering is an attack that relies on human interaction and involves tricking people into breaking normal security procedures because the email/communication came from a trusted or "known" source, because the email content was familiar to you. The content is usually pulled from information that *you* put on your own social media sites. Leave something to the imagination, and do not post every detail of your life.

Run updates regularly. Updates are important because they solve problems with software and patch known cyber vulnerabilities. The reason the cycle of updates is so short is because no virus is the same and the way it attacks that system can be different. Keep the updates coming!

Use a virtual private network (VPN). A VPN allows a person to create a secure connection (tunnel) to another network over the Internet. VPNs can be used to access region-restricted websites, shield browsing activity from prying eyes on public Wi-Fi (always assume someone is watching), and more.

Mind the apps. Only download reputable applications from reputable sources. *Read* the app before you download it: What are you saying yes to? Does the fridge really need Wi-Fi? Does the flashlight app need access to your contacts, microphone, and photos?

Never use public Wi-Fi in public places. *Do not* use kiosks, public computers, or public Wi-Fi, especially with sensitive information such as banking, credit cards, trade secrets, etc. Assume other people are watching you. Invest in MiFi through your phone service.

USB flash drives. Use only safe USB drives from known and trusted companies. A USB flash drive, also known as a USB drive, USB stick, thumb drive, jump drive, memory stick, or USB memory, is a data storage device that includes flash memory with an integrated USB interface.

Back up data regularly. Back up your data daily or weekly or, at a minimum, monthly. If bad guys get into a computer and infect it with ransomware, there is no need to pay them a fee to retrieve your data. Wipe your computer or get a new one and update with backup files. A good rule of thumb: Have one physical backup and one cloud back up.

Anti-virus/firewall Protection. Install anti-virus software to help protect computers against most viruses, worms, Trojan horses, and other unwanted invaders that can make your computer "sick." *And* install a firewall program that will act as a barrier to keep destructive elements out of a network or specific computer. Firewalls are configured with specific criteria to block or prevent unauthorized access to a network. Contact NCC about any questions or concerns at 719-255-5225.

GET TO KNOW

By Traci Stoffel, Colorado Municipal League communications & design specialist

Each issue of Colorado Municipalities magazine introduces you to a key person in municipal government through the "Get to Know …" column. Each person featured answers questions about his or her position, municipality, and how he or she ended up in municipal government.

GET TO KNOW ...

CAROL DODGE NORTHGLENN MAYOR PRO TEM AND CML EXECUTIVE BOARD PRESIDENT



How did you end up in public service?

Having owned a local business (Dodge Sign Company) in Northglenn for more than 25 years, I was actively participating in city events by either volunteering, donating, or attending prior to serving on Northglenn City Council. Northglenn is the home of our residence and business, so what happens here affects me both personally and professionally. When the current mayor (Joyce Downing) asked me if I would be interested in running for a council seat, it felt like a natural progression to serve the community.

What do you enjoy most about your position?

I thoroughly enjoy serving as council liaison to the Northglenn Senior Organization, Northglenn Youth Commission, and Northglenn Arts and Humanities Foundation. I get the opportunity to hear both senior and youth concerns. I also support arts and culture programs in the community. All of these groups make a difference in the lives of the citizens and making our city a friendly community is important to me.

What is the most challenging part of your position?

A challenge for Northglenn is overcoming the fact that we are landlocked. We must accept that reality and we must continue to redevelop and evolve to stay financially stable.

Growth in Adams County has been phenomenal, and we are situated right in the heart of it. Northglenn must capitalize on every opportunity that presents itself.

You also need to be able to translate the vision of change to the residents, since they also need to be on board and involved in the decisions.

What are some exciting things going on in Northglenn?

Our new home of the police department and courts — the Northglenn Justice Center — is currently under construction overlooking I-25 and is scheduled to open in fall 2018. The new building will be 45,000 square feet; in comparison, they occupy in a building that is only 14,000 square feet and was constructed in 1970, where the 68 officers and 20 support staff have renovated their basement offices many times over the years. This new facility will provide optimum service and delivery to the community and



GET TO KNOW THE CITY OF NORTHGLENN

- The City of Northglenn was incorporated on April 19, 1969
- Population: 38,648
- www.northglenn.org



demonstrates our support for our outstanding men and women who risk their lives to provide a safe community for all.

What project or undertaking are you most proud of and why?

I am most excited by our Civic Campus Master Plan. This project will take Northglenn well into the future with the opportunity to create an inviting and functional heart of the community. It does this by integrating a mix of land uses, including city buildings, public open space and amenities, and public/ private development. We are currently discussing the first phase, which includes a new recreation center, theatre, and senior center. These uses are now combined in one building built in the 1970s, and they are unable to serve the population growth of the city — as well as the constant maintenance issues you find in a building of that age. I feel this is such an enormous amenity for the residents, and I hope I will be on council when we break ground on this project.

What are the pressing technology issues in Northglenn?

Technology in Northglenn has definitely been at the forefront during my tenure on council. When I was elected in 2009, it was obvious our dated system needed major upgrading to provide up-to-the-minute communication to our residents. Tech changes were happening around us, and we had to invest some money into that area. While we have succeeded in making our website user friendly. the challenge to remain current in an ever evolving tech world is endless. I embrace the track we are on — and am happy the council supports these ongoing changes to make information easily accessible to the residents.

What is the funniest or strangest thing to happen while at work?

One of the funniest things I have experienced while on council occurred during National Night Out this August. I was lucky to be accompanied by the police chief as we were driven around to resident parties in our new emergency response vehicle, the MRAP (mine-resistant, armorprotected). We definitely received attention when pulling up to a party — imagine a 20-ton black armored vehicle arriving at your house! Tons of oohs and ahs, and great smiles from the kids. What website(s) and/or publication(s) do you refer to when seeking information? CML offers a wealth of information regarding municipalities — the newsletter offers current info, as does Colorado Municipalities magazine. The magazine highlights on municipal issues are invaluable, and I enjoy reading how other cities and towns solve similar problems. I also use the Statehouse Report to check the status of legislation that may be important to Northglenn. Our city website is also very useful. And I enjoy pulling up other city and town sites on the web — all over the United States — to see what is happening. The National League of Cites' site is also helpful.

What book are you currently reading? Are you enjoying it?

I recently began reading *Off Balance On Purpose* by Dan Thurmon. If you attended the 2017 CML conference, you will remember Dan was our opening presenter. His message resonated with me, in that perfect balance in life is unattainable, and he offers methods to deal with life's daily challenges. I am absolutely enjoying the book so far. I definitely am a person striving for perfection in everything — and realize I need to stop stressing and stop and smell the roses!



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