

Colorado Municipalities

Vol. 97, No. 2, April 2021

LEADING ON RACIAL EQUITY: HOW NATIONAL LEAGUE OF CITIES LAUNCHED R.E.A.L.

The local landscape on racial equity looked somewhat familiar but different in many ways.

FROM THE BOARD EQUITY AND DIVERSITY SUBCOMMITTEE

These organizational principles can bring about greater understanding, empathy, and compassion between people and, in turn, can help bridge the divisiveness that too often denies significant segments of our population of the health, safety, and services we each deserve to share equally.

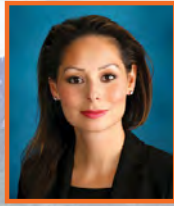


DIVERSITY, EQUITY AND INCLUSION EDITION

Building Communities. It's what we do.



James Mann
Senior Municipal
Advisor/Principal



Melissa Buck
Municipal Advisor



Sherry Villafane
Municipal Advisor



Ryan Miles
Senior Investment
Advisor



Stephen Broden
Managing Director,
Arbitrage

**Metropolitan District Advisory • Financial Management Planning
Debt Issuance & Management • Investments & Arbitrage Consulting**



info@ehlers-inc.com



ehlers-inc.com



(800) 552-1171

The information provided in these materials does not create or imply a fiduciary relationship. It is solely for the purposes of marketing our services to you. Ehlers is the jointmarketing name for all its affiliated businesses. Please visit www.ehlers-inc.com/disclosures for more information.

ABOUT US

Since 2008, the Colorado Employer Benefit Trust has partnered with the Colorado Municipal League to provide benefit solutions that are superior and affordable. Currently, CEBT covers over 34,000 members representing over 390 public employers, including 78 municipalities. CEBT is recognized for its comprehensive benefit offerings, exceptional customer service and ability to customize to meet each client's unique needs.

MEDICAL - DENTAL - VISION - LIFE



WHAT YOU CAN EXPECT

By joining CEBT's self-insured pool you can enjoy:

- ✓ Sharing Risk
- ✓ Reduced Administrative Costs
- ✓ A Long-term Stable Solution for Your Municipality

OUR MISSION

"To provide quality health benefit options at a competitive cost with superior service to eligible employer groups."

For more information contact:

- ☎ 303-803-9105
- ✉ Jim.Hermann@WillisTowersWatson.com
- 🌐 www.cebt.org

CEBT
Benefit by Trust

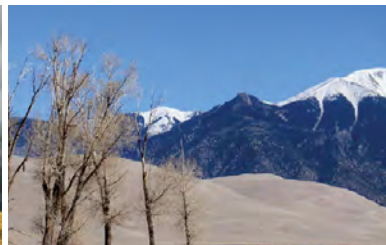




COLORADO
PERA[®]
www.copera.org

SERVING COLORADO'S PUBLIC EMPLOYEES

Colorado PERA has been proud to serve the state's public employees by providing retirement and other benefits since 1931.



HdL Companies

with more service and reach to help local governments grow revenue.

Powerful Solutions, Proven Results

Delivering revenue, insight and efficiency to local governments since 1983, HdL is trusted by over 500 municipalities and has recovered more than \$3 billion in lost revenue. Partner with HdL for sales tax administration and audit, reporting and analysis (state and self-administered), business license software and administration, economic development and cannabis consulting.

HdL can help your municipality increase revenue and efficiency.

Contact us today to learn more!

Serving Colorado

720.875.4164 • 888.861.0220 • hdlcompanies.com

Executive Board

PRESIDENT

Robert "Bob" Widner, Centennial city attorney

VICE PRESIDENT

Kathi Meyer, Steamboat Springs council president pro tem

SECRETARY/TREASURER

Dale Hall, Greeley mayor pro tem

IMMEDIATE PAST PRESIDENT

Liz Hensley, Alamosa councilmember

Larry Atencio, Pueblo council president

Rick Bain, Brush mayor

Kendra Black, Denver councilmember

Cathie Brunnick, Lone Tree mayor pro tem

Barbara Bynum, Montrose mayor

Greg Caton, Grand Junction city manager

Sharon Craig, Ignacio trustee

Leah Dozeman, Wheat Ridge councilmember

A. J. Euckert, Dacono city manager

Wynetta Massey, Colorado Springs city attorney

Christian Morgan, Kersey town manager

Andrea Samson, Loveland councilmember

Jessica Sandgren, Thornton mayor pro tem

Katie Sickles, Bayfield town manager

Russell Stewart, Cherry Hills Village mayor

Laura Weinberg, Golden mayor

Charles "Charlie" Willman, Glenwood Springs councilmember

CML STAFF

Dianne Backhus, executive assistant

Kevin Bommer, executive director

David Broadwell, general counsel

Samantha Byrne, law clerk

Meghan Dollar, legislative advocacy manager

Courtney Forehand, training and marketing specialist

Monique Grant, receptionist/administrative assistant

Leslie Hough, publication and design specialist

Meghan MacKillop, legislative and policy advocate

Melissa Mata, municipal research analyst

Karen Rosen, meetings and events planner

Heather Stauffer, legislative and policy advocate

Beauclarine Thomas, legislative and policy advocate

Mark Vanderbrook, database specialist

Sarah Werner, engagement and communications manager

Laurel Witt, associate counsel

Allison Wright, finance and administration manager

CML SECTION CHAIRS / LIAISONS

ATTORNEYS

Carrie Daggett, Fort Collins city attorney

BUILDING OFFICIALS

Greg Wheeler, Thornton chief building official

COMMUNICATIONS POLICY

Randy Simpson, AuroraTV production supervisor

COURT ADMINISTRATORS

Karla McCrimmon, Castle Rock court administrator

FINANCE DIRECTORS

Cheryl Pattelli, Boulder chief financial officer

FIRE CHIEFS

Doug Hall, Westminster fire chief

HUMAN RESOURCES DIRECTORS

Lauren Mueller, Frederick director of human resources

INFORMATION TECHNOLOGY

Chris J. Neves, Louisville director of information technology

LIBRARIANS

Diane Lapierre, Loveland library director

MANAGERS

William Bell, Montrose city manager

MAYORS AND COUNCILMEMBERS

Colleen Whitlow, Mead mayor

MUNICIPAL CLERKS

Christian Samora, Berthoud town clerk

MUNICIPAL ENERGY UTILITIES OFFICIALS

Dan Hodges, Colorado Association of Municipal Utilities executive director

MUNICIPAL JUDGES

Katie Kurtz, Lakewood judge

PARKS & RECREATION

Karen Palus, Colorado Springs director of parks, recreation, and cultural services

PLANNING OFFICIALS

Joni Marsh, Longmont planning and development services director

POLICE CHIEFS

Rick Brandt, Evans chief of police

PURCHASING

Elizabeth Dunaway, Centennial purchasing manager

PUBLIC INFORMATION OFFICERS

Kelli Narde, Littleton director of communications

PUBLIC WORKS DIRECTORS

Keith Reester, Littleton public works director

DISTRICT CHAIRS

DISTRICT 1

Denica Raish, Akron town clerk/administrator

DISTRICT 2

Christian Morgan, Kersey town manager

DISTRICT 3

Jessica Sandgren, Thornton mayor pro tem

DISTRICT 4

Bruce Davis, Victor mayor

DISTRICT 5

Avril Beattie, Limon trustee

DISTRICT 6

Rick Klein, La Junta manager

DISTRICTS 7/14

Carl Goodall, Trinidad councilmember

DISTRICT 8

Paula Medina, La Jara mayor pro tem

DISTRICT 9

Heather Alvarez, Mancos town administrator

DISTRICT 10

Jim Miles, Gunnison mayor pro tem

DISTRICT 11

Lisa Piering, Rangeley manager

DISTRICT 12

Torre, Aspen mayor

DISTRICT 13

Jaylene Lee, Rockvale trustee



About CML

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.

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.

Letters to the editor

Have thoughts about an article that you read in *Colorado Municipalities*?

Want to share those thoughts with your colleagues across the state?

CML welcomes thought-provoking letters to the editor! Send comments to CML Engagement and Communications Manager Sarah Werner at swerner@cml.org.

Advertise

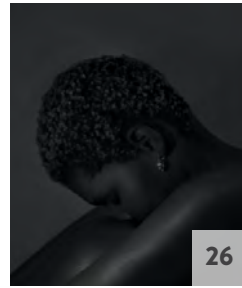
Each issue of *Colorado Municipalities* reaches 5,000 municipal officials and decision makers. Reach those who lead Colorado cities and towns for as little as \$175 per insertion.

Contact CML Training and Marketing Specialist Courtney Forehand at 303-831-6411 or cforehand@cml.org.

Contents



10



26



33



15



24



38



41

Features

10

From the board equity and diversity subcommittee

20

Equity and climate action planning

26

Leading on racial equity: How National League of Cities launched R.E.A.L

39

Increasing equity in the marijuana industry, a historical perspective

43

Renewed commitment takes city equity work to the next level

50

Enhancing the equity and inclusiveness of age-friendly initiatives

14

Leadership journeys

24

Town of Basalt takes action

33

Government Alliance on Racial Equity supports local government efforts

40

City and County of Denver takes steps to eliminate social and racial inequities

49

El Pomar Foundation seeks to encourage women to run for office

53

2021 CML Special Conference

Go digital



An e-version of *Colorado Municipalities* is available on cml.org once the issue is published. Between editions, keep up with CML via Facebook, Twitter or LinkedIn.

Join CML

Membership information. Check out cml.org for more resources, stories and inspiration.

About some of our contributors



Marlo Alston serves on the Centennial City Council. A dramatic event impacted her life at the age of eighteen. Alston was sexually and physically assaulted by a man who was later prosecuted and served

less than ten years in prison. This traumatic event forever changed Alston's life by putting her on the front line as an advocate for sexual assault survivors. Alston has developed working relationships with local law enforcement, the fire department, and the district attorney, which she continues to use as resources and allies as Centennial's city councilwoman for District 4. Continuously developing these relationships will ensure that Centennial remains one of the safest cities in Colorado and the nation.



Larry Atencio is the council vice president for the City of Pueblo, serving the district he grew up in and has lived in since he was five years old. Graduating from

Colorado State University-Pueblo in 1970 with a B.S. degree in industrial engineering technology, Atencio was immediately drafted into the U.S. Army, serving with the 82nd Airborne Division. After the Army, he worked with the Pueblo City-County Health Department as a health inspector, when he went on to get a master's degree in public administration from the University of Northern Colorado. Atencio also serves on the CML Executive Board.



Hannah Grace Bauman joined El Pomar Foundation as a member of the 2019 Fellowship class. As a Fellow, Bauman worked on American Council of Young Political Leaders, Regional Partnerships, Forum for Civic Advancement and the Western Legislative Academy. In addition, Bauman supported the High Country region.

Bauman has lived in several states, and graduated Summa Cum Laude from the College of William and Mary, where she majored in Government with a minor in Arabic. During college, she completed a research internship at National Defense University, led and mentored cadets in Army ROTC, co-led a research team with the Center for African Development, and launched an International Justice Mission college chapter. In the spring of 2017, Bauman studied advanced Arabic and policy in Amman, Jordan and volunteered with Syrian and Iraqi refugees. In July of 2016, she trained with the Rwandan Army during an ROTC mission to Rwanda. In her free time, Bauman enjoys snowboarding, rock climbing, cooking and hiking. After gaining more professional experience, she hopes to join the United States Agency for International Development (USAID) as a Foreign Service Officer.



Kendra Black took office as the Denver City Council member representing District 4 in southeast Denver in July 2015. Dedicated to serving her constituents,

Kendra is a constant advocate for District 4 and is committed to working collaboratively to keep Denver strong and moving in the right direction for everyone. Black's district priorities include neighborhood planning, mobility and safety, and community engagement. Citywide goals include addressing Denver's mobility challenges, housing, sustainability, and parks.

Black chairs the Finance and Governance Committee, the State Legislative Policy Group, and is a member of the Land Use, Transportation and Infrastructure Committee. She is the co-founder of the Denver Park Trust and serves on the board. She also serves on the Colorado Municipal League Executive Board, High Line Canal Conservancy, Regional Air Quality Council, Denver South TMA Board, Transportation Solutions Board, and SCFD Board.



Cheryl Cato Blakemore is the senior director, strategic communications and public engagement, at Race Forward, the nation's leading racial justice nonprofit, celebrating its 40th anniversary this year.

She has extensive experience in nonprofit management, leading communications, marketing and audience engagement plans, projects, and teams.

Prior to joining Race Forward, she led the marketing department for a healthcare membership association, focused on ensuring the accuracy, accessibility, and privacy of patient medical records. During her tenure with the association, she was instrumental in establishing and growing its international division.

Blakemore's experience also includes leading the marketing and communications efforts for several nonprofit healthcare provider systems in the Chicago area. Cheryl is actively engaged in volunteer work within her community and serves on the marketing communications committees for several nonprofits in the Greensboro, N.C., area where she currently resides.



Kim Desmond was raised in the Five Points neighborhood in Denver, where she graduated from Manual High School. Desmond has over 15 years of experience in the non-profit and government sector

within the field of diversity, inclusion, racial equity work, and early childhood development. Kim holds multiple degrees, including a bachelor's in sociology, master's in community counseling, master's in education administration and policy studies, and early childhood leadership certification from the University of Denver. She is currently the director for the Mayor's Office of Social Equity and Innovation, charged with

operationalizing racial equity into local government programs, processes and policies to eliminate systemic racism. She serves on the Colorado Department of Public Health and Environment Health Equity Commission, Denver Public Schools Bond Oversight Committee, and Women's Foundation of Colorado's board as a trustee.



Tamara Dixon took on the Northglenn human resources director and chief diversity officer role in November 2020. She has over 20 years HR experience with four Denver-metro area municipalities and served as the Western Region President of IPMA-HR in 2016-17.



Heather Geyer has been the Northglenn city manager since 2018. She has over 20 years' experience in municipal leadership roles, including with Greenwood Village and Wheat Ridge. She has served on the ICMA board and is president-elect of CCCMA.



Keiva Hummel is the civic engagement program director for the National Civic League and works in the following areas: the SolSmart solar designation program through the U.S. Department of Energy,

Pforzheimer-NCL Fellowship award, NCL-Robert Wood Johnson Foundation Health Equity award, and NCL's civic assistance programs. She concurrently serves the National Coalition for Dialogue & Deliberation (NCDD) as their communications coordinator and for the last six years has worked to manage communications, conduct monthly webinars, and coordinated the last two National Conferences on Dialogue & Deliberation.

In addition to this, she has been a consultant with the Public Dialogue Consortium in the California Bay Area over the last eight years, to work with local governments to engage their communities in the development of various city plans (strategic, vision, and general) in three Bay Area cities. She graduated from San Francisco State University with honors and a B.A. in communication studies, minor in global peace, human rights, and justice studies, and with a certificate in conflict resolution with an international emphasis.



Gloria Kaasch-Buergeris the association coordinator for the Colorado City and County Management Association. A former Best and Brightest intern and sustainability coordinator for the City of

Durango, Kaasch-Buergeris brings her public administration experience to serve the managers of Colorado. She currently works part-time for CCCMA, with a health condition that forced her to leave her full-time position with the city. She is a disability advocate on the CCCMA's Diversity, Equity and Inclusion Task Force.



Robin Kniech is one of two at-large Denver city councilmembers, first elected in 2011. Councilwoman Kniech has dedicated her life to making Denver a

better place for middle class families and those struggling to make ends meet, championing policies that support access to and funding for affordable housing, good paying jobs, sustainability, police accountability and equity. With a law degree and more than fifteen years of policy experience prior to being elected to council, the councilwoman has a record of bold accomplishments in housing policy. By 2030, initiatives she spearheaded will have invested approximately three-quarters of a billion dollars into housing and homelessness through: Denver's first-ever dedicated affordable housing fund, created in 2016 and doubled in 2018 to \$300 million in 10 years. And voter-approved ballot measure 2B that will reduce homelessness through \$40 million/year for expanded housing, improved shelter and wrap around services. Additionally, she launched an eviction defense pilot program, expanded housing protections against discrimination based on source of income, and sponsored the legislation legalizing Tiny Home Villages and helped champion Safe Outdoor Spaces to address gaps in the shelter-housing continuum for those experiencing unsheltered homelessness. Nationally, she serves on the Local Progress Board, co-chairing the network's Housing Steering Committee, and helped shaped the creation of *LocalHousingSolutions.org* through its advisory committee. Councilwoman Kniech was the first out member of the LGBTQ community to serve on the Denver City Council, and she is the mom of a young son.



Ryan Mahoney is the Basalt town manager. Originally from Tucson, Ariz., he has spent the greater part of his career working in rural Colorado. He started his career with the Town of Buena Vista as

their first full-time planner and after a few years was given an opportunity to become the administrator. Following his time in Buena Vista, Ryan was the town manager in Dolores, Colo. and the development services director in Marana, Ariz. Ryan moved to the Roaring Fork Valley in 2017 when he accepted an offer to become the town manager of Basalt.



Paula Medina was born and raised in the town of La Jara. She and her husband lived in different parts of the country and eventually made the decision to move

back to La Jara to raise their children in a small town environment. She currently works as a program manager/mediator for a local non-profit, the Center for Restorative Programs. When she moved back to La Jara, she wanted to start getting involved with the community. She volunteered for several non-profits and eventually got an interest in municipal government. Medina served initially as a trustee and mayor pro tem for the Town of La Jara. She became the first female mayor of La Jara in April 2020.



Rosina McNeil-Cusick, referred to by most as Rosie, is an equity, diversity and inclusion specialist II with the City of Colorado Springs.

Rosie's professional journey to equity, diversity and inclusion, like many, was not linear. Rosie started her human resources career in the fashion industry working for two subsidiaries of Louis Vuitton Moët Hennessy. One being Donna Karan and the second being a philanthropic fashion brand, called EDUN, co-owned by Bono of U2 and his wife Ali Hewson. EDUN's premise was to promote trade in Africa by manufacturing its clothes in sub-Saharan countries. At EDUN, Rosie realized her desire to be on the ground in public service.

After almost 3 years at Mile High United Way, Rosie chose to focus solely on equity, diversity and inclusion, accepting a position with the City of Colorado Springs as an equity, diversity and inclusion specialist II. Rosie has an MPA from the University of Denver, focusing on gender based violence and a diversity and inclusion Certificate from Cornell University.

In her spare time, Rosie loves spending time obsessing over her 1-year-old baby girl, traveling, volunteering and eating great food with her family.



Sara Ott, ICMA-CM, was promoted to Aspen's city manager position in September 2019. Overseeing 23 lines of business in the city, Mrs. Ott directs the implementation of Aspen City Council policies and strategic vision through the \$120 million annual operating and capital budget. She came to Aspen after working in the Midwest and with a master of public administration degree from the University of Kansas and undergraduate degree in urban studies from Ohio Wesleyan University. She is on the slopes and trails as often as possible to take advantage of Colorado's beautiful outdoors.



Ashley Perl is the City of Aspen's climate action manager, overseeing the implementation of Aspen's climate action plan and climate adaptation efforts.

Ashley has proudly served the community of Aspen, where she was born and raised, since 2008 by creating and implementing environmental and social sustainability projects of all types including: starting the first food waste composting program in Aspen, introducing the plastic bag ban in Aspen's grocery stores, and by helping Aspen Electric achieve 100% renewable energy. Ashley also serves on the board of directors for the Community Office for Resource Efficiency and the Alfred A. Braun Hut System. Ashley holds a degree from CU Boulder and is currently pursuing an MPA from CU Denver's School of Public Affairs. You can usually find Ashley playing in the mountains or on the rivers with her two young boys, her husband and her dog.



Megan Sanders joined El Pomar Foundation as a member of the 2020 Fellowship class. As a fellow, Megan works on regional partnerships, communications, the American Council of

Young Political Leaders and the Forum for Civic Advancement. In addition, Megan supports the Southwest region. Megan grew up in Littleton, Colo., before attending the University of Puget Sound in Tacoma, Wash. She graduated in 2019 with a bachelor's degree in international political economy and a bachelor's degree in politics and government with a focus on international relations. Throughout college, she served in various leadership roles and committees in the Panhellenic community and student government. During the summers she interned with the Department of State in Washington, D.C. and Bogotá, Colombia. Before joining the foundation, Megan worked as a speechwriting intern for Gov. Jared Polis, a field organizer for a school board campaign and the legislative aide to State Representative Dafna Michaelson Jenet.



Beauclarine Thomas is a legislative and policy advocate at CML. She is responsible for advocating municipal interests before the state legislature. Her issues include beer and liquor/marijuana,

building codes, healthcare, hemp, land use and annexation, historic preservation, lottery and gaming, state budget/JBC, and substance abuse. She also assists in training and answering inquiries for other municipal officials on various topics. Beauclarine joined CML in September 2020.



Rupa Venkatesh started as Northglenn assistant to the city manager in February 2020. She previously worked in a similar position for the Town of Mooresville, N.C. and was deputy director of constituent services for U.S. Sen. Bill Nelson in Orlando, Fla.



Bob Widner is a founding partner of the Colorado local government law firm of Widner Juran LLP in Centennial, Colo.

During his more than 32 years of representing local governments, Bob has served as the city, town, or county attorney for communities throughout Colorado and has served as the city attorney for Centennial, Colo., since 2004. Bob is President of the Colorado Municipal League (2020-21), a recipient of the Marvin J. Glink Award conferred upon the nation's outstanding municipal attorney in private practice, and is one of fewer than 120 attorneys worldwide to be appointed as a Fellow with the International Municipal Lawyers Association (IMLA). More about Bob can be found at lawwj.com.



Diana Wilson began Northglenn director of communications duties in October 2019. She has 25 years' experience in public sector communications with Lakewood, Westminster Fire Department, and Jeffco Public Schools. She also served on Lakewood City Council and was CML president in 2011-12.



JANUARY

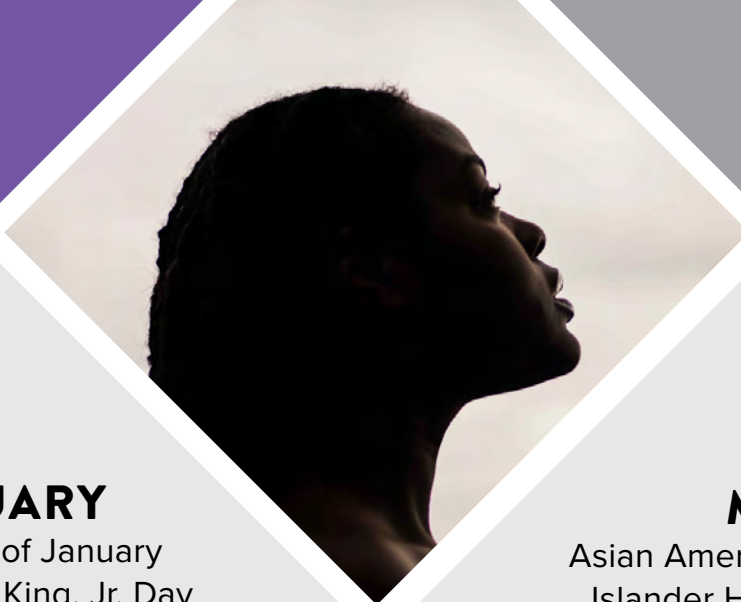
3rd Monday of January
Martin Luther King, Jr. Day

JANUARY 27

International Holocaust
Remembrance Day



CELEBRATION/ REMEMBRANCE DAYS



MAY

Asian American and Pacific
Islander Heritage Month

MAY

Jewish American
Heritage Month



FEBRUARY 1

National Freedom Day

FEBRUARY

Black History Month

APRIL

Arab American History Month

APRIL

Celebrate Diversity Month

MARCH 8

International Women's Day

MARCH

Women's History Month





JULY 26

National Disability Independence Day
(anniversary of signing the ADA)

JUNE 19

Juneteenth

JUNE 20

World Refugee Day

JUNE

LGBTQ Pride Month

AUGUST 26

Women's Equality Day

SEPTEMBER

Hispanic Heritage Month
(September 15 – October 15)

OCTOBER

LGBTB History Month

NOVEMBER

Native American Heritage Month



FROM THE BOARD EQUITY AND DIVERSITY SUBCOMMITTEE

By Robert (Bob) Widner, 2020-2021 CML Executive Board president

I believe you are reading an important publication of the Colorado Municipal League. As President of the CML Executive Board, I was tasked to formulate an initiative that would advance CML's mission and serve our important work of local governance. In reflecting upon this task, I became focused upon the events during the past that created a heightened awareness of both the undeniable need and the justifiable demand for the principles of diversity, equity, and inclusion within all types of public and private organizations. These organizational principles can bring about greater understanding, empathy, and compassion between people and, in turn, can help bridge the divisiveness that too often denies significant segments of our population of the health, safety, and services we each deserve to share equally.

I also focused upon the fact that, because government is commissioned with the representation and service of diverse constituents, perhaps government should be a leader in establishing diversity, equity, and inclusion within our organizations. A government that does not embrace and welcome the diversity inherent in its community, that does not advance equity and fairness among all individuals, and that does not extend a sincere inclusive spirit to everyone, is not a government of those they serve. Because government's quintessential purpose is to serve the people, government must lead by example in the advancement of the principles of diversity, equity, and inclusion.

**"MAKING SUBSTANTIVE
ADVANCES TOWARD
ACHIEVING GREATER
DIVERSITY, EQUITY, AND
INCLUSION REQUIRES
MORE THAN JUST THE
UNDERSTANDING OF
THE WORDS."**

I suggested that the CML Board consider an initiative that would advance these principles within CML and within our member governments. I was unanimously and enthusiastically joined in this initiative by our exceptional and devoted Executive Board. Because of the degree of this support, I prefer to refer to this initiative not as the President's Initiative, but as the "CML Board's Initiative on Diversity, Equity and Inclusion."

This initiative cements as a cornerstone of CML's mission the support of the principles of diversity, equity, and inclusion within both CML and within our membership. When we speak of diversity, equity, and inclusion, it is important to understand the meaning of these words in the context of the Board's initiative.

- **Diversity** means variety in the characteristics of people. Diversity is evidenced through the inclusion of all different types of people from a wide range of identities, such as race, ethnicity, age, gender, gender identity, sexual orientation, marital status, national origin, culture, socioeconomic class, disability, physical ability, religious or ethical

practices or values, and education. Further, diversity should encompass varying experiences, interests, talents, skills, language, manner of dress and physical appearance, viewpoints, opinions, political beliefs, and personalities. In the context of the Board's initiative, diversity is to be pursued in employment practices and in offering opportunities for leadership candidacy and positions, and is to be recognized, accepted, and respected in those that we serve alongside and in those that we serve.

- **Equity** means that all persons are provided the same treatment, opportunities, service, and advancement. An aim of equity is to identify and eliminate barriers, practices, programs, or procedures that effectively, inherently, or implicitly prevent the full participation of individuals and groups.
- **Inclusion** means the creation of work environments and services that allow all individuals or groups to feel welcomed, accepted, respected, supported, and valued to enable full participation.

The goal requires commitment by the government and its leadership to not only proclaim and establish the importance of these principles in government, but to actively seek out, identify, and remove barriers that are oftentimes historically imposed, long-standing in practice, and that may be inherent or implicit within the community. Numerous studies highlight important benefits to be conferred by greater organizational diversity, equity, and inclusion. For government, a benefit arises from our constituents' desire to see themselves represented in leadership and in those persons that provide their services. Greater trust and confidence in government can result where the government reflects the goals, values, and perspectives of those they serve. A governing body that is representative of the diversity of the community will more likely understand the needs of the diverse community. To reap the recognized benefits and to best ensure truly representative government, these principles must be imbued in all that government undertakes. This goal may be challenging, and it often requires change.

However, it is not within CML's mission to force change within any community. Consistent with CML's mission, the Board's initiative seeks to find tangible ways in which CML might best serve its members by providing training, resources, and tools to pursue the goal of advancing diversity, equity, and inclusion in public service. We strive to facilitate sharing and enhance learning to help local elected leaders build communities where people from all backgrounds and orientations thrive socially, economically, academically, and physically. CML also values diversity within its own membership, our elected leadership, and our staff. We strive to support a CML Board and committees that reflect the communities we serve. Diversity of opinions, ideas, and solutions ensure that we are considering the needs of our members and Colorado residents in all our decisions.

CML statement on DIVERSITY, EQUITY AND INCLUSION

The Colorado Municipal League is committed to supporting our members' efforts to embrace and increase equity and diversity in their communities. We provide training, resources and tools that facilitate sharing and enhance learning to help local elected leaders build inclusive communities where people from all backgrounds and orientations thrive socially, economically, academically and physically.

The League also values diversity within its membership, elected leadership, and staff.

We strive to support a CML Board and committees that reflect the communities we serve. Diversity of opinions, ideas, and solutions ensure that we are considering the needs of our members and Colorado residents in all our decisions.

CML Executive Board Subcommittee on Diversity, Equity and Inclusion

As part of the Board's initiative, the CML Executive Board created the Subcommittee on Diversity, Equity and Inclusion. This subcommittee meets periodically to advise on CML's direction in implementing this initiative. Subcommittee members are:

Bob Widner, Executive Board president and Centennial city attorney

Liz Hensley, Executive Board immediate past president and Alamosa councilmember

Larry Atencio, Pueblo council vice president

Andrea Samson, Loveland councilmember

Laura Weinberg, Golden mayor

Charlie Willman, Glenwood Springs councilmember



COLORADO
MUNICIPAL
LEAGUE



CML's efforts are not limited to this publication. CML's dedication to this cause is also reflected within our website at cml.org. The website provides links to programs, materials, and documents that can assist communities in learning the ways in which others have implemented steps to address diversity, equity, and inclusion in their service. Links can be found to municipal and other government programs, resolutions, proclamations, and materials produced by Colorado communities and by organizations throughout the United States that are championing the cause, such as the National League of City's REAL program (Race, Equity, and Leadership). We implore others to both visit the CML website and to contact Sarah Werner at swerner@cml.org to offer your materials and examples to our membership.

In September of 2020, CML surveyed our 270 municipal members in order to open a dialogue and learn where examples, working programs, and interest might be found. We learned, not surprisingly, that many of our member municipalities already commenced efforts to affirmatively infuse the principles of diversity, equity, and inclusion into their public service and employment practices.

These experiences are available as examples to our members which seek to improve, or perhaps initiate, efforts to better their working environments, enhance the delivery of services, build greater confidence in government, and reap the benefits derived by instilling these principles within their communities.

It is hoped that this publication will be of assistance in recognizing the need for diversity, equity, and inclusion within our communities. Moreover, it is hoped that this publication and CML's ongoing efforts will assist those communities that wish to imbue these principles into their governance on behalf of the people they serve.

"ACTIVELY SEEK OUT, IDENTIFY, AND REMOVE BARRIERS THAT ARE OFTENTIMES HISTORICALLY IMPOSED, LONG-STANDING IN PRACTICE, AND THAT MAY BE INHERENT OR IMPLICIT WITHIN THE COMMUNITY."

Leadership JOURNEYS

Equity, diversity and inclusion are a journey. The municipal leaders on the following pages have experienced, and continue to experience, this journey in different ways.





Marlo Alston
Centennial councilmember

Being the first black woman elected in District 4 to serve the City of Centennial is nothing short of a blessing. Knowing that a majority of the district I represent could empower a black woman to represent their interests was amazing.

I appreciate a diverse elected body that represents different races, cultures, religions, and sexual orientations. Diverse representation may result in a better understanding of what it takes to best serve your community. Diversity and inclusion should not be difficult, but for some it is, which is why it's imperative for those of us with a voice use it. Serving on city council allows me to speak up regarding race and gender issues, adding value to Centennial by sharing a different perspective and experiences.

Since being elected to city council, one issue I have felt strongly about is enforcing the use and availability of tobacco, e-cigarettes, vaping products, etc. to our youth population.

“KNOWING THAT A MAJORITY OF THE DISTRICT I REPRESENT COULD EMPOWER A BLACK WOMAN TO REPRESENT THEIR INTERESTS WAS AMAZING.”

Recently, city council listened to several presentations from professional organizations to gather information and better understand the issue of minors' use of tobacco products. A lot of data was shared during these presentations, but what stood out to me was that big tobacco intentionally targets people of color, youth, and lower-income communities; I learned the tobacco industry "disproportionately targets historically disadvantaged populations."

Following the presentations, I shared my perspective of how laws like minor in possession lead to an unjust system that's harmful to communities of people of color.

I expressed the lack of accountability by the retailers or tobacco industries who continue to sell to minors. I shared facts regarding school districts acknowledging discipline disparities and the steps needed to correct this problem. These are challenges people of color face daily.

Although the outcome was not what I hoped, I feel my fellow councilmembers heard and respected my voice. I was able to bring forward a perspective that may not have been considered on the topic of youth tobacco use.

Overall, the City of Centennial encourages inclusivity and diversity and I am proud of many things the city has done, such as adopting a powerful and inclusive value statement.

Additionally, at the request of city council, the Arapahoe County Sheriff's Office created a Public Safety Advisory Group for the city. The city council also didn't shy away from hosting a series of public sessions following the murder of Mr. George Floyd to have difficult, but necessary conversations about racial bias and allow the Arapahoe County Sheriff the opportunity to educate the community on law enforcement policies impacting Centennial.

Diversity and equity are critical to community success. We must listen to each other.

I'm hopeful Centennial will continue to have open, honest conversations while being considerate of each other. We may not always agree, but at least the door is open to have a conversation. I'm excited about what happens next in our country and to see the great things we do in Centennial.



Larry Atencio

Pueblo council president
and CML Executive
Board member

I was, at the young age of 27, employed at the Pueblo City-County Health Department as a health inspector. As team leader of the food inspection section, I took the assignment very seriously. After receiving a master's degree in public administration, I went about the business of organizing the inspection program to make it more efficient.

Unfortunately for me, a manager in another section was performing poorly and was moved to my section as the supervisor over me. Rather than being offered the supervisor position as an educated minority, it seemed to me that equity was reserved for this poor performer.

“WHEN TWO OUT OF 100 APPLICANTS IN THE PROFESSIONAL RANKS ARE MINORITY, DIVERSITY WILL BE HARD TO ACHIEVE.”

I moved on to Pueblo Community College as a sociology instructor and when we got to the chapter on race, I would ask the question - what do you think is the percentage of people that are prejudiced to the point that they would not hire any minority for any reason? I was surprised to see that many students thought this applied to 50% of hiring managers. After discussion, we would settle on about 30%. We would conclude that minorities had a seven in 10 chance of getting the same job as whites. I would ask my students if they genuinely believed in diversity, when they were in a position to hire, would they be prepared to pass on a white prospect and hire a minority even if the white prospect came from a more prestigious school or had a GPA a little higher, knowing that white men and women have a 30% better chance of getting any job? Equity programs are great, but you still must make a choice.

Inequity exists in many Colorado cities and counties. It is common for the percentage of city and county employees to be overwhelmingly white when this does not represent the makeup of the community. Words like equity and diversity don't mean anything if not acted upon.

Unequal treatment in our educational system is a chronic problem. When punishment is meted out unequally, minorities will always lag behind. The same is true in our employment arena, when our largest universities have a paltry 12-13% of the student population as minorities, with even fewer minority professors, diversity will be fleeting. It should be said that our smaller universities are more diversified, at least in the student population. But these students tend to be at a disadvantage when competing with students from larger schools.

When two out of 100 applicants in the professional ranks are minorities, diversity will be hard to achieve. Minority job seekers will look elsewhere if they don't have a chance at government jobs. Equity in the non-professional and skill positions I believe will be more attainable since there are more minority applicants by percentage. Hiring from these ranks will have a greater impact on our society since these are good paying jobs and the children of these employees will be able to move up the educational ladder more easily. Hiring from these ranks is economic development at its best; raising the economic fortunes of a family raises the economic viability of the whole community.



Edward B. Box III
Town of Ignacio

MykwH, Dtue-eye yahk pooneekay-num.

Nunai Edward B. Box, III. Nuh Pino Nuche. (Ute Introduction/Greeting) Let me start with a little introduction of myself. I am Edward B. Box, III from Ignacio, CO. I currently serve on the Town of Ignacio Board as a trustee. I am an enrolled Southern Ute tribal member and an Ignacio resident. I was raised in my traditional Southern Ute ways. My Grandfather, Eddie Box, Sr. "Red Ute" taught me the Ute Traditional way and what it meant to be Ute. He advised me that I would be living on two roads. One road is the red road which symbolized my Ute Traditional ways and Ute life. The other road is what he called the black road. The black road is not anything negative or evil. It symbolizes today's world. He stressed to me that these roads should be side by side and never cross. This teaching I hold strongly to this day.

“

I MADE IT MY MISSION TO BRING THE COMMUNITY FEELING BACK TO IGNACIO AS WELL AS THE SURROUNDING AREA.

In my youth, I wanted to move away from the little town I grew up in. As I got older, I got the opportunity to move without looking back. The new adventure of my life was to start in Las Vegas, Nev. There, I was able to pursue Hospitality Administration at the University of Las Vegas Nevada while working at the Venetian Resort Las Vegas. I had decided to concentrate on my degree, so I left the Venetian. To make a long story short, due to the recession, I was not able to return to the workforce in Las Vegas, but was able to return to my small town, and work at the Sky Ute Casino Resort.

In December 2010, I arrived back home in Ignacio, Colo. I began my new job and started to reconnect with my family, relatives, friends, and community members. First thing I noticed was that Ignacio had evolved so much that it did not feel like the community I grew up in. I made it my mission to bring the community feeling back to Ignacio as well as the surrounding area. I thought how could I start with this passionate mission. I decided to run and was elected to the Town of Ignacio Board. My passion and dream began the wheels turning.

I have now served two terms on the Town Board. I have used all my traditional teachings and beliefs that have been passed down to me from my parents and my Ute grandparents. I continue to believe in creating and supporting a strong close knit community that holds to a rich small-town history including the Southern Utes, Hispanic, and the farmers/ranchers. Ignacio is a rich multi-cultural community with pride!



Robin Kniech
Denver councilmember

Ongoing disparities and community movements have led cities, including Denver, to recenter on achieving more equitable outcomes for those touched by our services, purchasing power or policies. This builds upon, and sharpens, a prior focus on diversity. Efforts to broaden who worked for, did business, or engaged with government required overcoming barriers that excluded Black, Indigenous, Latino, Asian, women, LGBTQ, disabled, or low-income people from participation. But a key argument for doing so was that the benefits extended beyond individuals—diverse voices would help improve the work of government to benefit broader communities who had been disproportionately harmed by government action/inaction. Equity is about those outcomes, the what. But outcomes are enhanced by the diversity of who is at the table.

“AN OUTCOME DRIVEN BY COMPLEX, HISTORICAL FORCES INCLUDING RACIAL INEQUALITY IN EMPLOYMENT/INCOME AND HOUSING, AND A PRESENT-DAY AFFORDABILITY CRISIS.

In the real world, multiple systemic oppressions collide in the lives of many residents, and we must challenge ourselves to look beyond the inclusion of single categories of people to find intersections and voices that can illuminate hidden inequities. For example, many communities like Denver have large populations of renters, but public input comes overwhelmingly from homeowners. Young people, people of color, and those earning low wages are overrepresented among renters. Equity begins with questions like how the imbalance in participation impacts zoning, transportation, or other city practices? And in turn, how have those city practices impacted the health or opportunities of those populations overrepresented among renters?

Data also helps us understand how we got here and can inform how to undo harm. A topic like business contracting might be straightforward:

how many minority owned businesses exist in a sector and if we aren't using those businesses at a proportionate rate (we aren't), then we can set contracting goals to push us to improve equity. But where there's no reference to race, like mid-20th century zoning definitions, it can be tougher to determine whether or how racial disadvantage is involved. Take occupancy limits: while rules on unrelated adults may be "race neutral," Denver found that 72% of larger households were non-white. An outcome driven by complex, historical forces including racial inequality in employment/income and housing, and a present-day affordability crisis.

A few cautions: First, while it's incumbent upon cities to better engage those with lived experience of disparities in crafting solutions, we cannot use a shortage of input from those still facing barriers to participation as an excuse to not act more equitably when faced with the data. Second, we need to develop new and more effective ways to build understanding of equity within broader communities. Denver's recentering includes trainings for electeds and employees at all levels on the historic underpinnings of racial inequality. We're building shared vocabularies, looking at data together, using new tools to evaluate decisions. But there's no such regime for residents.

I believe Denver's equity efforts are responsive to shared community values that everyone deserves a chance, and those who've faced more barriers might need different tools or resources to have the same chance.

But at times our language and our practices are moving faster than the community's understanding. A public hearing is not the ideal time to introduce constituents to the difference between individual racism (someone's intent) and systemic racism (where a long-standing policy replicates more harm against one racial group in spite of no one intending that result today). Finding better ways to adapt and scale capacity building beyond the city family will be necessary to sustain and grow equitable practices and outcomes.



Paula Medina
La Jara mayor

I am currently the mayor of La Jara, a small town of about 800 in the San Luis Valley, incorporated in 1910. I am the first female mayor in the history of our town. For being such a small community, we are a very diverse community. Our community is made up of about an equal percentage of Hispanics and Caucasians. We have three major religions, which include Catholic, LDS, and a small population of Protestants. This has been the make-up of this community since I was a little girl.

I left for about 20 years after my high school graduation. I moved back when my boys were in grade school and not much had changed as far as these demographics. It was very easy for me to re-acclimate to the community. It's a very welcoming and supportive community, but there are still differences that can cause some friction at times.

“ I BELIEVE A DIVERSE BOARD THAT IS REPRESENTATIVE OF YOUR COMMUNITY IS A BOARD THAT WILL MOST LIKELY BE SUCCESSFUL.

This became somewhat evident during the pandemic and with the current climate of our country. There were very different views by the community on what were the necessary precautions to take during this time. As the mayor, it is my job, as well as the job of the town board, to make sure that we represent all our constituents fairly and equitably, listen to their concerns, and ultimately make the decisions that will best serve our community as a whole. This is why it is so important to remember that we are a diverse group and everyone's opinion is important and should be heard and acknowledged.

I enjoy municipal government and I would recommend that every citizen get involved. I was a trustee for a few years prior to becoming mayor and I was not too sure what to expect when I first started. I have learned a lot about what goes into making a municipality run smoothly and I have enjoyed the journey. I think it is important that the town board is representative of your community, if possible. This includes gender, age, race, and religion. This will ensure that everyone is equally represented and all voices are heard. This is not always easy to do, to get a commitment, but I do encourage reaching out to your communities and inviting them to your meetings. I also encourage town governments to invite participation in some way, to get the youth and senior citizens in your community involved and invite them to be on a committees or to help with event planning.

This is what I hope to do in my term as mayor, to have an inclusive and diverse group of people as part of our town government in whatever way they would like to participate. I realize the importance of equity and diversity to represent all.

I believe a diverse board that is representative of your community is a board that will most likely be successful.

Equity and climate

ACTION PLANNING

Sara Ott, City of Aspen city manager, and Ashley Perl, City of Aspen climate action manager

All towns and cities across Colorado are impacted by the changing climate, and the mountain town of Aspen is no exception. Data shows that Aspen currently has 35 fewer freezing days than it did in 1980. Losing over a month of winter has far-reaching impacts across the community, including contributing to poor air quality, damage to infrastructure, creating limitations to the community's energy supply, and reducing the resiliency of the local ecosystems. Reversing global climate change will require every city and town across the world to reduce their contribution of greenhouse gas (GHG) emissions. A best practice for cities is to use a Climate Action Plan (CAP) as a guiding document for reducing GHG emissions locally.



In 2021, Aspen will update our CAP for the third time since the plan's inception in 2006. This time around, Aspen will follow the example of cities who are leading the way by centering the work of climate planning in equity principles.

Aspen's first approach to incorporating social equity will be via the widely held community value of environmental stewardship and climate action. Both the community and city organization have a long history of environmental stewardship: it guides decision-making and is incorporated into planning documents.

Capitalizing on this shared value, we will examine the community's commitment to race acknowledgment, inclusivity, and equity in all planning processes. This examination starts with the 2021 update to the CAP. The need for this approach is a result of the continued evolution of Aspen's recognition that various sectors of the population need different, and perhaps more, support to realize the benefits of GHG reductions and avoid unintended consequences associated with GHG reductions. The incorporation of a tenet of social equity, including the development of a localized social equity lens and matrix, will become a staple of the city's planning processes. By starting from this shared environmental stewardship value and incrementally expanding the inclusion of social equity to other planning arenas, we anticipate the community will be more receptive to learning about different stakeholders, risks and rewards.

Previously, Aspen has attempted to address environmental issues in an ad hoc manner. Although some success has been realized, consideration for the complete community system, including a varied collection of voices, has been missing from the process. One successful example of climate action is the city's electric utility, which operates using 100% renewable energy. Further, the city has been advancing the construction and conversion of affordable housing to all-electric systems, which is considered a best practice to reduce GHG emissions when buildings are receiving electricity from a 100% renewable source. However, an unintended, inequitable consequence has been the increased cost burden put on residential utility customers as they enter higher rate categories due to the increase in consumption of renewable electricity over natural gas. The Aspen City Council made a policy decision to treat these customers differently in the city's electric rate structure.

ASPEN WILL FOLLOW THE EXAMPLE OF CITIES WHO ARE LEADING THE WAY BY CENTERING THE WORK OF CLIMATE PLANNING IN EQUITY PRINCIPLES

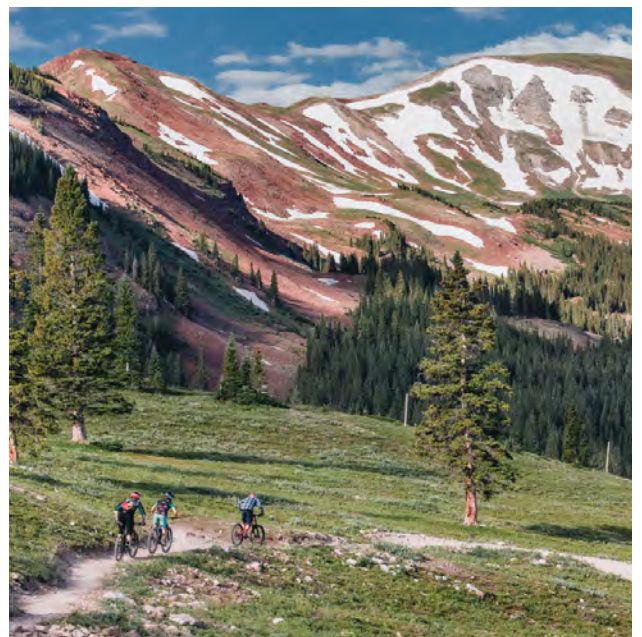
Through adding a social equity lens, Aspen anticipates forecasting these potential burdens before they impact the community and will be able to eliminate them from policies and programs.

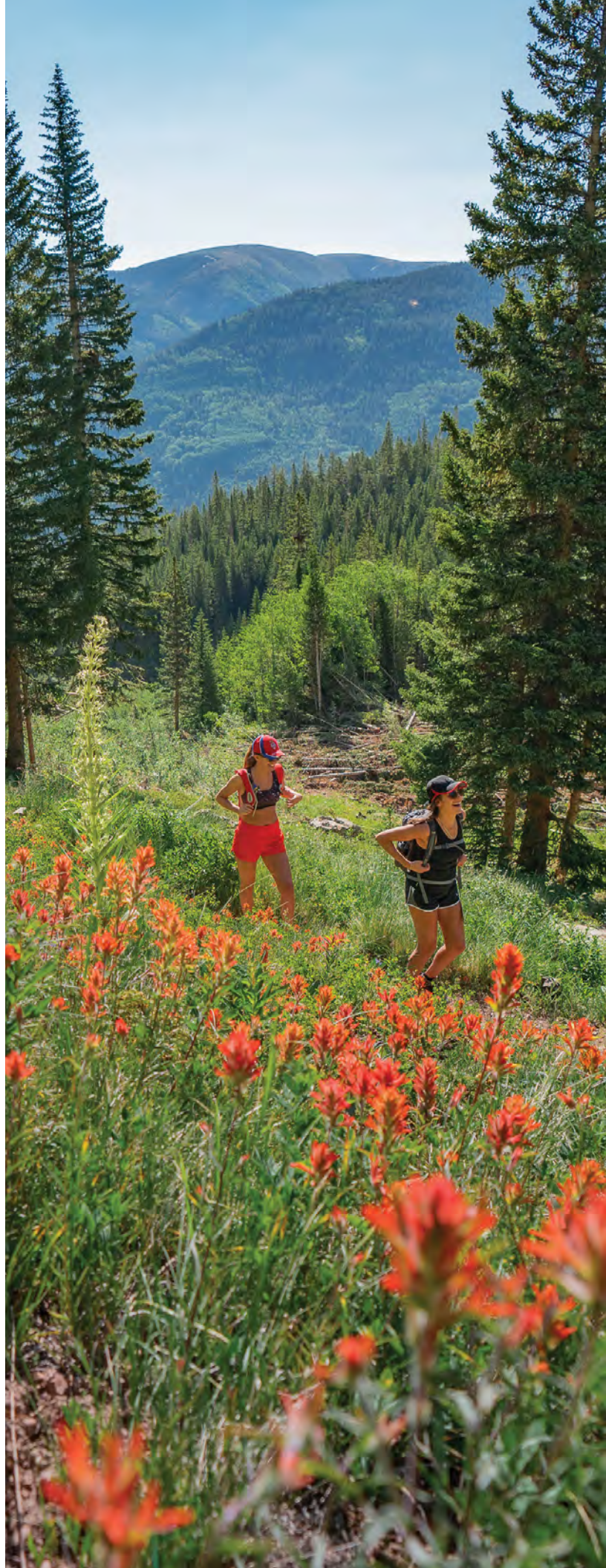
By focusing on existing strong agreements, Aspen anticipates the community will embrace changes more quickly and readily. In turn, the city is building community capacity to move on to larger and more difficult policies and conversations that require a social equity lens. Colorado cities serve convening and catalyzing roles for stakeholders to engage in action. In this service, our cities are also accountable to set the conditions to bring different voices together.

Our cities are also accomplished strategists in planning and executing positive change in communities when stakeholders are brought together. Cities have a responsibility to bring diverse voices to the table and plan in partnership with those community members. When Aspen updates our CAP later this year, we will be using equity and inclusion principles to engage previously underserved and disenfranchised community members and we will be committing to a process that is open and accessible to all. Aspen is new to the work of equity and inclusion and we are thankful to have examples from other cities and access to resources from trusted partners. In Colorado, Fort Collins will be releasing an updated Climate Action Plan centered in equity in March 2021 at fcgov.com/climateaction/.

In Rhode Island, Providence is leading the way with a Climate Justice Plan: providenceri.gov/sustainability/climate-justice-action-plan-providence/.

The Urban Sustainability Directors Network supports Climate Action Planning and Equity Initiatives. Some examples of successful programs can be found at usdn.org/products-equity.





Town of Basalt takes action

TO WELCOME THE IMMIGRANT COMMUNITY

By Ryan Mahoney, Basalt town manager

Basalt looks a lot like many rural mountain towns throughout the West that have "grown up" with ranching and mining influences and later endured growth cycles that were rooted in the passion for outdoor recreation and the lifestyle that goes with it. A common thread with these growth cycles has been the need for a workforce to support the economic activity. Basalt and other communities in the Roaring Fork Valley have relied upon people coming from other places to build their workforce. This includes a substantial number of workers that come from Latin American regions such as Mexico and Central America.

Community leaders throughout the valley recognize the challenges that are created by a resort economy, especially related to transportation, childcare and affordable housing. Much has been done to address these issues and it's recognized that this will be a consistent challenge to tackle into the foreseeable future.

Aside from these more obvious needs, the immigrant workforce deals with other stressors, especially undocumented workers. The threat of being deported, separated from their families, and losing the life that many have created here leads to unintended consequences. Many will go without basic medical needs or feel uncomfortable reaching out to law enforcement for fear that they will be questioned on their legal status.

The Basalt Town Council is committed to taking action to reduce the fear and anxiety for these members of our community. There are a number of non-profit organizations that are doing

amazing work; however, the council feels strongly that Basalt also needs to be doing its part. As a result of this focus, progress has been made and we will continue to look for ways to improve.

BASALT ENGAGES PEOPLE AND ORGANIZATIONS FROM THE COMMUNITY WHO SHARE THE SAME CULTURAL IDENTITY AND ARE BETTER SUITED TO UNDERSTAND THE ISSUES AND HELP GUIDE THE SOLUTIONS.

The Basalt Police Department has been a leader in this effort and has established a Community Police Academy. While this is not a new concept, this academy has largely been attended by people in the Latino community. The town's chief and officers have done an incredible amount

of work to build trust and shift the perception of many who now feel comfortable reaching out to the town's police department.

The town recently completed a new master plan and during the year-long process provided consistent outreach to the Latino community to gather feedback. This included providing materials in both English and Spanish. One unique event included an outdoor picnic with food and childcare that proved to be a fun way to gather meaningful feedback.

The town's cultural events are another area where we have been able to bring our community together. One recent event, "Basalsa," included a night of Salsa dancing with instruction for those who needed a little extra help. The margaritas may have helped as well!

The town has also recognized that government is not always the best at solving these issues. Instead, the town



engages people and organizations from the community who share the same cultural identity and are better suited to understand the issues and help guide the solutions. The town has provided financial support to organizations that do incredible work that guide those solutions.

These include school readiness, health care and mental health. This year, the town is supporting a new school-based program called the Pathfinder Honors Program, which is part of a pre-collegiate program aimed at supporting first generation college bound students at Basalt High School. The pre-collegiate program, while not exclusively for Latino students, has seen higher participation rates from them over the years. The new Pathfinder Honors Program adds a new curriculum to the pre-collegiate program and includes nine months of hands-on experiences where participants will learn how to create their individual path in



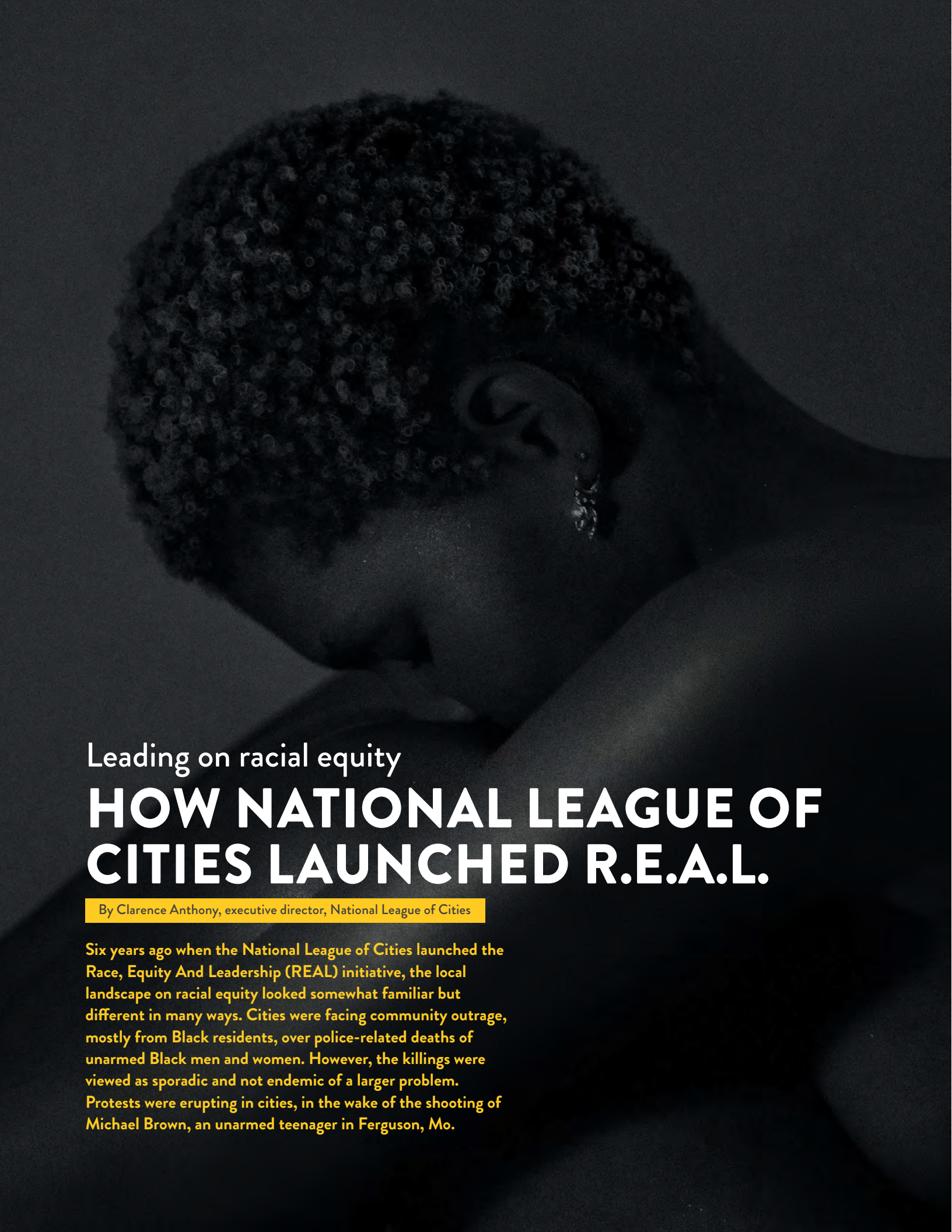
Photo by Sopris Media

professional, academic, and community life by investigating, planning, and building a new multi-use trail in Basalt. It will bring students through the process of building public infrastructure, from concept through implementation. It will include interaction with stakeholders, local government, and various industry professionals.

There is still a long way to go to make meaningful progress on these issues.

The good news is that every town or city in the Roaring Fork Valley recognizes this reality and is doing more to address it.

We have such amazing support from the non-profits as well, so it feels like we have the positive momentum to recognize how we can affect change.



Leading on racial equity

HOW NATIONAL LEAGUE OF CITIES LAUNCHED R.E.A.L.

By Clarence Anthony, executive director, National League of Cities

Six years ago when the National League of Cities launched the Race, Equity And Leadership (REAL) initiative, the local landscape on racial equity looked somewhat familiar but different in many ways. Cities were facing community outrage, mostly from Black residents, over police-related deaths of unarmed Black men and women. However, the killings were viewed as sporadic and not endemic of a larger problem. Protests were erupting in cities, in the wake of the shooting of Michael Brown, an unarmed teenager in Ferguson, Mo.

WHILE SOME LOCAL LEADERS WERE CONCERNED ABOUT THE INCREASE IN DEATHS OF BLACK RESIDENTS AT THE HANDS OF LAW ENFORCEMENT, THERE WERE OTHER CITY LEADERS WHO DID NOT THINK THIS WAS AN ISSUE IN THEIR COMMUNITY BECAUSE THEY HAD NOT HAD SIMILAR INCIDENTS.

On a broad scale, most local leaders did not think that racism was an issue in their community and those who did were unsure where to turn for help or what to do. For NLC, it was important that local leaders know they could lead on this issue. America's cities, towns and villages had a mixed history on race, but the challenge that was emerging demanded leadership.

Admittedly, NLC was heading into new and uncharted territory but was compelled to help municipal officials lead on this issue. Supporting local leaders dealing with existing challenges as well as emerging challenges was central to NLC's mission.

Antoinette Samuel, former deputy director of the National League of Cities, remembers that the NLC staff and board were cautious but willing. "We had to consider what was the best entry point for our members," Samuel said. "We have a diverse membership and we wanted to be responsive to our members."

NLC was already doing some work related to equity through individual programs such as its Boys and Men of Color program in the Institute of Youth, Education and Families. However, the idea behind the Race, Equity and Leadership initiative was to consolidate and focus NLC's work on race and equity and help municipal officials address the structural and institutional barriers related to race in their communities.

"We knew it would not be a one size fits all," Samuel explained. NLC wanted to create buckets of resources that could support local leaders; from facilitating meetings, to hosting workshops and offering trainings.

To help raise awareness for this new initiative, I appointed Leon Andrews to serve as inaugural director for REAL. Andrews worked closely with me to introduce and explain the goals and objectives of this new initiative, starting with the NLC board of directors, our staff and NLC members. We attended state league conferences, met with subsets of our membership, and launched a roadshow that would help our members and municipal leaders understand the importance of addressing structural and institutional racism as a way of creating thriving and equitable communities for all residents.

Since its founding, REAL has expanded from an initiative housed in the executive office to a fully staffed department that offers a myriad of support to local leaders. Its portfolio includes trainings, expert consulting, technical assistance, assessment of staff and programs, and capacity building for municipal leaders.

"Every city, town and village we work with is different. REAL has been very intentional about customizing the training and technical assistance in cities to meet local leaders where they are," Andrews said.

REAL offers tools and resources designed to help local elected leaders build safe places where people from all racial, ethnic, and cultural backgrounds thrive socially, economically, academically, and physically. The REAL department helps municipalities identify data on disparities on race from the history of redlining to historical inequities in healthcare, education and many other areas.

During the six years of its existence, the REAL team has worked in more than 400 cities — supporting leaders who are committed to using an equity lens in the design and delivery of city services and to pursuing equitable access to services for all residents.

"No one city has figured out how to end racial inequities," Andrews said. "But there are a lot more leaders from all across this country and of all sizes committed to advancing racial equity."

It took time to grow and expand REAL. Not all municipalities saw or understood the need for the program, especially if they had small populations of Black residents. With more than 80% of NLC's membership made up of communities with populations of 50,000 and below, its membership reflected the broader American landscape. Black Americans make up 13% of the US population and the majority reside in 10 states and primarily in cities with populations of 100,000 or above. The reality was that a large portion of NLC membership saw racism as a large city problem.

THE DATA

It was important for NLC that we help local elected officials see the value of addressing the structural and institutional racism that had led to historical inequities for the Black, Indigenous and Communities of Color in their cities, towns and villages. We were asking our members to think differently about their communities and apply a new lens for their approaches to issues like housing, small business permitting, zoning, and many others.

A key part of REAL's work is helping local leaders understand this history through its first training, a 101 introduction of why racial equity is important for local government. The REAL team helps elected officials and municipal staff understand the critical role that race has played in our country. Data consistently shows that from infant mortality to life expectancy, race is the single greatest predictor of one's success in this country.

These disparities undergird REAL's approach to its work with cities, including the content and design of our training, assessments, technical assistance, and capacity building.



- In 2017–18, the National Center for Education Statistics reported that average graduation rates for white public high school students (89%) were 10 percentage points higher than the average for their Black peers (79%).
- Pre-COVID, the Economic Policy Institute data showed that "Black unemployment is at least twice as high as white unemployment at the national level."
- Early in 2020, the Urban Institute reported that "the gap between the Black and white homeownership rates in the United States has increased to its highest level in 50 years, from 28.1 percentage points in 2010 to 30.1% points in 2017." Less than 50% of Black individuals own their homes while nearly 75% of whites do.
- In 2017, the CDC reported that life expectancy for Black individuals is 3.5 years less than for whites.
- The Pew Research Center reported in 2017 that the imprisonment rate for Black people in the U.S. was six times the rate for whites.
- In 2015, the New York Times reported, "FBI's Supplementary Homicide Report showed that 31.8% of people shot by the police were African-American, a proportion more than two and a half times the 13.2% of African Americans in the general population."

Using every measure for individual success in this country, it becomes clear that our BIPOC communities face extraordinary barriers.

THE PRESENT

In the six years since REAL was launched, the team has worked directly with several cities, providing trainings, collecting profiles of best practices and launching a council of local leaders that can share ideas and experiences working on these issues in their community. Below are profiles of a few cities that have made a commitment to addressing racial equity in a unique way. As part of its work, REAL shares these strategies to make it easy for city leaders and staff to learn from each other and develop a strong networks of communication.

GRAND RAPIDS, MICH.

In response to a Michigan Department of Civil Rights report on the economic impacts of racial disparities in the city and Forbes magazine listing Grand Rapids as one of the worst places economically for African Americans in the nation, Grand Rapids developed a citywide effort in 2015 to improve racial equity.

Grand Rapids developed its own racial equity toolkit, tailored to local needs, that is used during the budget process and to address racial equity in other city processes and projects, including continuous improvement process planning and improving the future state of services, programs, and economic incentives.

Mayor Rosalynn Bliss started Grand Rapids' racial equity work during her first year in office in 2016. The first two years of the city's work included a focus on community power building and the development of racial equity tools.

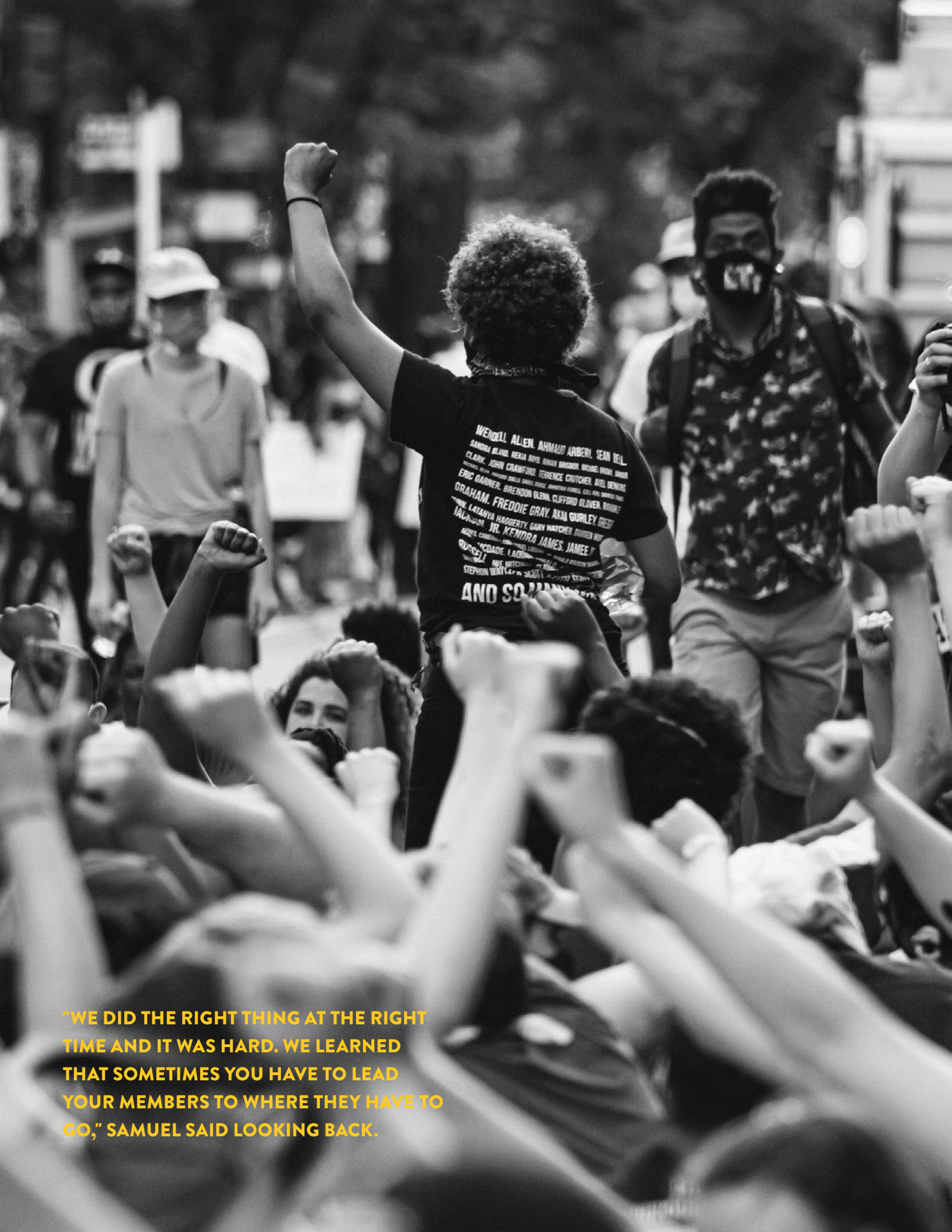
The city's annual Neighborhood Summit elevates residents' voices and provides meaningful support for community members to understand their own power and build power collectively.

The City Manager's Office is developing accountability measures to build on the city's racial equity toolkit and embed racial equity as a lens throughout its continuous improvement processes.

SAN ANTONIO, TEXAS

In 2017, San Antonio, Texas was ranked as one of the most unequal cities in the country by the Economic Innovation Group. Recognizing the ranking and the history of segregationist policies that led to it, San Antonio's leaders have made significant strides to reconcile the city's past with an equitable future for its residents through the San Antonio Office of Equity.

Today, the Office of Equity works within city government to dismantle all forms of racism, supporting city departments' responses to equity-related community needs during the COVID-19 pandemic. The office also tracks and helps advance the nationwide movement for racial justice by providing technical assistance and training to city departments, using tools including the Equity Rapid Response Tool, the Racial Equity Indicators Report, and the Equity Matrix.



"WE DID THE RIGHT THING AT THE RIGHT TIME AND IT WAS HARD. WE LEARNED THAT SOMETIMES YOU HAVE TO LEAD YOUR MEMBERS TO WHERE THEY HAVE TO GO," SAMUEL SAID LOOKING BACK.

City leaders took steps to recognize the way neighborhoods have been shaped through exclusionary policies based on race. The Office of Equity is working with city leaders and departments to utilize an Equity Impact Assessment for budget decisions.

San Antonio embraced a partnership with SA2020, a nongovernmental organization developed through a community visioning process, which helped the city develop and track metrics to both extend the local government's capacity and hold it accountable.

The use of an Equity Impact Assessment, including historical context, led the mayor and city council to approve a new allocation of street maintenance funds that account for historic inequities while distributing resources equitably among all council districts.

TACOMA, WASH.

For the City of Tacoma, the push toward racial equity demonstrates the power that lies in the hands of concerned residents. Over a year before the city government took public action, community members urged local leaders to analyze the racial disparities in Tacoma's hiring practices. After examining the lack of adequate representation in both race and gender among city government employees, leaders knew that a change was needed. With community members acting as catalysts, Tacoma has become dedicated to the cause of equity and empowerment for all residents.

Tacoma took stock of how important racial equity was to residents when it came to accessing city services and infrastructure. A resounding 71% of those polled noted that this issue was important to them. The city began developing the Equity and Empowerment Framework, a plan to make equity a consistent guiding principle citywide. The plan also laid out clear goals to guide the city's work.

Tacoma created the Office of Equity and Human Rights to implement the policies laid out in the Equity and Empowerment Framework. The office uses its capacity to provide a platform for community organizations through the Equity and Empowerment Capacity Building Fund.

The city uses presentations and training sessions to educate city staff on inequitable policies that have shaped city government.

While analyzing how to make Tacoma's staff more representative of the city's population, Tacoma developed the Handbook for Recruiting, Hiring & Retention: Applying an Equity Lens to Recruiting, Interviewing, Hiring & Retaining Employees to institutionalize these practices and help educate other groups.

LONG BEACH, CALIF.

During 2018–19, the City of Long Beach was one of six cities in REAL's learning cohort in the Kellogg Foundation's Truth, Racial Healing, and Transformation initiative. Long Beach is committed to creating a community where everyone can thrive. As a city with a majority of people of color, Long Beach was well-positioned to deepen the positive impact of governing for racial equity by building upon existing opportunities and developing a comprehensive racial equity plan. By creating a plan, the city moved toward institutionalizing governance practices that support equitable opportunities and outcomes for all. The plan also helped the city identify opportunities to be more explicit around race.

The city has demonstrated its commitment to advancing racial equity by:

- Creating the Office of Equity and the "Everyone In" Economic Inclusion initiative.
- Coordinating projects and investments to revitalize North Long Beach.
- Sustaining ongoing work with the Government Alliance on Race and Equity.
- Conducting efforts to produce a demographically representative body of leadership and influence within the city.

MOVING FORWARD

Looking back, NLC's commitment six years ago to helping local leaders face and address structural and institutional racism – even when many local leaders did not see it as a major issue – was forward thinking. And I'm proud of that.

Today, there is heightened awareness by elected officials at every level on the importance of addressing racism and pursuing equity.

"We did the right thing at the right time and it was hard. We learned that sometimes you have to lead your members to where they have to go," Samuel said looking back.

HOW NLC REAL HELPS CITIES & TOWNS ADDRESS RACIAL DISPARITIES

The National League of Cities Race, Equity And Leadership (REAL) department was created in 2014 to strengthen local leaders' knowledge and capacity to eliminate racial disparities, heal racial divisions, and build more equitable communities. Available to NLC members and non-members, REAL offers tools and resources to help local elected leaders build safe places where people from all racial, ethnic, and cultural backgrounds thrive socially, economically, academically, and physically.

Since its inception, REAL has developed a portfolio that includes training, technical assistance, assessment work, and capacity building for city leaders. The team has produced guides that help elected officials set up and develop strategies to advance racial equity in their city as well as respond to a racial tension incident. It has also created a repository of ordinances, municipal budgets, city examples and profiles that can help elected officials and municipal staff understand the work in practice.

Today, as the country grapples with overlapping crises: the COVID-19 pandemic and systemic/structural racism, the data is quickly emerging on the disproportionate impact that Black, Indigenous and People of Color are facing. By July 11, 2020, the Centers for Disease Control and Prevention (CDC) COVID-19 data tracker reported that in the United States 34% of cases and 17% of the deaths were among Latinx people, who make up 19% of the U.S. population; 20% of cases and 23% of deaths were among Black people, who make up 13% of the population; and 37% of cases and 50% of deaths were among white people, who make up 60% of the U.S. population.

The murder of George Floyd last summer while in police custody heightened the attention, pushing many American leaders — at all levels — to reckon with the country's long history with race and the inequities unveiled by COVID-19.

The confluence of these two pandemics has sharpened the resolve among many city leaders to undertake the hard work of racial equity. REAL is responding to inquiries, helping cities assess their readiness and define their desired outcomes.

Nationwide, city leaders and staff are making a concerted effort to address the racial inequities in their communities. For many city leaders, it can be hard to know where to begin the work, or what to model their programs on. With the generous support of the W. K. Kellogg Foundation, NLC REAL compiled profiles of 12 cities that have made a commitment to addressing racial equity in a unique way. By documenting and sharing the strategies of each city, NLC hopes to create a platform that makes it easy for city leaders and staff to learn from each other and develop strong networks of communication.

The REAL Council remains a key connector for elected officials committed to this work. REAL has worked with leadership in over 400 cities — from elected officials to municipal staff, including equity officers. Striving to scale and amplify the work, NLC is collaborating with the network of 49 state municipal leagues offering training, capacity building, and support to cities in the development of racial equity plans. Acknowledging that no two cities are alike as they undertake this journey and make a commitment to equity, REAL tailors its resources and tools to specific needs.

To access the resources available to city leaders, visit nlc.org/REAL. For additional information, email REAL@nlc.org.



Government Alliance on Racial Equity supports

LOCAL GOVERNMENT EQUITY EFFORTS

By Cheryl Cato Blakemore, senior director, strategic communications and public engagement, Race Forward

Racial equity work has been taking place in local governments across the country for many years. Much of this work has been led by the Government Alliance on Racial Equity (GARE) at Race Forward, a national racial justice nonprofit, celebrating its 40th anniversary this year.

GARE is a national network of close to 300 local governments across the country, each working to achieve racial equity and advance opportunities for all their residents. These government jurisdictions have made a commitment to achieving racial justice using the GARE approach to ensure racial equity in all their systems, policies, and procedures.

This harnesses the power and influence of their own institutions while working in partnership with others to change conditions for communities of color. This work of accountability is an essential foundation for multiracial democracy, the only democracy possible in our diverse country.

Research shows racial inequities exist across all indicators for success, including education, criminal justice, jobs, housing, public infrastructure, and health. Government at all levels—local, regional, state, and federal—has played a role in creating and maintaining many of the systems and policies that have perpetuated and sustained systemic racism in these sectors. Therefore, GARE focuses on working with local and regional government jurisdictions, recognizing they have the ability to implement changes at multiple levels and across multiple sectors that can drive larger systemic changes. This approach has served GARE and its member jurisdictions well.

"We who work in government are stewards of the public trust. We cannot ignore the significant history of government enforcement of laws and practices that created racial disparities and inequity," says Gordon Goodwin, director of GARE. "We've inherited a legacy of racial inequity, and we all suffer the societal costs and disadvantages created by racial disparities. The GARE network is about creating a new legacy to ensure that communities of color are included in the promise of a better life by changing government practices and policies to shape a better working government for all of us."

Leveraging a multi-sector approach, utilizing the expertise of partners in academia, government, and community-based organizations, the GARE model visualizes a just, multiracial democratic society through the normalizing of racial justice terms, definitions, urgency, and priorities; the organizing of internal infrastructures and external partnerships; and the operationalizing of racial equity tools and data to develop strategies and drive results.

While GARE leads with race, it also works with its members to implement strategies to "close the gaps" not only between white people and people of color, but also for other marginalized groups. Known as "targeted universalism," this approach recognizes that deeply racialized systems are costly and depress outcomes and life chances for all groups. By focusing on racial equity, local government is able to create and introduce a racial equity framework, tools and resources that can also be applied to other areas of marginalization, with the

goal of not just eliminating the gap between white people and people of color, but also increasing success for all groups.

But Goodwin cautions that just being a member of GARE is not enough. Racial equity work means more than talking about race; it is about accountability. The GARE network provides opportunities for government to be accountable by identifying, understanding, and addressing barriers and gaps contributing to racial inequities. And this is what is happening in Colorado and across the country.

Colorado jurisdictions are joining GARE at a rapid pace, making the state one of the fastest growing in the GARE network. Just a year ago, GARE had five members across the state. Today, that number has more than tripled with 17 member jurisdictions and one application in process. Attributing much of this demand for racial equity work to the murder of George Floyd and the resulting Black Lives Matter protests across the country, GARE's West Region Manager Roberto Montoya says local Colorado officials are leaning into racial justice work using the GARE model.

Montoya has been an integral part of this work, participating in monthly meetings where local government diversity, equity, and inclusion (DEI) practitioners share examples of how they are using the GARE Best Practices, and creating racial equity task forces and core teams.

"There is bold racial equity work happening in Colorado right now by courageous and brave justice leaders who are using GARE best practices," says Montoya. "I have the distinct honor of working alongside and supporting these jurisdictions as they work tirelessly to make Colorado a more just and equitable state. We also know that we will meet the most resistance when we are doing impactful equity work. We must understand that we cannot wish in racial equity, we have to work it in, and this work is ongoing. The momentum we have in Colorado as we purposefully lead with race will positively impact generations to come."

Northglenn, an urban city within the Denver Metropolitan Area with a population of just under 39,000, the majority of whom identify as white, joined GARE in 2019. They have established an Equity Commission and a Youth Equity Commission, which are looking to normalize conversations about race. Northglenn has also hired its first Chief Diversity Officer, Tamara Dixon, a Black woman.

"In my dual role as HR Director and Chief Diversity Officer, one of my first steps has been looking at our demographics and shifting the thought process of my team in how and where we source candidates," says Dixon. "I've challenged them to think outside the government recruitment box so we can be more inclusive in who we hire. But once we have a more diverse employee population, then what? It's important that we are



Glenn Harris, Race Forward president, addresses attendees of the GARE 2019 Annual Membership Meeting.



Deb Haaland, U.S. Representative (NM), presents at the GARE 2019 Annual Membership Meeting



speaking a common language of what diversity, equity and inclusion are and how we normalize talking about it with each other. One way is our internal book club that gives us the opportunity to "get comfortable with being uncomfortable" and opening up to each other in small group settings. I see the curiosity in staff, I see the courage and more importantly, I see the commitment to becoming more of a diverse and inclusive municipality."

About 50 miles north of Northglenn is the city of Fort Collins, the fourth largest city in Colorado and one of the fastest growing cities in the country. With a population of just over 104,000, this city, which is 88.33% white, is in the operationalizing phase of the GARE model. Fort Collins joined GARE in 2017 and has normalized a racial literacy training curriculum. The city is currently in the process of creating a robust train the trainer program for racial equity work and is exploring the creation of a Chief Equity Officer position.

Another city GARE is working with in Colorado is Arvada, also located in the Denver Metropolitan Area. With a population of more than 120,000, its size is much larger than that of Northglenn. It is also majority white at 91.8%. Having joined GARE just last year, City Manager Mark Deven and his city team are beginning their community's journey into equity and inclusion work. They are utilizing GARE national best practices and the city is in the normalizing phase. They have hosted community conversations to discuss making an inclusive Arvada a reality and were very intentional to include all sectors of the community in these conversations. The city has also created an internal DEI Committee to give recommendations for action in moving forward, is exploring a DEI community advisory committee, and is working collaboratively with community groups to embed this work directly with its stakeholders.

"We are using guidance from GARE to lay the groundwork for normalizing conversations and actions centered in equity and inclusion, both internally and externally," says Deven. "Our mission to deliver superior services to enhance the lives of everyone in our community drives us to thoroughly assess our policies and practices to ensure we support a community for all. To continue our journey in this work, we are focused on education, data collection, and the creation of opportunities for community dialog to develop the best solutions for our community."

Goodwin emphasizes GARE's racial equity work at the local and regional level is legacy work that allows for meaningful, long-term impact, and sustainability that will change the lives of the next generation.

To learn more about GARE, visit racialequityalliance.org.



Equity, diversity and inclusion **WORKPLACE POSSIBILITIES**

Rosina McNeil-Cusick; equity, diversity and inclusion specialist II; City of Colorado Springs

Let's face it, equity, diversity and inclusion (EDI) is hard work, but more importantly, it is essential work. Essential to the foundation of any business. Essential to any neighborhood. Essential to any municipality. Essential to Colorado.

The City of Colorado Springs has been actively working in the field of equity, diversity and inclusion for many years, and recently, like many other cities, has made a commitment to continue to enhance its efforts in the field. Under the current leadership of Mayor John Suthers and Chief of Staff Jeff Greene, the City of Colorado Springs has not only made equity, diversity and inclusion a priority for the organization, but it has also made it an integrated business practice.

Many people may think it is the responsibility of human resources to carry out the efforts of equity, diversity and inclusion. In our organization, we like to remember that equity, diversity and inclusion cannot exclusively be a human resources program. It's really imperative to "include all employees, all departments." (Pun very much intended.) To have a true equity, diversity and inclusion program, it must span beyond human resources and recruitment practices, though those are also extremely important. It must intentionally be embedded in departments, for example communications and how they look at collateral or our social media presence. Another example would be procurement and how they integrate equity, diversity and inclusion practices with regard to city contracts and the vendors we work with. To have true equity, diversity and inclusion in a workplace, it must be operationalized top to bottom, left to right. Our goal is to have equity, diversity and inclusion be top of mind for all employees and have it become part of the work they do every day. We want our employees to continually ask how to be more equitable, diverse and inclusive, and then follow through to meet these efforts.

So where do you start? The equity journey is not linear. It has peaks and valleys, and sometimes a bridge or three in between. A good place to consider starting is with leadership. It is important to have the buy-in of leadership for many of reasons. First, influence. Equity, diversity and inclusion involves a lot of change and change can be challenging for many employees. So having leadership's backing can help influence the rest of the staff and the direction you want to take equity, diversity and inclusion. Second, strategy. Leadership has a great pulse on the strategy of the organization from both a long-term and a short-term perspective. Incorporating equity, diversity and inclusion into your organizational strategy is a great way to ensure it is a priority for everyone. Not only is the City of Colorado Springs able to incorporate equity, diversity and inclusion into its strategy, we take it one step further and incorporate it into our performance management. Every city employee is required to meet an equity, diversity and inclusion competency as part of their annual performance goals. Employees can meet this goal through several avenues, such as education, allyship, behavior, awareness, or professional development opportunities. Regardless, equity, diversity and inclusion is something the entire city employee population must be a part of to be deemed successful.

To help our employees reach this goal, the City of Colorado Springs has worked to provide enhanced equity, diversity and inclusion education and exposure. We began by creating an equity, diversity and inclusion internal branding image that is included on all equity, diversity and inclusion materials. From there we started to populate an employee resource webpage that is updated each month to help employees find ways to celebrate various differences, but more importantly celebrate similarities. We also have worked to make numerous vendor trainings available to employees that focus on topics such as bias, inclusion, and gender identity. In addition to the vendor trainings, we are currently in the process of developing our own in-house trainings to cover subjects such as equity, diversity and inclusion principles, microaggressions, allyship and more.

We hope to use these various inclusive initiatives to not only recruit diverse talent, but also to retain employees for years to come. We understand our best resources are our human resources, and diversity is nothing without retention. Nevertheless, our recruitment team has continued to work diligently on equity, diversity and inclusion and hiring diverse talent through various means. Some of the ways include incorporating EDI questions into interviews, ensuring hiring managers involve a diverse hiring panel during the selection process and continuing to partner with various nationwide and community agencies and non-profits to post job vacancies.

So where do we go from here? What is great, and also daunting, about equity, diversity and inclusion is that it is endless. However, with our commitment to a culture that values our employees' unique individual qualities and fosters an inclusive environment where people want to be, as much as equity, diversity and inclusion is endless, so are the possibilities.

LET'S FACE IT, EQUITY, DIVERSITY AND INCLUSION (EDI) IS HARD WORK, BUT MORE IMPORTANTLY, IT IS ESSENTIAL WORK. ESSENTIAL TO THE FOUNDATION OF ANY BUSINESS. ESSENTIAL TO ANY NEIGHBORHOOD. ESSENTIAL TO ANY MUNICIPALITY. ESSENTIAL TO COLORADO.

Increasing equity in the MARIJUANA INDUSTRY, A HISTORICAL PERSPECTIVE

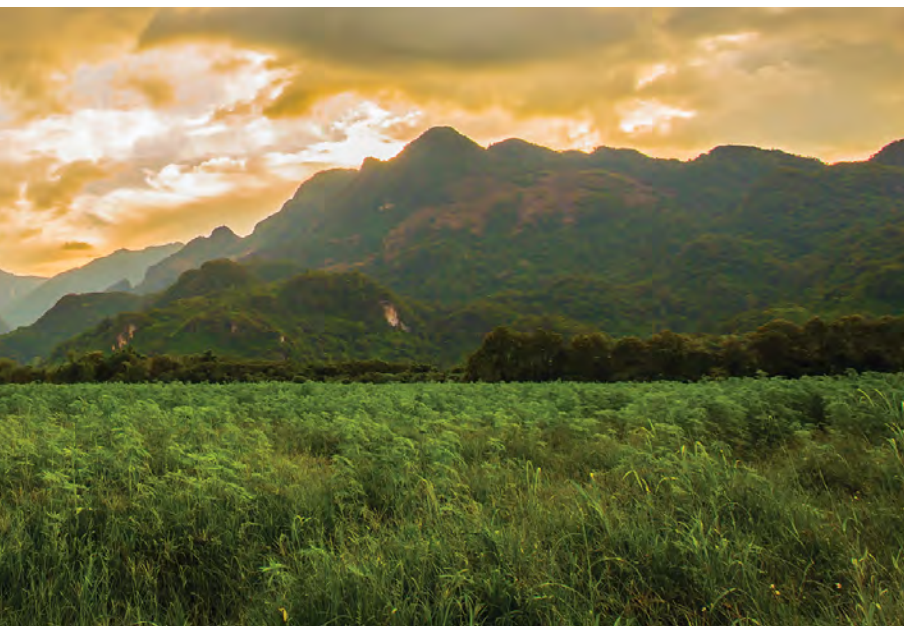
By Beauclarine Thomas, CML legislative and policy advocate

HISTORICAL OVERVIEW FROM THE DENVER CANNABIS BUSINESS AND EMPLOYMENT OPPORTUNITY SURVEY

When Colorado became a state in 1876, hemp and cannabis were legal, however, the plant became increasingly associated with migrant workers. In March 1917, Colorado legislators made the use and cultivation of cannabis a misdemeanor; those who broke the law were subject to a fine of between \$10 and \$100 and up to a month in jail. The Colorado Legislature made the sale, possession, and distribution of marijuana a felony in 1929, and minorities were the focus of this effort. By 1970, legislators were arguing for lowering the penalties on cannabis possession and use, and recreational possession was downgraded from a felony to a misdemeanor in the state of Colorado. In contrast, in October 1970, the federal government classified marijuana as a Schedule 1 controlled substance with no therapeutic value — a status it officially retains today.

In November 2012, Colorado voters approved Amendment 64, legalizing marijuana despite the substance's federal illegality. In December 2012, the governor created the Amendment 64 Implementation Task Force, whose mission was to "identify the legal, policy and procedural issues that need to be resolved, and to offer suggestions and proposals for legislative, regulatory and executive actions that need to be taken, for the effective and efficient implementation of Amendment 64." The Task Force issued its Task Force Report on the Implementation of Amendment 64 on March 13, 2013. It is important to note that Amendment 64 did not include any social equity provisions. As a result, the Amendment 64 Implementation Task Force's mission and guiding principles did not include social equity, nor did the report contemplate the need for social equity provisions in licensing.





The report did recommend that the Department of Public Safety begin collecting data on marijuana-related arrests and police contacts broken down by race and ethnicity, which has given state and local governments needed data to inform policy decisions.

MUNICIPALITIES INCREASING EQUITY IN THE MARIJUANA INDUSTRY

The criminalization of marijuana is a major contributing factor for the war on drugs and mass incarceration, systems that disproportionately affect people of color. To counteract this, there have been recent steps taken to increase equity in cannabis. For example, the Marijuana Enforcement Division developed an accelerator program that brings interested individuals from designated economic opportunity zones into the industry to encourage diverse entrepreneurship. Another method to increase equity is delivery licenses. House Bill 19-1230 allowed marijuana stores and transporters to obtain delivery permits. In December 2020, the City of Aurora became the largest municipality in Colorado to approve recreational marijuana delivery. Only those who qualify as a "social equity candidate" will be granted a license for the first three years of the plan. This includes those who have experienced legal trouble from since-overturned marijuana laws or have lived in a disadvantaged area.

Another example of a leading municipality is the City of Denver, which created a new program called "Turn Over a New Leaf," to provide guidance and technical assistance to individuals seeking to file motions to expunge from their records low-level cannabis offenses that occurred before the legalization of recreational marijuana. The city has conducted several Turn Over a New Leaf clinics to help individuals expunge their records. In addition, the city has directed marijuana tax dollars to affordable housing projects, youth programs in low-income neighborhoods, and upgrades to city recreation centers.


CML is proud of our members that have taken steps to increase social equity in cannabis and is committed to being a partner with the state and local governments on this issue.

City and County of Denver takes steps to

ELIMINATE SOCIAL AND RACIAL INEQUITIES AND INJUSTICES

By CML Executive Board Member and Denver City Councilwoman Kendra Black and Director of the Denver Mayor's Office of Social Equity and Innovation Kim Desmond. Other contributors include Erin Brown, deputy chief of staff/equity officer and Tariana Navas-Nieves, director, cultural affairs, Denver Arts & Venues.





The City and County of Denver values equity, diversity and inclusion in everything we do. From the Mayor's Office to councilmembers and to our constituents, we all play an important role in addressing racial injustices and moving our world forward. Across the United States, local governments are acknowledging that race matters. The movement for racial equity includes individuals, grassroots community organizations, philanthropy, business, and all levels of government. We all have different roles to play as we work together to end structural racism and achieve racial equity. Creating better communities around the world begins with a commitment to social justice and equity right here in our own city. Our goal is to establish racial equity and social justice as a core principle in all decisions, policies and functions in the City and County of Denver.

Mayor Michael Hancock created the Mayor's Office of Social Equity and Innovation (SEI) to eliminate social and racial inequities and injustices by evaluating institutional and structural government systems, policies, and practices. SEI is dedicated to helping city staff understand and gain the tools necessary to combat racial disparities in Denver neighborhoods that serve Black, Indigenous and People of Color (BIPOC).

We lead with addressing systemic racism explicitly, but not exclusively, because history and the current reality of institutional racism across all institutions creates systems that negatively impact BIPOC communities. Building city-wide infrastructure for over 13,000 employees includes developing staff skills to address the impacts of racism throughout local government as necessary steps toward achieving real progress to dismantle systemic inequity to build more equitable systems.



SEI created strategies that centralize a focus on antiracism to begin improving outcomes for everyone in our neighborhoods.

GOAL 1: Denver will be an inclusive employer where city staff are valued, supported and given the tools to advance social equity, race and social justice.

GOAL 2: Denver will be an inclusive city that integrates social equity, race and social justice into policies, practices, programs, and budgetary decisions to create equitable outcomes.

GOAL 3: Denver will be an inclusive government that effectively engages the community to create equitable outcomes.

GOAL 4: Denver will use nationally recognized research and data-driven practices to support the city's progress toward social equity, race and social justice.

Kim Desmond, director of the Mayor's Office of Social Equity and Innovation stated, "Addressing systemic racism continues to be a journey we must never stop fighting as we cannot remain complacent in our responsibility to build equitable outcomes for our BIPOC communities. This is the work of our ancestors, to take a stance against racism and to live up to a long-needed shift within our systems, policies and way of thinking to eliminate systemic racism. In a quote by Angela Davis, she stated, 'You have to act as if it were possible to radically transform the world. And you have to do it all the time.'"

Denver encourages all cities to join our efforts in equity, diversity and inclusion as we all play an important role in ending structural racism and achieving racial equity. Some recommended steps are below:

SET AN EXAMPLE AND SET THE RIGHT TONE

As city leaders, we play a unique role in setting the tone of local governments and institutions. Mayors and councilmembers can set an example and commit themselves to prioritizing racial equity by participating in equity leadership trainings or starting a community conversation to engage voices throughout the city.

OBSERVE AND LISTEN

There are already many voices promoting racial equity within your community. One of the easiest and first things you can do is to simply observe and listen to the voices in your community, to those already focusing on racial equity in your city.

MAKE A PUBLIC DECLARATION

Your constituents need to know your city's commitment to racial equity. A public declaration builds connection between communities of color and governing bodies. These announcements open the door for meaningful communication between leaders and residents.

DEDICATE INFRASTRUCTURE AND TAKE ACTION

Local elected officials need to provide the leadership to generate a citywide coordinated effort and infrastructure to carry out these functions.

COMMIT TO POLICY AND SYSTEM CHANGE

Local leaders have the responsibility as policymakers to address the ways in which institutional and structural racism have shaped their city. By making long-lasting changes to both policies and systems that benefit their residents of color, city leaders can commit to policy and system changes that bring their practices in line with their priorities. More racially equitable outcomes start by addressing the root of a city's disparities and making meaningful policy and system changes.

CREATE A RACIAL EQUITY PLAN

Racial equity plans provide a blueprint of the city's intentions to improve outcomes for communities of color by outlining citywide goals and agency specific strategies for accomplishing those goals. They give community members, stakeholders and colleagues a means for holding their government accountable and a benchmark from which to build trust. Each city department can create action plans targeted by issue area. By combining those action plans, cities create an institutional road map that continues beyond leadership transitions.

As a district council representative, Councilwoman Black is working to inform and engage with constituents to bring these issues to the forefront. She has formed a Race & Social Justice Work Group made up of students, educators and residents from all walks of life. Together this group works to provide information, encourage people from diverse backgrounds to communicate, to get people involved and to reach out to some of the most in-need residents. Their efforts include: book and movie recommendations, dissemination of factual historical information, and invitations to relevant workshops and seminars including Denver's own monthly series, How to be an Anti-Racist Organization. Last June, they joined thousands of residents for a Black Lives Matter Solidarity Walk in the district. They hope to do something similar in 2021. This winter they have been visiting the highest need areas of the district to introduce the council team and to distribute personal protective equipment (PPE) kits and information. They are excited to make race and social justice the theme for the annual August festival. Attendees will help to create the community art project which will represent unity, inclusivity, equity, diversity and love.

Councilwoman Black is proud of Denver's efforts—from the grassroots to the treetops—proactively taking on these tough challenges. Together we will move our city and our country in a positive direction and end the injustices of our past.

Renewed commitment takes **CITY EQUITY WORK TO THE NEXT LEVEL**

By Heather Geyer, Northglenn city manager; Tamara Dixon, Northglenn human resources director and chief diversity officer; Rupa Venkatesh, Northglenn assistant to the city manager; Diana Wilson, Northglenn director of communications

The City of Northglenn has long valued diversity. However, like many cities, the expectations of residents have shifted. Since the death of George Floyd, we've seen and heard from residents about what they believe the city needs to do today to ensure we are an inclusive community. Requests ranged from a police oversight board, to painting Black Lives Matter on a roadway, to making it illegal to fly the confederate flag. It was clear the city could, and should, do more regarding diversity, equity and inclusivity (DE&I).





Northglenn City Council front: Ashley Witkovich, Julie Duran Mullica, Mayor Meredith Leighty, Joyce Downing
back: Randall Peterson, Becky Brown, Antonio B. Esquivel, Katherine E. Goff, Mayor Pro-Tem Jenny Willford

Our strategy focuses on the community and the organization. As city manager, it's been critical to build and diversify my leadership team through key appointments in order to meet the policy objectives of my governing body. Advancing racial equity requires a cross-functional team approach. We built a core team to spearhead these efforts under the direction of city council to include myself, Assistant to the City Manager Rupa Venkatesh, Human Resources Director and Chief Diversity Officer Tamara Dixon, and Director of Communications Diana Wilson. I have also found support through the Government Alliance on Race and Equity (GARE) and Roberto Montoya, our regional director and a trusted advisor.

COMMUNITY FOCUS

Though some efforts were already happening and more were on Northglenn's radar, intent was not enough. Two major community-focused efforts were launched.

Following public comment at meetings and a desire by Northglenn officials to do more, council took swift action to establish the Diversity, Inclusivity and Social Equity (DISE) Board. This was a catalytic step for our community and demonstrates a renewed commitment to taking our equity work to the next level.

The Police Department's 360 Assessment recommended deeper community engagement and community members expressed a desire for a stronger voice in public safety policy. Council reviewed different types of police oversight boards, and moved forward with creating the Community Co-Production Policing (CCPP) Advisory Board.

DISE BOARD

This 11-member board has eight residents, two non-resident at-large members from the community, and one youth at-large member. There were 46 applicants.

KEY ACTIONS TO DATE

Fall 2019

- Council identified "Diverse Community" as one of eight strategic priorities
- Joined GARE
- City leadership participated in implicit bias training
- Cross-departmental employee group established to conduct ongoing equity workshops

Summer 2020

- The mayor, city manager, and police chief took the My Brother's Keeper Pledge
- Council unanimously passed a resolution committing Northglenn to advancing racial equity
- Held telephone town hall to hear feedback on a Police Department 360 Assessment and general concerns regarding public safety
- Anti-racism banners on light poles went up citywide
- Council unanimously approved establishing a Diversity, Inclusivity and Social Equity (DISE) Board
- Council participated in an anti-racism training

Fall 2020

- City Leadership Team participated in Deconstructing Equity: Igniting the Power of Us by the Equity Project trainer Monica D. Williams
- DISE Board meetings began
- Youth Commission participated in social equity training
- Hired the city's first Chief Diversity Officer
- Staff engaged in a book study, "White People Love Salad" by Dr. Nita Mosby Tyler

Winter 2020-21

- Council voted to establish a Community Co-Production Policing (CCPP) Advisory Board
- Staff engaged in a book study of "Uncomfortable Conversations with a Black Man" by Emmanuel Acho
- Mayor initiated a book study of "Racial Healing Handbook" by Dr. Anneliese A. Singh
- Now hiring a firm to conduct all-employee DE&I training program

Coming soon

- Diversity training for all board and commission members
- Community listening sessions conducted by the CCPP Advisory Board and DISE Board

we hear you.

we see you.

we are with you.

We Stand
Against
Racism.



The board held its first meeting in October, conducted a four-hour workshop with the Equity Project, created by-laws and elected officers. The board began developing a work plan for the first year including education/outreach and reviewing policies. They have supported two educational events to date.

CCPP ADVISORY BOARD

This 13-member board is comprised of six residents, one youth at-large member, three community service providers, and three public safety professionals. The board will begin meeting in March 2021. There were 53 applicants.

KEY TAKEAWAYS

The community is ready to engage and take action, as evidenced by the unprecedented number of applicants for both boards. When asked why they were applying, every applicant said they felt compelled to advance their community and bring everyone together.

Don't expect miracles to happen in a short period of time, especially in virtual settings. It's important for the members to get to know each other, have honest conversations, and clearly understand the purpose of the group. What has city council tasked them to do? Clarity will help keep the group from making assumptions, or inventing a problem to solve.

INTERNAL FOCUS

Though a few internal efforts were already in motion, when Dixon came on board as Human Resources Director and Chief Diversity Officer on Nov. 30, DE&I ramped up.

Current activity includes:

- Reviewing the employee handbook and forms to ensure the language is inclusive
- Expanding DE&I recruitment efforts to find individuals with a collective mixture of differences and similarities that include individual characteristics, values and beliefs, and experiences and backgrounds
- Introduced a "Diversity – Did You Know?" segment in the bi-weekly employee newsletter
- Working with the cross-departmental Cultural Transformation Team to establish inclusivity as a core value

KEY TAKEAWAYS

Internal DE&I work is not a "one and done" task. It is a sustained, thoughtful process that does not always show immediate tangible results. We must consistently communicate that DE&I is an organizational value and the Leadership Team



must model the behavior we expect in the workplace. Recruiting ambassadors within the organization is vital. The workshop/book club participants and the Cultural Transformation Team are from different departments and levels of the organization. Employees are hearing from leaders and peers about the importance of DE&I, which accelerates the work.

COMMUNICATION MATTERS

For both external and internal efforts, communication is a key component. Empathy, transparency, consistency and response to community and employee voices is crucial. The city newsletter is one key outlet since it is mailed to residents monthly and shared with employees. In addition to factual articles describing concrete actions, the city manager and mayor have feature articles and have addressed DE&I and police concerns over the last eight months. Similar messages are tailored to all the city communications platforms. Community input is welcomed through numerous channels. Employee input is encouraged at all-employee meetings, the book clubs, through Cultural Design Team representatives, and directly with supervisors or the city manager. Responding to input and questions is equally important, and given personally or publicly, as appropriate.

KEY TAKEAWAYS

Communicate early and often – it may seem repetitive, but most audiences see some communications, not all of them. Have single-message pieces for the most important efforts. For example, we used direct mail postcards in English and Spanish for the two new boards. This not only encouraged a high number of applicants, it demonstrated the city's commitment to the efforts.

SUMMARY

DE&I is challenging, ongoing humanitarian work. Identifying goals and taking concrete actions are important to success, though perception of success differs by individual. "Getting comfortable with being uncomfortable" is a new concept for us, yet one we are committed to embracing to make important, lasting change for the better in our community and organization.

Colorado City and County Management Association COMMITTS TO DIVERSITY, EQUITY AND INCLUSION

By Gloria Kaasch-Buerger, association coordinator, Colorado City and County Management Association

The Colorado City and County Management Association (CCCMA) is about connection.

We connect local government managers and assistants with each other to share resources, learn, and network. To facilitate meaningful connections, we have committed to identifying and removing the barriers such as discrimination, inequity, and exclusion.

This commitment is not new and has been something we have been working on for years. For example, the CCCMA Board, for the second year in a row, is 50% women. The past president, Trish Stiles, town administrator, Town of Bennett, and president elect, Heather Geyer, city manager, City of Northglenn, are female managers who have broken many barriers while members of the association. CCCMA has been encouraging, supporting, and developing new voices in the profession by continuing their support of Colorado Women Leading Government (CWLG) and sponsoring the first veteran's affinity group, Colorado Veterans Leading Government (CoVLG).

In the summer of 2020, our two virtual conferences, Emerging Managers Summer Camp and the Colorado Women Leading Government Summit, both intentionally concentrated on diversity, equity and inclusion with equity discounts for women of color and a diverse panel of speakers. There was so much interest from the membership after those events that we held a special Connection Forum online where members could choose a topic related to DE&I and spend an hour sharing and connecting.

To help further our mission to create barrier-free connections, a Diversity, Equity, and Inclusion Task Force was created with members from across the state as well as representatives from organizations such as the Government Alliance for Racial Equity (GARE), The Local Government Hispanic Network, The National Forum for Black Public Administrators (NFBPA), and the International Network of Asian Public Administrators (I-NAPA). The CCCMA's Diversity, Equity and Inclusion Task Force has agreed on the following focus areas:

- Become a resource for DE&I learning/training/sharing.
- Increase the diversity in every level of our membership.
- Support the career development of our diverse members.

The DE&I Task Force has already tackled projects to achieve their goal of becoming a resource by sending out one of four planned DEI-specific newsletters with articles curated and summarized by the task force. CCCMA also created a DEI resource webpage (coloradocccma.org/dei/). The task force is currently combining their knowledge from their own communities to come up with solutions to increase our member diversity and support the career development of our diverse members.


CCCMA is thankful for the participation of our membership in tackling the barriers and helping create opportunities. As we have learned from our own journey, this work can't be done alone. It's time to connect. Contact Gloria Kaasch-Buerger at gloria@coloradocccma.org if you'd like to get involved.

El Pomar Foundation seeks to

ENCOURAGE WOMEN TO RUN FOR OFFICE


By Hannah Grace Bauman and Megan Sanders, Fellows, El Pomar Foundation





As Colorado women interested in politics, we believe one of the most important conversations about diversity, equity and inclusion is about women's representation in government. Colorado ranks 18th on the 2019 Gender Parity Index, meaning that women's representation is high in some respects, but low in other areas. For example, in 2020 Colorado had the second highest share of women elected to any state legislature at 47%, and in 2019, 54.5% of statewide school board races were won by women. Despite this, Colorado has never sent a woman to the U.S. Senate.

Nationally, only two out of nine current federal elected officials are women. Locally, only 33% of Colorado's major cities are served by female mayors. While there are several explanations for why increasing the representation of women in government is difficult, two prominent reasons include a lack of socialization to the idea of public office as a viable career choice and the challenge of deciding to run in the first place (Brookings 2008, American University 2013, Politico 2017). In partnership with Colorado Municipal League and Colorado 50-50, El Pomar Foundation, one of the oldest and largest private foundations in Colorado, will host a virtual 'Women in Politics' event through its Forum for Civic Advancement, which hosts lectures, panels and seminars to support civic dialogue. This event will encourage more women in Colorado to run for elected office, clarify the process of running and provide resources to attendees as they consider running.



While there are compelling reasons to run for office, many women find the process of initiating a run daunting. For women working outside the political field, the complex logistics of campaigning and getting on the ballot can deter women from entering a race. This event aims to demystify the process by providing clear, concrete resources to women. For example, if a woman were to run for office this year, what would she need to succeed? Who does she need to contact? What steps are required to get on the ballot?

The event aims to answer these questions in three ways: first, by directing women to organizations focused on supporting women who are running for office such as She Should Run and Vote Run Lead; second, by providing resources including Barbara Lee Family Foundation's "Keys to Elected Office: The Essential Guide for Women" and "Women's Definitive Guide to Getting Political" from the Center for American Women and Politics; and finally, by inviting elected officials as panelists to speak to their personal experiences of running for office. Event attendees will have an opportunity to ask panelists about the specific opportunities and challenges they faced when running, and how they navigated these to successfully win office.

The event will also address the lack of socialization to the viability of politics as a career for young women by hosting a panel designed to encourage more Colorado girls to learn about and possibly consider current and future engagement with politics.

If you are interested in attending, El Pomar Foundation, Colorado Municipal League and Colorado 50-50 would be thrilled to host you at the virtual event beginning at 4 p.m. on Saturday, April 24. After the youth panel at 4 -5 p.m., the general session will begin at 5 p.m. and be followed by a networking session at 6 p.m. Please watch El Pomar's website at elpomar.org/programs/forum-for-civic-advancement for coming details or email msanders@elpomar.org directly if you would like to receive the link to the event.

**AS COLORADO WOMEN INTERESTED
IN POLITICS, WE BELIEVE ONE OF THE
MOST IMPORTANT CONVERSATIONS
ABOUT DIVERSITY, EQUITY AND
INCLUSION IS ABOUT WOMEN'S
REPRESENTATION IN GOVERNMENT.**



Enhancing the equity and **INCLUSIVENESS OF AGE-FRIENDLY INITIATIVES**

By Keiva Hummel, civic engagement program director, National Civic League



Colorado stands as a top national leader in supporting healthy aging, including statewide aging efforts like "Lifelong Colorado" and the expansion of age-friendly efforts over the years in order to improve the experience of aging. Yet, as the COVID-19 pandemic has continued for over a year now, the population group most dramatically impacted from the beginning has been older adults, with Black, Indigenous, and Latinx adults also being among the hardest hit. The CDC reports that eight out of 10 COVID-19 deaths reported in the U.S. have been in adults 65 years and older.

In addition to these devastating statistics, the pandemic has further exacerbated the social isolation of older adults and the prevalence of ageism, the wrongful discrimination towards older adults due to negative and inaccurate stereotypes. This poses a critical challenge for all communities, despite Colorado's lead in aging work, and will require deliberate efforts to better include the voices of older adults and to be more intentional in using an equity lens in our policy and placemaking.

This is why the timing of the National Civic League's new civic assistance project, "Enhancing the Equity and Inclusiveness of Age-friendly Initiatives" has never been more important. Thanks to funding from the NextFifty Initiative, this project is aimed at helping Colorado communities infuse equity and inclusion into their work to improve the experience of aging.

Our research indicates many communities in the U.S. working to be age-friendly have plans that lack clear components of equity and inclusion. Many age-friendly plans for improving the lives of older adults do not mention differences among older adult populations in terms of race, ethnicity, immigration status, gender identity, or other factors. Nor is there dedicated attention to the need to reach out to these traditionally underrepresented populations to identify and address their particular needs, interests, and assets.

Without specific attention and mechanisms that are tailored to each of these populations, they will continue to be underrepresented in civic affairs. Due to how the pandemic has disproportionately impacted traditionally marginalized older adults, it is especially vital to design specifically tailored public health resources and outreach, further reinforcing how essential an equity lens is when conducting age-friendly work.

For this project, the National Civic League has partnered with the Colorado Municipal League, Colorado AARP, Denver Regional Council of Governments, the Governor's Office on Aging, and with additional support from the National Council on Aging. Over the remainder of this year, the project will feature two parts: guidance and local coaching. During guidance, the League will conduct regional equity training workshops for age-friendly communities and aging professionals. During coaching, three non-metro Denver Colorado communities will receive tailored civic assistance from the League, to conduct targeted outreach to underrepresented populations, ultimately in order to improve their current age-friendly plans and/or goals and improve engagement with older adults.

As part of this effort, the League will utilize and distribute our "Better Aging Civic Index" to assist communities in measuring their commitment to inclusively engaging older adults of all identities in civic affairs.

By recognizing the intersection of identities and circumstances, we hope to support communities during this challenging time to better engage with older adults, improve the experience of aging, and create more just and livable communities for all. If you are interested in learning more about the program and/or the Better Aging Civic Index, please contact the League's Civic Engagement Program Director Keiva Hummel at keivah@ncl.org.



1144 Sherman St.
Denver, CO 80203-2207
(p) 303-831-6411 / 866-578-0936
(f) 303-860-8175

www.cml.org
cml@cml.org
Copyright©2021

COLORADO MUNICIPALITIES

Sarah Werner, editor

Leslie Hough, graphic designer

Mark Vanderbrook, circulation

Articles in *Colorado Municipalities* (ISSN 0010-1664) may not be reproduced unless permission is received from the editor and the reprinted article includes credit to the author, *Colorado Municipalities*, and the Colorado Municipal League. Viewpoints and opinions expressed by authors in any guest article are not necessarily those of the CML Executive Board, members, or staff of CML and do not represent official positions of the Colorado Municipal League.

Advertisements contained in the magazine do not reflect League endorsement of any product or service. Advertising rates provided on request.

Manuscripts: Original articles on subjects of interest to Colorado municipal officials accepted. Contact the editor for guidelines. Subscription rate: \$25 an issue, \$150 a year. (Colorado residents, add sales tax: in Denver, 7.72%; all others in Regional Transportation District, 4.1%; all others in Colorado, 2.9%.)

Periodical postage paid at Denver, Colorado. Postal Information: *Colorado Municipalities* (USPS 123-140) is published January, April, July and October by the Colorado Municipal League, 1144 Sherman St., Denver, CO 80203-2207, 303-831-6411 / 866-578-0936.

POSTMASTER: Send address changes to Mark Vanderbrook, Colorado Municipal League, 1144 Sherman St., Denver, CO 80203-2207; email: cml@cml.org.



Advertise

Each issue of *Colorado Municipalities* reaches 5,000 municipal officials and decision makers. Reach those who lead Colorado cities and towns for as little as \$175 per insertion. Contact CML Training and Marketing Specialist Courtney Forehand at 303-831-6411 or cforehand@cml.org.

Take part in live webinars wherever you are!

CML provides municipal officials the skills and education necessary for good governance in Colorado's cities and towns through a variety of learning opportunities (traditional in-person workshops, short lunchtime seminars, and convenient online webinars) on numerous topics throughout the year.

Visit

cml.org/home/networking-events

for upcoming events.



COLORADO
MUNICIPAL
LEAGUE

2021 | CML SPECIAL CONFERENCE

WESTMINSTER | SEPT. 22-24

CML's Special Conference is the premiere training event for Colorado municipal officials. It is an opportunity to learn from experts and each other, as well as to network with your colleagues from around the state. Keep an eye on cml.org/conference for more information coming soon!



COLORADO
MUNICIPAL
LEAGUE



**global expertise
delivered locally**

asset management

steel & concrete tanks | treatment plants
pipes | meters

water quality in distribution systems

in-tank water mixers | trihalomethane removal systems
disinfectant residual control systems

smart metering services

Advanced Metering Infrastructure (AMI) | smart meters
managed services | performance guarantees

CONTACT YOUR LOCAL WATER SYSTEM CONSULTANT

Tom Stechmann

855-526-4413 | ask@suez.com

Utility Service Co., Inc. | www.suez-na.com



An ISO 9001:2015 Quality Assured Company



INFRASTRUCTURAL RENEWAL.
ALIGNED VISIONS. INNOVATIVE SOLUTIONS.

**SOLVING YOUR MOST
COMPLEX CHALLENGES.**

With SEH, you are a true partner and collaborator.

Building a Better World for All of Us®

Engineers | Architects | Planners | Scientists

800.325.2055 | sehinc.com/subscribe





SAMSON
LAW FIRM^{PC}



Rick Samson

303-776-1169

Town Attorneys are a Critical Foundation for Municipalities.

However, the cost of hiring an in-house attorney may be prohibitive.

Rick Samson, an expert in this area for over 30 years, has developed an innovative approach that allows municipalities to access his expertise at a reasonable cost.

He has the experience and know-how to represent towns when they need it most.

Shouldn't you be represented by a pro?

www.samsonlongmontlaw.com
rick@samsonlongmontlaw.com

PROTECT AND INFORM YOUR COMMUNITY

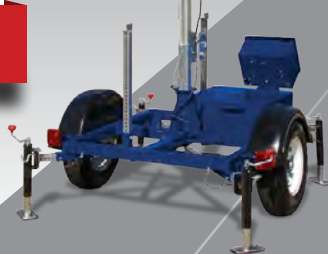
The Stalker Radar brand of pole-mounted graphic displays and heavy-duty trailers use technology to calm traffic, display messages, and save lives. Advanced communication and power options provide solutions to Public Works challenges.

Trusted by more State Police than all other radar brands combined.

Joe Bartels
jbartels@stalkerradar.com
Cell: 720-456-2483



Trailers



Pole Mount



Contact us for a FREE
Traffic Products Catalog

STALKER

1800-STALKER

StalkerRadar.com/CO



COLORADO
MUNICIPAL
LEAGUE

1144 Sherman St., Denver, CO 80203

WE'RE PLUGGED IN TO THE LOCAL ECONOMY.

At Xcel Energy, we know what it means to be connected to the lives and livelihoods of the communities we serve. In addition to doing smart energy things like supporting carbon-free initiatives, we're doing smart people things. Investing in local start-ups and artists. Supporting educational innovation. Helping nonprofits thrive. Together, we'll keep this a great place to live, work and learn.

Visit [xcelenergy.com](https://www.xcelenergy.com) to learn more.



© 2020 Xcel Energy