



COLORADO
MUNICIPAL
LEAGUE



2019

**Colorado Municipal League
Annual Conference**

June 18–21 • Breckenridge, CO



Schedule at a Glance

TUESDAY, JUNE 18

- 1:00–5:00 **Registration** (BRR Colorado Ballroom South Foyer)
- 1:00–5:00 **CML Business Center** (BRR Summit Gallery Foyer)
- 1:00–5:00 **Exhibit Hall** (BRR Colorado Ballroom Peaks 1–5)
- 2:30–4:30 **Preconference Session: Colorado Open Meetings Law for Elected Officials*** (BRR Coppertop II)
- 2:30–4:30 **Preconference Session: Tackling Wicked Problems through Deliberative Engagement*** (BRR Imperial Ballroom)
- 3:00–4:00 **Afternoon Stroll** (BRR Colorado Ballroom South Foyer)
- 5:00–6:00 **M² + Mingle** (Municipal Meet + Mingle) (BRR Coppertop III and Deck)

WEDNESDAY, JUNE 19

- 7:00–7:45 **Sunrise Wellness: Yoga*** (BRR Coppertop III)
- 7:30–5:30 **Registration** (BRR Colorado Ballroom South Foyer)
- 7:30–5:30 **CML Business Center** (BRR Summit Gallery Foyer)
- 8:00–9:30 **Breakfast** (BRR Colorado Ballroom Peaks 1–5)
- 8:00–5:00 **Exhibit Hall** (BRR Colorado Ballroom Peaks 1–5)
- 8:30–9:45 **Mayors Mingle** (BRR Imperial Ballroom)
- 9:00–9:45 **Welcome to the CML Conference** (BRR Tent)
- 9:00–9:45 **What's New at the Colorado Department of Local Affairs?** (BRR Summit Gallery Peaks 6–12)
- 10:00–11:15 **Opening Session: Seven Prescriptions for Leadership Success** (BRR Breckenridge Ballroom Peaks 14–17)
- 11:30–12:50 **Meeting of the Minds Luncheon: Sam Mamet*** (DT Columbine Ballroom A–C and Mt. Elbert Ballroom A–B)
- 1:00–2:15 **A.R.M.E.D.: Are You Ready for the Shifting Workforce?** (BRR Imperial Ballroom)
- 1:00–2:15 **Building Capacity to Engage Your Constituents** (BRR Breckenridge Ballroom Peak 17)
- 1:00–2:15 **DOLA's Technical Assistance Program for Rural Communities** (BRR Summit Gallery Peaks 9–12)
- 1:00–2:15 **Infrastructure for Healthy Living Drives Local Economies** (BRR Coppertop III)
- 1:00–2:15 **2019 Legislative Update (A) (C)** (BRR Breckenridge Ballroom Peaks 14–16)
- 2:15–3:15 **Exhibitor Showcase Hour** (BRR Colorado Ballroom Peaks 1–5)
- 3:15–4:15 **Housing Development: Attracting Developers to Your Community** (BRR Coppertop III)
- 3:15–4:15 **How Prepared Is Colorado for the Aging Population?** (BRR Coppertop II)
- 3:15–4:15 **Municipal Water: Effective Planning for Long-Term Growth** (BRR Summit Gallery Peaks 9–12)
- 3:15–4:15 **Navigating Marijuana Issues for Municipalities (A) (C)** (DT Columbine Ballroom A–C)
- 3:15–5:15 **Deep Dive: The Fine Art of Enhancing Leadership Skills** (BRR Tent)
- 4:15–5:15 **Affordable Housing: Buena Vista/Collegiate Commons Project** (BRR Coppertop III)
- 4:15–5:15 **Connecting Colorado Communities to Weather and Climate Information** (BRR Coppertop II)
- 4:15–5:15 **Meet the Candidates** (BRR Summit Gallery Peaks 9–12)
- 4:15–5:15 **Rural Resource Roundtables** (BRR Imperial Ballroom)
- 4:15–5:15 **Annexation: Tools from Start to Finish (Including Disconnection) (A) (C)** (DT Columbine Ballroom A–C)
- 5:30–7:00 **Opening Reception** (BRR Breckenridge Ballroom Peaks 14–17)

THURSDAY, JUNE 20

- 7:00–8:00 **5K Fun Run/Walk*** (BRR Outside Main Entrance)
- 7:30–9:00 **Continental Breakfast** (BRR Colorado Ballroom Peaks 1–4)
- 8:00–5:00 **Registration** (BRR Colorado Ballroom South Foyer)
- 8:00–5:00 **CML Business Center** (BRR Summit Gallery Foyer)
- 8:30–9:45 **Alternate Routes for Transportation Funding** (BRR Breckenridge Ballroom Peak 17)
- 8:30–9:45 **Building Mentally Healthy Communities** (BRR Coppertop III)

Schedule at a Glance



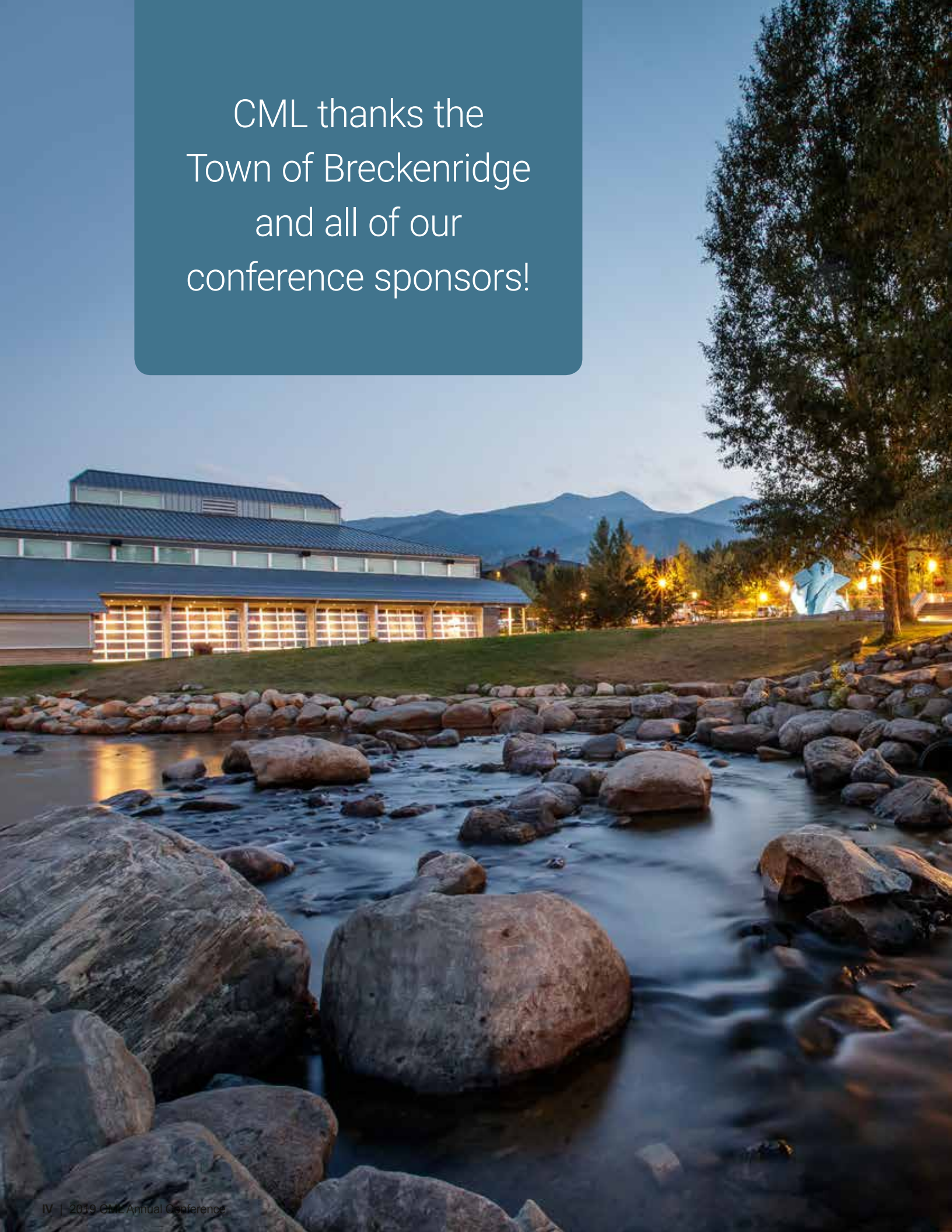
THURSDAY, JUNE 20

8:30–9:45	Getting Real on Risk Management (BRR Imperial Ballroom)
8:30–9:45	Municipal Courts: What Elected Officials Need to Know (BRR Breckenridge Ballroom Peaks 14–16)
8:30–9:45	Virtue and Vice: First Amendment and Land Use Regulation (A) (C) (DT Columbine Ballroom A–C)
10:15–11:30	Emerging Issue: Navigating the New Oil and Gas Landscape (BRR Summit Gallery Peaks 6–10)
10:15–11:30	How Municipal Clerks Power Municipal Government (BRR Coppertop III)
10:15–11:30	The "Last Mile" Factor: Making Transit Ridership Convenient (BRR Imperial Ballroom)
10:15–11:30	The TIF Toolbox: Maintaining Successful Commercial Districts (A) (BRR Breckenridge Ballroom Peak 17)
10:15–11:30	Trails and Open Space Development in Rural Municipalities (BRR Breckenridge Ballroom Peaks 14–16)
10:15–11:30	Modern Mysteries of Municipal Insurance (A) (C) (DT Columbine Ballroom A–C)
12:00–1:30	Thursday Luncheon* (BRR Colorado Ballroom Peaks 1–5)
1:45–3:00	Annual CML Business Meeting (BRR Imperial Ballroom)
1:45–3:00	Building Quality Public Works Organizations to Save Money and Deliver Great Services (BRR Coppertop III)
1:45–3:00	Financing and Budgeting 101 for Elected Officials (BRR Breckenridge Ballroom Peak 17)
1:45–3:00	Rural Colorado: Demystifying Entrepreneurship (BRR Breckenridge Ballroom Peaks 14–16)
1:45–3:00	Social Media: Legal Issues for Municipalities (A) (C) (DT Columbine Ballroom A–C)
2:00–3:30	Tour de Breck* (BRR Main Lobby)
3:15–4:30	Clerks Business Meeting (BRR Summit Gallery Peaks 6–10)
3:15–4:30	Local Issues Are Your Ticket to Engaging Students and Building ... (BRR Breckenridge Ballroom Peaks 14–16)
3:15–4:30	Millennials in Public Service Leadership (BRR Breckenridge Ballroom Peak 17)
3:15–4:30	My City Is Protected by an FPD: What Does that Mean to Me? (BRR Coppertop III)
3:15–4:30	Navigating Enterprise Application Projects (BRR Imperial Ballroom)
3:15–4:30	Collaborative Legal Responses to Homelessness Issues (A) (C) (DT Columbine Ballroom A–C)
4:30–6:00	CAST Meeting and Reception (DT Mt. Elbert A–B)
5:00–6:00	Reception with Sam Mamet (BRR Tent)

FRIDAY, JUNE 21

7:00–8:20	CWIG Breakfast: The Power of Your Professional Network* (BRR Imperial Ballroom)
7:30–9:00	Continental Breakfast (BRR Colorado Ballroom Peaks 1–4)
8:00–10:30	Registration (BRR Colorado Ballroom South Foyer)
8:00–10:30	CML Business Center (BRR Summit Gallery Foyer)
8:30–9:30	Case Studies of the Appointee Evaluation Processes (BRR Summit Gallery Peaks 6–10)
8:30–9:30	Crisis Response: Right Service, Right Place, Right Time (BRR Coppertop III)
8:30–9:30	Effective Municipal Leadership (BRR Breckenridge Ballroom Peak 17)
8:30–9:30	Organizing Municipal Festivals on a Shoe-String Budget (BRR Breckenridge Ballroom Peaks 14–16)
8:30–9:30	The Benefits of Parks and Recreation: Capitalizing on Results (BRR Imperial Ballroom)
8:30–9:30	Metro District Regulation and Oversight (A) (C) (DT Columbine Ballroom A–C)
9:45–10:45	Counting Colorado: Preparing for the 2020 Census (BRR Coppertop III)
9:45–10:45	Libraries as Hubs for Community Engagement (BRR Summit Gallery Peaks 6–10)
9:45–10:45	Unlocking the Potential of Opportunity Zones (BRR Breckenridge Ballroom Peaks 14–16)
9:45–10:45	Municipal Duty to Indemnify: Obligations and Limitations (A) (C) (DT Columbine Ballroom A–C)
10:45–12:00	Ethics: What You Need to Know (A) (C) (DT Columbine Ballroom A–C)
11:00–12:00	Closing Session: Change Never Dies — Overcoming Resistance to Change (BRR Breckenridge Ballroom Peak 17)
12:00–1:30	Attorneys Luncheon*: CBA President John Vaught (A) (C) (DT Mt. Elbert A–B)
12:00–1:30	Elected Officials Luncheon* (BRR Colorado Ballroom Peaks 4–5)
12:15–1:30	Managers Luncheon* (BRR Tent)

CML thanks the
Town of Breckenridge
and all of our
conference sponsors!





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10 THINGS TO KNOW ABOUT THE CML ANNUAL CONFERENCE

1 Registration Hours

Tuesday, June 18, 1:00–5:00 p.m.
Wednesday, June 19, 7:30 a.m.–5:30 p.m.
Thursday, June 20, 8:00 a.m.–5:00 p.m.
Friday, June 21, 8:00–10:30 a.m.

2 MUNiversity Credits

12 credits are awarded to elected officials for attending the conference, plus an additional two credits for those individuals attending a preconference session.

3 Name Badges

Everyone attending the 97th CML Annual Conference must be registered and must wear their name badges at all times. This includes municipal officials, guests, speakers, and sponsors.

4 Registered Guests

Guest registration allows guests (only a spouse or significant other and child(ren) qualify) to attend nonticketed conference educational sessions and access to the Exhibit Hall and its refreshments. Guest registrants receive a name badge, lanyard, tote bag, and two drink tickets to the Wednesday night reception.

5 Exhibit Hours

Tuesday, June 18, 1:00 p.m.–5:00 p.m.
Wednesday, June 19, 8:00 a.m.–5:00 p.m.
Exhibitor showcase hour, 2:15–3:15 p.m.

6 Ticketed Events and Luncheons

Advance registration is required for ticketed functions. Due to catering requirements on meal guarantees, tickets cannot be returned for refund. No on-site accommodations for special meal requests. No refunds will be made for nonattendance at these functions. There are no on-site sales for ticketed events.

7 Annual CML Business Meeting

The meeting, Thursday, June 20 (see page 21), is open to all registered conference attendees. Information on proposed CML Policy Statement and other items of business will be available at the meeting. Ballots will be available from 1:45 p.m. until 2:15 p.m. at which time the meeting will promptly begin.

8 Conference App

View the program schedule with your colleagues and decide who is going to which sessions. Download the conference app (see page 14), and view the schedule from your mobile device and rate the sessions you attend.

9 Twitter

If you are enjoying a particular session, let others know about it (#cmlconf). Even if you do not have a Twitter account, you can still read Twitter and pick up some great conference tips in real time.

10 Sharing

After the conference, share what you learned with your staff and others. This helps staff, citizens, and media understand how your participation at this year's event benefits your municipality.



From the President



Welcome to breathtaking Breckenridge and the 97th CML Annual Conference! During the next several days, you will attend sessions focusing on critical issues that are common to all of us in municipal government, such as affordable housing, oil and gas, annexation, and transportation funding.

I encourage you to visit with our conference exhibitors who will be available on Tuesday (1:00 p.m. – 5:00 p.m.) and Wednesday (8:00 a.m. – 5:00 p.m.) at our host hotel, Beaver Run Resort and Conference Center, in the Colorado Ballroom. These subject matter experts in municipal products and services are eager to meet you and discuss how they can help your municipality.

The conference officially kicks off on Wednesday morning with the opening session featuring retired United States Navy Commander Mary Kelly who, over her 21 years with the Navy, trained more than 40,000 military and civilian personnel and knows what leadership *should* look like. Kelly will motivate you with her seven prescriptions for leadership success and arm you with actions that you can use to further develop your leadership skills.

On Wednesday afternoon, you will have the opportunity to meet the candidates for the 2019–2020 CML Executive Board, as well as current board members. We encourage your attendance. Remember, these individuals will represent you throughout the year. In the evening, plan to attend the Opening Reception which is a wonderful event underwritten by our generous sponsors and is open to all registered attendees and registered guests. Who knows? Maybe you will finally meet face-to-face with someone you had previously known only through emails or phone calls!

On Thursday afternoon, cities and towns will elect CML Executive Board members and vote on items of business during the League's annual business meeting. At least one representative from your city or town must be present to vote, give viewpoints, or bring new issues before our members. Please plan to attend — your participation is vital to the success of our organization.

Be sure not to miss Friday's closing session on overcoming resistance to change. Our speaker, Tim O'Shea, explains people's behavior for a living by combining his background in corporate and organizational psychology, along with training that he has received in law enforcement and national security agencies. His unique background is extremely effective in helping people understand their own behaviors, why we have certain reactions to change, and how to overcome our natural tendency to resist it. And, he delivers this topic with a humorous flair and an element of entertainment! It's the perfect way to end the week.

We will wrap up the conference with our popular luncheons for attorneys, elected officials, and managers.

Wade Troxell
CML Executive Board president and Fort Collins mayor



Mission statement

Founded in 1923, the Colorado Municipal League is a nonprofit, nonpartisan organization providing services and resources to assist municipal officials in managing their governments and serving the cities and towns of Colorado.

Vision statement

Empowered cities and towns, united for a strong Colorado.

CML

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Financial Services

Facility Maps

Beaver Run Resort and Conference Center



BRR = Beaver Run Resort and Conference Center

1-4 = BRR Lodging Buildings

DT = DoubleTree by Hilton Hotel Breckenridge

Facility Maps

**BRR
Level 4**



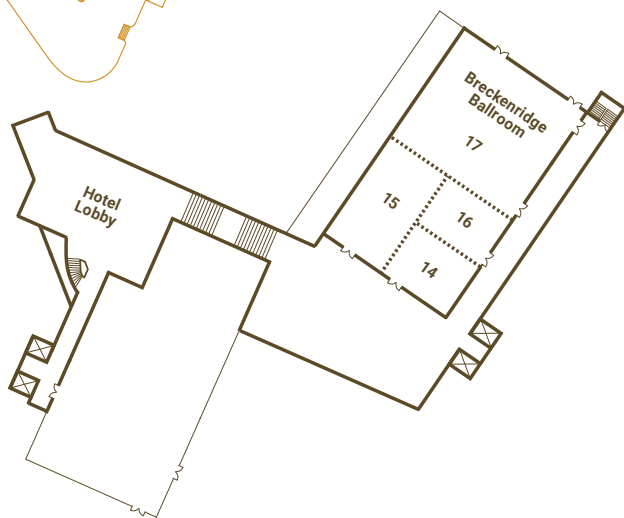
**BRR
Level 3**



**BRR
Level 2**



**BRR
Level 1**



DoubleTree



Tuesday, June 18

1:00–5:00 P.M.

REGISTRATION

BRR Colorado Ballroom South Foyer

Visit the CML registration booth and get your name badge, tote bag, and conference program. Have a question or looking for a meeting room? Ask a CML staff member!

Conference lanyards sponsored by



Conference tote bags sponsored by



CML BUSINESS CENTER

BRR Summit Gallery Foyer

Need to print work documents or conference materials? No problem! Head to the CML Business Center, where you will find computers and a printer.

EXHIBIT HALL

BRR Colorado Ballroom Peaks 1–5

The perfect opportunity for registered attendees to enjoy coffee and refreshments, visit with sponsors, and network with colleagues.

2:30–4:30 P.M.

PRECONFERENCE SESSION — COLORADO OPEN MEETINGS LAW FOR ELECTED OFFICIALS

BRR Coppertop II

An introduction to, and general overview of, Colorado Open Meetings Law for elected and appointed officials.

Michael Axelrad, Greeley senior assistant city attorney; Nick Cotton-Baez, Kelly PC associate attorney

Advance registration and ticket required. No on-site sales.

PRECONFERENCE SESSION — TACKLING WICKED PROBLEMS THROUGH DELIBERATIVE ENGAGEMENT

BRR Imperial Ballroom

Our communities face many problems which elude technical solutions because they inherently involve competing values that fuel dysfunction. Based on the latest research on social psychology and public communication, as well as 12 years of practice designing local engagement efforts, this session shares key insights on innovative deliberative processes designed to engage residents more productively.

Martin Carcasson, Colorado State University communication studies professor and Center for Public Deliberation director

Advance registration and ticket required. No on-site sales.

3:00–4:00 P.M.

AFTERNOON STROLL

BRR Colorado Ballroom South Foyer

Join LiveWell Colorado's HEAL (Healthy Eating and Active Living) Cities & Towns Campaign for an energizing and fun walk around the Town of Breckenridge that will be approximately 45 minutes.

No charge, but advance registration required.

5:00–6:00 P.M.

M² + MINGLE (MUNICIPAL MEET + MINGLE)

BRR Coppertop III and Deck

Need a location to meet with your colleagues or want to network with other attendees after the Tuesday preconference sessions and the exhibit hall closes for the day? CML has reserved indoor and outdoor seating areas located on the third floor, where a cash bar will be provided.

Wednesday, June 19

7:00–7:45 A.M.

MORNING WELLNESS: YOGA

BRR Coppertop III

Arranged by the Colorado Women in Government

Get your conference off to a healthy start! All registered attendees and registered guests are invited to refresh and renew with this morning wellness program. Wear comfortable clothing. Attendees are required to sign a waiver prior to participation. Registered guests under 18 years of age must be accompanied by a registered adult.

No charge, but advance registration required.

7:30 A.M.–5:30 P.M.

REGISTRATION

BRR Colorado Ballroom South Foyer

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Have a question or having trouble finding a meeting room? Ask a CML staff member!

CML BUSINESS CENTER

BRR Summit Gallery Foyer

Need to print work documents or conference materials? No problem! Head to the CML Business Center where you will find computers and a printer.

8:00–9:30 A.M.

BREAKFAST

BRR Colorado Ballroom Peaks 1–5 (Exhibit Hall)

The perfect opportunity for registered attendees to enjoy breakfast, visit with sponsors, and mingle with colleagues.

8:00 A.M.–5:00 P.M.

EXHIBITS

BRR Colorado Ballroom Peaks 1–5

CML's Exhibit Hall is open to all registered attendees and registered guests wearing conference name badges. Visit with subject matter professionals in municipal products and services.

8:30–9:45 A.M.

MAYORS MINGLE

BRR Imperial Ballroom

Meet and greet your fellow mayors and enjoy coffee and refreshments in this informal setting with a discussion facilitated by new CML Executive Director Kevin Bommer.

9:00–9:45 A.M.

WELCOME TO THE CML CONFERENCE

BRR Tent

This session, while ideal for those new to the conference to get tips on making the most of the experience, will be valuable for all municipal officials who want to kick off their week by meeting new people and sharing ideas.

WHAT'S NEW AT THE DEPARTMENT OF LOCAL AFFAIRS?

BRR Summit Gallery Peaks 6–12

Colorado Department of Local Affairs (DOLA) leadership and regional managers will discuss recent developments in funding programs, strategic services provision, and policy initiatives. The basics of DOLA structure and function, how to access resources, and collaborative opportunities with local governments will be addressed.

Rick Garcia, DOLA executive director; Rachel Harlow-Schalk, DOLA financial services director; Chantal Unfug, DOLA Division of Local Government director



Meet the Board

The CML Executive Board consists of 21 municipal elected and appointed officials elected by their peers at the CML Annual Conference. Currently, the board has 18 members with three seats vacant.



President:
Wade Troxell,
Fort Collins mayor



Vice President:
Liz Hensley, Alamosa
mayor pro tem



Secretary-Treasurer:
Robert "Bob" Widner,
Centennial city attorney



Immediate Past
President: Carol Dodge,
Northglenn mayor



Ronald Akey,
Wray planning
commission member



Larry Atencio, Pueblo
councilmember



Kendra Black,
Denver
councilmember



Cathie Brunnick,
Lone Tree mayor
pro tem



Dale Hall,
Greeley
councilmember



Kathy Hodgson,
Lakewood city
manager



Frank Lancaster,
Estes Park town
administrator



Carlos López,
Trinidad
councilmember



Ashley McMurray,
Hayden
councilmember



Kristie Melendez,
Windsor mayor



Kathi Meyer,
Steamboat Springs
council president
pro tem



Robert Roth,
Aurora
councilmember



Jessica Sandgren,
Thornton
councilmember



Kirby Wallin,
Brighton
councilmember

10:00–11:15 A.M.

OPENING SESSION: SEVEN PRESCRIPTIONS FOR LEADERSHIP SUCCESS
BRR Breckenridge Ballroom Peaks 14–17



Thousands of leadership programs tell you how to be a great leader. Far fewer delve deeper into the surprisingly common mistakes supervisors, managers, and even CEOs unknowingly make that derail their team's effectiveness and productivity. Using real scenarios and examples collected through her combined years of leadership and management expertise, speaker Mary Kelly, PhD, Productive Leaders CEO, will discuss the seven most common reasons some leaders fail while others are so successful. The program is content-rich, entertaining, and full of actions that participants can use to further develop their leadership skills, outcomes, and organizational morale.

Sponsored by



11:30 A.M.–12:50 P.M.

MEETING OF THE MINDS LUNCHEON: SAM MAMET
DT Columbine A–C and Mt. Elbert Ballrooms A–B



Join new CML Executive Director Kevin Bommer as he talks with recently retired CML Executive Director Sam Mamet.

Advance registration and ticket required. No on-site sales.

Sponsored by



1:00–2:15 P.M.

A.R.M.E.D.: ARE YOU READY FOR THE SHIFTING WORKFORCE?
BRR Imperial Ballroom

Getting people to work together is challenging. Office tension, competition, gossip, personal agendas, and pettiness reduce morale and productivity. How do you Attract, Recruit, Mentor, Evolve, and Develop (A.R.M.E.D) the next generation of leaders for your organization? Do you have a succession plan for your senior people? Ten thousand baby boomers are retiring every day. How can you ensure that your employees, both new hires and your current team, are ready for upcoming roles and responsibilities? In this highly interactive session, hear how to attract talent by being attractive to current and prospective team members, how to recruit the right people, how to mentor and manage emerging employees, how to evolve, structurally and culturally to stay relevant, and how to develop the next tier of talent for future success.

Mary Kelly, PhD, Productive Leaders CEO

BUILDING CAPACITY TO ENGAGE YOUR CONSTITUENTS
BRR Breckenridge Ballroom Peak 17

Arranged by the Public Information Officers Section

Whether through apathy or life's pressures, it is hard to get people to volunteer their time to address community issues. Building capacity to host well-designed and facilitated conversations can help gather input from the public to help you make decisions that can be implemented. Get practical ideas, examples, and hands-on experience to help engage and empower your constituents!

Ken Jaray, Manitou Springs mayor; Wendy Green Lowe, P2 Solutions partner

DOLA'S TECHNICAL ASSISTANCE PROGRAM FOR RURAL COMMUNITIES
BRR Summit Gallery Peaks 9–12

The University Technical Assistance (UTA) program provides rural communities with assistance on projects that enhance places and spaces. The UTA program, a decades-long partnership between the Colorado Department of Local Affairs (DOLA) and the Colorado Center for Community Development (CCCD), engages higher education students in real-world projects that benefit rural communities.

Don Sandoval, DOLA regional manager

Meet the Staff



Kevin Bommer,
executive director



David Broadwell,
general counsel



Morgan Cullen,
legislative and policy
advocate



Brandy DeLange,
legislative and policy
advocate



Meghan Dollar,
legislative and policy
advocate



Monique Grant,
administrative assistant



Kathleen Harrison,
meeting and events
coordinator



Melissa Mata,
municipal research
analyst



Christine Taniguchi,
communications
coordinator



Mark Vanderbrook,
database coordinator



Laurel Witt,
staff attorney



Allison Wright,
finance and
administration manager

Wednesday, June 19

1:00–2:15 P.M.

INFRASTRUCTURE FOR HEALTHY LIVING DRIVES LOCAL ECONOMIES

BRR Coppertop III

Arranged by LiveWell Colorado

Cities and towns throughout the country have found a beneficial tie between designing and building infrastructure that provides access to healthy living — safe walking and biking, and easy access to affordable healthy foods — and a strong local economy.

Kerstin Anderson, Dillon marketing and communications director; Jamie Hackbarth, Colorado Office of Economic Development and International Trade health and wellness strategist; Jill Mendoza, Broomfield economic development interim director

2019 LEGISLATIVE UPDATE (Advanced) (CLE accredited)

BRR Breckenridge Ballroom Peaks 14–16

Co-Arranged by the Attorneys Section

This annual analysis of the legislative session reveals how Colorado municipalities fared in 2019 on the issues affecting them.

Kevin Bommer, CML executive director; Morgan Cullen, CML legislative and policy advocate; Brandy DeLange, CML legislative and policy advocate; Meghan Dollar, CML legislative and policy advocate

2:15–3:15 P.M.

EXHIBITOR SHOWCASE HOUR

BRR Colorado Ballroom Peaks 1–5

Our conference exhibitors are subject matter experts in municipal products and services and would like to share their knowledge and how they can be of service to your municipality. Visit the Exhibit Hall to learn more about our sponsors and to enjoy mid-afternoon refreshments.

3:15–4:15 P.M.

HOUSING DEVELOPMENT: ATTRACTING DEVELOPERS TO YOUR COMMUNITY

BRR Coppertop III

Most communities in Colorado are faced with housing shortages across all resident groups: low- and moderate-income workforce, families, and seniors. With heavy demand for housing development services in the populated areas of the front range, how do smaller, historic, rural, and resort communities attract developers? Hear from a variety of housing development professionals on what municipal elected officials should know to attract affordable housing developers in their communities.

Rita Baron, Baron Design & Associates principal; Kimball Crangle, Gorman & Company, Colorado market president; Troy Gladwell, Medici Communities principal; Jody Kole, Grand Junction Housing Authority CEO

HOW PREPARED IS COLORADO FOR THE AGING POPULATION?

BRR Coppertop II

Colorado is the third-fastest aging state in the nation. To thrive, communities must understand the trends. Discover the National Research Center's results of a recent state-sponsored survey, revealing the strengths and needs of residents 65 years and older. Hear about AARP's Livable Communities age-friendly framework and 350-member nationwide network. Learn strategies to prepare your community for Coloradans aging in place.

Michelle Kobayashi, National Research Center Inc. vice president; Bob Murphy, AARP Colorado state director

MUNICIPAL WATER: EFFECTIVE PLANNING FOR LONG-TERM GROWTH

BRR Summit Gallery Peaks 9–12

With Colorado's population expected to increase by an additional 3 million people by 2050 and the projected long-term forecast of hotter summers and lower winter snowpack, it is imperative that municipalities plan to ensure an adequate water supply. This session profiles Woodland Park, Castle Rock, and Aurora — three municipalities on the cutting edge of water and land-use integration planning.

Karen Hancock, Aurora environmental and data services planning supervisor; Mark Marlowe, PE, Castle Rock water director; Sally Riley, AICP, Woodland Park planning director; Bob Roth, Aurora mayor pro tem; Paul Saunier, Woodland Park councilmember; George Teal, Castle Rock councilmember

NAVIGATING MARIJUANA ISSUES FOR MUNICIPALITIES (Advanced) (CLE accredited)

DT Columbine Ballroom A–C

Arranged by the Attorney Section

Marijuana's shifting legal status challenges municipalities as they deal with low unemployment, the possibility of off-duty use, and heightened Fourth Amendment obligations. This session covers policy considerations, reasonable suspicion, how technology will change drug testing, best practices, and more.

Curtis Graves, SPHR, Employers Council attorney

The CML conference app

Hold the conference program in the palm of your hand



With the app, you can mark sessions you want to attend, view sessions by speaker, rate sessions, and so much more!

Wednesday, June 19

3:15–5:15 P.M.

DEEP DIVE: THE FINE ART OF ENHANCING LEADERSHIP SKILLS

BRR Tent

New this year! Take a "deep dive" into the art of communication skills for elected officials with professional speaker Debra Fine. This two-hour session will be fast-paced, interactive, and entertaining. Learn how to establish rapport quickly and converse easily with new acquaintances, employ active listening techniques, exhibit positive basic body language, prevent the most common conversation blunders, and so much more!

4:15–5:15 P.M.

AFFORDABLE HOUSING: BUENA VISTA/COLLEGIATE COMMONS PROJECT

BRR Coppertop III

Affordable housing is an extremely difficult product to get developed in any area of Colorado, and is certainly the case in small rural communities. Staff from the Town of Buena Vista will talk about the Collegiate Commons project, including lessons learned and successes that ultimately resulted in 48 units of affordable housing.

Mark Doering, Buena Vista principal planner; Phillip Puckett, Buena Vista town administrator

CONNECTING COLORADO COMMUNITIES TO WEATHER AND CLIMATE INFORMATION

BRR Coppertop II

Extreme weather and climate change increasingly affect communities across Colorado, touching many sectors including water, agriculture, and tourism. In this interactive session, see how communities find and apply information about extreme weather and climate change, how this information is collaboratively produced, and how to access it effectively. Attendees will be encouraged to share how their own communities think about these challenges.

Beñet Duncan, University of Colorado Boulder Cooperative Institute for Research in Environmental Science Western Water Assessment research scientist; Heather Henry, Carbondale trustee; Philip F. Johnson, Cortez public works director

MEET THE CANDIDATES

BRR Summit Gallery Peaks 9–12

Hear from the candidates running for the CML Executive Board.

RURAL RESOURCE ROUNDTABLES

BRR Imperial Ballroom

A select group of state agencies and organizations will lead round table discussions of interest to Colorado's rural communities. Learn more about your clerk as a resource; funding for preservation and technology; water issues; and how USDA-Rural Development can be of assistance.

Karen Goldman, Colorado Municipal Clerks Association; Steve Harper, Colorado Rural Water Association executive director; Sara Doll, History Colorado preservation outreach specialist; Megan Eflin, History Colorado preservation grants outreach coordinator; Beth Justice, Statewide Internet Portal Authority sales and marketing manager; Mike Whatley, Statewide Internet Portal Authority chief technology officer; Sallie Clark, USDA-Rural Development Colorado state director; Amy Mund, USDA-Rural Development public information coordinator

ANNEXATION: TOOLS FROM START TO FINISH (INCLUDING DISCONNECTION)

(Advanced) (CLE accredited)

DT Columbine Ballroom A–C

Arranged by the Attorneys Section

Gain a fresh understanding of how to satisfy the technical steps in annexation through the use of key tools, annexation calendar, and standard forms, which can be adapted to each new annexation. Common pitfalls will be identified and explained, including one not found in the annexation statute itself. The techniques for disconnection also will be covered.

Gerald Dahl, Murray Dahl Beery & Renaud LLP partner

5:30–7:00 P.M.

OPENING RECEPTION

BRR Breckenridge Ballroom Peaks 14–17

All registered attendees, including registered guests and sponsors, are invited to attend this great event underwritten by our generous sponsors. Great networking opportunities abound!



Keep Exploring

Visit www.cml.org

Ideas

Aug. 1, 2019

Downtown Development Mobile Tour
Join CML and Downtown Colorado Inc. (DCI)
on a mobile tour in Colorado Springs. To register, visit
www.downtowncoloradoinc.org.



Sept. 27–28, 2019

CML Annual Seminar on Municipal Law in Greeley



June 23–26, 2020

98th CML Annual Conference in Westminster



Oct. 2–3, 2020

CML Annual Seminar on Municipal Law in Pueblo

2019 CML Fall District Meetings

District 1 — Fleming

District 2 — Windsor

District 3 — Brighton

District 4 — Woodland Park

District 5 — Cheyenne Wells

District 6 — Rocky Ford

Districts 7/14 — La Veta

District 8 — San Luis

District 9 — Cortez

District 10 — Montrose

District 11 — Parachute

District 12 — Snowmass
Village

District 13 — Westcliffe/
Silver Cliff

CML Training

CML training does not occur just once a year at the annual conference. CML and its partners provide municipal officials valuable and affordable educational opportunities throughout the year to ensure they keep abreast of important municipal issues.



COLORADO
MUNICIPAL
LEAGUE

Thursday, June 20

7:00 A.M.	<p>5K FUN RUN/WALK BRR Outside Main Entrance Wake up early, stretch, and join in on the 27th CML Annual 5K Fun Run/Walk. Thanks to the Breckenridge Recreation Department for arranging this event. Advanced registration required.</p>
8:00–9:00 A.M.	<p>CONTINENTAL BREAKFAST BRR Colorado Ballroom Peaks 1–4 Registered attendees are invited to enjoy coffee and refreshments and mingle with colleagues.</p>
8:00 A.M.–5:00 P.M.	<p>REGISTRATION BRR Colorado Ballroom South Foyer Visit the CML registration desk and get your name badge, tote bag, and conference program.</p> <p>CML BUSINESS CENTER BRR Summit Gallery Foyer Need to print conference materials? No problem! Head to the CML Business Center, where you will find computers and a printer.</p>
8:30–9:45 A.M.	<p>ALTERNATE ROUTES FOR TRANSPORTATION FUNDING BRR Breckenridge Ballroom Peak 17 With the resounding defeat of statewide transportation ballot initiatives in 2018, Colorado must look for other long-term funding solutions to solve the state's infrastructure challenges. This session will explore viable alternatives at the municipal, regional, and state levels that can succeed at the ballot box — in blue and red areas and in urban and rural environments. <i>John Brennan, Fort Morgan deputy city manager/clerk/PIO; Shoshana Lew, Colorado Department of Transportation executive director; John Suthers, Colorado Springs mayor; Marc Williams, Arvada mayor</i></p> <p>BUILDING MENTALLY HEALTHY COMMUNITIES BRR Coppertop III Local communities have a critical role to play in promoting mental health and ensuring access to mental health and substance use services. This presentation will identify the reasons Colorado communities are increasingly concerned about mental health and substance use issues and will highlight promising policies and practices to promote wellness and improve access to services. <i>Nancy VanDeMark, Mental Health Colorado interim president and CEO</i></p> <p>GETTING REAL ON RISK MANAGEMENT BRR Imperial Ballroom There is law, and then there is real life. In this fast-paced session, learn the "real life" liability issues that are important for elected officials to know. This session will help you become a proficient issue-spotter so that you do not walk into liability issues inadvertently, help you identify what some of the biggest liability "traps" are, and help you to help others avoid common misunderstandings. <i>Tami Tanoue, CIRSA executive director</i></p> <p>MUNICIPAL COURTS: WHAT ELECTED OFFICIALS NEED TO KNOW BRR Breckenridge Ballroom Peaks 14–16 Municipal courts are an integral part of municipal government, helping to ensure a good quality of life in their communities, and elected officials are getting more and more questions about their municipal courts. Gain an overview of municipal courts and best practices for their operation, and enjoy a thorough discussion around criminal justice reform. <i>Linda Cooke, Boulder judge; Meghan Dollar, CML legislative and policy advocate</i></p> <p>VIRTUE AND VICE: FIRST AMENDMENT AND LAND USE (Advanced) (CLE accredited) DT Columbine Ballroom A–C <i>Arranged by the Attorneys Section</i> Many thorny land use issues implicate the First Amendment, from signs to adult businesses, religious land uses to public assemblies. As the Supreme Court expands individuals' free speech rights, local governments face the difficult task of preparing and implementing constitutional regulations in these areas. This session will review current law and creative approaches to these problems. <i>Brian Connolly, Otten Johnson Robinson Neff + Ragonetti PC shareholder</i></p>

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Construction / Code Services
Engineering / Architecture

10:15–11:30 A.M.

EMERGING ISSUE: NAVIGATING THE NEW OIL AND GAS LANDSCAPE

BRR Summit Gallery Peaks 6–10

SB 19-181 was signed into law on April 16. Municipalities are now exploring whether or not to update their local regulations and land use codes and how the new direction for the Colorado Oil and Gas Conservation Commission (COGCC) will intersect with local priorities.

Brad Mueller, Greeley community development director; Julie Murphy, COGCC energy and minerals assistant director; Shaun Sullivan, Broomfield city attorney

HOW MUNICIPAL CLERKS POWER MUNICIPAL GOVERNMENT

BRR Coppertop III

Arranged by the Municipal Clerks Section

The job duties of municipal clerks vary from the smallest of towns to the largest of cities, but all clerks play a vital role in supporting elected officials, municipal administration, and residents. Learn how the clerk's role varies across the state and about the resources clerks provide to internal and external customers.

Stephanie Carlile, Englewood city clerk; April Hessman, Pagosa Springs town clerk; Sarah B. Johnson, Colorado Springs city clerk

THE "LAST MILE" FACTOR: MAKING TRANSIT RIDERSHIP CONVENIENT

BRR Imperial Ballroom

To support and encourage transit participation, municipalities are always exploring new and innovative solutions to the persistently vexing "last-mile" transportation challenges in their communities. Look at the latest technology that is helping to solve this conundrum and the best regulatory practices.

Miller Nuttle, Lyft bike and scooter policy senior manager; Cindy Patton, Denver Public Works Office of Policy Legislative Affairs and Special Initiatives strategic advisor; Nicholas Williams, Denver Public Works Office of Policy Legislative Affairs and Special Initiatives deputy chief of staff

THE TIF TOOLBOX: MAINTAINING SUCCESSFUL COMMERCIAL DISTRICTS (Advanced)

BRR Breckenridge Ballroom Peak 17

Arranged by Downtown Colorado Inc.

Consider the power of the tax-increment financing (TIF) toolbox when partnering with an urban renewal authority (URA), downtown development authority (DDA), business improvement district, regional tourism authority, or arts district. Hear about the dynamic projects and innovative partnerships that are setting the stage in Colorado's downtown places.

Katherine Correll, Downtown Colorado Inc. executive director; Susan Edmondson, Colorado Springs Downtown Partnership executive director; Jariah Walker, Colorado Springs Urban Renewal executive director; Carolynne White, Brownstein Hyatt Farber Schreck shareholder

TRAILS AND OPEN SPACE DEVELOPMENT IN RURAL MUNICIPALITIES

BRR Breckenridge Ballroom Peaks 14–16

Trails and open space are an integral part of a community's quality of life. Hear about real life examples of how rural municipalities can utilize Great Outdoors Colorado funding to spark public-private partnerships and kick-start outdoor recreation economies.

Chris Castilian, Great Outdoors Colorado executive director

MODERN MYSTERIES OF MUNICIPAL INSURANCE (Advanced) (CLE accredited)

DT Columbine Ballroom A–C

Arranged by the Attorneys Section

Municipal insurance can be mysterious. This session will provide a legal overview, as well as some practical tips, for addressing insurance issues and questions that commonly arise in municipal operations. Some of the topics covered will include certificates of insurances, additional insureds, reservations of rights, interpreting coverages, and other issues.

Sam Light, CIRSA general counsel

NOON–1:30 P.M.

THURSDAY LUNCHEON

BRR Colorado Ballroom Peaks 1–5



Gov. Jared Polis will address attendees at this popular luncheon, during which you can visit with colleagues and celebrate the winners of the CML Municipal Hero Award contest.

A special surprise is also in store!

Advance registration and ticket required. No on-site sales.

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Financial Services
Government
Water / Wastewater and Waste

Thursday, June 20

1:45–3:00 P.M.

ANNUAL CML BUSINESS MEETING

BRR Imperial Ballroom

Ballots and voting cards may be picked up starting at 1:45 p.m. at the site of the business meeting. The collection of ballots and voting cards will end at 2:15 p.m. sharp! The annual business meeting is scheduled to begin promptly at 2:15 p.m. Conference delegates will elect CML Executive Board members, adopt the League's 2019–2020 Policy Statement, and consider other League business. Delegates must be present to vote. Late voting is not permitted; no proxy voting will be allowed.

BUILDING QUALITY PUBLIC WORKS ORGANIZATIONS TO SAVE MONEY AND DELIVER GREAT SERVICES

BRR Coppertop III

Arranged by the Public Works Directors Section

Leaders from the American Public Works Association Colorado Chapter will share insights into the benefits of focusing on excellence through department accreditation and how it can translate directly to cost savings, improved customer service, innovation, and extending every tax dollar in making communities better.

Pete Adler, Adler Consulting management consultant; Jay Goldie, Cherry Hills Village public works director; Dan Hartman, Golden public works director; Keith Reester, Littleton public works director; Bryan Weimer, Arapahoe County public works and development director

FINANCING AND BUDGETING 101 FOR ELECTED OFFICIALS

BRR Breckenridge Ballroom Peak 17

Arranged by the Colorado Government Finance Officers Association and the Finance Directors Section

Elected officials have an obligation to manage taxpayers' resources wisely. Understanding financial reports, budgets, and the terminology can be overwhelming, especially for newly elected officials. Learn the basics of fund accounting, financial management, and municipal budgeting from the early stages through final adoption, with emphasis on the elected official's role throughout the process.

Jeff Hansen, Golden finance director

RURAL COLORADO: DEMYSTIFYING ENTREPRENEURSHIP

BRR Breckenridge Ballroom Peaks 14–16

A serial entrepreneur, award-winning instructor, and impassioned coach of startup businesses now leads a series of workshops in partnership with local municipalities across Colorado that have helped hundreds of individuals create new ventures and grow existing organizations. Hear about lessons learned and discuss the economic benefits of creating stronger programming and resources for local small businesses.

Cynthia Banks, University of Colorado global initiatives faculty director; Erick Mueller, University of Colorado Deming Center for Entrepreneurship executive director; Wendell Pryor, Chaffee County Economic Development Corporation director

SOCIAL MEDIA: LEGAL ISSUES FOR MUNICIPALITIES (Advanced) (CLE accredited)

DT Columbine Ballroom A–C

Arranged by the Attorneys Section

This session will address several legal issues surrounding social media for municipalities including policies for the public and elected officials, as well as employment law issues.

Rebecca Greenberg, Colorado Springs City Attorney's Office corporate division senior attorney; Tracy Lessig, Colorado Springs City Attorney's Office employment division chief; Marc Smith, Colorado Springs City Attorney's Office corporate division chief and legislative counsel; Frederick Stein, Colorado Springs City Attorney's Office public safety senior attorney

2:00–4:00 P.M.

TOUR DE BRECK

BRR Main Lobby

Travel to High Line Railroad Park to hear about the evolution of Rotary Snowplow Park to High Line Railroad Park & Playground, and Engine 9. Then, head to Sawmill Museum, go through the historic district, and visit the Community Center/Library and Milne Park. Other stops include the Wellington Mill, with a discussion about how Breckenridge Housing Authority works with open space to interpret and preserve sites; French Gulch's ghost town; and Lincoln City.

Advance registration and ticket required.

3:15–4:30 P.M.

CLERKS BUSINESS MEETING

BRR Summit Gallery Peaks 6–10

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3:15–4:30 P.M.

LOCAL ISSUES ARE YOUR TICKET TO ENGAGING STUDENTS AND BUILDING EFFECTIVE CITIZENS

BRR Breckenridge Ballroom 14–16

Students who explore local issues are more likely to become active citizens and to trust local officials. Explore ways local leaders can connect with classrooms using issues such as parks and recreation, curfew laws, taxes, sustainable energy, homelessness, and opioid abuse. Set a leadership example for students and provide details to help them with complex issues.

Heidi Williams, Thornton mayor; Kent Willmann, Lessons on Local Government

MILLENNIALS IN PUBLIC SERVICE LEADERSHIP

BRR Breckenridge Ballroom Peak 17

As millennials begin to hold positions in administrative and elected leadership, you might be wondering, who are they? What are their personal motivations? How do they view the future of local government management? Hear from some young and bright leaders in Colorado and discuss workplace trends, culture, technology, and more.

Sam Houghteling, Colorado State University Straayer Center for Public Leadership director; Will Karspeck, Berthoud mayor; Carly Lorentz, Golden deputy city manager

MY CITY IS PROTECTED BY AN FPD: WHAT DOES THAT MEAN TO ME?

BRR Coppertop III

Arranged by the Fire Chiefs Section

The majority of municipalities in Colorado utilize fire protection districts (FPDs) to provide emergency services. This relationship works well — as far as we know. Gain the knowledge and tools to be successful when working with your local FPD in daily operations, even in major incidents.

Joe DePaepe, Colorado Special Districts Property and Liability Pool administrator; TJ Steck, Elizabeth fire protection district fire chief

NAVIGATING ENTERPRISE APPLICATION PROJECTS

BRR Imperial Ballroom

Arranged by the Information Technology Section

Ask any information technology leader what his or her top initiatives include and one is likely that enterprise resource planning (ERP), or some other enterprise application, is high on the list. Discuss some keys to success in completing these projects; audience questions and discussion encouraged.

Eric Arnette, Glenwood Springs IT director; Ernesto Chavez, Broomfield IT director; Scott Lingle, Eagle County IT director and Colorado Government Association of Information Technology chair; Chris Neves, Louisville IT director

COLLABORATIVE LEGAL RESPONSES TO HOMELESSNESS ISSUES (Advanced) (CLE accredited)

DT Columbine Ballroom A–C

Arranged by the Attorneys Section

As homelessness becomes more prevalent, municipalities face challenges associated with balancing the rights of residents and enforcing local ordinances. The City of Arvada has adopted a collaborative team approach and will discuss the legal framework for managing issues related to homelessness, its collaboration with municipal staff, lessons learned, and take-aways for municipal legal departments.

Emily Grogg, Arvada assistant city attorney; Aaron Jacks, Arvada assistant city attorney; Rachel Morris, Arvada deputy city attorney; Nora Steenson, Arvada deputy city attorney

4:30–6:00 P.M.

CAST MEETING AND RECEPTION

DT Mt. Elbert A–B

The Colorado Association of Ski Towns once again will host its member meeting, followed by a reception with cash bar.

5:00–6:00 P.M.

RECEPTION WITH SAM MAMET

BRR Tent



This informal reception is for attendees to visit with recently retired CML Executive Director Sam Mamet. Light appetizers and cash bar will be provided.

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Ryan Winger

Director of Campaign Strategy
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rwinger@magellanstrategies.com

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7:00–8:30 A.M.

CWIG BREAKFAST: THE POWER OF YOUR PROFESSIONAL NETWORK

BRR Imperial Ballroom

Arranged by the Colorado Women in Government (CWIG)

An informative session for elected officials and municipal leaders (not just for women!) interested in promoting the participation and professionalism of elected, appointed, and employed women in government. This year's panelists will share insights about the importance of developing professional networks to facilitate professional and personal growth and success. The event also serves as the CWIG annual meeting.

Heather Balser, Louisville city manager; Kendra Black, Denver councilmember; Amy Edinger, Denver Office of Economic Development and Opportunity chief operating officer

Advance registration and ticket required. No on-site sales.

7:30–9:00 A.M.

CONTINENTAL BREAKFAST

BRR Colorado Ballroom Peaks 1–4

8:00–10:30 A.M.

REGISTRATION

BRR Colorado Ballroom South Foyer

CML BUSINESS CENTER

BRR Summit Gallery Foyer

This is your last chance to print conference materials, update your CML login profile, or check your emails before heading home.

8:30–9:30 A.M.

CASE STUDIES OF THE APPOINTEE EVALUATION PROCESSES

BRR Summit Gallery Peaks 6–10

Arranged by the Managers Section

Elected officials in Arvada and Westminster will present their processes to conduct annual performance evaluations with their appointees. These processes are deliberative, require simultaneous input, create a learning experience, and help elected officials decide what is important. Appointees will share how these processes improve communication and provide invaluable feedback.

Mark Deven, Arvada city manager; Mark McGoff, Arvada city councilmember; Anita Seitz, Westminster mayor pro tem; Don Tripp, Westminster city manager

CRISIS RESPONSE: RIGHT SERVICE, RIGHT PLACE, RIGHT TIME

BRR Coppertop III

Arranged by the Police Chiefs Section

In 2018, the Evans Police Department applied for and was awarded a five-year grant to fund a police or behavioral health co-response program with the Greeley Police Department and North Range Behavioral Health. With the program one year in, share in successes and discuss the challenges and the future of the program.

Kimberly Collins, MSed, LPC, NCC, North Range Behavioral Health administrative director

EFFECTIVE MUNICIPAL LEADERSHIP

BRR Breckenridge Ballroom Peak 17

Arranged by the Mayors and Councilmembers Section

Learn how to be effective in all you do as a municipal leader with some practical tips.

Dale Hall, Greeley councilmember; Brandy Reitter, Eagle town manager; Karen Sheek, Cortez mayor

ORGANIZING MUNICIPAL FESTIVALS ON A SHOE-STRING BUDGET

BRR Breckenridge Ballroom Peaks 14–16

Every year, Colorado hosts hundreds of festivals that help celebrate community and shared heritage, as well as support the local economy. Have all the good ideas already been taken? What if your town has limited funds or limited staff? How can you compete? This session provides small- and medium-sized towns the resources needed to pull-off a world-class Colorado festival.

Steve Stokes, Northglenn management services event supervisor

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8:30–9:30 A.M.

THE BENEFITS OF PARKS AND RECREATION: CAPITALIZING ON RESULTS

BRR Imperial Ballroom

Arranged by the Parks and Recreation Section

Parks and recreation in its many forms has become big business in Colorado. Is your community capitalizing on the benefits of parks and recreation? Discuss the economic impacts of parks and recreation, as well as additional benefits such as reducing youth crime, raising property values, protecting open space and wildlife habitat, and increasing community health/fitness. Defining and promoting these benefits draws both new residents and tourists while improving the quality of life for residents. Audience participation will be encouraged.

Ture Nycum, Fruita Parks and Recreation director; Karen Palus, CPRP, CYSA, Colorado Springs Parks, Recreation, and Cultural Services Department director; Andy Rice, Alamosa Parks, Recreation, and Library director; Ken Sherbenou, Montrose Recreation District director

METRO DISTRICT REGULATION AND OVERSIGHT (Advanced) (CLE accredited)

DT Columbine Ballroom A–C

Arranged by the Attorneys Section

Explore how Colorado municipalities can respond to the proliferation and impacts of metro districts in their communities. Topics include transparency, board representation, taxation, governance, and fiscal accountability. Learn what actions municipalities could take for the benefit of their residents without hindering development.

Kim Emil, Windsor town attorney; Doug Marek, Greeley city attorney; Robert Sheesley, Commerce City city attorney

9:45–10:45 A.M.

COUNTING COLORADO: PREPARING FOR THE 2020 CENSUS

BRR Coppertop III

In 2020, our nation will conduct the once-a-decade census. The goal is to count every person living in the United States once, only once, and in the right place. This historic event will have a 10-year impact on data accuracy, as well as representation and federal funding in Colorado. To ensure that we get it right, the Census Bureau is planning a robust integrated partnership and communications operation.

Natricee Bryant, Colorado Department of Local Affairs Executive Director's Office deputy director; Lily Griego, U.S. Census Bureau partnership coordinator

LIBRARIES AS HUBS FOR COMMUNITY ENGAGEMENT

BRR Summit Gallery Peaks 6–10

Arranged by the Librarians Section

Libraries are uniquely positioned to provide a safe and trusted space for public dialogue, and make excellent partners with municipalities to foster community engagement. This session will share examples of Colorado libraries that are hubs for community engagement, as well as suggestions and hands-on activities for how to partner with libraries for community engagement work.

Diane Lapierre, Loveland Public Library director; Crystal Schimpf, Colorado State Library leadership development consultant

UNLOCKING THE POTENTIAL OF OPPORTUNITY ZONES

BRR Breckenridge Ballroom Peaks 14–16

The opportunity zones program is designed to drive long-term capital to rural and low-income urban communities throughout the nation and uses tax incentives to encourage private investment with impact funds. Colorado is leading the nation in how it is utilizing this new investment tool. Uncover how communities can help lead the charge in unlocking the potential of opportunity zones.

Greg Berger, Brownstein Hyatt Farber Schreck shareholder; Chris Montgomery, Four Points Funding founder and managing director; Jana Persky, Office of Economic Development and International Trade Opportunity Zone manager; Kim Woodworth, Economic Development Council of Colorado operations director

MUNICIPAL DUTY TO INDEMNIFY: OBLIGATIONS AND LIMITATIONS (Advanced) (CLE accredited)

DT Columbine Ballroom A–C

Arranged by the Attorneys Section

An incident occurs. A lawsuit is filed. What is the duty to defend the people sued and pay any judgments related to the claim? Indemnification can be a tricky subject for public employees, litigators, and insurance companies. This session includes the legal framework for indemnification and a moderated discussion about practices and processes seen across the state.

Steven Dawes, The Law Office of Steven J. Dawes LLC partner; Nancy Rodgers, Aurora deputy city attorney; Sophia Tsai, Morgan Rider Riter Tsai PC partner

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Education and Professional Development

10:45 A.M.–NOON

ETHICS: WHAT YOU NEED TO KNOW (Advanced) (CLE accredited)

DT Columbine Ballroom A–C

Arranged by the Attorneys Section

Get an update on new rules, proposed rules, and rules on the horizon. Where is the practice headed?

Hear about changes in the practice related to online companies, admission trends, and what is important to government lawyers.

John S. Gleason, Burns Figa & Will PC special counsel

11:00–11:50 A.M.

CLOSING SESSION — CHANGE NEVER DIES: OVERCOMING RESISTANCE TO CHANGE

Breckenridge Ballroom Peak 17



What do you get when you combine a specialist in human behavior, a former corporate professional with a background in organizational psychology, and a guy who has trained with Secret Service agents and officers from the CIA? You get Tim O'Shea, Agent of Change. You won't want to miss this fun and relevant closing session!

NOON–1:30 P.M.

ATTORNEYS LUNCHEON: CBA PRESIDENT JOHN VAUGHT (Advanced) (CLE accredited)

DT Mt. Elbert A–B

Arranged by the Attorneys Section

Learn about access to justice issues in Colorado.

John Vaught, Colorado Bar Association president

Advance registration and ticket required. No on-site sales.

ELECTED OFFICIALS LUNCHEON

BRR Colorado Ballroom Peaks 4–5

Hear from recently retired CML Executive Director Sam Mamet about his thoughts on leadership.

CML also will present the MUNiversity Training Awards.

Advance registration and ticket required. No on-site sales.

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MANAGERS LUNCHEON

BRR Tent

Arranged by the Colorado City and County Management Association

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CML Muniversity Awardees

As of March 31

CML MUNiversity is a leadership program for Colorado municipal elected officials who invest time and resources to increase their knowledge of municipal government and enhance their capacity to lead.

Visit www.cml.org/muniversity for more information about the program.

GRADUATE LEVEL (100 CREDITS)

George Heath, Firestone trustee
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Lisa Northrup, Fort Morgan mayor pro tem
David E. Ott, Lochbuie trustee
Eileen Waldow, Fraser mayor pro tem
Colleen G. Whitlow, Mead mayor

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Bruce Brown, Cripple Creek mayor
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Bette Maurer, Ouray councilmember
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Adam Paul, Lakewood mayor
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Dan Torres Jr., Sterling mayor
Wade Troxell, Fort Collins mayor
Donna Wall, Julesburg trustee
Ron Weidmann, Centennial councilmember
Heidi Williams, Thornton mayor
Larry Zaragoza, La Jara mayor

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Roy Anderson, Montrose city councilor

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James Goodwin, La Junta councilmember
Matthew Gordon, Severance trustee
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Chris Hazlett, Cripple Creek mayor pro tem
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Jeff Hindman, Berthoud mayor pro tem
Mark Humbert, Brighton councilmember
Lanie Isbell, Eaton mayor pro tem
Leah Johnson, Loveland councilmember
William Karspeck, Berthoud mayor
Dario Katardzic, Glendale councilmember
Laura Keegan, Edgewater mayor
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Mike Waid, Parker mayor
Kirby Wallin, Brighton councilmember

CLE Accredited Sessions

WEDNESDAY 1:00–2:15 P.M.	2019 LEGISLATIVE UPDATE <i>(Advanced session)</i> BRR Breckenridge Ballroom Peaks 14–16 This annual analysis of the legislative sessions reveals how Colorado municipalities fared in 2019 on the issues affecting them. <i>Kevin Bommer, CML executive director; Morgan Cullen, CML legislative and policy advocate; Brandy DeLange, CML legislative and policy advocate; Meghan Dollar, CML legislative and policy advocate</i>
WEDNESDAY 3:15–4:15 P.M.	NAVIGATING MARIJUANA ISSUES FOR MUNICIPALITIES <i>(Advanced session)</i> DT Columbine Ballroom A–C Marijuana's shifting legal status challenges municipalities as they deal with low unemployment, the possibility of off-duty use, and heightened Fourth Amendment obligations. This session covers policy considerations, reasonable suspicion, how technology will change drug testing, best practices, and more. <i>Curtis Graves, SPHR, Employers Council attorney</i>
WEDNESDAY 4:15–5:15 P.M.	ANNEXATION: TOOLS FROM START TO FINISH (INCLUDING DISCONNECTION) <i>(Advanced session)</i> DT Columbine Ballroom A–C Gain a fresh understanding of how to satisfy the technical steps in annexation through the use of key tools, annexation calendar, and standard forms, which can be adapted to each new annexation. Common pitfalls will be identified and explained, including one not found in the annexation statute itself! The techniques for disconnection also will be covered. <i>Gerald Dahl, Murray Dahl Beery & Renaud LLP</i>
THURSDAY 8:30–9:45 A.M.	VIRTUE AND VICE: FIRST AMENDMENT AND LAND USE REGULATION <i>(Advanced session)</i> DT Columbine Ballroom A–C Many thorny land use issues implicate the First Amendment, from signs to adult businesses, religious land uses to public assemblies. As the Supreme Court expands individuals' free speech rights, local governments face the difficult task of preparing and implementing constitutional regulations in these areas. This session will review current law and creative approaches to these problems. <i>Brian Connolly, Otten Johnson Robinson Neff + Ragonetti PC shareholder</i>
THURSDAY 10:15–11:30 A.M.	MODERN MYSTERIES OF MUNICIPAL INSURANCE <i>(Advanced session)</i> DT Columbine Ballroom A–C Municipal insurance can be mysterious. This session will provide a legal overview, as well as some practical tips, for addressing insurance issues and questions that commonly arise in municipal operations. Some of the topics covered will include certificates of insurances, additional insureds, reservations of rights, interpreting coverages, and other issues. <i>Sam Light, CIRSA general counsel</i>
THURSDAY 1:45–3:00 P.M.	SOCIAL MEDIA: LEGAL ISSUES FOR MUNICIPALITIES <i>(Advanced session)</i> DT Columbine Ballroom A–C This session will address several legal issues surrounding social media for municipalities including policies for the public and elected officials, as well as employment law issues. <i>Rebecca Greenberg, Colorado Springs City Attorney's Office corporate division senior attorney; Tracy Lessig, Colorado Springs City Attorney's Office employment division chief; Marc Smith, Colorado Springs City Attorney's Office corporate division chief and legislative counsel; Frederick Stein, Colorado Springs City Attorney's Office public safety senior attorney</i>
THURSDAY 3:15–4:30 P.M.	COLLABORATIVE LEGAL RESPONSES TO HOMELESSNESS ISSUES <i>(Advanced session)</i> DT Columbine Ballroom A–C As homelessness becomes more prevalent, municipalities face challenges associated with balancing the rights of residents and enforcing local ordinances. The City of Arvada has adopted a collaborative team approach and will discuss the legal framework for managing issues related to homelessness, its collaboration with municipal staff, lessons learned, and take-aways for municipal legal departments. <i>Emily Grogg, Arvada assistant city attorney; Aaron Jacks, Arvada assistant city attorney; Rachel Morris, Arvada deputy city attorney; Nora Steenson, Arvada deputy city attorney</i>



Past Conference Locations

1923	Boulder	1948	Denver	1973	Broadmoor	1998	Breckenridge
1924	Pueblo	1949	Glenwood Springs	1974	Broadmoor	1999	Vail
1925	Colorado Springs	1950	Loveland	1975	Colorado Springs	2000	Grand Junction
1926	Fort Collins	1951	Colorado Springs	1976	Colorado Springs	2001	Snowmass Village
1927	Denver	1952	Grand Junction	1977	Colorado Springs	2002	Breckenridge
1928	Sterling	1953	Pueblo	1978	Colorado Springs	2003	Pueblo
1929	Grand Junction	1954	Estes Park	1979	Snowmass Village	2004	Steamboat Springs
1930	Alamosa, Monte Vista	1955	Glenwood Springs	1980	Snowmass Village	2005	Vail
1931	Durango	1956	Troutdale-in-the-Pines	1981	Northglenn	2006	Breckenridge
1932	Boulder	1957	Glenwood Springs	1982	Steamboat Springs	2007	Snowmass Village
1933	Canon City	1958	Colorado Springs	1983	Colorado Springs	2008	Steamboat Springs
1934	Fort Morgan	1959	Glenwood Springs	1984	Vail	2009	Vail
1935	Loveland	1960	Glenwood Springs	1985	Vail	2010	Breckenridge
1936	Alamosa	1961	Colorado Springs	1986	Colorado Springs	2011	Vail
1937	La Junta	1962	Glenwood Springs	1987	Snowmass Village	2012	Breckenridge
1938	Longmont	1963	Estes Park	1988	Greeley	2013	Vail
1939	Sterling	1964	Colorado Springs	1989	Breckenridge	2014	Breckenridge
1940	Montrose	1965	Estes Park	1990	Colorado Springs	2015	Breckenridge
1941	Lamar	1966	Broadmoor	1991	Vail	2016	Vail
1942	Fort Collins	1967	Estes Park	1992	Fort Collins	2017	Breckenridge
1943	Boulder	1968	Colorado Springs	1993	Breckenridge	2018	Vail
1944	Greeley	1969	Vail	1994	Vail	2019	Breckenridge
1945	Monte Vista	1970	Denver	1995	Grand Junction		
1946	Durango	1971	Colorado Springs	1996	Vail		
1947	Estes Park	1972	Broadmoor	1997	Snowmass Village		



CML Past Presidents

1923-24	John M. Jackson, Pueblo	1956-57	John C. Banks, Denver	1988-89	Edith Evans, Sterling
1924-25	M.B. Gill, Fort Morgan	1957-58	W.N. Lybarger, Loveland	1989-90	Herm Fauson, Louisville
1925-26	A.M. Wilson, Colorado Springs	1958-59	Allen C. Bradley, Aurora	1990-91	Margaret Carpenter, Thornton
1926-27	F.R. Montgomery, Fort Collins	1959-60	Fred Voss, Pueblo	1991-92	Reford C. Theobald, Grand Junction
1927-28	B.F. Stapleton, Denver	1960-61	Joseph Rigenbach, Monte Vista	1992-93	Mary Brown, Steamboat Springs
1928-29	P.L. Conklin, Sterling	1961-62	C. Henry Cox, Delta	1993-94	Gary Sears, Glendale
1929-30	George G. Cox, Fort Morgan	1962-63	Gail H. Gilbert, Arvada	1994-95	Jim Gelwicks, Gunnison
1930-31	T.E. Thompson, Grand Junction	1963-64	David V. Dunklee, Bow Mar	1995-96	Barbara Cleland, Aurora
1931-32	H.H. Hartman, Fort Collins	1964-65	Don DesCombes, Broomfield	1996-97	Susan Thornton, Littleton
1932-33	H.M. Krull, Sterling	1965-66	Harry W. Hoth, Colorado Springs	1997-98	Jan Gelhausen, Lamar
1933-34	E.L. Mosley, Colorado Springs	1966-67	Robert B. Keating, Denver	1998-99	Bill Ray, Cortez, and Cathy Reynolds, Denver
1934-35	H.C. McClintock, Boulder	1967-68	John G. Hamlin, Fort Morgan	1999-00	Lorraine Anderson, Arvada
1935-36	J.P. Soderstrum, Grand Junction	1968-69	James M. French, Durango	2000-01	Ron Phillips, Fort Collins
1936-37	Ray Lanyon, Longmont	1969-70	Karl E. Carson, Fort Collins	2001-02	Greg Clifton, Montrose
1937-38	Ray Mathews, Fort Collins	1970-71	Elmer A. Johnson, Denver	2002-03	Michael Bertaux, Breckenridge
1938-39	William H. McNichols Sr., Denver	1971-72	A.R. "Reg" Bessette, Littleton	2003-04	Patricia Vice, Genoa
1939-40	Robert A. Finlayson, Montrose	1972-73	Ed Touber, Salida	2004-05	Loyal Leavenworth, Rifle
1940-41	E.M. Colpitts, Greeley	1973-74	Ben Bezoff, Denver	2005-06	Steve Burkholder, Lakewood
1941-43	Ray Talbot, Pueblo	1974-75	John P. "Jack" Elliott Jr., Broomfield	2006-07	Jim Spehar, Grand Junction
1943-44	L.L. Wilkinson, Greeley	1975-76	John Paul Thomas, Johnstown	2007-08	Steve Rabe, Cañon City
1944-45	E.L. Mosley, Colorado Springs	1976-77	Ruth M. Fountain, Aurora	2008-09	Doug Linkhart, Denver
1945-46	Frank E. Wilson, Denver	1977-78	George W. Hall, Greeley	2009-10	Michael Penny, Frisco
1946-47	L.K. Christolear, Lamar	1978-79	Mike Bird, Colorado Springs	2010-11	Jim White, Minturn
1947-48	J.T. Johnson, Monte Vista	1979-80	Fred Weisbrod, Pueblo	2011-12	Diana (Allen) Wilson, Lakewood
1948-49	Harold Chirnside, Sterling	1980-81	Cathy Reynolds, Denver	2012-13	Aden Hogan, Jr., Evans
1949-50	James L. Galloways, Glenwood Springs	1981-82	Jane Quimby, Grand Junction	2013-14	Marc Williams, Arvada
1950-51	C.T. Frederick, Golden	1982-83	Leon Wurl, Louisville	2014-15	Charles Bayley, Bennett
1951-52	Conrad L. Ball, Loveland	1983	Annette Brand, Delta	2015-16	Christina Rinderle, Durango
1952-53	C.O. Bowman, Lamar	1983-84	Jim Taylor, Littleton	2016-17	William Bell, Montrose
1953-54	Quigg Newton, Denver	1984-85	Mike Salardino, Pueblo	2017-18	Carol Dodge, Northglenn
1954-55	Harry M. Howard, Monte Vista	1985-86	Annette Anderson, Boulder	2018-19	Wade Troxell, Fort Collins
1955-56	Russell Rink, Pueblo	1986-87	John R. Kappa, Montrose		
		1987-88	David Werking, Greeley		

CLE Accredited Sessions

FRIDAY
8:30–9:30 A.M.

METRO DISTRICT REGULATION AND OVERSIGHT *(Advanced session)*

DT Columbine Ballroom A–C

Explore how Colorado municipalities can respond to the proliferation and impacts of metro districts in their communities. Topics include transparency, board representation, taxation, governance, and fiscal accountability. Learn what actions municipalities could take for the benefit of their residents without hindering development.

Kim Emil, Windsor town attorney; Doug Marek, Greeley city attorney; Robert Sheesley, Commerce City city attorney

FRIDAY
9:45–10:45 A.M.

MUNICIPAL DUTY TO INDEMNIFY: OBLIGATIONS AND LIMITATIONS *(Advanced session)*

DT Columbine Ballroom A–C

An incident occurs. A lawsuit is filed. What is the duty to defend the people sued and pay any judgments related to the claim? Indemnification can be a tricky subject for public employees, litigators, and insurance companies. This session includes the legal framework for indemnification and a moderated discussion about practices and processes seen across the state.

Steven Dawes, The Law Office of Steven J. Dawes LLC partner; Nancy Rodgers, Aurora deputy city attorney; Sophia Tsai, Morgan Rider Riter Tsai PC partner

FRIDAY
10:45 A.M.–12:00 P.M.

ETHICS: WHAT YOU NEED TO KNOW *(Advanced session)*

DT Columbine Ballroom A–C

Get an update on new rules, proposed rules, and rules on the horizon. Where is the practice headed?

Hear about changes in the practice related to online companies, admission trends, and what is important to government lawyers.

John S. Gleason, Burns Figa & Will PC special counsel

FRIDAY
NOON–1:30 P.M.

ATTORNEYS LUNCHEON: COLORADO BAR ASSOCIATION

PRESIDENT JOHN VAUGHT *(Advanced session)*

DT Mt. Elbert A–B

Learn about access to justice issues in Colorado.

Advance registration and ticket required. No on-site sales.

► NOTE

CLE accredited sessions are arranged by the Attorneys Section. CML has secured 16 general credits of which 1.5 are ethics credits. You must be registered to receive credits. Materials received for CLE accredited sessions will be available online (www.cml.org/annual-conference) if received prior to the conference.

CML Annual Report 2018–2019

CML is proud to serve the advocacy, information, and training needs for municipal officials all across Colorado. Following is an overview of the resources CML has provided to municipal leaders during 2018–2019.

► ADVOCACY

During the 2019 session of the Colorado General Assembly, CML tracked 227 of the 654 bills and concurrent resolutions introduced. Of the 39 bills that CML supported, more than 92 percent passed. Of the 27 bills CML opposed, 100 percent were defeated or were amended such that the League dropped its opposition. (These statistics presume the outcome of some bills awaiting action by the governor.)

CML DEFEATED/AMENDED LEGISLATION THAT:

- inappropriately attempted to insert the state into sales tax matters reserved to self-collecting home rule municipalities;
- preempted local law enforcement use of encryption in public safety communications;
- created significant cost burdens on cities and towns conducting their own plumbing inspections by requiring International Code Council certified inspectors become journeymen;
- preempted local land use control and licensing over the location of farm stands;
- imposed local business licensing limitations and other restrictions on the manner in which local governments can regulate food trucks within their jurisdictions; and
- mandated universal family medical leave at employee and employer expense with benefits that would have been less than those already provided by municipal employers.

CML HELPED TO PASS LEGISLATION THAT:

- removes the requirement for physical posting of meeting notices under the Colorado Open Meetings Act when a meeting is posted on a municipality's website;
- creates clear local regulatory authority for industrial hemp processing;
- secures \$10 million in available grant funding dollars for water infrastructure, conservation, supply and drought planning projects;
- clarifies local government authority of surface impacts of oil and gas activity, land use and nuisance powers, and allows cities and towns to impose and collect fees to cover the costs of permitting, regulating and monitoring sites;
- creates a number of policies and grant programs to help cities and towns combat the opioid epidemic;
- provides an additional \$100 million in one-time transportation funding in 2019, including \$18 million in additional sharebacks for municipalities;
- creates a \$6 million grant program within the Colorado Department of Local Affairs to help assist local governments and nonprofits reach hard-to-count residents in the

upcoming 2020 decennial U.S. Census;

- quadruples funding that will go to development, acquisition, rehabilitation, and other mechanisms to increase affordable housing supply in Colorado;
- creates authority for a higher minimum wage law in a municipality and allows multiple jurisdictions to fix a wage through intergovernmental agreement; and
- reverses an unnecessary contribution increase for employees in the PERA Local Government Division.

CML GOES TO WASHINGTON

Nearly 90 municipal officials from 20-plus cities and towns attended the National League of Cities Congressional Cities Conference in Washington, D.C.; youth commissioners from Boulder, Brighton, Commerce City, Fort Collins, and Loveland participated. At a meeting of the Western Municipal Association, there was discussion with federal partners on transportation and telecommunications infrastructure. CML leaders also received special briefings from U.S. Department of Transportation, members of Colorado's delegation to the House of Representatives, and had breakfast with Sen. Cory Gardner and Sen. Michael Bennet's chief of staff.

IN THE COURTS

CML participates as *amicus curiae*, or "friend of the court," in significant cases before the appellate courts. These decisions can dramatically affect municipal governments by imposing new obligations or limitations statewide.

CML submitted *amicus curiae* briefs in several noteworthy cases. The League participation included *Sodexo v. Golden* with the Colorado Supreme Court (statutory construction and burden of proof for sales tax exemptions), *Lech v. Jackson* with the Tenth Circuit (destruction of property under police powers in emergencies), *Aptive Environmental v. Castle Rock* with the Tenth Circuit (curfews on door-to-door sales), and *Williams v. NFIB* with the Colorado Supreme Court (defining fees versus taxes under TABOR and the application of TABOR to practices that predated the enactment of the law).

Each of these cases could have wide-ranging impacts on municipalities' ability to collect revenue and to properly manage public resources by limiting liability or risk exposure. As *amicus curiae*, CML urges careful consideration of impact that courts have on municipal authority and operations.

► RESEARCH AND INFORMATION

To provide members with the best information available, CML regularly updates its broad selection of reference guides and best practices publications. An annual research agenda is developed by a research committee composed

of member representatives. Additionally, each summer CML welcomes an undergraduate intern to support the research, advocacy, and legal teams.

Popular publications in the CML catalog include *TABOR: A Guide to the Taxpayer Bill of Rights and Boards and Commissions Handbook*, both updated in 2018, as well as *Colorado Municipal Government: An Introduction and Open Meetings, Open Records: Colorado's Sunshine Laws*, all of which can be ordered in the online store on the CML website.

Each year, CML tells the story of Colorado's municipalities through the *State of Our Cities & Towns* survey and report. The 2019 report was divided into two themes: the first, a retrospective looking back at the many challenges and successes of the CML membership in the ten years since the inaugural survey, and the second, a deep dive into the issue of affordable housing.

Best practices also are explored through the KnowledgeNow series of white papers. Recent issues have focused on economic resilience, social media best practices, school safety, and Opportunity Zones.

CML also releases periodicals to inform municipal officials about the latest news in the field. The biweekly *CML Newsletter* keeps members up to date on breaking news, including legislative issues, grant and loan announcements, training opportunities, and more. *Colorado Municipalities* magazine provides more in-depth knowledge and best practices on topics of municipal interest.

In 2018, CML entered new territory with the launch of a podcast, *Making the Municipal Connection*, which seeks to connect national or statewide issues to the solutions provided by Colorado's cities and towns. Five episodes were released in the first year, covering topics as diverse as police body-worn cameras, transportation funding, homelessness, and the 2020 Census.

The *Statehouse Report* is published electronically each week during the legislative session with timely information on pending legislation.

CML's new website allows members to find information quickly and easily and is mobile-friendly. The website features five navigation tabs: Advocacy & Legal, Networking & Events, Education & Training, Publications & News, and Topics & Key Issues. An online store makes it easy to purchase publications (including PDFs for immediate download) and register for events online.

VIDEOS

CML produces videos to present training and information throughout the state. Videos range from the *State of Our Cities & Towns* report to one-hour webinars to full-day workshops. All can be found at www.cml.org.

COMPENSATION DATA

The online compensation survey system (CSS) is a free service for member municipalities. In partnership with Technology Net LLC, this system

2018–2019 CML Annual Report

provides an innovative web-based compensation survey that includes salaries, benefits, and total compensation value.

CONNECTING MUNICIPAL STAFF WITH COLLEAGUES

CML provides free listservs for municipal managers, clerks, public information officers, finance directors, attorneys, human resources directors, and public works directors of member municipalities to allow them to communicate with each other to ask questions or seek input from their municipal colleagues. These listservs exchange hundreds of inquiries and responses each year.

SOCIAL MEDIA

Nearly 970 people are connected to CML on Facebook to get quick updates on CML activities and a daily news story (the "Mid-Day Muni"), as well as exchange ideas. More than 2,300 people follow CML on Twitter for breaking news and to follow major CML events — #cmlconf during the annual conference and #cmlleg during the annual legislative workshop. CML also is on LinkedIn with nearly 1,100 followers.

The CML advocacy team publishes the blog "CML Legislative Matters," which takes a deeper look into legislative issues, the impacts they create, and some of the "inner workings" of the process at the statehouse. Check it out at www.cml.org.

MUNICIPAL HERO AWARD

CML offers Municipal Hero Awards annually to recognize individuals who build strong communities, whether municipal employee, volunteer, or community difference maker. This program specifically acknowledges those who made significant positive impacts in communities in the past year.

ENGAGING YOUTH

In partnership with the Special District Association of Colorado, CML continues to offer Lessons on Local Government, www.lessonsonlocalgovernment.org, a free online resource providing K–12 teachers materials that meet Colorado's social studies and civics standards. The "Local Governments in Action" poster contest, sponsored by COLOTRUST, encourages elementary school students to think about the importance of local government services.

TRAINING

CML continues to offer training to members on a variety of cutting-edge topics in several formats. Over the past 12 months, more than 1,000 municipal officials participated in a CML training experience. In-person training opportunities in the past year included the CML Annual Legislative Workshop, CML Annual Conference, CML Annual Seminar on Municipal Law, Municipal Prosecutors Boot Camp, Effective Governance for Elected Officials, and the Mayors' Summit. In 2018, CML

hosted 18 webinars on topics relevant to the work of municipal officials as well as eight half-day or full-day workshops for Mayors, PIOs, legal officers, and other appointed or elected officials and staff. Webinars are free for municipal members. CML training materials, including recorded workshops and webinars, can be found at www.cml.org.

MUNiversity recognizes municipal elected officials who invest time and resources to increase their knowledge of municipal government and enhance their capacity to lead. All elected officials from member municipalities are automatically enrolled in MUNiversity, with credits accumulated for each training attended. Officials are recognized at three different levels of achievement: Fundamental (30 credits), Leadership (60 credits), and Graduate (100 credits). All municipal elected officials registered for the annual conference automatically receive 10 MUNiversity credits.

COLORADO MUNICIPAL CLERK ADVISOR PROGRAM

CML constantly strives to provide municipal members with innovative and valuable services. With that goal in mind, in partnership with the Colorado Intergovernmental Risk Sharing Agency (CIRSA) and Colorado Municipal Clerks Association (CMCA), CML offers the Colorado Municipal Clerk Advisor Program this year. This free service assists municipal clerks with specific job-related questions or challenges by connecting them with former Aurora Deputy Clerk Karen Goldman, who has more than 20 years of experience. While not intended to provide interim or long-term work, this arrangement offers clerks a helping hand if they need it.

CML FINANCIAL INFORMATION

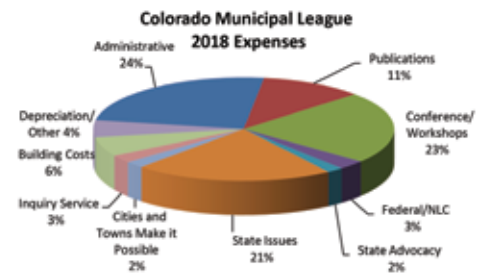
REVENUES

CML received 73 percent of revenue in dues from municipal and associate memberships in 2018. CML municipal dues increased 3.1 percent in 2018 and all municipal members who paid their dues by Jan. 31 received a 4 percent rebate. Over 99 percent of CML members received the rebate. The remaining annual revenue was generated from annual conference sponsorships and registrations, workshops, publications and interest income.



EXPENSES

CML is the primary source for municipal advocacy, information and training. CML services provide members with innovative training opportunities, informative research and publications and effective attorneys and lobbyists who advocate successfully for the collective interests of all Colorado municipalities. As displayed in the accompanying graph, 2018 expenses reflect our commitment to excellent customer service, our strategic plan goals and services and programs for our members.



Colorado Municipal Facts

Number of Incorporated Municipalities: 272

Population (2017 estimates)

State:	5,609,445
Municipal:	4,159,526
Municipal as percent of state:	74%

Range in municipal population:

Lakeside: 8	Denver: 705,651
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Municipalities with CML membership: 270

Structure of Colorado Municipal Governments

Structure	#	Population	% of Muni. Pop.
Home Rule	102	3,886,636	93.44%
Statutory	169	271,815	6.53%
Territorial Charter	1	1,075	0.026%

Municipal Finance

Property tax (2017)

Assessed Valuations

State:	\$111.63 billion
Municipal:	\$74.99 billion
Municipal as percent of state:	67.2%

Sales tax (2019)

Total municipalities levying a local sales tax:	222
Municipalities with self-collected sales tax:	71
Low: 1%	High: 7%

Municipal Elections (1993-April 2019)

Ballot Issues	Passed	Failed	% Passed
TABOR Revenue and Spending Changes	494	78	86%
Municipal Tax/Tax Rate	636	414	61%
Municipal Debt/Obligation	313	138	69%

Compiled by the Colorado Municipal League, April 2019

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