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MUNICIPAL GOVERNANCE LOOKING AT THE BIG PICTURE

CML PRECONFERENCE SESSION
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EIGHT BIG ISSUES



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THE LAY OF THE LAND

- Coloradans like local control
- More than 3,000 local governments
 - Counties
 - Municipalities
 - Special districts
 - School districts

KEY CHALLENGE: Is it time for more cooperation and actual consolidation?



INFRASTRUCTURE FINANCE

- Needs are significant
 - Affordable housing
 - Water/waste water
 - Transportation/transit
 - Community facilities

KEY CHALLENGE: Moving forward, how do we pay for public infrastructure?



ECONOMIC DEVELOPMENT

- Jobs retention
- Jobs expansion

KEY CHALLENGE: What are you doing as a municipal leader to focus on this, and what has been your experience?



PUBLIC POLICY MAKING

- Evolving methods of public discourse
- Rise of social media

KEY CHALLENGE: How does your city or town foster citizen engagement, and what has been the result?



LEADERSHIP

- More than 1800 councilmembers/trustees
- Frequent turn-over
- 140 municipal elections last April

KEY CHALLENGES: Where are future leaders coming from and how do you nurture them?

How do you develop a sense of team with members of your council/board and staff?



MUNICIPAL FISCAL HEALTH

- Serious fiscal challenges face many municipalities across the nation
- CU study shows Colorado cities and towns generally in good fiscal condition
- Colorado municipalities control their revenue

KEY CHALLENGE: What are you doing to assure that your city or town remains fiscally resilient?



INTERGOVERNMENTAL PARTNERSHIPS

- Shared services a growing trend
 - Hurdles include:
 - Unfunded mandates
 - TABOR issues
 - Preemptions
 - State-shared revenues
- KEY CHALLENGE:** What can you as a municipal leader, and CML as your organizational partner, do to address this?

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SOCIETAL ISSUES

- Societal issues often become municipal issues
 - Opioid abuse
 - Homelessness
 - Regional income disparities
 - Demographic changes
- KEY CHALLENGE:** Have you personally tried to address these and other issues in your community as a municipal leader?

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GOOD TO GREAT LEADERSHIP



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DEFINE GREAT

- How is success defined?

KEY CHALLENGES: What is your BHAG (big hairy audacious goal) for your city or town?

How are you tracking your municipality's progress in attaining this goal?



POWER IS DIFFUSE

- What are you doing to build an enduring great city or town?

KEY CHALLENGE: What is your "level 5" leadership trait?



THE BUS

- Municipal leadership challenges:
 - The right people on the bus
 - In the right seats
 - Going in the right direction

KEY CHALLENGE: Do you feel that you have the right people, in the right positions, heading in the right direction?



THE FLYWHEEL

- Community identity important
- Many cities and towns are identifying with a “brand” that reflects their municipality

KEY CHALLENGE: What is your core brand, core value, core purpose within the city or town you serve?



THE HEDGEHOG

- No two municipalities are alike in demographics, governance models, and financial resources
- Each has specific resources available

KEY CHALLENGE: Each municipality is an engine. What drives your resource engine?





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To: Tuesday Preconference Session: Municipal Governance, Looking at the Big Picture
From: Sam Mamet, Executive Director
Date: June 16, 2016
Subject: Background Material

Introduction

I am delighted to have you participate in this session. We will spend a lot of time brainstorming the challenges and opportunities which matter most to each of you in your day to day public service.

We will spend the first half of the session focusing on major issues facing cities and towns in Colorado. I will try to provoke some conversation, and want to hear from you as key problem solvers.

The second half of the session, we will spend on the big issues in leadership you confront and as a guide we will use Jim Collins' monograph *Good To Great and the Social Sectors* (www.jimcollins.com and find his books link, you will find excerpts).

Eight Colorado Municipal Big Issues (attachment)

- *The lay of the land* – If you like local control, we have a lot of it in Colorado. Over 3,000 local governments exist in the state: counties, special districts, municipalities, and school districts. I will review what each type does. Key Challenge: Is it time for more cooperation and actual consolidation?
- *Infrastructure finance* – We have tremendous needs in this area, whether affordable housing, water/wastewater, transportation and transit, and community facilities. Key Challenge: Moving forward, how do we pay for these things?
- *Economic development* – Jobs retention and jobs expansion are two themes I hear repeatedly in my travels across Colorado. Key Challenge: What are you doing as a municipal leader to focus on this, and what has your experience been?
- *Public policy making* – Political discourse is quite different today then even a few years ago. Social media has had a huge impact. Key Challenge: How does your city or town foster citizen engagement, and what have been the results?
- *Leadership* – In April, we had over 140 municipal elections across the state. The churn of municipal leadership is constant. Over 1,800 men and women serve as trustees, mayors, and councilmembers. Two Key Challenges: Where are future leaders coming from and how do you nurture this? Most of our municipalities are governed by the council-manager system (177 of 269 municipalities). How do you develop a sense of team among and between your council or town board and also with your employees?

- *Municipal fiscal health* – We read a lot of stories about the fiscal challenges facing many municipalities in other parts of the country. Colorado seems to be fairly immune from that based upon some rigorous research conducted for us by the CU School of Public Affairs and the work of Professor Benoy Jacob through the Buechner Institute For Governance. Key Challenge: What are you doing to assure that your city or town remains fiscally resilient?
- *Intergovernmental Partnerships* – We constantly strive for partnerships with leaders at the state and federal level. Various things periodically tug and tear at this: TABOR, state-shared revenues, preemptions, unfunded mandates to name a few. Key Challenge: What can you as a municipal leader, and CML as your organizational partner do to address this?
- *Societal issues* – City and town leaders do not live in a vacuum or on an island. There are many issues on a bigger stage which affects each municipality in this state: opioid and drug abuse, homelessness, regional income disparities, and demographic changes. Key Challenge: Have you personally tried to address these and other issues in your community as a municipal leader?

I have listed eight big issues that I think about a lot. There are many more for sure which I haven't covered. These are ones especially important to me at the moment.

Think about these and come prepared to discuss your answers to the “key challenge” questions I have asked. I am going to go through these for about twenty minutes, and then I am going to ask you to break into three groups and ask that you focus on three of the eight topics I have identified: leadership, public policy making, municipal fiscal health. Each group will spend ten minutes or so coming up with some solutions/thoughts. You will appoint a spokesman who will present the group's findings.

Good To Great And The Social Sector (attachment)

I am a disciple of Jim Collins. In 2005, he released a little tome titled *Good To Great And The Social Sectors*. The monograph is based upon a speech he gave at a national meeting of city managers. Go to www.jimcollins.com, look for the books link, and read excerpts. You can also order the book on Amazon. I want you to read as much as time allows in advance of our session. It will set the tone for the second half of our conversation around the big issues facing municipal leadership.

- *Define “Great”* – How is success defined in municipal government? Two Key Challenges: What is your *BHAG* (big hairy audacious goal) for your city or town? How are you tracking your municipality's progress in attaining this goal?
- *Power is diffuse* – If you want to build an enduring great city or town, what are you doing? Key Challenge: What is your “Level 5” leadership trait?
- *The Bus* – The right people, the right seats, the right direction are all municipal leadership challenges of the first order. Key Challenge: Do you feel you have the right people on the bus, sitting in the right seats, and is the bus going in the right direction?
- *The Flywheel* – An increasing number of municipalities are identifying in a very conscious way a “brand.” Key Challenge: What is your core brand, core value, core purpose within the city or town you serve?

- *The Hedgehog* – Each municipality has available to it certain specific resources. No two cities and towns are alike in their demographics, governance model, and financial resources. Key Challenge: Each municipality is an engine. What drives your resource engine?

Conclusion

I was once told that "the answers are almost always in the room." Each of you will come to this session equipped with a life full of experiences and a strong knowledge of effective municipal leadership.

I want to make sure all who participate in the session have ample opportunity to participate to the extent they wish to. I want to make sure that everyone has a chance to say what they want to say. I know all of us will be respectful of this. Also, what is said in the room stays in the room. Let us commit to those few requests. Thank you for dedication and public service.

Attachments

MUNICIPAL BIG ISSUES

FROM LOCAL TO GLOBAL AND BACK

What Cities and Towns Can Learn from Each Other

AS ADVANCES IN

transportation and technology shrink the distance between countries, globalization becomes a reality for local governments that were once isolated from the rest of the world by geography. Local economic development offices seek to attract multinational firms to the community. Families send their college-age children off to spend semesters abroad. Immigrants from other countries settle in the community. Citizens gain international exposure through business connections, sister cities activities, and personal travel.

As a result, community leaders and residents are increasingly aware that they live in and interact with a world far beyond their boundaries and that they can broaden their perspectives and learn from international relationships. Cities and towns learn from each other across international borders in a number of ways — formal city-to-city partnerships, person-to-person professional exchanges, technical assistance relationships, and hundreds of conferences, webinars, meetings, and publications. Each provides its own opportunities.

The International City/County Management Association (ICMA) fosters international learning opportunities through a number of programs, and Colorado local governments have been active participants in them. This article draws

on examples from those programs, with an emphasis on Colorado municipalities.

City-to-City Partnerships

Among the most familiar city-to-city partnerships are those formed under the umbrella of Sister Cities International, which reports more than 500 U.S. communities involved in 2,000-plus relationships. These are voluntary, long-term relationships between community members, established with the support of chief elected officials. They focus on areas of mutual interest, usually within the general topics of youth and education, arts and culture, business and trade, and municipal exchange and community development. Colorado has 15 participating cities and towns.

City-to-city partnerships also are developed under the sponsorship of business, cultural, faith-based, and other organizations with the goal of furthering the mission of the sponsor.

Person-to-Person Exchanges and Visits

Like city-to-city programs, person-to-person exchanges are sponsored by numerous organizations. One example is the Professional Fellows program of the U.S. Department of State. Since 2010, ICMA has managed portions of the program that bring young professionals to the United States and provide an opportunity for reciprocal

visits by U.S. hosts. The programs have addressed the topics of the legislative process and governance, climate change, and sustainability.

In 2013, the Town of Basalt, with participation from Aspen, Snowmass Village, and Pitkin County, hosted two professionals from Thailand. Jon Peacock, Pitkin County manager, made a reciprocal visit. From Thailand, he reported on wide-ranging meetings with local officials in Chiang Mai covering global climate change, sustainable cities, finance, tourism, general administration, traffic management, and the media.

After a visit in Bangkok, Peacock blogged: "With over 14 million visitors a year, Bangkok has set its sights on becoming the premier visitor destination and top Asian capital. Though very different in terms of population, culture, and environment, Bangkok has very similar priorities to Pitkin County to meet their goals — environmental protection, infrastructure improvement, restoring and preserving unique cultural amenities, and promotion of events, conventions, etc. Many ideas to bring home!

"[In Thailand] there are some challenges ahead to deal with the impacts of tourism, both direct and indirect. This has helped me better appreciate the importance of the regulatory environment we have created to protect local character and



Steve Glueck, Golden community and economic development director facilitates economic development planning in Sri Lanka. Photo courtesy of ICMA

environment in Pitkin County and the communities of Aspen, Snowmass, and Basalt.”

Later, Pitkin County hosted two fellows from East Timor with help from Basalt and Snowmass Village, and the county’s public works director went to East Timor. All agreed the experiences were “amazing.”

Technical Assistance Relationships

U.S. cities frequently offer technical expertise to developing countries or those that are recovering from conflict, a natural disaster, or other setbacks. It is tempting to regard this assistance as a one-way street, but in practice, many of the people who share their expertise with less-developed countries have been surprised and gratified that their own cities gained a great deal as well. Professionals from Colorado cities, towns, and counties have been among them, generously providing technical assistance and taking home lessons in return.

The ICMA CityLinks™ program, for example, pairs municipal officials in developing and decentralizing countries with their U.S. counterparts to find workable ways to address specific challenges in these non-U.S. countries. The program is based on the principle that cities learn best from each other. CityLinks partnerships have produced tangible results in the host countries:

- Solid waste management has been markedly improved in Ethiopia, Georgia, and other countries — thanks in part to technical assistance provided by Public Works Director Dan Hartman and other staff from Golden.
- A robust economic development program was developed by a consortium of Bulgarian cities and local economic development was jump-started in Sri Lanka — thanks in part to training provided by Steve Glueck, Golden community and economic development director.
- Municipal crime and violence prevention programs took root in El Salvador, Guatemala, and Panama, thanks to the participation of police and sheriff’s departments in California, Florida, Texas, and Virginia.

Earlier this year, ICMA selected Boulder as a CityLinks partner to work with the Municipal Corporation of Shimla, India, in a nine-month Climate Adaptation Partnership Program focused on sharing experiences, best practices, and lessons learned by the two cities, which are similar in topography and climate challenges. Shimla is located in a geologically unstable and climate-sensitive region in the western Himalayas and relies on a network of natural streams and rivers for its water supply. It has experienced a 40 percent reduction in annual rainfall over the past 25 years

and a mean average winter temperature increase of 2.4 degrees Celsius. As population growth and climate change continue, particularly with rainfall patterns, Shimla faces issues of drought and flash floods, resulting in water contamination, systemic public health issues, and tremendous pressure on its water supply systems.

Carl Castillo, Boulder policy advisor, visited Shimla in May 2015 to meet government officials and witness firsthand the range of climate challenges there. Then in August, Boulder welcomed a delegation from Shimla. The partner cities are working on developing a local climate-risk vulnerability assessment of Shimla’s water supply and providing technical guidance on reducing cross-contamination of the water treatment systems. According to Castillo, “In doing so, Boulder is not only embracing its responsibility to help cities less fortunate, but developing and refining resilience skills and practices that will prove to be essential to its own staff, residents and businesses.”

Additional examples come from Hartman and Glueck. Hartman reflected on the things he and others from Golden have learned from work with local officials in Bulgaria, Kosovo, Georgia, West Bank/Gaza, Romania, and Afghanistan:

INTERNATIONAL OPPORTUNITIES WITH ICMA

ICMA OFFERS OPPORTUNITIES FOR LOCAL GOVERNMENT PROFESSIONALS TO ENRICH THEIR STAFFS and showcase their communities by participating in international programs as individuals or in city-to-city partnerships. Participants share their expertise with professionals in developing and decentralizing countries and build new relationships in the global community.

Assignments include exchanges, technical assistance, and/or training in such topics as climate change adaptation, water and sanitation solutions, urban food security, crime prevention and public safety, local economic development, and the legislative process and governance. Some specific opportunities include:

Hosting International Professionals. ICMA seeks U.S. cities, associations, companies, and other organizations to host professionals from East Asian/Pacific countries who come to the United States to participate in the Professional Fellows program funded by the U.S. Department of State with a focus on civic engagement, environmental sustainability, economic empowerment, and/or education.

CityLinks Partnerships. CityLinks™ (icma.org/citylinks) facilitates partnerships among cities, municipal and professional associations, and other entities to create opportunities for learning and ultimately to shape green and resilient cities. Municipal officials in host countries draw on the resources of their U.S. counterparts. By matching cities facing similar issues, CityLinks creates the opportunity for them to jointly explore their issues, learn from each other, and develop tailor-made solutions.

For more information, send an inquiry to international@icma.org.

- "We are fortunate to have our governing system; some of the cities we have worked with have more than 50 council members and are not particularly functional.
- We tend to look at problems differently; communities we work with usually look to their laws for something that explicitly says they can do something, we assume we can unless law specifically says we cannot.
- We have learned that simple, affordable solutions are often better, and that if we cannot do everything, we can still do something.
- Our international work has been a great lesson in the importance of being able to maintain what we build (more support for the idea that simpler may be better)."

Said Glueck: "Every time I serve as an international pro-bono local government expert, it is an incredibly rewarding experience in human spirit and generosity, and growth of awareness of the wonders of different cultures and societies. Working in Sri Lanka was especially rewarding based

on the reception and appreciation by the local government and chamber of commerce officials that we worked with on a local economic development (LED) partnership and action plan ... In just two short days, we were able to hammer out a concrete plan that promises to streamline LED processes ... There is nothing more gratifying than to experience even a minor transformation in thinking by a group of new friends committed to local government, and to feel their enthusiasm for continuing improvement. Sri Lanka is an experience that will guide my work with new friends and cultures for years to come."

Other Learning Opportunities

Conferences, webinars, and meetings — far too many to describe — now cross international borders, sometimes virtually, and bring people together to learn from each other.

Sharing Urban Innovations

A robust source of information about urban innovation and lessons learned by cities worldwide is *Citiscope* (www.citiscope.org), which offers an email subscription to articles and

stories prepared by a network of independent journalists. It positions itself as "a conduit of experimentation to public officials, administrators, and decisionmakers of cities worldwide [and] anyone sharing a stake in the urban future." Here are examples:

- steps taken by Melbourne, Australia, to reach its goal to become carbon-neutral by 2020;
- how the mayor of Christchurch, New Zealand, maintained the momentum of grassroots community groups that sprang up following the 2011 earthquake that struck the city;
- what Singapore is learning from Copenhagen about bicycling;
- what Suwon, South Korea, learned from a neighborhood experiment in car-free living; and
- ten urban innovations that may shape cities of the future.

Citiscope's editor is prominent journalist Neal Peirce. The *Citiscope* board is chaired by Don Borut, former executive director of the National League of Cities. Vice chair is Richard C. D. Fleming, former CEO of the Metro Denver Chamber of Commerce.

MUNICIPALITIES MATTER - ESPECIALLY FISCAL CONDITIONS

Sam Mamet, CML Executive Director

You may have seen recent news reports about municipal bankruptcy settlements occurring in certain parts of the country, especially the situations in Stockton, California and Detroit, Michigan.

Municipal bankruptcy is the last place in which city and town leaders want to find themselves. Fortunately, we are fairly well removed from that problem here in Colorado.

This year, CML, along with the Colorado Department of Local Affairs (DOLA), and the University of Colorado School of Public Affairs (CU-SPA) Buechner Institute Center for Local Government Research and Training, began a municipal fiscal conditions project. The project's objective is to support Colorado cities and towns in monitoring, assessing, and communicating issues relating to their fiscal condition.

The project's first of three phases was completed and a report, *The Fiscal Conditions Project: The Changing Fiscal Health of Colorado Municipalities*, was released and mailed recently to all municipal managers and finance directors. The report is available online for free at www.cml.org/publications.

The report is based on a trend analysis of the fiscal conditions of Colorado municipalities over the past 40 years. This analysis was motivated by the simple recognition that, over time, the fiscal and political environments of any jurisdiction will change. Understanding these changes can help municipal officials and stakeholders assess and consider the ways in which public policies and programs might need to be adjusted due to the changing environment.

The report offers several tools for municipal stakeholders and, in particular, provides:

- A simple framework for thinking about financial condition.
- A guide to calculate and interpret different measures.
- A picture of financial trends for Colorado municipalities.

The majority of the report summarizes five key findings that were uncovered in the analysis:

1. Demands for public services have increased over the last 40 years.
2. Municipalities have become increasingly self-reliant.
3. Regional differences matter more today than 40 years ago.
4. Fiscal slack is more important to small jurisdictions than larger ones.
5. Historically, fiscal health of Colorado municipalities is strong.

These findings provide a very positive picture of the way in which Colorado cities and towns have successfully navigated fiscal pressures over the past 40 years.

One of the more exciting dimensions of the project has been the opportunity to engage a broad range of stakeholders in an ongoing discussion about the fiscal issues that impact local governments. Fostering this dialogue is a central goal of this project. As the project moves forward, we hope to continue and, indeed, increase the level of engagement. If your municipality has an interest in this, let me know.



The Voice of Colorado's Cities and Towns

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Shared municipal services benefit taxpayers

City of Durango Mayor Pro Tem and CML Executive Board President Christina Rinderle and Sam Mamet, CML executive director

It's a trend that's providing you with better service at a better price. Municipal governments are stretching taxpayer's dollars by entering into shared service agreements with counties, special districts, the state and even the federal government. The 2016 Colorado Municipal League State of Our Cities and Towns survey and report shows 88-percent of municipalities have at least one intergovernmental agreement to provide a public service in tandem with another jurisdiction.

Emergency services are at the top of the list. More than one-third of Colorado's cities and towns share law enforcement, fire, or emergency dispatch services. The variety of shared services reflects local needs. Winter Park and Fraser share a police department that focuses on community policing to respond quickly to local issues. Montrose provides IT services for Delta, Ouray, Telluride, Ridgway and other neighbors at a level none could afford on their own. A wide ranging group of government agencies are working together on a trail project connecting Cortez with Mancos traversing Mesa Verde National Park. The two cities, the Park Service, BLM, CDOT and Montezuma County are partnering on the trail project. Steamboat Springs, Routt County, along with the local school district, chamber, hospital and electric co-op have created Northwest Colorado Broadband to aggregate their broadband needs into one larger entity that can contract for broadband services at reduced costs. Local needs have spawned a wide variety of shared services: trash removal, weather siren networks, road equipment, tourism marketing, water and wastewater treatment, police records, playground maintenance, affordable housing. It's becoming an attractive answer to the budgetary challenges of rising costs, increased demand on existing services, and calls for creation of new services.

Last year the City of Englewood joined Glendale and Sheridan in signing an agreement with Denver for fire protection services. Denver Fire Chief Eric Tade sees an emerging trend. "It just makes sense, the less administration you can have and the more operational resources the better level of services you provide citizens." This trend is borne out by survey data. Since 2010, 43 percent of municipalities have signed additional IGAs for shared services, while 50 percent report no increase or decrease. Looking forward, 95 percent of municipalities with a population greater than 25,000 anticipate pursuing additional shared service agreements in 2016. 56 percent of towns under 2,000 are looking at additional shared service agreements as well.

Municipal residents reap the benefits. Montrose City Manager Bill Bell put the challenge to municipalities very simply as "the struggle to meet increased demand with insufficient resources, so we have to be creative and we have to be problem solvers." Two-thirds of cities and towns report shared services save tax payers money. One-third of municipalities have entered into agreements to help meet increased demand. One in five find it a more efficient method for providing a new service. Cities and towns also cite the increased access to expertise, flexibility, and efficiency gained through shared service agreements. Colorado's municipalities are indeed proving to be creative problem solvers.

Durango Mayor Pro Tem Christina Rinderle serves as president of the Colorado Municipal League, a non-profit, non-partisan organization established in 1923 representing 268 cities and towns in the state. Sam Mamet is the organization's executive director.

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Colorado's Battle Over Tax Limits Could Shape Future Growth

February 8, 2016 9:59 AM

Filed Under: Americans For Prosperity Colorado, CDOT, Colorado Contractors Associatio, Colorado Department of Transportation, Colorado Fiscal Institute, Fort Collins, Interstate 70, John Hickenlooper, Michael Fields, Rocky Mountain, TABOR, Tim Hoover, Tony Milo



The traffic backed up on I-70 (credit: CBS)

DENVER (AP) — By 2030, Colorado's population will grow from 5 million to 7 million people, thanks in part to a strong and diverse economy, the state's famed Rocky Mountain quality of life, and its constitutionally-mandated low taxes.

And because of those voter-sanctioned tax limits, this fast-growing state could someday fall victim to its own success.

The contradiction is most evident when the rubber hits Colorado's aging and underfunded roads. The state's Democratic governor, John Hickenlooper, is trying to find ways to squeeze more revenue for roads from the budget, while Republicans don't want to tamper with the fabled 1992 constitutional amendment known as TABOR that keeps a tight limit on those taxes.

That's sparking a battle over the size of government in a perennial battleground state just as the presidential election gets into full swing.

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"The budget battle here plays to people everywhere who don't want politicians to decide for them the easiest way to get more revenue," said Michael Fields, director of Americans for Prosperity Colorado, which has urged GOP lawmakers to sign a pledge to defend TABOR.

Liberals think that's a recipe for disaster, especially in a growing state.

"What we have to stop doing is pitting necessary priorities like roads against other necessary priorities like schools and colleges," said Tim Hoover, spokesman for the Colorado Fiscal Institute, which favors dismantling the amendment. "TABOR forces us to do that."

So far the low-tax crowd is winning. Even Hickenlooper acknowledges there isn't a popular appetite to raise taxes, and his hopes of changing the classification of an arcane fee in the budget to free up revenue are opposed by Republicans who vow it won't make it out of the State Senate, which they control.

"Voters are so angry at all forms of government and will vote it down," Hickenlooper said recently of reclassifying the fee, which raised \$750 million last year, in order to keep the budget from reaching a level that will trigger tax refunds under TABOR.

Republicans say the real problem is growing Medicaid spending. Colorado, which expanded the program under the Affordable Care Act, is spending about \$2.5 billion on the health care plan for the needy. For critical road projects, GOP leaders proposed issuing \$3.5 billion in bonds. The governor says there's no revenue to pay back the debt from bonds.

Under TABOR, voters must approve any state and local tax hike. Democrats are still stung by a resounding defeat of a 2013 ballot initiative to raise \$1 billion for schools.

But inspiring hope for some, residents in conservative Colorado Springs did approve a local sales tax hike to pay \$250 million for road repairs.

The Colorado Contractors Association, whose members employ more than 40,000 people, has been sampling the public mood about ways to pay for roads, which it and other business chambers around the state say is a top voter concern. It's preparing a list of options for state government and, possibly, for voters on the November ballot.

"People are starting to realize it's more than a pocketbook issue," said Tony Milo, the association's executive director. "They're willing to pay more as long as there are guarantees on spending and that it guarantees safety and mobility."

All agree Colorado's highway system, basically laid out in the 1950s, needs to be modernized.

Winter skiers and summer holiday campers can spend hours inching along steep mountain inclines at 11,000 feet, creating a sea of red lights



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Von Miller Crops Out Elway In White House Photo



Funeral Service Held For Blue Angels Pilot In Durango

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on Interstate 70, Colorado's gateway to the Rockies. Commute times from Denver to Fort Collins to the north, or to Colorado Springs to the south, can be double the usual 80-minute drives along Interstate 25.

In swaths of northern and southern Colorado, two-lane rural roads built in the Depression era are deteriorating under the load of agricultural tractor-trailers and oil and natural gas tankers.

The Colorado Department of Transportation has a budget of \$1.4 billion a year largely devoted to maintenance. It says it needs \$46 billion in the next 25 years to accommodate [growth](#) but faces a \$25 billion shortfall under current spending rules.

But Colorado voters haven't increased the 22-cent-per-gallon state gasoline tax in more than 20 years, and politicians are reluctant to ask. It and the federal gas tax provide more than half CDOT's revenue.

This year, CDOT could get another \$200 million that's available only in years when statewide personal income growth increases by 5 percent or more. But a bipartisan budget committee warned that amount can drop or disappear if state revenues in coming months prompt bigger tax refunds under TABOR. The panel called for guaranteed fixed installments.

"There are a million factors and political interests at work that have us paralyzed, and we're all looking for alternatives," said Colorado Springs Republican Sen. Kent Lambert, chair of the Joint Budget Committee.

By JAMES ANDERSON, Associated Press

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SURVEY REVEALS CITIES AND TOWNS BEHIND STATE'S ECONOMIC SUCCESS

January 13, 2015, Denver, CO— The Colorado Municipal League's (CML) annual State of Our Cities & Towns survey results reveal that nine out of 10 Colorado municipalities invest in one or more programs that support or promote economic development and that 62 percent of Colorado municipalities report a better economy in their community in 2014 than the prior year. Among the larger cities, 94 percent report a better economy.

This investment results in a healthy climate for business and industry, more and better jobs for residents, and increased tax revenue for municipalities, counties, school districts and the state.

Municipalities engage in a wide range of economic development activities, with primary job creation serving as the primary focus to bring new money into a community, which is then spent several times over to support retail, restaurants, and other local employers.

Capital improvement and redevelopment projects are additional economic development tools that many municipalities use effectively. The impact of these programs is painting a bright future for Colorado. When asked in the CML survey to share a success story of an approved economic development project, the median of the projects reports a yield of 40 new jobs and \$315,000 in increased tax revenue for the municipality.

Cities and towns offer a wide variety of business incentives to support a healthy business climate. 70 percent utilize sales tax rebates; 55 percent fee waivers; 45 percent promote tourism; 35 percent offer services to small business; and 67 percent host special events. Small business development is targeted by many communities, with 34 percent of cities and towns reporting programs that encourage entrepreneurship, while 25 percent offer technical assistance to small business. Many cities and towns are revamping their internal processes: 41 percent of municipalities report that they are working to streamline their permitting and approval processes. In other words, they are sending the message that "It's easy to do business in our town."


To view the complete survey results visit www.cml.org/state_of.

CML is a nonprofit, nonpartisan organization established in 1923 and represents the interests of 267 cities and towns. For more information on CML, please visit www.cml.org or call 303-831-6411.

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Municipalities Matter

a blog by Sam Mamet, CML executive director



Hopes for the Year Ahead

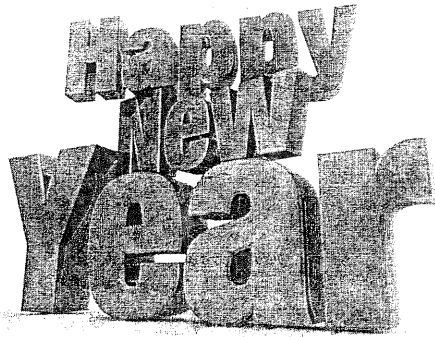
2016 is just around the corner, and a new year offers the opportunity to think about the future, and reflect upon the recent past.

Internationally, and here at home, we have dealt with horrific acts of violence, the reasoning of which I cannot fathom or understand. Colorado Springs will be healing for some time to come. Looking to its future, I know the Springs to be a city whose spirit is strong with great leaders and citizens alike. That gives me hope.

Paris also recently saw a horrible attack. Yet it also recently hosted an event to give us all hope for the future. Almost a thousand municipal officials from across the globe, including Boulder Councilmember Matt Appelbaum and Aspen Mayor Steve Skadron, witnessed their own leaders from nearly 200 countries sign a treaty addressing many issues affecting the climate. There are a number of municipalities all over the world working on this locally, and these efforts were acknowledged over and over again at this conference.

Looking at this through a Colorado prism, I watch with great concern natural resource production declines in a number of regions where our cities and towns are getting hit hard, such as the North Fork Valley, Craig, and very recently Clear Creek County. I hope we can continue to examine ways in which the state helps to mitigate these serious disruptions. However, I can tell state policy makers what not to do: Please do not appropriate severance tax dollars away from the Department of Local Affairs and impacted local governments to help balance the state general fund. CML will once again most vigorously oppose that.

Speaking of natural resources, I hope that we can embark on a strong federal-state-municipal partnership to address the hundreds of abandoned hard rock mines we have around Colorado. The Animas River spill was a terrible incident last summer. It drew a light on a major challenge facing many states in the West. We have to do a better job of examining solutions in a partnership manner.



I am encouraged by the dialogue going on to accomplish just that, and the League will play an active role. I am also encouraged by the continuing support for cities and towns solving issues locally. The November elections are illustrative of this. In numerous municipalities across Colorado, voters overwhelmingly said yes to infrastructure ballot measures involving debt and tax increases. This has been a consistent theme at the municipal level for an historic period of time here. It tells me that citizens remain bullish on investments in their own communities and have a high level of trust in city and town officials to get the job done. Most

convincingly, look at the incredible number of votes approving municipal broadband entry. Not one of these questions received less than a 70 percent approval. If this isn't a demonstration of trust, then I don't know what is. CML and Colorado Counties Inc. staffs have been meeting to think about next steps that our two organizations can embark upon together.

As our General Assembly enters another session next month, I hope that one of the issues state lawmakers will tackle is Gov. John Hickenlooper's excellently produced water plan. While many parts of it are aspirational rather than prescriptive in nature, this historic document will allow the state to examine an important component of its partnership with municipalities and other local governments around water policy. Kudos to all of those individuals involved in the writing of this report.

Speaking of the legislature, I hope we can get a comprehensive fix to a simply terrible law enacted last session affecting urban renewal. Just addressing the applicability of the new statute doesn't cut it. This bill remains a real problem affecting real projects on the ground right now. I remain so very disappointed in the rancor around this issue generated by other local government interests. Municipal efforts involving urban renewal and downtown redevelopment are major cogs in the economic engine of Colorado. Legislative interference encouraged by other local government interests significantly challenges that partnership. I hope we can fix this mess.

CML has been meeting with TABOR proponents to see if we can accomplish any constitutional change to the language in the amendment dealing with how emergencies, such as the floods of September 2013, can be better addressed. I have appreciated the manner in which those discussions have been proceeding, and I hope we can accomplish something in the months ahead.

The League has been involved in a herculean effort focused on continuing to simplify basic elements of our sales tax self-collection system for nearly 70 home rule cities and towns. It has been a collaborative effort between business and municipal interests. The dialogue has been very positive, and the success of this effort will come to fruition over the months ahead. I also hope the state can continue to improve its own sales tax collection program for those local governments overseen by the Department of Revenue.

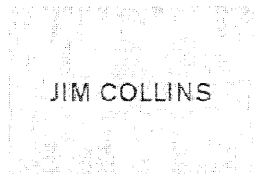
This past year, CML celebrated our first ever Municipal Heroes Award program. It was a smashing success acknowledging people in our communities who are making a big difference. I am looking forward to meeting our next round of heroes to be announced in June at our annual conference in Vail. I hope you will be there as well.

The CML Executive Board just revised and adopted a new strategic plan for the organization. I am so pleased with this effort. While you will hear more on the plan over the weeks ahead, it focuses on advocacy, member engagement, training, research and information, and leadership. As was pointed out during the board's review of this, at its core, CML is a coalition of cities and towns large and small; Front Range, Western Slope, and Eastern Plains - all parts of our beloved Colorado united in the goal of sound municipal government and governance.

2016 becomes my 37th year with the League, the past 11 years as executive director. I am blessed to work with my wonderful colleagues on the CML staff and to have such outstanding leaders on our CML Executive Board. Most of all, it all turns on you as our vibrant membership of 268 cities and towns.

I love working for each of you, and hope to hear from you on your hopes for the coming year. I wish you all the best!

GOOD TO GREAT LEADERSHIP CHALLENGES



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Text excerpts from...

Good to Great and the Social Sectors

Why Business Thinking Is Not the Answer

by Jim Collins

November 2005

The following are short excerpts from the monograph *Good to Great and the Social Sectors: Why Business Thinking Is Not the Answer*, published in 2005 by Jim Collins.

Author's Note

During my first year on the Stanford faculty in 1988, I sought out professor John Gardner for guidance on how I might become a better teacher. Gardner, former Secretary of Health, Education and Welfare, founder of Common Cause, and author of the classic text *Self-Renewal*, stung me with a comment that changed my life.

"It occurs to me, Jim, that you spend too much time trying to be interesting," he said. "Why don't you invest more time being interested."

I don't know if this monograph will prove interesting to everyone who reads it, but I do know that it results from my growing interest in the social sectors. My interest began for two reasons. First is the surprising reach of our work into the social sectors. I'm generally categorized as a business author, yet a third or more of my readers come from non-business. Second is the sheer joy of learning something new—in this case, about the challenges facing social sector leaders—and puzzling over questions that arise from applying our work to circumstances quite different from business.

I originally intended this text to be a new chapter in future editions of *Good to Great*. But upon reflection, I concluded that it would be inappropriate to force my readers to buy a second copy of the book just to get access to this piece—and so we decided to create this independent monograph. That said, while this monograph can certainly be read as a stand-alone piece, I've written it to go hand-in-hand with the book, and the greatest value will accrue to those who read the two together.

I do not consider myself an expert on the social sectors, but in the spirit of John Gardner, I am a student. Yet I've become a passionate student. I've come to see that it is simply not good enough to focus solely on having a great business sector. If we only have great companies, we will merely have a prosperous society, not a great one. Economic growth and power are the means, not the definition, of a great nation.

Jim Collins

Boulder, Colorado

July 24, 2005

We must reject the idea—well-intentioned, but dead wrong—that the primary path to greatness in the social sectors is to become "more like a business." Most businesses—like most of anything else in life—fall somewhere between mediocre and good. Few are great. When you compare great companies with good ones, many widely practiced business norms turn out to correlate with mediocrity, not greatness. So, then, why would we want to import the practices of mediocrity into the social sectors?

I shared this perspective with a gathering of business CEOs, and offended nearly everyone in the room. A hand shot up from David Weekley, one of the more thoughtful CEOs—a man who built a very successful company and who now spends nearly half his time working with the social sectors. "Do you have evidence to support your point?" he demanded. "In my work with nonprofits, I find that they're in desperate need of greater discipline—disciplined planning, disciplined people, disciplined governance, disciplined allocation of resources."

"What makes you think that's a business concept?" I replied. "Most businesses also have a desperate need for greater discipline. Mediocre companies rarely display the relentless culture of discipline—

disciplined people who engage in disciplined thought and who take disciplined action—that we find in truly great companies. A culture of discipline is not a principle of business; it is a principle of greatness."

Later, at dinner, we continued our debate, and I asked Weekley: "If you had taken a different path in life and become, say, a church leader, a university president, a nonprofit leader, a hospital CEO, or a school superintendent, would you have been any less disciplined in your approach? Would you have been less likely to practice enlightened leadership, or put less energy into getting the right people on the bus, or been less demanding of results?" Weekley considered the question for a long moment. "No, I suspect not."

That's when it dawned on me: we need a new language. The critical distinction is not between business and social, but between great and good. We need to reject the naive imposition of the "language of business" on the social sectors, and instead jointly embrace a language of greatness.

The pivot point in Good to Great is the Hedgehog Concept. The essence of a Hedgehog Concept is to attain piercing clarity about how to produce the best long-term results, and then exercising the relentless discipline to say, "No thank you" to opportunities that fail the hedgehog test. When we examined the Hedgehog Concepts of the good-to-great companies, we found they reflected deep understanding of three intersecting circles: 1) what you are deeply passionate about, 2) what you can be the best in the world at, and 3) what best drives your economic engine.

Social sector leaders found the Hedgehog Concept helpful, but many rebelled against the third circle, the economic engine. I found this puzzling. Sure, making money is not the point, but you still need to have an economic engine to fulfill your mission.

Then I had a conversation with John Morgan, a pastor with more than 30 years of experience in congregational work, then serving as a minister of a church in Reading, Pennsylvania. "We're a congregation of misfits," said Morgan, "and I found the idea of a unifying Hedgehog Concept to be very helpful. We're passionate about trying to rebuild this community, and we can be the best in our region at creating a generation of transformational leaders that reflects the full diversity of the community. That is our Hedgehog Concept."

And what about the economic engine?

"Oh, we had to change that circle," he said. "It just doesn't make sense in a church."

"How can it not make sense," I pressed. "Don't you need to fund your work?"

"Well, there are two problems. First, we face a cultural problem of talking about money in a religious setting, coming from a tradition that says love of money is the root of all evil."

"But money is also the root of paying the light and phone bills," I said.

"True," said Morgan, "but you've got to keep in mind the deep discomfort of talking explicitly about money in some church settings. And second, we rely upon much more than money to keep this place going. How do we get enough resources of all types—not just money to pay the bills, but also time, emotional commitment, hands, hearts, and minds?"

Morgan put his finger on a fundamental difference between the business and social sectors. The third circle of the Hedgehog Concept shifts from being an economic engine to a resource engine. The critical question is not "How much money do we make?" but "How can we develop a sustainable resource engine to deliver superior performance relative to our mission?"

I do not mean to discount the systemic factors facing the social sectors. They are significant, and they must be addressed. Still, the fact remains, we can find pockets of greatness in nearly every difficult environment—whether it be the airline industry, education, healthcare, social ventures, or government-funded agencies. Every institution has its unique set of irrational and difficult constraints, yet some make a leap while others facing the same environmental challenges do not. This is perhaps the single most important point in all of Good to Great. Greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice, and discipline.

Business executives can more easily fire people and—equally important—they can use money to buy

private sector or, in the case of volunteers, paid not at all. Yet a finding from our research is instructive: the key variable is not how (or how much) you pay, but who you have on the bus. The comparison companies in our research—those that failed to become great—placed greater emphasis on using incentives to “motivate” otherwise unmotivated or undisciplined people. The great companies, in contrast, focused on getting and hanging on to the right people in the first place—those who are productively neurotic, those who are self-motivated and self-disciplined, those who wake up every day, compulsively driven to do the best they can because it is simply part of their DNA. In the social sectors, when big incentives (or compensation at all, in the case of volunteers) are simply not possible, the First Who principle becomes even more important. Lack of resources is no excuse for lack of rigor—it makes selectivity all the more vital.

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