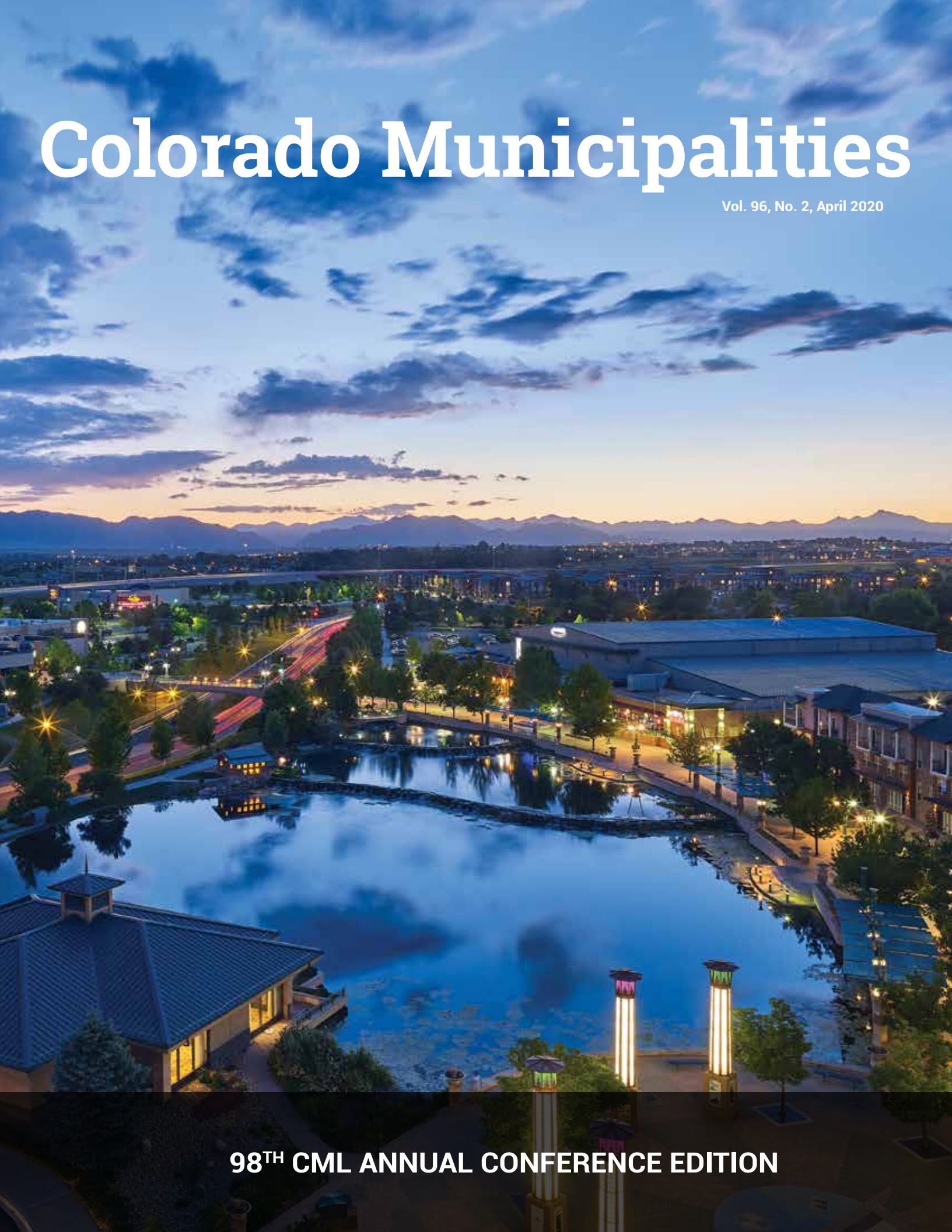


# Colorado Municipalities

Vol. 96, No. 2, April 2020



**98<sup>TH</sup> CML ANNUAL CONFERENCE EDITION**



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

# Colorado Municipalities

Volume 96, Number 2

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- District 10 — Jim Miles, Gunnison mayor pro tem
- District 11 — Lisa Piering, Rangeley manager
- District 12 — Torre, Aspen mayor
- District 13 — Jaylene Lee, Rockvale trustee

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## Letter from the CML Executive Board President Liz Hensley



It is hard to believe that it is conference time again!

I know that these are uncertain times. While we do not yet know what things will be like in June, as of this writing, CML is still planning on holding its annual conference. In recognition of the uncertainty surrounding COVID-19, CML has reduced the cancellation fee to \$25. We know that when we come out on the other side of this pandemic, municipal leaders will have much to discuss and because of this, I urge you to strongly consider registering for and attending the conference.

Through the years I have been in city government, I have looked forward to each year's CML Annual Conference. Not only is the conference packed full of educational sessions, but it is an extremely valuable opportunity to meet with municipal officials from throughout the state and find out more

about the successes and challenges in their communities. At each conference, I take home myriad tips and ideas to make myself a better member of the Alamosa City Council.

The conference is also an opportunity to shape the future of the League by selecting members of the CML Executive Board. This year's conference will feature multiple opportunities to meet the candidates running for the board, including a Wednesday morning general session and during the Wednesday evening social, which I highly recommend you take advantage of. These are the people who will be representing you for the next two years! Additionally, if you are considering running for the board, I cannot say enough good things about my experience.

This year's conference will be our first Denver metro area conference in many years. The venue is fantastic, with all rooms on the same level and in the same area, not to mention the

Westminster Promenade right outside, with a host of dining and entertainment options. This venue lends itself to even more opportunities for networking with my fellow officials. I hope to meet you there!

I thank the City of Westminster for all their work and for being a fantastic host. The city has put together some outstanding programming and two mobile tours to give attendees a firsthand view of some of their innovative approaches to success. I am excited to see all of the great things they have done!

If you are still on the fence about attending the conference, I highly encourage you to consider it. It is a tremendous value and learning opportunity. At the end of each conference, I always feel as though I have spent a week with 1,200 of my closest friends, and my brain is buzzing with ideas. I know I cannot wait for this year's event, and I look forward to connecting or reconnecting with you.

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# Letter from Westminster Mayor Herb Atchison



We hope you will come to the 98th CML Annual Conference in Westminster. On behalf of myself, our city council, staff,

and residents, we want to see you in Westminster!

Located between Denver and Boulder on Colorado's Front Range, Westminster is a community with urban activities and amenities that still maintains a hometown feel. Our distinct neighborhoods have one thing in common: connection to the outdoors through a network of over 150 miles of trails, 60 parks, and thousands of acres of open space. While you're here, please check out the trails and recreational centers that we take great pride in sharing.

The City of Westminster is known as a creative and innovative organization. Some of this great work will be highlighted through sessions and tours at the conference. We are excited for you to discover the forward-thinking work being done in our city.

Plan to attend the session "They're Doing What in Westminster?: Reinventing Civic Engagement" to learn more about how recreational participation has skyrocketed in the

last five years at major events like the Halloween Harvest Festival (attracting 35,000 people) and creative programs tailored to new audiences, such as the Adult Egg Hunt, Zombie Golf, and the Standley Lake monster.

Another session, titled "Organizational Redesign and a Culture of Innovation," will share tips, successes, and lessons learned through a recent organizational redesign and innovation initiative that will be instrumental in the financial sustainability and quality of life of our community.

City staff will be hosting a mobile tour that will highlight Downtown Westminster, an exciting urban district that is currently under development and destined to become the gathering spot for the community. The mobile tour will also visit the transit-oriented development (TOD) of Westminster Station and the exciting developments around music taking place there.

We hope you will plan to stay with us for the week and bring the family. All guests who stay overnight in the city will receive complimentary access to City Park Recreation Center and City Park Fitness Center, a park pass to Standley Lake Regional Park, and discounts at Legacy Ridge Golf Course and Walnut Creek Golf Preserve.

We will also offer a special "stay and play" package for those who stay the evening of Friday, June 26, that includes access for the whole family to City Park Recreation Center and Fitness Center through Saturday, June 27, a free paddlecraft rental at Standley Lake (valid anytime in 2020), and discounted admission to many other local attractions.

The conference hotel, The Westin Westminster, offers fantastic accommodations, and with a short walk, you have access to numerous restaurants, entertainment opportunities, and shops at the Westminster Promenade. Just across US-36 are the Shops at Walnut Creek. Hop onto the city's 12-mile Big Dry Creek Trail to walk, run, or bike and see another side of the city.

Learn more about all the shopping, dining, and recreation opportunities while you are here in the article "About Westminster" on page 34 of this issue of *Colorado Municipalities*.

I encourage you to register for the conference at [cml.org/conference/register](http://cml.org/conference/register). It will be a great program and great opportunity to see friends and colleagues from across the state.

We'll see you in Westminster!

# Sam Mamet Good Governance Award



In 2019, CML announced the creation of the Sam Mamet Good Governance Award in honor of retired CML Executive Director Sam Mamet.

"Sam was a tireless advocate for municipalities in his 40 years with CML, the last 14 as executive director," said Liz Hensley,

CML Executive Board president and Alamosa councilmember. "He was dedicated to ensuring that the government closest to the people, and its elected officials and staff, demonstrated principles of good governance."

The annual award will be presented at the CML Annual Conference Thursday Luncheon each June to one to three individuals who exemplify and seek to expand the

application of principles of good governance, which may include:

- Efficiency and effectiveness of government
- Responsiveness to need
- Openness and transparency
- Respect for the rule of law
- Accountability to self and others
- Inclusivity
- Ethical behavior and conduct
- Innovation
- Representation of all constituencies
- Fiscal accountability

Award recipients are given complimentary registrations to the following year's annual conference. A plaque containing the names of all recipients and the year of the award will be maintained at CML.

Award winners are made by the CML Executive Board at its regular April meeting prior to the annual conference.



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Wednesday, June 24  
10–11:15 a.m.

## The Hero Effect: Being Your Best When It Matters the Most

Wednesday's opening session keynote Kevin Brown will entertain, inspire, and challenge you to show up every day and make a positive difference at work and in life. Brown grew up in Muskegon, Michigan, where his blue-collar roots taught him the value of hard work and determination. With a streetwise aptitude and a never-quit attitude, he worked his way from the business front lines to the executive boardroom.

He believes that people who care the most about you will hold you accountable for becoming the best version of yourself. Holding people accountable for their talents, gifts, and abilities is what heroes do. Through Brown's life challenges, he learned that until he changed, nothing would change, and when he began changing, everything began changing.

Brown's message is centered around one simple term: The Hero Effect®. It is a simple philosophy about always bringing your best when it matters the most, and when done right, it develops potential and creates growth across all areas of one's life. How can you be a hero in your life?



Thursday, June 25  
9–10 a.m.

## Protecting Your Organization From Cybercrime

You will not want to miss Thursday's general session keynote Michael Bazzell. Bazzell will discuss the nature of modern cybercrime and the best practices to lower your municipality's risk of being hacked. See live demonstrations on how hackers commit their crimes and how to stop the threat.

Bazzell has been investigating computer crimes on behalf of the government for more than 20 years. For the majority of that time, he was assigned to the FBI's Cyber Crimes Task Force, where he focused on various online investigations and open source intelligence collection. As an investigator and sworn federal officer through the U.S. Marshals Service, he has been involved in numerous major criminal investigations, including online child solicitation, child abduction, kidnapping, cold-case homicide, terrorist threats, and computer intrusions.

Bazzell has trained thousands of individuals in the use of his investigative techniques and served as the technical advisor for the first season of the television show *Mr. Robot*. His books *Open Source Intelligence Techniques* and *Hiding from the Internet* have been best sellers in both the United States and Europe.

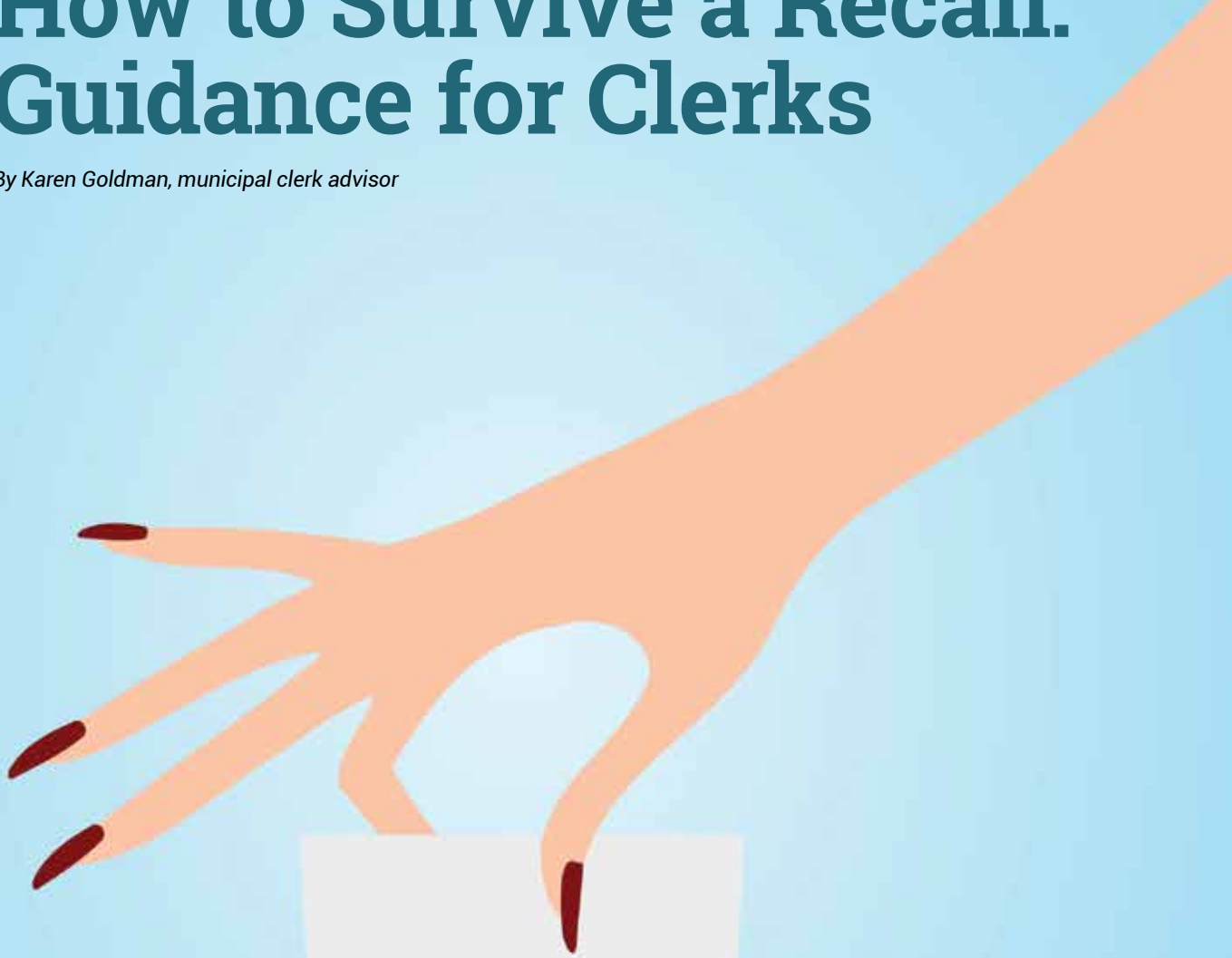
### **Bonus session: Securing Your Family's Digital Life**

Join Bazzell on Thursday, June 25 (10:30–11:45 a.m.), in a discussion about you and your family's digital security. He will demonstrate how likely you are to be attacked and what easy steps you can take to keep from becoming a victim.

Tuesday, June 23  
2:30–4:30 p.m.

# How to Survive a Recall: Guidance for Clerks

*By Karen Goldman, municipal clerk advisor*



As concerns over density, traffic congestion, infrastructure, and quality of life arise due to the popularity of Colorado as a great place to live, changes to the feel of municipalities, especially in smaller, rural communities, have resulted in citizens using the recall process to make their concerns known to elected officials that too much unwanted change will cause them to lose their office. Municipalities are experiencing more recall elections than ever before, a trend that is likely to increase. Recently, we have seen recall elections in Elizabeth, where recall petitions were filed against the mayor and the entire board; in Nederland, where petitions were filed against the mayor and two trustees; in Idaho Springs, where the mayor was faced with a recall petition; and in Estes Park. In past years, we have seen recall elections in Brush, Castle Rock, and Broomfield, just to name a few.

Article XXI of the Colorado Constitution reserves the right of recall for all elected officials in Colorado. Municipal recall in Colorado is governed by Part 5 of Title 31, Article 4. The statute provides the legal basis for petition circulation, petition verification, protest and protest hearing, setting the recall election date, and the election itself. In many communities, the number of valid signatures required on recall petitions is small, and currently, an elected official can be removed from office for any reason the citizen recall committee chooses. An elected official, having served in office for only six months after having been elected or appointed, can be recalled at any time, even if he or she is serving a final term of office. The responsibility for the recall process, including conducting a recall election, falls to the municipal clerk, who strives to maintain neutrality, consistency, and fairness during the entire process – not always an easy feat, and often a terrifying one, because the process affects one of their bosses, no matter what the outcome. Recalls tend to be divisive and difficult for the person being recalled, the clerk, and the citizens of the municipality.

Like most statutes, the devil is in the details on how to implement the operational requirements the law requires. For example, how do you create a ballot when multiple recalls are set for the same election, especially when it comes to listing the successor candidates? How do you handle candidate selection when the election is the one where board/trustee/councilmembers are normally elected to office and you have the question of recall on the ballot as well? How do you note the votes for a successor candidate if the recall fails? How do you handle the issues presented in a protest hearing? While these types of issues are not specifically dealt with in statute, they are the types of issues that must be considered and resolved as the frequency of recall elections increases.

Here are some examples of situations that occurred in past recalls:

- In two separate municipalities, recall petitions were filed against city councilmembers who were not only serving their last term in office, they were also serving the last year of their last term. The recall petitions were deemed sufficient, special recall elections were held, neither member was recalled, and just a few months later, they were termed out of office. The costs of the recall elections were several thousand dollars.
- A person signing a recall petition was challenged as not being a resident of the municipality and therefore ineligible to sign the petition (only persons eligible to vote on the recall can sign a recall petition). During testimony in the protest hearing, the person indicated that he had changed his voter registration address to the municipality where he owned a second home in order to sign the recall petition, as he had a personal stake in the matter that led to the recall. The day after he signed the recall petition, he again changed his voter registration back to where he had been originally registered for several years and to where he received a ballot in a coordinated election.
- A challenge was made to petitions circulated by a member of the recall committee because he had made a Facebook posting stating that he would be available to collect signatures at a bar located within the municipality. The challenge was based on the belief that collecting signatures in a bar was unethical.
- A citizen wanting to recall members of the board in a small town was not able to determine the number of signatures required to be collected on the recall petition due to poor recordkeeping. He asked if he could just come up with a number of his choosing. In another municipality, that is exactly what happened with one recall petition: A petition representative came up with her own number and circulated a petition based on that number.

We will be discussing these issues and more during a preconference session at the CML Annual Conference. The presenters include legal personnel, a municipal clerk, and me – the municipal clerk advisor, all of whom have been personally involved in recent recalls. The panel will provide a discussion of the laws and legal issues of a recall election as well as discussing the implementation of those laws, both from the perspective of what the statutes do not say and from the perspective of a commonsense interpretation of what the statutes do say. The session will also include a discussion of proposed clarifying changes to the recall statutes and changes suggested by the municipal clerks responsible for managing the recall process. This session is a must-attend for elected officials, administrators, and municipal clerks, because you just never know.

Tuesday, June 23  
2:30–4:30 p.m.



— Series 1  
— Series 2  
— Series 3





# Municipal Finance and Budgeting 101 for Elected Officials

By Jeff Hansen, certified public finance officer and Golden finance director

Elected officials have an obligation to manage taxpayers' resources wisely. Yet budgets typically get adopted, and comprehensive annual financial reports (CAFRs) get presented with relatively few questions and little discussion at city/town council meetings.

Understanding financial reports, budgets, and the terminology can be overwhelming, especially for newly elected officials. It is difficult to ask appropriate questions or have meaningful discussion about something if you do not feel comfortable with, or confident in, your knowledge of the topic.

The good news is that you are not alone if you feel overwhelmed in this area. The even better news is that education on municipal finance and budgeting is readily available to you – at a preconference session on Tuesday, June 23.

Some of the topics to be covered in this deep-dive session include:

- **The basics of governmental or fund accounting**  
What is fund accounting? How does it work? What are some of the differences between governmental accounting and private sector accounting?
- **The different types of funds**  
Various municipalities use a combination of governmental, proprietary, trust/agency, and permanent funds. Within those fund types, there are capital project funds, debt service funds, enterprise funds, internal service funds, etc. Why can't the general fund just be used for everything?
- **The basics of municipal budgeting**  
This includes goal setting, revenue projections, operating and capital budgeting, public input, and council's involvement in the process through adoption.
- **The concept of a balanced budget**  
Local governments are required to adopt a balanced budget. The various components and the formula for determining if a budget is balanced will be reviewed.
- **Reserve philosophy and fund balance policy**  
This philosophy and corresponding policy will vary by municipality. This will include a discussion on the factors that should be considered when adopting a reserve philosophy and fund balance policy.

- **The concept of "legal level of control"**

For budgetary purposes, the legal level of control may be at the fund level, the department level, or at the line item level. Elected officials should know what their entity's legal level of control is and why that matters.

- **A typical budget process**

This section will highlight the various major components of the budget process, including revenue projections, operating budget, and capital planning and budget; the importance of each major component; the proper timing of each component within the overall process; and emphasizing the elected official's role throughout the process.

- **Alternative types of budget processes**

Information will be provided related to annual versus biennial budgets, zero-based budgeting, increment budgeting, priority-driven budgeting, and outcome-based budgeting.

- **Financial reporting and the responsibility of elected officials for financial oversight**

How do elected officials exercise/demonstrate this responsibility? What is the CAFR, and what is the most critical information for elected officials to take from it? What types of financial information should be provided to elected officials, and how often? What should elected officials look for, and when should they ask for more information? This section will also cover financial/budget subcommittees and budget amendments.

The session is structured to allow for plenty of opportunities for questions, as no two municipalities are alike and we all have our own unique challenges and issues. In addition, the session will provide examples of various documents used in a typical budget process.

If you are a newly elected official, or a veteran council/board member wanting a refresher on municipal finance and budgeting, consider attending this preconference session.

*Jeff Hansen is a certified public finance officer and has over 35 years of experience in municipal finance. He is currently the finance director for the City of Golden, a position he has held for the past 17 years.*

Wednesday, June 24  
11:30 a.m. – 12:50 p.m.

# Meeting of the Minds

Several years ago, CML began hosting a session at the annual conference at which then-Executive Director Sam Mamet would have an interactive dialogue with a thought leader or person of interest. Last year, Mamet himself was on the hot seat, as current CML Executive Director Kevin Bommer engaged him in a retrospective dialogue spanning Mamet's 40 years with CML.

In 2020, the Meeting of the Minds will get down to business with one of Colorado's iconic figures in both the legislative and business spheres. Bommer will sit down with Chuck Berry (or Mr. Speaker to anyone like Bommer who has ever lobbied in the Colorado Statehouse). Berry is the president and CEO of the Colorado Chamber of Commerce and has headed the organization (previously known as CACI) since 2000.

Prior to that time, Berry served as a member of the Colorado legislature for 14 years (1985–1998), and for eight of those years (1991–1998), he served as the Speaker of the House, being elected four times by his legislative colleagues to the most powerful position in the Colorado General Assembly. Berry was first elected to the legislature in 1984 to represent House District 21 in Colorado Springs and El Paso County.

Berry has served as an attorney in private practice with the law firm Holme Roberts and Owen in both Colorado Springs and Denver, but he also has local government roots, having served in the early 1980s as El Paso County Attorney until being elected to the Colorado General Assembly in 1984.

Over the years, CML and the Chamber have worked together and on opposite sides of many bills in the legislature.



Regardless of the circumstances, there is a deep respect among the statewide organizations that always have the best interests of Colorado in mind. When Berry and Bommer sit down in Westminster in June, those in attendance can expect a candid conversation about policy and politics and a no-holds-barred conversation about where municipal and business interests are in sync or where they occasionally diverge.

People can expect a lot of prognostication about the direction Colorado is going, the health of the business climate, and how the two organizations can collaborate on continuing Colorado's economic prosperity.




Berry earned a B.A. (magna cum laude) from the University of Colorado in 1972 and a J.D. from the University of Colorado School of Law in 1975. After being admitted to the practice of law in Colorado in 1975, Berry was appointed a deputy district attorney for the Fourth Judicial District (El Paso and Teller Counties) and began his career as a criminal prosecutor in that office.

Berry is married to Maria Garcia Berry, and they have three adult children and three wonderful grandchildren.

# Take a mobile tour of Westminster: A Community at the Intersection of Business, Place, and People

Wednesday, June 24  
3:15–5:20 p.m.



In 20 years, it is estimated that more than 7.8 million people will call Colorado home. That is an additional three million people joining us in the Centennial state. How do we, as cities, plan wisely for this continued growth?

In Westminster, we take a three-pronged approach when considering the future of our city. The coordination of business-based, place-based, and people-based initiatives is critical to ensuring that communities are inclusive and sustainable into the future.





## Learn more about Westminster Station and Downtown Westminster

During the conference, take a mobile tour of two areas in Westminster where the city is creating sustainable communities and where neighborhood and community building are taking place: Westminster Station, the city's first rail station, and Downtown Westminster, a former 1.2 million-square-foot regional mall being redeveloped block by block.

### Westminster Station

With more than 75 acres of transit-oriented development (TOD) in the core station area, Westminster Station is poised for tremendous growth. The commuter rail is bringing new residents to the area and sparking more development and jobs in the vicinity of the station.

The city is collaborating with established businesses and regional nonprofit organizations to create a music district in the TOD that will house and host musical studios, schools, and performances, building upon a distinct sense of place in this neighborhood.

The city is positioning the area for a balanced approach to housing and partners with Unison Housing Partners to create more affordable housing options with immediate access to transit. In 2017, Unison opened the 70-unit Alto Apartments just north of the station and has more developments slated for the future. At least three other market-rate mixed-use developments are in the pipeline to house a diverse population.

Westminster Station is the first stop along the B Line for the Northwest Rail Corridor of the Regional Transportation District (RTD). We have worked diligently with regional partners for over a decade to ensure that the rail station supports the revitalization of the surrounding neighborhood and catalyzes development and new private investment.

### Downtown Westminster

Just as the Westminster Mall was once a local and regional draw for the city 30 years ago, Downtown Westminster will again be that new center of the community. We are creating a 108-acre urban district with a vibrant street level that is active and engaging. Downtown Westminster will not only be a destination for dining, shopping, and entertainment, but will be a hub for employment, as well as civic and cultural uses.

To truly achieve the vision of a unique downtown that is built block by block, the city is acting as a master developer, working with multiple private development partners to bring about the organic nature of building a downtown as they were built in the past. This approach is bringing an eclectic mix of residential, retail, office, and entertainment spaces that matches our long-term vision for the area. To date, over \$350 million of private investment is completed or underway in Downtown Westminster.

Conference attendees can enjoy dinner and a movie at Alamo Drafthouse and see the progress being made. Projects completed or under construction include:

- Central Square — a 1.2-acre plaza that serves as the focal point for downtown.
- Ascent Westminster — a mixed-use project that includes 24,000 square feet of retail and 255 residential units.
- 8877 Eaton — a mixed-use project with ground floor retail and 118 affordable housing units. The project wraps around the new parking garage adjacent to JC Penney.
- Aspire Westminster — a mixed-use project with 22,000 square feet of retail, 226 residential units, and a 10,000-square-foot market hall.
- Westminster Peak — a mixed-use project with 17,000 square feet of retail and 283 residential units.
- Origin Hotel — a 125-room boutique hotel adjacent to Alamo Drafthouse that will offer corner suites overlooking Downtown Westminster and include a Tattered Cover bookstore on the ground floor.

Register for the CML Annual Conference and this mobile tour at [cml.org/conference](http://cml.org/conference).

# 98<sup>TH</sup> CML ANNUAL CONFERENCE SPONSORS

## DIAMOND



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Wednesday, June 24  
4:20–5:20 p.m.

# Building Community Support for Affordable Housing

Many communities in Colorado struggle to ensure that housing is affordable and attainable for their residents — yet, pressure from short-term rentals, rising rents, and rising home prices leaves many families stretching their monthly budgets to cover rent or mortgage payments. The solution may seem simple — build more housing! But as anyone in public service knows, locating housing (and even more so affordable housing) is challenged by difficult community conversations. We are called on to promote and defend affordable housing projects, but often audiences are guided by reluctance, NIMBYism (not in my backyard), and fear.

Even people who, in theory, support affordable housing object when projects are planned in their neighborhood. Fears of increased traffic, crime, and congestion are coupled with a desire to maintain the look and feel of

neighborhoods and preserve open space. How can developers, proponents, local government officials, and neighborhood groups counter the power of NextDoor and the fearmongering of anti-growth and anti-development activists? What messages resonate with citizens? How can you best explain the benefits of housing, and who should you target? How can you talk about housing in a way that generates support and wins friends? What messages are resonating at city council meetings, county commissioner hearings, and neighborhood engagements? What stories resonate with wide audiences? This forum will provide communications strategies and examples of successful project messaging.


Participants at this session will hear from people working on the front lines to win over communities for affordable housing projects.

# Transportation Transformation: Our Electric Vehicle Future

By Will Toor, Colorado Energy Office executive director

Wednesday, June 24  
4:20–5:20 p.m.





As we move toward a prosperous and healthy clean energy future for Colorado, no one is better suited to help maximize the benefits of this transition than local governments. The shift to clean energy preserves and protects the health of our communities and natural environment, provides access to lower-cost clean energy resources for rural and urban areas, increases investment and economic growth opportunities, and expands clean energy jobs.

In Colorado, transportation is eclipsing the electricity generation as the largest contributor to greenhouse gas emissions. Meanwhile, we are making enormous progress on the transition to clean renewable energy for electricity production. Already, utilities representing over 80% of the electricity generation in Colorado have adopted plans to reduce emissions by 80% or more by 2030 through closing down older pollution-generating stations and replacing them with wind, solar, and batteries. This clean electricity magnifies the benefits of switching to electric vehicles (EVs).

In January 2019, Gov. Jared Polis issued an Executive Order supporting a "Transition to Zero Emission Vehicles" to accelerate the widespread electrification of cars, buses, trucks, and other vehicles across Colorado. This transition delivers substantial economic benefits, from lowered gas costs and downward pressure on electric rates to economic development and jobs to build the infrastructure that supports electrification.

Many Colorado cities and towns are planning for EV readiness in their communities, and other municipalities can follow their lead by taking advantage of planning toolkits and funding opportunities to support this transition.

- GoEV City ([goevcity.org](http://goevcity.org)) provides a toolkit of local policies, strategies, and programs to help cities advance adoption of EVs. GoEV City's approach to transportation electrification includes policy recommendations for public transit, municipal fleets, taxis, ride-hail services and personal car ownership. GoEV City's tools have been implemented in cities, counties, states, and utilities in Colorado and across the country.
- Managed by the Colorado Energy Office (CEO) and the Regional Air Quality Council, Charge Ahead Colorado provides funds to local governments for EV chargers and vehicles. ReCharge Coaches are available statewide and free of charge through CEO's ReCharge Colorado program to help municipalities identify advantages, monetary savings, and available incentives associated with converting to electric fleets. Refuel Coach 4CORE ([fourcore.org](http://fourcore.org)), through EV ride-n-drive events, has increased consumer awareness and ownership in Durango.
- In 2018, the City of Fort Collins developed an EV Readiness Roadmap to support current and future EV adoption within its community. It informs policies, programs, and strategies for increasing and leveraging investment in EVs and charging infrastructure. Three communities – Colorado Springs, Pueblo County, and Estes Park – were recently awarded Colorado Department of Local Affairs planning grants to develop EV readiness plans. A core component of these plans will be strategies for municipalities to incorporate EVs into their fleets. A number of case studies from around the country have demonstrated significant operating cost reductions for EVs versus conventional vehicles.

By embracing electric vehicles, communities across the state will have access to the economic, health, and environmental benefits of emissions reduction while actively preserving and protecting this beautiful state we call home. To learn more, please join CEO Executive Director Will Toor for the CML Annual Conference session Transportation Transformation: Our Electric Vehicle Future.

# Opportunities to Build and Diversify Your Economy Through Outdoor Recreation

*By Stuart McArthur, Town of Parachute town manager, and  
Jeff Smullen, Castle Rock Parks and Recreation Department assistant director*

Friday, June 26  
8:45–10 a.m.





Outdoor recreation is abundant in the state of Colorado, but it can look very different from community to community and often presents amazing opportunities as well as interesting challenges. At the CML Annual Conference, join Stuart McArthur, Parachute town manager, and Jeff Smullen, Castle Rock Parks and Recreation Department assistant director, in a discussion about the successes and challenges (with possible solutions) to outdoor recreation in a quiet town of approximately 1,300 and a bustling community of approximately 65,000.

Historically, the Town of Parachute has been largely supported by the oil and gas industry, ebbing and flowing with the ups and downs of the industry. With the industry in a fairly constant state of ebb, the town looked for ways to diversify its economy. Outdoor recreation is abundant on the Western Slope, but the opportunities are largely unknown and overlooked in the more rural areas.


Find out how the town worked to highlight the hidden gem and create a "new" destination filled with outdoor fun. From a place where you can fill up with gas and grab a burger to a playground of hiking, OHVing, hunting, kayaking, fishing, camping, and more, the Town of Parachute has transformed itself into one of the best playgrounds on the Western Slope.

TOP Adventures is a new entrant into the exciting industry of outdoor adventure tourism. It is owned and operated by the Town of Parachute. TOP Adventures offers new and affordable access to the beauty and excitement of the Western Slope of Colorado.

Castle Rock is known for its small-town charm, family-friendly community events, and abundant parks, open space, and trails. Established in 1977, the Parks and Recreation Department served a population of merely 2,000. Through robust community planning, nearly 65,000 residents now enjoy 95 miles of trails, 53 well-planned parks — including the reimagined Festival Park — and just under 6,000 acres of open space that define the region's most prominent features.

In 2018, the Town of Castle Rock Parks and Recreation Department was honored with the highest achievement attainable in its profession, the National Gold Medal Award. Attend this session to learn how you, too, can earn the National Gold Medal Award!

Whether you are a small, rural town or a large community, this will be the session not to miss to learn how outdoor recreation can be the key to your city's or town's success!

A portrait of Phil Weiser, the Attorney General of Colorado, wearing a dark suit, white shirt, and red striped tie. He is standing in front of a blurred background of white columns.

Friday, June 26  
11:45 a.m. – 1 p.m.

## Attorney general to present at attorneys luncheon

CML is pleased to announce that this year's attorneys luncheon speaker will be the attorney general of Colorado, Phil Weiser. As the state's chief legal officer, Attorney General Weiser is committed to protecting the people of Colorado, defending the rule of law, and building a Department of Law that serves all Coloradans effectively. Public service is one of Weiser's core values. Previously, Weiser served as a professor of law and dean of the University of Colorado Law School, where he founded the Silicon Flatirons Center for Law, Technology, and Entrepreneurship. Weiser served in senior leadership positions in the Obama administration and was appointed to serve as a deputy assistant attorney general in the U.S. Department of Justice and as senior advisor for technology and innovation at the White House's National Economic Council. Earlier in his career, Weiser co-chaired the Colorado Innovation Council and served in President Bill Clinton's Department of Justice. After graduating law school, he worked in Denver for Judge David Ebel on the Tenth Circuit Court of Appeals and held two clerkships at the United States Supreme Court, for Justices Byron White and Ruth Bader Ginsburg. Attorney General Weiser lives in Denver with his wife, Dr. Heidi Wald, and their two children.

*CLE credits have been applied for.*

# Homelessness, nicotine, and more: Learning opportunities for municipal attorneys

The Colorado Municipal League offers continuing legal education (CLEs) each year at its annual conference, featuring the state's top experts in the various aspects of municipal law. The CML attorneys section and the CML attorneys compile a track of sessions with relevant topics for attorneys practicing municipal law. While these sessions are crafted with municipal attorneys in mind, all conference attendees are welcome to attend.

This summer, the CLE sessions highlight an exciting array of current topics. The CLE sessions will kick off with the annual legislative update from the CML advocacy team. This session will offer highlights from the 2020 session of the Colorado General Assembly, with a special focus on new legislation that may require immediate action by municipalities.

CML General Counsel David Broadwell, in a session entitled **State and Municipal Authority to Regulate Firearms**, will give an overview of municipal regulatory authority on firearms, including insight into the Colorado Supreme Court case *Rocky Mountain Gun Owners v. Polis*. In **The 2020 Census and Municipal Redistricting**, Kendra Carberry, partner with the law firm Hoffmann, Parker, Wilson, and Carberry PC, will overview municipal redistricting in light of the 2020 census, providing practical tips and legal guardrails to the process. Todd Messenger, an attorney with the law firm Fairfield and Woods PC, will provide multiple perspectives and practical tips for evaluating the health and life stage of your municipal land use code, in a session entitled **The Symptoms Suggesting That a Land Use Code Should Be Updated**.

Additional sessions at this year's conference include:

- **When Does the Enforcement of a Municipal Ordinance Inflict Cruel and Unusual Punishment?** This session will explore the ways enforcement of various types of municipal laws in regard to the behaviors of homeless, transient, or indigent persons may implicate the Eighth Amendment, and what municipalities should be doing to reduce their risk of liability.
- **Handling Employment Discrimination Claims Arising Under Colorado State Statutes.** Many municipal attorneys are familiar with the legal standards for employment

discrimination claims arising under federal laws such as Title VII and the Americans with Disabilities Act. But there has been a trend toward providing even greater protections for employees under Colorado anti-discrimination statutes. This session will highlight the increasing differences between federal and state employment laws.

- **What's New in the World of Nicotine and Vaping Regulation and Taxation?** Many municipalities in Colorado have already jumped into regulating nicotine products, with a special emphasis on the newer world of vaping products. But the regulatory landscape at the federal and state level is rapidly changing as well. This session will cover the gamut at all three levels of government, from business licensing to other forms of regulation of nicotine and vaping products to taxation.
- **Enforcing Performance Bonds and Stand-By Letters of Credit.** Practical advice on crafting completion guarantees in public works construction contracts as well as development and subdivision improvement agreements, along with real-world experience in enforcing these types of guarantees.

The League also offers at least one ethics session in the CLE lineup for the annual conference to allow for attorneys to meet the requirements of continuing education set by the Colorado Supreme Court. This year, the ethics session will be covering the ethical considerations for attorneys when engaging in text messaging and will also address the larger world of how text messaging may be regulated under the Colorado Open Records Act, the Open Meetings Law, and state and local laws governing public records retention and archiving. The speakers for this session are Sarah Mercer, an attorney with Brownstein Hyatt Farber Schreck LLP, and Nina Williams, an attorney with Murray Dahl Beery Renaud LLP.

In just a few short days, these sessions will arm you with information on the gamut of current municipal issues, while providing CLE credits necessary for accreditation. Whether you practice law in rural Colorado or in the urban centers, whether you have practiced law for five years or 50, these sessions are for you.

# 98th CML Annual Conference

## June 23 | Tuesday

1:00–5:00	Registration
1:00–5:00	CML business center
2:30–4:30	Preconference session – Municipal Financing and Budgeting 101 for Elected Officials*
2:30–4:30	Preconference session – How to Survive a Recall: Guidance for Clerks*
3:00–4:00	Westminster walking mural tour*

## June 24 | Wednesday

7:00–7:45	Morning yoga*
7:30–5:30	Registration
7:30–5:30	CML business center
7:30–9:00	Continental breakfast
7:30–4:30	Exhibits
8:30–9:45	CML Conference Overview and Meet the Candidates
10:00–11:15	Opening session – The Hero Effect: Being Your Best When It Matters the Most
11:30–12:50	Meeting of the Minds Luncheon – Chuck Berry*
1:00–2:15	CLE – 2020 Legislative Update
1:00–2:15	Best Practices for Creating a Community Engagement Framework
1:00–2:15	Local News as a Public Good
1:00–2:15	The City Manager and Fire Chief Relationship: If Not Excellence, Then What?
1:00–2:15	What's New at the Colorado Department of Local Affairs?
2:15–3:15	Exhibitor showcase hour
3:15–4:15	CLE – State and Municipal Authority to Regulate Firearms
3:15–4:15	Creating a Downtown With Tax Increment Financing
3:15–4:15	Growth: The Good, the Bad, and the Opportunity
3:15–4:15	Investing Your Government's Funds
3:15–5:20	Mayors Mingle
3:15–5:20	Mobile tour of Westminster: A Community at the Intersection of Business, Place, and People*
4:20–5:20	CLE – The 2020 Census and Municipal Redistricting
4:20–5:20	Building Community Support for Affordable Housing
4:20–5:20	Evans Police Department and North Range Behavioral Health Co-Responder Program: Year Two
4:20–5:20	Transportation Transformation: Our Electric Vehicle Future
5:30–7:00	Opening reception and exhibit hall



# June 25 | Thursday

7:00–8:00	5K Fun Run/Walk*
7:30–9:00	Continental breakfast
7:30–12:00	Exhibits
8:00–5:00	Registration
8:00–5:00	CML business center
9:00–10:00	CLE – Enforcing Performance Bonds and Stand-By Letters of Credit
9:00–10:00	General session – Protecting Your Organization From Cybercrime
10:30–11:45	CLE – What's New in the World of Nicotine and Vaping Regulation and Taxation?
10:30–11:45	Emerging issue
10:30–11:45	Overcoming Obstacles in the Council–Manager–Staff Relationship
10:30–11:45	Securing Your Family's Digital Life
10:30–11:45	The Mayor, the Manager, and the Clerk
12:00–1:30	Thursday luncheon*
1:45–3:00	CLE – When Does the Enforcement of a Municipal Ordinance Inflict Cruel and Unusual Punishment?
1:45–3:00	Building Social Infrastructure in Public Library Spaces
1:45–3:00	CML Annual Business Meeting: Election of CML Executive Board Members
1:45–3:00	LEAD: What Is It and Would It Work in My Community?
1:45–3:00	Main Street: Small Investment, Big Impact
3:15–4:30	CLE – The Symptoms Suggesting That a Land Use Code Should Be Updated
3:15–4:30	<i>Councilwoman</i> (the movie)
3:15–4:30	Clerks Annual Business Meeting
3:15–4:30	Introducing Municipal Fiscal Facts
3:15–4:30	Organizational Redesign and a Culture of Innovation
3:15–4:30	Using Your Best Tools to Drive Performance: Your Employees
4:30–6:30	CAST meeting and reception

# June 26 | Friday

7:30–8:45	Continental breakfast
7:30–8:45	New! Elected officials breakfast: We Can Make a Difference*
8:00–10:30	Registration
8:00–10:30	CML business center
8:45–10:00	CLE – Handling Employment Discrimination Claims Arising Under Colorado State Statutes
8:45–10:00	Colorado's Climate Future
8:45–10:00	Opportunities to Build and Diversify Your Economy Through Outdoor Recreation
8:45–10:00	PFAS: The State's Plan and How Local Communities are Responding
8:45–10:00	They Are Doing What in Westminster? Reinventing Civic Engagement
10:15–11:30	CLE – Conversing on Public Business via Text Messaging: Ethical and Legal Tips for Municipal Attorneys
10:15–11:30	Colorado River: Demand Management Feasibility Study
10:15–11:30	Emerging issue
10:15–11:30	Improving Employee Health Care and Controlling Costs
10:15–11:30	The State of Industrial Hemp: A Review of the CHAMP Initiative and Regulations in Colorado
11:45–1:00	CLE – Attorneys luncheon: Attorney General Phil Weiser*
11:45–1:00	Managers luncheon*

\*Advance registration required



# The Westin Westminster

Host of the 98th CML  
Annual Conference

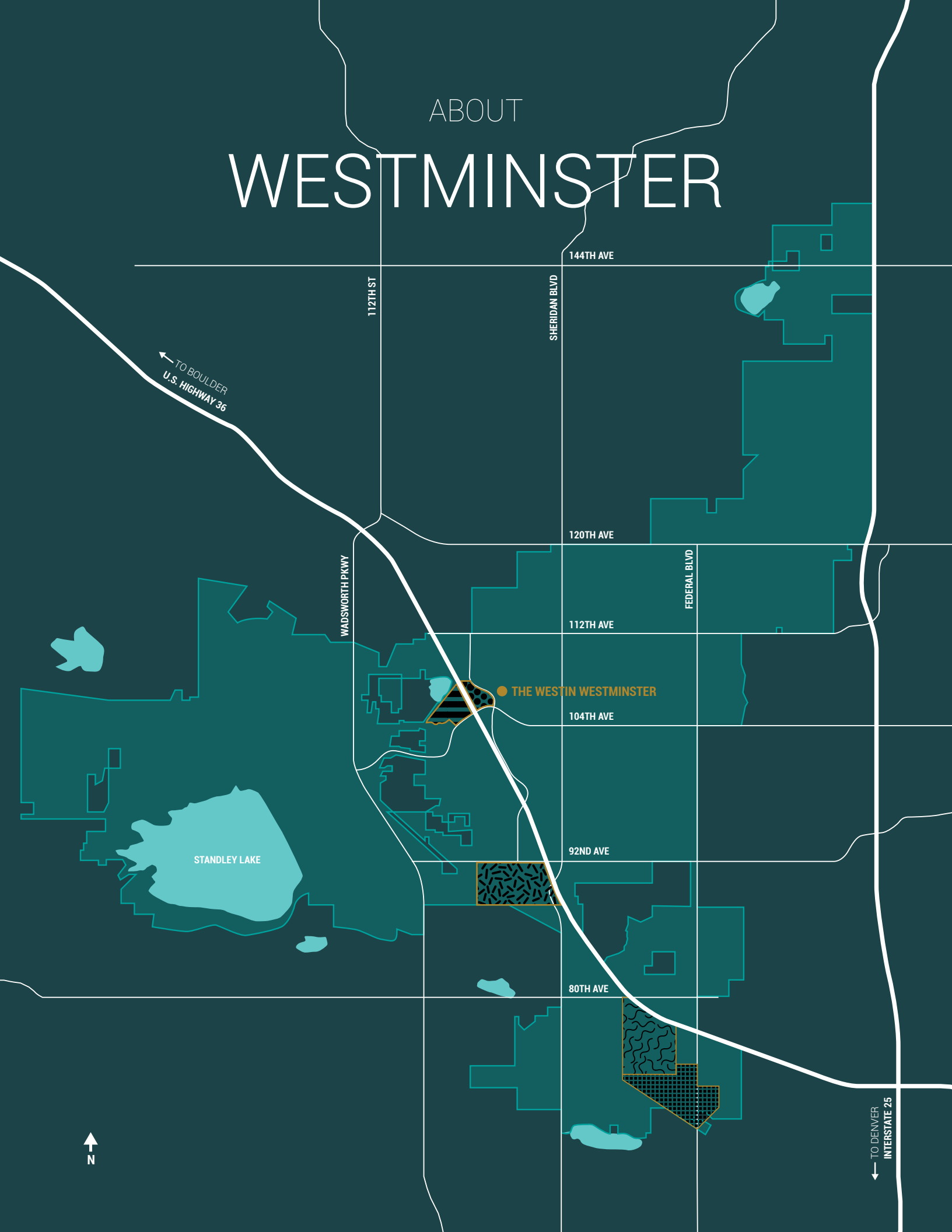
June 23–26, 2020



## Learn more about The Westin Westminster

Positioned 15 minutes from both Denver and Boulder, The Westin Westminster is located between Westminster's City Park Recreation Center and Westminster Promenade, a world-class entertainment, hospitality, and dining venue. Visit [www.marriott.com/hotels/travel/denww-the-westin-westminster](http://www.marriott.com/hotels/travel/denww-the-westin-westminster).

# ABOUT WESTMINSTER



← TO BOULDER  
U.S. HIGHWAY 36

112TH ST

144TH AVE

SHERIDAN BLVD

120TH AVE

WADSWORTH PKWY

FEDERAL BLVD

112TH AVE

● THE WESTIN WESTMINSTER

104TH AVE

STANDLEY LAKE

92ND AVE

80TH AVE



← TO DENVER  
INTERSTATE 25

## NORTH



### WESTMINSTER PROMENADE

Right next door to the Westin is Westminister Promenade. Come stroll and play in this outdoor pedestrian village, which boasts a variety of restaurants and entertainment venues, including:

- AMC theater
- Dave & Busters
- Fat Cats Fun Center
- Caribou Coffee
- Chuy's Restaurant
- Menchies
- MOD Pizza
- Rock Bottom Brewery
- R Taco
- Smash Burger



### SHOPS AT WALNUT CREEK

West of the Westin, across US-36, are the Shops at Walnut Creek. Services, shopping, and dining available include:

- Super Target
- Michael's
- Old Navy
- Centre Salons and Spas
- BJ's Restaurant & Brewhouse
- Bonefish Grill
- Buffalo Wild Wings
- Cold Stone Creamery
- East Moon Asian Bistro & Sushi
- Hacienda Colorado
- Nothing Bundt Cakes
- Romano's Macaroni Grill
- Starbucks



### DOWNTOWN WESTMINSTER

Downtown Westminister will be a true downtown – unique, vibrant, and genuine – developed one block at a time, by different developers and builders, with the city as the master developer. Located between Denver and Boulder, Westminister's new downtown will be a civic, cultural, and economic hub for our community. With capacity for well over 10 million square feet of development, Downtown Westminister will continue to grow and evolve over the next 20, 50, and 100 years.



### HISTORIC WESTMINSTER

Head south and visit Historic Westminister, a vibrant place with history and character that has matured over 130 years. Today, Historic Westminister is home to thriving businesses and residents of all ages and ethnic backgrounds. You will find restaurants with authentic ethnic cuisine, specialty grocers, and family-run businesses that have been around for decades. It is also where you will find a rebirth leading to a new generation of progress.



### WESTMINSTER STATION

Westminister Station is a transit-oriented development project located southeast of Historic Westminister. The station is home to RTD's commuter rail B-line, with service from Westminister to Denver's Union Station in 15 minutes.

## SOUTH

## Westminister is yours to explore during the 98th CML Annual Conference

Westminister is the next urban center on Colorado's Front Range. Situated halfway along the Denver-Boulder corridor, this remarkable city gives attendees and their families plenty to do. From The Westin to city recreation centers to shopping/entertainment areas to vibrant areas of the city, there is so much to do here!

We hope you will plan to stay with us for the week and bring the family. All guests who stay overnight in the city will receive complimentary access to City Park Recreation Center and City Park Fitness Center, a park pass to Standley Lake Regional Park, and discounts at Legacy Ridge Golf Course and Walnut Creek Golf Preserve.

We will also offer a special "stay and play" package for those who stay the evening of Friday, June 26. This package includes access for the whole family to City Park Recreation Center and Fitness Center through Saturday, June 27, a free paddlecraft rental at Standley Lake (valid anytime in 2020), and discounted admission to many other local attractions.

### Do more in Westminister!

From recreational opportunities to shopping to dining to learning more about Westminister, conference attendees will have plenty to keep them busy in the city. We encourage you to take advantage of the "stay and play" package and enjoy all the City of Westminister has to offer during the 2020 CML conference!





## Westminster Recreation Center and City Park Fitness Center

Located a short walk from The Westin Westminster, Westminster City Park Recreation Center and City Park Fitness Center sit on a 205-acre park that includes a pond, playground, softball fields, disc golf, skate park, and more.

City Park Recreation Center is a family-oriented leisure facility. The aquatics area features three indoor pools with slides, a current channel, rope swing, jumping platform, rock climbing wall, play feature, hot tubs, steam room, and sauna. The facility features men's and women's locker rooms and a spacious family changing area with four individual changing rooms. Across the center's indoor brick walkway, there is a full-sized gym with an impressive 25-foot climbing wall, racquetball courts, and fully equipped weight room.

City Park Fitness Center is an adult-oriented (ages 12+) fitness facility. Challenge yourself on the treadmills, ellipticals, stair steppers, stationary bikes, free weights, circuit training, or in group exercise, and spinning and Pilates studios. A mind-body studio offers yoga, Pilates reformer, and other classes. After a workout, relax with an on-site massage. Enjoy all these amenities before picking up the kids at the center's child care area.



Four lower left photos credit: Gena Bloemendaal





*Photo credit: Lukas Gordon*

## **Big Dry Creek Trail and Westminster's trail system**

A hop, skip, and a jump from The Westin's front door is Westminster's Big Dry Creek trail. The trail meanders nearly 12 miles within Westminster, west from Standley Lake Regional Park to east of Interstate 25 into Thornton, Colorado. Big Dry Creek Trail crosses under most streets through underpasses, which are beautified by local artists.

The trail is located on more than 900 acres of Westminster open space and 200 acres of park land along the creek. Within Westminster, there are approximately 150 miles of trails, most of which wind through the open space and provide access to magnificent views, wildlife corridors, and natural beauty. As one of Colorado's most sustainable cities, with more than 40 lakes, 100 miles of trails, six recreation centers, and a 3,000-acre park, there is quite a bit to get out and explore during the CML Annual Conference.



Photo credit: Rachel Algra



## Standley Lake Regional Park

Standley Lake is a recreation and water-storage facility, and is the drinking water supply for the cities of Westminster, Northglenn, and Thornton. With 1,063 acres of surface area, Standley Lake is Westminster's largest body of water. It is also the Denver metropolitan area's third-largest reservoir.

Standley Lake offers many opportunities for wildlife viewing, picnics, camping, fishing, hiking, walking, running, and cycling. In addition, the lake offers visitors numerous opportunities to get out on the water, with paddlecraft rentals and paddle passes available.

There are also tipis for rent at Standley Lake! Each tipi is equipped with one double cot and two single cots, a personal fire pit, and a picnic table. A large community fire pit and charcoal grill are also available.

While you are at Standley Lake, watch out for the infamous Standley Lake monster! According to park rangers, the Standley Lake monster leaves palm-sized, brightly colored glass eggs and rainbow poo along the trail system. Attached to each egg is a note encouraging the finder to stop by the Standley Lake nature center so authorities can verify the egg's authenticity. Finders then receive an official certificate and a display stand for their egg and can take their prize home. Lucky conference attendees walking the trails near the conference may be able to bring home an artistic artifact from the Standley Lake monster.



An aerial photograph of a golf course. In the foreground, a large, vibrant green fairway curves around a sand trap. A wooden fence runs across the middle ground, separating the fairway from a rougher, more natural-looking area with tall grasses and some trees. In the background, another green and sand trap are visible, with a few people and golf carts on the course. The lighting suggests a bright, sunny day.

## Golfing in Westminster

The city manages two award-winning, championship golf courses, each offering a distinct experience. Enjoy the Colorado-style Scottish links layout and sweeping mountain views of Legacy Ridge Golf Course two miles east of The Westin. The course is for players of all levels, with four tee boxes on every hole, wide fairways, generous landing areas, and greens that average more than 6,000 square feet.

Or come play golf the way nature intended at the Walnut Creek Golf Preserve five miles west of The Westin. The course is an Audubon Certified Signature Sanctuary where you can play through 215 sustainably maintained acres with sweeping mountain views while you shoot for a hole in one.

# Increase your knowledge and be acknowledged

*Receive MUNiversity credits by attending the 98th CML Annual Conference*





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# MUNIVERSITY

## About

The Colorado Municipal League (CML) believes that elected municipal officials investing time and resources to participate in educational events, in an effort to increase their knowledge of municipal government and enhance their capacity to lead, should be recognized. For this reason, in 1991 the CML Executive Board created an Elected Officials Leadership Training Program, now known as CML MUNiversity. There are three levels to the program: Fundamental (30 credits), Leadership (60 credits), and Graduate (100 credits).

## Frequently asked questions

### How do I register for the program?

There is no need to register – we have done it for you! All elected officials of CML's member municipalities are automatically enrolled in the program.

### How do I get credit?

Each CML training event is assigned a specific credit value, usually based on the length of the training. When you participate in a CML webinar, a CML in-person workshop, the CML Annual Conference, or other credit-eligible CML event, you automatically receive the specified number of credits.

### Do I fill out a form during the workshop to get credit?

Credit will be automatically awarded to you after each training event that you attend.

### Do I get credit for attending the CML Annual Conference?

A predetermined number of credits will be awarded for attending the conference.

### How can I find out the number of MUNiversity credits I have?

Log in at [www.cml.org](http://www.cml.org), click on your name, and then click on credits.

### How will I know when I have reached a new level?

We will notify you several weeks prior to the CML Annual Conference in June, which is where elected officials are recognized for achieving a new level in the program. After the conference, a press release will be distributed listing all members who have achieved a new level.

### Does MUNiversity recognize municipal staff members?

The program currently is only for elected officials.

## For more information or questions

Visit [www.cml.org/muniversity](http://www.cml.org/muniversity) or call 303-831-6411 / 866-578-0936.







# 2019 snapshots

97th CML Annual  
Conference





# 98th CML Annual Conference Exhibit Hall

Exhibitors have the opportunity to showcase their products, increase exposure, and demonstrate their support of municipal officials by exhibiting at the conference.

Interested in sponsoring? Contact Courtney Forehand, CML training and marketing specialist, at [cforehand@cml.org](mailto:cforehand@cml.org) or 303-831-6411.

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