

## Hickenlooper Opens CCI Annual Summer Conference

### INSIDE THIS ISSUE:

<b>DISTRICT MEETINGS</b>	<b>2</b>
<b>BUSINESS MEETING</b>	<b>7</b>
<b>SUMMER CONFERENCE PHOTO HIGHLIGHTS</b>	<b>8</b>
<b>REAL COLORADO</b>	<b>10</b>
<b>CENSUS REDISTRICTING</b>	<b>12</b>
<b>BLM/USFS</b>	<b>14</b>



Governor John Hickenlooper addresses commissioners and other county officials during the CCI Summer Conference.

Over three hundred county commissioners, councilmembers and county staff were in attendance for Governor John Hickenlooper's opening remarks at CCI's 2011 summer conference.

Governor Hickenlooper began by recognizing the work of locally elected officials. He then highlighted his administration's priorities and achievements since taking office on Tuesday, January 11. An 'effective, efficient and elegant' government is one of Governor Hickenlooper's priorities. This translates to a government which is customer focused and one that can hopefully overcome the cynicism so many hold toward government these days. As for achievements, Governor Hickenlooper praised the bipartisan partnerships that were instrumental in balancing the state's budget, boosting state reserves and passing legislation to create Colorado's Health Care Exchange.

Governor Hickenlooper then mentioned two of his administration's initiatives that are most relevant to county and city and county governments. He spoke of the bottom-up economic development initiative and his executive order to enhance the relationship between state and local governments. Governor Hickenlooper explained that his administration received over 8,300 responses to their on-line survey to help flesh out each community's economic development priorities, strengths and weaknesses. These responses along with county economic development plans will comprise the foundation of the state's plan. The state's plan should be complete by early July. As for the Governor's executive order to enhance relationships, a transparent process is being developed to allow local governments and all other stakeholders an opportunity to provide feedback on rules before they are promulgated. The process will be simple and user friendly, and it will help Coloradoans identify disagreements and alternatives on the "front end."

The Governor concluded by referencing a strategy developed by the people of Utah to make their lives better. Envision Utah ([www.envisionutah.org](http://www.envisionutah.org)), the name of this strategy, was launched in 1997 and is an unprecedented public effort aimed at bringing communities together to discuss and to make informed decisions about how they wish to grow. Governor Hickenlooper complimented this strategy for its visionary and active role in shaping Utah's future and commented that perhaps Colorado may wish to explore a similar strategy.

## District Meetings

### Eastern District Meeting

The Eastern District county commissioners began their meeting by recognizing the leadership of their current president and vice president, Lincoln County Commissioner Gary Beedy and Elbert County Commissioner John Shipper, respectively. Thank you – Commissioner Beedy and Shipper – for your service! District members then elected their leadership for the next year and chose Morgan County Commissioner Tony Carlson and Elbert County Commissioner John Shipper as their President and Vice President, respectively. Congratulations Commissioner Carlson and Shipper! Finally, commissioners asked Yuma County Commissioner Trent Bushner and Washington County Commissioner David Foy to serve on the newly created Policy and Procedures Task Force. Thank you Commissioners Bushner and Foy for your willingness to serve!

Following the election of the Eastern District leadership and task force membership, commissioners discussed the Governor's bottom-up economic development planning process. The commissioners inquired about the top five economic development goals and strategies that the state has identified for their counties. They also asked what is the state's plan to address each priority.

Eric Stowe, an attorney with Peck, Shafer & Williams, explained the initial program design for a Colorado Local Government Bond Bank. This program would serve as a low cost borrowing alternative for local governments which need short to medium term financing of a size and nature that is not normally considered for a stand-alone debt issue. Commissioners seemed receptive to the idea as long as the interest rates and financing costs remain competitive with other financing vehicles available to local governments.

Ruth Seedorf, Executive Director of Baby Bear Hugs, joined commissioners and explained the variety of programs they offer to all new mothers and their babies. Ms. Seedorf explained that Baby Bear Hugs has lost state funding support in the form of Tony Grampsas Grants and are anticipating fewer county TANF contracts this year. In response to these cuts, Baby Bear Hugs is asking that participating county governments increase their financial contributions to the program if at all possible. Participating counties should have received a letter in May from

Ms. Seedorf explaining in detail Baby Bear Hugs' budgetary predicament and request.

Commissioners then heard a presentation from Alexandra Hall, Chief Economist with the Colorado Department of Labor and Employment. Ms. Hall explained that as of April, 2011, Colorado's unemployment rate was 8.8% which is just shy of the U.S. unemployment rate of 9%. The nine counties in the Eastern District all have unemployment rates below Colorado's 8.8% rate and most are below 6%. Ms Hall explained that while Colorado has seen some job growth, it is insufficient to reduce the state unemployment rate. Additionally, the manufacturing, information and state and local government sectors will be a drag on the economy which will add to Colorado's sluggish recovery.

Finally, Dave Akers and Dick Parachini, both with the Colorado Department of Public Health and Environment (CDPHE), joined the Eastern District to update them on the recent nutrient criteria discussions. The Colorado Water Quality Control Commission will consider adopting a rule to set a numerical nutrient value for nitrogen and phosphorus in March 2012. Point source effluent limits will then have to abide by these nutrient values. Activities that result in non-point source pollution, including agriculture, will be encouraged to use best management practices to help curb the amount of nutrients ending up in waterways. Non-point source polluters, however, cannot be compelled to adhere to the CDPHE nutrient criteria currently being discussed.

### Front Range District

The meeting was called to order at 12:30 p.m., by President Dennis McCloskey, Councilmember from the City and County of Broomfield. The roll call was taken, with the following counties present: Adams, Arapahoe, Boulder, Broomfield, Douglas, El Paso, Larimer and Weld.

The District then held the elections for new President and Vice President, after a discussion regarding the need to move through the traditional alphabetical order for counties to serve in these leadership positions. Since Denver does not currently have a member, the decision was to move on to El Paso County to elect the President, with Commissioner Sallie Clark being elected. The District agreed that Jefferson County should fill the Vice Presi-

dent position, but in their absence, the District members decided to wait until the August meeting to elect the Vice President.

The next item was a discussion of the Front Range Workforce Consortium. Weld County Commissioner Barbara Kirkmeyer led the discussion regarding the practices in urban areas of the state versus the rural consortia. Department of Labor and Employment Executive Director, Ellen Golombek, and Colorado Workforce Director, Stephanie Steffans, also participated, particularly regarding the options available to the large metro area counties. The District agreed to work toward creating its own urban workforce group with assistance from El Paso County Commissioner Dennis Hisey, who also serves as an Urban Representative to the Workforce Consortium. Commissioner Hisey will work with other commissioners to see if there is interest in creating such a group to work with on more unique problems faced by the urban counties. This discussion will continue at the August meeting. Volunteers on this issue include: Dave Long, Weld; Bob Gaiser, Broomfield; Dennis Hisey, El Paso; Nancy Jackson, Arapahoe and Jack Hilbert, Douglas.

The Policies and Procedures Task force was the next discussion, with Peggy Littleton, El Paso, and Cindy Domenico, Boulder, elected to represent the Front Range District .

The next item was the bottom-up economic development planning process. This was a general discussion among the commissioners concerning the counties' activities aimed at achieving their economic development goals. There was a wide-ranging discussion on how the administration would be working in concert with the local entities, including chambers of commerce and other economic development organizations, as well as municipal and county governments.

The District heard a presentation from Alex Brown, concerning local government bond bank options and their potential. While the large Front Range counties did not see a direct need for such a pool, they did recognize that this could fill the needs of small and medium size counties.

President McCloskey gave a briefing on regional transit issues along the Front Range. He discussed the concerns with arterial roads throughout the urban areas, a big issue in terms of fiscal resources. He believes that too many rural miles are drained by the needs of urban roads. He urges more serious planning now, so that there are con-

tinuous resources to meet both future needs.

Finally, the counties discussed the various projects and issues they are working on. These vary from major road projects, to flooding concerns and run-off issues from earlier wildfires. Oil and gas (O&G) issues are arising in several Front Range counties. Weld county is offering expertise and assistance to those counties now dealing with O&G exploration.

The Front Range commissioners discussed agenda items for August and would like to learn more on the following issues:

- More workforce discussions, regionally
- Economic development update – from the Governor’s top policy staff
- Broader discussion of unfunded mandates, beyond the REAL work, including other departments and policy issues. They would like to hear from the Governor’s top staff on this.

## Mountain District

Mountain District President Nancy Stuart (Grand County) presided over the CCI Mountain District Meeting on Tuesday, June 7. The first order of business was the election of Mountain District leadership. Commissioner Stuart and Commissioner Sara Fisher (Eagle County) were re-elected as district president and vice-president, respectively. Congratulations to them both!

The District meeting was dominated by a discussion of the Hickenlooper Administration’s recent “bottom-up” economic development tour of the state. Commissioners shared their experiences of working with the Governor’s Office of Economic Development and International Trade on the regional economic planning efforts, and provided details of individual county priorities and plans for future economic development in their respective communities. While there was frustration in some counties over the scope of the effort, the level of involvement or a duplication of efforts, the overall impression was a positive one and most commissioners were excited about the level of collaboration and the direction in which their counties were headed. Several commissioners noted that while the state lacks the financial resources to assist counties in implementing their plans, there is a wealth of technical expertise from which to draw upon.

The commissioners heard a presentation from Stephanie Chichester of North Slope Capitol Advisors about the

possible formation of a local government bond bank program to provide capital for a short term, low-to-medium cost, lease/purchase financing option for counties. In many instances, larger financing institutions find it difficult to provide capital for these county needs; using a bond bank approach, counties could have greater access to necessary borrowing capital cost effectively. Commissioners appeared receptive to the idea as long as the interest rates and financing costs remain competitive with other financing vehicles available to local governments.

Summit County Commissioner (and CCI Board Member) Thomas Davidson provided an update on Summit County's new On-Site Employee Clinic and Health Plan. The county created the new miCare Clinic and county health plan in response to spiraling health plan expenses. Implementation of the new health plan and the opening of the clinic were not without challenges, however, early feedback from county employees has been very positive. The county expects the clinic to be self-sustaining while improving participant health and wellness.

Commissioner Davidson presented the CCI Board's creation of a new task force to examine possible changes to CCI's policies and procedures that would lead to greater participation and representation. Commissioners Jim Ignatius (Teller County) and Kevin O'Malley (Clear Creek County) were appointed by the members of the Mountain District to serve on this new Policies and Procedures Task Force.

The next CCI Mountain District Meeting will be at the Minturn Town Hall in Eagle County on Thursday, August 4. Agendas and directions will be sent later this summer.

## Southern District

Crestina Martinez, Costilla County Commissioner and Southern District President, called the meeting to order. District members nominated and elected Scott King, Huerfano County Commissioner, District President and George Wilkinson, Alamosa County Commissioner, District Vice President. Both will also serve on the CCI Policy and Procedures Task Force.

The commissioners heard a presentation about the possibility of a local government bond bank program that could provide capital for short term, low-to-medium cost lease/purchase financing for counties. It is difficult for larger financing institutions to provide capital for these county needs, but under a local government bond bank, counties could have greater access to the necessary bor-

rowing capital.

Commissioners discussed the Governor's 'bottom-up' economic development plan. After five months of planning and meetings, counties submitted their top goals and strategies for economic development within the county to the state. Commissioners described the process as beneficial and useful for identifying economic development opportunities in their counties and regions. Commissioners stated that while the 'bottom-up' idea accomplished collaboration with municipalities and other counties in some areas, the plans did not accurately reflect county priorities, and instead favored municipal goals.

Other observations from the Governor's bottom-up economic development planning process included that the majority of people attending the meetings were from state agencies or existing economic development organizations. Average citizen input was minimal and no banking representatives attended. Commissioners felt the prescribed participants limited the input whereas other stakeholders could have further enhanced the discussions. Finally, Commissioners worried that submitted plans will coalesce into yet another non-specific state plan. All the District commissioners agreed that state rules and regulations hinder economic development more than anything else. If state departments respond to rural requests and identify ways to protect rural values, such as independence and self sufficiency, the economic goals in the county plans could be achieved.

Commissioners next outlined the effects of the drought plaguing the southeastern corner of Colorado. Southeastern counties are facing severe and extreme drought conditions. Counties requested emergency grazing rights on Conservation Reserve Program land, yet ranchers continue to wait for permission to graze these lands. Las Animas County has four wildfires burning within the county boundaries, one of which is burning in the Piñon Canyon Maneuver Area. Huerfano and Bent County also reported fires within the county lines. Fighting the fires is difficult because of the extreme lack of water in the area. Better coordination between New Mexico border counties and Colorado counties is needed to address the fires and disaster conditions. Commissioner Darius Allen, Alamosa County, will contact New Mexico counties and set a meeting to begin discussions on coordination facilitation.

Commissioners received updates on another threat related to the drought conditions, a grasshopper invasion. While primarily affecting northeastern counties and neighboring states to the east and north, southeastern counties are ex-



periencing hot spots of large grasshopper populations. The State Land Board has stated they will help mitigate the hot spots, as well as the Dept. of Agriculture which has set aside \$400,000 to spray insecticides.

Discussions concerning the transporting of hazardous materials came next on the commissioner’s agenda. Southern counties asked CDOT and USDOT to redefine the term ‘hazardous materials’ for specific roadways in Colorado. Commissioners want to use the words ‘petroleum products and propane’ instead. The concern stemmed from too broad of a definition of hazardous materials, potentially compromising the safety of Colorado roads. CDOT officially requested the re-designation from the USDOT and following their approval, the Colorado State Patrol must also approve the use of these roads.

Commissioners heard an update on the Highway User Trust Fund (HUTF) dollars from Las Animas county and CDOT. Main concerns for the District continue to be the condition of the bridges. One example raised illustrates the difficulties faced-while trying to contain one of the fires in Las Animas County, the road and bridge crew had to construct three bypasses past existing bridges which could not support the fire fighting vehicles.

Commissioner Gary Hill, Las Animas County, reminded commissioners that the final day for submitting comments on the Waters of the United States regulations proposed by the Environmental Protection Agency is July 1.

**Western District**

Commissioners Audrey Danner (Moffat) and Olen Lund (Delta) were elected respectively as the Western District’s president and vice president.

The Western District selected Commissioners David White (Montrose) and Wally White (La Plata) to be their representatives on the Policy and Procedures Task Force.

Bottom-up economic development was approached by having each county briefly describe their county’s priorities and observations about the process and/or outcomes. Included below are commissioners’ observations rather than relisting priorities. All counties’ priorities can be seen on the Governor’s bottom-up website: <http://www.colorado.gov/cs/Satellite/OEDIT/OEDIT/1251588668597>

**Archuleta:** like most other counties, they were very

aggressive and had over 300 people respond to their online survey; like most other counties, the emphasis is on small business growth; the county is having a county business event October 7 & 8; it is recommended that counties focus on their intrinsic resources, e.g. Archuleta’s geothermal.

**Delta:** said most Western District plans were very similar; counties must include everyone in the process especially people creating jobs; it is important to collaborate with the county’s municipalities; as with most other counties, there is an emphasis to buy locally.

**Gunnison:** the county conducted a meta-analysis of all the previous economic development studies done in the county rather than start from scratch. The county formed a special group to review and study the results.

**Hinsdale:** being a very small county their concern is diversity and the problems that a lack of diversity can cause; many counties have a diversity priority.

**La Plata:** the process pointed to the need to reorganize their economic development efforts in the county; the county would need to increase economic development and jobs; must involve workforce development and higher education; must add value to what businesses need.

**Mesa:** saw the Governor’s initiative as an opportunity for the county to move its aggressive economic development program to the next level; county involved 125 businesses in their existing process; focus on county removing barriers and adopted the slogan “Open for Business;” county has a concern for what is going to be in the regional and state plan; what barriers is the state going to work to remove?

**Moffat:** already had a broad based coalition and a strategic plan; the county saw this initiative as a way to accentuate the plan locally and regionally; one observation sensed a district wide emphasis on broadband expansion in addition to energy development.

**Montezuma:** reiterated what all counties are saying to grow existing businesses.

**Montrose:** like Mesa the county put together a very large group of businesses and county leaders; the county wants ag be a high priority with the state (it is unclear that is the case); county is very interested in the improvement of education, especially the newly named Colorado Mesa University—better educated citizens will improve business development.

**Ouray:** the county's two chambers of commerce are working together on economic development.

**Rio Blanco:** huge issue is that close to 70% of workers in the county live out of the county, mostly because they are temporary workers; county has shortened the length of the permitting process; the county's focus, like many Western District counties, is on natural resources.

**Routt:** said that the regional economic development organizations need to work together more closely and everyone needs to work harder and smarter.

**San Juan:** of the 25+ goals of the Southwestern five counties, there was considerable overlap and the regional five goals were handled very quickly.

**San Miguel:** the county has no economic development office and the county wants to create one.

What are the recommended next steps?

- Commissioners aren't convinced the state will help with funding, there needs to be regional funding mechanisms.
- The state needs to do two things: (1) make Colorado a business friendly environment; and (2) reduce state obstacles to businesses.
- Counties need to introduce a bill to prevent the state from continually raiding the federal mineral lease and

severance tax funds to solve state problems and leaving counties in the lurch.

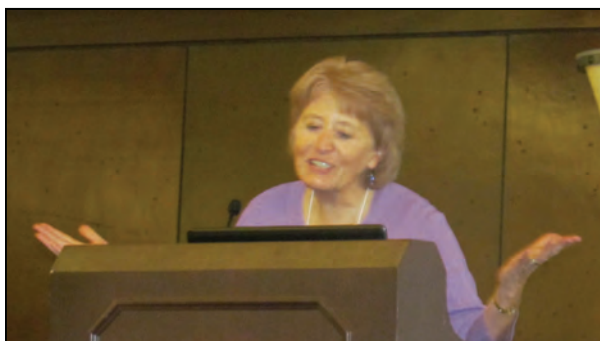
- The regional meetings were successful and there may be a reason in the future to reassess progress.

The local government bond bank idea was presented by Stephanie Chichester and received a positive response. At least ten of the fourteen counties present thought it was a good idea and might very well participate in such a program.

Local preference purchasing policies are a problem for counties. It is important to support local suppliers, while at the same time the county has a fiduciary obligation to obtain the best possible price for goods and services—often causing conflict. The recommendation was to redefine “local” as “regional.” Defining “region” was mentioned possibly as the state's planning and management regions.

August District Meeting agenda recommendations were: (1) Energy Expo at CCI's Winter Conference, (2) FML and severance tax bill (& request an accounting from DoLA of the two funds over the last several years), (3) Rare earth mineral mining, and (4) State Emergency Fire Fund resources.

## Collaborating in the Public Eye



Marcia Hughes discussed ways in which to work collaboratively in the public eye.

There are many reasons to collaborate in Colorado, conflict and divergent opinions about water, land use, public lands, mineral extraction, energy development and much, much more. In order to collaborate a few basics have to be operable: everyone has to know why they are collaborating; people have to be willing to take a risk because all parties give and get in the process; all have to have a sense that they will get something out of collaborating; and an acknowledgement that will result in a reduction of conflict among divergent parties.

To collaborate each party has to get out their check list and ascertain for themselves if: it is timely and time limited, it is to be facilitated properly, it has funding to completion, it has the right people at the table who can make decisions, it has people that will listen and abide by rules of civility, and it will be known when there is a tangle result.

A key to collaborating is having people at the table who listen without judgment (a very difficult trait to possess). It is not necessary to agree but it is necessary to listen. Collaborating is a process of synchronizing divergent facts and opinions. Put another way, it is the essence of politics. Winning all the marbles just sets up the next conflict. It reduces opportunities for community cohesion and common purpose; it is a continuation of us vs. them.

Ms. Hughes “Collaborating in the Public Eye” PowerPoint and handout are on CCI's website for easy reference. It can be found at [www.ccionline.org](http://www.ccionline.org), click on “about,” then click on “CCI conferences,” then scroll down to “Collaborating in the Public Eye” and click on it.

## CCI Business Meeting

CCI President John Sandoval welcomed commissioners then called the 2011 CCI Summer Business meeting to order.

President Sandoval recognized and thanked the 2010-2011 District officers for their service. The following commissioners were elected to serve as District leaders for 2011-2012.

Eastern: Tony Carlson, Morgan, President; John Shipper, Elbert, Vice President

Front Range: Sallie Clark, El Paso, President; Vice President to be determined

Mountain: Nancy Stuart, Grand, President; Sara Fisher, Eagle, Vice President

Southern: Scott King, Huerfano, President; George Wilkinson, Alamosa, Vice President

Western: Gary Ellis, Montrose, President; Wally White, La Plata, Vice President

There were several resolutions proposed to CCI membership. A resolution offered by Denver Councilwoman Carol Boigon encourages reducing the cost of Indian Child Welfare Act notices by changing the requirement notice from registered mail to certified mail. The resolution passed unanimously.

A proposed resolution concerning block granting Medicaid and supplemental nutritional assistance program was withdrawn by its sponsor Arapahoe County Commissioner Nancy Jackson.

Commissioner Barbara Kirkmeyer, Weld County, presented a proposed change to the NACo Human Services and Education Steering Committee platform. The proposal addresses reform and encourages the federal government to base decisions about federal laws and regulations on data and measurable outcomes. The platform change passed unanimously.

Arapahoe County Commissioner Nancy Jackson also presented a proposed change to the NACo Human Services and Education Steering Committee platform. The proposal concerns funding for refugee resettlement programs, specifically requesting that the federal government ensure that the special needs of refugees are met and that the costs of meeting these needs are not shifted to states and counties. The platform change passed unanimously.

Commissioner Kirkmeyer presented a proposed CCI resolution expressing support and requesting NACo to form a subcommittee or working group to allow dialog between counties with county administered, state supervised human services. The resolution passed unanimously.

Weld County Commissioner Sean Conway presented a proposed CCI resolution supporting the Northern Integrated Supply Project (NISP). The project will provide water for 15 municipalities and water districts. Numerous commissioners expressed concern about CCI taking a position on a specific water storage project, especially given the limited information provided and available. While CCI's policy statement is generally in support of water storage projects, commissioners were in agreement that taking positions on specific projects will set a precedent for additional requests. After lengthy discussion, the motion was withdrawn.

President Sandoval introduced the newly-elected Policies and Procedures Task Force members. Representing commissioners on the task force are: David Foy and Trent Bushner (Eastern District); Peggy Littleton and Cindy Domenico (Front Range District); Kevin O'Malley and Jim Ignatius (Mountain District); Scott King and George Wilkinson (Southern District); David White and Wally White (Western District). Commissioners were invited to share their comments and suggestions on how to make CCI a stronger organization representing all members. Suggestions included a review of current policies and procedures; a request to strive for a collective, non-partisan voice on issues that really matter; a reassurance that all commissioners have the opportunity to participate; and the ability for counties to bring issues of importance to CCI for support and assistance. The task force will meet throughout the summer and will be soliciting input at District meetings in August. All commissioners will receive notice of task force meetings and are encouraged to participate and contribute to these meetings.



# Summer Conference Photo Highlights



Sedgwick County Commissioner Glen Sandquist and Cheyenne County Commissioner Jerry Allen enjoy the opening reception at conference.



Gunnison County Commissioner Hap Channell and Summit County Commissioner Thomas Davidson catch up during the opening reception at the Vail Cascade.



Kathy Worthington, Xcel Energy and Lt. Governor Joe Garcia discuss ideas at the opening reception.



Arapahoe County Commissioner Susan Beckman and El Paso County Commissioner Sallie Clark get excited for the upcoming conference meetings.



La Plata County Commissioner Kellie Hotter, Alamosa County Commissioner Darius Allen and Douglas County Public Affairs Director Wendy Holmes stopped and smiled for the camera at the opening reception.



El Paso County Commissioner Dennis Hisey, Teller County Commissioners Jim Ignatius and Bill Buchanan pose for a photo at the opening reception.





Douglas County Commissioner Jill Repella, Conejos County Commissioner John Sandoval and Douglas County Commissioner Jack Hilbert (far right) welcomed Governor John Hickenlooper (second from right) to the CCI opening reception.



Gilpin County Commissioners Buddy Schmalz and Connie McLain stop and smile for the camera before the Tuesday dinner.



Costilla County Commissioner Crestina Martinez, Washington County Commissioner Lea Ann Laybourn and Arapahoe County Commissioner Nancy Jackson discuss the Tuesday sessions prior to dinner.



Arapahoe County Commissioner Frank Weddig and Douglas County Commissioner Steve Board enjoy the beautiful weather prior to the Tuesday dinner.



Larimer County Commissioners Steve Johnson and Lew Gaiter show off the coveted drink ticket prior to Tuesday's dinner.



Boulder County Commissioner Cindy Domenico and Adams County Commissioner Skip Fischer share ideas before the Tuesday dinner.

## REAL Colorado: Human Services Mandate Reform

Over the last several months, Colorado has made tremendous progress in critically reviewing human services mandates and asking whether or not they result in the outcomes we share for families and children. REAL Colorado, an initiative of CCI that stands for Responsive, Efficient, Accountable human services system delivered through Local-state partnership, is contributing to this dialog and this effort. This session highlighted Minnesota's experience with a similar commitment to reform, the state's Department of Human Services (CDHS) commitment to this effort and the role of REAL Colorado to this effort to date.



Reggie Bicha, Executive Director for the Colorado Department of Human Services, Ryan O'Connor, Minnesota REDESIGN Project Coordinator and Weld County Commissioner Barbara Kirkmeyer listen to Arapahoe County Commissioner Susan Beckman (not pictured) as she moderated the session.

Ryan O'Connor, Program Manager of Minnesota REDESIGN, joined attendees to explain the origination of Minnesota REDESIGN. He explained that in 2003 the Association of Minnesota Counties' (AMC) Board of Directors began a culture of change. Inherent in this culture of change was an embracing of proposals that 1.) serve citizens using significantly reduced resources; 2.) enhance governance, transparency and flexibility within local and state government and 3.) demonstrate county leadership devoid of partisanship in order to improve the long-term

outlook of Minnesota. Mr. O'Connor also shared AMC's 'lessons learned' with Colorado which included: 1.) changing a culture is difficult, takes time and requires committed visionaries; 2.) county associations and individual counties both have important roles to play in a statewide innovation agenda and 3.) ownership of innovation successes must be shared.

CDHS Executive Director Reggie Bicha then spoke to the Governor's support of REAL Colorado. He explained that the state department is currently reorganizing the department's senior management team and is in the midst of an extensive review of existing human services rules. Director Bicha stated that some CDHS rules were promulgated as far back as 1979 and have not been reviewed since their promulgation. He also cited the CBMS Executive Oversight Committee as another example of collaborative partnership between counties and the state.

Weld County Commissioner Barbara Kirkmeyer then delved into a presentation explaining what REAL Colorado is all about. She emphasized that REAL Colorado is about much more than mandate reform. Instead, it is about how we do business in the state and about outcomes for our families, rather than being driven solely by compliance. When it comes to human services, REAL Colorado aims to maintain funding flexibility, fiscal responsibility, efficiency, and transparent planning and reporting, among other goals.

## Advanced Land Use

The highly regarded land use attorney, Andrew Ringel a member of Hall & Evans, once again impressed commissioners with his case study approach to land use issues. The case studies were either actual cases or derived from cases that illustrate court decisions. The case studies were particularly relevant because commissioners asked many questions specific to their counties. There were so many questions that Mr. Ringel answered only eight of the eighteen case studies in his handout.

Mr. Ringel for years has represented local governments in Colorado courts. When local elected officials call on him things are always a mess. His advice was pay attention to detail and follow the law. In referring to a question about decision making, he used his often repeated quote by Justice Louis Brandeis: "*Sunshine is the best disinfectant.*"

Mr. Ringel's "Advance Land Use Issues & Answers" handout is on CCI's website for easy reference. It can be found at [www.ccionline.org](http://www.ccionline.org), click on "about," then click on "CCI conferences," then scroll down to "Advanced Land Use" and click on it.

# Local Role in Transmission Line Siting



PUC Commissioner Jim Tarpey presents during the transmission lines session.

Transmission line development continues to be an issue in Colorado. This hot topic will be debated throughout this summer in the SB-45 Transmission Line Task Force conversations. Commissioners had the opportunity to hear from three experts in the field about how other states site transmission lines, how Colorado's process works, the importance of local siting and application review, and the scope of the upcoming taskforce work.

Colorado Public Utilities (PUC) Commissioner, Jim Tarpey, spoke about the PUC's backdrop authority for approving transmission lines in the state. If a utility believes a local government issued an unfair decision the utility has the right to appeal to the PUC. This occurs rarely but in the two cases when it did happen, one case lasted more than ten years and one was concluded within one year. Commissioner Tarpey also spoke about the new rule the Commission approved that allows local governments to be a part of the planning earlier on in the process to avoid potential pitfalls later when the application is submitted.

Juan Altamirano, Project Manager for Alamosa County, presented to the commissioners an overview of the importance of having local governments engaged in the siting of transmission lines. Alamosa County is at the forefront of the Colorado energy debate and counties from around the United States have requested that their local regulations use this as a model. Alamosa County has successfully negotiated with a variety of power companies to ensure that the benefits of the infrastructure development remain in the county, something that would be impossible if local governments lost their siting approval powers.

All three speakers referred to the SB-45 Transmission Line Task Force which will convene during the summer. The seventeen member group will study how to streamline the application and siting procedures in Colorado and examine the option of creating a Colorado statewide siting authority. CCI will appoint two commissioners to be part of the discussions. A report to the General Assembly is due by December 1, 2011.

Mark Davidson, a partner in the law firm Holland & Hart, presented a comprehensive review of how Western states site and approve transmission lines. Western states have a wide variety of regulations and processes for transmission line approval. Regulatory agencies vary from state to state, from a single statewide siting authority with local government approval, to a state requiring three agencies' approval before transmission line development. The large amount of federal land in the West slows development further because of the need for prior federal environmental approval, which could take three to five years to obtain.

## CCI 2012 Legislative Issue Forms

CCI is soliciting potential legislative issues for the 2012 legislative session. Please answer each of the questions for each of your county's legislative issues. If your county submits multiple issue forms, please prioritize your issues. Submitted issues are discussed during the summer steering committees and district meetings. We encourage you to confer with your county managers or administrators and department heads, as well as other elected officials, to determine what issues are the most pressing in your county and have implications for other counties. All submitted issues forms must have the support of the Board of County Commissioners or the Mayor/City and County Council.

A copy of the form is printed on page 16 and is also available on the CCI website. It can be emailed to Jeanne DeHaven at [jdehaven@ccionline.org](mailto:jdehaven@ccionline.org) or faxed to 303-861-2818.



## Advice and Resources for Commissioner Redistricting



State Demographer Elizabeth Garner presented the 2010 Census results.

In accordance with a provision in the U.S. Constitution, the federal government completed the decennial Census in 2010. Those results are now being made public and counties are encouraged to study the emerging demographic trends as they are absolutely essential to conducting economic development and land use planning in our communities.

The census results are also the essential tool that counties need to rely on as they undertake statutorily-mandated redistricting this year. Pursuant to CRS 30-10-306(4), commissioner districts must be reviewed and possibly revised following each federal census to ensure that each commissioner district is as nearly equal in population as possible. Redistricting must be completed by September 30 of this year.

At a session during the CCI Summer Conference, county commissioners and staff were given a brief overview of some of the results and trends demographers are seeing from the census results and tips and best practices on how to conduct the mandatory commissioner district boundary review.

The session panel consisted of Elizabeth Garner (State Demographer), Barry Shiohita (Alamosa County Administrator) and Pete Magee (Executive Director of the San Luis Valley GIS/GPS Authority). The session was moderated by Commissioner Jack Hilbert (Douglas County).

State Demographer Elizabeth Garner provided some highlights from the 2010 Census. Census figures show that Colorado was the 9<sup>th</sup> fastest growing state in the U.S. between 2000 and 2010. The five fastest growing counties (percentage-wise) in Colorado over the last decade were Douglas, Weld, Garfield, Mesa and Eagle. One of the

more interesting demographic trends Garner highlighted was the more than doubling of Hispanic populations (between 2000 and 2010) in the following counties: Custer, Douglas, Garfield, Grand, Rio Blanco, Routt, and San Juan. Garner also announced that the state Demography Office has established a “County Commissioner Redistricting” page on the DOLA website. It can be found at <http://dola.colorado.gov/gis/ccredistricting.html>.

Alamosa County Administrator Barry Shiohita provided some valuable perspectives on his experience working on commissioner redistricting in Otero County back in 2001 following the last federal census in 2000. He noted that using natural (such as rivers or ridgelines) or man-made features (such as highways) as district boundaries makes it much easier to describe and define the districts to the public. Shiohita also noted that keeping “communities of interest” intact is always in a county’s best interest. It is also advisable to keep the public informed via local media outlets and to avoid any appearance of gerrymandering.

Pete Magee of the San Luis Valley GIS/GPS Authority demonstrated how geographic information systems (GIS) can simplify the redistricting process. He showed case studies of commissioner districts that required revisions to their boundaries (because of population increases) and how GIS mapping was used to redraw the boundaries so as to equally distribute populations within the districts. Magee also said that the San Luis Valley GIS/GPS Authority is available to assist counties statewide.

The various presentations and handouts from the “2010 Census Results and Commissioner Redistricting” session are available on the CCI website at <http://www.ccionline.org/index.cfm/ID/166>.



Pete Magee with San Luis Valley GIS/GPS Authority showed how GIS can simplify the redistricting process.



# County Responsibilities During an Emergency

As the old saying goes, “Failing to plan is planning to fail” – and disaster management is no different. Counties need to have plans and protocols in place before a disaster strikes in order to have any chance of effectively managing a response to an event. This conference session focused on questions that county commissioners and staff should be asking themselves before, during and after a disaster. The Fourmile Canyon wildfire in Boulder County served as a case study for the session. Participants learned firsthand how complex and expensive disaster management can get.

The session panel consisted of Lori Hodges (Regional Field Manager, Division of Emergency Management), Michelle Krezek (Commissioners’ Deputy, Boulder County) and Don Sandoval (Regional Manager, Department of Local Affairs). The session was moderated by Commissioner Steve Board (Douglas County), who serves as CCI’s representative on the State All-Hazards Advisory Committee (SAHAC).

In an interactive discussion, DEM manager Lori Hodges led a discussion on issues that locals should be contemplating and planning for before a disaster strikes. She focused on the formation of the county Policy Group and preparation of the Local Emergency Operations Plan. She outlined the roles and responsibilities of different county-level staff as well as state and federal agencies, underscoring the importance of having mutual aid agreements, MOUs and/or IGAs in place before an event takes place.

Michelle Krezek of Boulder County provided some sobering lessons from the recent Fourmile Canyon wildfire – the most destructive wildfire in the state’s history. Krezek warned that it is almost impossible to fathom the

scope and sometimes chaotic nature of a multi-jurisdictional response effort and that even the best plans and procedures are tested and sometimes come up short. Regular communication with displaced residents was a big emphasis, and it is absolutely essential that a county have a system of disseminating information (call centers, etc.) to residents. She also stressed the importance of having your financial staff involved from the very beginning in order to track costs and maintain receipts. Finally, Krezek warned against taking donations from well-meaning citizens; the items donated are often unusable and in the case of the Fourmile fire, the county ended up with a warehouse full of unusable clothes and other items.



DOLA Field Manager Don Sandoval discussed the importance of preparation, including adoption of emergency procurement procedures before an event. He reminded the participants that disaster costs are generally borne by the affected local government, not the state. At the same time, he assured the participants that the Department of Local Affairs will be there to help in whatever capacity it can. Sandoval stressed the importance of assessing and providing for the various needs of disaster victims, such as transportation, housing, public health and day care. He also echoed a sentiment that was brought up repeatedly during the session; that disaster recovery is a much more time-intensive and expensive issue than most county commissioners think and that counties should prepare for a long and arduous recovery process after a major disaster.

The handouts from the “County Roles and Responsibilities During and After a Disaster” session - including the “*Questions for Locals to Consider Before, During and After a Disaster*” - are available on the CCI website at <http://www.ccionline.org/index.cfm/ID/166>.

## CCI Steering Committee Meeting Reminder

July 8, 2011

CCI Steering Committee Meetings – begin CCI legislative priority and policy setting for 2012

**9 a.m. - Noon**

- Health & Human Services
- Agriculture, Wildlife & Rural Affairs
- Land Use & Natural Resources
- Public Lands

**12:45 p.m. - 4 p.m.**

- General Government
- Tourism, Resorts & Economic Development
- Taxation & Finance
- Transportation & Telecommunications

## BLM and USFS – Cooperation or Coordination?

This concurrent session took place over two time blocks on the final day. In the first hour, Dave Neely – a district ranger within the White River National Forest – talked about the good working relationship he has tried to establish with Eagle County in several areas, including land exchanges and the development of wildfire protection plans. Eagle County Manager Keith Montag, indicated that county relations with the Forest Service have moved “to another level” since Mr. Neely became ranger. Also in the first hour, Cynthia Moses-Nedd (DOI Liaison to State and Local Government), Randy Phillips (Forest Service Liaison to NACo), and Dave Loomis (Forest Service Region 2 Environmental Planner) gave overviews of the opportunities for federal agencies and local governments to work together. Steve Hall, BLM Colorado’s Director of Communications, also reviewed a number of federal-local cooperating agency arrangements which already exist in Colorado. Each of the speakers acknowledged the existence of both “coordination” and “cooperation” in federal law. Ms. Moses-Nedd said that cooperating agency status recognizes the special relationship that exists with local and tribal agencies when it comes to federal land use planning. This status can be achieved in more or less formal ways but provides a framework for working through issues that is better than working without one. Mr. Phillips added that there is no replacement for informal communication in every case, whether or not a cooperating agency MOU is in place.

In the second hour, Commissioner John Martin (Garfield) and Commissioner Dan Gibbs (Summit) spoke about their “in-the-field” experiences working with federal agencies to respond to wildfires and other environmental concerns. Commissioner Martin detailed differences between local and state emergency responses to two forest fires that occurred around Glenwood Springs. During the first fire, the response suffered from the lack of cooperation and prior planning, however, attention to planning greatly enhanced cooperative efforts in the case of the second fire. Commissioner Gibbs listed the numerous ways that the county, municipalities, federal land management agencies and state agencies collaborate to address forest health and water concerns within his county. The emphasis in Summit County is to continue talking and planning with all partners so that when the fire comes, ideally the impact will be lessened due to previous mitigation efforts.

In every case, the importance of maintaining ongoing communication was emphasized. In addition, it was noted that both cooperation and coordination can be time-consuming and costly for local entities, therefore, counties should be prioritizing which federal actions merit the commitment that is required. In some cases, formalizing the relationship helps clarify that commitment and provides continuity as new board members are elected and come into a process midstream.

The PowerPoint presentations and other documents made available at this session, are available on the CCI website.

## Lake City/Hinsdale County Marketing Committee Code of Conduct

In an effort to encourage an atmosphere that fosters working together collaboratively, the Lake City/Hinsdale County Marketing Committee has adopted a Code of Conduct for its meetings. Following a challenging year-end for 2010, the newly formed Marketing Committee (an ad hoc committee governed by the Lodging Tax Board which, is appointed by the BOCC) is determined to set a tone of respect and civility in its meetings. The result of the Code is greater public confidence that their voices will be heard in public meetings without risk of attack or disrespect. The Code is posted in the meeting room for any participant to access; results have been very positive.

### Hinsdale County Meeting Code of Conduct

1. Collaborative learning
  - work together to learn together
  - welcome clarifying questions
  - explain acronyms and jargon
2. Have respect for other opinions (don’t have to agree)
3. Focus on issues, not people
4. One conversation at a time
5. Consensus: don’t have to like it, but can live with it; strive for full agreement; can use zone of agreement
6. Have fun
7. Communicate on roles, authority, decision spaces

## Congratulations Commissioner Board!



Douglas County Commissioner, Steven A. Boand, receives a Certificate of Achievement from the Federal Emergency Management Agency (FEMA). Commissioner Board is the first Colorado County Commissioner to earn his Advanced Professional Series (APS) Emergency Management Certificate from the Colorado Division of Emergency Management and the Emergency Management Institute (EMI). The Certificate is presented by Robyn A. Knappe, Training Manager, Colorado Department of Local Affairs, Division of Emergency Management.

## Local Governments to Receive \$375 Million to Compensate for Tax-Exempt Federal Lands

Secretary of the Interior Ken Salazar announced today the 2011 PILT funding for more than 1,850 local governments around the nation totaling \$375.2 million. Colorado's share will equal \$27,022,334, which is \$2.7 million higher than last year's allocation. This year's PILT program is funded at full entitlement levels under the Emergency Economic Stabilization Act of 2008, which enacted a five-year authorization for full funding of the PILT program.

For details on what your county will receive, please visit the Department of Interior's website <http://www.nbc.gov/pilt/search.cfm#search>.

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# CCI LEGISLATIVE ISSUE FORM

## for 2012 Legislative session

CCI is soliciting potential legislative issues for the 2012 legislative session. Please answer each of the questions below for each of your county's legislative issues. If your county submits multiple issue forms, please prioritize your issues. Submitted issues are discussed during the summer steering committees and district meetings. We encourage you to confer with your county managers or administrators and department heads, as well as other elected officials, to determine what issues are the most pressing in your county and have implications for other counties. All submitted issues forms must have the support of the Board of County Commissioners or the Mayor/City and County Council.

Please fax or email your issue forms to Jeanne DeHaven at 303.861.2818 or [jdehaven@ccionline.org](mailto:jdehaven@ccionline.org). **Legislative Issue Forms should be returned by Friday, July 1, 2011 in order to be discussed during summer steering committee meetings.**

Name: \_\_\_\_\_ Title: \_\_\_\_\_

County: \_\_\_\_\_ Phone: \_\_\_\_\_ E-mail: \_\_\_\_\_

Who from your county would be available to testify: \_\_\_\_\_

Issue: \_\_\_\_\_  
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Background: \_\_\_\_\_  
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Proposed Solution/Legislative Remedy: \_\_\_\_\_  
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Supporters/Opponents: \_\_\_\_\_  
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Proponents acting independently of CCI on this issue: \_\_\_\_\_  
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\_\_\_\_\_

Anticipated Fiscal Impact: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Priority Ranking (If multiple issues submitted): \_\_\_\_\_

**\*\* CCI USE ONLY \*\***

Date Received: \_\_\_\_\_ Staff Assignment: \_\_\_\_\_ Steering Committee Assignment: \_\_\_\_\_