



49th Annual Colorado Municipal Clerks Institute and Academy

July 14-18, 2025

Fort Collins Marriott
350 East Horsetooth Road,
Fort Collins, Colorado 80525





Dear Friends:

I am pleased to announce the 49th Annual Institute for Municipal Clerks will be held fully in person at the Fort Collins Marriott, 350 East Horsetooth Road, Fort Collins, Colorado 80525. We have secured a room block for \$169 per night. You can make your room reservation at this link: [CLICK HERE](#)

The program begins on Monday, July 14, at 8:00 am with Orientation, followed by a wonderful session that will touch you and inspire you to “push pebbles” and will end at noon on Friday, July 19, with our last morning sessions titled “Flip your Mindset,” by Frank Kitchen.” To ensure you earn a total of 40 hours, we are offering 2 evening sessions: “New Belgium Brewery and its impact on the Community”, which includes dinner and a tour of the brewery, and “Dinner and a Movie” on Wednesday evening. We will celebrate our third-year graduates with a dinner on Thursday evening. [REGISTER NOW](#)

Clerks who are interested in just Liquor or Marijuana training may register for a daily fee. For those working on your MMC, we have been approved for MMC credit for our third year track!

- [CLICK HERE FOR LIQUOR LICENSING REGISTRATION](#)
- [CLICK HERE FOR MARIJUANA LICENSING REGISTRATION](#)

An excellent program awaits you this summer! Mark your calendar now and register now!

Sincerely,

Kathleen Novak
Institute Director



About the Institute

The 49th Annual Colorado Institute for Municipal Clerks has been developed in conjunction with the International Institute of Municipal Clerks (IIMC), the Colorado Municipal Clerks Association (CMCA), and Regis University.

The Institute offers 120 hours of course work in public administration, managerial skills, interpersonal skills, and technically related subjects over the course of three years. Faculty has been chosen from academic, public, and private organizations on the basis of their experience and ability to contribute to the dynamic, in-depth learning experience. Participant involvement is continually encouraged to enhance the learning process. Completion of the Institute program can be applied toward the IIMC Certified Municipal Clerk (CMC) designation.

Vision and Mission of the Institute

Municipal clerks' duties will vary. While most clerks are responsible for records, minutes and elections, municipal clerks in smaller municipalities may also be responsible for finance and human resources. Even with this variety, municipal clerks hold one thing in common: they are officers of their community. To best serve the needs of municipal clerks now and in the future, the CMCA Institute Task Force drafted the following vision and mission for the Institute:

"The vision of the Colorado Institute is to be the primary educational opportunity for municipal clerks by providing a balanced, broad-based curriculum to develop confidence and competence in technical, interpersonal, political, and personal leadership skills." The Institute should expose municipal clerks to a wide range of issues, topics and resources to facilitate the development of critical thinking skills and the ability to adapt and anticipate the ever-changing environment and future realities surrounding the municipal clerk profession.

With this vision in mind, the mission of the Colorado Institute for Municipal Clerks is to "enable municipal clerks to anticipate and meet the changing needs of their organizations and communities through service excellence."

IIMC Certification

Successful completion of the three-year program provides the education credit toward the IIMC's Certified Municipal Clerk Program. Attendance at a previous session is not a prerequisite for this year's Institute. Further information about the IIMC certification program will be available at the Institute.

General Information

Fees: The Institute fee is \$1,300 for CMCA members and includes tuition, materials, breakfasts, breaks, lunches and all but one dinner. You will only be on your own for Tuesday dinner. (Unfortunately, meals costs have increased and our cost for meals is \$880 per person. This accounts for the increased cost this year.) You can purchase additional tickets for the Graduation Dinner for your guests on the registration form. The cost is \$67 per person. If you are not sure, you can also add these later. One day registrations are \$250 for members.

Registration is available online at this link: [REGISTRATION](#)
If you register after June 15, the rate increases to \$1400.

Location: [Fort Collins Marriott](#), 350 East Horsetooth Road, Fort Collins, Colorado 80525. Amenities include a restaurant, lounge, indoor-outdoor pool and hot tub, exercise facilities, free parking, and free Wi-Fi. **You must make your reservation no later than June 15th** to guarantee the \$169 per night rate. To use your tax-exempt status, you need to complete the forms and provide the appropriate documentation that can be found on the CMCA website on the Institute page. Note that you must pay using organizational funds, as outlined in the packet. [CLICK HERE](#) to reserve your hotel room. If you have any problems, reach out to Brandon Martin, Group Rooms Coordinator, 970.226.9704, brandon.martin@marriott.com

Commuters: Parking at the hotel is free. Please note that all sessions begin at 8:00 am, and will end at 5:00 pm, except for Monday, Wednesday and Thursday evenings. Breakfast is provided from 7:00 – 8:00 am. Please plan on attending **all** sessions and the Thursday dinner, as it is included in your registration fee.

Scholarship Information: Several scholarships will be available to Colorado clerks through CMCA. A scholarship application is available on the [CMCA website](#) and is **due May 30**. (Scroll down to the application at the bottom of the page.)

Prerequisites: There are no prerequisites for attending the Institute except that the participant should be a municipal clerk, deputy or an employee of the municipal/county clerks' office.

Attendance: Participants who wish to receive education credits toward IIMC Certification are required to attend all sessions and complete the assessments.

Refund Policy: Full refunds, less a \$75 processing fee, will be made if a written request for cancellation is received **two weeks** prior to the start of Institute (June 30). Partial refunds may be made after that date. There will be no refunds if notified less than 7 days prior to the start of the program. Cancellation requests must be made in writing - email to: admin@cmcaclerks.com . Cancellation requests received after the deadline, no-shows and instances where participants need to leave the event before it is over will be charged the full registration fee and are not entitled to any refund.

Materials: The Colorado Institute is Green! We will be providing all materials electronically via **Dropbox**. We recommend that you bring a laptop so that you can access the materials. You should check with your IT person to make sure you can access these materials prior to coming to Institute.

Meals: All meals and breaks are included in your registration fee, except Tuesday night dinner. If you have special dietary needs, please indicate them on the registration form.

Graduation Banquet: Your registration fee includes the price of the Graduation Banquet. Third year graduates are welcome to invite guests to the Banquet. Extra guest tickets are available for purchase

during registration. The cost is \$67.00 per person. Please purchase your extra tickets by **July 1**. We **strongly encourage (please ☺)** that all participants stay for this special occasion.

Parking: Parking at the hotel is free!

Attire: Dress for the Institute is generally **business casual**. We recommend that you dress in layers since sometimes the rooms can get chilly.

Things to Bring: Because we will not be printing materials, be sure to bring a laptop or to access the online materials. You might want to bring your city pins to trade with other clerks. Past attendees have also suggested that you bring your **Charter** if you are home rule. ***It is tradition that a collection is taken among first and second year participants to purchase a little gift for the third year graduates. The usual donation is \$10.00. You bring it with you to Institute.***

Additional Information: For additional information about the program, call Kathie Novak, 720-339-5845, or email at admin@cmcaclerks.com

PROGRAM

In order to give you the flexibility to learn what you need to know, we will again be offering courses in a track format. We will provide you with your transcript at check-in every year, and it is your responsibility to make sure that you get the education you need, without repeating courses. IIMC will only give credit once for most courses.

Lynda's Legacy Discover the transformative power of kindness in our upcoming keynote presentation. Inspired by the remarkable life of one young woman, this session will reveal how small acts of compassion can create a ripple effect, changing lives and communities. Be prepared to be moved by stories of courage and positivity, and learn how you can make a meaningful impact through Random Acts of Kindness. Don't miss this opportunity to be inspired and empowered to spread kindness in your own unique way.

Basics of Records Retention and Records Management This is an overview of basic principles and practices considered useful in managing records successfully. Topics include: What is considered a record? What is records management? Developing a records management manual and exploring the Colorado Municipal Records Retention Schedule (CMRRS) - what is it, why is it important, why do we need it, and how to use it. This class will leave you with the knowledge and understanding of records, records management, and records retention that will help to make you a more valuable asset to your municipality.

CORA: The Law, Application, and Best Practices Open Records requests can seem complicated and intimidating, but it can actually be quite simple! Topics in this course include what constitutes public records, what can be denied or redacted in a records request, process and timeframes for fulfilling a request, and a short discussion on recent actual and proposed changes to the law. Additionally, this course will provide information and tips for dealing with some of the trickier "customers" of open records requests: the First Amendment Auditors.

Managing and Organizing Your Electronic Files At a time when Records and Information Management is evidently becoming more and more necessary, how and where you store your electronic files is critical. It is important to know your computer's "common" areas and its areas of high usage. We will learn how to make a plan to organize your digital files, make decluttering part of your routine, name digital files clearly and standardize your document types. We will also look at tools to help you and your organization clean up your shared drive.

For Election Neophytes: Everything You Didn't Know You Need to Know If you've never run an election before, it's difficult to know where to start, what to look for, whom to talk to. This presentation, geared towards clerks who've never run an election or who haven't run an election in many election cycles, will provide you with the basics: information on the resources you need to identify procedures, create an election calendar, assemble a TABOR notice, and make your election run smoothly.

Leading with Emotional Intelligence As our organizations continue to change in response to a changing environment, our expectations of our leaders are changing as well. In this course, participants will learn Daniel Goleman's five components of emotional intelligence. You will apply these components to your own leadership style through assessment and feedback, and practice techniques designed to enhance your level of emotional intelligence, or "EQ". Because most leadership situations today require the use of influence rather than absolute authority, you will also learn about the best ways to enhance your credibility and improve your influencing skills. You will leave the workshop with a meaningful personal leadership credo that will inspire you and remind you to continue to work on achieving a high EQ.

Elevate your Effectiveness Your experience at Institute and on the job has given you a lot of great ideas and insights – sometimes an overwhelming amount. This session will help you develop a concrete path to 1) choose what improvements to pursue that are most appropriate for your municipality; and 2) to find the best path to getting there.

Municipalities Matter and Legislative Update Learn from CML about some Colorado municipal trivia, resources available from CML, and an update on 2024 legislative issues of municipal interest.

Risk Management This course will provide an overview of risk management. Topics to be covered include: Most frequent and costly loss types; Risk control techniques; Pertinent state and federal laws; Essential elements of a comprehensive loss control program; ADA, FLSA, other pertinent legislation; Training suggestions for elected officials.

Diversity and Inclusiveness in our Communities This course provides clerks with an understanding of the complexity of diversity in our communities. Topics include: Different cultures; Valuing differences; Demographics and what they mean for the future.

Clerking a Meeting This session will address a variety of situations a clerk will find themselves in before, during and after a meeting. Minutes, motions, publications and everything in between!

Mock Council/Board Meeting This hands-on session will work participants through the entire meeting cycle from agenda development to minutes, with some surprises built in!.

Count on Me! This program is about building credibility and accountability, being believable, living what you believe and being clear on your personal priorities. People work harder and with more commitment for people they relate to, where they feel valued and appreciated and where everyone is working toward a cause they believe in. Can people around you count on you? What do they count on, positive or negative? Do you do what you say you will do? Are you clear on the values that drive you and are you living in alignment with them? And do you understand your “why”, the deep inner motive behind how you do what you do?

Teams and Collaboration This workshop explores teams and collaboration and the skills needed for both. Our working environments can be characterized by uncertainty, ambiguity, paradox, change. This workshop will reveal the skills teams need to be more effective at getting what they want while collaborating with others. Collaboration should enable teams to more effectively achieve results. Join this session to find out more about the inner workings of successful, collaborative teams and what it takes to make this a reality.

Other Duties as Assigned The clerk’s office often is asked to do things outside of liquor, records, and elections. This session will discuss these other duties and a seasoned clerk will discuss best practices and help answer your questions.

Website Accessibility This session will equip participants with the knowledge and skills to create and maintain accessible websites while establishing internal policies for ongoing compliance.

Curriculum: Ctrl + Alt + Clerk: Embracing Tech for a Smoother Municipality This session will equip municipal clerks with knowledge of emerging technologies and tools to streamline administrative processes, enhance efficiency, and improve public service delivery.

Municipal Clerks- the Stewards of Democracy This session will help clerks understand the origins and progression of municipal clerks in the role of democratic practicalities and their power to

coordinate elections for their communities. This curriculum offers a comprehensive overview of the evolution of voting rights, encouraging participants to understand the historical context and recognize the significance of continued civic engagement as a Municipal Clerk.

They Might Not Be Crazy: Working With People You Disagree With (And Might Not Even Like)

In today's fast-paced, ever-evolving world, leaders and teams are constantly navigating different personalities, perspectives, and priorities. Yet, 90% of all workplace conflicts stem from misunderstandings. When the majority of employees feel that expressing their true thoughts could put their jobs at risk, it's no surprise that disengagement, tension, and frustration are at an all-time high. But what if the key to a connected culture wasn't about eliminating conflict—but transforming it?

Marijuana Licensing: The Local Side of Things – in 2 Parts The purpose of this session is to provide the participant with an understanding of the various license types available and guidance on the application process. Upon completion of the program, participants should have the ability to implement local processes that are efficient and serve the needs of both the applicant and organization. Part 2 includes members of the State MED.

Marijuana Licensing: Complicated Applications This session will continue discussion of the marijuana licensing process, particularly difficult situations.

Regulatory Licensing: Roundtable Discussion This final marijuana session will help you deal with your specific situations and contexts. All the experts will be there to answer your questions!

De-Escalation Techniques Have you ever been in a situation that escalated into a potentially dangerous or frightening situation? This session will cover de-escalation techniques used by law enforcement that can help defuse situations in both your work and in personal life.

Law School for Clerks Taught by attorneys, this session will cover the legal issues vital to the clerk's office: Reading the CRS; understanding legal documents; CORA; Open Meetings; Writing Ordinances, Resolutions and Proclamations; etc.

The Social Side of City Hall: Intro to Government & Social Media Through social media, government agencies can engage directly with the communities we serve, exchanging dialogue, news, and information in real-time. But social media also presents unique challenges for government agencies. In this session, we will cover how to use social media at your organization, including: Who uses different social media platforms and why; How to stay current with social media best practices and trends; Why you should incorporate customer service into your social media strategy; How to plan and create content for your channels; What to know about the First Amendment and social media public records; and accessibility requirements for social media required by state statute

Presenting Yourself in All Areas How do you put your best foot forward and command the respect that you and the office deserve? This session addresses professionalism in the clerk profession, and in interactions with those around you.

Working with your Elected Officials Establishing and maintaining an effective working relationship with the governing body is the key to achieving your objectives and serving your community well. Participants will examine their current relationship, explore the "line" between administration and policy, develop strategies for improving the relationship, and learn from others about what really works.

Basic Liquor Licensing 101 - "Getting Liquor" This course will cover the essentials of Liquor Licensing in Colorado. Objectives include: understanding the different license and permit types

available and be able to provide this information to customers; being able to guide customers through the application process and to be a resource for additional information; being able to serve as a source of information to the Local Licensing Authority (LLA); and to implement local processes that are efficient and serve the needs of licensees and the LLA.

"Keeping liquor" (102) re Corp Changes, Tradenames, Modifications This session addresses the topics of corporate changes, tradenames, and modifications in liquor licensing.

"Adding liquor" (103) re New Laws, Permits, Special Events This session on liquor licensing discusses permits, special events, and will update on new legislation.

"Hands on Liquor" In this session participants will utilize various case studies to practice processing unique applications.

Understanding Yourself and Others Using the MBTI As our workplaces become more diverse, and as we are asked to interact more and more frequently with coworkers, teams, customers, vendors, regulators and others, it becomes ever more important to excel at getting along well with all types of individuals. The first step is in understanding yourself and your own preferences and style, and the second step is in understanding the styles and preferences of others. The MBTI is the most widely used personality assessment instrument, and is invaluable in helping people improve their ability to communicate, to lead and to motivate their teams. This course provides an interactive and humorous environment for learning about yourself and others.

Dipping Your Toes Into FCPA Waters The Colorado Fair Campaign Practices Act is 51 pages long and is mainly geared toward state election campaigns as opposed to municipal election campaigns. Over the years, clerks have made assumptions about what needs to be done to comply with this statute. The class will take a microscopic view of what the FCPA really requires - and when - and the specific processes which municipal clerks must know when money is involved in municipal campaigns.

Introduction to Municipal HR Join us for an insightful session tailored specifically to the needs of clerks by clerks, where we delve into the intricate world of Human Resources within local government. This session will provide a platform for municipal clerks to explore innovative HR strategies, share best practices, and address the distinctive challenges they encounter in their roles.

Change Management This session focuses on developing the critical skills needed to effectively manage change in the workplace. It also covers how to motivate people through the change process.

Municipal Clerks- The Integrated Leader This session will provide a peek into "Integrated Leadership" which includes, building cohesive relationships with department heads, wholistic managing of the Clerk's Office and understanding the interconnectedness of different aspects of the organization, values and long range outcomes.

From Chaos to Clarity: Crafting Policies That Actually Work Roll up your sleeves and dive into this hands-on session designed to demystify the policy-making process. Whether you're starting from scratch or refining what you already have, this session will guide you through the nuts and bolts of creating clear, practical, and effective policies and procedures that truly support your municipal clerk's office. With real-world examples, you'll leave prepared to put your ideas into action.

49th Annual Municipal Clerks Institute
July 14 – 18, 2025 Fort Collins Marriott (subject to change)

		1 st Years	2nd Years	3rd Years and MMC
Start	End			
Monday, July 14, 2025				
7:00 am	8:00 am	Breakfast		
8:00 am	9:50 am	Opening General Session: Orientation and Who is in the Room		
9:50 am	10:00 am	Break		
10:00 am	11:50 am	General Session: Lynda’s Legacy		
10:00 am	11:50pm	Basics of Records Retention and Records Management	CORA: The Law, Application, and Best Practices	Managing and Organizing Your Electronic Files (MMC)
12:00 pm	12:50 pm	Lunch		
1:00 pm	2:50 pm	Elections: Everything You Didn’t Know You Need to Know	Leading with Emotional Intelligence	Elevate your Effectiveness (MMC)
2:50 pm	3:00 pm	Break – Registration Lobby		
3:00 pm	5:00 pm	Elections: Everything You Didn’t Know You Need to Know (cont)	Leading with Emotional Intelligence Continued	Working with your Elected Officials (MMC)
6:45 pm	8:45 pm	Dinner General Session New Belgium Brewery and its impact on the Community		
Tuesday, July 15, 2025				
7:00 am	7:50 am	Breakfast		
8:00 am	9:50 pm	Clerking a Meeting	Count on Me	Teams and Collaboration (MMC)
9:50 am	10:00 am	Break		
10:00 am	11:50 pm	Municipalities Matter	Count on Me (cont)	Teams and Collaboration (cont) (MMC)
12:00 pm	12:50 pm	Lunch		
1:00 pm	2:50 pm	Mock Council Meeting	Risk Management	Diversity and Inclusiveness in our Communities (MMC)
2:50 pm	3:00 pm	Break – Registration Lobby		
3:00 pm	5:00 pm	General Session: They Might Not Be Crazy: Working With People You Disagree With (And Might Not Even Like)		
Dinner on your Own				
Wednesday, July 16, 2025				
7:00 am	7:50 am	Breakfast – Salon E		
8:00 am	9:50 am	Other Duties as Assigned	Local Marijuana Licensing: Complex to Simple	Crafting Policy (MMC)
9:50 am	10:00 am	Break – Registration Lobby		
10:00 am	11:50 pm	Website Accessibility	Marijuana Enforcement Division: Role and Supporting Local Jurisdictions	History of Voting Rights (MMC)
12:00 pm	12:50 pm	Lunch – Salon E		
1:00 pm	2:50 pm	Law School for Clerks	Marijuana Licensing: Complicated Applications	The Social Side of City Hall: Intro to Government and Social Media (MMC)
2:50 pm	3:00 pm	Break – Registration Lobby		
3:00 pm	5:00 pm	Law School for Clerks (cont)	Regulatory Licensing: Round table Discussion	De-escalation Techniques MMC)
6:00 pm	8:30 pm	Dinner and a movie night		

Thursday, July 17, 2025				
7:00 am	7:50 am	Breakfast		
8:00 am	9:50 am	Liquor 101	Understanding Yourself and Others Using the MBTI	Change Management (MMC)
9:50 am	10:00 am	Break – Registration Lobby		
10:00 am	11:50 am	Liquor 102	Understanding Yourself and Others Using the MBTI Continued	Ctrl + Alt + Clerk: Embracing Tech for a Smoother Municipality(MMC)
12:00pm	12:50pm	Lunch and CMCA Business Meeting		
1:00pm	2:50pm	Liquor 103	Introduction to Municipal HR	Dipping Your Toes into FCPA Waters(MMC)
2:50 pm	3:00 pm	Break		
3:00pm	5:00pm	Hands on Liquor	Introduction to Municipal HR (cont)	Dipping Your Toes into FCPA Waters (cont)(MMC)
6:00pm	8:30 pm	Graduation Banquet		
Friday, July 18, 2025				
7:00am	7:50am	Breakfast		
3:00pm	5:00pm	Presenting Yourself in All Areas	Doing Good	Municipal Clerks- The Integrated Leader
10:00am	11:50pm	Closing General Session: Flip Your Mindset		

Institute Concludes