



50th Annual Colorado Municipal Clerks Institute and Academy

July 13-17, 2026

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



REGIS
UNIVERSITY



Dear Friends:

I am pleased to announce the 50th Annual Institute for Municipal Clerks which 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: [Book your group rate for Colorado Municipal Clerks Association 2026](#)

Colorado Municipal Clerks Institute at 50!

The Colorado Municipal Clerks Institute kicks off Monday, July 13, welcoming clerks from across the state for a week of connection, learning, and celebration. From your first day orientation—designed to help you feel confident, connected, and grounded in the history of the clerk profession—to our final moments together, Institute blends practical, hands-on training with inspiration, reflection, and community.

This milestone year marks 50 years of professional education for Colorado municipal clerks, aligned with Colorado 150 and USA 250, and we are celebrating in ways both meaningful and fun.

Featured General Sessions & Shared Experiences Include:

- The Great Colorado Clerk Quest – An Amazing Race–style civic adventure through history, community spaces, teamwork—and dinner.
- E Pluribus: The Centennial State in America 250 – A powerful reflection on Colorado’s role in the American story with History Colorado’s Jason Hanson.
- Building an Effective Multigenerational Workplace – Practical strategies for leading and collaborating across generations.
- The Power of Play (and Play Styles) in the Workplace – Discover how play fuels creativity, resilience, and connection.
- Dinner and a Movie – A relaxed evening to connect and unwind together, while learning (and earning points!).
- Thursday Graduation & 50th Anniversary Celebration – Honoring our graduates and five decades of excellence in clerk education.

In addition to these shared sessions, participants select from a robust menu of core and advanced courses covering elections, records, CORA, licensing, leadership, technology, risk management, and the evolving responsibilities of the clerk’s office—ensuring you leave better prepared to serve your community with confidence and professionalism.

Additional Notes:

- All meals are included with registration **except for Tuesday dinner**.
- Clerks who wish to attend for just one day may do so by registering through a separate one-day registration link.
- Third-year sessions have been approved for Master Municipal Clerk (MMC) credit, so if you already have your CMC, you can still attend and join the celebration!
- ***Learning. Leadership. Connection. Celebration. This is the Colorado Municipal Clerks Institute—50 years strong.***

[CLICK HERE TO REGISTER](#)

Sincerely,



Kathleen Novak
Institute Director



About the Institute

The 50th 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 almost \$900 per person. You can purchase additional tickets for the Graduation Dinner for your guests on the registration form. The cost is \$65 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. 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.

Commuters: Parking at the hotel is free. Please note that all sessions begin at 8:00 am. Dinner is included with your registration for the evenings with a program (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. Attending all sessions will ensure that you have enough education points in 3 years to earn your certification.

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**.

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. 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: 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 \$65.00 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. This milestone year includes several special 50th Anniversary moments, with more details to come following registration. We invite you to join the celebration in **dressy attire or “golden”-themed apparel** as we honor 50 years of service, learning, and community.

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 can 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.

The Great Colorado Clerk Quest Get ready to lace up your most comfortable shoes and channel your inner Amazing Race contestant! This interactive evening experience combines friendly competition, local history, civic purpose, and dinner into one unforgettable CMCI adventure. Working in teams, participants will race through a series of clues leading them to historic sites and significant locations that shaped Colorado communities and reflect the essential work of a municipal clerk's office—from records and elections to governance and public service. Along the way, you'll test your problem-solving skills, collaborate under pressure, and see familiar civic spaces through a fresh, playful lens. This session is part scavenger hunt, part civic storytelling, and entirely engaging. After the race, teams will come together to share stories, celebrate accomplishments, and enjoy dinner, because no great race should end without good food and great conversation. History. Teamwork. Democracy. Dinner.

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.

DeMystifying Elections: This session will help to explain some of the most confusing aspects of elections confronted by municipal clerks including determining term limits, terms of office and vacancies. It will also include a discussion of the new ballot translation procedures scheduled to be implemented in 2027.

In-Person or Not: This session will discuss the pros and cons of the two forms of elections, polling place and mail ballot, the differences in procedures, and can help navigate the decision to change the type of election conducted. It will also include a discussion of the new ballot translation procedures scheduled to be implemented in 2027.

Petitions, Petitions, Petitions: Direct democracy is more prevalent than ever and municipalities are seeing an increase in direct citizen involvement in the governing process. This session will guide clerks through the various requirements of the citizen petition process as well as the role of clerks in that process. It will also include a discussion of the new ballot translation procedures scheduled to be implemented in 2027.

Down Memory Lane: a Colorado Elections History : Despite the title, Municipal Election Code of 1965, municipal election law in Colorado has changed over the last 50 years. This session will provide you with a historical perspective of how (and why) those changes have occurred and give you a glimpse of what the future might hold.

Building an Effective Multigenerational Workplace This program focuses on managing four different generations in the workplace where author and practitioner Jeff Butler, backed by a decade of psychological research, shares insights about motivations, differences, and communication styles of these four generations. You will learn how organizations across various industries are thriving with a multigenerational workforce and how yours can too. Through this program you'll find specific actionable strategies to manage your cross-generational challenges and turn your multigenerational workforce into a competitive advantage.

AI Beyond the Hype: Unlocking Opportunities to Multiply Workforce Impact and Drive Productivity, Growth, and Innovation This session cuts through the noise to focus on how organizations can use AI as a true workforce multiplier. Rather than replacing people, AI can enhance human capabilities, streamline operations, and unlock new opportunities for growth and innovation. Attendees will gain a grounded understanding of where AI delivers real value and how to apply it responsibly and effectively across teams.

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.

E Pluribus: The Centennial State in America 250 As we commemorate 250 years of American independence and 150 years as the Centennial State, what is Colorado's part in our shared American story? Jason Hanson, History Colorado's Chief Creative Officer and member of the state's America 250 - Colorado 150 Commission, will look at how the revolutionary ideals of the Declaration of Independence were defined as the nation grew, how Colorado played a role in shaping their meaning today.

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.

The Integrated Municipal Clerk: Leading with Purpose and Wholeness explores how clerks can move beyond traditional duties to lead with intention, balance, and strategic focus. This session emphasizes whole-person leadership, professional growth, and aligning personal well-being with organizational priorities. Participants will reflect on leadership practices, career development, and sustainable approaches to serving both their communities and themselves.

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.

The Cannabis Carnival: Licensing from Ground Zero to Grand Opening 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.

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

Website Accessibility This session introduces the fundamentals of website and digital accessibility for municipal governments. Participants will learn why accessibility matters, understand key legal requirements and WCAG guidelines, and explore practical strategies for creating inclusive digital content. The course includes hands-on testing tools and best practices to help clerks support compliance, improve user experience, and ensure equal access to public information and services.

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.

Liquor Licensing Uncorked: From Basics to Beyond This course covers the fundamentals of Liquor Licensing in Colorado, equipping clerks with the knowledge and confidence to support both applicants and the Local Licensing Authority (LLA). Participants will learn about license and permit types, how to guide customers through the application process, and how to implement efficient local licensing procedures. The course also addresses corporate changes, trade names, license modifications, new laws, and permits for special events.

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.

Ctrl + Alt + Clerk: Embracing Tech for a Smoother Municipality explores practical ways municipal clerks can leverage technology to improve efficiency, communication, and service delivery. This interactive session highlights tools, trends, and real-world applications that support modern clerk operations, streamline workflows, and enhance the experience for both staff and the public. Participants will leave with ideas they can immediately apply in their own municipalities.

Chaos to Clarity: Crafting Policies That Actually Work Tired of policies that collect dust or procedures no one follows? This session is your blueprint for change. Learn how to transform unwritten norms and outdated documents into streamlined, actionable policies tailored to the real-world workings of a municipal clerk's office. Through interactive discussions and hands-on exercises, you'll uncover the secrets to writing policies that are not only clear and concise, but actually used.

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.

The Power of Play Styles and Play in the Workplace Play looks different for everyone. Each of us has natural predilections for activities that are intrinsically motivating and bring us into a state of play. Discover your Play Style using our unique NIFPlay Play Styles framework and leave with actionable steps to make play a meaningful habit in your life. Play ignites creativity, fosters engagement,

enhances collaboration, and forges resilience, and draws customers to your brand. Stay one step ahead of your competition by infusing the power of play as your unique competitive advantage.

Register today – go to CMCAClerks.com!

**50th Annual Municipal Clerks Institute
July 13-17, 2026 Fort Collins Marriott (subject to minor changes)**

Suggested Tracks

		1 st Years	2nd Years	3rd Years and MMC
Start	End			
Monday, July 13, 2026				
7:00 am	8:00 am	Breakfast and Check-in		
8:00 am	9:50 am	Opening General Session: Welcome and the History of the Clerk (Susan Ortiz)		
9:50 am	10:00 am	Break		
10:00 am	11:50pm	Demystifying Elections Karen Goldman	Leading with Emotional Intelligence Deb Wescott	Managing and Organizing Your Electronic Files (MMC) Elesha Johnson
12:00 pm	12:50 pm	Lunch - Sit by regions		
1:00 pm	2:50 pm	Website Accessibility Rachelle Bruno	Leading with Emotional Intelligence (cont) Deb Wescott	Ctrl + Alt + Clerk: Embracing Tech for a Smoother Municipality (MMC) Susan Ortiz
2:50 pm	3:00 pm	Break		
3:00 pm	7:00 pm	General Session: The Great Colorado Clerk Quest And Dinner (Floyd Pierce)		
Tuesday, July 14, 2026				
7:00 am	7:50 am	Breakfast		
8:00 am	9:50 pm	Basics of Records Retention and Records Management Karen Frawley	Count on Me Larry Prochaska	Teams and Collaboration (MMC) Effley Brooks
9:50 am	10:00 am	Break		
10:00 am	11:50 pm	Clerking a Meeting (0715-10) Margy Greer	Count on Me (cont) Larry Prochaska	Teams and Collaboration (MMC) continued Effley Brooks
12:00 pm	12:50 pm	Lunch		
1:00 pm	2:50 pm	Mock Council Meeting (0715-14) Margy Greer	Elections: In-Person or Not Karen Goldman	Diversity and Inclusiveness in our Communities (MMC) Effley Brooks
2:50 pm	3:00 pm	Break		
3:00 pm	5:30 pm	General Session: E Pluribus: The Centennial State in America 250, Jason Hanson – History Colorado Down Memory Lane: a Colorado Elections History - Karen Goldman		
Dinner on your Own				

		1 st Years Salon D	2nd Years Salons B-C	3rd Years and MMC Salons F-G
Wednesday, July 15, 2026				
7:00 am	7:50 am	Breakfast		
8:00 am	9:50 am	Other duties as assigned Judy Egbert	The Cannabis Carnival: Licensing from Ground Zero to Grand Opening Kristen Teague and Tee Gula-Yeast	Petitions, Petitions, Petitions (MMC) Karen Goldman
9:50 am	10:00 am	Break		
10:00 am	11:50 pm	Municipalities Matter Kevin Bommer	The Cannabis Carnival: Licensing from Ground Zero to Grand Opening Kristen Teague and Tee Gula-Yeast	The Social Side of City Hall: Intro to Government and Social Media (MMC) Micki Trost
12:00 pm	12:50 pm	Lunch – Salon E		
1:00 pm	2:50 pm	Law School for Clerks (0716- 24) Corey Hoffman, Susan Ortiz, Haley Curtis, Karen Frawley	The Cannabis Carnival: Licensing from Ground Zero to Grand Opening Kristen Teague and Tee Gula-Yeast	Elevate your Effectiveness (MMC) Judy Egbert
2:50 pm	3:00 pm	Break – Registration Lobby		
3:00 pm	5:00 pm	Law School for Clerks (0716- 24) Corey Hoffman, Susan Ortiz, Haley Curtis, Karen Frawley	Risk Management Nick Cotton Baez	Change Management (MMC) Farrell Buller
6:00 pm	8:30 pm	General Session: Dinner and a movie night: Selma		
Thursday, July 16, 2026				
7:00 am	7:50 am	Breakfast		
8:00 am	9:50 am	General Session: Building an Effective Multigenerational Workplace - Jeff Butler		
9:50 am	10:00 am	Break		
10:00 am	11:50 am	Liquor Licensing Uncorked: From Basics to Beyond Kristen Teague and Tee Gula-Yeast	CORA: The Law, Application, and Best Practices Casey Rogers	AI Beyond the Hype: Unlocking Opportunities to Multiply Workforce Impact and Drive Productivity, Growth, and Innovation (MMC) Jeff Butler
12:00pm	12:50pm	Lunch and CMCA Business Meeting		
1:00pm	2:50pm	Liquor Licensing Uncorked: From Basics to Beyond (cont) Kristen Teague and Tee Gula-Yeast	Understanding Yourself and Others Using the MBTI Phyllis Lundy (MMC)	Chaos to Clarity: Crafting Policies That Actually Work (MMC) Margy Greer, Susan Ortiz
2:50 pm	3:00 pm	Break		
3:00pm	5:00pm	Liquor Licensing Uncorked: From Basics to Beyond (cont) Kristen Teague and Tee Gula-Yeast	Understanding Yourself and Others Using the MBTI (Cont) Phyllis Lundy (MMC)	Municipal Clerks- The Integrated Leader (MMC) Heidi Leatherwood
6:00pm	9:00 pm	Graduation Banquet and 50th Anniversary Celebration		

Friday, July 18, 2025

7:00am	7:50am	Breakfast		
8:00 am	9:50 am	Presenting yourself in all areas Heidi Leatherwood	Speak Up! Improving Your Assertive Communication Skills Phyllis Lundy	Burnout Recovery & Resilience: Finding Balance in Public Service (MMC) Tee Gula-Yeast
9:50 am	10:00 am	Break		
10:00am	12:00 pm	Closing General Session: The Power of Play Styles and Play in the Workplace – Mia Sundstrom		

Institute Concludes