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Last month I shared one of the topics I learned more about at the National League of Cities Conference, held this past November. At that column I discussed garbage disposal and recycling, an increasing cost to many municipalities. We started with some good news, that recycling, a purely voluntary civic activity, has tripled over the last 30 years. However, what do to with those recycled materials, now that China has limited its acceptance of these items is an unsolved problem.

Another session I attended at this conference also has to do with another municipal activity that depends on voluntary civic participation, and also rolls China into the threat mix. Give up? Cybersecurity and cyberthreats to municipal governments. Computers and the internet are now fundamental to municipal services, but with that comes the threat of hacking, malware and, the scariest one of all to me, ransomware.

Ransomware is when criminals break into your computer network and encrypt all or part of your critical data, so you no longer have access to it. Then you get an email requesting payment via some untraceable mechanism like bitcoins with the promise to get your data back. The criminal can be in your town or across the world at a desk somewhere. Think this is farfetched? Atlanta spent $2.6 million to recover from a $50,000 ransomware attack. It is not clear whether Atlanta paid or attempted to pay the ransom, but even payment doesn’t guarantee that the data will be restored, or that the fundamental weakness that led to the attack has been addressed. The attack impacted several key departments, like Police Department records and infrastructure maintenance requests. Residents weren’t able to pay their water bills for days, impacting revenue collection. We have read in the news about hackers in China breaking into multiple systems, some government, some commercial, and North Korea is suspected of also being involved as a way to get some hard currency. Local governments are especially attractive targets because we hold private records, run vital services, recovery comes at taxpayer’s expense so it is more than just the monetary cost that is involved, and security is often not a top priority.

Pretty scary stuff, and what can small local governments do about this? We don’t have the staff or resources to hire expensive consultants or firewall hardware, or whatever gadgets are out there. Well, the bottom line of my discussions at the session and afterwards, when I ran to my IT manager for advice, was the same as for recycling. It is fundamentally a human problem, not a technology one.

We need to continually educate our staff on the importance and vulnerability to our way of life of these threats. Just like over the last 30 years we have learned to recycle plastics and paper not for monetary incentives, but because it is the best thing to do for all of us, we have to teach ourselves that using complex passwords, employing locking screen-savers, and thinking twice before clicking on an email is the civic-minded thing to do to save the taxpayers money and resources, as much as putting that plastic bottle in the recycling bin instead of the trash.

Which seems like a pretty good New Year’s Resolution to me.

Happy New Year everyone!
CARLSBAD HIRES NEW EXECUTIVE DIRECTOR FOR ARTS AND CULTURAL DISTRICT

CARLSBAD, NM – On account of a deeply held dedication to Carlsbad, abundance of experience, and proven track record, Creative Carlsbad is proud to announce the hiring of Julie Chester as Executive Director for the Arts and Cultural District, known as “The Pearl of the Pecos.”

“Julie has a magic touch in that every project she works on turns out to be outstanding,” said Carlsbad Mayor Dale Janway. “She was the obvious choice for this position, and we’re looking forward to working with her.”

Chester is a Carlsbad native that has worked in the Carlsbad area for most of her recent life. She has spent her career working to make Carlsbad a more art friendly town, reflected by her having spearheaded the designation of the downtown arts and culture district. Julie has a firm belief that the economic stability and artistic experience that comes with a thriving arts and culture community in the city is a benefit that every citizen of Carlsbad deserves.

Julie was born and raised in Carlsbad. She and her husband of 11 years have three children. Along with her husband, she runs two successful local businesses: the Fiddlers Inn Bed and Breakfast and the Pirates of the Pecos.

Among her many priorities, Julie hopes to help bring more educational opportunities in the arts, performance arts and artistic experiences, as well as murals and art galleries to Carlsbad. Her background and expertise in growing the arts and culture scene in Carlsbad will be very useful when it comes to excelling in her job. Mrs. Chester will be a very valuable asset to Carlsbad, and stakeholders and citizens are excited to get to work with her.

“Julie has done an exceptional job of guiding Creative Carlsbad this past year,” said Larry Mitchell, Creative Carlsbad President. “We are excited to have her in this new capacity leading our downtown arts and cultural district.”

The Creative Carlsbad Arts Council is devoted to supporting and strengthening community wide arts and culture organizations to ensure quality arts experiences for Carlsbad and surrounding areas. The Arts and Cultural District will operate through the Creative Carlsbad Arts Council in partnership with Carlsbad Main-Street and the City of Carlsbad.

For more information, visit http://creativecarlsbad.org/index.html or https://www.facebook.com/Creative-CarlsbadNM/.

T OR C COMMISSION HIRES NEW CITY MANAGER MADRID

By Tony A. Archuleta
HERALD Reporter

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The Truth or Consequences City Commission on Wednesday, Dec. 19, unanimously voted to hire Morris Madrid, a veteran local and state government administrator and financial specialist, as the new city manager. Madrid agreed to a one-year contract with a $95,000 annual salary. Madrid, who formerly worked as public services director in San Miguel County, was touted as a top-flight hire capable of addressing many of the city’s critical areas of concern, including finance and infrastructure. “With all his experience and background, we feel it’s the perfect leadership that we’re looking for,” Mayor Steve Green said.
Besides just being a bummer to be around, did you know conflict and negativity carry a real cost? This cost can be quantified in dollar signs.

How much time each day do you think an average person in your workplace stops working and starts gossiping about co-workers, or complaining about their managers and all the changes happening at work? Let’s say it’s one hour per day. And, let’s add another hour of lost productivity for the person to whom they are gossiping and complaining. Let’s say they both earn $20 each per hour.

Now, let’s do the math:

▪ 2 people gossiping and complaining for 1 hour per day = 2 hours of lost productivity per day
▪ 2 hours x $20 per hour = $40 per day
▪ 5 days a week x $40 per day = $200 per week, and 10 hours of lost productivity per week
▪ 52 weeks in a year minus 2 weeks of vacation = 50 weeks
▪ 50 weeks x $200/week = $10K/year

Five hundred hours per year of gossiping and complaining, at a cost of $10,000. That’s just for two people. How many people in your workplace are doing the same? Do the math.

This cost doesn’t take into account how much negativity slows them and others down and decreases the quality of the work that is getting done when it’s getting done. How about the person who takes time to craft that perfect passive aggressive email to a co-worker? What does that cost? Do the math.

High performing, positive people won’t tolerate a toxic workplace culture for long. Some experts calculate the cost of turnover to be at 40% of the salary of the position. So, losing that high performer (if also at $20/hour) could cost over $16K. All this doesn’t even take into account how much we are paying managers, HR and outside consultants for the time it takes to resolve conflict.

The value of an employee’s performance and potential can be eroded away if they are emotionally expensive. “Your true value as an employee is no longer just about your technical skills or your performance,” says Cy Wakeman, author and founder of Reality-Based Leadership. “Emotionally expensive employees are those that blame their circumstances or others. The emotionally expensive (or overly dramatic) employee is draining. His or her dramatic existence is not neutral. It takes something away from everyone on the team and decreases morale.”

Cy explains that an employee’s value is based on the value they bring to your organization, the market value of their work, and the return on investment that they deliver, both economically and emotionally, now and into the future. Nearly all of these factors are within the employee’s control. Do you want to get clear about the value you truly bring to your organization? Use Cy’s New Value Equation tool.

How much is conflict, negativity, blame, drama, and resistance to change costing your organization? The math is simple.

Linda Strauss, SPHR, SHRM-SCP is a frequent guest speaker at NMML’s conferences, and is a Human Resources Consultant and Trainer serving New Mexico www.StraussHR.com.
SERVICE ANIMALS AND THE AMERICANS WITH DISABILITIES ACT

By Randy Van Vleck, League General Counsel

Humans have sought the support of animals quite possibly for tens of thousands of years (Alicia Ault, Smithsonian.com, September 28, 2016). Statistics from the pet industry in 2016 indicate that Americans own some 78 million dogs, 85 million cats, 14 million birds, 12 million small mammals (such as pigs and goats) and 9 million reptiles. Pets are animals that are kept for pleasure; they have been tamed and domesticated. (Ault 2016) John Bradshaw an honorary research fellow at the University of Bristol in England, argues that our fascination with pets is not because they’re useful, nor even because they’re cute, and certainly not because they’ll make us live longer. Instead, he writes, pet-keeping is an intrinsic part of human nature, one rooted deeply in our own species’ evolution.

Pet ownership and our devotion and connection to pets has evolved into a more troubling trend; the use of therapy or emotional support animals. A therapy animal trend tightly grips the United States. The San Francisco airport now deploys a pig to calm frazzled travelers. Universities nationwide bring dogs (and a donkey) onto campus to soothe students during finals. Llamas comfort hospital patients, pooches provide succor at disaster sites and horses are used to treat sex addiction. And that duck on a plane? It might be an emotional-support animal prescribed by a mental health professional. (Karin Brulliard: The Washington Post, July 2, 2017). Animals have been used to alleviate symptoms associated with anxiety, depression, bipolar disorder, mood disorders, panic attacks, fears/phobias, post-traumatic stress disorder, and suicidal thoughts/tendencies. Therapy/emotional support animals are cropping up almost everywhere, and public entities and private business owners are left trying to cope with the close interaction between humans and animals in their respective buildings and locations. The question is, what, if anything can be done to regulate the types of animals that are permitted entry to accommodations that are open to the public, or is any animal that provides support to an individual permitted to accompany that person wherever they go?

Under the American’s With Disabilities Act, people who are disabled are entitled to use, and public facilities must accommodate the use of “service animals” by the disabled individual. Service animals are permitted access to public buildings in the same manner and to the same extent as their owners. The only exception is if the use of the service animal would fundamentally alter the nature of the goods and services provided or would jeopardize operational safety.

A “service animal” is defined by the ADA as a dog that is specially trained to do work or perform tasks for an individual with a disability. The tasks performed...
must be directly related to the individual’s disability, whether it be physical, sensory, psychiatric, or some other mental disability and may involve assistance in navigating the landscape or preventing destructive behaviors. In 2010, The Department of Justice adopted a rule that decided that only dogs and miniature horses could be designated as service animals. Emotional support or other therapy animals whose sole purpose is to provide comfort or emotional support do not qualify as "service animals" under the ADA.

According to the Department of Justice’s regulations, emotional support animals are specifically excluded from the definition of “service animal” because providing emotional support, well-being, comfort or companionship do not constitute work or tasks under the DOL’s definition. It does not matter what type of emotional support the animal provides, nor even if such support is “prescribed” or recommended by a physician. Support animals may provide valuable assistance to their owner, but they are not specifically trained to assist people with disabilities and are therefore not permitted in public places to the same extent as services animals.

The ADA requires that the animal be under the control of the owner, usually by means of a leash or harness, but it the owner’s disability is such that gripping a leash in difficult, the dog must be able to understand the verbal control of the owner. If the animal meets all these requirements, it must be admitted to all public facilities that are open to the handler. If the animal becomes unruly or barks excessively, a municipality may bar the animal from its premises. The dog also must be housebroken. A service animal cannot be excluded because other patrons may be afraid or allergic, but additional accommodations must be made so that these people and service animals can both be served.

Public entities may not ask about an individual’s disability if they appear with a service animal, but they may be asked if the animal is required because of a disability. The entity may also ask about the task the animal performs. These are the only questions that may be asked of the owner. The municipality may not ask for nor require documentation of any training received by the animal.

New Mexico law is known as the Service Animal Act. Under section 28-11-3: a person with a disability who is using a qualified service animal shall be admitted to any building open to the public and to all other public accommodations and shall be allowed access to all common carriers; provided that the qualified service animal is under the control of an owner, a trainer or a handler of the qualified service animal. A person shall not deny an individual with a qualified service animal entry to a building open to the public or to any public accommodation or deny access to a common carrier, regardless of any policy of denying to pets entry to that building, public accommodation or common carrier.

Any person who violates the Service Animal Act, such as by denying access to a public building is guilty upon conviction of a misdemeanor. It is also a misdemeanor for any person to knowingly present as a qualified service animal any animal that does not meet a definition of “qualified service animal”.

So, the burning question, Is this a service animal?
For the past 30 years, the cellular industry has been crisscrossing the US installing more than 350,000 cell sites in cities, towns and crossroads. Municipalities fortunate enough to have cellular sites located on their properties have been able to count on a steady stream of income from their cell site leases. While these rents have been a nice source of revenue for municipalities, the ever-increasing challenges to municipal budgets and changes in the telecom industry have led many forward-thinking municipal leaders to seek strategies that multiply and maximize the value they receive from their cellular site leases and provide a much-needed windfall of available capital.

Municipal Budgets Are Getting Hit From All Sides

Municipal budget are being assaulted by a number of challenges. On one hand, rising infrastructure and service demands have greatly increased the financial demands that municipal budgets must address. While at the same time, shrinking state and federal subsidies, increased voter resistance to tax increases and bond referendums have made it difficult to access the needed capital to keep up with the growing needs. And now the Tax Cuts & Job Act has limited the deductibility of state and local taxes, which will bring additional resistance to any attempts to increase property or sales taxes. According to the National League of Cities 2018 City Fiscal Conditions Survey, “tax revenue growth is experiencing a year-over-year slowdown, with the growth in service costs and other expenditures outpacing it.”

It’s not surprising that leaders in many municipalities are closely examining all of their potential revenue sources in the context of their short- and long-term needs, risks and how to best utilize their assets.

The State Of The Cellular/Municipal Union

Until recently, the union between municipalities and telecoms has been largely controlled by the telecommunication companies. Municipalities give them access to place their towers and antenna on publicly owned property in exchange for long-term leases with monthly rent payments. Unfortunately, many times municipalities were unable to negotiate the best terms for their leases and consequently receive lower-than-market value payments for extended periods of time.

To make the situation even more one sided is the fact that...
that many of these leases carry early termination clauses that allow the telecom to walk away from the lease with little notice or recourse for the municipality.

The Times Are Changing Rapidly In The Cellular World

Moving forward, the telecom world is going to be adapting and changing like never before. Mergers, new technologies and the push for higher profitability will put added pricing pressure on both new and old cellular leases.

While mergers are nothing new in the telecom industry, the proposed T-Mobile/Sprint merger may have greater effects on municipalities than any merger to date. Papers filed by Sprint note that they expect to decommission close to 35,000 older cell sites as part of their cost reduction plans if the merger is completed. Even if the merger doesn’t go through, cutting cell tower site expenses will be a top priority for Sprint and T-Mobile in order to stay competitive with other telecoms. Many site owners have already been approached by entities attempting to renegotiate older tower rents for lower rates.

5G And Other New Technologies Can Affect Your Cell Site Asset Value

The coming rollout of 5G cellular and the small cell technology that drives it is going to have a gigantic impact on cell site values over the next several years. Overall 5G technology will make it possible to move more data faster and with less power enabling smart homes, smarter cities, self-driving autos and many other Internet of things technologies.

The good news is that this will require a tremendous investment in new cellular sites and equipment to provide the coverage necessary to enable the lower frequencies that power 5G. Some of this income will go toward adding additional equipment and upgrades to existing towers, which should bring additional income to some cell site owners. It is expected that a great portion of 5G investment will be in small cell sites. The antennas utilized in small cell technology can be as small as a rural home mailbox and can be sited on existing light poles, buildings or highway overpasses.

For cell site owners, the bad news is that small cell technology will require less large cell tower sites, which may mean some site owners will have their sites decommissioned and their leases cancelled, often with little or no notice. Rents from small cell sites will be significantly lower than those for larger towers. In fact, many state governments, including New Mexico, have passed bills that will legislate lower rents on small cell antennas. With these lower site costs, it is expected that telecoms will force some current tower owners to renegotiate their existing leases or face the possibility of having their tower replaced and decommissioned.

Consider The Advantages And Timing Of An Immediate Or Structured Buyout

After considering the opportunities and challenges facing today’s municipalities, it’s not surprising that many municipal leaders have determined that now is the time to pursue a cash or structured buyout for their cellular ground leases. Converting their smaller monthly lease payments into a large cash payout provides greater financial flexibility and control for municipalities without the constraints of other means of obtaining capital. It also eliminates the risk of future
Baltimore Mayor Chairs the City’s Complete Count Committee

This story is part of an occasional series to showcase the work that communities, governments, organizations and businesses are doing to help the U.S. Census Bureau count everyone in 2020.

When Baltimore Mayor Catherine E. Pugh was asked earlier this year to chair a committee for the U.S. Conference of Mayors, her first inclination was to say no out of concern that it would take her away from more pressing matters at home.

Then someone asked Pugh: “Well, how about the 2020 Census?”. That was enough for Pugh to reconsider taking on the challenge.

“I said yes because I realized it was something important to my city, but really, it’s important to all cities,” Pugh said.

“Complete Count Committees are essential in emphasizing the local importance of this giant federal effort.”

— James Christy, assistant director for field operations at the Census Bureau

This fall, Baltimore became one of the latest cities to partner with the U.S. Census Bureau by launching a Complete Count Committee (CCC) in support of the decennial census.

Pugh leads the committee for her city while chairing the 2020 Census Task Force for the U.S. Conference of Mayors, which has allowed her to make a difference on the national stage while putting Baltimore first.

What Are CCCs?

CCC are volunteer committees established by tribal, state and local governments as well as community leaders or organizations to increase awareness and motivate residents to respond to the 2020 Census. CCC members are local trusted voices who play a key role in ensuring a complete and accurate count.

“Many people answer the Census because it is important for the health and well-being of their local community,” said James Christy, assistant director for field operations at the Census Bureau.

“Complete Count Committees are essential in emphasizing the local importance of this giant federal effort,” he said. “The work of the CCC is self-driven and focused on their own community, which creates a powerful motivation for people to respond to the Census - because they see the connection to how this affects them every day.”

Baltimore’s CCC kickoff drew more than 100 organizers from across the city’s neighborhoods. The participants included leaders from the city’s business, nonprofit and faith-based sectors who came to strategize ways to reach hard-to-count residents in their communities.
“One of the messages I continue to send is that it really is about authentic voices,” Pugh said during the first CCC working meeting held in September. “Authentic voices in neighborhoods and communities help us get the count right.”

While meeting with other mayors, Pugh said she learned that Baltimore is one of the nation’s largest cities to launch a CCC before October. She said she wanted to lead by example to demonstrate that CCCs must form now in towns and cities – large and small across the country – to tackle the work that lies ahead.

“We’ve started early, but not early enough,” she said.

Education, Awareness, Motivation

CCCs have three primary communication phases as they develop their outreach strategies.

From 2018 through late 2019, CCCs engage in the education phase. Census Bureau partnership specialists are contacted by local CCCs.

Specialists provide training and informational materials about the importance of the census and why a complete and accurate count is important. During this period, CCCs begin drafting strategies to reach their respective hard-to-count communities.

In January 2020, the awareness phase begins. CCC members and other trusted voices participate in public activities highlighting the message that responding to 2020 Census is easy, important and safe.

Census Day is April 1, 2020. By March of that year, the motivation phase begins.

During this phase, CCCs implement activities through trusted messengers in government, the faith-based and business organizations, nonprofits and the media, to motivate the members of their community to promptly respond to the census.

Because trusted voices are often among the most high-profile leaders of a community, Baltimore’s CCC honorary members include current and recent members of Maryland’s congressional delegation.

At the CCC kickoff meeting last month, former U.S. Sen. Barbara Mikulski stressed the importance of the census to the nation while emphasizing the impact the work of the CCC would have for Baltimore residents.

“We need to localize, organize and strategize now so that when we do the census, we are ready to roll,” Mikulski said. “We don’t want anyone overlooked or undercounted. In this city and in this country, everybody counts and everybody should be counted.”
I don't like Snapchat. I think it's a stupid platform for marketing. Your primary audience is a young group of people who don't have a lot of money, don't have professional careers yet and frankly don't even know what they hell they are doing with their lives. If your demographics are within that group and you can convince their mommy and daddies to purchase their products through their influence, then you should definitely invest your time and energy in marketing on a platform where your content is regularly and intentionally deleted. Now that I've got that off my chest let's take a closer look.

The reason some companies enjoy Snapchat and the reason they have found some degree of success is due to the fact that you can give an insiders/backstage feeling to your brand that traditional marketing campaigns don't tend to showcase. Grubhub has used this approach in the past when they've created content for the platform. When Snapchat spectacles were created (look them up) they created a snap called delivering joy where it showed a Grubhub delivery person putting on a jacket in the mirror, then walking up to a door to deliver food wearing the Snapchat spectacles.

Some popular methods of using Snapchat to engage end users is to use the platform to create interactive promotional materials where the audience is forced to interact with the brand on the platform to get coupons and win gift cards etc. Their needs to be something to entice the consumer to participate with the brand, thus generating user generated content, where in turn, they are helping to further spread their message across the users own story lines.
The one on one interaction with the brand and the back-end access and personalized stories is what most brands across the board appear to be using the platform to create content. For the end consumer it’s the ultimate form of voyeurism – what is really happening behind the curtain? It does to some degree showcase the human side of the company, while still retaining some marketing value. I question the longevity of the platform with the addition of Instastories and FB stories as competition, which essentially built the functionality of the platform into their own software. I personally will not invest heavily into Snapchat monetarily or timewise. But I do see the value that it offers some larger national brands that are seeking any attention they can get from the end consumer. And if you have the time, money and ability to execute thoughtful engaging campaigns then I think it makes sense to utilize the platform to develop an audience and spend marketing dollars and time in this playing field. If you are a barebones operation, it may be best to utilize your resources elsewhere (Instastories and Facebook stories) on platforms that you utilize regularly for marketing.
ECONOMIC DEVELOPMENT REMAINS LANL FOCUS UNDER TRIAD

By Jason Gibbs, Finance New Mexico

New leadership at Los Alamos National Laboratory hopes to increase business development and educational programs for small businesses, while relying even more on New Mexico companies to fulfill contracts.

On the heels of LANL’s 75th anniversary in the summer of 2018, Triad National Security LLC has taken the helm as the new managing contractor for the research facility in Northern New Mexico. In accordance with mandates given to previous managers, Triad plans to continue or expand many of the educational and business development programs already in place while increasing opportunities available to the New Mexico community.

Kathy Keith, director of the lab’s community partnerships office, said many of the existing partnerships, such as the Regional Partnership School in Pojoaque and the Regional Development Corporation in Española, will continue, although some may look a little different. For example, a small business council will be formed to seek input from current and future contractors. And a small business training program will teach contractors how to work with LANL and ensure that local businesses have access to contracts offered by the lab.

New initiatives are also planned on the workforce development front. The lab is partnering with Northern New Mexico College to train radiological control technicians, a field that is in high demand at LANL. And a new Office of Partnerships and Pipeline at the lab will be created to coordinate connections with higher

MidSchoolMath cofounders Scott Laidlaw and Jennifer Lightwood in 2011 after receiving a grant and other assistance from Los Alamos National Laboratory’s economic development programs. Thanks to that early assistance, the company (https://www.midschoolmath.com/) has grown, and it now organizes a national conference to help teachers creatively engage middle-school students in math.
education partners around the state as well as other educational organizations.

In 2017, the lab’s economic development initiatives helped create or retain some 1,700 jobs at New Mexico companies, with salaries totaling more than $64.3 million. LANL worked on 281 economic development projects the same year, assisting a variety of small businesses in the state, according to the lab. New director Thom Mason said sustaining and enhancing the Laboratory’s partnership with the community will benefit the region as well as LANL.

“Over the last four months, I have met with the leadership of more than 30 local organizations representing businesses, nonprofits, governments and Indian pueblos,” Mason said. “Our plans reflect the challenges they identified and the integral role the laboratory plays as a neighbor, employer and major economic driver in the region.”

The lab has relied heavily on New Mexico businesses, purchasing 46 percent — more than $317 million in goods and services — within the state in 2017. Officials said Triad will double the local pricing preference for Northern New Mexico small businesses contracting with the lab from 5 percent to 10 percent for businesses located in the Indian pueblos that form part of the Triad Pueblo Business Alliance in an effort to support those communities even further.

In 2017, LANL employed 11,083 people, 41 percent of whom are Native American, according to the lab. While final numbers are not yet available for 2018, officials estimate around 1,000 people were hired this year, partly to replace employees that are retiring and partly to fill new positions that are being created. Hiring is expected to continue at a similar rate for the next few years.

On that philanthropic front, Triad has committed to contributing up to $2.5 million — an amount similar to previous years — to regional nonprofit organizations under its Community Commitment Plan. The investments will support K-12 STEM education through a partnership with the LANL Foundation and strengthen regional economic diversity and workforce development in conjunction with the Regional Development Corporation.

Finance New Mexico partners with the New Mexico Municipal League on the Grow It! project and other economic development initiatives. To learn more, go to www.FinanceNewMexico.org and www.GrowItNM.org.

WELCOME TO THE NEW YEAR, DRIVEN BY THE NEW YOU

By Derrick Samuels, Ph.D., PMP President
Derrick Samuels Leadership

“Position yourself to be found. Package yourself to be bought.” ~ Derrick Samuels

Here are seven reasons why the new year doesn’t change things for many people.

1. Plugged in but not switched on. New Year’s Day comes with new resolutions, but a new resolution on its own does not produce results. Having a New Year’s resolution is good because it’s like having your cable plugged in to the wall; however, being plugged in is not enough.

Here is the issue with so many people in the new year: they have plans without action. They have wood but no fire. They have cars with empty tanks. They have dreams without hard work. They revel in the resolution they made in the new year without the unwavering resolve to put it on the locomotive of action, determination, and accountability. It is important that you remember to not only plug in but also switch on. Many people forget this all-important component of success, unfortunately.

2. The new year, the same strategy. If this year is to be different, it will be because you are willing to do things differently. Thomas Jefferson purportedly said, “If you want something you’ve never had, you must be willing to do something you’ve never done.” In other words, you need to do things differently to see a difference.

John D. Rockefeller Jr. was right on point when he said, “The secret of success is to do the common thing uncommonly well.” Doing things differently sets the pace for distinction and successes in life.

3. The new year, the closed mind. If you are ever going to achieve greater success, you must have a mind filled with robust knowledge and information. You must be ready and willing to learn,
Agriculture Secretary Sonny Perdue today announced that the United States Department of Agriculture (USDA) is offering up to $600 million in loans and grants to help build broadband infrastructure in rural America. Telecommunications companies, rural electric cooperatives and utilities, internet service providers and municipalities may apply for funding through USDA’s new ReConnect Program to connect rural areas that currently have insufficient broadband service. Answering the Administration’s call to action for rural prosperity, Congress appropriated funds in the fiscal year 2018 budget for this broadband pilot program. USDA Rural Development is the primary agency delivering the program, with assistance from other federal partners.

“High-speed internet e-Connectivity is a necessity, not an amenity, vital for quality of life and economic opportunity, so we hope that today rural communities kick off their rural broadband project planning,” Secretary Perdue said. “Under the leadership of President Trump, USDA has worked to understand the true needs of rural communities facing this challenge so we can be strong partners to create high-speed, reliable broadband e-Connectivity.”

USDA will make available approximately $200 million for grants (applications due to USDA by April 29), as well as $200 million for loan and grant combinations (applications due May 29), and $200 million for low-interest loans (applications due by June 28).

Projects funded through this initiative must serve communities with fewer than 20,000 people with no broadband service or where service is slower than 10 megabits per second (mbps) download and 1 mbps upload.

Approved projects must create access speeds of at least 25 mbps upload and 3 mbps download. Priority will be awarded for projects that propose to deliver higher-capacity connections to rural homes, businesses and farms. USDA seeks to stretch these funds as far as possible by leveraging existing networks and systems without over-building existing services greater than 10/1 mbps.

Evaluation criteria include connecting agricultural production and marketing, e-Commerce, health care and education facilities. Previous research by USDA has demonstrated that high-capacity broadband is critical to all aspects of rural prosperity, including the ability to grow and attract businesses, retain and develop talent, and maintain rural quality of life.

To help customers with the application process, USDA is holding a series of online webinars and regional in-person workshops. The full list of upcoming public webinars and workshops can be found at the ReConnect Program’s resource portal at reconnect.usda.gov.

In April 2017, President Donald J. Trump established the Interagency Task Force on Agriculture and Rural Prosperity to identify legislative, regulatory and policy changes that could promote agriculture and prosperity in rural communities. In January 2018, Secretary Perdue presented the Task Force’s findings to President Trump. These findings included 31 recommendations to align the federal government with state, local and tribal governments to take advantage of opportunities that exist in rural America. Increasing investments in rural infrastructure is a key recommendation of the task force.

To view the report in its entirety, please view the Report to the President of the United States from the Task Force on Agriculture and Rural Prosperity (PDF, 5.4 MB). In addition, to view the categories of the recommendations, please view the Rural Prosperity infographic (PDF, 190 KB).

USDA Rural Development provides loans and grants to help expand economic opportunities and create jobs in rural areas. This assistance supports infrastructure improvements; business development; housing; community facilities such as schools, public safety and health care; and high-speed internet access in rural areas. For more information, visit www.rd.usda.gov.
HOW TO MANAGE YOUR EMOTIONS WHEN YOU MAKE LEADERSHIP DECISIONS

By David Dye, President
Let’s Grow Leaders

Do you struggle to manage your emotions? You’re not alone.

We were speaking to an international gathering of leaders from across Europe when a young man approached the microphone and asked: “How, as a leader, do you keep your personal feelings from clouding your decision making?”

It’s a brave question because it’s vulnerable. He recognized the power of his emotions and their power to limit his leadership.

Can you relate? Have you ever made a poor leadership decision because you were scared? Worried what people would think? Didn’t want to be embarrassed? I know I have.

Manage Your Emotions – Don’t Eliminate Them

Let’s be real: you can’t separate your personal feelings from your decision-making – nor should you.

For example, compassion is a personal feeling and I hope that you always lead and make decisions with compassion for your team and your customers.

We need leaders to do the work machines can’t do. That includes human decisions that account for more than what’s on the spreadsheet. Please, don’t lose your humanity.

That said, your feelings can also prevent you from making healthy leadership decisions.

When that happens, it’s often because:

A) You’re hurt (eg: an employee disrespected you and your first impulse is to act from anger)

or B) You’re trying to avoid pain (eg: the pain of embarrassment or rejection).

How to Manage Your Emotions With Perspective

In the first scenario, when you’re hurt by a disrespectful employee, the key to manage your emotions is to understand that it’s not about you. They likely did not wake up that morning wondering “How can I really hurt my boss today?”

It’s more likely that they are insecure, in a poor fit, or there is some other reason that caused the behavior. You may not know why they did what they did, but when you take a moment to de-personalize their behavior and remember that it’s not about you, that they’re dealing with their own reality, it will help calm your flight or fight emotions.

Then you can focus on your job: to help get them back on track – or into a better fit.

Frame Your Problems

In the second scenario, where you’re facing pain like the risk of embarrassment or rejection, there are two techniques that can help you get perspective.

First, ask yourself which set of problems you want to have. Leadership is a conscious choice to embrace problems and to solve them.

Leadership: It’s not IF problems, but WHICH problems.

When you remind yourself that you have a choice, you prevent victim thinking from setting in. eg: “Do I want the problem of being disliked (that comes with
<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
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<tbody>
<tr>
<td>January 11</td>
<td>Municipal Airport Managers Association Meeting - Albuquerque</td>
</tr>
<tr>
<td>January 15</td>
<td>60 Day Legislative Session Convenes</td>
</tr>
<tr>
<td>January 23</td>
<td>Aerospace/Aviation Day at the Legislature</td>
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<tr>
<td>January 23</td>
<td>Newbie Safety Coordinator &amp; Administrator Workshop - Albuquerque</td>
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<tr>
<td>January 24</td>
<td>Veteran Safety Coordinator &amp; Administrator Workshop - Albuquerque</td>
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<tr>
<td>February 19</td>
<td>Municipal Police Chiefs Association Meeting - The Hilton Santa Fe</td>
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<tr>
<td>February 20</td>
<td>Municipal Day - La Fonda Hotel, Santa Fe</td>
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<tr>
<td>February 20</td>
<td>NMML Board of Directors - Santa Fe, La Fonda Hotel, Santa Fe</td>
</tr>
<tr>
<td>March 6</td>
<td>Newbie Safety Coordinator &amp; Administrator Workshop, Las Cruces</td>
</tr>
<tr>
<td>March 7</td>
<td>Veteran Safety Coordinator &amp; Administrator Workshop, Las Cruces</td>
</tr>
<tr>
<td>March 10 - 13</td>
<td>NLC Congressional City Conference, Washington D.C.</td>
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<tr>
<td>March 16</td>
<td>Legislative Session Adjourns</td>
</tr>
<tr>
<td>March 29 - April 1</td>
<td>IMLA Mid-Year Seminar, Washington D.C.</td>
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<tr>
<td>April 2</td>
<td>District 7 Meeting - Hotel Encanto, Las Cruces</td>
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<tr>
<td>April 3</td>
<td>District 6 Meeting - MCM Elegante The Lodge, Ruidoso</td>
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<tr>
<td>April 4</td>
<td>District 5 Meeting - Hotel Artesia</td>
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<tr>
<td>April 5</td>
<td>District 4 Meeting - Tucumcari Convention Center</td>
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<td>April 8</td>
<td>District 2 Meeting - Red River Conference Center</td>
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<tr>
<td>April 9</td>
<td>District 1 Meeting - Bloomfield Cultural Complex</td>
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<tr>
<td>April 10</td>
<td>District 3 Meeting - Las Vegas Plaza Hotel</td>
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<tr>
<td>April 11</td>
<td>District 8 Meeting - Rio Rancho Inn</td>
</tr>
<tr>
<td>April 15 - 18</td>
<td>CFOA Spring Meeting - Ruidoso Convention Center</td>
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<tr>
<td>April 23</td>
<td>Veteran Safety Coordinator &amp; Administrator Workshop, Albuquerque</td>
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<tr>
<td>April 24</td>
<td>Veteran Safety Coordinator &amp; Administrator Workshop, Albuquerque</td>
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<tr>
<td>April 25 - 26</td>
<td>MOLI Advanced - Eldorado Hotel, Santa Fe</td>
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<tr>
<td>April TBD</td>
<td>Municipal Librarians Association Meeting &amp; NM Library Association Conference</td>
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<tr>
<td>May 1 - 3</td>
<td>Municipal Judges Professional Development Conference, Angel Fire Resort</td>
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<tr>
<td>May 1 - 3</td>
<td>NMLZO Semi-Annual Meeting/Workshop - Marriott Hotel on Louisiana, Albuquerque</td>
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<tr>
<td>May 8</td>
<td>Municipal Airport Managers Association Meeting, Ruidoso Convention Center</td>
</tr>
<tr>
<td>May 8 - 10</td>
<td>NM Aviation Conference - Ruidoso Convention Center</td>
</tr>
<tr>
<td>May 11</td>
<td>NMMIL Budget Committee - NMMIL Conference Room, Santa Fe</td>
</tr>
<tr>
<td>May 15 - 17</td>
<td>NLC-RISC Pool Trustees Workshop - Fort Lauderdale, Florida</td>
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<tr>
<td>May 15 - 17</td>
<td>MOLI Education, Eldorado Hotel, Santa Fe</td>
</tr>
<tr>
<td>May 19 - 22</td>
<td>IIIMC Annual Conference - Birmingham, Alabama</td>
</tr>
<tr>
<td>May 19 - 22</td>
<td>National GFOA Annual Conference - Los Angeles, California</td>
</tr>
<tr>
<td>May 24</td>
<td>Written notice mailed to member municipalities soliciting nominations for NMML Board</td>
</tr>
<tr>
<td>May TBD</td>
<td>Environmental Quality Association Meeting - TBD</td>
</tr>
<tr>
<td>May TBD</td>
<td>Police Chiefs Association Meeting - TBD</td>
</tr>
<tr>
<td>June 1</td>
<td>NMML Board of Directors Meeting, NMML Conference Room, Santa Fe</td>
</tr>
</tbody>
</table>
# 2019 NMML Events Calendar

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>June 22</td>
<td>Policy Committee Meetings - Marriott Hotel on Louisiana, Albuquerque</td>
</tr>
<tr>
<td>June 25</td>
<td>Letter declaring candidacy for NMML Board must be received at the NMML Office</td>
</tr>
<tr>
<td>June 26</td>
<td>In absence of any NMML Nomination/Declaration of candidacy, the League President appoints a Nominating Committee</td>
</tr>
<tr>
<td>June 26 - 28</td>
<td>NM City Management Association Conference - Ruidoso Convention Center</td>
</tr>
<tr>
<td>June or July TBD</td>
<td>Election School - TBD</td>
</tr>
<tr>
<td>July 16 - 17</td>
<td>NLC-MIC Board of Directors Meeting - Stowe, Vermont</td>
</tr>
<tr>
<td>July 17 - 19</td>
<td>NM Municipal Court Conference - Embassy Suites , Albuquerque</td>
</tr>
<tr>
<td>July 17 - 19</td>
<td>NLC State Staff Development Workshop - Little Rock, Arkansas</td>
</tr>
<tr>
<td>July 19</td>
<td>If necessary, the Nominating Committee meets to recommend Candidate(s) for any NMML Board undeclared office or at-large directorship</td>
</tr>
<tr>
<td>July 20</td>
<td>Resolutions Committee Meeting - Marriott Hotel on Louisiana,</td>
</tr>
<tr>
<td>July 24</td>
<td>If necessary, Nominating Committee Report mailed to member municipalities</td>
</tr>
<tr>
<td>August 6 - 9</td>
<td>State League Executive Directors Workshop - Big Sky, Montana</td>
</tr>
<tr>
<td>August 28 - 30</td>
<td>NMML Annual Conference - Las Cruces Convention Center</td>
</tr>
<tr>
<td>August 29</td>
<td>Election of officers and at-large directors at NMML Annual conference in Las Cruces. Nominations from the floor may be made then.</td>
</tr>
<tr>
<td>September 11 - 13</td>
<td>MOLI Governance - Eldorado Hotel, Santa Fe</td>
</tr>
<tr>
<td>September 18 - 20</td>
<td>NMLZO Annual Meeting/Workshop - Grant County Veterans Memorial Business &amp; Conference Center, Silver City</td>
</tr>
<tr>
<td>September 18 - 22</td>
<td>IMLA Annual Conference - Atlanta, Georgia</td>
</tr>
<tr>
<td>September 26 - 30</td>
<td>NM Fire Service Conference - Ruidoso Convention Center</td>
</tr>
<tr>
<td>October 5</td>
<td>NMML Board of Directors Meeting, NMML Conference Room, Santa Fe</td>
</tr>
<tr>
<td>October 14 - 18</td>
<td>Clerks Certification Institute - Ramada Hotel, Albuquerque</td>
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<tr>
<td>October 14 - 16</td>
<td>NLC-RISC Pool Administrators/Staff Workshop - Madison, Wisconsin</td>
</tr>
<tr>
<td>October 16 - 18</td>
<td>Master Municipal Clerks Academy - Ramada Hotel, Albuquerque</td>
</tr>
<tr>
<td>October 20 - 23</td>
<td>ICMA Annual Conference - Nashville, Tennessee</td>
</tr>
<tr>
<td>October 26 - 29</td>
<td>IACP Annual Conference - Chicago, Illinois</td>
</tr>
<tr>
<td>October</td>
<td>NM Infrastructure Conference - TBD</td>
</tr>
<tr>
<td>November 6 - 8</td>
<td>MOLI Leadership - Eldorado Hotel, Santa Fe</td>
</tr>
<tr>
<td>November 7 - 8</td>
<td>NMML/NMAC Joint Executive Committee Meeting, Santa Fe</td>
</tr>
<tr>
<td>November 14 - 15</td>
<td>DFA/Local Government Division Budget Workshop - Marriott Hotel on Louisiana, Albuquerque</td>
</tr>
<tr>
<td>November 20 - 23</td>
<td>NLC City Summit - San Antonio, Texas</td>
</tr>
<tr>
<td>December 4 - 6</td>
<td>NM City Management Association Conference - Marriott Hotel on Louisiana, Albuquerque</td>
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<tr>
<td>December 4 - 6</td>
<td>NMGFOA Winter Conference - Marriott Hotel on Louisiana, Albuquerque</td>
</tr>
<tr>
<td>December 4 - 6</td>
<td>Municipal Attorneys Association Conference - Marriott Hotel on Louisiana, Albuquerque</td>
</tr>
<tr>
<td>December 10 - 11</td>
<td>NLC-MIC Board of Directors Meeting - San Diego, California</td>
</tr>
<tr>
<td>December 11 - 13</td>
<td>NM Law Enforcement Conference - Crowne Plaza, Albuquerque</td>
</tr>
</tbody>
</table>
## 2019 Schedule of Events

### JANUARY
- **2**  Offices Reopen after Winter Break
- **15**  NM Legislative Session Begins (60 day)
- **14-16**  Honing Your NM EDGE – Drury Plaza Hotel, Santa Fe, NM
  Winter Audit Window Open January 14 – February 15
- **17**  March Class Input Open January 14-February 1
- **21**  Graduation – Convention Center, Santa Fe, NM
- **21**  Offices closed for MLK Day

### FEBRUARY
- **1**  March Input Closes
- **5-8**  Public Finance Classes Level 1 & 2 - ABQ (Tentative)
- **11**  March Enrollment Open 5 pm February 11 – March 8
- **15**  Winter Audit Window Closes
- **19-22**  Public Purchasing Foundation Classes & Test – ABQ
- **20**  Public Purchasing Recertification Classes - ABQ (LC on-line)
- **21**  On-line Detention Classes (JP 103 Use of Force & JP 104 Crisis Intervention)

### MARCH
- **7**  On-line Detention Classes (JP 105 Institutional Safety & JP 108 Inmate Classification)
- **8**  Close March Enrollment
- **16**  NM Legislative Session Ends at Noon
- **21**  On-line Detention Classes (JP 106 & JP 107 Special Populations I & II)
- **25-29**  Honing Your NM EDGE – Albuquerque, NM
  CES & EDS classes offered all week
- **June Input Open March 25 – April 19**
- **Spring Audit Window Open March 25 – April 22**

### APRIL
- **4**  On-line Detention Classes (JP 111 & 112 Inmate Rights I & II)
- **9**  On-demand Classes for Gadsden (Tentative- Purchasing?)
- **9-12**  Public Purchasing Foundation Classes & Test – ABQ
- **10**  Public Purchasing Recertification Classes – ABQ (LC on-line)
- **19**  Offices Closed for Spring Holiday
- **24-25**  Tentative Spring CPM Assessments (2 days in ABQ)
- **29**  June Enrollment Open April 29 – May 31

### MAY
- **TBD**  NMC Advisory Council Meeting for June Planning- Curry County
- **2**  On-line Detention Classes (JP 109 Critical Incident & JP 121 Sexual Misconduct)
- **7-9**  Advanced Public Purchasing Classes- ABQ
- **15**  Tentative Spring CPS Assessments
- **16**  On-line Detention Classes (JP 151 Tech. Writing & JP 115 Effective Supervision)
- **27**  Offices Closed for Memorial Day Holiday
- **30**  On-line Detention Class (JP 114 Managing Juvenile & Youthful Offenders)
- **31**  June Enrollment Closes
### 2019 Schedule of Events continued...

| JUNE   | 17-19 | Honing Your NM EDGE – Clovis, NM (Graduation 6/20)  
|        |       | September Input Open June 17 – July 19  
|        |       | Summer Audit Window Open June 17 – July 19  
|        | 20    | NM EDGE Graduation at NMC Annual Conference (Curry County)  
| JULY   | 4     | Offices Closed for Independence Day Holiday (Thursday)  
|        | 19    | September Input Closes  
|        | 19    | Summer Audit Window Closes  
|        | 23-26 | **Public Purchasing Foundation** Classes & Test – ABQ  
|        | 24    | Public Purchasing **Recertification** Classes – ABQ (LC on-line)  
|        | 29    | September Enrollment Open July 29– September 3  
| AUGUST | 6-9   | **Public Finance Classes** Level 1 & 2 - ABQ  
|        | 28-30 | NM Municipal League Annual Conference- Las Cruces (tentative)  
| SEPTEMBER | 2     | Offices Closed for Labor Day Holiday  
|         | 4     | September Enrollment Closes  
|         | 12    | **Gathering of Counties** with NMC – NM State Fair- ABQ (tentative date)  
|         | 16-20 | Honing Your NM EDGE- Albuquerque, NM - ABQ  
|         | 16    | January Input Open September 16 – October 19  
|         |       | Fall Audit Window Open September 24 – October 19  
| OCTOBER | 15-18 | **Public Purchasing Foundation** Classes & Test – ABQ  
|         | 16    | Public Purchasing **Recertification** Classes – ABQ (LC on-line)  
|         | 18    | January Input Closes  
|         | 18    | Fall Audit Window Closes  
|         | 23-25 | NCPMC Annual Meeting (Omaha, NE -Tentative Dates)  
| NOVEMBER | 4     | January Enrollment Open Nov 4 – January 3  
|         | 6     | Tentative **Fall CPS Assessments**  
|         | 12-14 | **Advanced Public Purchasing** Classes – ABQ (LC on-line)  
|         | 13-14 | Tentative Fall **CPM Assessments** (2 days in ABQ)  
|         | 28-29 | Offices Closed for Thanksgiving Holiday  
| DECEMBER | TBD   | NMAC Advisory Council Meeting for January (Santa Fe)  
|         | 18    | Tentative **NM CPM Advisory Board** Meeting  
|         | 24-Jan 1 | Offices Closed through January 1, 2020 for Winter Break  

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*THE MUNICIPAL REPORTER, JANUARY 2019*
Welcome to the New Year
Continued from page 15
from both the expected and unexpected quarters, a mind that accommodates and tolerate others. Closed-mindedness can shield you from some of the greater opportunities life may offer you.

5. The new year, the success of the old year. Success is good. Success is worth celebrating! But success can also be a trap, especially when you allow last year’s success to hinder future successes. Many people want to bask in the euphoria of their last success to the point that they forget to enroll themselves in the path of continued success.

6. The new year, the stagnant you. Stagnation, as I’ve always said, is the enemy of remaining fresh. Nothing that is fresh can result from that which is stale. If you allow stagnation to prevail in the new year, you will not fulfill those New Year’s resolutions you made at the beginning of the year. Stand up like a champion and fight for the realization of your resolutions. If it is good, it is worth fighting for.

7. The new you, the overambitious you. Being ambitious is good, but much of the time we fall prey to the bad habit of trying to do too many things all at once. This is because we often fail to prioritize tasks in order of their importance, value and rewards. It is better to have one important task done excellently than to have many goals with little or no time to work on them.

Does that mean we should not multitask? No, but it does mean that we should prioritize those tasks. When goals are not prioritized, we can lose focus and become vulnerable to unnecessary stress and confusion.

Make this year the “doing” year
The truth is that the new year doesn’t change anything; rather, it is the “new you” that brings desired change in the new year. Make this year the “doing” year. One thing I can assure you of is that this year will cooperate with those who cultivate “doing” habits.

Make up your mind to never have a better “last year” and to always cultivate a better “next year.” I encourage you to:

▪ do your best
▪ think your best
▪ see the best
▪ live your best
▪ believe the best
▪ behave your best
▪ become the best.
Municipalities considering an immediate cash or structured buyout should be certain that their new asset partner can provide the necessary expertise and resources to custom tailor an agreement that provides the best payout and ongoing support that meets their needs. Asset partners should offer:

- Immediate access to necessary capital to close loans and provide assurance of long-term viability
- Independent and conflict-free. There should be no financial ties to telecoms or firms engaged in business with telecoms
- Necessary industry technology, financial and legal expertise to negotiate successfully with telecoms on your behalf
- Should offer a range of payout options including multi-year structured payouts and payouts with future earnings upside
- The ability to offer small cell monetization as well as expertise in site management and monitoring

Currently, cellular lease buyout prices are at all time highs. But with the ongoing rise of interest rates, looming merger and technology threats and the increasing likelihood of future lower rents or cancellations, these high prices possibly will be short lived. Municipalities who are considering new strategies to maximize the value of their cellular assets would be advised to begin their due diligence process before market forces reduce the value of these assets.

Kenneth Saverin is the CEO of Crescendo Capital Partners, LLC a leading ground lease optimization and acquisition firm. He has more than 30 years experience in investing, real estate and innovating products that provide capital opportunities and access for both public and private clients. His experience as an attorney and an investment banker provide him with unique expertise to work within the legal and regulatory environment of municipalities to structure custom strategies and solutions to help maximize the value of their cellular assets. For more information about how you can maximize the potential in your cellular ground leases, contact Crescendo at: info@crescendotrust.com or 203.972.3200. Visit www.crescendotrust.com

How to Manage Your Emotions
Continued from page 23
removing a poor performer) or do I want the problem of a team performing poorly (that comes with allowing a poor performer to stay)?

You’re not a victim. You have a choice to make. Framing your choices gives you power and you’re less likely to want to hide from the pain.

Connect to What Matters Most

The second way to face emotional pain is to reconnect with your leadership values.

Eg: “I want the team to grow and succeed” or “I value results and relationships.”

Then ask a “How can I…?” question to get you aligned with what you value.

Eg: “How can I do what is in the best interest of the team?” or “How can I focus on results and relationships in this situation?”

Asking a good “How can I…” question re-engages the thinking part of your brain and relaxes the powerful emotions that can push you in a different direction.

Your Turn

Effective leaders channel their emotions into healthy relationships with their team while putting aside their limited self-interests in favor of what will be best for the team in the long run.

**Author and international keynote speaker David Dye**
gives leaders the roadmap they need to transform results without losing their soul (or mind) in the process. He gets it because he’s been there: a former executive and elected official, David has over two decades of experience leading teams and building organizations. He is President of Let’s Grow Leaders and the award-winning author of 3 books: Winning Well: A Manager’s Guide to Getting Results Without Losing Your Soul, The Seven Things Your Team Needs to Hear You Say, and Glowstone Peak - a book for readers of all ages about courage, influence, and hope.

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LiUNA Local 16 partners with responsible contractors, public and private entities, elected officials, and community groups to build and maintain the infrastructure needs of communities throughout New Mexico while providing residents a career in the construction industry.
Congressional City Conference
Advocating for local priorities at the federal level

The Congressional City Conference is the National League of Cities’ annual legislative conference held in Washington. The 2018 conference drew more than 2,500 city leaders to represent and advocate for the interests of cities in the Nation's Capital. The 2018 conference focused on rebuilding America's infrastructure from bridges to broadband — offering local leaders a chance to meet with Congress and Administration officials, share best practices in city governance and develop the National Municipal Policy — representing the federal policy positions of cities nationwide. Learn more about the 2018 conference at ccc.nlc.org.