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# NEW MEXICO MUNICIPAL LEAGUE
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P.O. Box 846 Santa Fe, New Mexico 87504-0846
505.982.5573 505.984.1392 fax [www.nmml.org](http://www.nmml.org)

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Wow, another year has come and gone. It seems like yesterday I was just accepting the nomination as President-Elect in Las Cruces. What a year it has been. From the get-go, 2020 started off in many ways, with a successful 30 day legislative session and then to the somber news of the passing of our friend and Executive Director, Bill Fulginiti, and then finishing the year with our first ever Virtual Annual Conference. Did I leave anything out? Oh yeah, the Corona Virus pandemic, or better known now as COVID-19. The crippling effects of this pandemic will be felt for years to come and while we still struggle with the events of COVID-19 I cannot help but feel optimistic for the coming year. With the recent awarding of the CARES Act Agreement for Small Business Grants and the Emergency Grant Award, communities can now begin the road to recovery. I look forward to working through the challenges with all of you.

For those who are not familiar with me, here is a little info. My wife Terri and I have been together for 35 years. We have 4 children and 14 grandkids. I am currently the Executive Director for Colfax County Senior Citizens, Inc. overseeing the operation of five senior centers in northeastern New Mexico. Prior to that I spent 23 years in the mining industry as the lead surveyor for The Pittsburg & Midway Coal Mining Co. When the coal industry began to struggle in New Mexico and the mine shut down I moved to the private sector working with a local Land Surveyor for the next 7 years. During this time, I became concerned with local issues and in October of 2010, the City of Raton Commission went through a recall in which 3 of 5 commissioners lost their seats. I was appointed to one of the openings and subsequently appointed Mayor. Five months into the job I was greeted with the Track Fire which covered 29,000+ acres and threatened our community as well as our primary watershed. Approximately 75% of the watershed suffered intensive burning. It was during the recovery period in the initial 2 weeks that I witnessed a community come together in a cohesiveness that made me appreciate what city leaders do every day. We saved our lake through these combined efforts. What was extremely satisfying was there was no political bickering, no one worried about getting paid, we all worked together for the benefit of our community.

Does everything in local government always work this well, not exactly. But I honestly believe the answers for any situation are there, we just have to be willing to get our hands dirty, work together, and find solutions. I look forward to my time as your President. Being an ex-coal miner, I am not afraid of hard work and working toward the goal of a better New Mexico. I have always been a “the door is open” kind of guy, so come on by and drop in sometime, would love to chat with you.
MEET THE BOARD

BOARD TREASURER

Judy Stubbs has served a total of 18 years as a Roswell City Councilor and was elected as President of the New Mexico Municipal League two separate times. Currently Judy chairs the City Council’s Legal Committee and is a member of the Public Safety Committee. She is also Mayor Pro Tem.

Through prior service on the NMML Board Judy has experience and knowledge as to what is expected of the Treasurer and what is needed to continue an open-minded association and to make decisions that are in the best interest of all villages, towns and cities of New Mexico. Judy is retired and is happy to devote time and energy to the League and all our membership.

MUNICIPAL JUDGES ASSOCIATION PRESIDENT

Judge Karen Gates was born and raised in Colorado. After graduating from Swink High School in 1996, Judge Gates attended Otero Junior College and obtained her Associate of Applied Science degree in Legal Studies while also working part time as a legal secretary. Judge Gates obtained her Bachelor’s Degree in Paralegal Studies from Kaplan University. Judge Gates worked as a legal secretary, victim advocate, Victim Compensation Administrator and Victims Assistance and Law Enforcement Board Administrator for the 16th Judicial District in Colorado, as well as a victim advocate for the 8th Judicial District in New Mexico. In 2014, Judge Gates worked as the Court Clerk for the Cimarron Municipal Court in Cimarron, New Mexico, and then in 2016 ran for Municipal Court Judge. When asked why they ran for office, “my predecessor told me that I have the knowledge and skills to do this, which gave me the confidence that I needed in making my decision to run for the position. I also ran for this position to be more involved with my community in providing judicial services.” Judge Gates currently resides in Cimarron, New Mexico, with her husband Ryan Gates and four children and is in her second term as Municipal Court Judge.

CITY MANAGEMENT ASSOCIATION PRESIDENT

Ron Sena is currently the Deputy Village Manager for the Village of Ruidoso where he assumed these duties in April of 2013. Ron began his career as Chief Deputy Clerk for De Baca County, were he managed budgets, payroll, accounts payable, DFA quarterly reports, audits and grant administration. Ron then accepted a position with the Village of Fort Sumner as the clerk, treasurer and grant administrator and was responsible for the day-to-day operations. Ron currently serves as Policy Committee Chair for the Southeast RTPO Policy Committee. Ron has local government experience with more than 20 years in operations and leadership roles. It is with great leadership from the Governing Body and competent, qualified staff, the Village is focused on meeting the needs of the citizens.
Congratulations to Gerardo Quintana, Kolean Lewis, Jairo Carrillo, and Dillon Smith for completing and obtaining their Fire Apparatus Driver Operator: Pumper Certification. These personnel attended a week long training class where they learned fire apparatus pump operations; they also had to pass practical and written examinations in order to show they retained the knowledge. Personnel who wish to promote to the Driver/Engineer rank must obtain this certification prior to participating in the promotional process. These four personnel are one step closer to meeting the requirements for the promotional process.

Las Vegas City Government

This past Saturday the City of Las Vegas Vecinos Juntos de Las Vegas kicked off their Paint the Town project. Vecinos Juntos is a program created with many educational institutes around the city. You can learn more about Vecinos Juntos in our September newsletter and their upcoming website.

The students from East Las Vegas City Schools, West Las Vegas City Schools, New Mexico Highlands University, and Luna Community College gathered to paint the bridge and pick up trash. United World College was unable to attend but will be a part of future events. An architect through Main Street de Las Vegas was used to help with the design and color palate for the paint.

Thank you to all the volunteers, students, leaders and especially Mayor, Louie A. Trujillo, Community Liaison, Loretta Martin, K.A.B Coordinator, Alvin Jiron and Parks & Recreation Director, Stephen Aragon.
THE END OF “BUT”

By Clinton Nicley, General Counsel
NMSIF

Attention all managers: consider ending “but.” These three letters can put a conversation into a world of hurt, and your organizational leadership would do well to consider a small, albeit significant, change.

Having a constructive conversation, particularly with those who harbor emotionally resonant or deep separation from your position, can be an exercise rife with challenge. It can be difficult to feel heard because an individual and their position cannot always be divided when the individual identifies with that position as part of their self. Managers and supervisors equipped with the right tools can navigate these waters—and it starts with recognizing some straightforward concepts that, with everyday use, bring about better results in the workplace.

Applied across the board, results in your personal life may improve too.

One way to avoid common conversational pitfalls is to shift away from use of the word “but.” Though difficult to do at first, with enough effort many are able to retire it completely. “But,” in its common use, can break down a conversation before it ever begins. Managers may recognize the following exchange from their own experience:

- Manager: “Employee, have you completed that memorandum we spoke about? We need to ensure it is submitted today.”
- Employee: “I haven’t gotten around to it yet. I haven’t had time.”
- Manager: “But I told you it was due today. We talked about this twice last week.”
- Employee: “I’ve been so busy – I don’t know what to tell you. You always add more things to my plate and I never have time to keep up with your changing priorities. And I had a doctor’s appointment on Monday.”
- Manager: “Priorities haven’t changed. It’s your job to finish work that I assign to you. Get it done today, please.”

Think about the above. The memorandum might get done, and it might not. Either way, and in less than a minute’s time, this Manager and Employee are both stressed by one another’s behavior. Use of the word “but” by the Manager overrides and emphatically discounts Employee’s position, replacing it with the Manager’s own.

The Manager above is frustrated with Employee’s time management, dismissiveness, and lack of urgency. The Employee is flustered at Manager’s ever-changing list of needs, disinterest in their schedule, and lack of empathy. Much of this unproductive back and forth can be avoided with a tonal shift, and more importantly, avoiding the use of “but.”

- Manager: “Employee, have you completed that memorandum we spoke about? We need to ensure it is submitted today.”
- Employee: “I haven’t gotten around to it yet. I haven’t had time.”
- Manager: “I know we’ve all been pretty busy
and I know there’s a lot on your plate. I appreciate your hard work. All that said, we do need to make sure it’s complete by the end of the day. How can we work together to make sure that happens?

▪ Employee: “I’ve been so busy. There’s so much going on – I just had my doctor’s appointment on Monday. I can’t keep track of all these priorities.”

▪ Manager: “Thanks for reminding me about your appointment. How can I help make sure we meet our deadline on this project? Tomorrow morning, we can meet to discuss how best to meet the rest of our needs. Does that work for you?”

Notably, the operational needs of this hypothetical moment haven’t changed – the memorandum in this example remains due at the end of the day. The difference here is one of word choice. Manager’s employee above feels valued for their time, while Manager took the opportunity to reiterate existing priorities.

We understand that managers may not always have time for a thoughtful back-and-forth with nonplussed staff. Government can often be a fast-moving enterprise, and the needs of a single day can quickly extinguish best laid plans.

If your expediency needs are great, and you feel you cannot avoid the use of “but,” consider substituting the word for one that allows you to both recognize your employee’s perspective and refocus your organization’s specific needs in that moment. You can be both an active listener and an eager participant at the same time.

Here are a few examples:

▪ Manager: “Employee, have you completed that memorandum we spoke about? We need to ensure it is submitted today.”

▪ Employee: “I haven’t gotten around to it yet. I haven’t had time.”

▪ Manager: “Although you have a lot on your plate, we need to make sure we bring this project to completion as soon as possible. Please focus on this memorandum only.”

It is important to note here that the perfect conversation does not exist. Optimal conversations are not always achievable, and as a manager, you will fall short of the above from time to time. Effort, however, is infectious. Managers who put in the time to recognize the needs of their staff can also be simultaneously firm on expectations, assignments, and goals. And indeed, employees that note such efforts on the part of their leadership are driven to overcome their own difficulties, professional or otherwise, to help the organization succeed.

Working with zeal to end “but” won’t deliver results in every conversation, and this author can speak to that reality via his own experience. That said, even if five to ten percent of your conversations deliver better interpersonal or professional results, you will have made real progress towards being a better version of you for your employees and your organization.

Author’s Note: This article borrows concepts from Difficult Conversations, a Harvard Negotiation Project text used by educators around the world to create better attorneys, managers, and negotiators.
When New Mexico libraries finally return to pre-pandemic hours and services, many will offer even more resources than they did in the past, especially to entrepreneurs.

Public libraries are ideal places to nurture people who want to start their own businesses: They are community hubs with deep roots, and local librarians are portals to knowledge, tools, and ideas that can create jobs, build the local work force, and drive development. Libraries are trusted, safe and welcoming spaces that offer culturally and economically diverse patrons free access to internet-connected computers, meeting rooms, and other spaces where entrepreneurs can meet and brainstorm.

Libraries can be entrepreneurial centers in some of the same ways business incubators are, because they provide networking opportunities, vast resources and a platform for information sharing. And they can support the next generation of entrepreneurs without the expense of building, maintaining and managing a separate, limited-use facility.

Such initiatives that broaden the use of public infrastructure as a means of economic development are not new in New Mexico.

The Loma Colorado Public Library created a business hub in Rio Rancho by inviting local resource providers, such as the Small Business Development Center and WESST — two statewide business development and training organizations, to hold workshops at the library. Rio Rancho Mayor Gregg Hull, a former business owner, spoke at one library-based networking session to offer a firsthand account of what it takes to run a business.

Other communities have asked for help from Creative Startups, a nonprofit organization whose Libraries as Launchpads program teaches librarians and local educators how to better serve creative entrepreneurs. Each year, Creative Startups selects several...
community libraries to host its online LABS program, which guides aspiring business owners from idea to business model to growth. Local librarians help participants access the internet and become part of the program. Once engaged, participants interact with program leaders and other participants who follow the same six-module curriculum.

The Urban Libraries Council, a library advocacy organization, worked with the Ewing Marion Kauffman Foundation, a nonprofit organization that promotes entrepreneurship, to create a framework by which municipal libraries can expand offerings to business creators. It's in keeping with the Kauffman Foundation philosophy that lack of knowledge about where to begin and difficulty navigating licensing, legal requirements, taxes and insurance are surmountable barriers to entrepreneurial opportunity.

The Municipal League’s Grow It program has similar ambitions. It has identified and mapped community-based entrepreneurial resources throughout the state and created a database for every New Mexico municipality to post on its own

- “Become familiar with local economic development priorities and make sure elected and appointed leaders know what the library can do to support priorities.”
- “Involve staff in shaping the library’s approach to supporting entrepreneurs and provide development opportunities to build staff skills, expertise and confidence.”
- “Take library programs and services for entrepreneurs into neighborhoods where people most in need of support live, work and do business rather than waiting for people to come to the library.”
- “Establish partnerships that complement and enhance the library’s capacity to meet the needs of entrepreneurs and broaden the library’s reach and visibility in the local ecosystem.”
- “Get connected to your community or region’s

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SAFETY CORNER

THINKING AHEAD FOR COLD WEATHER PREPAREDNESS:

By John Frank, Loss Prevention Center of Excellence Leader & Gregg Shields, Vice President, Risk Consulting, Environmental

Late Fall is the time to begin planning for the winter weather that’s coming! According to the Paramount Disaster Recovery Survey, there are more than 3000 roof collapses caused by snow or water buildup in the United States alone.

If someone is asking about snow removal contractors, responses from snow country state that facilities just know what to do and who to call based on years of experience in dealing with the snow. It’s actually areas that get occasional snow that may be at the highest risk. These areas might not have stringent snow load requirements, and don’t get enough snow to make it top of mind.

Insurance providers can help you locate contractors that can perform emergency snow removal. The key is to identify the vendor before everyone is calling them when the snow is falling. It may be worth establishing a blanket order contract, which is essentially a small retainer fee to ensure priority service. It also means that terms and conditions are renegotiated so that they are not being debated as the snow gets deeper and deeper. Such precontracting philosophy should be applied to any vendor that needs to respond on very short notice.

Wireless Sensors

XL GAPS has been reviewing wireless sensor technology developed by a Texas, USA-based entrepreneur in cooperation with the University of Texas at San Antonio that can monitor the weight of snow, rain, or ice that may be accumulating on the roof. This can be monitored in real time to provide time to act not only before a collapse but also before there is a competition for snow removal resources. Figure 2 shows these sensors (yellow discs) installed on a roof.

During the Polar Vortex that the United States experienced in early 2014, fire service news feeds reported seemingly hour reports of sprinkler system leaks caused by freezing pipes. Most of these losses were below insurance deductibles, but were an unwanted expense and inconvenience. Most of the occupancies were non-industrial such as school and retail shops.

Freezing losses have occurred most commonly because:

- Windows, doors or skylights have been left open causing temperatures to drop in parts of a heated building.
- The heating system has failed during the night or on weekends when an area was unoccupied.
- Heating systems were set too low during a weekend or holiday period.
- Heating system thermostats have been located in the wrong areas. As a result, they may not effectively monitor or control heat in areas where piping systems
are located.

- Low temperature alarms have failed to operate when the temperature has dropped.
- Severe snows or sleet storms have caused electric power failures that have led to heating system and alarm failures.
- Liquid systems have been installed in new construction before the heating system or other protective measures were ready.

Losses will increase more dramatically where freezing temperatures are less frequent and unexpected. In southern latitudes, systems may be outdoors, above ground, or in unheated buildings. Often, they handle heated liquids that are expected to keep the systems from freezing. However, at abnormally low temperatures, heat loss can be extreme and systems can freeze as a result.

Here are some recommendations for cold weather preparedness:

- Have a maintenance plan which ensures that various controls, safety devices, shut down mechanisms and alarms work as intended. Schedule at least one maintenance inspection before the cold season begins.
- Drain all liquid systems located outdoors or winterize them with appropriate nonfreeze solutions. While systems may not freeze with temperature at 32°F (0°C) for a short time, freeze-up can result from a longer period of weather with subfreezing temperatures.
- Check large outdoor tanks. If the possibility exists for low temperatures to cause liquids to separate or solidify, tanks and associated piping should be heated or the products circulated as necessary to prevent freezing.
- Ensure that fire protection tanks and standpipes containing large quantities of water have enough heat to prevent freeze damage to the system.
- Install extra insulation in valve pits, valve houses and isolated, enclosed areas, even if there is only minimal exposure to outside temperatures.
- Repair all heating systems and controls as necessary.
- Check fuel supplies of heating devices.
- Provide heat tracing for process systems or other systems that might be exposed to freezing temperatures.
- Test low temperature alarms, and make sure they are working.
- Review inspection procedures and watchman services to insure that all areas of a facility are being observed on a regular basis.
- Inspect cold storage facilities or other systems designed to maintain cool temperatures. A period of sustained low temperatures can drop well below the required cool temperatures and damage stored contents.
- Review written contingency plan annually.
- Check emergency electric power and emergency heat sources.
- Arrange for adequate fuel and other supplies to be available.
- Plan for extra personnel or extra watchman services during prolonged cold periods.
- Plan to thoroughly inspect all systems as soon as the temperatures rise above freezing.
- Detect and repair all damaged or leaking equipment as early as possible. This is essential in limiting the extent of loss.
Managing and coaching are both necessary functions in the corporate world, but they have different purposes and outcomes.

Managing is largely task-oriented and focuses on activities like conducting staff meetings, delegating work assignments, organizing projects, giving feedback, and training employees. Coaching, on the other hand, involves collaboration, motivation, skill development, facilitating relationships and developing people who can contribute to the company’s mission and goals.

The secret to developing superstar employees lies in your ability to coach first and manage second. It does not mean sitting across a desk once a year to discuss “performance.” Annual reviews don’t provide quality feedback, seldom devote time to setting goals, and often are based largely on the recent past rather than the future.

The coaching model, by contrast, expects you to regularly interact with your team, providing the tools they need to grow, develop, stretch, and move ahead. It requires a lot more energy and time than does the traditional task-oriented management approach, but the results will pay off many times over with a staff that is motivated and committed.

If you find yourself spending too much time in manager mode and not enough time as a coach, here are three ways to shift your focus.

▪ Focus on getting from good to great
▪ Stay in real time
▪ Provide questions, not answers

Focus on getting from good to great. As a good coach, you can’t just be content to manage the talent you have. Instead, you must teach your players to be great. You do this by showing them the big picture. You share not only the company’s goals but your personal goals for yourself and the team. You ask them where they see themselves in the picture you paint. You motivate by challenging them with new ideas and projects. You may not always be given the greatest players, but when you are a true coach, you’ll always have a great team.

What to do now: Create an opportunity this week to have a brainstorming session with your team about company and personal goals.

Stay in real time. Good coaching occurs daily. Think of every interaction you have with your people as a potential coaching moment. This means giving informal feedback as you go. It’s not enough to just say “good job” when someone scores a win. Find out what they did to get the win and build on that. For example, let’s say Melanie just made a great client presentation. After the meeting (and in front of other team members if you can) ask her what she did to create such an effective presentation. Let her share her skills and ideas. This approach helps everyone think through how they achieve their results.

What to do now: In your next staff meeting, use a recent “win” to coach people on improving their individual performance.

Provide questions, not answers. Developing your people means making them thinking, not telling them what to do. Here are some good coaching questions to have on hand:

▪ How can I help you grow?
▪ Is there anything you don’t understand?

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Las Vegas NM Cash Mob, modeled after the successful Cash Mob in Raton, is a group of volunteers that have come together each week to help save small Las Vegas Businesses during the pandemic. Sponsored by Main Street de Las Vegas, the Cash Mob holds virtual sales and auctions on Facebook on Wednesdays of each week at a different business to promote that local business and help boost their sales. Since June 17th, Main Street de Las Vegas has held 8 Cash Mobs and raised almost $30,000 for these small businesses.

Founded by volunteers Jeanne Marie Crockett, Patrick Alarid, Sara Jo Mathews, Reina Fernandez, Adolfo Castillo, Rose Contreras-Taylor, and Executive Director Michael Peranteau, Las Vegas NM Cash Mob seeks to meet some of the challenges presented by the new coronavirus (COVID-19). These challenges are unprecedented and therefore require our community to come together in equally unprecedented ways. Cash Mob is one of the ways that we have come together.

The eight businesses that have been supported so far include New Moon Fashions, El Zocalo Cooperative Gallery, Blowin’ in the Wind, Popular Dry Goods, Tito’s Gallery, Plaza Antiques, Borracho’s, and Love Musica. This week Cash Mob will be at Unikat Jewelry and Ulibarri Farms Candy Shop.
Register FREE Now!

Virtual Wildland Urban Fire Summit
Thursday, October 22, 2020 9 a.m.-12:30 p.m.
Friday, October 23, 2020 9 a.m.-12:30 p.m.

Adapt to a wildfire environment - Latest techniques, strategies, resources

Register FREE at
https://www.nmcounties.org/calendar/

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Let Your Stars Shine
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- What tools do you need to move ahead?
- What do you want to do more or less of in your job?
- What abilities do you want to develop?
- What are you passionate about?
- What new roles and responsibilities do you want to take on?
- What to do now: Choose one of your employees who you feel has great potential and set up a one-on-one where you can ask questions and work together to create a growth strategy.

UCLA’s John Wooden was one of the greatest, most beloved coaches of all time. He understood the game, but more than that, he cared about his players. The best managers are coaches who are caring and focused. They share the responsibility for what their people are becoming. A true leader is both a manager and a coach. If you can do both, you’ll create a winning team and a team of winners.

Or, as Wooden said, “A coach is someone who can give correction without causing resentment.” That’s real coaching!

Joel Garfinkle is the author of “Getting Ahead: Three Steps to Take Your Career to the Next Level.” As an executive coach, Garfinkle has worked with Wells Fargo Bank, Cisco Systems, Oracle, Deloitte, Amazon, Microsoft, Google, Starbucks, Citibank and The Ritz-Carlton. Subscribe to his Fulfillment@Work newsletter (10,000+ subscribers), and you’ll receive a free e-book, “41 Proven Strategies to Get Promoted Now!”

CONTINUED STORIES
Public Libraries
Continued on page 17

maker economy to leverage library resources to support and encourage small-scale manufacturing and strengthen the local economy.”

▪ “Raise awareness of the opportunities available at the public library by collecting and sharing stories from people who have used library resources and support to launch their entrepreneurial dreams.”

Members of the League’s Library Subsection professional group have access to custom bookmarks that direct local library visitors to their Grow It business resource page. And the League’s Grow It program may be able to assist librarians who are interested in expanding their entrepreneurial services. Visit https://growitnm.org/ or email info@growitnm.org for more information.

Grow It! is an economic development initiative of the New Mexico Municipal League, which partners with the Finance New Mexico project to deliver business-building information and resources to every community in the state.
SUPPORT YOUR HOMEGROWN BUSINESSES - SHOP MAINSTREET AND ARTS & CULTURAL DISTRICTS - SHOP LOCAL!

THE ❤ OF LOCAL

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