

Footnotes



COLORADO GOVERNMENT FINANCE OFFICERS ASSOCIATION

June, 2013

From the President...

When the lights go down in the city, and the sun shines on the bay, do I want to be there, in my city, ohoh ohohoh... Those lyrics hold a whole new meaning since the 107th GFOA Annual Conference earlier this month. I had the privilege of representing CGFOA at the conference, *Bridges to Financial Sustainability* – it was my first time to San Francisco and I enjoyed it thoroughly. Thank you for providing me with the opportunity to attend. It was great seeing so many of you in the City by the Bay. The CGFOA Bay Cruise delegate reception hosted nearly 130 Colorado members and their families aboard the Red and White Fleet’s Harbor Princess. Thank you, over and over again, to our generous sponsors who made the one of a kind Bay Cruise venue possible. So many positive and appreciative comments were received from attendees. It was a memorable night and a wonderful time spent mingling with colleagues old and new.

This issue of Footnotes spotlights two CGFOA delegates who received special honor at the conference. If you haven’t already, please join the Board in congratulating Bob Eichem and Amanda Fladland on their noteworthy accomplishments.

In May the CGFOA Annual Conference Committee met at the Beaver Run Resort in Breckenridge to finalize the logistics for the 2013 CGFOA Annual Conference, *Phoenix Rising* – an impressive education and networking lineup in a great venue will definitely be an event you won’t want to miss! I mentioned in my last letter that the Thursday night banquet theme would be “Old School on the Slopes” – the Board clarified that old school really means the ’80s – so sport anything from that era and you’ll fit right in!

OK, so I’m now getting my head around the fact that I am of that “old school” era—but, come on!! I mean, old school to me was like the ‘50’s (as in 1950’s!) –something that predated me, at any rate! But, alas, I am now a relic of the time because I lived it, breathed it...what’s that? You, too? Well then, I say let’s ROCK it! *Like, totally!* Be thinking mullets, BIG hair, headbands, shoulder pads, slouch socks, stirrup pants, oversized tops, IZODs, gym suits, and BIG, BIG glasses!! Remember following the fashion trends of Don Johnson, Olivia Newton John, Madonna, and Michael Jackson....ooh!! This is going to be fun!

The CGFOA Board also met in May at the Rialto Theatre in Loveland – of particular interest was the update by the Governance Committee on their evaluation of the organization’s structure relative to the long term needs of CGFOA. The Board approved committee recommendations for fundamental initiatives to expand representation across the state. Read more in this newsletter about the committee’s efforts and expanded scope. Special thanks to Loveland Finance Director Brent Worthington and Loveland Revenue Manager and CGFOA Board Director Jim Wedding for hosting our group.

CGFOA
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Inside this issue:

LEGISLATIVE UPDATE	2
BAY CRUISE	3
GOVERNANCE TASK FORCE	4
CALENDAR	5
SCHOLARSHIP OPPORTUNITIES	5
GOLF TOURNAMENT RESULTS	6
PROUD OF OUR OWN	7
CGFOA AWARDS PROGRAM	8
EMPLOYEE SERVICE CLUBS	9
TIDBITS...	10

(Continued on page 7)

2013 Legislative Session

Footnotes

The 2013 Legislative session saw many bills go into law that will impact our local jurisdictions. The following are a few areas of note that will potentially have financial impacts to our member entities:

- In the area of sales and use tax, the Colorado Department of Revenue has been tasked with conducting a study related to a uniform state and local tax base that would be revenue neutral to all jurisdictions.
- Also related to sales tax and the Marketplace Fairness Act (MFA), legislation was passed that puts Colorado in a position to begin collecting tax on internet sales (if/when the MFA is passed at the Federal level). For internet businesses with no local nexus, the Colorado Department of Revenue would be the collection point for state and local sales tax on internet sales and would then distribute the local sales tax to the appropriate local government.
- In the area of risk management, the caps on governmental liability have been increased from \$150,000 to \$350,000 per person and from \$600,000 to \$990,000 per incident.

The maximum court fine that can be imposed is increased from \$1,000 to \$2,650. The increase is indexed, based on changes to the CPI from 1961 forward, and will continue to adjust going forward. Each jurisdiction would have to take action to raise their court fines, if they choose to do so.

For more information on these or any other bills passed into law, contact CML, CCI, SDA, etc.

Hello CTAC,

I hope this beginning of summer is treating everyone well! We are closing in on our next CTAC meeting which will be held on August 1st in the City of Westminster. Remember, this will be on a Thursday instead of our normal Friday meeting. Our Education Committee has put together a great agenda which includes presentations on Motor Vehicle Tax, Taxpayer Compliance and a Legislative Update from Geoff Wilson of CML. The agenda is available on the CGFOA website. I hope to see you there!

Alan Haynes, CTAC Chairperson



Coming Soon...

County and Municipal Fiscal Health Analysis

The Office of the State Auditor (OSA) is currently working on a fiscal health analysis of county and municipal governments. In accordance with the Local Government Audit Law (Section 29-1-601, et seq., C.R.S.), all local governments in Colorado are required to submit their audit reports to the OSA. Using the data contained in the audit reports, which is considered public record, the OSA developed ratios and trends specific to counties and municipalities to review those local governments for signs of potential fiscal stress.

The OSA has reported on the fiscal health of school districts in Colorado since 2009. The school district report has been well received by the school district community. The purpose of the OSA's fiscal health analyses is to provide valuable information to governing boards, management, and citizens concerning the overall fiscal health of school districts, counties, and municipalities. Reporting the results of these analyses is not designed to be punitive but to provide early warning signs for decision makers. The more downward trends identified in the analyses, the greater the potential risk to the local government. The fiscal analysis reports are compiled for informational purposes to be used as a starting point for discussions between decision makers of the local government.

Counties and municipal governments can be very different in the types of services provided and the values reflected in the respective communities. This analysis does not seek to compare counties to municipalities, or even specific communities to each other. The ratios and trends are designed to simply provide information to decision makers as another way of reviewing financial information. There may be circumstances unique to your respective communities that may have led to downward trends. If a certain number of downward trends are identified in the OSA's analysis, the individual communities will be given an opportunity to provide the OSA with a response to include in the report.

The OSA's current year's analysis on school districts is expected to be released to the public in mid-July. The OSA's fiscal health analysis of county and municipal governments is expected to be released in October, 2013.

For more information you may contact Crystal Dorsey, OSA Local Government Audit Manager, at crystal.dorsey@state.co.us

San Francisco Bay Cruise a Hit!

A very special thank you to the sponsors of the San Francisco Bay Cruise at the start of the National GFOA Conference earlier this month.

RBC Capital Markets

First Southwest

UMB Bank

BKD CPAs & Advisors

BLX Group

Chandler Asset Management

CliftonLarsonAllen

Great-West Financial

Stifel Nicolaus

Arbitrage Compliance Specialists

Caselle

ICMA-RC

Piper Jaffray & Co.

CSAFE

Davidson Fixed Income Management

Sherman & Howard

Ned Connolly reported, "I returned a few hours ago from San Francisco and the GFOA Conference. I want to let you know that the cruise was a huge success. Everyone I talked with had a great time. Some even saying it was the best event they've attended. We departed right on time at 8:00 and went across the Bay and along

(Continued on page 4)



Bay Cruise (Continued from page 3)

the shore of Sausalito; then under the Golden Gate Bridge. We then cruised past Alcatraz and then along San Fran's shore, taking in the city skyline, to the Bay Bridge to see the lights. We docked at 10:01. There was plenty of food and drinks. Sam Johnson, the singer/guitarist, kept everyone nicely entertained and was a real nice kid. Well done!!!”

I received a number of emails, “I just wanted to say that the Bay Cruise was one of the best conference activities that I have attended. Thank you for coordinating this for us CGFOA members. Please thank all of the sponsors as well,” Terri Velasquez, CPA, CPFO; Deputy Director of Finance, City of Aurora.

We are thrilled it was a success and I want to personally thank our sponsors, who stepped up to pay for the entire event, for over 120 members, family and friends of CGFOA.

Kathy Velzen, Administrator

CGFOA GOVERNANCE TASK FORCE

Background

The CGFOA Governance Task Force was formed by the Executive Board at their February 14, 2013 meeting. The governance of CGFOA has had the same structure since the Colorado Municipal Finance Officers Association (CMFOA) was formed in 1979 and had a membership of about 40 Municipal Finance Officers. Now, CGFOA's membership is over 700 and includes financial professionals and staff from a variety of state, county and local governments—Treasurers, Accountants, Bookkeepers, Budget Officers, Treasury Managers, Investment Officers, Municipal Clerk/Treasurers, Tax Auditors, District Managers, *et al.* Upon recommendation by Bob Eichem, the CGFOA Board agreed it was a good idea to establish a task force to look at the governance of the organization. Bob Eichem agreed to lead the Governance Task Force.

Objectives of the Task Force

The main question before this Task Force was whether the existing structure will take CGFOA into the next 20 years. The initial objective was to report their findings back to the Executive Board. The Task Force agreed that the Executive Board should be restructured to add additional members and expand the representation of geographical areas and types of governmental entities to ensure that the organization would continue to grow and be a true representation of government finance in Colorado. To successfully implement this vision, the Task Force recommended the following steps:

- Increase interest in running for Board and Committee Chair positions.
- Utilize technology to allow “virtual” attendance for Board meetings.
- Expand member outreach.

The CGFOA Board has approved the expansion of the scope of the Task Force to pursue the development and implementation of the first two steps and the third step will be pursued by the Membership Committee.

Invitation

The Task Force would like to invite all CGFOA members to join us in the development of a new vision of governance. Please contact any of the Task Force members below for more information.

Task Force Members

Bob Eichem, Task Force Chair (City of Boulder), **Kathy Elmont** (City of Ouray), **Heather Alvarez** (Town of Mancos), **Sherri Rickard** (City of Westminster), **Catrina Gonzales** (Boulder County), **Sandra “Sam” Boster**, Secretary (Bear Creek W&S District), **Kathy Velzen**, CGFOA Administrator.

Scholarship Opportunities

CGFOA is proud to underwrite two scholarship programs. The George Nielsen Scholarship was established in honor of George Nielsen, the first Finance Officer of the Year for CGFOA (1989) and the only recipient that was not a governmental employee. George was a friend, teacher, mentor and supporter of CGFOA and our members. The George A. Nielsen Public Investor Scholarship is awarded to an employee of a local government or other public entity who is enrolled or plans to enroll in an undergraduate or graduate program in public administration, finance, business administration or a related field. The deadline to apply for the George Nielsen Public Investor Scholarship is August 15.

The Careers and Outreach Scholarship was established in 2012 and is awarded to a Colorado resident enrolled either full- or part-time in an accredited Colorado college or university. Applicants must be entering at least the junior year of undergraduate study, in good academic standing, preparing for a career in state and local government finance with a declared major in a field of study related to accounting, finance, or budget. The deadline to apply for the Careers and Outreach Scholarship is November 30.

Exact application requirements, forms and details are on the website at:

<http://www.cgfoa.org/scholarship.htm>

JUNE, 2013

June 27, 2013, Colorado Rules & Regulations Ethics Webinar with CSCPA

JULY, 2013

July 11, 2013; Intermediate Governmental Accounting; Rifle, CO
July 25, 2013; Intermediate Governmental Accounting, Wheat Ridge, CO
July 30, 2013; Local Government Budget and Audit 101; Alamosa, CO
July 31, 2013; Local Government Budget and Audit 101; Montrose, CO

AUGUST, 2013

August 1, 2013; CTAC Meeting; Westminster, CO
August 1, 2013; Local Government Budget and Audit 101; Frisco, CO
August 2, 2013; Long Range Financial Planning; Westminster, CO
August 6 & 7, 2013; Advanced Governmental Accounting, Longmont, CO
August 8, 2013; Local Government Budget and Audit 101; Loveland, CO
August 9, 2013; 1st Annual CGFOA Picnic and Board Meeting; Chautauqua Park Picnic Pavilion, Boulder, CO

SEPTEMBER, 2013

September 10, 2013; Accounting For Enterprise Funds, Wheat Ridge, CO
September 11, 2013; Advanced Financial Reporting, Wheat Ridge, CO
September 18 - 20, 2013; SDA Conference, Keystone, CO

OCTOBER, 2013

October 3, 2013; Grants / A 133 Seminar, Silverthorne, CO
October 15-18, 2013; Statistical Sampling for Sales and Use Tax Audits, Wheat Ridge

NOVEMBER, 2013

November 19, 2013; CPE Behavioral Ethics Class; Breckenridge, CO
November 20, 2013; CTAC Meeting; Breckenridge, CO
November 19-22, 2013; CGFOA/CMCA Annual Conference, Breckenridge, CO

Check the website for class descriptions and registration forms: www.cgfoa.org/calendar.htm



Footnotes

The 10th Annual CGFOA Golf Tournament was held at Fox Hollow in Lakewood on Friday, May 17. The weather was fantastic and a record number of attendees enjoyed a beautiful day. Tournament results were:

Most Honest Team (with Room for the Most Improvement): Karen Creager, Ken Buckius, Chad Smith

1st Place Team: Jeff Stone, Michael Lund, Brendan Morse, Tom Weihe

2nd Place Team: Eric Miller, Shawn Sonnkalb, Bill Darnell, Steve Kaczmarik

3rd Place Team: Matt Tight, Matt Kaldenberg, Scott Wright, Randy Polumba

Long Drive Men: Eric Miller

Long Drive Women: Robyn Moore

Closest Pin Men: George Turtle and Chris Blackwood

Closest Pin Women: Maria Gomez and Kathy Velzen

Plans are being made for the 2014 Tournament and we would love your input. A brief survey is posted on line and if you haven't yet responded we would appreciate it if you'd take a few moments to share your thoughts about next year. Link here for the survey: [Golf Survey](#). Thanks for your time! Thanks also to this year's tournament sponsors. We couldn't do it without you!

Trophies	MGT of America, Inc.	<p>Management Corner...</p> <p>Motivated employees feel they have a stake in your organization. One way to build and reinforce this feeling of commitment is by listening to their opinions. Try gathering candid information by asking your employees some questions like . . .</p> <ul style="list-style-type: none"> • If you were the boss/owner, what changes would you make here? • What gets in the way of your ability to do your job? • What tools or training would help you become more valuable? • What are your personal hopes—and fears—about working here? <p>You may want to bring in an impartial third party to ask these questions to ensure honest answers. Use what you learn as a basis for creating a climate of inclusion at your organization.</p>
Putting Green	Sherman & Howard LLC	
Driving Range	BLX Group	
Driving Range	Zions Bank Corporate Trust & Escrow Services	
Contest Holes	UMB Bank Colorado	
18	ICMA Retirement Corporation	
17	FirstBank	
16	George K. Baum & Co.	
15	McGladrey LLP	
14	Innovest Portfolio Solutions	
13	Stifel, Nicolaus & Company, Incorporated	
12	Chandler Asset Management, Inc.	
11	Piper Jaffray & Co.	
10	First Southwest	
09	Colorado Water Resources & Power Development Authority	
08	COLOTRUST	
07	Davidson Fixed Income Management	
06	Great-West Financial	
05	Eide Bailly LLP	
04	Wells Fargo Bank, N.A.	
03	BKD CPAs & Advisors	
02	CSAFE	
01	Kutak Rock LLP	

President's Letter (Continued from page 1)

Have you had a chance to check out the online Happenings Calendar recently? Across the state through August, there are several Intermediate and Advanced Governmental Accounting classes offered, as well as Local Government Budget and Audit 101 classes. On Thursday, CGFOA is hosting a Colorado Rules & Regulations (CR&R) CSCPA's Ethics Webinar, and on Friday, August 2, Long Range Financial Planning in Westminster. Thanks to the Education Committee for providing these essentials!

A special thanks goes out to Jeff Hansen of the City of Golden for his coordination of the annual golf tournament in May and to our sponsors for their generous support of that event.

Coming up on Thursday, August 1 in Westminster is the next Colorado Tax Auditors Coalition meeting, and on Friday, August 9, the CGFOA Board will be hosting for the first time EVER, a quarterly meeting and free networking picnic lunch in Boulder's Chautauqua Park! We've talked about possibly incorporating a hike of sorts for those who are up for it and yard games for everyone else. We've also been talking about a post-meeting get together in town. I hope you'll plan on joining us for networking and fun!

Here's to a fun filled summer! I hope you and yours will have a chance to break away and enjoy our beautiful state in the coming weeks. Isn't it great that we've only to step outside to appreciate this side of heaven? Coined by the late Frederick Bonfils, "'Tis a privilege to live in Colorado!" I couldn't agree more!

Keeping those affected by the wildfires across the state in our thoughts and prayers, and grateful to those in our organizations who are on the frontline working so hard to contain them.

Until next time, stayed tuned, engaged, and involved!

Cherie Sanchez, CGFOA President
Accounting Manager, City of Westminster, Colorado

Proud of Our Own

Government Finance Officers Association News Release

Robert W. Eichem Becomes GFOA President-Elect

(Chicago, Illinois- June 12, 2013) Robert W. Eichem, Chief Financial Officer, City of Boulder, Colorado, was elected on June 4, 2013, as president-elect of the Government Finance Officers Association of the United States and Canada (GFOA). The election was held at the association's annual business meeting in San Francisco, California.

Eichem has served on the GFOA Executive Board since 2010. He is chairman of the Audit Committee; currently ex officio member of GFOA's Committee on Accounting, Auditing, and Financial Reporting; and has served on GFOA's Committee on Treasury and Investment Management (2009-2010; 2003). His government has received the Certificate of Achievement for Excellence in Financial Reporting for 27 years, the Distinguished Budget Presentation Award for 14 years, and the Popular Annual Financial Reporting Award for 3 years. Eichem has contributed to the association by serving as an instructor for GFOA's budget academy (2013) and training seminars on managing the budget process and long-term financial planning (2012). He also is a past speaker at GFOA's annual conference. He has written articles for GFOA's Government Finance Review magazine in 2012 and Treasury Management newsletter in 2010 on "Making Sense of Conflicting Economic Signals."

Eichem will serve on the GFOA's Executive Board for one year as president-elect. In May 2014, he will become the association's president at its annual conference in Minneapolis, Minnesota. Executive Director Jeffrey L. Esser said Eichem was elected by his peers because of his outstanding leadership ability and stature as a public finance professional.

CGFOA Awards Program for 2013

Do you know of someone who has made a significant difference to our organization or profession during 2013 or during their career? You can nominate them for an award offered by the CGFOA to be awarded during the Annual Conference in Breckenridge in November!

CGFOA recognizes an individual each year as the Finance Officer of the Year. This award is made to a Finance Officer who through their actions has made outstanding contributions that further the goals of CGFOA. The general criteria for the award include the following: 1. Extensive involvement in furthering the role of the Finance Officer in their own organization, 2. Significant accomplishments in their role as a Finance officer for their own organization including significant efforts, project reports, policies and procedures, automated systems or technology, 3. Extensive involvement or leadership in the CGFOA, 4. Involvement or leadership at a national level through GFOA, GASB, or AICPA, 5. Significant efforts related to state legislative matters, implementing new state constitutional or statutory requirements, or lobbying efforts consistent with the goals of the CGFOA when appropriate.

CGFOA also recognizes the achievements of its members for Significant Contributions. The Significant Contribution award is intended to recognize projects or programs that are original and represent a significant contribution to the field of government finance. These are projects or programs that would benefit other organizations if implemented. The categories eligible for awards are: 1: Budget and Financial Planning, 2: Capital Financing and Debt Administration, 3: Accounting, Auditing and Financial Reporting, 4: Cash Management and Investments, 5: Pensions and Benefits, 6: Financial Management, 7: Application of New Technologies.

Award applications must be submitted no later than September 20th 2013. Email (or mail) applications to: Molly Kostelecky, City of Longmont, 350 Kimbark St, Longmont, CO 80501. Should you have any questions, please email Molly at molly.kostelecky@ci.longmont.co.us or phone 303-651-8670.



*THE COLORADO MUNICIPAL BOND DEALERS ASSOCIATION
EXTENDS OUR CONGRATULATIONS
TO THE RECIPIENTS OF OUR
2013 COLLEGE SCHOLARSHIP AWARDS*

Student	High School	College
Amber Casady	Northglenn	University of Northern Colorado
Brian Englander	Cherry Creek	University of Colorado
Tsering Gains	Littleton	Metro State
Codee Green	Legacy	Front Range Community College
Ann Moorman	George Washington	University of Denver
Austin Richards	Pueblo West	University of Denver



Just in time for Independence Day: The origins of Uncle Sam

On July 4, celebrations of Independence Day frequently feature the familiar image of Uncle Sam, complete with a beard, a top hat with stars on a blue band, red and white striped trousers, and a red bow tie.

“Uncle Sam” is the personification of the United States, but he didn’t come along until the War of 1812. Before that, the new country was symbolized by two different figures:

- **Columbia.** The new world of America was sometimes referred to as “Columbia” during the 18th century, after the explorer Christopher Columbus. The personification of the United States as Columbia appeared in poetry during the Revolutionary War. In the 19th century, Columbia was often depicted as a woman in some

(Continued on page 10)

Build Stronger Working Relationships Through an Employee Service Club

By: Sherri Rickard

Building relationships with departments and employees throughout an organization can be challenging, particularly when you work in the field of Finance. Finance employees work primarily in the office and may not have opportunities to interact directly with others, typically utilizing the telephone and e-mail for communication. How then can we, as Finance staff, build stronger relationships within our organizations? Establishing and being part of an Employee Service Club is one way to network with people throughout the organization, build stronger working relationships, and enhance leadership skills.

Current and former City of Westminster employees have recently been provided with an opportunity to join forces and make a difference in their community through volunteer opportunities by being a part of the CATTLE Club – Community Action Team, Together Leading by Example. The CATTLE Club is a Westminster Employee Service Club whose mission is to *“Enhance the quality of life of our City through community outreach and service.”*

The CATTLE Club Board was formed to establish the club, develop the bylaws, and organize the events for the first year of operation. Members of the Board include staff from Finance, Police, and General Services. Participants in the club include staff from nearly every department and level within the organization. Current year projects include “Adopt a Street” for monthly cleanup of the street adjacent to City Hall, a service project in partnership with Brothers Redevelopment to repair and paint the home of a Westminster resident, and a CATTLE Club team for the American Cancer Society’s Westminster/Arvada Relay for Life.

The benefits of the CATTLE Club go beyond the difference employees can make throughout the community. It provides an opportunity for employees from various departments to build relationships, get to know each other as people, and can provide leadership opportunities as members organize and spearhead projects and events that they are passionate about. For the Finance staff involved, it provides a unique networking opportunity and gives others in the organization a chance to see us as more than just the number crunchers. If you’re interested in starting an Employee Service Club in your organization and would like more information about the CATTLE Club, please contact Sherri Rickard at 303-658-2365 or srickard@cityofwestminster.us.



Congratulations

Up-and-coming Amanda Fladland is a recipient of GFOA’s \$5,000 Government Finance Professional Development Scholarship award and was recognized in an award ceremony on June 2 at the national conference in San Francisco. Fladland will graduate in October 2013 from Regis University with a Master’s degree in business administration with an emphasis in finance and accounting. She is currently a Senior Accountant for the City of Centennial, Colorado, where she is involved with preparation of the budget document and the administration of all grants. Some of her current projects include creating a master document of finance procedures and researching accounting system modules and reporting systems that will streamline finance processes. Fladland’s future aspirations include working in government finance as an Accounting Manager and ultimately as a Chief Financial Officer. Congratulations, Amanda! (Fladland shown here receiving award from GFOA 2012-2013 President Christopher P. Morrill, City Manager, City of Roanoke, Virginia.)





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Did You Know...

Any month that starts on a Sunday will have a Friday the 13th???

CGFOA has a lending library that rents out all of the books needed to study for the CPFO exams???

Board members and committee chairs are elected to serve the membership - feel free to contact any of them with your concerns and suggestions...

If we're growing, we're always going to be out of our comfort zone.

—John Maxwell

CGFOA will be undertaking a redesign of the website throughout the remainder of this year. Send Kathy your ideas for improvements and suggestions of items to keep...

YOU can get involved with CGFOA by joining a committee or task force. Little work, big rewards...

Dreams are what guide us, art is what defines us, math is what makes it all possible, and love is what lights our way.

—Mike Norton

Westy Warriors Team Up for Fun and Wellness



On Saturday, May 4, a team of City of Westminster women employees (and a couple of odd ducks), participated in the Diva Dash. Participants completed a 5K course dotted with 11 obstacles from climbing tire mountains, to ground crawls and rope ladders. CGFOA ladies included on the Westy Warriors team were Tammy Hitchens, Maggie Hunter, Lisa Jefferson (wife of Board member Byron), Rachel Price, Sherri Rickard, Cherie Sanchez, Cindy Weisley, and Kathy Velzen.

4th of July *(Continued from page 8)*

form of classical robe bearing stars and stripes.

• **Brother Jonathan.** A Revolutionary War figure, Brother Jonathan was often depicted as a man in a tri-corner hat and a long military jacket. Originally the term was derogatory, but it eventually became a nickname for any Yankee soldier, not unlike the term G.I. for Army soldiers. The name is said to originate with George Washington: The story goes that when asked how he would win the war, Washington replied, "We must consult Brother Jonathan," referring to Connecticut governor Jonathan Trumbull, who provided many of the supplies for Washington's troops.

Uncle Sam's origin story is well known. A meat packer named Samuel Wilson supplied food for U.S. soldiers during the War of 1812. When someone asked what "U.S." stood for on the boxes of provisions he was shipping, the joking answer was "Uncle Sam." The name caught on.

The popular image of Uncle Sam comes from a painting by James Montgomery Flagg that was featured on the cover of *Leslie's Weekly* magazine in 1916 with the caption, "What Are You Doing for Preparedness?"

Montgomery used a similar image for his iconic "I Want You" recruiting posters used during World Wars I and II.