

# 2023.0.52 Thriving In Broomfie...erview

## Podcast August 2023 MP3

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00:00

Welcome, my name is Jody Hill and I am the DDI training specialist. And today I will be discussing women's equity appreciation with some of our directors at the City and County of Brookfield. Would you like to introduce yourselves? Yes.

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Hi, I'm Enea Hempelmann. I'm chief of police here for Broomfield.

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I'm Nancy Rogers. I'm the city and county attorney.

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And I'm Jennifer Hoffman and the city county manager.

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Vanessa Oldham. Development, diversity, equity and inclusion.

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Right? Well, women's equity days, August 26, are coming up and it was chosen because in 1920, it was the day the 19th amendment was adopted, affording women the right to vote in this country, what does that mean to you? And do you think that the playing field has been leveled since that?

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Has the will. So two parts? What does that mean? To us? It's a complicated question.

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And remove step multiple feelings. Again, you know, all people are created equal, apparently not.

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So suffrage was, you know, celebrating those successes or what can be considered to be a success, when in fact, it was an attempt, small attempted to equal that playing field, playing fields only equal with

all women, and all individuals are on that same playing field. So has the playing field been equalized? politically? The answer's no. I think from a pursue perspective, it's incumbent upon all of us not, not just females, but all of us in any type of position, whether you're having the title of leadership or not that you're very conscientious that there isn't there is not equity across the board.

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wasn't very long ago. That's what I think about right. That's, that's, that's a generation and a half. So so recent history, and then you think that that's just one right. And it was right only afforded to certain certain types of women. And there was so many other rights that were still withheld, although unofficially, so that was viewed right, the right to vote. But the right to own a business, the right to get divorced, without showing cause the right to marital estate and act like there's so many other rights that remain unanswered, still remain unanswered. So a lot of work still to be done. Think about those women that fought so hard and long for separate and had to make? Well, I'll say either did make the compromise or were also racist themselves that didn't include women of color, or the ones that wanted to include women of color, but knew that it wouldn't pass with that. And that's a terrible compromise have to make. But I feel like women have to do that a lot. And we'll probably talk about it with other questions and compromises that we make to move us forward as a society.

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Yeah, and I was thinking, you know, so in the years, I've been doing this, which is almost almost 30 years, since I started law enforcement, it's changed to some degree. But a lot of the same issues are still there. Many times I attend meetings, and I'm the only female. And that's unique, because we really do have a different perspective of how we see things and how we think things through. So I think there's some degrees, it's more accepted. But you still see some of the same biases. That's just that's just the way it is.

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On again, and not to get too political, but we're still fighting. Right. Like it's, and that feels a lot of times, like, I think we take that step forward. Right. And so I think when you're talking about though, like people coming together, I can it makes me think about what would what could we do if we actually, like, joined forces, right, and really tried to find a way to uplift all of us, right? Because there is power. I mean, we really do have power. But I think as women we've been sort of conditioned to give some of that away. Or like, again, oh, we'll take a baby step here. Right. I won't ask for too much. Or be too loud. Exactly.

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Or too abrasive. Or, because there's judgment with that right, too. conflict oriented. Yeah, just kind of low and slow. I'll just make sure with the change or the conversation or

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and again, I think it was like 1965 Before Because I think African American women actually.

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So yeah, we live in a society where people think it's, we're equal. You're good, you've arrived. White, why do you keep arguing? Why do you keep fighting? What do we what do we need to gather together for work for everything's equal now, isn't it? I think that's a very limited view.

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So we have roles such as city manager, Chief of Police, city and county attorney, not positions traditionally held by women. We have other positions as well, including director of IT and finance that are held by women here in Broomfield, is there a significance in that for you? And if so, what is it?

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Yeah, it's interesting in my role, because a lot of my cohorts statewide are women, which is really been neat to realize. So county attorneys, the appointed county attorneys, the appointed city attorneys are women. But it is I mean, been law, it's still we have more women going to law school, and still less women in leadership roles in general, as general counsel or leadership in organizations. But it's nice in Colorado, and even when I go to the National Conference, there is a lot of women taking on these roles, which I think is really great. And it's it's empowering for me. As a CIO, I've been practicing for 20 years now to be sort of middle, you know, spring or summer fall of my career to see that and have their guidance. But I'm the first woman to be the city and county attorney in Broomfield. So looking at the men that ran the office, and then the ran the legal landscape for the community before and how it has changed how it is different. So it's, it's been interesting for me, I think, to be to be one of many women in this role, but new as a woman in this role.

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You know, I just think that as you were talking, Nancy is one of the biggest things, I think about my role, versus the previous chiefs that I am obviously the first female police chief here in Brookfield, but one of the things I noticed the most is, I almost have a sense of nurturing, whether it's to the community, or to our employees. And I think it's natural, I just mean a mom or being a daughter or wife for that matter. I naturally do that without even meaning to. And I give an example, I was at a meeting last week with one of our bureaus, and it was a very large team. And I haven't had to do that presentation to them one on one, about a topic that we've been dealing with. And I use the word love. And she said, I want to love and take care of and and it was like everybody stopped in their tracks, right? Oh, my goodness, she said love. Well, I truly love our employees. I love being part of this community. And I don't use that word as a sense of weakness, but truly how I feel about our employees or our community. And that's totally different, right? I don't think my eldest tonight, I really, really respect our previous sheet, but I don't think he would ever have used that word without being completely uncomfortable. And, and it just came out, it was very natural. But I almost I was sharing this with my family this weekend. And they were like, wow, you said love. Yeah, because I truly, that's how I felt at the moment. And it was okay to do that. Which is very unique. You know, I think when you look at any presentation, and you're standing up there, and you're the leader, and they're looking at you for guidance, or a difficult conversation or topic, or discussion for that matter, and you fill that out, we're just kind of like made everyone feel like, okay, she cares about me, she cares about me, because she just had a word that we wouldn't see in the workforce.

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You were able to show a little bit of vulnerability. Yeah, absolutely. It was okay to show that. Okay. Because

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I truly thought that way.

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I do think that that's because things have changed a little over time. Like, I just curate, like, it's I feel like yeah, initially, I think when women like entered the workplace, like it was sort of almost like you have to be more tough. Exactly. Like don't show your emotion and believe it and just in general, I think we talked about how we have to separate ourselves from like, who we are at home, and who we are at work right. I mean, do you think that that's changing a little bit? I

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can't Yeah, I mean, all of us can only speak from our experience, but I have never felt that I needed or had to be anybody but me. So being in this role is different. In the third city county manager comes with a sense of pressure anyway. And then being the only being the first female I didn't want to be the first female, I didn't want the when the article came out, you know, first female, I just thought, Ah, just say we have our next city manager, Jennifer Hoffman. She's ready to start work. Yeah. And then and then it comes to you that you realize that we have a lot of responsibility, we have a responsibility for others. And I can't tell you the number of times that we've I've had long term Broomfield residents that are females in this room, as a matter of fact,

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that said, Wow, how are you doing in such a an interesting, different role. And I think Vanessa, one of the

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one of the pivotal pieces is an A, we're going to talk about it a little bit more in a minute. But that that vulnerability, about being your authentic self, we all show up differently. And when we're under pressure, when we're under stress, we show up differently. And I remember many times sitting in there, sitting scrapping it out with George Cerro and, and Kevin stanbridge. Tears would come to my eyes, you know, and I wouldn't wipe them away. I would own that space. And I would do and I get upset and and I didn't feel like I ever had to apologize. So I did it. And I think you know, using the word love, one of the things that keeps all of us in I think in that space is not being brave or bold, is it's been authentic self. And it's what's brought us to the level where we are right now. And it's showing others male and female, that you can bring your authentic self in Broomfield.

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I think that is key too. I think there are a lot of men who wish that they could. Or like maybe they feel like they weren't empowered. That's usually emotion,

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right? Sure. So it's it is

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interesting. And women who don't necessarily have the same level of emotion that might be expected. We were talking in the first question about you should be softer and kinder because you're a woman you should, you should love people. Right? But so in do in showing up authentically. We also let other women show up authentically. And people understand the diversity among women. So we're all not judged by this. Well, you're you're a woman, you'll understand this. No, I don't like or whatever the assumption of the show a certain way. Right? Yeah, showing up a certain way. Yeah, yeah. And then you're right, letting men who really do appreciate more emotion and being having the door open to say we can say the word love and talk about emotion. And being being able to show up with that. themselves authentically in that moment.

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One of our one of one of our leaders. She was my secret Santa. And this is another thing that I just I just love about our whole team and our CCO families, we do take time to get to know each other. And so her gift that I haven't home, I don't even keep it at work because it's just is so me. And my family giggles every time they see it. And it's a copy book and it says Can we schedule this emotion for a little bit? point we are as we are we are as individualistic as every other human being. And it's it's how we choose to show up that makes a difference. And at the City and

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County of Broomfield, we have other roles as well that are led by women that are traditionally not led by women. Right. So can someone talk a little bit about that as well.

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We have. We have our community development and most well every other community has it has a community development director. Previously it was it was a male in the in that role. And when we transition, we have a very different team. We have a very different department head team than than we've had in the past from a makeup perspective. So we have co leaders, both of whom are females in our our civil engineers and female cainiao and annapurnas. Edie is our CO lead and community development and she's our planning director. Again, pretty traditional male roles. And it was interesting. The when you said you know even having that conversation about traditional roles. It's there are traditional roles and It's not a judgment call. It's not an opinion. It's just It's fact based. Its historical. Yes, it moves, historically has been is has been pretty strong leaders without design. If more female engineers, in Katy out on the scene historically we've always had that. So, again, I think part of that is from a culture perspective, that when you're a performance oriented organization, you know, you have you have producers and performers. And then either one of those, you know, those categories, it's it's what we honor and value. But across the board, it's we have a lot of female leaders in the city county, Broomfield. I mean, our mayor is the first openly gay mare in in, in the same category of field, gaming castriota. It's, it's it, there's a ripple effect. There's, there's just there's no doubt about it.

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So what does being a leader mean to you? You all have very unique leadership roles within the city and county, what does that mean to you?

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Let me start? Sure. That's a great question I started with, that's a great question. For me, you know, even when I was thinking about being achieved, and I had so many conversations with so many people as to that next step, right, it was truly about how will I have a voice in change? That's truly for me, why I wanted to be a leader, right? I wanted to make very specific changes, positive changes, right, and have a say in that at that level is in the organization. And so for me, it's that you have all these ideas, you know, when you're going through, especially in a police department, there's all these ranks, you know, sorry. And then you go through these ranks of next steps. And each step along the way, you think, now I'm going to have a voice in the bigger picture. And then when you're in the moment, you realize, I'm not big enough to have that voice, I need to go another layer up another layer up. So finally, when you reach this level, I feel like I can finally make impacts. And have my voice be the direction that we're going. Right? Because when I report to the city manager, and I have many conversations with her about this, where we're going, and this is the why. But I can finally say this is where we're going. And this is why and what do you think, right and have that support. It's different. It's different at this level, as a leader, you truly are. Looked at new supply. That's, you know.

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Truly, as a leader, I feel like it's more than so sentimental about this topic. But I look at you know, we talk about managers, and there's leaders, and sometimes, you know, people that the end of the day, the leaders are the ones that people are going to fall, right. So the community is going to look up to and say, I'm happy that that's my chief, because I feel safer, because that's my chief. And that's really important to be. So when I look at that role and take it to heart. I think my folks that that work for us here at the police department, take it to heart, it's critical to the next step where we're going. So there's so many there's so many things involved with being a leader, and it's not just keeping the community safe, that it's how are the employees within that organization? For me, it's the police officers communication, folks within the police department, how are they doing? So it's making sure that you have all those things in place so that they feel like my leader cares about me. And at the end of the day, that's really our purpose is for our folks, our employees to feel that we care and the community to know that we care about them as well. It's multifaceted, if you will, right. It's not just one little thing that makes us a leader, not just a leader, but a good leader.

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I think that focus is really important, because there's 100 ways to do a job well. And I know people think there aren't in LA, it's either legalism, but there's 100 ways to do the legal work for the city. So if I can support those employees and make sure they have everything they need to do their best job, whether it means academically, or showing up with their authentic self, this is how I work. This is how I see this situation and letting them do that. The work ends up being there. So you're not managing the work and telling them how to do it. But you're being a leader for those people. And you give them the environment and they show up and they show up with their best ever their best effort. Because you let them be the person they want to be and you get them the resources and you get the support. You you meet them where they're at and help them grow. That's That's what I think a leader is I

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think it's as I as I sit here, I'm honored to serve beside Nancy and Vanessa, enjoy. Enjoy sitting on camera, I think that's another why will you all continue to choose Brookfield is that it leadership is it comes with with a great amount of responsibility. And it's much easier to be a lone wolf. And I'm speaking from a strengths and legislation and over my 30 year career, as soon as you have to really start listening, and only how you land on others, that's leadership. Being vulnerable, not just, you know, saying love and being your authentic self. But be really cognizant when your authentic self shows up and impacts somebody else in a negative way. And that's probably part of the journey that for me, you cannot lead if you don't know how to follow up. And that comes with that. That vulnerability piece, we do not know it all. None of us even been in this in this role for you know, however long in our professional careers. And people talk about leadership and the pursuit for perfection, every pursuit of perfection. I think it's a misnomer. But I think as leaders, we have to be more conscientious of how you show up. Because clearly, we can all work, we wouldn't be where we are technically no wise. But being able to step back and say I came in hot. And how we transition away from that. That's, that's leadership to me.

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Well, I always think to like, again, I think sometimes that realization to other people, right. And so I think it took me a long time to realize that in whatever role I was that I was a leader, but they didn't think about how to get the job done. And fortunately enough, you know, people were willing to come with me, and help me get that job done. And so I didn't really took a volunteer before I realized, Oh, that's okay. That's what the leader, you know, like, I mean, to actually put a label on it, in a sense. Because I do think that that's the piece of it when you're seeing and realizing the impact that you have, and the power that impact right on people. Positive or negative. I do think that at least Yeah, again, it took me a long time to actually understand, like your place in and attending left or right, exactly. And then what that means and that and that when you talk, people start listening, and you're like, Okay, so I better start singing. Or something that really has some, some, that means something, right, because people are listening to me now. So anyway, yeah, it took me a long time to wait to write, and you do and you were like, Oh, my God. Okay, I'm gonna do better, right, I'm gonna say things that truly are important. That hasn't been that because listening to us,

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and

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it doesn't matter. And again, remembering that I do appreciate that you were that you weren't listening. And that you? Do you think that I have value, right. And so I think that's not just the title.

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Exactly. Right.

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I mean, it's that informal leadership is as powerful if not more so. Because you can have a title and you know, people like if you leave, Oh, yeah. If you turn around at the end of the day, when we're all just



people, and you're not in your role anymore, and they're totally stand behind you, right. There's big difference between. I don't care where we're going, but I wonder what you

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think Broomfield does a good job and strives to do a good job. Getting the right leader in the moment knows how to get us through this since graduation right now, you know who it is, it's that person over there, not tied to their position title at all. And Jen does a really good job, not just funneling the directors and directors funneling the managers going directly to the way that helps us with the situation with this resident with this complaint at this moment. And I think Rupert does a really good job of remembering yam was really good at this song. So net department, let's get them at the table. Even without that position, they're the best person. And I think Broomfield really does a good job at that.

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So speaking kind of a mentorship and bringing the right people to the table. Who were some people who mentored you along your professional journey. And what is an example of their mentoring activities that really helped you along the way.

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I happen to be a former mayor, Ken Feldman was my boss. And then my partner in a law firm when I was still in private practice. He was mayor of Arvada. And under city council, he was the one who got me into local government practice. And I think about him being just such a great mentor in my life. Because he recognized the full person, right, the lawyer that he was training up, the lawyer that he was working with, but also this woman that was working to starting to get married, to start a family to manage all that. And then when I decided to move out of private practice to support that transition, personally and professionally, like, so I was back to John's point about showing up, I was able to show up, he was open to me, showing up authentically, so I got really encouraged to show up authentically, I mean, his support A to Z in my life has been so helpful, if anything, if it's what new car am I going to buy to, I'm really struggling with something at work. So he's been really great. And then I mentioned the other women that have this position in other cities, and they've been, they're just great mentors, again. And I think to me, the mentorship is professionally, but also personally, like, Hey, before I let you go, I know you're dealing with your mom, right? Because I have an aging mother like a lot of us and dealing with her care they so that there's more than just how's that x legal issue, right? Those are those are my mentors

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I can I can without any hesitation if there's one, one critical factor that allows a path to be established in your, in your professional career, it's having good mentors. There isn't all of the other components right between a good attitude and having a mentor those two things will really separate you from all of the other folks that are chasing that same vision and that same dream Jim Monahan was the first person that actually thought I was smart and I mean smart as an booksmart I've always been street smart scrapper Northside I can hold my own in any any circumstance with this brilliant man have the unstable long before I I even thought about what were the was and so when you have someone that is of stature, whatever the professional realm is, and they have you at the table subconsciously, it says something and when it's consistent and repeated you begin to think the same thing. So it's just like



negative right when you start to embody that you you start to embody that I should be disabled what I think matters you know, oh my god, I'm good at that. So I that that mentorship is really key and then those you know, that are around you, but nesc is has been a really fundamental mentor for me. Over 10 years supply journey Yeah. Yeah, I mean, again, that it means something to those that you came up with.

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See you on this trajectory. And believe in you not like in the moment of money

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you're smart enough to be here. I'm going to show you what I know. And then you have people to go on a journey with you that say, not necessarily want to show you what I know or bring out the best in you but they apply the realness and that to the powerful so mentor the different times of your professional career. Bring out different parts which is why it really, it's so key, not only to so a mentor is different than the network. But I think as females, it's much more holistic. So kind of the Nancy's point in order to have the ones that say, and here's how I lead, and here's how I manage. And here's what it looks like, Hold on just a second, the school is calling. Right, and you got to deal with the school and the fundamental nature of that, and then the guilt. So to have those women, particularly in your life, that, again, that it's the wholeness of ID view as a whole person. Those are the mentors that that I think, are pivotal in your journey.

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Yeah, it's funny, I don't know that I, like ever like, specifically labeled something as that you don't I mean, I think I've had I, I watch a lot of people. And so I think I've been fortunate enough to have people who are, are really good at what they do. And some maybe you weren't as great as what they did and still be able to take little pieces, right? Yeah.

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But that's what we did. Like,

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you when people are being able to show like, they're like, they're humble, right? Like, I think that like, even when things are, are difficult, right, that they face that challenge in their life. And there's a piece of that, that, you know, can I kind of see, like take on, like, when I'm faced with an adversary that that's what I want to be like, I want to be able to be strong in that sense. And again, I think people that you can see, like, like, I'm struggling with this.

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Yeah, yeah.

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Or, you know, I didn't show up my class today. And you're still beside me. So thank you, you know, yeah, I think so I think that's I've been fortunate enough to be surrounded by people who won't let you be who you are making mistakes. And they don't stop believing because of them. Right. But I also think

that really, first of all, I had a very strong mother. And then I think that women had filled me like, hold your head high. You belong, and where you decide to belong, even if other people say, and so I think that was also just a true blessing to have, again, a very strong mother and sisters who were like, oh, no, you know, this, oh, yeah, I can walk in that building, and because you belong there. And so I think also, for me is remembering, though, everybody. And so we talked about privilege a lot. And I always think about my own, right, because I was brought up with that sense of, of fairness and belonging that not everybody has. And so, again, he's trying to create those spaces, hopefully. You know, when people do feel like, oh, oh, it's okay, here like I can, I can be myself, right. And there's gonna be forgiveness for when we screw up as we do. But also acceptance for, you know, way down in this space taking away. Yeah, it's just a weird, like, I don't know, but I, I would hope. I don't remember that. necessarily, but definitely, again, need to speak with all the people on that journey that you've taken people.

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I was gonna ask because you're all talking. I think that's exactly right. It's along the way. You meet people, or you find people or they find you. And then that kind of kind of shapes where you're going. So I think about as a young daughter, right, my mom, dad came from Italy. So so we were immigrants when we came here. And they were truly my mentors. Right? That's where it starts. Yeah. And that really strong family and taking care of each other. And that teaching me this is how you need to treat people. That's where it starts, all of us really. But then along the way it changes. And so I had an uncle in Italy, who was a police officer, and he truly was my first mentor of that, who I want to do that. Right. And along the way. I remember a few years back, my mom was really sick. And my uncle, who I looked up to he came here from Italy to visit my mom and leave. I was a commander at the time. And he sat with me said what's next? And I still remember I can tell you where I was what I was wearing, because it was so impactful. And I said, Oh no, I'm really happy doing what I'm doing. There's more. Any I remember him saying, people will follow you because you care. Don't stop. And he said to me, and this is going back to this was 2016 He said, You're going to be achieved funding. I said, Oh, no, no, I'm, I'm really happy doing what I'm doing. And then that stayed with me. And I remember thinking that we think in that, and then you meet more people on the way. And then you form relationships. And I remember talking to Jen one day, and it's probably right around that time, and having that conversation of what's next, what do you want to do. And so I think you truly do meet people along the way of your journey, who kind of become your mentor without even meaning to even these relationships. And then you have these conversations. And those are the conversations that stay with you, and then kind of forget who you are and where you're going on what you're doing next. So I think it's all the steps along the way that that all these little things happen in your life and come your way to achieve what you're doing. Are you going and so kind of do what you said it's different mentors along the way, not formally, formal mentor. That's just a professional. Can anyone that's fine. But really, the deep conversations are these friendships that you form where you talk to you? What do you think? I think and I want

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someone to push. And again, I will say that's what Jim does, for sure, is like, you know, what your content is doing? In our next okay.

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I hear a little bit of empowering other women to cast a vision of where they can be

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the future, once said, Yes, Joy. Thank you. So

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how do you empower other women in your life? We'll just kick that off. Next question.

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So I have three daughters. So I think about the conversations with that I have with them constantly. But truly, it's just about teaching them just treat people well be a good person, be kind, be considerate, care and show that passion, compassion, as you'd say, for other people in I have conversations with the young ladies in my life is what I call them. Daily, right? We talked about the struggles of being a mom and being at work, and that balance and homeschool, I mean, this this morning, it's funny, my daughter is no like the moms that worksheet at work. So I always say if you have an emergency, you know, send me a text or call me twice. They don't call too much they I think they've kind of learned along the way that they're really independent ladies can be taught them to be that way. But at the end of the day, I also show them that it's okay to throw out the word love and it's okay to to be a girl or a woman or whatever that looks like and be your authentic self. So that mentorship I think comes along the way with what we teach them each and every day is the conversations, it's the showing them that this is who I am at work, or at home. I just had this conversation this morning, in the office because we were talking about someone who they show up different depending on who's there. And I said, I really am this is me, whether I'm wearing this uniform, or I'm a mom or a wife or daughter, and the same person. Sometimes you have to show up differently, depending if you're dealing with a critical incident. That's different. But for the most part, this is who you are. And I think that's what that's really what the message is to the women in my life. From the standpoint in law enforcement, for the officers in the organization, the message is always the same. It is show up in you write. These are really hard jobs. I think being in leadership roles really difficult, except when you sit down is that they really are listening to what you're saying. Always, always. So before something that was just an opinion is now direction. And we're recalling, and being aware of that is just critical. So sometimes you do have to stop and pause. And I find myself a lot more often now saying let me think about that. Let me get back to you or before I'm just giving my opinion. And we would talk through it but now it's now the message is different in these in these roles

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I think about empowering women. I always try to be encouraging whatever, whatever she wants to do, whatever ages but also whatever she wants to do. Like I saw I have five sisters and I have one of them right now and is dealing with some Pretty heavy, and just support that. You might like, whatever it might be, like somebody who wants to leave the law, or somebody wants to go to law school as a 40 year old or just I try to be supportive of whatever decision because I think there's a little voice in their head that says, I can do that. And they trust me enough to say, I'm thinking about opening a clothing boutique, go for it, go for it, just always trying to be supportive, because I think there's so much that just pounds women down that says they can't You can't, how are you going to get a loan? How are you going to do it as a mom? How are you going to? How are you going to, you know, open a woodshop that's a male, like, there's so many things, telling him how hard it's going to be. So being that voices support. You

know, in the, in the leadership roles I've had professionally, I've never been heard of somebody wants to leave the office that I work in, whether in this career and my primary care, what do you want to do? I'm not I don't want to be a lawyer anymore. Great. What do you want to do? How can I help? How can I help you move on? So it is really just I think for the women in my life, especially professionally, it's just that support to just had their back even for a moment

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I think it's a

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it's it's, it's, it's a more it's a more that's a very complex questions

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I think all of the hats that that women

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oh I think inspiration, and being inspiring never comes with filling your own cup. So that adage, you know, that you you give more than you take. And as individuals and as children, and as contributors to this world, if that is your fundamental belief, then inspiring others is all about not going to fix it. And it's not by discipline that I don't do this, I just I just don't do that. So probably when you need to have something like that. And that's not you know, not being decisive, right, because being decisive is different than when someone is I'm going to discard a spot for a second totally serious man

43:03

think most the time and I can speak from my experience. People know what they want to do. So there isn't anyone that's going to wear Superman, Cape, Superwoman cape, Cape, Cape. I mean, if you're putting on like we have to remember on the flip side that none of us are none of us. Right, we went to the mines, and I'm gonna jack with some of these days, I'm gonna make sure that you don't get that raise or, I mean, again, that whole scheme of things. So most people want to be honored, valued and heard. That's it. That's the tweet said three, I don't need to fix Shit, I don't need to come in. I don't need you to take care of me. I need to hear me. And oftentimes, being hurt means getting what you want. And I think from a leadership perspective, and what we can do for others around us, male or female, particularly females, I find myself negotiating salaries and packages for people that are in front of me.

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Yeah, and it's that's kind of that difference between the male and female role. And it's not You're not leaving yourself a picture show on it. Right? It's you need to really, why is this important? And I find that question is a card of conversation starter. It's a conversation in the middle. It's a conversation at the end. Why is this important? Why is this important to you? And as we all know, the first thing that someone presents with is never thinking Just never thing. And so somewhere along the way, you know, they didn't think they were worthy. And insecurities show up very different for different people. And we may interpret it that, you know, they're just not a good performer or they're, they're, you know, they're stubborn, or they didn't get the education, or they just didn't want to do it. And I think it behooves us to take that, that extra time to really be able to say, why is this important to you. And then themselves

having that voice of him, and it's just not that important, more generally, right, the end goal is, or the end outcome is, you know, you hurt my feelings. We're also free to see you hurt my feelings. And so it shows up different, right and manifests itself differently. So how do we empower women? The life support, right, and again, we keep coming back to that authentic voice. But there's just there's not anything more important than that, to be able to say, you know, my 12 year old self, when I'm struggling with individuals, or groups, or whatever it is, right? My grandpa always used to picture them with their 12 year old self. Because how they're showing up right now, something right, that fundamental age, that 10 to 12 years old, they're showing up in their core safety zone. And it diffuses the situation to really be able to have that compassionate heart. Power, that means you trusting somebody to be their authentic self.

46:43

Oftentimes women are seen as the primary caregiver and home manager, how has this traditional role assumption played out for you and your career? And what have been some of the challenges? And what have you seen as growth in this area?

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So I have one of those great paths, right in the creek. Your husband is so helpful. He's Oh, is there? He is definitely a good partner, for sure. He is absolutely what I would expect. But like, I were 50, I do not.

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As our alpha parent, especially when the kids were younger, he was the Alpha parent. He was he's first on the emergency callers. His job had more flexibility. And he was all in for it. So that's the way it should be right. But what I would get a lot of times you add is just wow. He's so lucky. That is just so great for you. And I was like, No, this is what should happen, right? Like, this is not anything crazy. This is a partnership. But those so that guilt that I was a less than mom, because we have made this arrangement that that he was he was primary. But then he's not right. He's He's primary and sports in their activities, but I am on Dr. He might be emergency it like so. And it frustrated me to no one where people are like, you're so busy. So thank you so much for showing up as can hear all day. Like there was this expectation that that he was doing me a favor by being there for kids. So I feel like it's gotten better. And I don't know if that's because my kids are older now that I'm not in toddler milk. Because I think when you're in toddler baby bill, that it's definitely still heavy, heavy, heavy on the mom. So I'm really cognizant of that. I try not to make those comments like he was such a great look at you with your little daughter, you're such a great dad, when I when I you know, I really try hard to avoid those comments. And I try to remember. So I have staff with varying level of family obligations, young kids, middle kids, college, and then aging parents, and try to remember that they all have familial responsibilities, no matter where they're at. And that if I'm going to allow my my staff member that had needs to work remote because her daughter's home from school, the same I should do for my employee that needs to take care of aging parents. So I think for me that that role is trying I try to remember that all the time about what else is taxing this person in this day and how can I help get that make this job easier? Again, going back to what do you need right now to do your best work and try to encourage them with that, but I really post gender roles. Nothing irks me more than that. And it was really I'll tell you, it was really hard. It was one of the reasons I love private practice. People still make it count. Well, government job so

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I'm like, Wow, a lot hours.

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So, sorry, I'm not talking very clearly. But this this irks me to know and when men are put on a pedestal for being a good parent and women are just expected to be a good parent

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well, so my house I don't have an AED. Right. Do you have a Brian though?

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I would say was probably I don't know what the right word is, I want to say traditional fashion. But, you know, the norm for family is more of the cooking clean and have that responsibility. But the funniest thing, and if my husband is here, he hates it or angry is when he has to go to work. He has to go to work, right? So he's up, shouting out the door. And when I have to go to work, I still prep dinner. And so make sure the kids schedules okay. And and so Tanya, who has to take hardware and, and then I go to work, right? So that just means I get up a couple hours before him. And then we both go to our jobs. And then when I get home, he's home. And then that's the responsibility for me. So it's very traditional in the sense of you coming from Italy, I think they're still more traditional with the women responsibility in the male responsibility. So it's, it's really interesting, because I remember years ago, I was going actually responding to a scene as a detective. And I had another detective in the car. And he's back 20 years older than me. And I was on the phone talking to my kiddo about school. And then my mom called because she wasn't feeling and we're just driving, and I'm driving. And I remember getting to the scene. I said, I gotta go in the car. And he's like, how do you do that in a tactful, he's like, I can't believe what you just tell within 10 minutes. He's like, I couldn't do that. He's like, I can do this job. And then I recognize the reason I'm able to is the support system that I have. You know, they say it takes a village. Truly, that's true. For me, it takes my whole family is my village. Right? And the support, that we really are all passionate, because a better word than just that works for your family. Right? Yeah, that's what works best. Because honestly, if the school call my husband, he'd be like, what are the kids teachers calling? Which teacher? And then he'd be like, I don't remember. And then it's well, which kid? Just call us cool. So, so it's I love that you have that. But that really works for us. If it was any other way. Now, now that they're older, I would probably I probably still want to control it somehow. Or like, what did you do on that? Because normally,

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when we're talking about your daughters are earlier and then understanding your job. Yeah, what it means. Yeah, I think that's been really important for our family. But I don't shy away from telling them about a stressful day, or a big project, even at a younger age, because I want them to know why I was in my office until midnight. Why I'm so stressed why I have to get this book report them and trying to share with them. They know they know about Tuesday, right? Or and when I was with or they knew about Mondays so that is just not a good day for anything. So So I think sharing within that professional world, so they so you don't have some that guilt when it's like my soccer game. Yeah, because it's a

Tuesday. Maggie knows I cannot make Tuesday events and she's okay with it. Because I will make the Wednesday but yeah, for sure. Well, my

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daughter last week, got a new job. And she called me and I said, Hey, I'm on an incident Everything okay? And she said, Yep, I'll call you back. So then she calls her dad, and he was on a different incident. And he says, same exact thing. So we have a routine. Okay. And then. So she calls my brother and says, I got the job. Call your mom and dad. And she's like, Yeah, they're busy. So later, she told me the story. She's laughing about it. I think that was kind of giving me the message that she's tough and she's got it and she's joking about it that it kind of tugged at my heartstrings,

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right. Wow.

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Because you want somebody to find Yeah, you didn't tell him but yeah,

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that's why I actually told her later. I said, Wow, honey, I'm really sorry. I think I think that impact she goes No, I'm joking about it. But I think it does, you know, but here's the thing. What I'll say is it makes him stronger. I really feel like she's my daughter, all three of them, but that one daughter is very strong. She was like, I just called my uncle

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and it's a beautiful thing that you help them establish that village that's around them to support them so they not only are you part of that that foundation, but they have others that they can reach out to as well.

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That's such a good point. Yeah.

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What advice would you give to prospective leaders in your area of work?

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The conversation that we just had, was probably the biggest one. I really do. And I think the difference between Nancy's reality, and this is reality, it is reality. It's a hybrid for every family figures out, figures it out differently. And it's the give and take, and so that the whole conversation about work life balance, I've never understood, not because I've never had it. But again, it behooves us to be with individuals that that almost mandate us to, to break away and disconnect, right used to be delegation, delegating Well, or you're not. It's 24/7 different times in our lives, as females and leaders, male and female, you're going to lean in harder than you would have a year ago. For me, my COVID, probably changed almost everything. And so you still have a very traditional kind of male, female. And again, from how we were raised, we did do it all. But there was no martyrdom in it, right? It's just we did it all.



And we did it really well. And the males just didn't, they didn't come up that way. So to have those expectations were was was different. And, and so when I took this job, Jerry became the Alpha parent. And the kids were older, I would not have taken this job. If my kids were younger, I wouldn't have done it no way that I could. So I'm late to the city manager game, which gets to the whole point of what what I tell women that were contemplating or in the role of wanting to be the city manager.

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This is this is it's all consuming. It is all consuming. It is 24/7. And they find it as well, right? That is you drive on the streets, that you manage and oversee

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your neighbors, all my neighbors know who I am. I get sticky notes on the door. You know, city council, going to the grocery store, going out for a beer. You are seeing not as Jennifer Hoffman I've seen as the city county manager. And so that whole being you and being on is constant. And it's something that my my family has to take the journey with me. And that's very different than any role I've ever had. My choice was my choice. But now it's you know, collectively how to move here

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it's truly a servant heart. And if you don't have it, it it won't serve you well. It won't serve your community well. They won't serve your, your, your CCOP family. Again, that's that we believe blue. And then I we have we have we have we have a personal relationship. And so I kind of give her when she's talking, talking about Brian and those traditional roles. Because honest to god, how she does it all is so totally, totally, totally beyond me. But sharing those stories, when you when you get to our level is you really have to love it. It's not a job. It isn't. It's not a position. It's not a job. It is who you are, and who you become. And being able to disconnect from the perspective of you can't be attached to the outcome. You can be attached to the structure the people that you put in place, thoughtfulness that you put into it. And

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why even all that your students were like, Oh, hey, this thing just

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make everyone happy every day. Yeah, it's like Margaret Thatcher said, right? If I walked on water, people would say it's because I can't swim. So you continue to do you can To new to as a, as an individual and as a, as a team, the best route to stay with what is best for what is best for this community. And you don't get into the eye or the egos with politics. And then I've talked before about, you know, if we start making decisions based on keeping our job that we shouldn't be in that job anymore.

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Okay, me like, honestly, I it's, it's again, sort of like these other kids notice, because my family doesn't understand what I do, versus no idea what to do. Well, again, Bruce would be amazed that like, again. So to have people who like, are in it with you, right? Who understand what, what the day to day is, and what you give yourself, and what you expect of yourself. I think that that's what helps, is to know that I

can call me and be like, Oh my gosh, right. She's like, yes, because she understands, right. And so it's, you get that shorthand, and you know, that you have somebody who's with you, while you're, you know, good days, bad days, whatever that looks like, at least I know, that, you know, absolutely. What, what is his, there's no way to explain to, you know, my family, like, what a day in the life is like. And so it's just, it's, that's how I get through those to know that I have my team, where you, who sees and understands and, you know, take that cup of breath together and, and dive in again. Right. But for air, under again. But there were things I think that's, that's a piece.

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That's absolutely.

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I think, in my realm, you know, I think people, if they're lawyers, they have to know if they want this leadership job, because such a small part of my job is being aware now. Like the days of doing, you know, hours of research and writing a long memo are gone. That's what this so that's what fills your bucket professionally. Let go of the want the pressure to feel like you always need to be climbing a ladder, like like to NASA story. And I'm so glad your uncle told you that because I think you're an excellent chief. But let's say you you deep down in the heart, your heart of hearts you're like, and that's okay, too. But I feel like we're always driven to get that next role. And if you really want to be a lawyer, if you really want to do the substantive rote work, you should never take on this role. Because this isn't where the fun work gets done. The fun legal work. So and I think that's okay. And I think we need to remind people that it's okay, if you don't want the rank leadership role. There's so much value you can bring to an organization for your whole career, you can do your best work in the position that you you know, what makes me happy doing this? Okay, you keep doing that. Right? And I'll make the best. Exactly. Yep. So you can do Yeah, yeah.

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Can I can I share the story really quick when you were when you were trying for DC? Yeah. So this is this is just, it's a great example of kind of the combination of old fashioned male role, female role, just just all of it and so, so I won't use any names about who she was she was competing against. But there was, again, the only female I was the only female on the decision making board. And I didn't even have a decision making role on the board. So again, I was done like the token female, which, which often the token the female. And so the question was, when was When? When was the last time that you had you had to make a split second kind of life or death, like the student under really extreme circumstances, that story?

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extreme circumstances with the Nate with our residents that were watching. And so the other person who was trying for the job talks about sharpshooting, he was a, he was a sharpshooter, and the life or death decision and head shot and you know, all that kind of stuff. So then, the same conversation so get done with scoring, you know. And then she gets the same conversation. She came second. And it was it was between two. And so she said that for American, because I got it. I don't want there was a resident, and they had a squirrel in the app. And there was a lot of people that were standing around. And it was one of those pressure cookers. Everybody was freaked out. Everybody was super scared.

Everybody was that, you know, so she goes, she goes through this whole thing about the decision making.

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Sure you don't shoot it, you know, when you do it, do it, do it. And so and then certainly, she gets done. And so we're all communicating. And the other chief is in there, you know, everybody's doing their scores and everything. And I sat in that moment, and I excused myself and went to the restroom, because I was so taken with this woman's authentic Miss self to not feel compelled to do the law enforcement piece, right. I mean, she she fundamentally understood what the question was. The question was about the daily about the President's. Right. I mean, if you reread the question, the question wasn't a life or death circumstance. It was about a real life. What happens every day in Brookfield, right? So she got it. So I just thought she's so flippin brave. Here, she's up for this top Juju job, right? She is the porcupine in the attic. Not Swat, right? Because this is one that could drop you to your knees. Even if you're getting six, five, and you're all that. And SWAT follows her with a look, right? Like you're in church and looks at you and every single shoe. No other conversation needs to happen. Right. And that's how

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we spent time reporting, you know what I mean? Like, it's truly that you, thank you that it mattered. You know, at the end of the day,

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you don't have to say, you know, my gun is bigger than right. There wasn't any of that, in that in that in that conversation or what

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didn't have the best outcome?

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Yeah, so again, that's just one of those examples. And it kind of gets back to your question about, you know, empowering other females to to have that those roles and responsibilities, because in a stereotypical, you would not have selected the person that had that exam, you would have selected the SWAT or the headshot or the mist or you know, that.

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But what we really want as the person who's going to pick up the party, as much as he's going to think about,

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well, mentally can take that shot, right, right.

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Which,

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which Brookfield is selling to never right? And still have a historically dominant group of males. Think that you are all that and chips, and I've got you 24/7, right. And so to see that in the female theater, when some of the other sitting at the table, don't see that. So as women were able to say, this, and I can I, I can bring it when I need to bring it. I don't need to bring it every day. Right every moment. Right? Until, until you you choose and there's a difference

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and still show that you love and care for your people. Right? Most definitely.

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Because that's why they follow the signal that you care about naturally. That's really what all this is the thing that you care about them.

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Well, I want to thank you all very much for your time. I can see your servant's hearts and each and every one of you on so many levels and your leadership to city and county. Brookfield just means so much so thank you. Thank you. Thank you.

1:09:40

Thanks for doing. So cool. Yeah. So when you're when you sent the email, it's just grateful. Getting the cameras caught? Yeah. We'll do it. I wonder. Okay. Thanks, George. Thank you. Thanks, James. I got you