

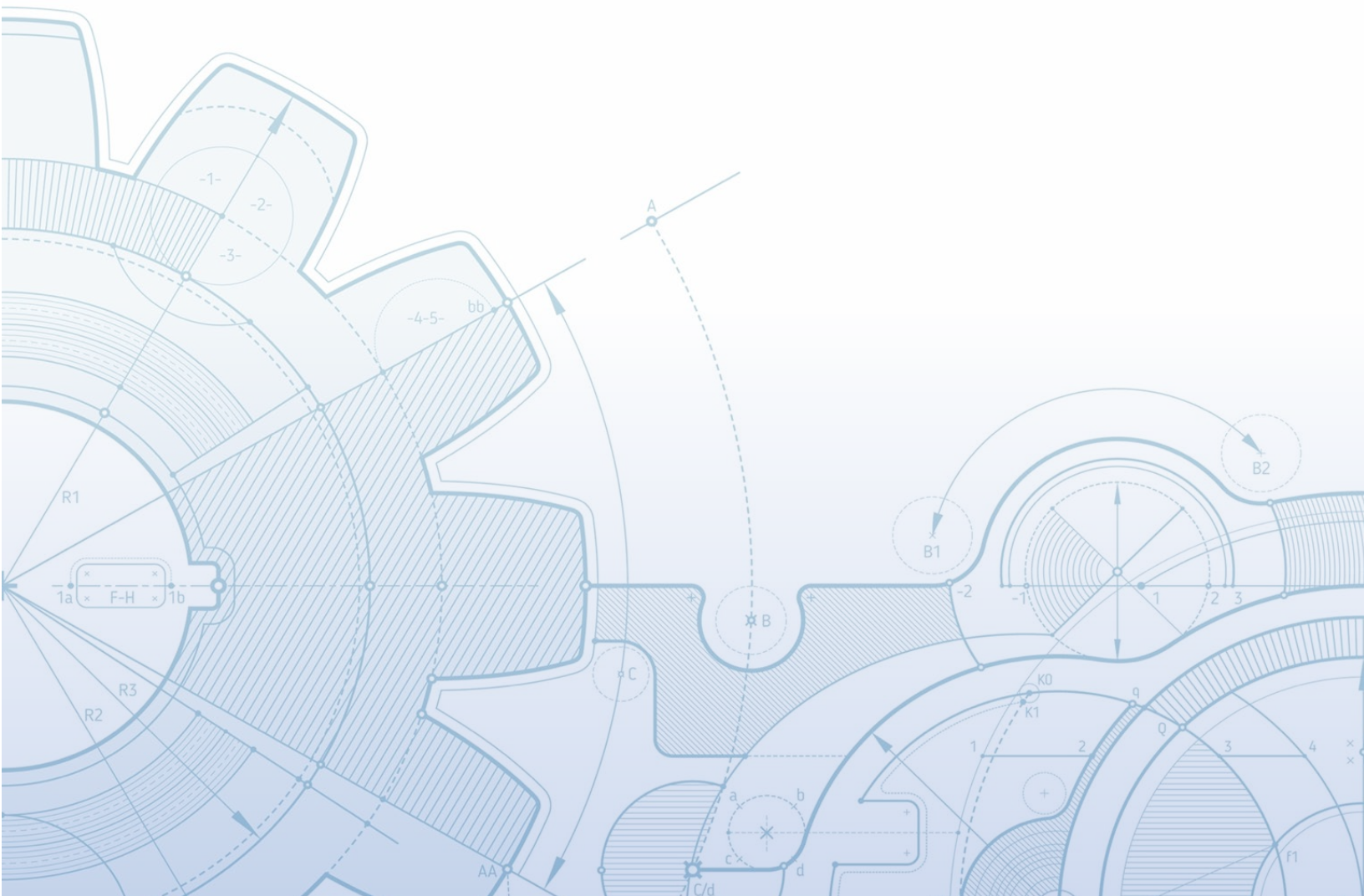


**2023-2024**

# City Council

## Orientation and Training

NOVEMBER 14, 2023



2023 – 2024

# City Council - Orientation and Training

## November 14, 2023 - Agenda .....

1. **Welcome and Introductions** Jim Becklenberg, City Manager
  - a. Strategic Outcomes Framework
  - b. Citywide Organizational Chart
  - c. Overview of Council-Manager Form of Government (Jim and Reid)
  - d. Council / Staff Relations and Communication
  - e. Authorities, Boards, and Commissions / Appointment Process
  - f. Council meetings and other Council responsibilities / Council calendar / Council liaisons
    - i. Meeting types
    - ii. Special Sessions for Council Planning and Budget
    - iii. Tentative Council Agenda
2. **Legal Responsibilities** Reid Betzing, City Attorney
  - a. Council Actions (Ordinances, Resolutions, Motions, Recognitions)
  - b. Quasi-Judicial Proceedings
  - c. Open Meeting Law
  - d. Colorado Open Records Act
  - e. Protocols and Standards of Conduct
  - f. Legislative Rules
  - g. Ethics
3. **City of Littleton's Budget** Tiffany Hooten, Finance Director
  - a. Budget Basics (5 Year Forecast-Balance Expenses, Revenues, and Reserves)
  - b. 2024 Budget Highlights (Priorities include Proactive Public Safety, Capital Projects, Economic Development)
  - c. City Council Budget
4. **Engaging with the Public and Media** Kelli Narde, Communications and Marketing Director
  - a. Media Relations
  - b. Responding to Crisis
  - c. Using Social Media to boost Citizen Engagement
5. **Nuts and Bolts**
  - a. City Manager's Office Personnel and Responsibilities
  - b. Education and Conferences

2023 – 2024

# City Council - Orientation and Training

- **Scheduled Department Overviews**.....
  - January 2, 2024 ..... City Attorney and Municipal Court
  - January 9, 2024 ..... Public Works
  - January 23, 2024 ..... Community Development and Economic Development
  - February 13, 2024 ..... Police Department
  - February 27, 2024 ..... Communications and Marketing / City Clerk
  - March 12, 2024 ..... Library / Museum
  - March 26, 2024 ..... Human Resources / Information Technology
  - April 9, 2024 ..... City Manager
  - April 23, 2024 ..... Finance





2023 – 2024

# City Council - Orientation and Training

**Welcome and Introductions – Jim Becklenberg, City Manager..... 1**

- a. Strategic Outcomes Framework
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# DRAFT LITTLETON STRATEGIC OUTCOMES FRAMEWORK

10/31/2023

**VISION:** Littleton is a place where visions and values endure across the decades and generations. It is a place where nature and city living intersect, can both be enjoyed, and are guarded with a fierce sense of stewardship.

OUTCOME	OUTCOME	OUTCOME	OUTCOME	OUTCOME
VIBRANT COMMUNITY WITH A RICH CULTURE	SUSTAINABLE COMMUNITY WITH NATURAL BEAUTY	ROBUST AND RESILIENT ECONOMY	SAFE COMMUNITY	HIGH QUALITY GOVERNANCE

OUTCOME INDICATORS	OUTCOME INDICATORS	OUTCOME INDICATORS	OUTCOME INDICATORS	OUTCOME INDICATORS
To Be Determined	To Be Determined	To Be Determined	To Be Determined	To Be Determined

## CITY COUNCIL PRIORITIES

HOUSING – SAFETY – ECONOMIC DEVELOPMENT – INFRASTRUCTURE - ENVIRONMENT

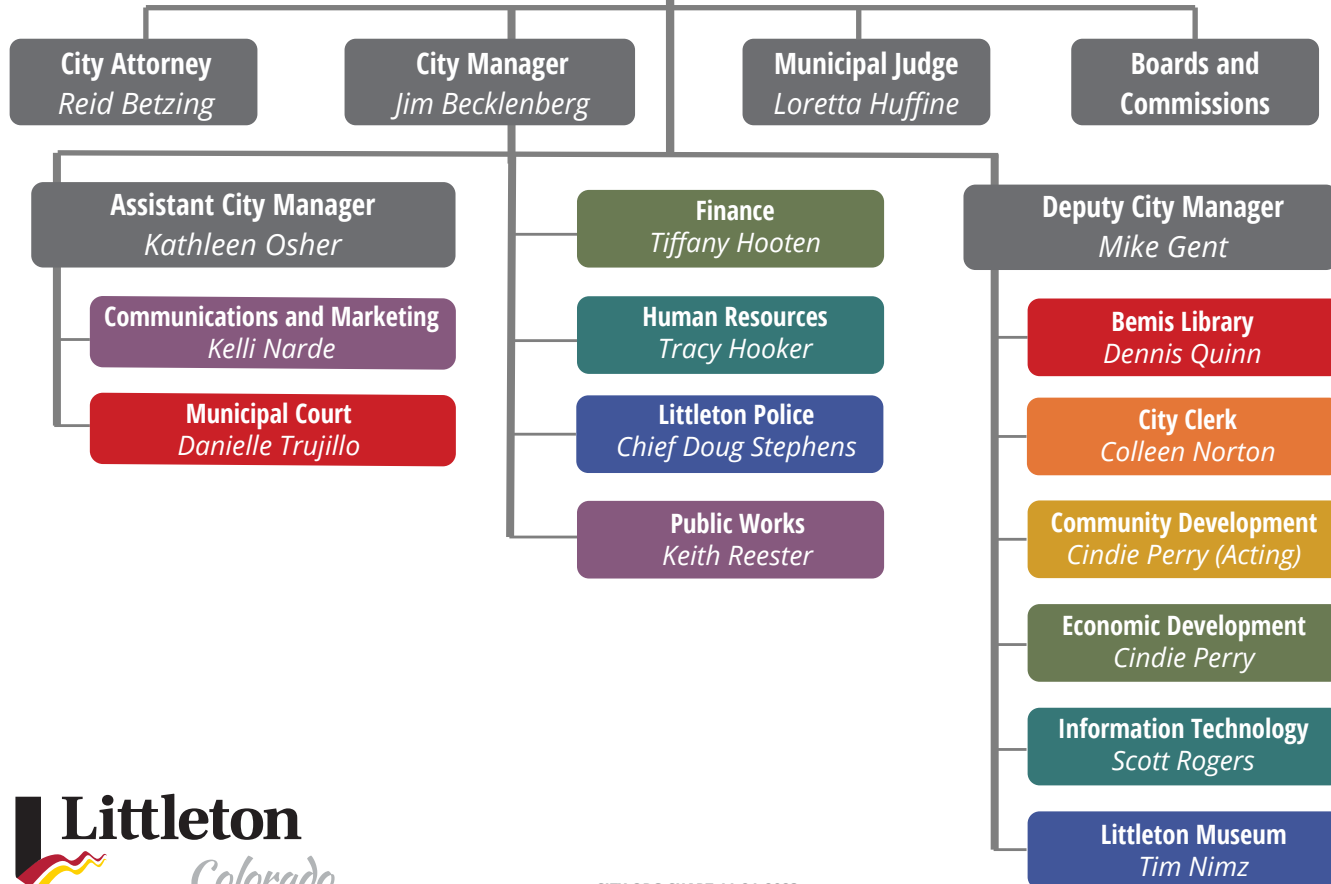
2-3 Year Goals	2-3 Year Goals	2-3 Year Goals	2-3 Year Goals	2-3 Year Goals
Develop Littleton Blvd. Economic/Redevelopment Plan (Council)	Launch Environmental Stewardship Citizen Committee (Council)	Ensure Adequate Resources to Research and Develop Housing Policies/Programs (Council)	Build PD Response to Mental health Crises and connections w/ Caseworkers (Council)	Implement and promote full capital project program, funded by measure 3A sales tax (Council)
Complete Bike/Ped Plan and implement results (Council)	Implement Environmental Stewardship Action Plan (Council)	Develop Strategies to Reduce Homelessness and Security Concerns in Downtown Areas (Council)	Develop Strategies to Proactively Engage Neighborhoods and Citizen Groups About Crime Prevention and Strengthen PD Knowledge/ Intelligence of Safety Perceptions (Council)	Implement updated procurement policies (Council)
Implement diversity, equity, and inclusion (DEI) plan across the city, pertaining to city employees and the larger Littleton community.	Improve the overall condition of our drainage infrastructure; complete sanitary sewer to raise overall safety and reduce environmental risk	Implement Comprehensive Economic Development Strategy (Council)	Implement emergency management program in partnership with Arapahoe County, including plans, system, and staff to ensure continuity of operations.	Optimize administrative processes and create efficiencies through implementation of an Enterprise Resource Planning (ERP) system.
Advance regional partnerships to build consensus and leverage direct coordination, intergovernmental agreements, or funding support for efforts in culture, arts, housing, infrastructure, economic development, education, and services essential to Littleton's livability and resident satisfaction.	Improve tree canopy health, stronger city code, decreased hazards and implement Emerald Ash Borer Mitigation Plan	Strengthen business relationships to build capacity for shared vision and leadership among the business community.	Complete construction of the Santa Fe & Mineral Operational Improvements Project in 2025, resulting in reduced traffic congestion and accident reduction	Bellevue Service Center site redevelopment design to be completed by Q1 2024 with construction bidding in Q2/3 2024. Construction targeted completion Q1 2026.
Create a clearer physical sense of a cultural campus in Littleton with outdoor pathways and performance and rest spaces that provides an even more attractive and higher-profile presence for Littleton's cultural amenities such as the museum and library.	Construction of Mineral Ave. medians will be a mix of replacement, upgrades, reduced water native plantings, and tree canopy pruning	Increase awareness of local spending benefits for Littleton residents and attract new shoppers to Littleton. Establish metrics to track campaign participation, consumer spending and trends, ROI (anticipated 20%) in local spending and revenue.	Design and construct grant funded projects: Mineral Mobility Improvements, County Line Road, Downtown Pedestrian Crossing, Broadway Fiberoptic	Enhance online services and resources to meet emerging standards for accessibility.
Construction of Reynolds Landing Phase 1 target completion 2025. Phases 2-4 to be completed based on funding availability.	Replace irrigation systems to monitor and control water remotely. Real time water reporting. Reduced water loss and costs	Create and implement a plan to market Littleton's unique character and increase tourism, sales tax revenue, and support Littleton businesses.	Raise Overall Pavement Condition from 62 to 68 by 2025 by implementing an aggressive pavement management program.	Align improvements in the city's development review process with future DEI and Environmental Stewardship goals and policies
Integrate Downtown Mobility & Streetscape Improvement Plan results into long term capital planning and funding for construction downtown	Replace irrigation systems to monitor and control water remotely. Real time water reporting. Reduced water loss and costs		Design and construct city-wide safety improvements including signal projects, trip hazard mitigation, Safe Routes School	Implement a records management program with increased efficiency and access for staff and residents.
Engage in library and museum master planning to identify capital and other future needs.	Implement recommendations from Integrated Water Resources Plan to best utilize City's limited water resource and establish plan for long term conservation strategy		Develop the restorative justice program to reduce recidivism and promote a comprehensive approach to justice for the community.	Improve consistency or operating policies and alignment for Authorities, Boards, Commissions, and Committees.
Foster public trust by engaging and informing residents utilizing tools such as the Littleton Report, Annual Report and Calendar, and by sharing citywide investments and accomplishments.	Complete transition to proactive and education based code compliance.		Complete implementation and provide test/demonstration of Snowplow AVL/GIS systems before 2023 Fall season with a 2024 goal of real time snow plow operations on the city website.	Complete and implement a citywide historic preservation plan to increase the level of service to historic preservation.
	Incorporate Facilities Master Plans into long term capital planning and maintenance operations - upgrade and modernize existing systems to improve operations, energy efficiency, and reduce GHG Emissions		Build the digital inventory of all infrastructure assets, and develop condition assessment for appropriate assets (streets, signals, utilities, trees, etc.) System will serve as basis for future maintenance investment.	Optimize and enhance I.T. system security through authentication methods, backup strategies, and disaster recovery tools.
			Strategically utilize and engage in opioid settlement fund opportunities. (Council)	Enhance resident satisfaction through transparency tools such as a police transparency portal.

# Littleton Citizens

## Mayor and City Council

*Kyle Schlachter*

*Stephen Barr • Patrick Driscoll • Pam Grove • Andrea Peters • Robert Reichardt • Gretchen Rydin*





**KYLE SCHLACHTER**

*Mayor*

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**GRETCHEN RYDIN**

*At Large, Mayor Pro Tem*

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**STEPHEN BARR**

*District III*

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**Andrea Peters**

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**Robert Reichardt**

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Littleton, CO 80120

**[www.littletongov.org](http://www.littletongov.org)**



## LEADERSHIP TEAM

Updated November 21, 2023



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**TRACY HOOKER**  
*Human Resources Director*  
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**TIFFANY HOOTEN**  
*Finance Director*  
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**KATHLEEN OSHER**  
*Assistant City Manager*  
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**CINDIE PERRY**  
*Economic Development Director,  
(Acting) Community Development Director*  
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**KEITH REESTER**  
*Public Works and Utilities Director*  
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**SCOTT ROGERS**  
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**DENNIS QUINN**  
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**DANIELLE TRUJILLO**  
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Home (<https://www.littletonco.gov/Home>) / Government  
(<https://www.littletonco.gov/Government>) / Littleton Leadership  
(<https://www.littletonco.gov/Government/Littleton-Leadership>) / **Authorities, Boards,  
Commissions**

## Authorities, Boards, Commissions



The city's boards act as advisory bodies to city council and, if provided by ordinance, may act as quasi-judicial bodies having final authority over certain applications. For example, the Licensing Authority grants or denies liquor and marijuana licenses; the Planning Commission has final authority over conditional uses; and the Board of Adjustment grants variances. Each board, acting in an advisory manner, is responsible for making thoughtful recommendations to the city council and staff on issues coming before it.

[City Calendars](https://www.littletonco.gov/Community/City-Calendars) (<https://www.littletonco.gov/Community/City-Calendars>) | [Vacancies](https://www.littletonco.gov/Government/Littleton-Leadership/Authorities-Boards-Commissions/Current-Vacancies)  
(<https://www.littletonco.gov/Government/Littleton-Leadership/Authorities-Boards-Commissions/Current-Vacancies>)

### Arts & Culture Commission

The Arts & Culture Commission (ACC) is tasked with developing a framework to support the arts and culture in Littleton

(<https://www.littletonco.gov/Government/Littleton-Leadership/Authorities-Boards-Commissions/Arts-Culture-Commission>)

## **Board of Adjustment**

The Board of Adjustment (BoA) is a quasi-judicial board, authorized to grant zoning variances, allow land uses permitted by exception, and hear appeals on administrative staff decisions

(<https://www.littletonco.gov/Government/Littleton-Leadership/Authorities-Boards-Commissions/Board-of-Adjustment>)

## **Building Board of Appeals**

The Building Board of Appeals (BBoA) is a quasi-judicial board authorized to review building code issues and make decisions on matters concerning the suspension and revocation of licenses arising under the Uniform Building Code

(<https://www.littletonco.gov/Government/Littleton-Leadership/Authorities-Boards-Commissions/Building-Board-of-Appeals>)

## **Capital Improvement Sales Tax Committee**

The Capital Improvement Sales Tax Committee (CISTC) is an advisory committee that provides input to city council on the use of revenues as a result of 2021 Ballot Measure 3A

(<https://www.littletonco.gov/Government/Littleton-Leadership/Authorities-Boards-Commissions/Capital-Improvement-Sales-Tax-Committee>)

## **Election Commission**

The Election Commission (EC) reviews, recommends, and establishes procedures for municipal elections based on city charter, municipal code, and state statute provisions

(<https://www.littletonco.gov/Government/Littleton-Leadership/Authorities-Boards-Commissions/Election-Commission>)

## **Environmental Stewardship Committee**

The Environmental Stewardship Committee (ESC) is an advisory committee that provides input to city council and staff on natural environmental stewardship priorities for the community

(<https://www.littletonco.gov/Government/Littleton-Leadership/Authorities-Boards-Commissions/Environmental-Stewardship-Committee>)

## **Fine Arts Board**

The Fine Arts Board (FAB) provides arts programs for the city through the review and selection of artworks and exhibitions at public locations and public facilities throughout Littleton

(<https://www.littletonco.gov/Government/Littleton-Leadership/Authorities-Boards-Commissions/Fine-Arts-Board>)

## **Historical Preservation Board**

The Historical Preservation Board (HPB) promotes the preservation and restoration of buildings and districts in the city that have special historic significance

(<https://www.littletonco.gov/Government/Littleton-Leadership/Authorities-Boards-Commissions/Historical-Preservation-Board>)

## **Licensing Authority**

The Licensing Authority (LA) is a quasi-judicial authority that makes decisions on matters dealing with liquor licensing and marijuana establishments in the City of Littleton

(<https://www.littletonco.gov/Government/Littleton-Leadership/Authorities-Boards-Commissions/Licensing-Authority>)

## **Littleton Downtown Development Authority**

The Littleton Downtown Development Authority (LDDA) is a quasi-governmental entity that provides both financing and leadership for improving Littleton's downtown business districts

(<https://www.littletonco.gov/Government/Littleton-Leadership/Authorities-Boards-Commissions/Littleton-Downtown-Development-Authority>)



## **Next Generation Advisory Committee**

The Next Generation Advisory Committee (NGAC) supports the city's vision statement with feedback on matters of city policy that directly impact the attraction and retention of young residents and employees

(<https://www.littletonco.gov/Government/Littleton-Leadership/Authorities-Boards-Commissions/Next-Generation-Advisory-Committee>)

## **Planning Commission**

The Planning Commission (PC) is responsible for reviewing and making recommendations on master plans, land annexations and initial zoning, flood plain designation, rezoning proposals, and new subdivisions.

(<https://www.littletonco.gov/Government/Littleton-Leadership/Authorities-Boards-Commissions/Planning-Commission>)

## **South Metro Housing Options Board**

South Metro Housing Options (SMHO) provides clean, safe, affordable housing for families, students, professionals, seniors, and disabled adults in Littleton and Arapahoe County, Colorado.

(<https://www.littletonco.gov/Government/Littleton-Leadership/Authorities-Boards-Commissions/South-Metro-Housing-Options-Board>)

## Transportation & Mobility Board

The Transportation and Mobility Board (TMB) provides insight to city council on transportation, mobility, and multi-modal issues both in Littleton and the region

(<https://www.littletonco.gov/Government/Littleton-Leadership/Authorities-Boards-Commissions/Transportation-Mobility-Board>)

The public is invited to attend all regular meetings and study sessions of the Littleton City Council or any city board, authority, commission, committee, or public program. Call 303-795-3857 at least 48 hours prior to the meeting or program if you will need special assistance or any reasonable accommodation in order to be in attendance at or participate in any such meeting or program.

## Contact

### **CITY CLERK'S OFFICE**

[303-795-3780 \(tel:3037953780\)](tel:3037953780) - office

303-795-3818 - fax

[colcityclerk@littletongov.org \(mailto:colcityclerk@littletongov.org\)](mailto:colcityclerk@littletongov.org)

### **Hours**

Mon–Fri, 8 am–5 pm

### **Littleton Center**

[2255 W. Berry Avenue](#)

[Littleton, Colo. 80120 \(https://www.littletonco.gov/Community/Map-Gallery/Map-to-Littleton-Center\)](https://www.littletonco.gov/Community/Map-Gallery/Map-to-Littleton-Center)

Dec 2024-2025			Group	Organization	Description	Role	Meeting Times	Meeting Location	Group Contact	City Staff Contact
1	2	alt.								
Kelly	N/A	Steve	Ad Hoc meetings as CDOT schedules	CDOT	TBD	Liaison	TBD	TBD	TBD	Keith Reester, Public Works Director
Gretchen	N/A	N/A	Arapahoe County Homeless Coordinating Committee	Arapahoe County and Relevant Communities	Structured liked Highline Cannal with policy, exec, and TAC groups. Focused on justice involved and veteran to start.	Member	TBD	TBD	Kathy Smith, KSmith@arapahoegov.com	Elizabeth Watts, Management Fellow
Kyle	N/A	N/A	Arapahoe County Managers, Mayors, and Commissioners	Arapahoe County	Meet and Greet, Speaker	Member	Third Friday bi-monthly - 7:30 a.m. - 9 a.m.	Varies by hosting city	Michelle Halstead mhalstead@arapahoegov.com 303-795-4530	Jim Becklenberg, City Manager
Jerry	N/A	PW Staff	Arapahoe County Transportation Forum	Arapahoe County and Relevant Communities	Represent Littleton in transportation forum discussions including TIP review and local funding initiatives	Member	Third Thursday monthly, 3:00 p.m. to 5:00 p.m.	Arapahoe County Offices 6934 S. Lima, Centennial, 80121; In person at Bijou conference room and on Teams	Bryan Wiemer, Arapahoe County Public Works Director bweimer@arapahoegov.com Judy Ligrani makes the member updates jligrani@arapahoegov.com or 720-874-6532	Keith Reester, Public Works Director
Gretchen	N/A	N/A	Arts and Culture Commission	City of Littleton	This advisory commission provides policy advice to council on the issues of art, culture, and tourism; encourage and support the growth and expansion of culture and arts in the community; and foster a vibrant, collaborative, and creative Littleton where arts and culture are defining features of the community's identity and unique character.	Liaison	Meets 2nd Thursday of the month at 6:30 p.m.	Littleton Museum	Kate Eckel, Chair; JD McCrumb, Vice Chair	Tim Nimz, Museum Director
Patrick	Kelly	N/A	City Mgr/Atty/Judge Review Committee	City Council	Annual review of City Manager and City Attorney, Bi-annual review of Municipal Judge - HR assists with this process	Member	TBD	Littleton Center	N/A	Tracy Hooker, HR Director
Pam	N/A	N/A	CML Policy Committee	Colorado Municipal League	Colorado Municipal League is a nonprofit, nonpartisan organization providing services and resources to assist municipal officials in managing their governments and serving the cities and towns of Colorado. The CML Policy Committee develops the League's legislative program. The membership is composed of representatives from each member municipality, CML sections and district presidents.	Member	2nd Friday of the month at 10:00 a.m. to 1:30 p.m. virtual meeting	CML Office Building - 1144 Sherman St, Denver, CO 80203	Mark Vanderbrook, CML mvanderbrook@cml.org 303-831-6411	Kelli Narde, Communications Director Keith Reester, Public Works Director
Gretchen	N/A	N/A	Community Services Block Grant (CSBG)	Arapahoe County	Funds distributed by the U.S. Department of Health and Human Services and passed through the Colorado Department of Local Affairs. These funds are distributed on a formula basis and intended to help to alleviate the causes and conditions of poverty in communities.	Liaison	Fourth Wednesday in Jan, Apr, Jul, and Oct - 9:30 a.m.	Arapahoe Plaza -1610, 1690 and 1790 W. Littleton Blvd. Littleton, CO 80120	Linda Haley, Housing and Community Development Division Manager	Elizabeth Watts, Management Fellow
Jerry	N/A	PW Staff	Douglas County Transportation Forum	Douglas County	Douglas County transportation forum steering committee	Member	First Wednesday of the month, 1:30 p.m.-3:00 p.m.	Virtual (TEAMS)	Brent Thompson bthompson@littletongov.org, 303-795-3798	Brent Thompson, City Engineer
Steve	N/A	Kyle	DRCOG Board	Denver Regional Council of Governments (DRCOG)	Denver Regional Council of Governments (DRCOG) Members establish guidelines, set policy and allocate funding in the areas of transportation and personal mobility, growth and development and aging and disability resources. (https://drcog.org/about-drcog/drcog-board-directors)	Member	Monthly Meetings: Third Wednesdays 6:30 p.m. 1001 17th Street in Denver  Board Work Sessions: First Wednesdays 4:00 p.m.	1001 17th Street, Suite 700, Denver, CO 80202	Connie Garcia, Cam Kennedy, and/or Melinda Stevens; mstevens@drcog.org or 303-480-6701	Keith Reester, Public Works Director

Steve	N/A	N/A	Environmental Stewardship Committee	City of Littleton	ECS is an advisory committee that provides input to city council and staff on natural environmental stewardship priorities for the community.	Liaison	First Wednesday of the month, 6:30 p.m.	Community Room	Scott Melin, Chair / Nicholas Stevens, Vice Chair	Elizabeth Watts, Management Fellow
Kelly	N/A	N/A	Fine Arts Board	City of Littleton	The Fine Arts Board provides arts programs for the city through the review and selection of art works and exhibitions at public locations and public facilities throughout Littleton and serves as stewards of the Littleton art portfolio. They serve as the city's representatives in art-related projects with other public and private agencies to encourage the use of the arts in response to community needs. The board promotes cultural arts within the city to enhance quality of life and recommend acquisition and disposition of city-owned art within city policies.	Liaison	Meets 3rd Thursday of the month at 6:30 p.m.	Museum	Molly Blakely, Chair / Joni Lieb, Vice Chair	Jenny Hankinson, Curator of Collections
Pam	N/A	N/A	High Line Canal Collaborative	Arapahoe County	<a href="http://www.co.arapahoe.co.us/467/High-Line-Canal-Working-Group">http://www.co.arapahoe.co.us/467/High-Line-Canal-Working-Group</a>	Member	Quarterly first Wednesday, virtual	Cherry Hills Village - 2450 Quincy Ave, Cherry Hills Village, 80113 - locations may vary	Harriet Crittenden LaMair, harriet@highlinecanal.org	Kathleen Osher, Assistant City Manager
Pam	N/A	N/A	Historical Preservation Board	City of Littleton	This board recommends policies, rules and regulations relating to historic preservation; develops public information and education programs, recommends buildings and sites for landmark or other local historic designation status and acts upon certificates of appropriateness on designated buildings.	Liaison	Meets 3rd Monday of the month at 6:30 p.m.	Council Chamber	Kim Field, Chair	Michael Sutherland, Deputy Community Development Director
Kelly	N/A	N/A	Housing Task Force	South Metro Housing Options	The Housing Taskforce, led by South Metro Housing Options (SMHO), meets monthly to form a vision for future housing development and strategic planning in Littleton that is based on the City Council adopted Housing Study Recommendations. The taskforce will work with the Planning Commission, Littleton City Council, and city staff in the review and creation of housing policy in Littleton.	Member	Meets 2nd Monday of the month	Google chat	Eric Veith, eric.r.veith@gmail.com	Julie Latham, Housing Policy Analyst
Jerry	N/A	PW Staff	Jefferson County Transportation Forum						Aaron Heumann, @heumann@littletongov.org, 303-795-3867 and Tim Weaver, tweaver@littletongov.org, 303-795-3834	Aaron Heumann, Transportation Engineering Manager, and Tim Weaver, Traffic Analyst
Steve	N/A	N/A	Littleton Public Schools	Littleton Public Schools	LPS' Vision for the Future: offering programming that prepares students for the rapidly changing expectations and demands of today's colleges and workforce Funding Challenges: securing necessary state and local funding to recover from a decade of state budget cuts Possible Solutions: making wise investments in taxpayer facilities that will serve students and the community well for decades to come	Liaison	Meets 2nd and 4th Thursday of the month at 6:30 p.m.	LPS Education Service Center, 5776 S. Crocker Street, Littleton CO 80120	Janella Ferrie 303-347-3391 jferrie@lps.k12.co.us	Jim Becklenberg, City Manager
Patrick	N/A	N/A	Littleton Business Chamber	Littleton Business Chamber ( <a href="https://littletonbusinesschamber.org/">https://littletonbusinesschamber.org/</a> )	THE MISSION of the Littleton Business Chamber is to serve as a principal representative of businesses in its market area, contribute to its members' success and prosperity, and promote the economic and civic interests of the community.	Member	Third Wednesday of the month, 9:00 a.m. to 10:00 a.m.	Aspen Conference Room, Zoom	Pat Dunahay pdunahay@pdaroadgear.com 303.910.9787	Cindie Perry, Economic Development Manager



Patrick	N/A	N/A	Littleton Downtown Development Authority	City of Littleton	The Littleton Downtown Development Authority (LDDA) is a quasi-governmental entity formed as a result of a successful ballot question on the November 2022 ballot and will provide both financing and leadership for improving downtown business districts as defined by the Downtown Development Authority map	Liaison	Third Wednesday of the month, 4:00 p.m. to 6:00 p.m.	Arapahoe Community College, Room M1950	Jenny Starkey, 303-868-4006, jenny@downtownlittleton.org	Kathleen Osher, Assistant City Manager
Kyle	N/A	N/A	Metro Mayors Caucus	Metro Mayors Caucus ( <a href="https://www.metromayors.org/">https://www.metromayors.org/</a> )	<p>Mission</p> <p>Founded in 1993, the Metro Mayors Caucus is a nationally recognized voluntary and collaborative membership organization for mayors in the Denver region.</p> <p>The Caucus is a unique forum that fosters personal relationships and uses dialogue to identify common purposes, challenges, and solutions that benefit both the region and member municipalities.</p> <p>Core Functions</p> <p>Enhancing personal relationships and building trust among mayors in the Denver region and the people they represent;</p> <p>Developing consensus solutions to regional issues and advocating their implementation;</p> <p>Monitoring policy decisions and actions that affect municipalities and the region;</p> <p>Providing a single voice for regionalism on issues with multi-jurisdictional or regional impacts;</p> <p>Forging relationships and enhancing collaboration among the private, non-profit and public sector influencers that seek to create change at the local, regional and state levels;</p> <p>Offering a forum for the resolution of differences among the jurisdictions in the metro area.</p>	Member	First Wed. of even months 7:30 AM - 10:00 AM	Denver Metro Chamber of Commerce 1445 Market St Denver, CO 80202	Catherine Marinelli 720-280-3358 catherine@metromayors.org or Meghan White meghan@metromayors.org	Jim Becklenberg, City Manager
Kyle	N/A	Gretchen	MHFD Board of Directors	Mile High Flood District	MHFD is an independent agency governed by a twenty-two member board of directors. The make-up of the board is unique, in that twenty members are locally elected officials (mayors, county commissioners, city council members) and two members are registered professional engineers. Board meetings typically take place once a month. ( <a href="https://udfcd.org">https://udfcd.org</a> )	Member	<p>District Board Meetings: Third Thursdays 12:30PM</p> <p>(No meetings January or July)</p> <p>Annual Meeting: First business day in Feb</p> <p>(<a href="https://udfcd.org/meetings">https://udfcd.org/meetings</a>)</p>	2480 W. 26th Avenue, Suite 156-B, Denver, CO 80211	TBD	Keith Reester, Public Works Director
Steve	N/A	N/A	Next Generation Advisory Committee	City of Littleton	The Next Generation Advisory Committee exists to represent and engage emerging generations in the City of Littleton.	Liaison	First Thursday of the month	Community Room	Alyssa Campbell, Chair	Danielle Trujillo, Municipal Court Administrator and Mike Gent, Deputy City Manager
Jerry	N/A	N/A	RTD Local Government Meetings	Regional Transportation District (RTD)	On a semi-quarterly basis RTD hosts local government liaison meetings. Staff attends.	Liaison	TBD	TBD	Chris Quinn chris.quinn@rtd-denver.com	Keith Reester, Public Works Director

Kelly	N/A	Jerry	SMHO Board of Commissioners	South Metro Housing Options  Our goal is to continue merging our mission with key strategies that enhance the quality of life for every citizen of Littleton. It is more than just part of our charge as a public entity, it is also a part of our role as community members and neighbors. Each SMHO development shares a sense of community, and each community reflects the unique qualities of its surrounding neighborhood. Simply put, we all have a stake here. ( <a href="http://www.smho.co/">http://www.smho.co/</a> )	South Metro Housing Options administers public housing programs, coordinates senior community services programs and makes policy decisions for the Housing Authority.  <a href="http://www.smho.co/about-smho/our-board">www.smho.co/about-smho/our-board</a>	Liaison	Second Thursday of the month at 6:00 p.m.	5745 South Bannock Street, Littleton, CO 80120	Kyle Henderson, Board Chair	Julie Latham, Housing Policy Analyst
Pam	N/A	N/A	South Platte Working Group	Arapahoe County	<a href="http://www.co.arapahoe.co.us/469/South-Platte-Working-Group">http://www.co.arapahoe.co.us/469/South-Platte-Working-Group</a>	Member	Meets the Fourth Thursday of the Month, 8:30 a.m. to 10:30 a.m.; meetings are taking a break as of Jan 2022	Littleton City Center - Community Room	Sandy Bottoms sbottoms@arapahoegov.com 720-874-6734	Keith Reester, Public Works Director
Pam	N/A	Kelly	South Suburban Parks District Subcommittee Meeting	South Suburban Parks District	The group consists of two council members, two SSPD Board Members, in addition to the Manager/Director and Deputy for both organizations, and meets bi-monthly to discuss issues of mutual concern.	Member	Typically meets every two months 11:30 a.m. to 1:00 p.m. lunch meeting	TBD - Rotates between locations - currently meeting at Angelos	Dotsy Moroney, SSPRD 303-798-5131 dmoroney@ssprd.org	Jim Becklenberg, City Manager
Jerry	N/A	N/A	Transportation Mobility Board	City of Littleton	The Transportation Mobility Board (TMB) advises city council on transportation, mobility, and multi-modal issues both in Littleton and the region, including issues related to the transportation master plan and related sub plans. The board will review how the city develops, finances, and implements the transportation system pertaining to streets, pedestrians, transit, bicycles, automobiles, congestion, traffic, signalization, the utilization of technology, and education of the public and private industry on transportation topics. Up to two members of the TMB may be individuals who have a business interest in Littleton but might not be residents of the city.	Liaison	Meets 2nd Thursday of the month	Littleton City Center - Community Room	Kent Bagley, Chair mailto:tmbkb@littletongov.org	Keith Reester, Public Works Director
Gretchen	N/A	N/A	Tri-Cities Homelessness Policy Group	Littleton, Englewood, Sheridan	Policy group of the Tri-Cities dedicated to addressing homelessness in our communities.	Member	Regular Meetings 2nd Thursday 7:30 AM Steering Committee Meetings 2nd Monday at 9AM	Virtual (TEAMS)	Christa Graeve, cgraeve@englewoodco.gov	Elizabeth Watts, Management Fellow
Pam	N/A	Jerry	WestConnect Coalition	The Coalition is comprised of members and affiliate members that have different positions regarding the potential Jefferson Parkway  <a href="http://www.westconnectcoalition.com/">http://www.westconnectcoalition.com/</a>	The WestConnect Coalition is a collaborative effort led by local and state agencies to identify transportation needs and projects in the study area. The Coalition uses a consensus-based decision process to determine the priority transportation solutions. The initial focus is on conducting a Planning and Environmental Linkages (PEL) study led by the Coalition, including CDOT. The PEL study is examining transportation needs and strategies across the study area from Kipling/C470 to state highway 93 in Boulder.	Member	TBD - As of Jan 2022 group not currently meeting	TBD	TBD	Keith Reester, Public Works Director

<b>Patrick</b>	<b>Pam</b>	<b>Kelly</b>	<b>Steve</b>	<b>Gretchen</b>	<b>Kyle</b>	<b>Jerry</b>
LBC	SSPRD	SMHO	NGAC	Tri-Cities	Arap Cty MMC	Arap Cty Transp
Review Committee	SPWG	HTF	DrCOG Board	LACC	Metro Mayors Caucus	DC Transp
LDDA	HPB	FAB	LPS	CSBG	MHFD	Jeffco Transp
	CML	CDOT WestConnect	HLCC			RTD Transp MB

2023 – 2024

# City Council - Orientation and Training

- **Legal Responsibilities Reid Betzing, City Attorney ..... 2**
  - Council Actions (Ordinances, Resolutions, Motions, Recognitions)
  - Quasi-Judicial Proceedings
  - Open Meeting Law
  - Colorado Open Records Act
  - Protocols and Standards of Conduct
  - Legislative Rules
  - Ethics







## **PROTOCOLS AND STANDARDS OF CONDUCT**

Adopted 02/02/2016

Amended 02/07/2017

Amended 05/15/2018

Amended 02/01/2022

Amended 04/05/2022

### **I. Purpose and Intent**

The Charter of the City of Littleton provides the founding document for all issues concerning protocols and standards of conduct as a primary reference, and the City of Littleton is committed to maintaining high ethical standards. The city operates in a representative democracy to serve the citizens of Littleton and ensure the community's needs are met.

Public servants have a special responsibility to carry out their duties with integrity. In order to preserve the confidence and trust of the public, the Protocol and Standards of Conduct provides uniform rules to guide the conduct of the city's council and board and commission members, hereinafter referred to as boards.

Non-substantive changes to this document may be made and then distributed to council.

### **II. Meeting Protocols**

- A. Public input and observation are an important part of the democratic process. Council/boards should make the public feel welcome and should refrain from showing any sign of partiality, prejudice or disrespect toward an individual participating in or attending a public forum. Members of city council/boards should be fair and impartial in listening to public testimony. City council will accept any written comments if they include the name and address of the sender. Comments to be included in the city council's packets will be sent to the city clerk no later than 3 p.m. on the Thursday before the Tuesday meeting. If there are issues that need to be addressed after packets are provided, any correspondence received by the city clerk by 5 p.m. on the Monday before a Tuesday public hearing will be disseminated to city council via email and will be collated; any documents received after 5 p.m., until noon Tuesday will also be sent via email. Any documents received on the day of the Tuesday will be copied and provided to city council at the Tuesday night meeting.
- B. The Mayor or Chair serves as the presiding officer over the meeting. In the event of the absence or unavailability of the Mayor or Chair, the Mayor Pro Tem or vice chair serves as the presiding officer. Council expects civility among and between council, boards, and

members of the public while in meetings. Any person who makes offensive, insulting, threatening, insolent, slanderous or obscene remarks or becomes disruptive, boisterous or who makes threats against any person or against public order and security while in the council chamber shall be removed at the direction of the presiding officer from the meeting, unless permission to remain is granted by the majority vote of the council members present.

- C. Council/boards should show respect for each other at all times. Disagreement and debate are constructive and expected. An effective council/board is composed of members who are able to agree to disagree without personalizing issues.
- D. Members of the council/boards and the public are expected to refrain from sidebar conversations to the greatest extent possible so as not to detract from the speaker who has the floor.
- E. Because scheduled meetings are the intended forum for public debate and dialog, council expects all council/board members to keep an open mind without prejudgment, to work collaboratively to identify promising options, to openly discuss and evaluate options, and to listen to the concerns of other council/boards prior to making a decision. Additionally, it should be understood that acknowledgement of individual opinions and ideas, especially those that differ from one's own, is what allows the best discussion and decision for the community.
- F. Council/boards are expected to attend meetings having reviewed all the materials and to be prepared to ask questions, make comments, and discuss all issues.
- G. To attain efficiency, council/boards should simply state, "I agree" rather than restating a point.
- H. Council/boards should ask the mayor/chair to intervene if discussion becomes repetitive.
- I. Council/boards should consider the best interests of the city and the ramifications to all the citizens and businesses while considering issues.
- J. Council/boards should refrain from undermining the council/board as a whole or undermining an individual member. Members should feel comfortable communicating the reasoning for their voting decision. However, after the decision has been made, the member should support the body and move forward.
- K. It is improper during roll call for any council/board members to state or attempt to state the vote or sentiments of any absent council/board member.
- L. Any council/board member who is unable to attend a scheduled meeting shall notify the mayor/chair or city manager at least 24 hours in advance of said meeting, if possible.
- M. Council/boards agree to bring non-substantive changes to items on the agenda to

staff outside of a public meeting and retain substantive items for public discussion with council/board.

- N. The city council is responsible for making policy. The city staff is responsible for implementing policy. Council members and staff should understand the difference between creating policy and implementing policy and be respectful and supportive of each role. In the development of policy recommendations to the city council, alternatives should be evaluated and addressed by staff.
- O. The city council desires to have all city council, planning commission, historical preservation board, board of adjustment, board of appeals, and licensing authority regular, special, and study session meetings televised and recorded. When creating any working groups or committees, the city council shall determine whether the purpose of the committee warrants its meetings being recorded and televised.

### **III. Confidential Information**

Council members in their role will be provided information that is confidential. This may include information confidential as a matter of law or privileged information provided by the city attorney. Disclosure of the information to outside parties is a violation of the confidential attorney-client or legal privilege. The privilege is owned by the city council as a whole. Only the city council acting at an open meeting can waive this privilege. It is a breach of these protocols and a violation of their duty for any individual council member to provide confidential information to an outside third party. This protocol shall not be construed as prohibiting the city manager and city attorney from distributing confidential information to other city management staff to the extent reasonably necessary to implement council direction or fulfill their responsibilities to the organization. Any other person receiving such information is also subject to the privilege and may not waive the privilege

### **IV. Making Public Statements**

- A. When giving a written or oral personal public opinion concerning issues facing or involving the city, all council, board or commission members shall refrain from making statements on behalf of the city or the body upon which he or she serves, unless such person has explicitly been authorized by the respective body. When acting as, or perceived as acting as, a representative of the official body he or she represents, an individual must always uphold the approved council, board or commission point of view.
- B. It is recognized that social media is a communication tool used by council members to communicate their views to the public. It is appropriate for council members to use social media to explain their position, in the same manner that any other form of media would be used. However, council members should refrain from using social media to undermine the body by criticizing other council members and or staff for their positions or votes on matters before the council. Council members represent the city and their social media pages in their capacity as a council member reflect upon the city.
- C. Criticism of staff shall be done through the City Manager, not in the public or social media.

- D. Any comments made by a council/board member at a meeting of another board should be assumed to be the council/board member's personal views or opinions and not the official position of the council/board unless stated otherwise.
- E. Council reports are intended to communicate to other council members about meetings and information that are of value and beneficial to the body as a whole.

**V. Council/Boards and City Employee Communications**

- A. To foster open communication and the public policy-decision making process, it is the desire of council to ensure an evenness of communication between council/boards and staff as well as between council/board members. This means all council/board members expect to receive information that is relevant to the council/board's policymaking authority and deliberations as well as to the education and knowledge of individual members.
- B. Council through the City Manager designates staff to serve as support for boards and commissions. It is expected that board and commission member shall work with the designated staff in fulfilling the mission of the board or commission.
- C. All city council and board and commission members shall use city email for email communication on any city issues.
- D. Council/boards should seek direction from the city manager if there is any doubt regarding the appropriate level of contact with city employees.
- E. Council/boards should make reasonable attempts to notify the appropriate city staff members in advance of public meetings about key questions and discussion points that they would like addressed during the public meeting.
- F. For routine questions or requests (e.g., code complaints, questions regarding agenda items), council/boards should contact the city manager's office or the appropriate city department director with information about the request. These requests can be made at any time rather than waiting for a formal referral at a council/board meeting. It is the responsibility of staff to ensure an evenness of information when questions are asked of staff that relate to an issue that might come before the council/board and disseminate information accordingly. Legal questions should be initiated through the deputy city attorney whenever possible and appropriate.
- G. Requests for additional information or reports that staff determines would take a significant amount of staff time/resources shall be referred to the city manager for review and possible consideration by the council/boards as a whole and agreed upon as something that merits an investment of city resources.
- H. Critical comments about specific city employees' performance should only be made to the city council appointees that include the city manager, the city attorney and the



municipal judge through correspondence or conversation outside the public setting.

- I. All boards shall be given sufficient and reasonable advance notice of a council meeting for which the board either will be the subject of an agenda item or is being requested to participate in the council meeting agenda, allowing for scheduling and preparation.

## **VI. Involvement in Administrative Functions**

- A. Members of council/boards shall refrain from influencing the recommendations made by staff or the information provided by staff to the council/board as a whole.
- B. Members of council/boards should have the same information for decision-making purposes. The council/boards may expect staff to provide each member with identical information on items scheduled for deliberation, even when requested by only one member.

## **VII. Council Conduct with Boards and Commissions**

- A. The city council has established several boards and commissions as a means of gathering more community input. Citizens who serve on most boards or commissions are advisors to the city council. They are a valuable resource to the city's leadership and should be treated with appreciation and respect. Council members should refrain from having any *ex parte* communications with boards concerning issues and/or applications before any quasi-judicial body.
- B. Since the attendance of three or more council members constitutes a legal council meeting, council members should advise the city clerk at least 24 hours in advance of their planned attendance or at another function where discussion of city business is anticipated so that appropriate and timely public notification can be prepared and posted.

## **VIII. Council Meetings with Boards and Commissions**

- A. To elevate the communication between individual boards and council and to even the flow of information, the council may meet with the council-appointed boards at a study session at least yearly, or on an as-needed basis as requested by the board/commission or the city council.
- B. To facilitate positive relations between the boards and the council, the mayor may appoint a council liaison to the fine arts board, next generation advisory committee, and transportation mobility board. The council may, at its sole discretion, choose to appoint liaisons to other boards and commissions as it deems appropriate. The role of the liaison shall be to convey current and relevant information on council activities to the individual board or commission.

## **IX. Council/Board and Commission Conduct with the Public**

- A. Council/boards should be cordial, welcoming, and respectful to the public in all situations.
- B. Council/boards should be welcoming and respectful to speakers without exception.
- C. If necessary, public comments received during a public meeting will be followed up by staff at a later time or as directed by the council/board. It is not anticipated nor expected for staff to respond during that meeting unless specifically requested by the council/board.
- D. Questions from the council/board to speakers should seek to clarify or expand information. Members should avoid challenging or criticizing speakers. If a speaker is off the topic or exhibits behavior or language that is disruptive or disrespectful, the mayor or chair should interrupt, focus the speaker, and reestablish the order and decorum of the meeting.

**X. Personal Expectations**

- A. Responsibility.
  - 1. I understand that the community expects me to serve with dignity and respect and be an agent of the democratic process.
  - 2. I avoid actions that might cause the public to question my independent judgment.
  - 3. I do not use my office or the resources of the city for personal or political gain.
  - 4. I am a prudent steward of public resources and actively consider the impact of my decisions on the financial and social stability of the city and its citizens.
- B. Fairness.
  - 1. I promote consistency, equity and non-discrimination in public agency decision-making.
  - 2. I make decisions based on the merits of an issue, including research and facts.
  - 3. I encourage diverse public engagement in decision-making processes and support the right of the public to have access to public information concerning the conduct of the city's business.
- C. Respect.
  - 1. I treat my fellow city officials, staff, commission members and the public with patience, courtesy, civility, and respect, even when we disagree on what is best for the community and its citizens.
- D. Integrity.
  - 1. I am honest with all elected officials, staff, commission members, boards, and the public.
  - 2. I am prepared to make decisions for the best interest of the public whether those

decisions are popular or not.

3. I take responsibility for my actions even when it is uncomfortable to do so.

## **XI. Accountability of Council/Board Members**

The purpose of this section is to outline the actions that could result in discipline of a council or board member and to provide guidance to council in holding each other accountable for their actions as an elected official.

- A. Actions that could give rise to discipline of a council/board member include, but are not limited to, the following:

1. Violations of the Council Protocols;
  - i. Repeat violations may be considered aggravating factors in determining further discipline
2. Misconduct during a meeting;
3. Violations of the city's quasi-judicial protocols;
4. Knowing disclosure of confidential information, including disclosure of attorney-client privileged information without the consent and release of such privilege of Council as a whole (disclosure of this type of information is considered a breach of the member's fiduciary duty);
5. Violations of the Code of Ethics (Title 1, Chapter 12 of the Littleton City Code);
6. Acts that show disrespect towards the public, fellow members, or staff;
7. Acts that bring the city into disrepute; and
8. Acting outside the authority of council, such as knowingly becoming involved in administrative functions of the city that are the responsibility of the city manager.

- B. Levels of accountability may include any of the following:

1. Informal reprimand
  - i. An informal reprimand will consist of either the mayor or the mayor pro tem (or the presiding officer of the board) contacting the member either via email or phone or in person to issue a reprimand.
  - ii. An informal reprimand may consist of remedial or educational training on the subject of the violation with the intent to avoid or prevent future violations.
2. Formal reprimand
  - i. A formal reprimand is a vote by the council or board or commission member that a member's conduct is below the standard required of members of the body. The mayor or the mayor pro tem may request such a vote.
  - ii. A formal reprimand may also include removal from any appointed authority, board, or commission position or council liaison role.
3. Public censure
  - i. Public censure is by resolution in which the council finds that based on a member's conduct IT IS NO LONGER APPROPRIATE THAT they CONTINUE TO hold office. 1. A censure by resolution shall include findings of fact to support the council's findings.

ii. The mayor or the mayor pro tem may request such a resolution.

4. Removal

Boards and Commission members serve at the pleasure of council and are subject to removal by council for violating Council Protocols and Standards of Conduct.



## **LEGISLATIVE RULES**

**Adopted 02/16/2016; Amended  
02/07/2017; Amended 2/18/2020;  
Amended 03/20/2020; Amended  
02/01/2022**

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### **I. Rules of Order and Business Adopted; Purpose**

- a. These rules shall govern all meetings and proceedings of the city council, boards, commissions, and authorities and the order of business, and the conduct of the mayor, city council and board and commission members and persons in attendance at such meetings.
- b. All city commissions, boards, and authorities shall adhere to these rules and procedures to the extent that these rules and procedures are not inconsistent with the public business to be conducted by such bodies. Where applicable throughout this document, references to city council will be interchangeable with boards, commissions, and authorities, and references to mayor or mayor pro tem will be interchangeable with chair, vice chair or other presiding officer of any board, commission or authority.
- c. These rules are simple. Strict technical rules may impede rather than advance the legislative process. Reason, common sense, and cooperation must prevail in the conduct of city business. Dissent and debate are essential and beneficial elements of our system of free and open government. No action of the city shall be deemed invalid because of failure to follow any rule of order or business provided herein.
- d. The council may hold joint meetings with boards, commissions, or authorities in addition to other meetings.
- e. Non-substantive changes may be made to this document and then distributed to council.

### **II. Council Meetings**

- a. Regular Meetings. The city council shall conduct regular meetings generally on the first and third Tuesdays of each month. All regular meetings shall begin promptly at 6:30 p.m. Meetings shall be held at the city hall unless otherwise posted in accordance with state



law. The time, date, and location of any meeting can be changed by majority vote of council and posted in accordance with state law.

- b. **Special Meetings.** Special meetings shall be called by the mayor at the request of a majority of council, in action taken at a publicly noticed council meeting, or may be noticed by the city clerk upon the request of the mayor or two or more members of the city council. Generally, special meetings shall start at 6:30 p.m. Notice of special meetings of council shall be given to the members not less than 24 hours before the time fixed for the meeting.
- c. **Emergency Meetings.** In the event an emergency has been declared by the city manager, notice of emergency meetings shall be given by the most expedient mechanism available in such event; emergency meetings may be called by the mayor or the city manager. Notice of the date, time, and place of any emergency meeting shall be given to the council members and the public not less than one hour prior to the time fixed for the meeting.
- d. **Study Sessions.** The city council may conduct study sessions generally on the second and fourth Tuesday of each month. The city council may hold study sessions on such dates and at such times as called by city council or the city manager. Generally, study sessions shall begin at 6:30 p.m. Such study sessions may coincide with regular or special meetings of city council. The purpose of the study session is to discuss and study items. Council may look for a majority of opinion to give direction to staff. Study sessions shall not be a forum for public hearings.
- e. **Meetings held electronically/telephonically.** Upon a Declaration of State of Local Emergency pursuant to 1-19-3 of the Littleton City Code, or upon a finding by the City Manager that the convening of a City Council meeting is inadvisable due to public health concerns, Council may hold meetings electronically or telephonically. In such an event the meeting will be publicly broadcast and public comment will be accepted in writing or telephonically/electronically as may be technologically available.
- f. **Public Comment.** The Mayor may limit the duration of the public comment period in the interest of time.
- g. **Meeting Cancellation.** Except for those cancellations necessitated by Acts of God, notice of cancelling a meeting of city council shall be posted and given to the members not less than 24 hours before the time fixed for the meeting.
- h. **Meeting Duration.** Regular and Special meetings of the city council shall end at approximately 10:00 p.m. unless formal action is taken by the council to extend the meeting duration.
- i. **Agenda.** The agenda for meetings of city council shall be prepared by the city manager and posted by the city clerk in the manner required by law.
- j. **Future agenda items.** The city manager shall prepare a schedule of future council action items for regular meetings, study sessions and any special meetings when warranted and shall title the document "council's tentative calendar". The city manager shall periodically review the tentative calendar with council at a study session to confirm the timing and intent of future items. Separate from this review, if two or more council members wish to

have an item considered for the tentative calendar, then the council members shall provide written notice to the Mayor and city manager with a brief explanation of the issue. The city manager shall then schedule the item at the most convenient study session under the agenda item "City Manager comments". Council shall discuss the issue and if there is at least four council members interested in further consideration, direct the city manager to schedule the issue on the tentative calendar and proceed with the appropriate level of analysis.

- k. Order of Agenda. The agenda, for regular and special meetings, may be organized as follows: call to order, roll call, Pledge of Allegiance, reports, scheduled public presentations, public comment, consent agenda, general business, public hearing and second reading of ordinances, and adjournment.
- l. Review and Approval of Minutes. At each regular meeting of non-quasi-judicial board, commission or authority that is not recorded, the draft minutes of the preceding meetings shall be reviewed, amended if appropriate, and approved.
- m. Approval of action minutes. For city council, quasi-judicial boards and authorities: At each regular meeting of the city council or quasi-judicial board or authority, action minutes will be presented by the city clerk/recording secretary to be approved by city council, commission, board or authority.

### **III. Council Proceedings**

- a. Roll Call. The mayor shall call the meeting to order and the city clerk shall call roll. In the absence of a quorum at the time appointed for a meeting, the members present may, by a majority vote, take a recess or recesses, and direct the city clerk to procure the attendance of absent members.
- b. Temporary Chair. In both the absence of the mayor and mayor pro tem, the city clerk shall call the council to order and call the roll of the members. If a quorum is found to be present, the council shall proceed to elect, by a majority vote of those present, a chair of the meeting, to act until the mayor or mayor pro tem of the council appears.
- c. Decorum. During the meeting, the mayor shall preserve order and decorum and decide all questions of order, decide who is allowed to speak, and in what order, be it either a council member or a member of the audience.
- d. Appeals from Decisions of the Chair. The mayor shall preserve decorum and decide all questions of order, subject to appeal to council. In case of an appeal by a council member of a ruling of the mayor, the question shall be: "Shall the decision of the mayor stand as the decision of the council?" The council shall vote to either affirm or reverse the decision of the mayor. If a member transgresses the rules of council, the mayor shall call him or her to order.

#### **IV. Parliamentary Rules**

As a guiding principle, the following rules of procedure will be observed at regular and special meetings.

- a. Addressing Presiding Officer. Every member speaking to a question or making a motion shall address the presiding officer, who shall thereupon state the nature of the question under debate.
- b. Debate Limitation. No member shall be allowed to speak more than once to a motion before all members have had an opportunity to speak.
- c. Questions to Contain One Subject. All questions (motions) submitted for a vote shall contain only one subject.
- d. Discussion. Discussion on an agenda item may be held prior to a motion.
- e. Main Motion. A subject is introduced by a main motion. Once seconded, no other topics should be taken up until after the motion is disposed of.
- f. Motion to Amend. This motion is used when the intention is to change, add, or omit some part of a main motion. This motion is debatable and requires a majority vote of the members present for passage. A motion to amend is not amendable. First, a vote is held on the motion to amend. If that vote is affirmative, the second vote is held on the main motion as amended. Only one amendment to a motion may be on the floor at any one particular time. Any motion to amend shall consist of but one amendment. An amendment once rejected may not be moved again in the same form.
- g. Motion to Table or Postpone to a Date Certain. This motion requires that consideration of the main motion be delayed until a certain, stated time for, among other reasons, obtaining more information. A future date certain shall be set when the subject is considered. This motion is debatable and requires a majority vote of the members present for passage.
- h. Motion to Table Indefinitely. This motion postpones consideration of the main motion in such a way that the issue being discussed may be taken up at an unspecified, later date when a majority of the members present vote to “call it from the table.” This motion is not debatable and requires a majority vote of the members present for passage.
- i. Motion to Call the Question. This motion is made to end discussion that has become lengthy or repetitious. When the motion is seconded, the mayor immediately calls the vote on the question of closing the discussion. This motion is not debatable and requires a 2/3 vote of the

members present for passage.

- j. Motion to Reconsider. The council may reconsider a vote during the same meeting on the motion by a member who voted on the prevailing (winning) side of the issue. If that vote is affirmative, a second vote is held on the issue to be reconsidered. A motion to reconsider a proposal that has been acted upon must be made prior to adjournment of the meeting. A majority vote, of members present, of the council, board or commission shall be sufficient for reconsideration of a vote.
- k. Vote. The mayor shall call for a vote by requesting the ayes in favor of the motion and nays opposed to the motion be reflected on the vote board. If there is no vote board, the members shall cast their vote by voice.
- l. Show of Hands. The mayor or any other member may request a show of hands at any time. No member may vote by proxy.
- m. Point of Order, Questions, and Inquiries. A point of order may be raised at any time and supersedes any issue being discussed at the time. The mayor shall rule on the point of order before proceeding. If a member disagrees with the ruling by the mayor, such member may appeal such ruling by stating “Shall the decision of the mayor be sustained?” A majority vote in the negative is required to overturn the mayor’s ruling. The appeal is debatable and the mayor may participate in the debate without giving up the chair.
- n. Procedures. Whenever necessary, advice may be asked as to correct procedures or facts may be requested. The mayor shall respond to the question or refer it to the proper person.
- o. Withdrawal of Motions. When a motion is made and seconded, it shall be stated by the chair before debate. A motion may not be withdrawn by the mover without the consent of the member seconding it and the approval of a majority of council.
- p. Motion to Adjourn or Recess. A motion to adjourn or recess is not debatable and shall be in order at any time, except as follows:
  - 1. When repeated without intervening business or discussion;
  - 2. When made as an interruption of a member while speaking;
  - 3. When the previous questions have been ordered;
  - 4. While a vote is being taken.
- q. Motion to Adjourn. At the conclusion of business, the mayor may declare the meeting adjourned without waiting for a motion or a member may move to adjourn. A motion to adjourn by a member is not debatable and a majority vote of the members present is required

for passage. When the meeting is adjourned, the meeting is immediately halted.

- r. **Suspension.** Unless otherwise provided by Charter or ordinance, any rule except such as required by a two-thirds (2/3) vote may be suspended by the vote of a majority of the members of council present without debate. A rule requiring a 2/3 vote may be suspended upon a vote of 2/3 of the members, of the council present.
- s. **Committees/Liaisons.** Council shall appoint board and commission liaisons and the chair of any special committee. The mayor may appoint special committees of council members or citizens, which shall be ratified by council, to assist in the study of items before the council and the committee so appointed shall serve until the matter is disposed of by the council.
- t. **Election of Mayor Pro Tem.** The mayor pro tem shall be elected by council. Nominations will be accepted at the meeting by the mayor and each council member will cast a public vote for their selected candidates. Council members may be allowed questions of the candidates prior to voting.
- u. **“Robert’s Rules of Order Newly Revised.”** Robert’s Rules of Order may be considered persuasive authority in deciding any questions arising on points of order not covered by these parliamentary rules.

## **V. Changes/Additions**

Changes and additions to these rules and procedures may be made at any regular or special meeting of the city council for which the proposed changes have been publicly posted at the same time the agenda for the meeting is posted by an affirmative vote of at least four members of the entire council. Changes and/or additions shall be effective at the next regular or special meeting.

2023 – 2024

# City Council - Orientation and Training

● **Littleton Budget – Tiffany Hooten, Finance Director ..... 3**

- a) Budget Basics (5 Year Forecast – Balance, Expenses, Revenues, and Reserves)
- b) 2024 Budget Highlights (Priorities include Proactive Public Safety, Capital Projects, Economic Development)
- c) City Council Budget

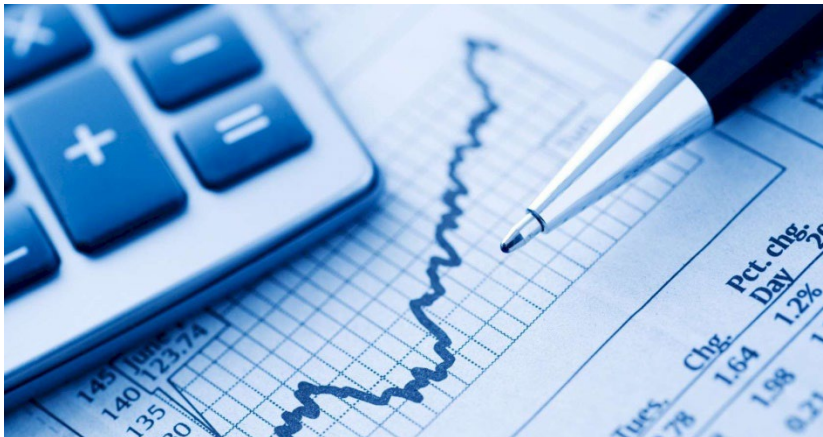




**City of Littleton  
General Fund Sources / Uses  
2022-2028 Financial Projections**

	Adopted		Proposed					
	2022	2023	2023	2024	2025	2026	2027	2028
	Actual	Budget	Projected	Budget	Projected	Projected	Projected	Projected
<b>REVENUES</b>								
Taxes:								
Sales & Use Tax								
Retail Sales	\$ 39,436,556	\$ 41,158,237	\$ 41,158,237	\$ 42,598,775	\$ 44,132,331	\$ 45,676,963	\$ 47,275,657	\$ 48,930,305
General Use Tax	1,208,337	1,400,000	1,400,000	1,400,000	1,450,000	1,500,000	1,550,000	1,550,000
Motor Vehicle	3,092,269	3,194,379	3,338,277	3,438,425	3,541,578	3,612,410	3,684,658	3,758,351
<b>Total Sales &amp; Use Tax</b>	<b>\$ 43,737,162</b>	<b>\$ 45,752,616</b>	<b>\$ 45,896,514</b>	<b>\$ 47,437,200</b>	<b>\$ 49,123,909</b>	<b>\$ 50,789,373</b>	<b>\$ 52,510,315</b>	<b>\$ 54,238,656</b>
Property	\$ 2,131,318	\$ 2,180,410	\$ 2,107,495	\$ 2,634,289	\$ 2,686,975	\$ 2,740,715	\$ 2,795,529	\$ 2,851,440
Specific Ownership	136,598	141,727	136,987	171,229	174,653	178,146	181,709	185,344
Cigarette	153,741	208,000	148,834	150,000	150,000	150,000	150,000	150,000
Franchise Fees	2,649,772	2,526,789	2,790,233	2,737,000	2,791,740	2,847,575	2,904,527	2,962,618
License and Permits	1,151,654	1,276,475	1,123,317	1,792,675	1,328,045	1,354,606	1,381,698	1,409,332
Intergovernmental	1,007,288	1,037,940	1,028,237	1,062,540	1,099,729	1,138,220	1,178,058	1,219,290
Charges for Services	884,467	1,083,820	932,426	1,450,843	1,071,860	1,093,297	1,115,163	1,137,466
Fines	184,626	250,000	177,954	190,000	319,000	350,900	385,990	424,589
Investment Earnings	(774,406)	200,000	308,439	313,066	317,762	322,528	327,366	332,276
Miscellaneous	1,044,882	920,361	1,140,975	1,076,954	1,080,000	1,080,000	1,080,000	1,080,000
<b>Total Revenues</b>	<b>\$ 52,307,102</b>	<b>\$ 55,578,138</b>	<b>\$ 55,791,411</b>	<b>\$ 59,015,796</b>	<b>\$ 60,143,673</b>	<b>\$ 62,045,360</b>	<b>\$ 64,010,355</b>	<b>\$ 65,991,011</b>
<b>EXPENDITURES</b>								
Salary - Regular	\$ 25,994,193	\$ 27,390,473	\$ 27,793,791	\$ 30,021,304	\$ 31,328,728	\$ 32,581,877	\$ 33,885,152	\$ 35,240,558
Overtime	950,494	907,663	928,925	942,417	980,114	1,019,319	1,060,092	1,102,496
Soc Sec/Mcare/Work Comp	1,886,140	1,969,909	1,898,573	2,263,283	2,300,408	2,415,116	2,536,229	2,644,295
Insurance Benefits	4,461,273	4,577,062	4,500,330	5,143,551	5,400,729	5,724,773	6,068,259	6,432,355
Retirement Benefits	2,204,509	2,401,952	2,460,090	2,803,498	2,915,638	3,032,264	3,153,555	3,279,697
Misc Benefits	138,931	140,174	140,820	146,820	148,288	149,771	151,269	152,782
Collection Materials	269,919	335,295	335,295	335,295	338,648	342,034	345,454	348,909
Supplies Other Special	230,502	315,222	313,722	317,450	320,625	323,831	327,069	330,340
Hardware/Software Maintenance	1,334,838	2,179,600	2,241,313	2,427,150	2,775,693	2,831,207	2,887,831	2,945,588
Learning & Education	351,303	425,850	429,545	450,600	450,600	450,600	450,600	450,600
Personnel Recruitment	67,946	90,500	85,500	85,500	85,500	85,500	85,500	85,500
Uniforms and PPE	93,715	67,330	55,200	76,280	77,806	79,362	80,949	82,568
Civic Programs	412,123	924,885	1,037,970	922,835	922,835	922,835	922,835	922,835
Telecommunications	487,996	616,000	616,000	616,000	634,480	653,514	673,119	693,313
Professional/Consulting Fees	2,350,433	3,336,901	3,439,557	2,996,224	3,056,148	3,117,271	3,179,616	3,243,208
Street Lighting	906,183	1,110,550	950,000	1,110,550	1,154,972	1,201,171	1,249,218	1,299,187
Utilities	904,246	975,101	1,173,247	1,025,101	1,055,854	1,087,530	1,120,156	1,153,761
Fleet Maintenance Charges	492,729	1,333,833	1,198,149	1,433,833	1,512,510	1,592,760	1,674,615	1,758,107
Other Equipment Maintenance	255,412	61,000	66,000	71,000	72,420	73,868	75,345	76,852
P&L Insurance/Other Ins	640,000	682,000	370,000	388,500	424,988	465,006	508,902	557,057
Historic Unspent Budget	-	(300,000)	(561,910)	(300,000)	(600,966)	(624,955)	(648,880)	(672,901)
All Other Accounts	1,927,677	2,488,413	2,742,527	2,839,726	2,868,123	2,896,804	2,925,772	2,995,030
<b>Total Expenditures</b>	<b>\$ 46,360,563</b>	<b>\$ 52,029,713</b>	<b>\$ 52,214,644</b>	<b>\$ 56,116,917</b>	<b>\$ 58,224,141</b>	<b>\$ 60,421,458</b>	<b>\$ 62,712,657</b>	<b>\$ 65,082,137</b>
<b>OTHER FINANCING SOURCES/(USES)</b>								
Transfer Out - Capital Projects (Fire)	\$ (3,177,500)	\$ (3,427,983)	\$ (3,427,983)	\$ (1,797,977)	\$ (1,860,907)	\$ (2,111,151)	\$ (2,363,930)	\$ (2,623,028)
Transfer Out - Geneva Village	(103,403)	(97,765)	(97,765)	(76,324)	(30,000)	(34,000)	(34,000)	(34,000)
<b>Total Other Fin Sources/(Uses)</b>	<b>\$ (3,280,903)</b>	<b>\$ (3,525,748)</b>	<b>\$ (3,525,748)</b>	<b>\$ (1,874,301)</b>	<b>\$ (1,890,907)</b>	<b>\$ (2,145,151)</b>	<b>\$ (2,397,930)</b>	<b>\$ (2,657,028)</b>
<b>Total Operating Expenditures</b>	<b>\$ 49,641,466</b>	<b>\$ 55,555,461</b>	<b>\$ 55,740,392</b>	<b>\$ 57,991,218</b>	<b>\$ 60,115,048</b>	<b>\$ 62,566,609</b>	<b>\$ 65,110,587</b>	<b>67,739,165</b>
<b>Net Cash Flow</b>	<b>2,665,636</b>	<b>22,677</b>	<b>51,019</b>	<b>1,024,578</b>	<b>28,626</b>	<b>(521,249)</b>	<b>(1,100,232)</b>	<b>(1,748,154)</b>
One-time Expenditures	-	-	-	1,182,964	-	-	-	-
<b>Total Revenues</b>	<b>\$ 52,307,102</b>	<b>\$ 55,578,138</b>	<b>\$ 55,791,411</b>	<b>\$ 59,015,796</b>	<b>\$ 60,143,673</b>	<b>\$ 62,045,360</b>	<b>\$ 64,010,355</b>	<b>\$ 65,991,011</b>
<b>Total Expenditures</b>	<b>\$ 49,641,466</b>	<b>\$ 55,555,461</b>	<b>\$ 55,740,392</b>	<b>\$ 59,174,182</b>	<b>\$ 60,115,048</b>	<b>\$ 62,566,609</b>	<b>\$ 65,110,587</b>	<b>\$ 67,739,165</b>
<b>Net Cash Flow</b>	<b>2,665,636</b>	<b>22,677</b>	<b>51,019</b>	<b>(158,386)</b>	<b>28,626</b>	<b>(521,249)</b>	<b>(1,100,232)</b>	<b>(1,748,154)</b>
<b>FUND BALANCE BEG. OF YR</b>	<b>\$ 18,126,373</b>	<b>\$ 20,668,905</b>	<b>\$ 20,792,009</b>	<b>\$ 20,843,028</b>	<b>\$ 20,584,641</b>	<b>\$ 20,606,466</b>	<b>\$ 20,080,143</b>	<b>18,976,710</b>
<b>FUND BALANCE END OF YR</b>	<b>\$ 20,792,009</b>	<b>\$ 20,691,582</b>	<b>\$ 20,843,028</b>	<b>\$ 20,584,641</b>	<b>\$ 20,606,466</b>	<b>\$ 20,080,143</b>	<b>\$ 18,976,710</b>	<b>\$ 17,227,385</b>
<b>FUND BAL. AS % OF OP EXPS</b>	<b>44.9%</b>	<b>39.8%</b>	<b>39.9%</b>	<b>36.7%</b>	<b>35.4%</b>	<b>33.2%</b>	<b>30.3%</b>	<b>26.65%</b>

# City of Littleton - Budget



November 14, 2023

Tiffany Hooten  
Finance Director  
City of Littleton  
303-795-3709  
[thooten@littletongov.org](mailto:thooten@littletongov.org)



# The City Budget

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# Financial Projections

- Five-year projections developed for all funds
- Monitoring of fund/cash balances

**City of Littleton  
General Fund Sources / Uses  
2021-2028 Financial Projections**

	<b>2022 <u>Actual</u></b>	<b>2023 <u>Estimated</u></b>	<b>2024 <u>Proposed</u></b>	<b>2025 <u>Projected</u></b>	<b>2026 <u>Projected</u></b>	<b>2027 <u>Projected</u></b>	<b>2028 <u>Projected</u></b>
REVENUES	\$ 52.3	\$ 55.8	\$ 59.0	\$ 60.1	\$ 62.0	\$ 64.0	\$ 66.0
EXPENDITURES	\$ 46.3	\$ 52.2	\$ 56.1	\$ 58.2	\$ 60.4	\$ 62.7	\$ 65.1
OTHER FINANCING SOURCES/(USES)	\$ (3.3)	\$ (3.5)	\$ (1.9)	\$ (1.9)	\$ (2.1)	\$ (2.4)	\$ (2.7)
<b>Net Cash Flow</b>	<b>\$ 2.7</b>	<b>\$ 0.1</b>	<b>\$ 1.0</b>	<b>\$ -</b>	<b>\$ (0.5)</b>	<b>\$ (1.1)</b>	<b>\$ (1.8)</b>
ONE-TIME EXPENDITURES	\$ -	\$ -	\$ 1.2	\$ -	\$ -	\$ -	\$ -
<b>Net Cash Flow</b>	<b>\$ 2.7</b>	<b>\$ 0.1</b>	<b>\$ (0.2)</b>	<b>\$ -</b>	<b>\$ (0.5)</b>	<b>\$ (1.1)</b>	<b>\$ (1.8)</b>
FUND BALANCE BEG	\$ 18.1	\$ 20.8	\$ 20.9	\$ 20.7	\$ 20.7	\$ 20.2	\$ 19.1
FUND BALANCE END	\$ 20.8	\$ 20.9	\$ 20.7	\$ 20.7	\$ 20.2	\$ 19.1	\$ 17.3
<b>FUND BAL. AS % OF OP EXPS</b>	<b>45%</b>	<b>40%</b>	<b>37%</b>	<b>36%</b>	<b>33%</b>	<b>30%</b>	<b>27%</b>

*Note : Reflected in millions*

# Reserve Categories - 25%

Tabor

- 3%

Extraordinary sales tax  
reliance/economic uncertainty

- 17%

Natural Disasters/Pandemic Risk

- 3%

Unanticipated economic opportunities

- 2%



# 2024 Proposed Budget Highlights

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# Council Goals & Priorities



PROACTIVE  
PUBLIC SAFETY



DELIVERY OF 3A  
PROJECTS



DEVELOPMENT  
REVIEW



ENVIRONMENTAL  
STEWARDSHIP

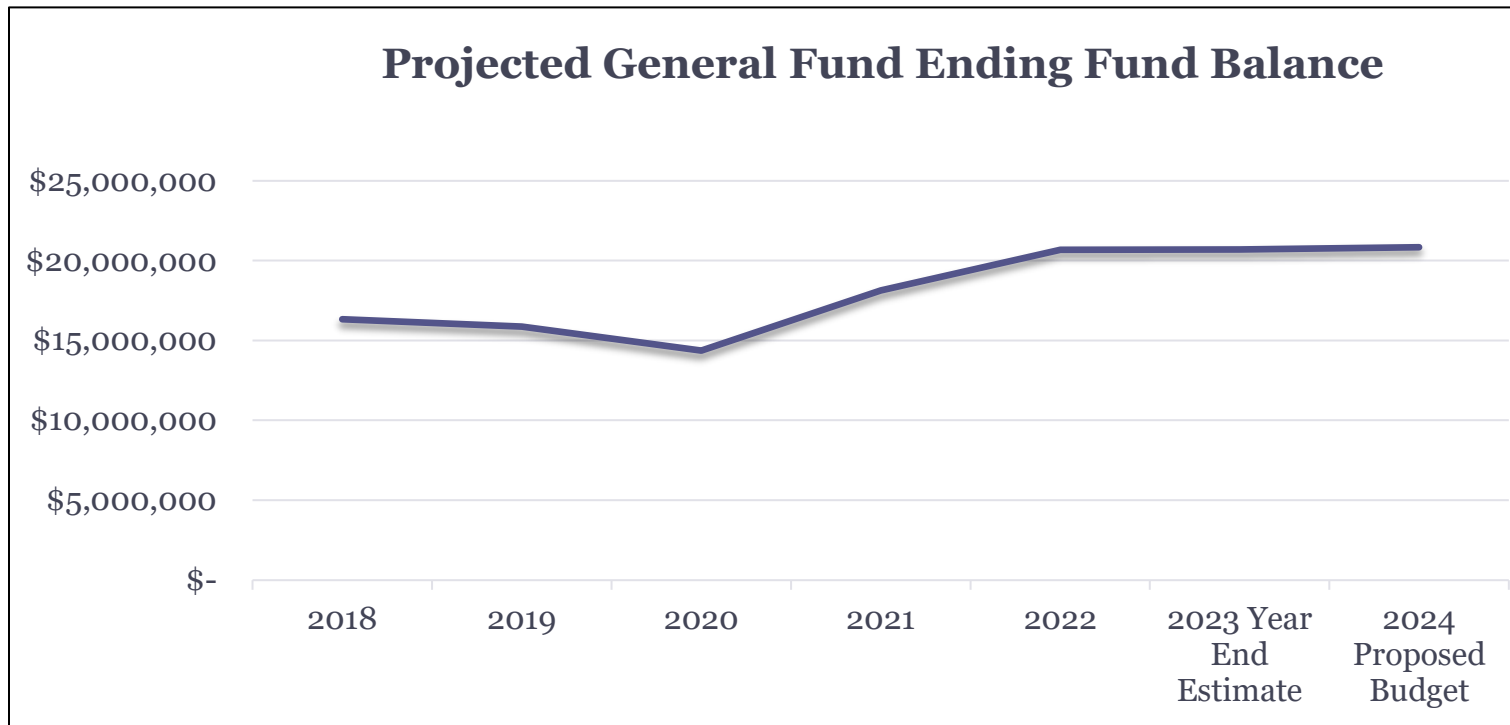


HOUSING  
PROGRAM  
DEVELOPMENT



CRITICAL  
ADMINISTRATIVE  
NEEDS

# Advancing Council's Goals While Maintaining Reserves



# 2024 Proposed Budget - All Funds

- Total Revenues - \$139,085,914
- Total Expenditures - \$141,147,187
- Total Ending Fund Balance/Cash Balance - \$38,198,581

# Types of Funds



# Governmental Funds

- General Fund
- Special Revenues Funds
  - Conservation Trust
  - Consolidated Special Revenue
  - Grants
  - Open Space
  - Impact Fees
  - Lodgers Tax
- Capital Projects Funds
  - Capital Projects Fund
  - 3A Sales Tax Capital Improvement Fund



# Proprietary Funds

- Enterprise Funds
  - Geneva Village
- TABOR Enterprises
  - Sewer Utility
  - Storm Drainage
- Internal Service Funds
  - Employee Insurance
  - Fleet
  - Information/Technology Fund
  - Property and Liability Insurance





# General Fund

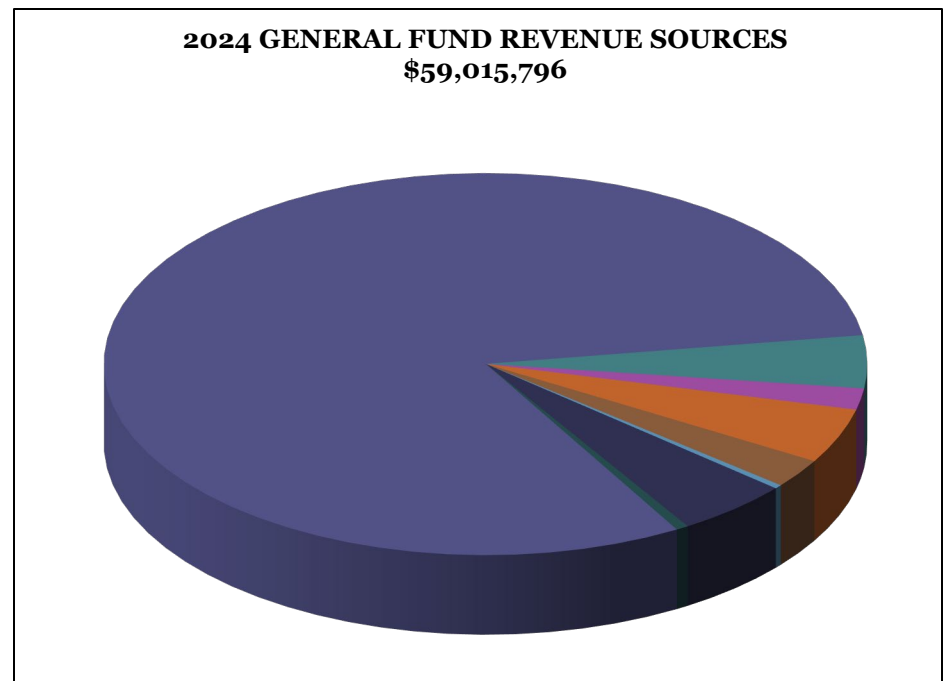


# 2024 Proposed General Fund

- 2024 Total Revenues
  - \$59,015,796
- 2024 Total Expenditures
  - \$59,574,183
    - (\$558,387 in planned used of fund balance)
- 2024 Estimated Ending Fund Balance
  - \$19,722,730

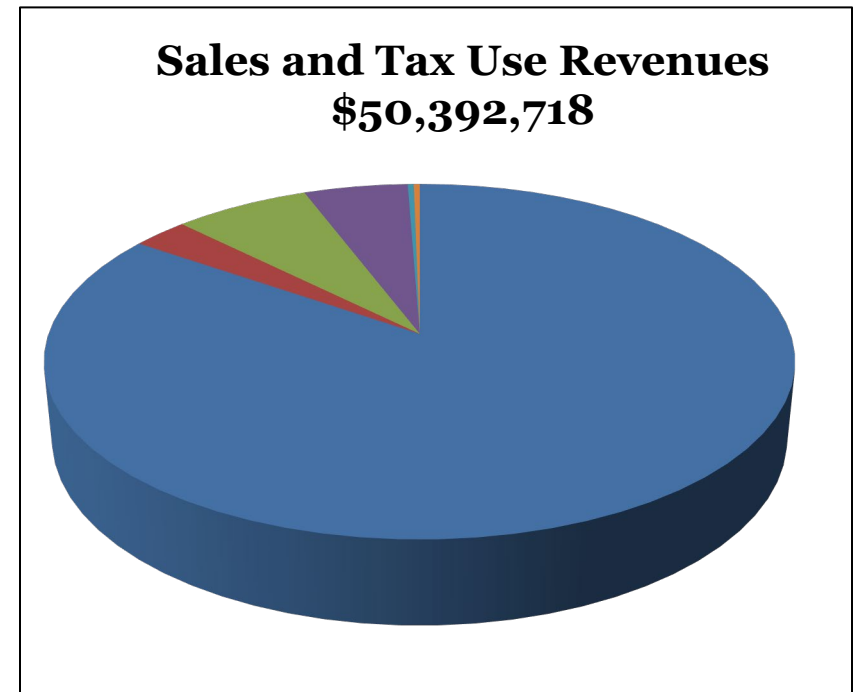
# General Fund Funding Sources

- **Sales and Use Taxes – 81%**
- Property Taxes – 4%
- Franchise Fees – 5%
- Intergovernmental Revenues – 2%
- Charges for Services – 2%
- Fines and Forfeitures – <1%
- Other – 5%
- Investment Earnings – 1%



# Tax Revenues

- Retail Sales Tax – 85%
- General Use Tax – 3%
- Motor Vehicle Tax – 7%
- Property Tax – 5%
- Cigarette Tax/Spec – <1%
- Specific Ownership Tax – <1%

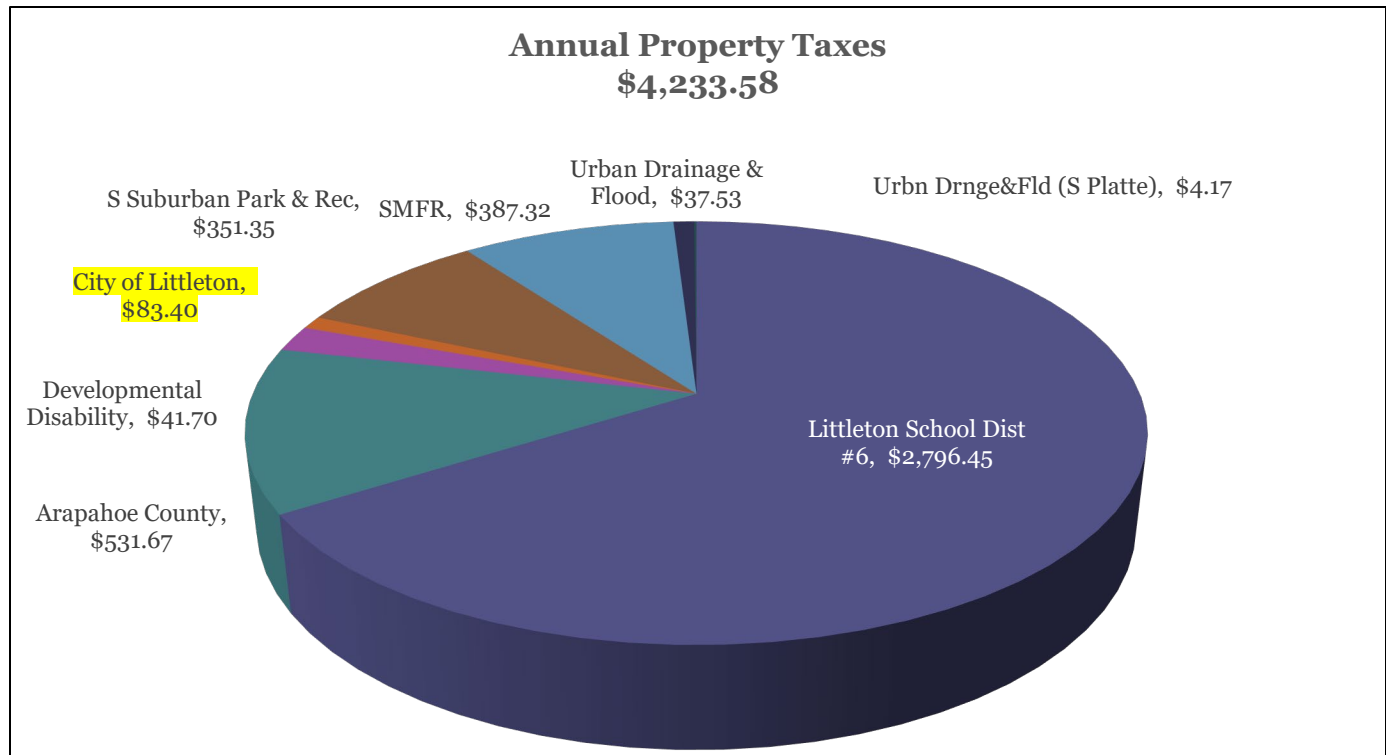


# Littleton Sales and Use Tax Rates

<b>COMBINED SALES/USE TAX RATE</b>			
	<b>Arapahoe County</b>	<b>Douglas County</b>	<b>Jefferson County</b>
Colorado State	2.90%	2.90%	2.90%
RTD	1.00%	1.00%	1.00%
Cultural Facilities	0.10%	0.10%	0.10%
County	0.25%	1.00%	0.50%
SE Jefferson County LID	-	-	0.50%
<b>Littleton</b>	<b>3.75%</b>	<b>3.75%</b>	<b>3.75%</b>
Total	8.00%	8.75%	8.75%

# Property Taxes

- \$600,000 Value of Home
  - Assessed Value = \$41,700 (as of 2022/2023)



# Where Does the Money Go?

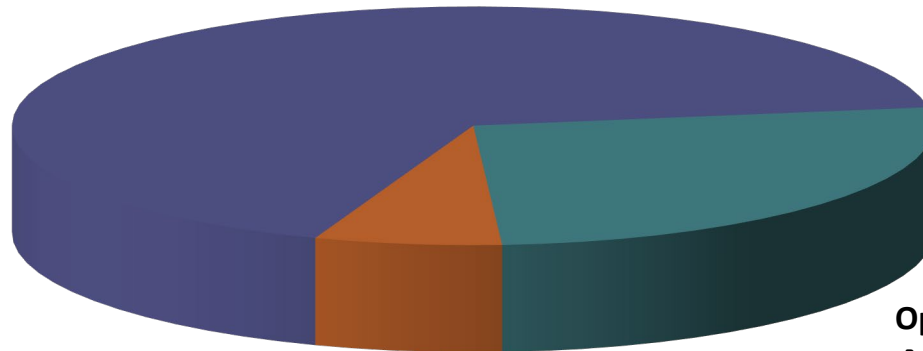




# Categories of Expenditures

## General Fund 2024 Expenditures by Category \$59,574,183

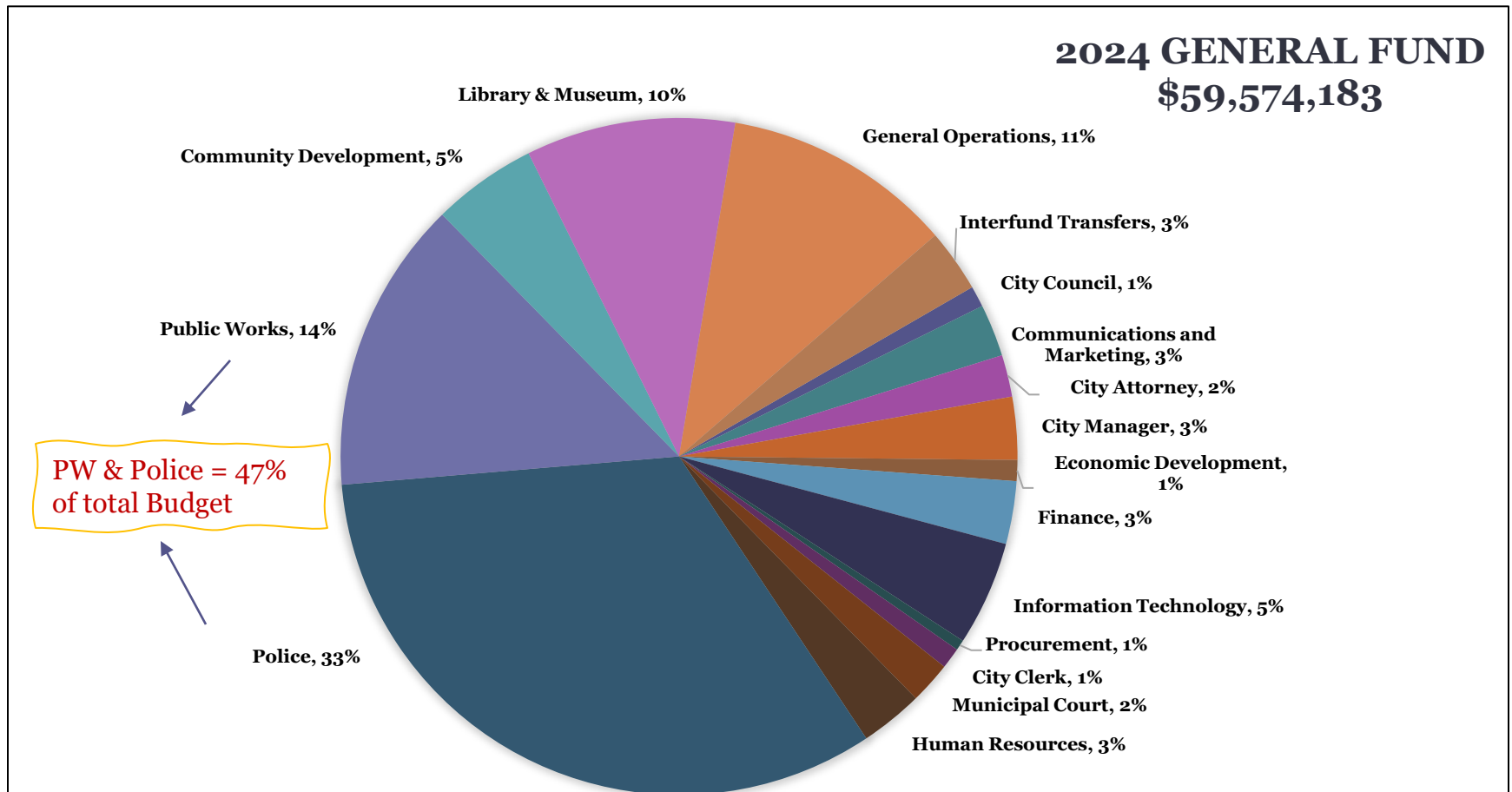
Personnel Services  
70%



Non-Operating  
3%

Operating and  
Maintenance  
27%

# Expenditures by Department



# City Council Budget



# City Council Budget

- Total 2024 Proposed Budget - \$506,071
  - Personnel Services - \$107,982
  - Supplies/Bus. Meetings - \$9,150
  - Learning and Education - \$32,000
  - Council Outreach/Hosting/Projects – \$66,800
  - Professional Services - \$158,739
  - Local Partnership Funding - \$72,900
  - Town Hall Arts Center - \$38,500
  - Boards & Commissions - \$20,000

# Thank you!



November 14, 2023

Tiffany Hooten  
Finance Director  
City of Littleton  
303-795-3709  
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2023 – 2024

# City Council - Orientation and Training

- **Engaging with the Public and Media – Kelli Narde, Communications and Marketing Director ..... 4**
  - a) Media Relations
  - b) Responding to Crisis
  - c) Using Social Media to boost Citizen Engagement





**CITY OF LITTLETON  
MEDIA RELATIONS POLICY**

**I. GOAL:**

The City of Littleton seeks to work cooperatively with the media to disseminate information of public interest and concern in an accurate, complete, and timely manner.

**II. POLICY:**

- (1) To achieve the city's goal, the Director of Communications is designated as the City Public Information Officer or City PIO and shall be responsible for the implementation of this policy. When the City PIO is unavailable, he or she shall designate one of the authorized city spokespersons as the Acting City PIO.
- (2) The press should be treated like a customer of the city and all city employees or officials who engage with the press shall do so in a courteous, polite, and professional manner. Any media inquiries received by city staff will be referred immediately to their Department Director who, in turn, will immediately forward the contact to the City PIO for response.
- (3) Inquiries from the news media are given a high priority by the City of Littleton and should be responded to as quickly and efficiently as possible. Every effort should be made to meet media deadlines and to ensure that all information released is accurate and complete.
- (4) When contacted by the City PIO for information needed to respond to a media inquiry, all Department Directors shall immediately provide the City PIO the most accurate and complete information available for the response.
- (5) If the City PIO determines that the city's goal can best be achieved by having someone with more background or expertise speak for the city on a particular topic, he or she may designate one of the authorized spokespersons to assist with or give the city's response.

- (6) To assure that the city's elected officials have accurate, complete, and timely information to fulfill their responsibilities to represent the public in city affairs, they shall be informed by email of the substance of significant media inquiries and of the city's official response. They shall be notified of all official city press releases.

### **III. CITY SPOKESPERSONS:**

Authorized city spokespersons that the City PIO, in his or her judgment, may designate for a particular response are:

- The City Manager, Mayor, and City Council members
- The City Attorney
- All Department Directors
- The Digital Media Specialist
- The Police PIO
- The Deputy Director of Communications
- Senior LPD Command
- City employees with expertise on a specific issue

### **IV. RECORDS REQUESTS:**

- (1) Media requests for records will be handled in accordance with this policy, to the extent it is consistent with the Colorado Open Records Act §24-72-201 and Colorado Criminal Justice Records Act §24-72-301.
- (2) The City PIO will be notified of all media records requests.
- (3) He or she will then forward the request to the City Clerk who is the official custodian of all city records.
- (4) The City Clerk will be responsible to see that media records requests are handled in an accurate, complete, and timely manner.
- (5) Media requests for records, other than criminal justice records, shall be made in writing on the Open Records Request form and delivered to the City Clerk. A copy of all records provided to the media in response to the request shall be attached to the completed form and archived by the City Clerk.



- (6) The records produced in response to media requests shall be readily available for public viewing upon request.

## **V. PRIVILEGED AND PRIVATE INFORMATION:**

- (1) Most of the records and affairs of the City of Littleton are public information which citizens, including the press, have the right to know. All public information should be provided to the press upon request without unnecessary delay.
- (2) Some matters, however, like ongoing investigations, information regarding litigation or the threat of litigation, personnel issues, real estate transactions, medical and mental health matters, private data regarding citizens, documents in draft form, to name a few, are governed by privileges and laws intended to advance important public policy goals.
- (3) When a media request for an interview or for records appears to involve a subject matter that may be privileged or private, the City PIO, Police PIO or City Clerk should consult with the City Attorney. The City Attorney will review the request without delay and promptly provide counsel to staff.

## **VI. PERSONAL POINTS OF VIEW:**

- (1) It is recognized that all employees have the right to express their personal points of view regarding matters of public concern.
- (2) However, personal points of view may conflict with the city's official policy.
- (3) Therefore, city employees who write letters to the editor may not use official city stationary. If an employee chooses to identify himself or herself as a city employee in a letter or email to the editor, he or she must state that the views set forth in the letter do not represent the views of the city but are the employee's personal opinions.
- (4) A similar disclaimer must be given if an employee addresses a public meeting, participates in a radio talk show, or is interviewed for radio or television, unless the employee has been designated by the City PIO as a spokesperson for the city.

## **VII. CITY-INITIATED INFORMATION:**

- (1) Proactive media contact on behalf of the city is processed through the City PIO—this includes press releases, media advisories, and personal contacts with reporters and editors for coverage.
- (2) Departments seeking publicity for events or activities or needing to collaborate with the media to communicate important information to the public, will coordinate with the City PIO.

## **VIII. PUBLIC SAFETY ISSUES:**

- (1) Because the Littleton Police Department (LPD) operates 24/7 and its work generates a high volume of media calls, it shall designate the LPD Public Information Officer who follows specific guidelines when releasing information.
- (2) When the City PIO is notified by a city staff member of a media call regarding a police investigation or general criminal activity, the City PIO will immediately work with the LPD PIO for the appropriate response.
- (3) All information released to the media by the LPD PIO should be reviewed by the City PIO who will forward the information by email to elected officials.
- (4) Media inquiries concerning matters of police personnel, general police policies and procedures, or in any way reflecting upon the competency or integrity of police personnel or police administration will be routed to and handled by the City PIO as provided in this policy.
- (5) The LPD shall respond to media requests for records concerning investigations by requiring reporters to complete an LPD Case Report Request.
- (6) In law enforcement situations, on-scene requests for media interviews will be referred to the LPD PIO. The City PIO may help write and distribute press releases based on information provided by the on-scene LPD PIO.
- (7) In fire and EMS situations, on-scene requests for media interviews will be referred to the South Metro Fire Rescue PIO. If the situation is within the Littleton city limits, the Incident Commander will notify the City PIO if an interview was conducted. The City PIO may write and distribute press releases based on information provided by the PIO.

(8) In combined law enforcement/fire/EMS situations, only one person will speak on behalf of the city as determined by the City PIO.

**IX. CRISIS OR EMERGENCY ISSUES:**

During a crisis or major emergency (i.e., flooding, tornado, mass casualty incident, etc.), the procedure for communicating with the media is highlighted in the City's Crisis Communications Plan. The plan designates the City PIO as the main point of contact for the media. The City PIO will be assisted by alternates, including the LPD PIO, to prepare and disseminate emergency public information.

2023 – 2024

# City Council - Orientation and Training

● **Nuts and Bolts** ..... 5

- a) City Manager’s Office Personnel and Responsibilities
- b) Education and Conferences



**City Manager's Office Responsibilities  
As of November 2023**

<b>City Manager (Jim Becklenberg)</b>	
	Direct dept. leadership/support:
	<ul style="list-style-type: none"> <li>• Police</li> </ul>
	<ul style="list-style-type: none"> <li>• Public Works</li> </ul>
	<ul style="list-style-type: none"> <li>• Human Resources</li> </ul>
	<ul style="list-style-type: none"> <li>• Finance</li> </ul>
	Indirect leadership and support to all other depts.
	City Council direct responsibility
	CMO personnel support and coordination
	Community relationships strategy
	Organizational culture leadership
	Budget and strategic planning leadership
<b>Deputy City Manager (Mike Gent)</b>	
	Direct dept. leadership/support:
	<ul style="list-style-type: none"> <li>• Community Development</li> </ul>
	<ul style="list-style-type: none"> <li>• Economic Development</li> </ul>
	<ul style="list-style-type: none"> <li>• Information Technology</li> </ul>
	<ul style="list-style-type: none"> <li>• Library</li> </ul>
	<ul style="list-style-type: none"> <li>• Museum</li> </ul>
	<ul style="list-style-type: none"> <li>• City Clerk</li> </ul>
	ERP (Workday) implementation
	Environmental Stewardship Citizen Committee
	Development Review process
	CMO / Council policy calendar support
	Organizational culture leadership
	Leadership Team Agenda Development
<b>Assistant City Manager (Kathleen Osher)</b>	
	Direct dept. leadership/support:
	<ul style="list-style-type: none"> <li>• Communications and Marketing</li> </ul>
	<ul style="list-style-type: none"> <li>• Municipal Court</li> </ul>
	<ul style="list-style-type: none"> <li>• Manager of Innovation and Performance Excellence</li> </ul>
	<ul style="list-style-type: none"> <li>• Management Fellow</li> </ul>
	<ul style="list-style-type: none"> <li>• Housing Policy Analyst</li> </ul>
	Intergovernmental Relations / Legislative Agenda coordination
	Strategic Planning Leadership
	Downtown and LDDA liaison
	DEI Project Team
	Organizational culture leadership
	Budget Team Support

**City Manager's Office Responsibilities  
As of November 2023**

<b>Manager of Innovation and Performance Excellence (Adrienne Burton)</b>	
	Strategic framework alignment, from long-term outcomes through operational work plans
	Establish consistent project methodology and communication, and reporting
	Citywide performance measurement
	Project Downtown Project Manager
	Root + Renew Project Manager (Parks and Open Space Master Plan)
	Geneva Village Project Manager
	DEI Project Team
<b>Executive Assistant (Lucy Lucero)</b>	
	Calendar support for CMO staff and City Council
	Purchasing, P-Card, travel documentation reconciliation
	CMO budget management
	CMO and City Council event management
	Manages City Council questions for Council meetings
	Compiles weekly updates for City Council
	Manages electronic signature requests for City Council and City Manager
	Contract management for CMO and other departments
<b>Housing Policy Analyst (Julie Latham)</b>	
	Analysis of affordable housing development and financing proposals
	In-house research and data analysis of the current housing market, affordable housing, and housing unit delivery
	Housing Task Force liaison
	Housing liaison with community associations, private, non-profit, and other local and regional government agencies
	IHO Implementation (pre-application housing representative, development agreements, internal housing expert, development review housing liaison)
	South Metro Housing Options liaison
	Proposition 123 implementation
<b>Management Fellow (Elizabeth Watts)</b>	
	Homelessness policy coordination <ul style="list-style-type: none"> <li>○ Tri-Cities Homeless Policy Group representative</li> <li>○ Navigation Center project lead</li> <li>○ Implement Tri-Cities Action Plan strategies</li> <li>○ Regional partnership lead</li> <li>○ Internal coordination lead (internal meeting coordinator, grants, contracts)</li> <li>○ Outreach and communications coordination</li> </ul>
	Environmental Stewardship Committee support
	Special projects across the organization
	ABC Consistency Project
	City grant policies and practices research and consistency project
	Region 9 Opioid Council coordination

## 2024 Council Learning and Education Opportunities

Updated 11/08/2023

Organization(s)	Type	Conference/Program	Description	Dates	Location	Cost Est. Per Attendee
CML	Conference	Annual Conference <a href="https://www.cml.org/conference">https://www.cml.org/conference</a>	The CML Annual Conference will be filled with opportunities to network with other officials, learn from peers, share ideas, exchange resources, and solve problems collectively.	06/18-21/2024	Embassy Suites, Loveland	\$1,300 includes registration, events, average of three meals, and three nights of lodging
Housing Colorado sponsored by CHFA	Conference	<a href="https://www.housingcolorado.org/page/annualconference">https://www.housingcolorado.org/page/annualconference</a>	Housing Colorado is an industry resource for all aspects of affordable housing, including professional advocacy, issue expertise, and networking opportunities.	10/09-11/2024 This conference sells out immediately. Need to commit and apply early.	Keystone Resort & Conference Center	\$1,400 includes registration, meals, lodging, and mileage.
ICMA	Conference	<a href="https://conference.icma.org/">https://conference.icma.org/</a>	Bringing the local government community together for unparalleled leadership and professional development, networking, and best-in-class programming.	09/21-25/2024 (Host hotel fills within a day of registration opening)	Pittsburgh, PA	\$3,400 includes registration, average of three meals, three nights of lodging, airfare, and transportation
NLC	Conference	City Summit - Conference <a href="https://www.nlc.org/event/city-summit">https://www.nlc.org/event/city-summit</a>	City Summit is the National League of Cities' conference for local leaders to convene and collaborate on solutions to the common challenges facing America's cities. Each year, the conference is hosted in a different U.S. city – offering tangible and new best practices for government officials to improve the conditions back home.	03/11-13/2024 NLC Summit is scheduled in late Fall 2024 - TBD (Host hotel fills within a day of registration opening)	Marriott Marquis, Washington, DC; Summit location TBD	\$3,700 includes registration, average of three meals, three nights of lodging, airfare, and transportation

TechConnect	Conference	<a href="https://smartcitiesconnect.org/smart-cities-connect-conference-expo-spring-2024/">https://smartcitiesconnect.org/smart-cities-connect-conference-expo-spring-2024/</a>	Smart Cities Connect Conference and Expo offers the most comprehensive conference, exposition and accelerator of smart city innovation in North America. We deliver premium networking and educational opportunities with a keen focus on city leaders and their priorities. Working closely with the technology community, we bring together the largest collection of intelligent systems providers for energy, infrastructure, networks, data management, urban mobility, citizen engagement and governance solutions.	05/08-10/2024 for Spring Conference and Expo; Dates TBD for Fall Conference and Expo	Spring Conference - Raleigh, NC; - Fall Conference TBD	\$895 standard registration for conference; City Leaders No Fee (City Leaders are defined as a person working directly for a municipality but must agree to meet with consultants); Additional travel costs are approximately \$2,000
UCD School of Public Affairs	Leadership Program (Attendees must apply for acceptance)	<a href="https://publicaffairs.ucdenver.edu/programs/professional-development/leadership-training/rocky-mountain-leadership-program">https://publicaffairs.ucdenver.edu/programs/professional-development/leadership-training/rocky-mountain-leadership-program</a>	Rocky Mountain Leadership Program is well suited for mid- to high-level managers in nonprofits, government, special districts and elected officials. The Rocky Mountain Leadership Program is an intensive, residential leadership program over one week of workshops and experiences that enhance skills, inspire, inform, recharge and prepare leaders to engage differently in their work and communities. Workshops are taught by academic and practice-focused faculty with a focus on the context of U.S. nonprofits and government.	October 2024 TBD	Breckenridge	\$4,100 with scholarship
The United States Conference of Mayors	Conference	<a href="https://www.usmayors.org/meetings/">https://www.usmayors.org/meetings/</a>	The official non-partisan organization of cities with populations of 30,000 or more. There are over 1,400 such cities in the country today. Each city is represented in the Conference by its chief elected official, the mayor.	1/17-19/2024 ; 06/20-23/2024	Winter meeting in Washington, D.C.; Annual summer meeting in Kansas City, MO	\$1,500-\$2,500 - Early bird registration discount offered; dates TBD
CIRSA	Resource	CIRSA - Elected Official Training	"Resources for new and experienced elected officials for tips and tools on how to function effectively with your fellow council/board members to achieve the best results for your community."		<a href="https://www.cirsa.org/safety-training/elected-officials/">https://www.cirsa.org/safety-training/elected-officials/</a>	Publicly available



Colorado Municipal League (CML)	Resource	Topics & Key Issues	The Topics & Key Issues page of the CML website sorts a number of resources by subject.		<a href="https://www.cml.org/home/topics-key-issues">https://www.cml.org/home/topics-key-issues</a>	Publicly available
Colorado Municipal League (CML)	Resource	Publications	CML publishes a wealth of information for members throughout the year, from periodicals with the latest news to technical and legal research publications.		<a href="https://www.cml.org/home/publications-news">https://www.cml.org/home/publications-news</a>	Publicly available
Colorado Municipal League (CML)	Resource	Brief Overviews	A brief overview of your new role is available in our Municipal Governance 101 packet. Also, view Tips for Municipal Elected Officials.		<a href="https://www.cml.org/docs/default-source/uploads/resources">https://www.cml.org/docs/default-source/uploads/resources</a>	Publicly available
Colorado Municipal	Short Webinars	CML MUNiversity	MUNiversity is the Colorado Municipal League's program to recognize municipal		<a href="https://www.cml.org/home/e">https://www.cml.org/home/e</a>	\$0 - \$50 (Typically)
Colorado Municipal	Short Webinars	Training/Events	CML provides municipal officials the skills and education necessary for good		<a href="https://www.cml.org/home/n">https://www.cml.org/home/n</a>	\$0 - \$50 (Typically)
ASCE, APACo, ITE, ITS, USDOT, & WTS	Single Day Event	<a href="https://www.coloradotransportationsymposium.org/">https://www.coloradotransportationsymposium.org/</a>	Join over 500 of the region's transportation planners, engineers and decision makers from both the public and private sectors to share information and lessons learned from innovative and successful transportation projects throughout the Rocky Mountain region.	28-Mar-24	Sheraton Denver Downtown Hotel	Fee TBD; normally under \$200