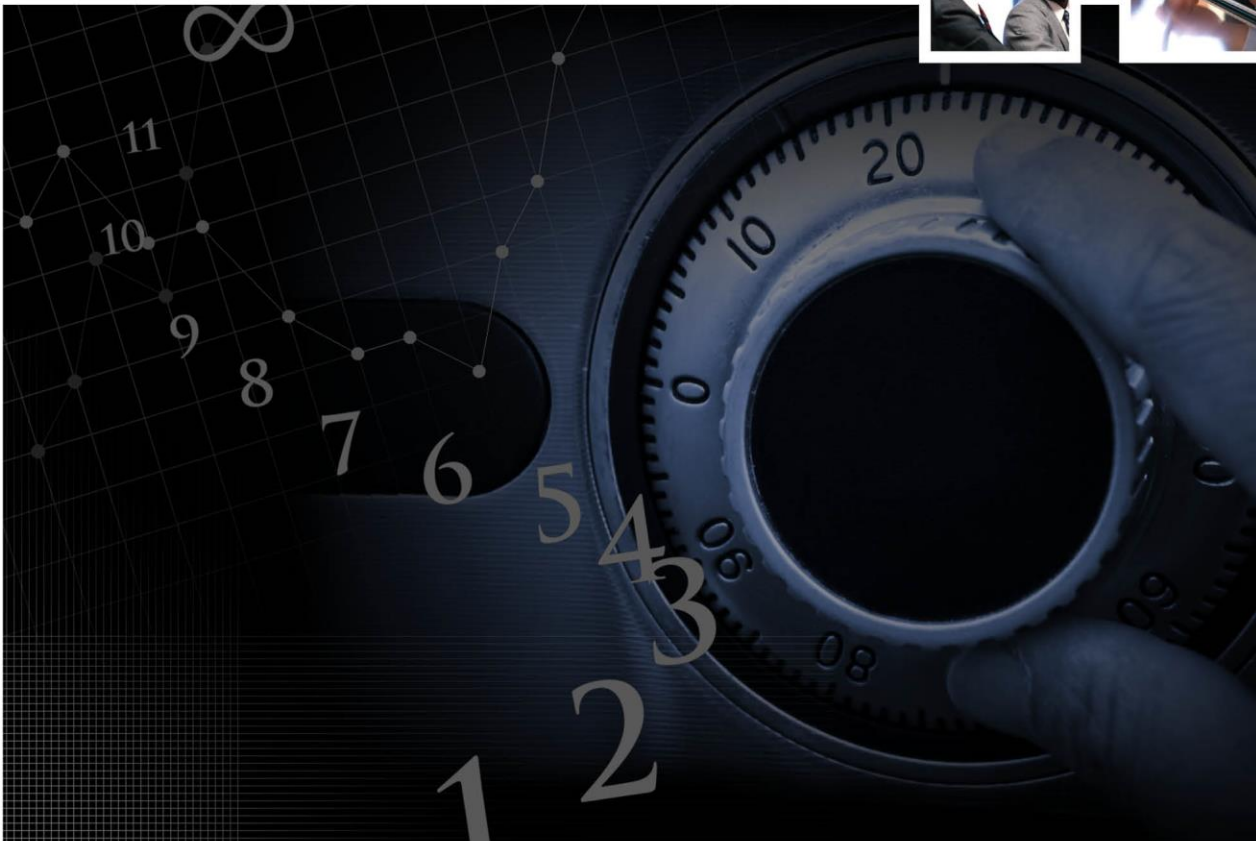




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City of Littleton
Council Session
4/28/17



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Morning

- **Welcome – (Mayor and Kevin King)**
- **Overview of the themes – (Kevin)**
- **What actions can council take to impact cohesiveness/effectiveness (Kevin -all)**
 - Facilitated & focused discussion to commitment to govern our actions going forward.
 - Define Council ground rules & commitments to govern behavior going forward
- **Setting the Council's tentative calendar (Mark - all)**
 - Update the Council protocols
 - City Manager making a periodic review at study session
 - More formal options – e.g. two or more Council members
- **How does staff support Council in making decisions? (Mark - all)**
 - Staff communications – options and details
 - Other issues

Afternoon

- **Define a plan for gathering the voice of the community**
- **Define priorities for the next 5 months**
- **Define deliverables & timelines**
 - Set for staff to provide Council with the necessary information and recommendations.
- **Next Steps**
- **Adjourn**

Understand Councils Perspectives on Current Issues and Key Objectives

1. Perceived lack of accountability and consequences when Council members do not follow through on their commitments and demonstrate willingness to work as a team.
2. Lack of strategy and clear strategic focus. (Structure & Leadership)
3. Anchored in the past transgressions mindset. Polarization and resentment.
4. Closed communication channel. Council is not communicating effectively as a unified team. Passive aggressive and unprofessional behavior in meetings.
5. Perceived lack of alignment and focus on common goals.
6. Passive aggressive behaviors are demonstrated in Council member interactions. Bad behaviors are allowed and not addressed in a way that produces sustainable change in behavior.
7. Trust is relatively low among Council overall.

8. Council is not cohesive. Focused on optimizing their agendas. Does not have an integrated plan or vision for the City.
9. Inability to reach closure on past/present festering issues and interpersonal roadblocks/baggage.
10. Lack of ability to work together as a Council strategically with a focus on doing the leadership work to set direction, address important issues, and demonstrate commitment to decisions.

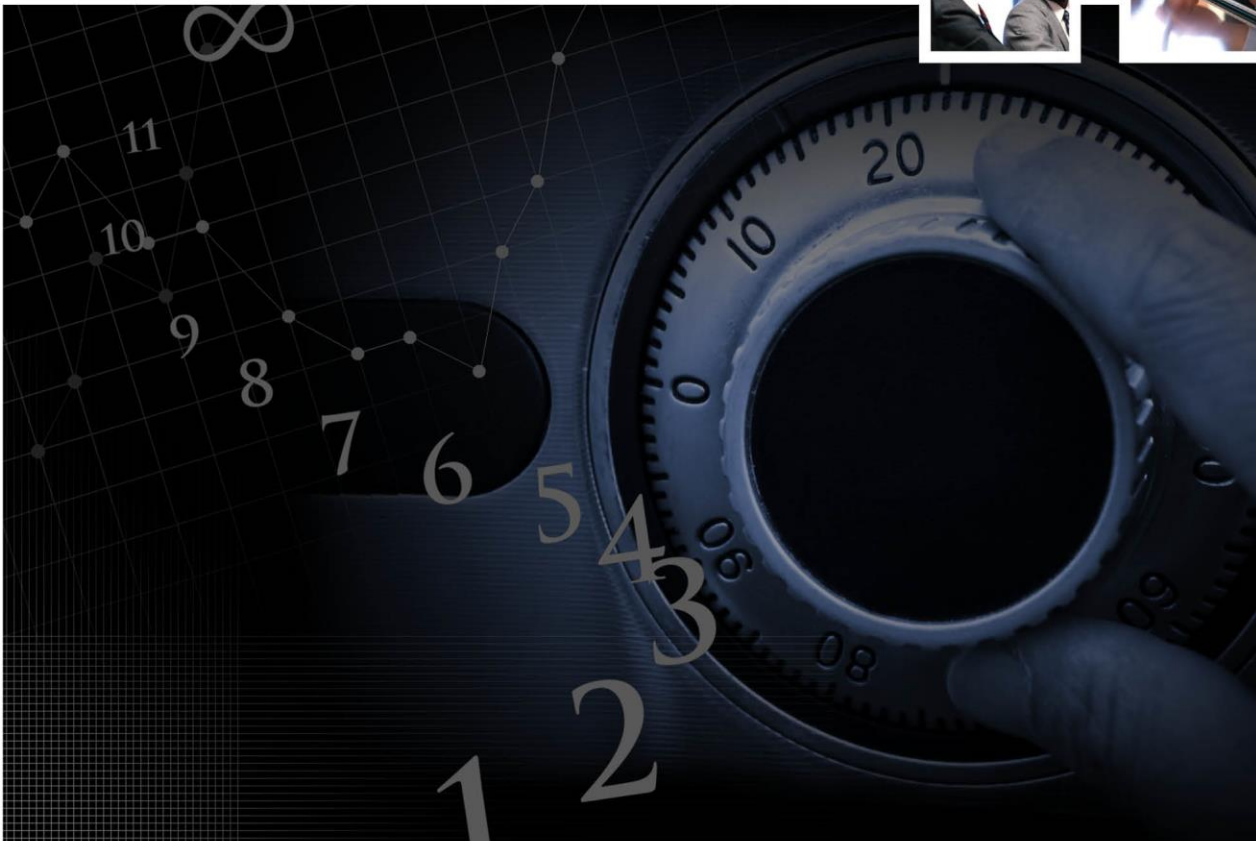
1. Want to figure out how to get the community to come together and define the future of the City (Strategic Plan).
2. Set expectations for Council member standards of behavior and hold each other accountable going forward.
3. Need to set aside agendas and work on the behalf of the community. Existing polarity between community coalitions needs be overcome (Item 1 above).
4. Need to get a City Manager and City Attorney in place.
5. All have other jobs/lives. Not full-time Council members and compensation is inadequate.
6. Polarization and distrust exist among Council members.
7. Inability to reach agreement on the important qualifications of the next City Manager and City Attorney as well as the compensation package.
8. Silo mentality. Focus on own constituents rather than finding common ground.

9. City infrastructure issues need to be addressed.
10. Revenue shortfall needs to be addressed.
11. Police service, emergency services, museum, parks, and library are all pluses for the city and are done well.
12. Need to engage the business community and get them more involved.
13. Need to attract more of the “right” business to the City.
14. Mixed perspectives on the zoning and code issue. Perspectives range from a need to prioritize code/zoning changes to code/zoning changes are part of individual community member’s agendas. Lack of uniform application of code.



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Interview Themes
Objectives



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Interview Themes - Objectives

1. New staff and new blood. Many staff have been around for decades. Need to leadership. Need new ideas.
2. Littleton a divided city Don't build vs. build. Need someone that is middle of the road and balanced between the two extremes.
3. Address revenue issues and why we need to do certain things to address revenues and expenses.
4. Need to build up Littleton Blvd to get people to the heart of the city. Was going to have a study for 7 companies to do a study on Littleton Blvd. Need to work with the restaurants to drive ideas. FOCUS ON LITTLETON BLVD.
5. Should look at four areas (Mobility/Transportation – Streets and roads, Economics, Housing, Infrastructure – protecting what we have) – each should have its own vision
6. Need to protect what we have and plan for the future.

Interview Themes - Objectives

7. There needs to be a strategic plan/10 year plan for each of the four areas.
8. Need to create a work culture/value around strategic planning. Take the mystery out of it and have it be part of the thought process.
9. Streets have taken a beating over the last 8 years. Also have not invested in training in that time. New people with ideas have to recreate the wheel.
10. Finding ways to encourage people to maintain or improve their properties. Making sure they are the kinds of places someone would buy (code enforcement)
11. There are certain parts of the city that would benefit from some improvement. Not in the councils direct control. Make sure every place in the city is attractive for either businesses or residents. Could be done through code enforcement and other ways. The overall revenue issue.
12. Ensure that we continue to have a healthy tree canopy public and private. In the top tier of the number of trees per capita. Tree city USA list for the number of trees and the variety of trees. City has a tree sell every year. Arborists consults to people to make sure the trees thrive. Ensure a variety of trees so that disease.

Interview Themes - Objectives

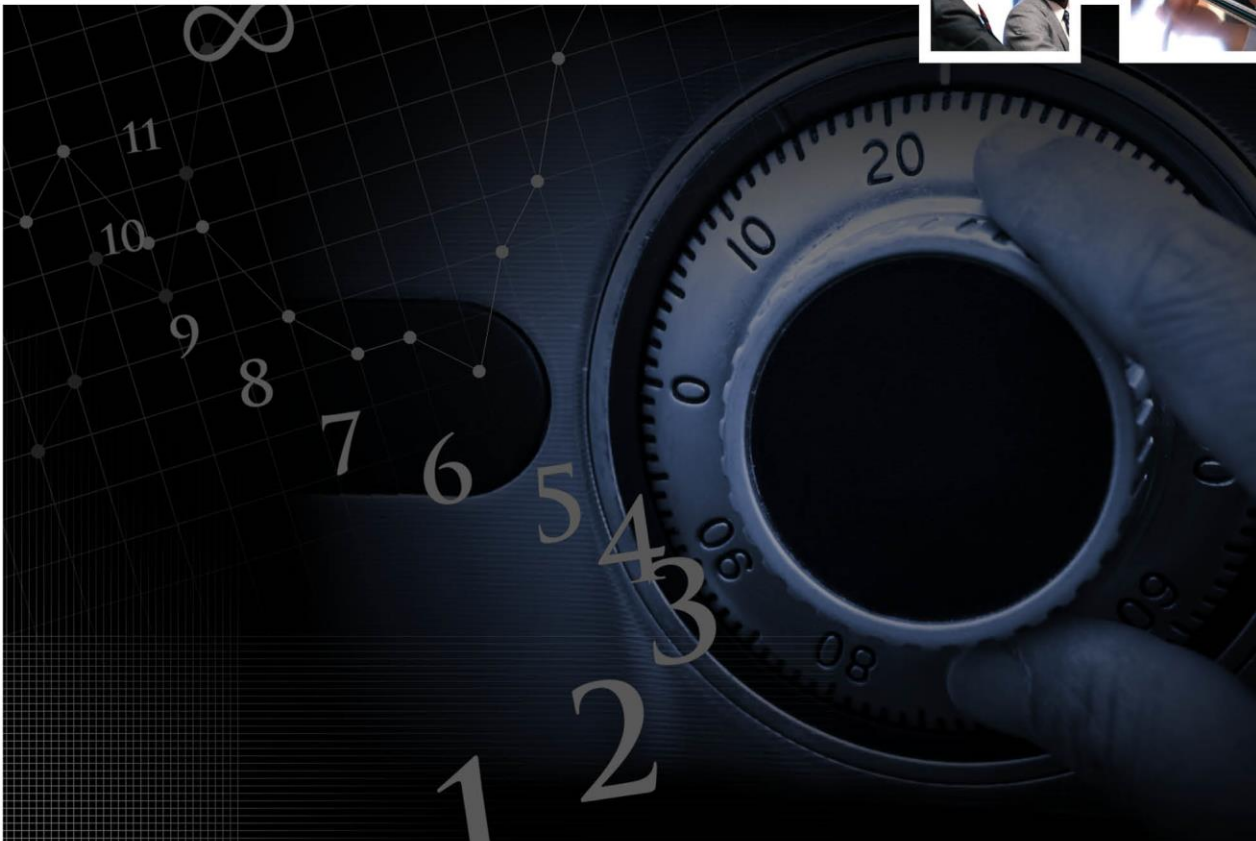
13. Need to find a way to accommodate parking needs downtown. Merchants rely on people having parking available. Throughout the city as well.
14. Social outreach activities that will help breakdown the divisiveness in the city. People are trying to say things but can't be heard. Need to identify ways to break down perceived images and barriers that prevent people from being heard or listened to.
15. Need to have a zoning long-term plan. Convert to a thoughtful planning model it will be the right thing for Littleton.
16. City should work on what do we want Littleton to look like in 20 to 30 years then design it toward that instead of letting it be designed.
17. The Cities priorities should be on improving Public Safety, Civil Rights, Privacy, Decent Jobs, Use Development, Library, Museum, Parks and Open Space.
18. Ensure the city has financial integrity and sustainability. Be smart about how we are spending the city's money. Need to anticipate a local match if funding is provided.

19. Have some challenging intersections and transition points. Traffic flow indicates there will be problems in the future. People speeding through neighborhoods as transition points.
20. Need to have a real conversation and bring integrity in the code and zoning conversation.
21. Find congestion relief in the short-term. People stuck in neighborhoods in the morning and afternoon.
22. Input from business and partnership with business.
23. Maintain public safety.



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Call to Action



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What do we want to do based on your interview results?

Ground Rules

1. Be honest
2. Be open
3. Be respectful
4. Manage defensiveness
5. Have fun
6. Everyone participate

Respect

- a. Appreciate/Nurture/Listen and learn from different/individual perspectives.
- b. Develop appropriate consequences for behavior outside of protocols/constructive behavior.
- c. Do the work of moving forward with willingness to learn from past (Do or die.)

Communication

- a. Be inclusive.
- b. Engage in difficult conversations in a respectful, thoughtful, and professional manner (No more passive aggressive communication).
- c. In meetings, talk with each other not AT each other (converse)
- d. Engage with each other outside of public meetings (staying legal!). Relationship building – personal vs. business.

Staff/Council Roles

- a. Allow staff to be the professionals
- b. Staff must:
 - 1. Be prepared “complete staff work”
 - 2. Be rehearsed to answer questions
 - 3. Be rehearsed if possible (handouts, etc. in advance)
 - 4. Have answers to council question in advance
- c. Ask questions and learn issue in advance
- d. Don't second guess in public forum
- e. Criticize through direct report. Praise in public.
- f. Do not change decisions previously made (ripples)
- g. Interact with the public as often as possible (with Mayor)
- h. Council's role is POLICY in the charter

Decision Making

- a. Expect and insist upon “complete staff work” e.g., Council Packet(s)
- b. Commit to formalization/documentation of decisions
- c. Ensure “dialogue” time to engage in discussion for understanding without expectation of decision
- d. Make “final decisions” after “all” complete information (at least sufficient) info and perspectives are heard (be open to listen)
- e. Develop long-term vision to guide the shorter-term action plans (Council should not be in the weeds)

Town Hall

- a. Enough meetings to hit all demographics
- b. Utilize partners
 - 1. Faith based
 - 2. Businesses
 - 3. HOAs
 - 4. Fire Protection Districts
 - 5. Indoctrination of youth **(Mark – need to clarify, “Involving or informing” our youth seems more appropriate)**
 - 6. PTA
 - 7. Youth Engagement (Mock Meetings)
- c. Ask specific questions to gather specific feedback
 - 1. iPad survey with prize for completion
- d. Anytime exposure to public/survey with iPad
 - 1. Pub crawl
 - 2. Meet and greet
 - 3. Candle light walk
 - 4. Western welcome week
 - 5. Little jam
 - 6. Criterium
 - 7. Coffee with Council
 - 8. Block parties
 - 9. Focus on new staff not same old **(Mark – needs some definition)**

Strategic Approach

- a. Use “Littleton Listen” process for broader application; other issues and locations. Obtain priorities and some level of vision.
- b. Evaluate options that develop a collaborative community vision. This leads to the formal update of Comprehensive Plan and Codes (e.g. “Heart & Soul”)
- c. Vision = Who we are and who we intend to be.
- d. Establish Strategic Plan, Goals 1 – 2 years & 3 to 5 Years
- e. Vision leads to Comprehensive Plan, Strategic Plan, and Budget

Platforms/Tools for Input & Output

- a. Littleton Report
- b. Websites (4) but not interactive
- c. Open Littleton
- d. Citizen Survey
- e. Business Surveys
- f. Meet, Greet, and Eat
- g. Facebook (Interactive)
- h. Twitter
- i. Focus Groups – Facilitated
- j. Engage with all demographics
- k. No one size fits all!

Ideas

- a. Smart City
- b. Think Digital
- c. Lots of suggestion/ideas but what is the strategic objective?
- d. Implement real-time automated traffic management system
- e. Parking management (mobile app for citizen use)

Social Media

- a. Video
- b. Interactive
- c. Dynamic
- d. Inclusive
- e. Creative
- f. On-going

Interactive Demo/In Person

- a. Break into sectors but ask same questions
- b. Broad-based information gathering mechanisms
- c. Sectors
 - 1. Age
 - 2. Uses (shopping, recreation, etc.)
 - 3. Neighborhoods
 - 4. Businesses

Meetings

- a. Town Hall
- b. Community Meetings
- c. Involve HOAs
- d. Meetings with Facilitator
- e. Schools
- f. Public meetings with neighborhoods
- g. Meetings with Mayor, social groups, chamber of commerce, etc.
- h. “Facilitated” open houses with focused questions (aka HCConserv)
- i. Sequential (building from one to the next). Public engagement meetings with thoughts captured in words and pictures (aka Minneapolis)

Survey

- a. Use same process as city /biz surveys
- b. What questions?
- c. What demographic?
- d. Timing
- e. Analysis
- f. Define intent
- g. Determine value of different audiences, biz vs. citizens
- h. open-ended questions

Focus Group

- a. Hire consultant
 - 1. Process starts with Council/Staff setting up the issues
 - 2. Allows conversation
 - 3. Define core groups

1. Mayor's role is not to control anything on the calendar.
2. Council members may suggest to move something up on the calendar.
3. All council members may suggest items on the calendar.
4. The City manager sets the agenda.
5. Council should define the issues they want to take up and the priority.
6. City Manager responsible for getting on the agenda based on priorities.
7. Provide council members and opportunity to understand add on agenda items in advance of council meetings.
8. Have time for council to discuss upcoming agenda items in study sessions.
9. Complex agenda items go to study session prior to council meetings.
10. Provide a detailed explanation of agenda items during study sessions (get context).
11. Staff must be completely prepare staff work in preparation for council meetings. Allow appropriate preparation time. Staff should monitor the schedule to ensure they are prepared for the scheduled sessions. **(Mark – first sentence needs to be addressed grammatically)**
12. Staff Work – Staff provide council with background, alternative solutions, risks, and unintended consequences related to addressing issues. Don't assume council has answers/expertise related to the issues.

13. Information to be presented by staff should be in the council packet.
14. Council needs to be specific in their requests of staff (be clear and precise).
Two-way communication. Prototype the deliverable to ensure understanding.
15. Staff and council engage in prototyping prior to study sessions.
16. Staff needs to determine when four votes of council is required (trivial vs. non trivial requests).
17. Assign council member names to issues.
18. Define issues during council meetings (Council member should define issues prior to introducing at council).
19. Provide council members the flexibility to respond to issues in their own way (bring up at council meeting or direct to City Manager with appropriate level of detail and context).
20. Document action items and approach/initial next steps once discussion is concluded. Prioritize staff work and align expectations with priorities (resource utilization and budget).
21. Capture issues and context on list of unscheduled items.
22. Define interim plans until strategic plan is defined.

Council Feedback

1. Council not saying that what is being done now. Need to augment the approach with new ideas.
2. Land use decisions are complex but they engage the community.
3. Don't lead people into answers. Use open ended questions.
4. How do we get to the people that are not participating?
5. Include all demographics.
6. Have multiple forms of outreach.
7. Need to ensure that platforms capture community feedback.
8. Surveys good but need something bigger and different to capture voice of the community.

Staff Feedback

1. What is the strategic objective?
2. Have qualified staff that can be used instead of consultants.
3. Smart City and Digital outreach.

What is the strategic objective?

1. What should be done to address shift in retail purchasing habits?
2. Divide community into sectors and define strategic objectives for each sector.
3. How do we handle redevelopment of existing neighborhoods?
4. What do we do with underperforming commercial property?
5. What do we want to know from the community?
6. Ensure that land use changes get done in a way that is compatible with what the citizens want.
7. What tools and methodologies do we need to leverage?
8. What are council's priorities?
9. How do we pay for this?
10. Understand what the community's priorities are.
11. What is the timeline?
12. What is the future?
13. What is the guiding information we need from the community to make good decisions on their behalf?
14. Guidance to council for the next 15 years.
15. Understand the future of sales and use tax.
16. Operationalize council goals and objectives.
17. Justify priorities and strategic direction.
18. Vision/Message from community to council.
19. Council is responsible for getting the voice of the constituents they represent.

1. **How do we deal with the Tabor issue? What project will we propose rather than return funds?**
2. City to buy portion of Ensor by borrowing against future open space tax revenues (partner with the county). - Doug
3. Move Town Hall to Savors and pay for it with Town Hall (lease or sell). Buy or lease Savors. – Doug
4. **Change how council does their meetings with the public. Discuss holding District meetings once a quarter. Doug**
5. Increase the time to have more citizen involvement. Doug
6. Formalize how council makes decisions (move to making motions). Doug
7. Create public private partnership in order to expedite the extension of the light rail up to Lucent. Deb
8. **Fire department decision or redesign of current system including dispatch. Deb**
9. Update the COMP plan. Jerry
10. Revisit the changing landscape of revenue development for cities. How do we react to the changes? Bill
11. **Address design guidelines for impacts to community culture. Bill**
12. Address Airbnb. Bill
13. Deal with boomer bond assessment (ability to deal with aging population). Was completed assessment sufficient. Phil
14. Get a handle on transportation and mobility. What are the long-term cost of dealing with infrastructure (Santa Fe and Broadway). Phil
15. Attention to Santa Fe and Mineral as a separate topic. Bruce
16. Explore a business improvement district for downtown Littleton. Bruce
17. **Move corridor study for Belleview up as a priority. Bruce**
18. **Decide on infrastructure proposal/approach and develop a funding source to support it (storm sewer, roads, sewer, etc.). Bruce. Make sure we are maintaining the infrastructure (maintain curb appeal). Peggy**
19. Keep library and museum at existing outstanding level. Peggy

How to Establish a Standard/Expectation

1. Observation – Provide a fact based description of the behavior.
2. Impact – Describe how the behavior impacts you.
3. Standard – Discover and own what you are contributing to the situation. Ask for what you would like going forward. Negotiate to a commitment. Be accountable for your contribution to the situation and practice your commitment.

How to Hold Each Other Accountable to Standard/Expectation

1. State the standard/expectation that has not been met.
2. Observation – Provide a fact based description of the behavior that violates the standard/expectation.
3. Impact – Describe how the behavior impacts you.
4. Renegotiate the Standard – Discover and own what you are contributing to the situation. Ask for what you would like going forward. Negotiate to a new commitment or revised standard. Be accountable for your contribution to the situation and practice your commitment.