



City of Littleton

Littleton Center
2255 West Berry Avenue
Littleton, CO 80120

Meeting Agenda - Final

City Council

Tuesday, July 19, 2022

6:30 PM

Council Chamber

Study Session

1. Study Session Topics

- a) [ID# 22-157](#) Council Work Plan - Potential Ballot Question Follow Up

Attachments: [1. Littleton Survey June](#)
[2. Influencer Conversations Summary](#)
[3. Presentation Benchmark Survey](#)

Scheduled time: 90 minutes

- b) [ID# 22-163](#) Council Work Plan - Capital Improvement Strategy Discussion

Attachments: [1. 3A Capital Allocation 2022](#)
[2. 3A Capital Improvement Fund establishment DRAFT](#)
[3. 3A Annual Review Board Charter DRAFT](#)
[4. Presentation 3A Capital Improvement Strategy](#)

Scheduled time: 60 minutes

2. Administrative Updates

a) City Manager

b) City Attorney

3. Adjournment

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Staff Communication

File #: ID# 22-157, **Version:** 1

Agenda Date: 07/19/2022

Subject:

Council Work Plan - Potential Ballot Question Follow Up

Prepared By: Kelli Narde, Director of Cultural and Media Services

PURPOSE:

To receive a status report and presentation from the Community Research and Engagement Project consultant team concerning the telephone poll that took place June 15-20 of 302 likely voters as well as insights on qualitative research thus far and provide consensus on next steps, which could include direction to draft language for one or more potential ballot questions for formal consideration.

PRESENTATIONS:

Staff Presenter(s):

Kelli Narde, Director of Cultural and Media Services
Kathleen Osher, Director of Community Services
Tiffany Hooten, Director of Finance

Additional Presenter(s):

Sean Walsh, Sean Walsh and Associates; and
Todd Vitale, Todd Vitale and Associates

SUMMARY:

Lodger's Tax

Council has heard numerous presentations over the past several years about the city's revenue situation. One of the city council's eight adopted goals, initially adopted in 2021 and adopted again for 2022-2023, is Arts, Culture, and Tourism. A Lodger's Tax has been discussed for quite some time with the proceeds dedicated to providing a steady revenue stream to support Arts, Culture, and Tourism. The Arts and Culture Commission has included support for a Lodger's Tax as part of its Work Plan and drafted a proposed formula for council to consider regarding distribution of the proceeds. That formula is as follows:

- 50% to the Big Four: Bemis Public Library, Littleton Museum, Town Hall Arts Center, Hudson Gardens
- 30% to a small grant program to support non-profit arts and culture organizations
- 20% for destination tourism marketing

Staff recommends modifying the formula to 60%, 20%, and 20% respectively to provide a greater impact to the Big Four yet still allowing substantial support for non-profit arts organizations.

A staff report comparing metro area cities Sales Tax and Lodger's Tax rates combined found an average of 3.55% Sales Tax, 5.24% Lodgers Tax, with an average of 8.02% total taxes. Of the 24 cities in the study, only seven did not charge a Lodger's Tax, and several of those do not have hotels. If Littleton voters approve a 5% Lodger's Tax combined with the 3.75% Sales Tax, the city would rank slightly above the metro area average.

A proposed Lodger's Tax would exclude rentals greater than 29 consecutive days.

Staff has estimated, based on the current number of hotel rooms in the city and occupancy rates, the following revenue could be generated annually.

Tax Rate	Additional Revenues
3.00%	\$ 548,700
5.00%	\$ 914,500
6.00%	\$ 1,097,400
9.00%	\$ 1,646,100
12.00%	\$ 2,194,800

A recent survey of 19 Littleton arts organizations found that all would support the Lodger's Tax as presented.

Conversations with hotel management and owners found little to no concern that a Lodger's Tax would affect their competitiveness in this market.

Littleton was recently recognized as the Fourth Best City for Families in Colorado by Livability.com. Access to arts and culture amenities are important components of Envision Littleton and contribute to Littleton's high quality of life.

Downtown Development Authority (DDA)

For the past several years the city council, staff and Downtown Littleton merchants, and property owners have discussed elevating the success of Downtown as a center of activity, business, and tourism through a Business Improvement District or Downtown Development Authority (DDA). In 2021, the city council approved a Downtown Improvement District Feasibility Study with Progressive Urban Management Associates (PUMA).

A group of Downtown Littleton stakeholders, city staff, and consultants have met regularly to facilitate the project. The process has included stakeholder engagement, research, education, identifying potential district boundaries, and outlining priorities for investments and services. A survey concluded May 5 with 800 respondents represented a cross-section of Downtown Littleton stakeholders. Respondents were typically 35-64 years old (73%), female (73%), visitors to Downtown Littleton who lived outside of Downtown (60%) who had an annual household income over \$100,000 (77%). Based on the findings, five areas were identified with short- and long-term priorities projects:

- Improved parking experience
- Well-connected
- Beautiful and welcoming
- Clean and safe
- Business friendly and vibrant

A DDA is a quasi-governmental entity that provides both financing and leadership for improving downtown business districts. DDA's have been in existence since the 1980s in more than two dozen cities, including Castle Rock, Golden, Longmont, Greeley, Fort Collins, Crested Butte and Grand Junction. Englewood formed the state's newest DDA in 2020.

A DDA can utilize tax increment financing (TIF) which allows future growth in property and sales tax to be reinvested in a downtown. TIF is not a new tax, but simply allows incremental growth in existing taxes beyond a base year to remain invested in downtown. Any new tax revenue created by new investment is also available to finance improvements within the downtown.

DDA's can also seek authorization from those affected for up to a five mill increase in property taxes to fund DDA operations, including public safety, maintenance, and marketing. Unlike urban renewal, DDAs do not have the power of eminent domain and do not require a finding of blight to utilize TIF. A DDA can only be formed by a vote of stakeholders within the proposed district - property owners, businesses, and residents. Once formed, a DDA is governed by a board of affected property and business owners.

Staff recommends council follow the stakeholder recommendation which may include up to four questions to qualified electors within the DDA boundaries. The four questions include the formation of the DDA and up to three TABOR-required ballot questions pertaining to funding DDA operations and investment in public improvements. Stakeholders meet later this month to finalize the boundaries and funding strategies.

Charter Amendment

Finance and Procurement staff have studied the city's financial policies and recommend modernization of procurement provisions in both the city charter and code. A review of procurement policies of 17 home rule cities in Colorado revealed that Littleton's outdated purchasing regulations do not ensure that supplies, equipment, and capital assets the city buys provide the best value to taxpayers.

Most notably, Littleton's procurement regulations, which date back to 1959, require that any capital asset over \$5,000 must be competitively bid. (A capital asset is defined as any item that's expected to last more than one year and costs more than \$5,000.) Further, Littleton is the only city that limits the length of a contract and is one of four cities that must accept the lowest price, without regard for product quality, vendor expertise, or timeliness of delivery. Each of the 17 cities updated their procurement rules within the past 20 years.

No other city in the Denver metro area has a capital asset bidding threshold as low as Littleton's. \$5,000 in 1959 went a lot further than it does today. Creating and publishing the bid documents, along with responding to bids takes anywhere from 60 to 120 days, requiring hundreds of hours of staff time, and delays several important purchasing decisions each year. The process is also cumbersome for vendors, some of whom will not submit bids for projects at such a low threshold, as it is not cost effective for them.

Staff recommends council consider asking voters to remove the procurement provisions from the charter and add it to the city code, where it could be amended as needed over time by the city council. This solution will allow Littleton to maximize taxpayer dollars by selecting the vendors that provide the best overall value. This will create efficiencies in the city's procurement process, saving thousands of hours of staff time currently spent preparing bids and waiting months for potential vendors to respond.

PRIOR ACTIONS OR DISCUSSIONS:

At its February 11-12 Council Retreat, staff presented eight council goals for consideration including: Goal 2: Financial Sustainability; Goal 4: Downtown; Goal 5: Arts, Culture and Tourism; and Goal 8: Good Governance, and introduced the conversation around potential ballot questions to enhance the success of these goals.

At its March 22 study session, the Arts and Culture Commission presented its Work Plan to council and a proposal for a Lodger's Tax with proceeds directed to support Arts, Culture, and Tourism.

At its April 12 study session, council received a presentation on its Work Plan with discussion of Goals, Objectives, and Action Steps including potential ballot questions.

At its April 19 council meeting, council approved a resolution releasing a budget proviso for public opinion research and polling and a Scope of Work for the Community Research and Engagement Project.

At its May 10 study session, staff presented a Procurement Policy Review, including proposed policy changes regarding purchasing.

At its May 17 council meeting, council adopted its 2022-2023 Goals and Objectives.

At its June 14 study session, council heard a presentation on the Downtown Partnership Update and Downtown District Feasibility Study.

The second and final telephone poll was conducted June 15-20 and those results will be presented tonight.

ANALYSIS:

Staff Analysis

The consultant team will present the results of the telephone polling and qualitative research as well as a status report on the project. This phase included citizen engagement with key stakeholders, statistically valid public opinion research, exploration of voter knowledge of the potential ballot questions, and the level of support or opposition to the Lodger's Tax and Charter Amendment.

As the research and engagement project winds down, council can now consider the consultant's findings and determine whether to direct staff to draft ballot language for one or more ballot questions for consideration on first reading August 2, and second reading and public hearing August 16 for placement on the November 8 ballot.

Council Goal, Objective, and/or Guiding Principle

Goal 2: Financial Sustainability

Goal 4: Downtown

Goal 5: Arts, Culture and Tourism

Goal 8: Good Governance

Fiscal Impacts

Staff will continue to refine and develop fiscal impacts based on this conversation and provides the following as estimates only.

- **Lodger's Tax:** A lodger's tax of 5% would generate approximately \$915,000 in additional tax revenues to be used for the prescribed purposes.
- **DDA:** Fiscal impact for the DDA is dependent on finalized boundaries and is anticipated to impact future growth in city sales and property taxes revenues for the affected properties. The existing revenue levels would continued to flow to the City in the future. With council's direction to proceed, staff will have these estimates for information at the August 2 meeting.
- **Charter Amendment:** Recommended changes will allow Littleton to maximize taxpayer dollars by selecting the vendors that provide the best overall value, and an appropriate contract term, in an efficient manner.

Alternatives

- **Lodger's Tax:** The Lodger's Tax would provide a dedicated funding source to support and enhance cultural arts programming and facilities, and create tourism initiatives not available in current and forecasted budgets, boosting local businesses and increasing sales tax revenue.
- **DDA:** Development of the DDA recommendations has been a collaborative process with many stakeholders. If the stakeholder recommendation is not acted on the city's relationship with those stakeholders may be negatively impacted. The city's investment and successful grant application to support the district feasibility study will remain as a study, but not be implemented or evolve into action strategies for completion. The continued decentralized organization in Downtown will also impact the city's ability to build consensus as we implement 3A funding strategies and priorities in Downtown.
- **Charter Amendment:** Maintaining status quo would require competitive bids on any capital procurement greater than \$5,000 and require the city to continue to accept the lowest price, regardless of best overall value. Examples of how this may impact the city include:
 - No Bids - this threshold is simply too low for some prospective vendors to put in the effort of a bid process. This has resulted in the city not receiving bids for items, such as an event tent, which delayed the eventual purchase significantly, increasing the cost in the end.
 - Best Value - the lowest cost does not always represent the best value. Consider an air conditioner that needs to be replaced and is just over the current \$5,000 threshold. While waiting through the bid process, persons in the building are being impacted. When the bids are opened, the lowest cost may be from an unknown company, for a product not readily available (consider the current supply chain shortages in the U.S.), or a product not compatible with current systems, further delaying the fix, increasing other costs (such as interim solutions and retrofitting), and impacting the people in the building.

Note: Best Value Procurement (BVP) emphasizes value over price. The best value might not be the lowest price. Under BVP, proposals are evaluated on a pre-determined set of criteria (quality, time/schedule, expertise, and cost) to determine the best overall value.

STAFF RECOMMENDATION:

Staff is seeking direction on whether to draft ballot language for the council's consideration and take next steps related to the potential ballot measures outlined above. With regard to the specific measures:

- **Lodger's Tax:** Staff recommends council ask voters to consider a 5% lodger's tax dedicated to support for arts, culture, and tourism.
- **DDA:** Staff recommends council follow the stakeholder recommendation which may include up to four questions to qualified electors within the DDA boundaries. The four questions include the formation of the DDA and up to three TABOR-required ballot questions pertaining to funding DDA operations and investment in public improvements. Stakeholders meet later this month to finalize the boundaries and funding strategies.
- **Charter Amendment:** Staff recommends council ask voters to remove the capital asset procurement references from the charter and add it to the city code, where it could be amended as needed over time by council.

CO_LITTLETON_JUNE_SURVEY_MQ_
LITTLETON, COLORADO
LIKELY VOTERS
JUNE 15-20, 2022

SAMPLE:

N=302 Likely Voters
MoE=±5.7%
75% Cell Phone Interviews

INTRODUCTION: Good evening. May I please speak with **[NAME FROM FILE]**? My name is _____ and I'm calling from Vitale & Associates, a national public opinion firm. This evening we're conducting a short scientific survey in Colorado, and we'd like to get your opinions. We're not selling anything, and your responses will be completely confidential.

SCREENER

1. First, are you or any member of your immediate family a member of the news media, a Public Relations company, or an employee of the City of Littleton?
 1. Yes **TERMINATE**
 2. No/All other 100%
2. Thinking about the November 2022 election for various local offices, do you plan to vote in this election? Would you say you... **[ROTATE TOP-TO-BOTTOM, BOTTOM-TO-TOP]**
 1. Definitely plan to vote3 79%
 2. Probably plan to vote 14%
 3. It's Fifty-fifty 7%
 4. Probably plan not to vote **TERMINATE**
 5. Definitely plan not to vote **TERMINATE**
 6. Don't Know/Refused **[DNR]** **TERMINATE**

SPLIT-SAMPLE Q3A/B

- 3.A Thinking about the direction the United States is headed today, do you believe things are going in the right direction or would you say things have gotten off on the wrong track?
 1. Right direction 14%
 2. Unsure/DK/Refused **[DNR]** 13%
 3. Wrong track 74%
- 3B. Thinking about the direction the city of Littleton is headed today, do you believe things are going in the right direction or would you say things have gotten off on the wrong track?
 1. Right direction 52%
 2. Unsure/DK/Refused **[DNR]** 24%
 3. Wrong track 24%

4. What would you say is the most important issue facing the City of Littleton right now?

DO NOT READ CHOICES, IF MULTIPLE GIVEN PROBE FOR SINGLE BIGGEST PROBLEM

- | | | |
|-----|--|-----|
| 1. | Keeping local taxes and government spending down | 13% |
| 2. | Improving local roads, bridges, sidewalks and transit options | 11% |
| 3. | Improving our local economy & jobs | 12% |
| 4. | Keeping our community safe from crime and drugs | 9% |
| 5. | Improving our local schools | 4% |
| 6. | Protecting our environment, parks and outdoor recreation space | 5% |
| 7. | Homelessness | 12% |
| 8. | Preserving arts and cultural assets | 1% |
| 9. | COMBINATION/ALL EQUALLY DNR | 13% |
| 10. | Unsure DNR | 20% |

5. Overall, would you say you approve or disapprove of the job performance of the Littleton City government?

IF APPROVE/DISAPPROVE, ASK:

And, would you say you **STRONGLY** (approve/disapprove) or **NOT-SO-STRONGLY** (approve/disapprove)?

TOTAL APPROVE	68%
TOTAL DISAPPROVE	14%

- | | | |
|----|----------------------------|-----|
| 1. | Strongly approve | 33% |
| 2. | Not-so-strongly approve | 35% |
| 3. | DK/Refused DNR | 17% |
| 4. | Not-so-strongly disapprove | 8% |
| 5. | Strongly disapprove | 6% |

6. Now, thinking specifically about local taxes for a moment...are you **ROTATE** satisfied or dissatisfied **END**
ROTATION with the value you receive in terms of taxes paid for services provided in Littleton?

IF SATISFIED / DISSATISFIED ASK:

Would you say that you are **VERY** (satisfied/dissatisfied) with tax value or only **SOMEWHAT** (satisfied/dissatisfied) with it?

TOTAL SATISFIED	64%
TOTAL DISSATISFIED	31%

- | | | |
|----|-----------------------|-----|
| 1. | Very satisfied | 23% |
| 2. | Somewhat satisfied | 40% |
| 3. | DK/Refused DNR | 6% |
| 4. | Somewhat dissatisfied | 18% |
| 5. | Very dissatisfied | 13% |

Now, I am going to list of few of the key functions of Littleton City Government. For each one, please tell me whether you generally approve or disapprove of the job city government is doing in providing this particular service. Here is the first one...

IF APPROVE/DISAPPROVE, ASK:

And, would you say you **STRONGLY** (approve/disapprove) or **NOT-SO-STRONGLY** (approve/disapprove)?

The (first/next) one is...

RANDOMIZE AND READ EACH RESPONDENT HALF OF Q7-Q11

		Total Approve	Strongly Approve 1.	Not-so-strongly Approve 2.	DK/Ref DNR 3.	Not-so-strongly DisApp 4.	Strongly DisApp 5.	Total DisApp
7.	Keeping citizens safe	84%	55%	29%	4%	3%	9%	12%
8.	Maintaining city roads, bridges and sidewalks	69%	34%	35%	1%	20%	10%	31%
9.	Creating a positive local business climate	79%	46%	34%	11%	7%	3%	10%
10.	Enabling arts, cultural, & community enrichment, such as libraries and museums	88%	66%	22%	6%	4%	2%	6%
11.	Managing city growth	63%	30%	33%	10%	10%	17%	27%

Now, thinking about some potential ballot measures that may be put before voters in November –

12. If the November general election was held today, would you vote **ROTATE** for or against **END ROTATION** a five percent lodging tax on hotel guests staying in Littleton, to provide approximately one million dollars annually, for operations and programming at Town Hall Arts Center (THAC), Hudson Gardens, the Bemis [BEE-mis] Library, and the Littleton Museum; to provide small grants to local artists and local arts and culture organizations; and to provide funding for Littleton tourism and visitor promotion?

IF CHOICE, ASK:

And would you **DEFINITELY** vote for (choice) or just **PROBABLY**?

IF UNDECIDED/NOT SURE, ASK

If you had to choose today, who would you lean toward (repeat)?

TOTAL FOR 64%
TOTAL AGAINST 31%

- | | | |
|----|--------------------------------------|-----|
| 1. | Definitely For | 38% |
| 2. | Probably For | 22% |
| 3. | Lean For | 4% |
| 4. | Hard Undecided/DK/Refused DNR | 5% |
| 5. | Lean Against | 4% |
| 6. | Probably Against | 10% |
| 7. | Definitely Against | 17% |

ROTATE Q13-21 AND Q22-28 AS BLOCKS

Now, I am going to read you some brief statements that have been made about this proposed lodging tax. For each statement, please tell me whether this information would make you more likely to vote **ROTATE** for or against **END ROTATION** a lodging tax, or if it makes no difference either way in how you might vote.

IF VOTE FOR/AGAINST, ASK:

And would you say it would make you MUCH more likely to vote (for/against) the lodging tax or just SOMEWHAT? The (first/next) one is...

RANDOMIZE AND READ EACH RESPONDENT HALF OF Q13-Q19

		Total Vote for	Much For 1.	Smwt For 2.	No Diff 3.	DK/Ref DNR 4	Smwt Agnt 5.	Much Agnt 6.	Total Vote Agnt
13.	Cost: A lodging tax of five percent would, for example, add five dollars to a one-hundred dollar nightly room rate.	47%	30%	17%	3)%	1%	6%	16%	22%
14.	Compare: Littleton is one of only a few metro cities that has hotels but no lodging tax.	57%	39%	18%	23%	3%	3%	14%	17%
15.	Burden: Lodging taxes are generally not paid by our residents. Rather, by-in-large, lodging taxes are paid by hotel guests overnighing from outside of Littleton, here for business and/or pleasure.	51%	37%	14%	25%	2%	4%	18%	22%
16.	Earmark for Big 4: Fifty percent of lodging tax revenue would support operations and programming at Littleton's Museum, Bemis Public Library, Town Hall Arts Center, and Hudson Gardens.	62%	36%	26%	22%	3%	4%	10%	14%
17.	Earmark for Grants: Thirty percent of lodging tax revenue would fund mini grants for local artists and Littleton arts and cultural organizations.	56%	32%	24%	18%	3%	8%	15%	22%
18.	Earmark for City Marketing: Twenty percent of lodging tax revenue would go to marketing Littleton as a tourist and visitor destination, generating additional sales tax revenue and customers for Littleton businesses.	52%	29%	24%	21%	3%	5%	18%	23%
19.	Assets: With an independent history museum, local library, Town Hall Arts Center and a thirty-acre botanical garden and events venue, Littleton is truly fortunate to have arts and culture assets that you don't see in a town of fewer than fifty thousand people. This unique quality of Littleton is worth maintaining and adds to its quality of life.	72%	45%	26%	17%	3%	2%	6%	8%

And now that you have heard more information...

20. If the election was held today, would you vote ROTATE for or against END ROTATION a five percent lodging tax on Littleton hotel guests?

IF CHOICE, ASK:

And would you say you are DEFINITELY (choice) or just PROBABLY?

IF UNDECIDED/NOT SURE, ASK

If you had to choose today, would you lean toward (repeat)?

		<u>Initial</u>	<u>Pos</u>
	TOTAL FOR	64%	63%
	TOTAL AGAINST	31%	32%
1.	Definitely For	38%	37%
2.	Probably For	22%	20%
3.	Lean For	4%	6%
4.	Hard Undecided/DK/Refused <u>DNR</u>	5%	5%
5.	Lean Against	4%	2%
6.	Probably Against	10%	7%
7.	Definitely Against	17%	23%

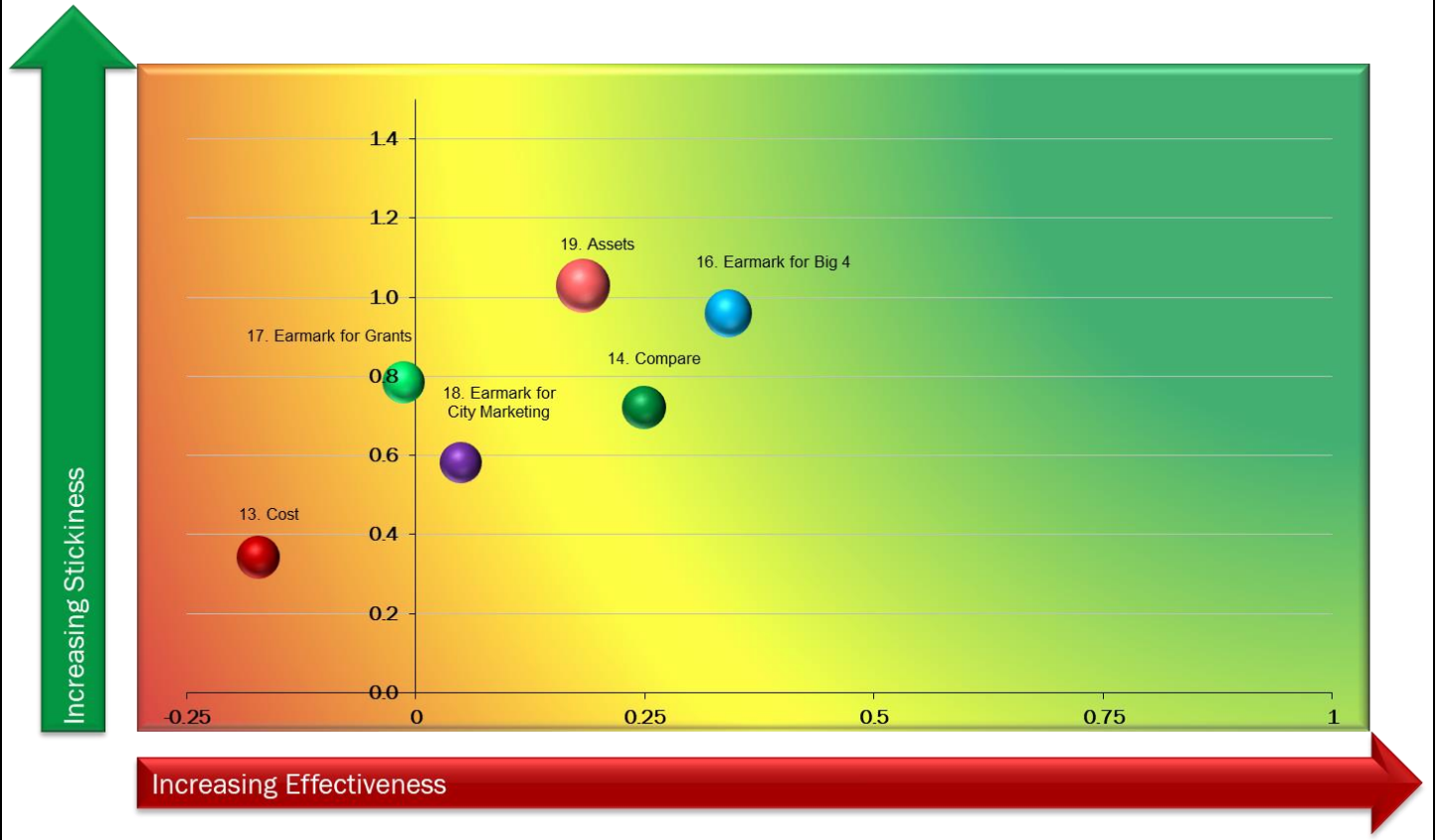
21. What about the information you just heard about the lodging tax made the biggest impression on you?

PROBE: Is there anything else you just heard about the lodging tax that made an impression on you? **PROBE**
UNTIL NO MORE INFORMATION IS GIVEN

DO NOT READ CHOICES, ACCEPT MULTIPLE RESPONSES

- | | | |
|----|--|-----|
| 7 | Assets: With an independent history museum, local library, Town Hall Arts Center and a thirty-acre botanical garden and events venue, Littleton is truly fortunate to have arts and culture assets that you don't see in a town of fewer than fifty thousand people. This unique quality of Littleton is worth maintaining and adds to its quality of life. | 16% |
| 4 | Earmark for Big 4: Fifty percent of lodging tax revenue would support operations and programming at Littleton's Museum, Bemis Public Library, Town Hall Arts Center, and Hudson Gardens. | 15% |
| 5 | Earmark for Grants: Thirty percent of lodging tax revenue would fund mini grants for local artists and Littleton arts and cultural organizations. | 12% |
| 2 | Compare: Littleton is one of only a few metro cities that has hotels but no lodging tax. | 11% |
| 3 | Burden: Lodging taxes are generally not paid by our residents. Rather, by-in-large, lodging taxes are paid by hotel guests overnighthing from outside of Littleton, here for business and/or pleasure. | 11% |
| 6 | Earmark for City Marketing: Twenty percent of lodging tax revenue would go to marketing Littleton as a tourist and visitor destination, generating additional sales tax revenue and customers for Littleton businesses. | 9% |
| 1 | Cost: A lodging tax of five percent would, for example, add five dollars to a one-hundred dollar nightly room rate. | 5% |
| 8. | Other CAPTURE VERBATIM | 12% |
| 9. | DK/Refused DNR | 17% |

All Likely Voters – Ballot Initiative Positive Messages (100%)



ROTATE Q13-21 AND Q22-28 AS BLOCKS

Now, I am going to read you some other statements that have been made about this proposed lodging tax. For each statement, please tell me whether this information would make you more likely to vote **ROTATE** for or against **END ROTATION** a lodging tax, or if it makes no difference either way in how you might vote.

IF VOTE FOR/AGAINST, ASK:

And would you say it would make you MUCH more likely to vote (for/against) the lodging tax or just SOMEWHAT?

The (first/next) one is...

RANDOMIZE AND READ EACH RESPONDENT HALF OF Q22-Q26

		Total Vote for	Much For 1.	Smwt For 2.	No Diff 3.	DK/Ref DNR 4	Smwt Agnst 5.	Much Agnst 6.	Total Vote Agnst
22.	Failed Already: In two thousand thirteen, Littleton voters turned down a three percent lodging tax by a two-to-one margin.	28%	17%	12%	44%	6%	10%	12%	22%
23.	Highlands Ranch: Highlands Ranch has three hotels just one half mile from Littleton. Littleton will lose hotel business to Highlands Ranch because the latter doesn't collect lodging tax.	37%	18%	19%	28%	6%	13%	17%	30%
24.	Priorities: Arts organizations already have a system of financial support. With the price of housing, gasoline and groceries soaring to historic levels, Littleton has other priorities to fund with the revenue from lodging.	31%	19%	12%	30%	5%	20%	13%	34%
25.	Homelessness: Littleton has a big homelessness problem with tents on trails, sidewalks, and parks. The one million would be better used to add to Littleton's efforts to address that problem instead of funding for arts and culture.	45%	24%	21%	24%	5%	14%	12%	26%
26.	Sales Tax: Littleton saw a larger than expected increase in tax revenue from the sales tax increase, which voters approved last year. The city has enough revenue and we don't need to go to the voters for more money.	38%	23%	15%	23%	6%	17%	16%	33%

And now that you have heard more information...

27. If the election was held today, would you vote **ROTATE** for or against **END ROTATION** a five percent lodging tax on Littleton hotel guests?

IF CHOICE, ASK:

And would you say you are DEFINITELY (choice) or just PROBABLY?

IF UNDECIDED/NOT SURE, ASK

If you had to choose today, would you lean toward (repeat)?

		Initial	Pos	Con
TOTAL FOR		64%	63%	59%
TOTAL AGAINST		31%	32%	35%
1.	Definitely For	38%	37%	33%
2.	Probably For	22%	20%	16%
3.	Lean For	4%	6%	10%
4.	Hard Undecided/DK/Refused DNR	5%	5%	7%
5.	Lean Against	4%	2%	2%
6.	Probably Against	10%	7%	7%
7.	Definitely Against	17%	23%	25%

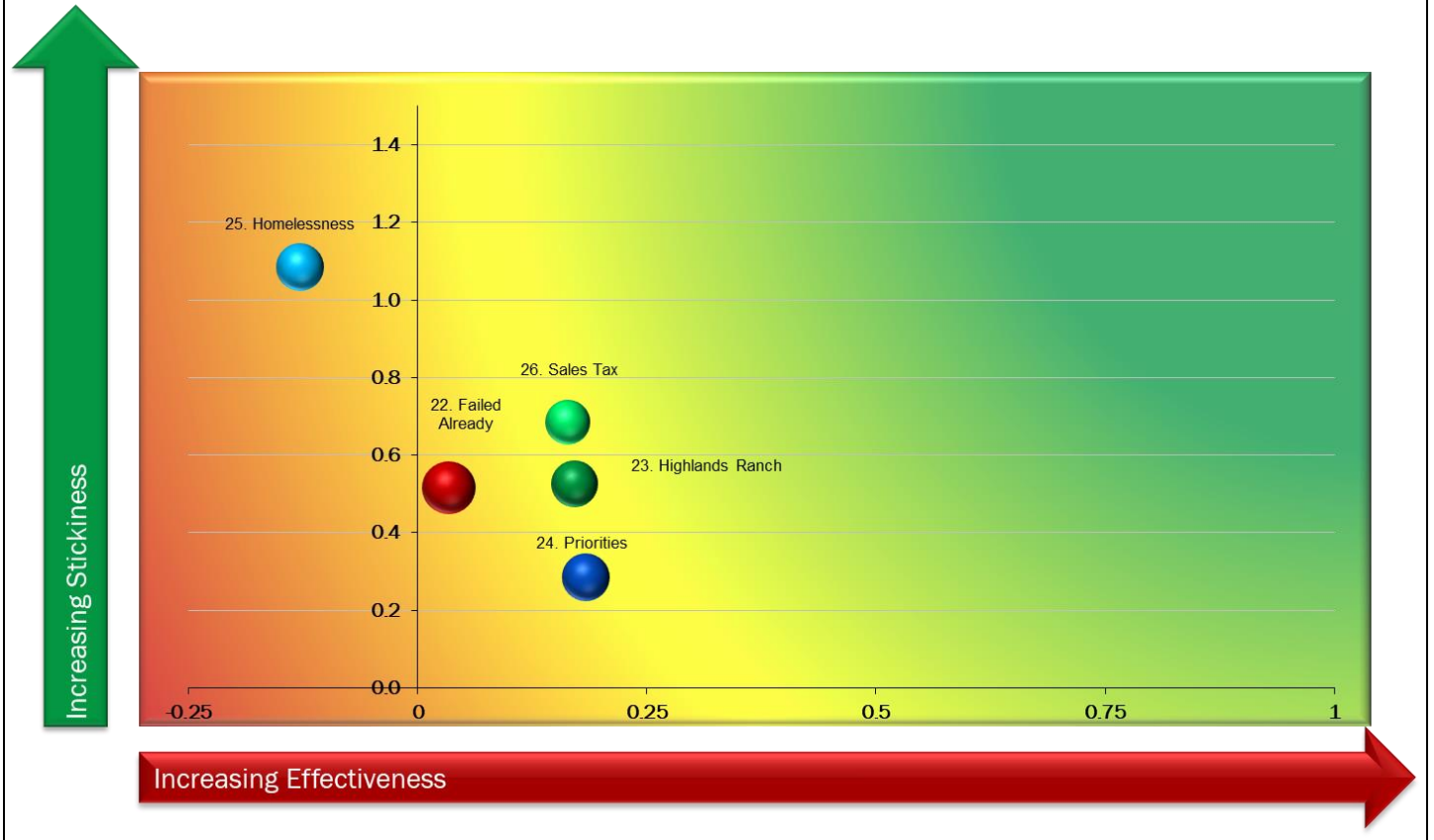
28. What about the information you just heard about the lodging tax made the biggest impression on you?

PROBE: Is there anything else you just heard about the lodging tax that made an impression on you? **PROBE**
UNTIL NO MORE INFORMATION IS GIVEN

DO NOT READ CHOICES, ACCEPT MULTIPLE RESPONSES

4	Homelessness: Littleton has a big homelessness problem with tents on trails, sidewalks, and parks. The one million would be better used to add to Littleton's efforts to address that problem instead of funding for arts and culture.	23%
5	Sales Tax: Littleton saw a larger than expected increase in tax revenue from the sales tax increase, which voters approved last year. The city has enough revenue and we don't need to go to the voters for more money.	15%
1	Failed Already: In two thousand thirteen, Littleton voters turned down a three percent lodging tax by a two-to-one margin.	11%
2	Highlands Ranch: Highlands Ranch has three hotels just one half mile from Littleton. Littleton will lose hotel business to Highlands Ranch because the latter doesn't collect lodging tax.	11%
3	Priorities: Arts organizations already have a system of financial support. With the price of housing, gasoline and groceries soaring to historic levels, Littleton has other priorities to fund with the revenue from lodging.	6%
6.	Other CAPTURE VERBATIM	17%
7.	DK/Refused DNR	24%

All Likely Voters – Ballot Initiative Contrast Messages (100%)



IF Q27:1-3, ASK 29A

29.A Being as specific as you can, what are the one or two most important reasons why you plan to vote “Yes” in favor of the lodging tax?

PROBE: PLEASE TELL ME MORE ABOUT THAT

SEE VERBATIM RESPONSE

IF Q27:4, ASK 29B

29.B Being as specific as you can, what are the one or two most important reasons why you would hesitate voting in favor of the lodging tax?

PROBE: PLEASE TELL ME MORE ABOUT THAT

SEE VERBATIM RESPONSE

IF Q27:5-7, ASK 29C

29.C Being as specific as you can, what are the one or two most important reasons why you plan to vote “No” in opposition to the lodging tax?

PROBE: PLEASE TELL ME MORE ABOUT THAT

SEE VERBATIM RESPONSE

And now switching topics, to talk about the City of Littleton Charter...

A provision in Littleton’s charter from nineteen fifty-nine requires that any expenditure of capital assets, and for capital improvements in excess of five thousand dollars, has to go out for bid. The Littleton City staff is recommending a change to the city charter to update the competitive bidding threshold requirements, to enable the award of contracts to vendors that provide the best overall value to the city. Under this Best Value Procurement system, all spending proposals would be evaluated on a pre-determined set of criteria, like quality, time, expertise, and cost, to determine best overall value.

30. Would you **ROTATE** support or oppose **END ROTATION** changing Littleton’s charter to take into account best overall value when granting bids?

IF SUPPORT/OPPOSE:

And, would you say you **STRONGLY** (support/oppose) changing Littleton’s charter to take into account best overall value when granting bids, or just **SOMEWHAT**?

TOTAL SUPPORT	59%
TOTAL OPPOSE	21%
1. Strongly Support	30%
2. Somewhat Support	29%
3. Undecided/DK/Refused DNR	20%
4. Somewhat Oppose	8%
5. Strongly Oppose	14%

31. The City Government is considering two options to update the competitive bidding threshold requirement.
ROTATE FIRST TWO OPTIONS

(One/Another) option is to remove the purchasing policy from the city charter and add it to the city code so that it can be updated and managed by city council, without a citizen vote each time.

...while...

(One/Another) option is to leave the purchasing policy in the charter, but raise the limit of no-bid items from five thousand dollars to one hundred thousand dollars, still requiring any further changes to be voted on by citizens.

...while yet

(Another) option is to leave the purchasing policy in the charter, as it is now, with a five thousand dollars no-bid limit.

- | | | |
|----|---|-----|
| 1. | Move Spending Policy to City Code | 20% |
| 2. | Leave Spending Policy in Charter, with increase in threshold. | 25% |
| 3. | Leave Spending Policy As Is, w/ no increase in threshold. | 34% |
| 4. | DK/ Refused DNR | 20% |

Still thinking about the City's spending policy –

32. Would you be **ROTATE** (MORE/LESS) **END ROTATE** likely to support amending the city charter allowing higher spending threshold limits, if you knew that Littleton is currently one of only four cities in the state that must accept the lowest bid, and no other city in the state has a bidding threshold as low as five thousand dollars?

IF MORE/LESS:

And would you say you be STRONGLY (MORE/LESS) or just SOMEWHAT (MORE/LESS) likely to support such a charter amendment?

TOTAL MORE	58%
TOTAL LESS	20%

- | | | |
|----|--------------------------|-----|
| 1. | Strongly More | 27% |
| 2. | Somewhat More | 31% |
| 3. | Undecided/DK/Refused DNR | 22% |
| 4. | Somewhat Less | 9% |
| 5. | Strongly Less | 11% |

Finally, thinking once again about growth

33. ROTATE FIRST TWO OPTIONS

(Some People Say/Other) that Littleton is growing too fast, and that Littleton City government has not done a good job controlling growth and maintaining our small-town character.

...while...

(Other people say/Some) that growth is inevitable when you live in a great place, and that growth is a necessary part of keeping a city strong, and all things considered, Littleton City government has done a decent job balancing and managing our growth here.

Which view comes closest to your own?

- | | | |
|----|---|-----|
| 1. | Littleton losing its small-town character because city govt not doing good job managing, | 33% |
| 2. | Littleton growth is inevitable, and a net positive, and city govt doing a decent job of balancing and managing. | 52% |
| 3. | DK/ Refused <u>DNR</u> | 16% |

And now I have just a few more questions for demographic purposes only....

34. Do you own your home or do you rent?

- | | | |
|----|-----------------------|-----|
| 1. | Own home | 61% |
| 2. | DK/Refused <u>DNR</u> | 2% |
| 3. | Rent | 37% |

35. Party Registration: PRE-CODE

- | | | |
|----|-------------------|-----|
| 1. | Republican | 29% |
| 2. | Independent/Other | 40% |
| 3. | Democrat | 31% |

36. Would you say you are a **ROTATE** Conservative, a Moderate, or a Liberal **END ROTATION** in your political beliefs?

IF CONSERVATIVE/LIBERAL, ASK:

And, would you say you are VERY (conservative/liberal) or just SOMEWHAT (conservative/liberal)?

TOTAL CONSERVATIVE	28%
TOTAL LIBERAL	28%

- | | | |
|----|-----------------------|-----|
| 1. | Very Conservative | 14% |
| 2. | Somewhat Conservative | 13% |
| 3. | Moderate | 36% |
| 4. | DK/Refused DNR | 8% |
| 5. | Somewhat Liberal | 11% |
| 6. | Very Liberal | 16% |

37. And thinking back to the presidential election in November of 2020, for whom did you vote **ROTATE FIRST**
TWO

Donald Trump, the Republican

Joe Biden, the Democrat

...or...

Someone else

- | | | |
|----|--|-----|
| 1. | Trump | 33% |
| 2. | Someone Else | 7% |
| 3. | Don't Remember/Did not Vote DNR | 3% |
| 4. | Refused DNR | 8% |
| 5. | Biden | 49% |

38. And, which of the following categories best describes your annual household income? **IF REFUSED INITIALLY**
SAY: I understand your hesitation. We use this information for demographic purposes only and do not keep any personal information about you or your family. Which of these broad income categories best describes your annual household income?

- | | | |
|----|----------------------------------|-----|
| 1. | Less than \$25,000 | 5% |
| 2. | \$25,000 to less than \$50,000 | 16% |
| 3. | \$50,000 to less than \$75,000 | 17% |
| 4. | \$75,000 to less than \$100,000 | 12% |
| 5. | \$100,000 to less than \$125,000 | 14% |
| 6. | \$125,000 to less than \$150,000 | 9% |
| 7. | More than \$150,000 | 16% |
| 8. | DK/Refused DNR | 10% |

39. What is the highest level of formal education you have completed?

- | | | |
|----|---|-----|
| 1. | High school or Less | 18% |
| 2. | Some College /Associates Degree | 35% |
| 3. | Bachelor's Degree | 26% |
| 4. | Post graduate | 20% |
| 5. | DK/Refused <input type="text" value="DNR"/> | 1% |

40. In what year were you born?

- | | | |
|----|--|-----|
| 1. | 18-24 | 4% |
| 2. | 25-34 | 22% |
| 3. | 35-44 | 16% |
| 4. | 45-54 | 15% |
| 5. | 55-64 | 17% |
| 6. | 65-74 | 11% |
| 7. | 75 or over | 13% |
| 8. | Refused <input type="text" value="DNR"/> | 3% |

41. Sex:

- | | | |
|----|--------|-----|
| 1. | Male | 48% |
| 2. | Female | 52% |

42. State House District:

- | | | |
|----|-------|-----|
| 1. | HD 3 | 18% |
| 2. | HD 22 | 6% |
| 3. | HD 38 | 75% |
| 4. | HD 43 | 1% |

43. State Senate District:

- | | | |
|----|-------|-----|
| 1. | SD 22 | 6% |
| 2. | SD 26 | 93% |
| 3. | SD 30 | 1% |

44. General Election Vote History: PRE-CODE

1.	0 of 4	10%
2.	1 of 4	13%
3.	2 of 4	10%
4.	3 of 4	19%
5.	4 of 4	47%

45. Interview Method: PRE-CODE

1.	Cell	75%
2.	Landline	25%

SEAN WALSH CONSULTING

COMMUNICATIONS
PUBLIC AFFAIRS
CAMPAIGN MANAGEMENT



Date: July 12, 2022

To: Kelli Narde

From: Sean Walsh

Re: Summary of Findings from Influencer Conversations

A significant aspect of this year's community engagement and research project was one-on-one conversations with community influencers. Community influencers – also referred to here as thought leaders - are defined as those people in Littleton who shape the opinions of neighbors, friends and co-workers - typically because they occupy a position of trust. Influencers are current and former elected officials, non-profit leaders, business owners, community activists, and others who have or have had a leadership role in City politics and culture.

The purpose of these conversations is three-fold:

1. The conversations are a courtesy to those leaders in the community who regularly share their perspectives on political issues with others. By asking their opinions on local matters of public policy, Littleton is communicating widely that the City is transparent about its plans and interested in citizens' thoughts and opinions.
2. By leveraging the networks of influencers, we are making a broad swath of Littleton voters aware of potential ballot questions. Especially for fiscal issues (lodger's tax) or issues that might be difficult to explain (new procurement policy language), voters take into consideration the opinions of the people they trust.

3. The conversations resulted in gathering information that we needed to test in our quantitative research (opinion poll). Several aspects of the survey Todd Vitale and I drafted were directly informed by these conversations.

You will recall that last year's community engagement process (prior to going to the 2021 ballot with a sales tax rate increase) started with City Council and staff providing me with 138 names of community influencers. It's out of this pool of last year's prospects that I made this year's round of calls.

In all, I sent 54 individual invitations to schedule a 30 to 45 minute phone conversation. This outreach resulted in 43 phone and in-person interviews that I conducted between May 2 and June 22. The 24 males and 19 females I spoke with are community activists, former elected officials, business owners, non-profit leaders, long-time residents, and those who sit on city boards and commissions.

These community thought leaders I spoke with represent different political viewpoints, reside in various neighborhoods all over Littleton, have diverse opinions about policy issues, and reflect a wide spectrum of general attitudes toward the city and its leadership.

Though each conversation was unique and progressed differently, I specifically endeavored to capture their general attitudes toward the three potential ballot issues Council is considering, and the substance of their remarks on each one.

In bold below I have listed the dozen or so major findings from these conversations within the general categories of: procurement policy/charter change, lodger's tax, Downtown Development Authority (DDA), Aspen Grove referendum, City Council, and process observations. I have illustrated some of these findings with a few direct quotes (in italics) from the notes I took during each conversation.

On a final note, it's not the intent of these conversations to quantify opinion. Unlike the opinion survey we fielded, these 43 respondents don't represent a statistical sample of voters. As I mentioned above, their input was used to draft the survey. In large part, these community influencers gave us the qualitative information we needed to draft our poll.

Procurement Policy/Charter Change

Almost everyone I spoke with supported adding "best value" language to the procurement policy and raising the capital purchases bidding threshold higher than \$5,000.

“Percentages and amounts don’t belong in the charter. I would support Council on that one.” Community activist, female

“A \$5,000 bidding threshold is ridiculous. I think Council has to be careful on that one, though. We have a lot of suspicious voters in Littleton, so be careful doing away with it or setting it too high. Doing so will ruffle feathers and give anti-government people something to pounce on.” Board/Commission member, male

Some of those who supported leaving the procurement policy in the charter - as opposed to moving it to the code - did so because they felt a lack of trust in staff. Others believed leaving it in the charter was the more politically wise course of action.

“The charter change should happen. It might be better to keep it in the charter and raise it as needed. I’d be supportive of either solution but removing it from the charter might be tougher politically.” Board/Commission member, male

“Keep the procurement policy in the charter but raise it and index it to inflation.” Former elected official, male

“The procurement policy needs to stay in the charter. This Council majority is being run by developers. It should stay in the charter and I don’t care if our bidding threshold is the lowest. We can’t trust staff.” Community activist, male

Most of those who supported moving the procurement policy to the code - as opposed to leaving it in the charter – conveyed that Council and staff should be entrusted with adjusting procurement policy language.

“I think the procurement policy should be in the code, not the charter. Council needs the latitude. Being forced to take the lowest bid is not the best business practice. It’s not good to put something on the ballot every three to five years.” Non-profit executive, female

“From an accountability standpoint, I’m okay with moving the procurement policy from the charter to the code. City Council has to okay some of these expenditures. They are on the record.” Downtown business owner, male

Lodger’s Tax

Most of those I spoke with liked the proposal to dedicate lodger’s tax revenue to arts, culture and tourism – and agreed the revenue should be earmarked for a specific purpose instead of going directly to the general fund.

"I wouldn't have voted for that 2013 lodging tax because it just went to the general fund. You need specificity on the ballot. There's no end to raising taxes. Too much room for abuse. I want to know where the money is going." Downtown business executive, female

"I think that we should be just like the surrounding areas with a lodging tax. I think that's fine. The only hard sell is can the City guarantee where the money will go? It's needs to be clear where the money is going." Community activist, male

"To the lodging tax I say hell yes. You do need to say what the money is going for. The City is horrible at budgeting money and not announcing where they spend it. You need to say what it's going for. I didn't know we didn't have a lodging tax, but then I don't stay in Littleton hotels. It's a pass through from visitors so we might as well capitalize on it." Downtown business owner, female

Some people I spoke with believed the lodger's tax revenue should go to city priorities other than arts, culture and tourism.

"For me I have a problem with it going to arts. It's a great opportunity to use it in a similar vein to help short term housing for people living on the streets and in the parks. That's a complaint for a lot of people. The revenue should go to shelter." Non-profit leader, female

"This is just a back door approach to getting more money for other items. They will backfill from this revenue stream. They aren't hurting for money." Community activist, male

There is an awareness among some that Littleton's cultural facilities could do more to stand on their own. For example, some mentioned the museum should consider charging entrance fees.

"The museum doesn't charge – even for people coming from elsewhere. And yet the taxpayers are asked for more of their taxes to provide something for free to kids from Denver and elsewhere. These arts organizations should be funding themselves. I just feel like they should be more self-sustaining." Long-time Littleton resident, female

For many people I spoke with, there's a high awareness that hotels charge lodger's tax in most cities travelers visit. This reason was cited often as justification to support a lodger's tax in Littleton.

"People who stay in hotels know there's a lodging tax. Every traveler knows they are going to pay a lodging tax – especially those on expense accounts. I don't see it as controversial." Former elected official, female

"The lodging tax isn't a tax on residents. The only objection you could get is 'can't the money be used elsewhere?' but that might not defeat it. Lodging tax revenue should go to tourism and to the arts facilities." Board/Commission member, male

"I think a lodging tax is acceptable. There's no small mom and pop hotel in Littleton. It's the Marriott, etc. It's part of the deal to pay taxes on lodging." Downtown business owner, male

Some did express concern that hotel visitors might opt for Highlands Ranch hotels which don't charge lodging tax.

"I really have no problem with a lodging tax. Last year I was for it too. The bigger and nicer hotels we have are on the border with Douglas County. If they don't charge lodging tax, then aren't we concerned that people will go across the highway and stay in Highlands Ranch where there is no tax?" Long-time Littleton resident, female

There was some push back on including Hudson Gardens as a beneficiary of the lodger's tax revenue. Among those who knew Hudson Gardens is a South Suburban Parks and Recreation District (SSPRD) asset, there were some who questioned why they would be getting a share of revenue generated by Littleton's overnight guests.

"Regarding the lodger's tax – I would ask for 10%. But I do have an objection about the money going to SSPRD. They should not get the money without any strings. There should have been specific language for them because South Suburban owns Hudson Gardens." Former elected official, female

"If it's SSPRD owned and operated, it should be their responsibility. It's a selling point to put the money put into the library, the museum and the Town Hall Arts Center. Hudson Gardens is a different animal." Long-time Littleton resident, male

Downtown Development Authority (DDA)

Those who opposed the DDA, did so out of low regard for some downtown leaders. Others cited mistrust of the City to manage it properly.

"It's a small group of people using tax increment financing (TIF) which I oppose 100%. Too much abuse. Some of those property owners don't live here. We will have non-citizens making decisions about the City." Community activist, female

“Historic Downtown Littleton Merchants and Littleton Business Chamber are fine, but they aren’t that relevant to be honest. If the DDA’s goal is to get a wide audience of invested stakeholders and business owners invested in the future of what downtown could look like, I am all for it.” Non-profit owner, female

“Regarding the DDA, I think it’s a good idea. I do worry about who gets on the DDA board, however. We have a history of people being involved who have more self-interest than have the interests of downtown as a whole in mind.”
Former elected official, male

People had different opinions on the “specialness” of downtown – e.g. an area with different needs than other parts of Littleton and therefore worthy of greater attention.

“A DDA makes a lot of sense. I can’t vote on it. It depends on how they draw the boundary. I don’t know how it could interfere with other issues the city is facing.”
Former elected official, female

“Downtown has received an enormous amount of attention over the last 20 years. I am tired of them being the favorite child while the rest of the city is ignored. What does downtown need that justifies the need for a local authority?”
Community activist, female

“I’m all for a DDA. They need to improve the backside of Main Street so people know what’s going on there. We have a lot of great little businesses downtown.”
Former city council candidate, female

“As a downtown business owner, I am biased. But we need to keep downtown vibrant – just like Arvada has. Downtown is a gem that needs to be preserved.”
Downtown business owner, male.

Some expressed excitement about the possibility of a DDA re-energizing downtown and allowing downtown property owners the ability to chart a new course for downtown.

“It’s absolutely thrilling that we are at a point of forming a DDA. The City has had too many years of dysfunctional relationships with downtown. Downtown property owners have to be able to chart their future with significant city input. The city has been put into a ridiculous position of having to mediate between property owners. That needs to be the DDA’s responsibility.” Former elected official, female

“I think a DDA makes a lot of sense. The City is sick of doing everything for downtown and getting accused of not doing enough for the rest of the City. Downtown is the heartbeat of Littleton. I would rather have higher rent with the business owners and the stakeholders having more say in what downtown looks and feels like.” Downtown tenant, male

Process Observations

When I asked if it's too soon go to the voters with a new tax so soon after the passage of last year's sales tax rate increase, I received a variety of responses. Some knew the new sales tax revenue from Ballot Issue 3A in 2021 was specifically earmarked for roads. Some perceive the City as flush with new revenue. A minority thought going to the voters with another tax increase was premature or unwise.

"3A won because there was a strong argument. I don't remember how I voted. I know I was undecided for a long time. The ¾ sales tax rate increase was presented very effectively and it gathered a lot of support." Former City employee, male

"I have a concern about the lodging tax. Why aren't those arts programs covered in what we passed last year with 3A? The bigger question is people will wonder why the sales tax increase won't cover the library and museum. I thought it covered that. Council has some explaining to do." Community activist, female

Aspen Grove

Some believed that having the Aspen Grove ordinance on the ballot might create a spillover effect – prompting project opponents to vote NO on the charter change, DDA and lodger's tax to protest City Council's vote on Aspen Grove.

"People will vote to kill the Aspen Grove project and they could get spun up and kill the others. I would be very cautious to do it this year just because of Aspen Grove." Former City employee, male

"I signed that petition (to refer Aspen Grove to the ballot). These proposals for 8-story buildings will change the character of these intersections. We have mall lighting facing residential areas. No one living there was counting on being next to a big development like that – with lights shining in." Board/Commission member, female

"No, I don't see a spillover effect. Littleton is skewing much younger now. I think if Aspen Grove goes to the ballot, which it's now likely to given the continued public hearing, the voters will reaffirm Council's decision." Former elected official, female

"The majority of people would like to see Aspen Grove move forward – mostly because it creates more affordable housing." Non-profit owner, female

City Council

Opinions ran the gamut of support to neutral to opposition with respect to Council.

"I think Council has been okay. I haven't watched them as much as I used to. The whole national political climate has switched me off to politics."
Downtown business owner, male.

"The feeling of City Council not being responsive to the feelings of citizens is an ongoing thing. Even though the names change, their campaign donors don't change. There is a strong feeling that the last City Council election that the developers and landowners got the Council they wanted. Individual CMs might take exception with that, but that's the perception. I look at everyone's donors before I vote." Community activist, female

"It's too early to form an impression about this Council. They haven't gotten into anything meaty so far. It will be easier to form an opinion about Council when a controversial land use comes before them."
Board/Commission member, male

"I think they are great. It was a bunch of older people who no longer reflect the age demographic of our city. I appreciate the youth on Council now."
Non-profit executive, female



City of Littleton, Colorado

Lodging Tax Benchmark Survey

N=302 Likely Voters

MoE= \pm 5.6%

June 15-20, 2022



Survey Summary

- In spite of a continued souring national political environment, attitudes towards Littleton, its govt leadership and local tax value remain strong.
- Issue priorities are relatively stable and diverse, including only a 3 point up-tick in focus on the local economy. In City service satisfaction ratings, Littleton receives positive grades on all, but roads and infrastructure show highest disapproval (31% disapprove).
- We find strong majority (64%) support for lodge tax, with over two thirds voter support among most subgroups, with the exception of Republicans, particularly older GOP women.
- Given high starting support, neither our positive or negative messages had a major impact on overall proposal support, but some individual messages were persuasive in moving certain voter subgroups (*Littleton as special place for art* being a top umbrella message) and for Republicans (compelled by grant earmarks and city comparison).
- Vulnerability of proposal (post neg message drops ballot to 59% support/net 7-point decrease) driven by message re Littleton windfall from sales tax, w/ evidence of softening among lower socio-economic, Dems and IND women.
- A majority of voters (59%) say they could support a charter change to best overall value standard, but voters show some hesitance to move to city code.
- Two tests on attitudes about city growth indicate that it is perceived as a net positive (52%), however 54% of Republicans have concerns that city not doing good job managing growth/protecting small town character.

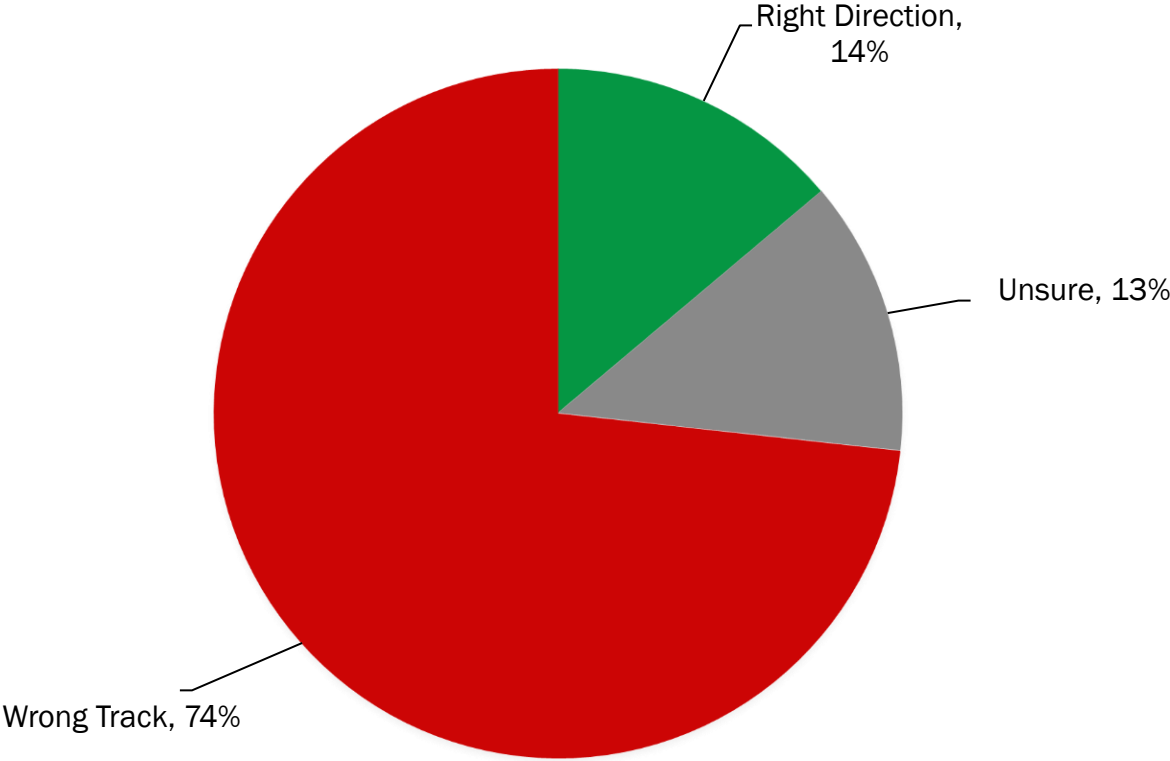


Littleton

Political Environment

Most voters say that the country is on the wrong track (74%), with majority of Democrats (54%) saying so.

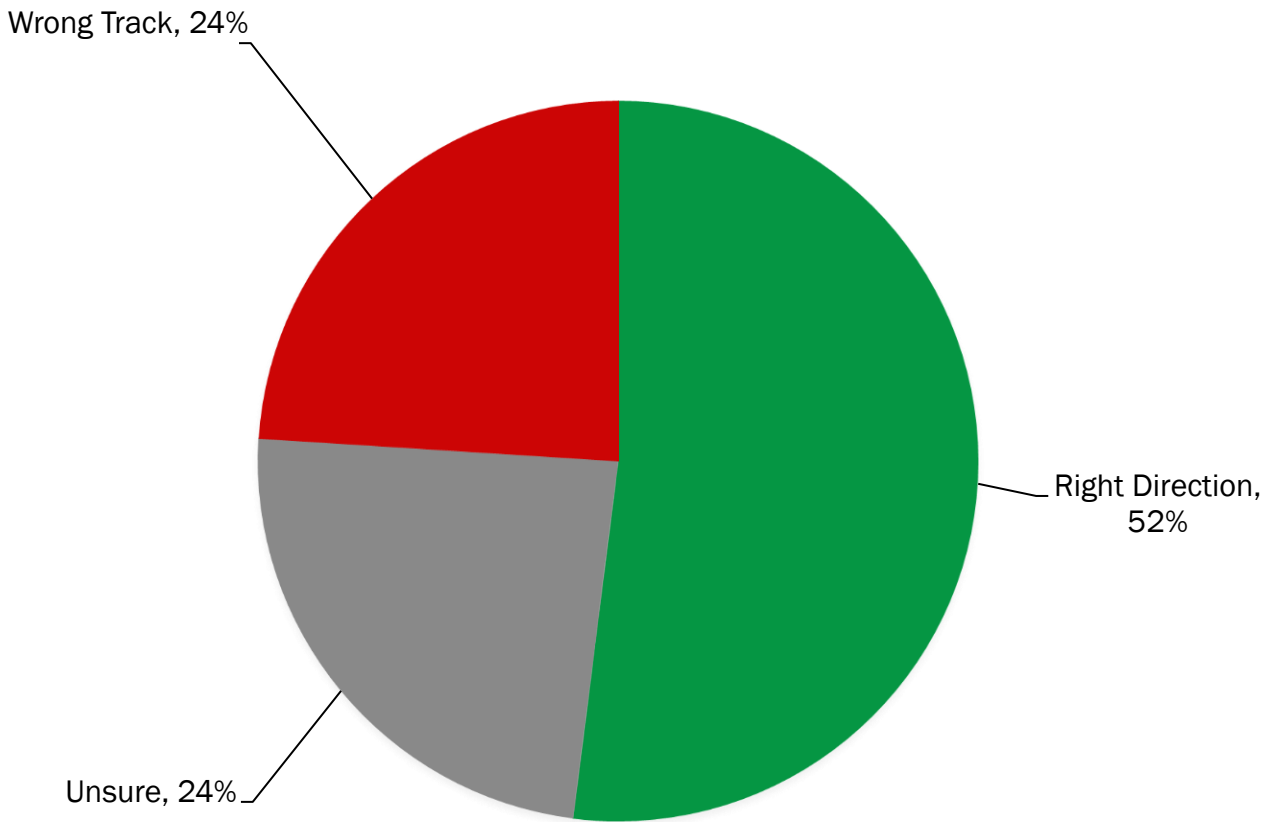
3A. Thinking about the direction the country is headed today, do you believe things are going in the right direction or would you say things have gotten off on the wrong track?



	Size	Right Direction	Wrong Track	Unsure
Total	100%	14%	74%	13%
Republican	29%	3%	91%	6%
Independent/Other	40%	15%	74%	11%
Democrat	31%	24%	54%	22%
Definitely Plan to Vote	79%	13%	73%	14%
Probably Plan to Vote	14%	17%	83%	0%
Home Owner	61%	13%	79%	8%
Renter	37%	13%	68%	19%
GOP 18-54	14%	5%	85%	10%
GOP 55+	14%	0%	100%	0%
Ind 18-54	23%	15%	75%	10%
Ind 55+	16%	15%	71%	14%
Dem 18-54	19%	23%	54%	23%
Dem 55+	11%	26%	52%	22%
GOP Men	17%	4%	87%	9%
GOP Women	12%	0%	100%	0%
Ind Men	22%	15%	81%	4%
Ind Women	18%	15%	65%	19%
Dem Men	9%	23%	39%	38%
Dem Women	22%	24%	61%	15%
<College & <\$75K	28%	19%	68%	13%
<College & \$75K+	20%	8%	84%	8%
College+ & <\$75K	11%	7%	80%	13%
College+ & \$75K+	31%	16%	71%	13%
80120	64%	15%	69%	16%
80123	18%	10%	87%	3%

Most voters say that Littleton is going in the right direction (52%), with the most positive group being Democrats (66%).

3B. Thinking about the direction the city of Littleton is headed today, do you believe things are going in the right direction or would you say things have gotten off on the wrong track?

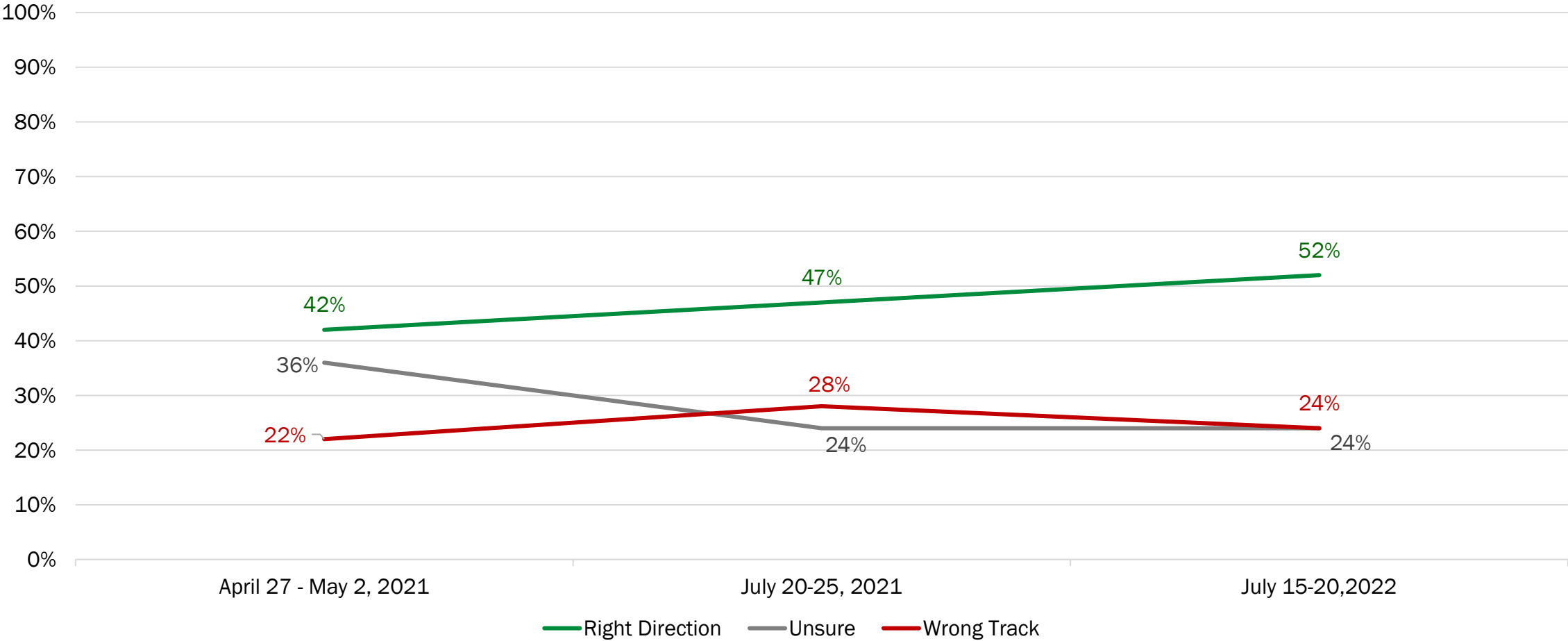


	Size	Right Direction	Wrong Track	Unsure
Total	100%	52%	24%	24%
Republican	29%	40%	31%	30%
Independent/Other	40%	49%	28%	23%
Democrat	31%	66%	13%	22%
Definitely Plan to Vote	79%	51%	29%	20%
Probably Plan to Vote	14%	52%	5%	42%
Home Owner	61%	59%	18%	23%
Renter	37%	39%	36%	25%
GOP 18-54	14%	15%	62%	23%
GOP 55+	14%	59%	15%	26%
Ind 18-54	23%	54%	31%	15%
Ind 55+	16%	37%	28%	35%
Dem 18-54	19%	72%	0%	28%
Dem 55+	11%	64%	25%	11%
GOP Men	17%	41%	38%	20%
GOP Women	12%	39%	25%	36%
Ind Men	22%	54%	28%	17%
Ind Women	18%	42%	28%	31%
Dem Men	9%	65%	9%	26%
Dem Women	22%	66%	14%	20%
<College & <\$75K	28%	44%	25%	31%
<College & \$75K+	20%	66%	22%	12%
College+ & <\$75K	11%	43%	27%	30%
College+ & \$75K+	31%	54%	21%	25%
80120	64%	51%	30%	19%
80123	18%	55%	19%	26%



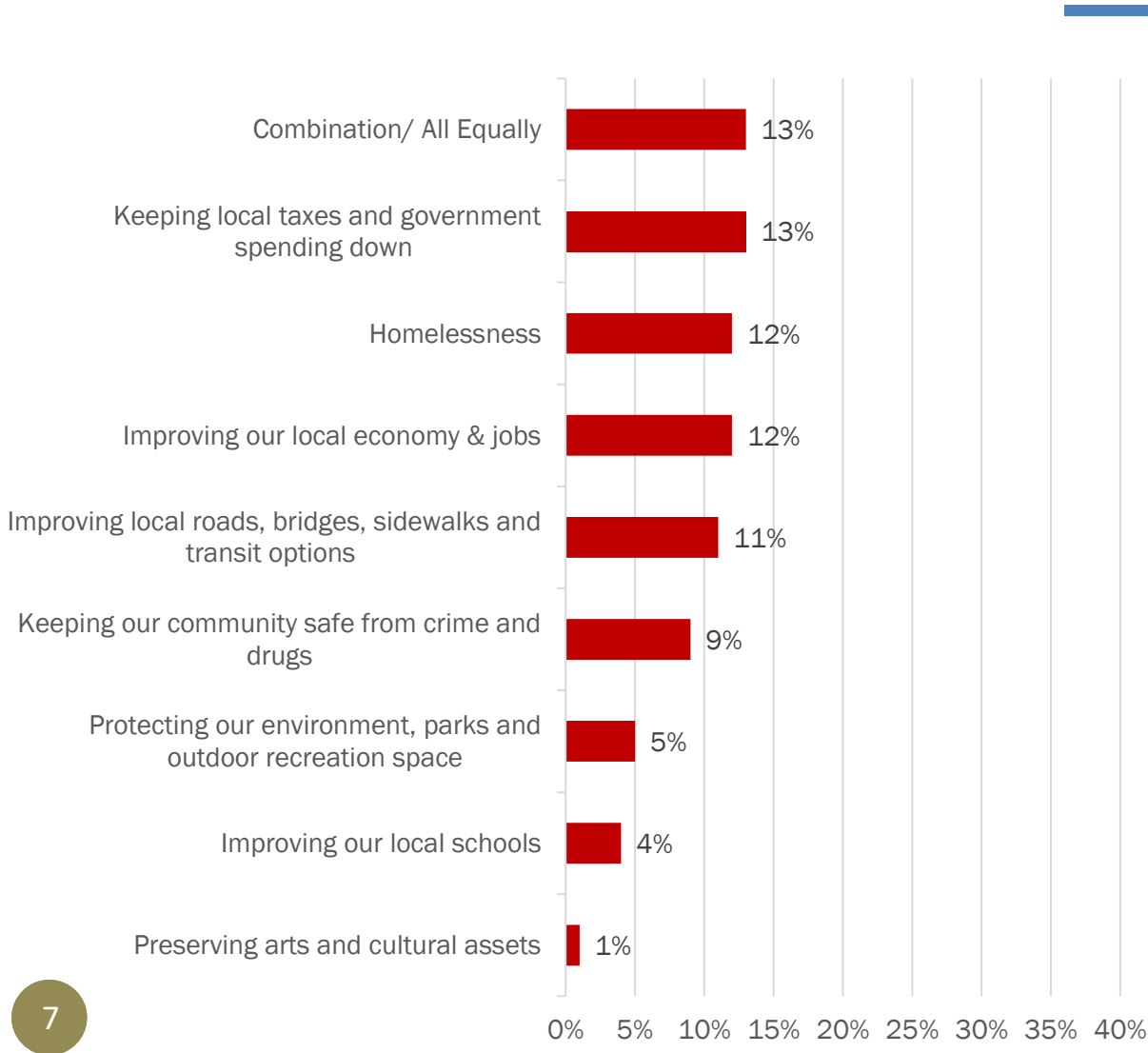
Since last year, more voters believe Littleton is moving in the right direction.

3B. Thinking about the direction the city of Littleton is headed today, do you believe things are going in the right direction or would you say things have gotten off on the wrong track?



Respondents generally cite reducing taxes (13%), the local economy (12%), and roads (11%) as most important.

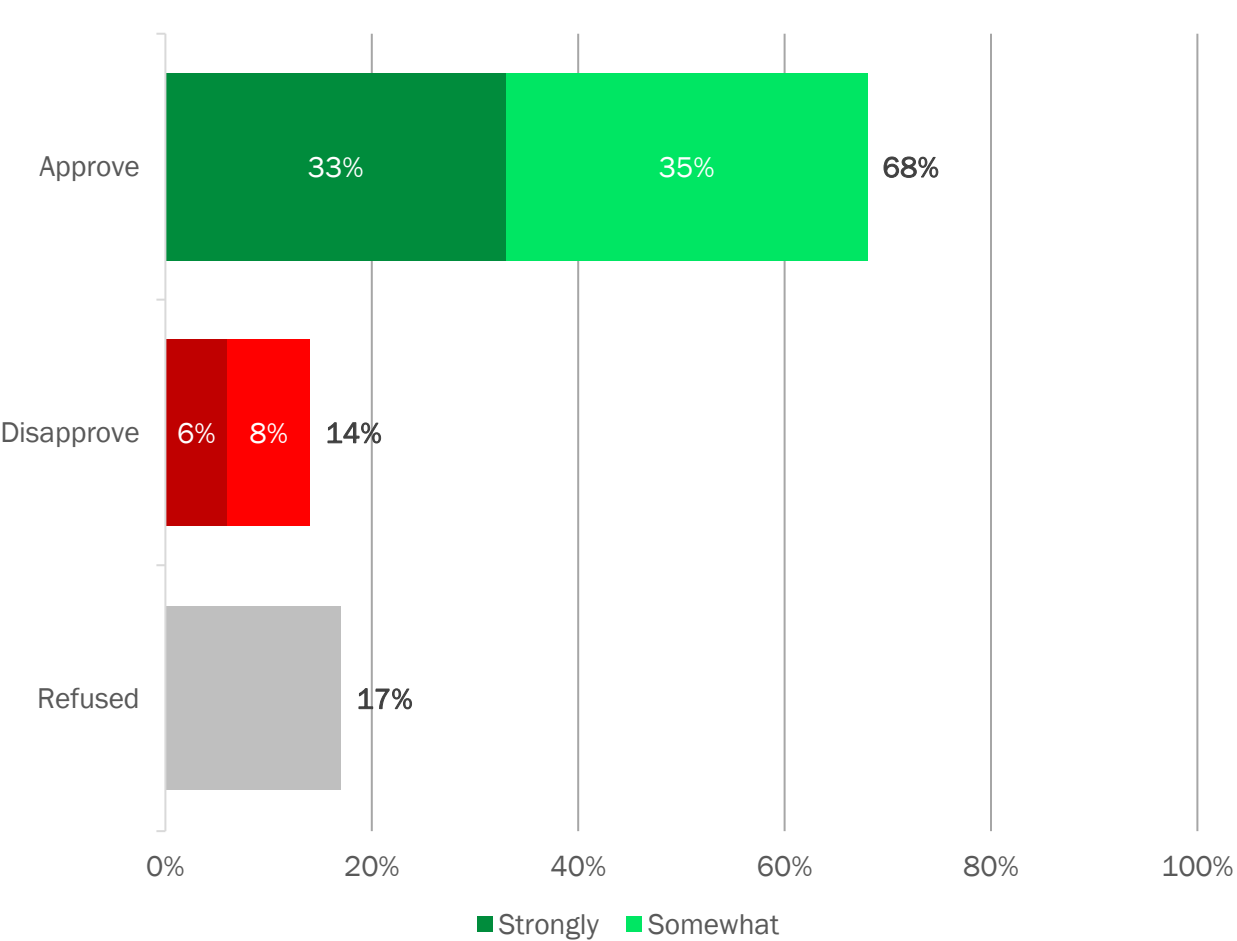
4. What would you say is the most important issue facing the City of Littleton right now?



	Size	Combination/ All Equally	Reduce Taxes and Spending	Homelessness	Local Economy and Jobs	Local Infrastructure
Total	100%	13%	13%	12%	12%	11%
Republican	29%	12%	17%	11%	16%	8%
Independent/Other	40%	12%	13%	13%	13%	9%
Democrat	31%	14%	11%	13%	8%	17%
Definitely Plan to Vote	79%	13%	13%	14%	14%	13%
Probably Plan to Vote	14%	12%	7%	7%	2%	8%
Home Owner	61%	10%	14%	10%	13%	14%
Renter	37%	16%	11%	17%	13%	6%
GOP 18-54	14%	14%	18%	16%	17%	2%
GOP 55+	14%	8%	17%	7%	16%	14%
Ind 18-54	23%	12%	5%	14%	13%	9%
Ind 55+	16%	12%	25%	11%	9%	8%
Dem 18-54	19%	12%	12%	9%	8%	23%
Dem 55+	11%	12%	9%	21%	8%	8%
GOP Men	17%	16%	26%	14%	10%	3%
GOP Women	12%	7%	4%	7%	24%	14%
Ind Men	22%	8%	11%	14%	10%	10%
Ind Women	18%	17%	14%	10%	18%	7%
Dem Men	9%	17%	4%	10%	15%	13%
Dem Women	22%	14%	13%	14%	5%	19%
<College & <\$75K	28%	16%	14%	16%	13%	6%
<College & \$75K+	20%	14%	24%	10%	13%	5%
College+ & <\$75K	11%	6%	22%	5%	7%	10%
College+ & \$75K+	31%	8%	7%	14%	16%	16%
80120	64%	13%	13%	14%	9%	12%
80123	18%	14%	11%	6%	18%	11%

Most voters (68%) approve of the Littleton City government, even across party lines.

5. Overall, would you say you approve or disapprove of the job performance of the Littleton City government?

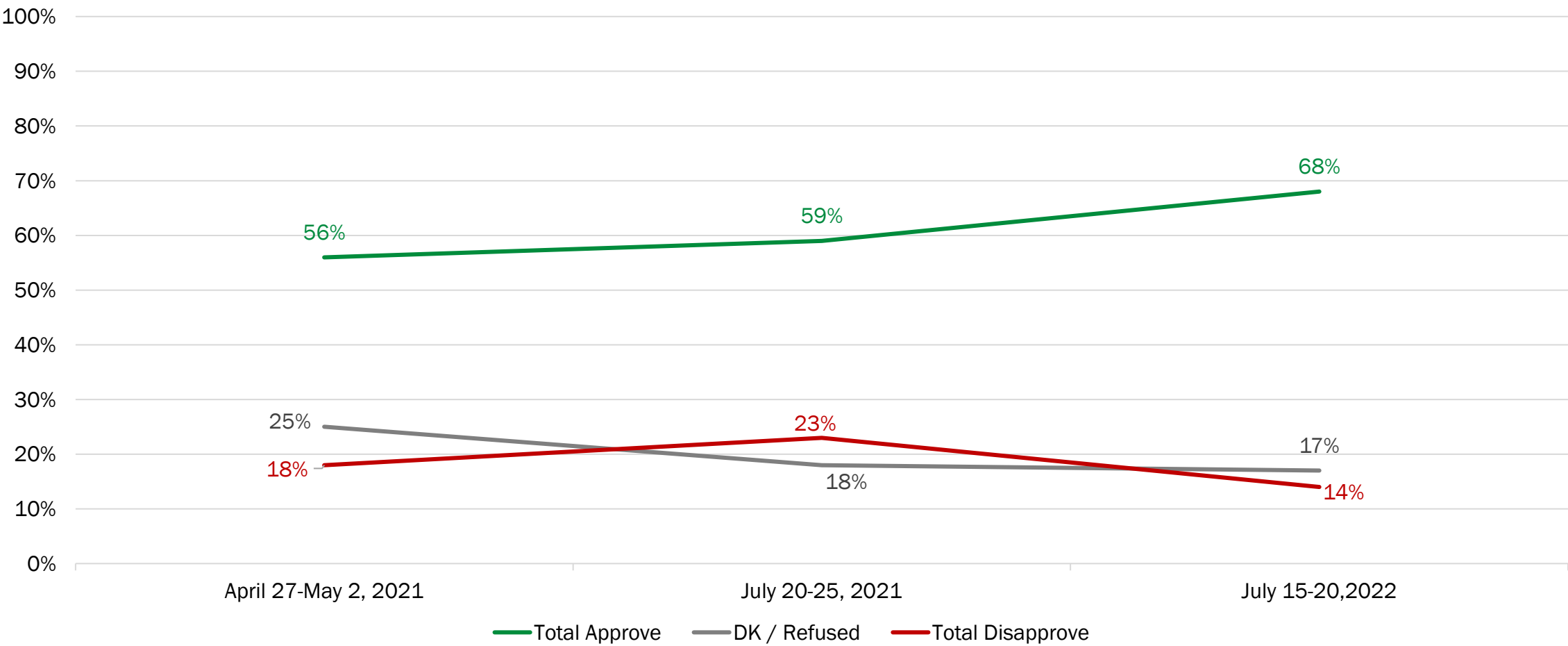


	Size	Approve	Disapprove	Refused
Total	100%	68%	14%	17%
Republican	29%	62%	19%	19%
Independent/Other	40%	68%	16%	16%
Democrat	31%	75%	9%	16%
Definitely Plan to Vote	79%	68%	16%	16%
Probably Plan to Vote	14%	77%	3%	20%
Home Owner	61%	68%	17%	15%
Renter	37%	69%	12%	19%
GOP 18-54	14%	63%	20%	17%
GOP 55+	14%	64%	19%	18%
Ind 18-54	23%	68%	14%	19%
Ind 55+	16%	68%	20%	12%
Dem 18-54	19%	77%	5%	18%
Dem 55+	11%	79%	14%	7%
GOP Men	17%	72%	14%	13%
GOP Women	12%	46%	26%	28%
Ind Men	22%	70%	18%	13%
Ind Women	18%	66%	13%	21%
Dem Men	9%	84%	5%	11%
Dem Women	22%	72%	10%	18%
<College & <\$75K	28%	74%	11%	16%
<College & \$75K+	20%	72%	17%	11%
College+ & <\$75K	11%	67%	12%	21%
College+ & \$75K+	31%	71%	18%	11%
80120	64%	67%	15%	18%
80123	18%	78%	6%	16%



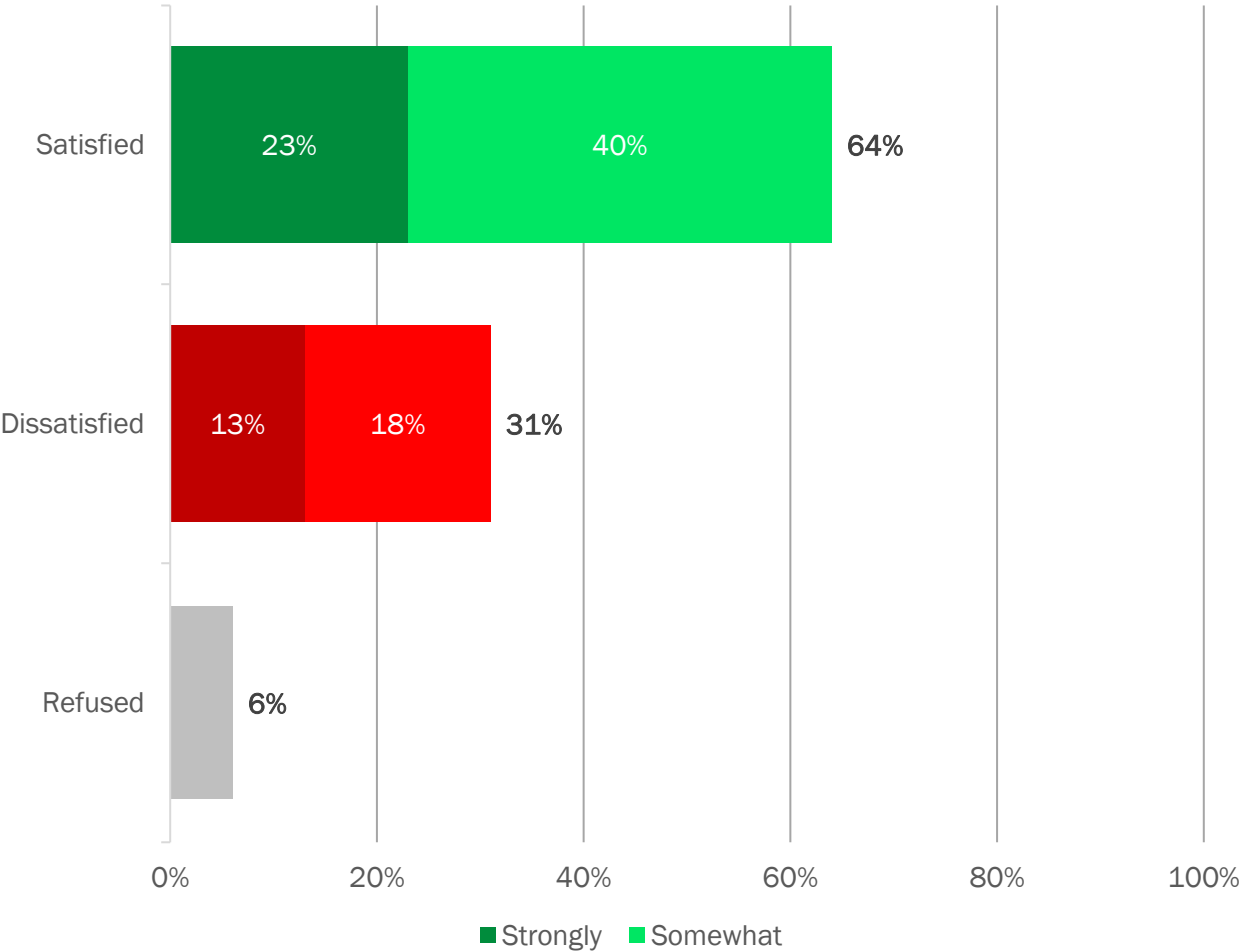
Voters have consistently approved of the performance of the Littleton City government.

5. Overall, would you say you approve or disapprove of the job performance of the Littleton City government?



Most voters (64%) are satisfied with the value they get out of the local taxes they pay.

6. Now, thinking specifically about local taxes for a moment...are you satisfied or dissatisfied with the value you receive in terms of taxes paid for services provided in Littleton?

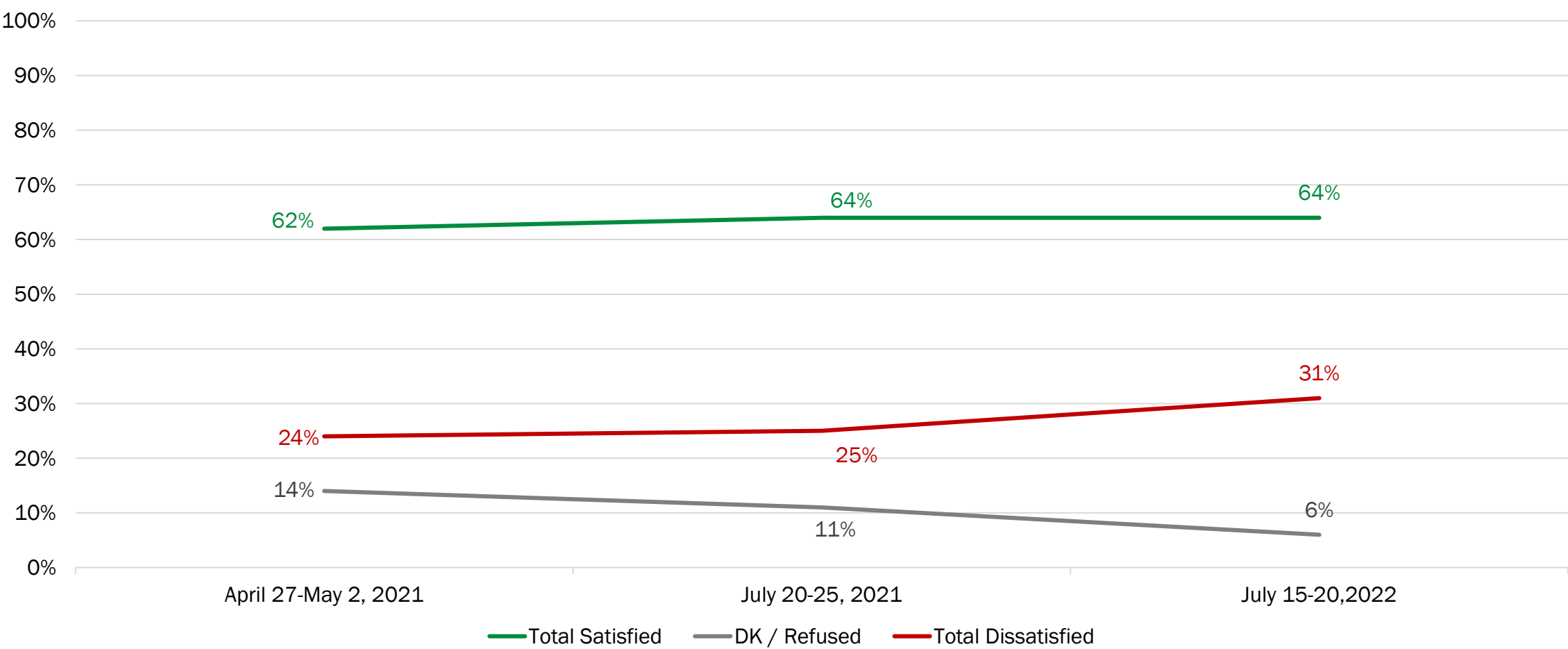


	Size	Satisfied	Dissatisfied	Refused
Total	100%	64%	31%	6%
Republican	29%	56%	42%	2%
Independent/Other	40%	57%	33%	10%
Democrat	31%	80%	16%	4%
Definitely Plan to Vote	79%	66%	30%	5%
Probably Plan to Vote	14%	74%	19%	7%
Home Owner	61%	67%	30%	3%
Renter	37%	59%	33%	8%
GOP 18-54	14%	46%	52%	2%
GOP 55+	14%	66%	34%	1%
Ind 18-54	23%	57%	35%	9%
Ind 55+	16%	54%	33%	12%
Dem 18-54	19%	79%	16%	5%
Dem 55+	11%	87%	10%	3%
GOP Men	17%	59%	41%	0%
GOP Women	12%	51%	44%	5%
Ind Men	22%	54%	40%	6%
Ind Women	18%	60%	24%	15%
Dem Men	9%	81%	7%	12%
Dem Women	22%	79%	20%	1%
<College & <\$75K	28%	61%	29%	11%
<College & \$75K+	20%	42%	53%	5%
College+ & <\$75K	11%	78%	21%	1%
College+ & \$75K+	31%	73%	23%	4%
80120	64%	58%	35%	7%
80123	18%	67%	29%	4%



Voters' satisfaction with the value they receive in terms of taxes paid for services has remained constantly above 60%.

6. Are you satisfied or dissatisfied with the value you receive in terms of taxes paid for services provided in Littleton?





Approval of Municipal Functions



Voters generally approved all of Littleton’s municipal functions particularly enabling arts, culture, and community enrichment (88%).

Q7-Q11

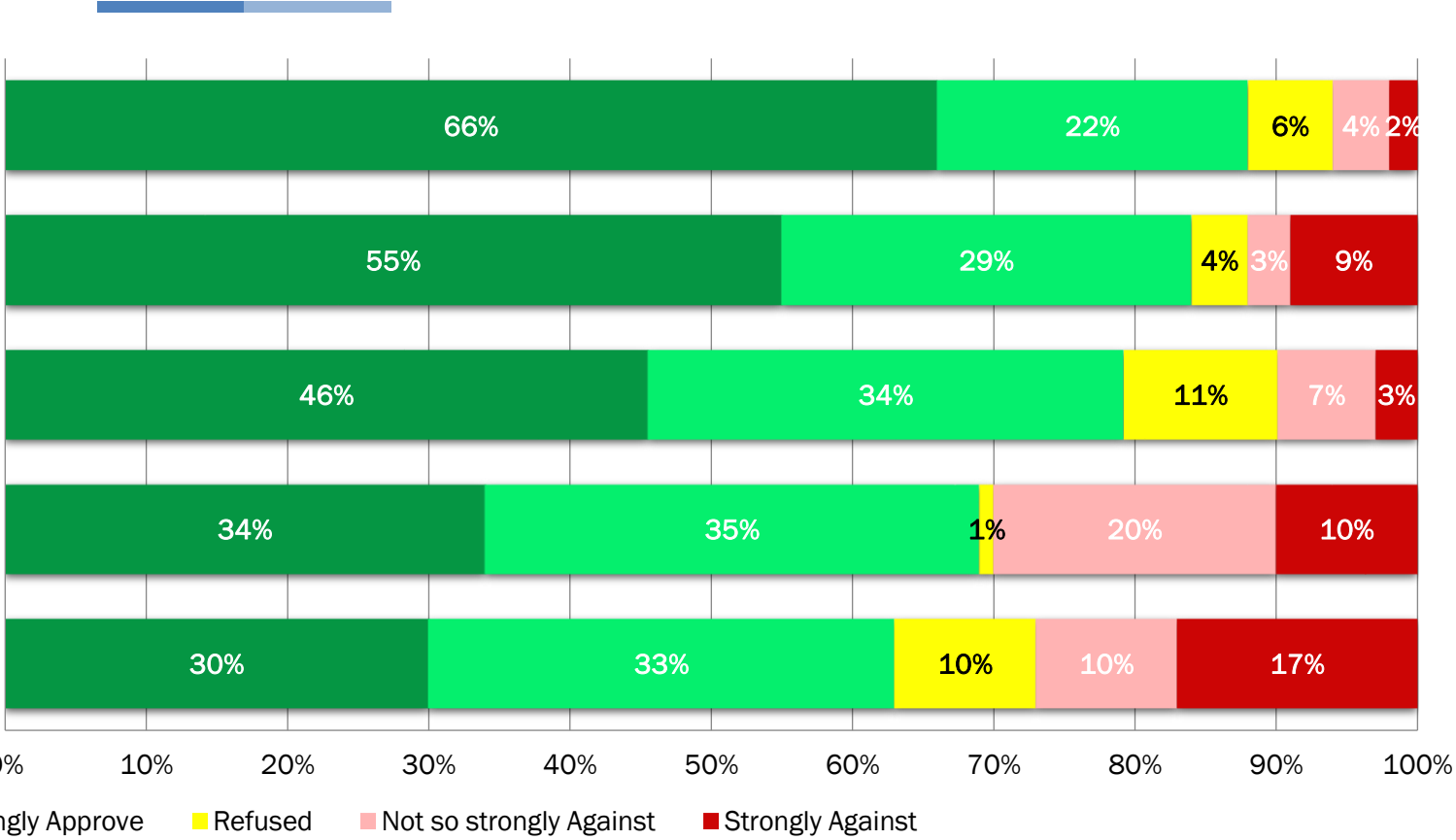
Enabling arts, cultural, & community enrichment, such as libraries and museums

Keeping citizens safe

Creating a positive local business climate

Maintaining city roads, bridges and sidewalks

Managing city growth



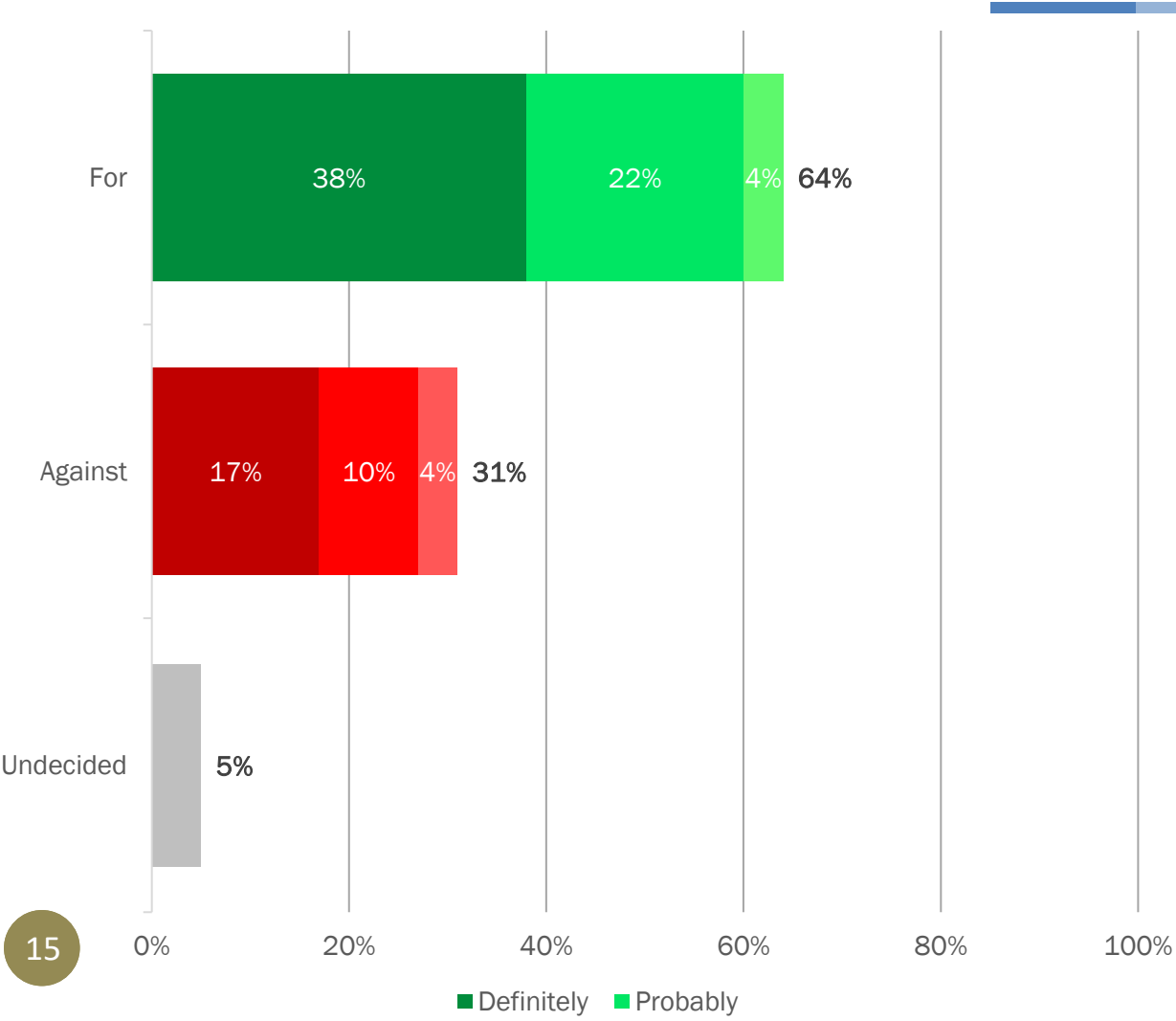
	Arts	Public Safety	Business Climate	Infrastructure	Growth
Approve	88%	84%	79%	69%	63%
Disapprove	6%	12%	10%	31%	27%
Refused	6%	4%	11%	1%	10%



Lodging Tax Ballot

A majority of voters would vote for a 5% lodging tax, including 71% of Independent women, but with older GOP women the strongest opponents.

12. If the November general election was held today, would you vote for or against a five percent lodging tax on hotel guests staying in Littleton, to provide approximately one million dollars annually, for operations and programming at Town Hall Arts Center Hudson Gardens, the Bemis Library, and the Littleton Museum; to provide small grants to local artists and local arts and culture organizations; and to provide funding for Littleton tourism and visitor promotion?



	Size	For	Against	Undecided
Total	100%	64%	31%	5%
Republican	29%	34%	57%	8%
Independent/Other	40%	71%	26%	3%
Democrat	31%	82%	13%	5%
Definitely Plan to Vote	79%	62%	33%	5%
Probably Plan to Vote	14%	75%	22%	3%
Home Owner	61%	63%	33%	4%
Renter	37%	66%	30%	4%
GOP 18-54	14%	53%	41%	6%
GOP 55+	14%	17%	77%	6%
Ind 18-54	23%	74%	24%	2%
Ind 55+	16%	66%	31%	4%
Dem 18-54	19%	88%	6%	6%
Dem 55+	11%	78%	21%	1%
GOP Men	17%	40%	57%	3%
GOP Women	12%	26%	58%	16%
Ind Men	22%	60%	38%	2%
Ind Women	18%	86%	11%	4%
Dem Men	9%	80%	12%	8%
Dem Women	22%	83%	13%	4%
<College & <\$75K	28%	63%	36%	1%
<College & \$75K+	20%	49%	42%	9%
College+ & <\$75K	11%	77%	23%	1%
College+ & \$75K+	31%	77%	21%	3%
80120	64%	67%	28%	5%
80123	18%	51%	42%	7%

Voters who are in favor of the measure generally cite “art” and ability to fund other top priorities.

29.A Being as specific as you can, what are the one or two most important reasons why you plan to vote “Yes” in favor of the lodging tax?

Yes (n=177)

I don't want sales taxes to go up anymore I don't think it's unreasonable for Littleton to have a lodging tax. – Female, Independent/Other, Rent, <\$25K, Some College, 75+, 4 of 4, Balance Zip Code, Definitely For

Littleton is the only place around that does not have it. And also it will help raise money. – Female, Democrat, Own Home, \$25K-\$50K, Post Grad, 75+, 4 of 4, 80123, Definitely For

Lodging tax will keep the money with helping the homelessness problem. – Male, Independent/Other, Rent, \$25K-\$50K, Bachelors, 45-54, 2 of 4, 80120, Probably For

Tax revenue used to aid homelessness use revenue to keep museums and other buildings cultural building. – Male, GOP, Rent, \$75K-\$100K, Some College, 18-24, 1 of 4, 80120, Lean For

Tourist Library Problem Garden Visitors Community
Culture City Believe Homeless
Artist Tax Money Town Art Help
Better Tax Money Town Art Help
Local Littleton Lodge Museum Additional
Fund

Voters who are opposed cite that tax would be burden on tourism/family visitors.

29.C Being as specific as you can, what are the one or two most important reasons why you plan to vote “No” in opposition to the lodging tax?

No (n=105)

I think if they are going to tax something it should go to a better spot instead of art and culture. – Female, GOP, Own Home, \$75K-\$100K, Some College, 75+, 4 of 4, 80123, Definitely Against

It's an unnecessary tax on the people that come to visit and second the city of Littleton needs to manage their money better. – Male, Independent/Other, Rent, \$25K-\$50K, Some College, 35-44, 3 of 4, 80120, Definitely Against

I don't know where the money would go. Too much going to local artists. – Male, Independent/Other, Own Home, \$150K+, Post Grad, 45-54, 0 of 4, 80127, Probably Against

I have lots of family and relative that come here and stay at hotels they would pay lodging tax. You want family and friends comfortable financially, I don't see Littleton as tourist destination. – Male, GOP, Rent, \$125K-\$150K, Bachelors, 45-54, 1 of 4, 80128, Lean Against

Word cloud containing terms related to the opposition to the lodging tax, including: Tax, More, Littleton, Tourist, Revenue, Necessary, Better, Much, Enough, Homeless, Government, Already, Very, City, Problem, Money, Art, Fund, Pay, Vote, High, Keep, People, Hotel, Increase, Family, Business, Economy, Lodging, and Art.





Messages

13. **Cost:** A lodging tax of five percent would, for example, add five dollars to a one-hundred dollar nightly room rate.

14. **Compare:** Littleton is one of only a few metro cities that has hotels but no lodging tax.

15. **Burden:** Lodging taxes are generally not paid by our residents. Rather, by-in-large, lodging taxes are paid by hotel guests overnighing from outside of Littleton, here for business and/or pleasure.

16. **Earmark for Big 4:** Fifty percent of lodging tax revenue would support operations and programming at Littleton's Museum, Bemis Public Library, Town Hall Arts Center, and Hudson Gardens.

17. **Earmark for Grants:** Thirty percent of lodging tax revenue would fund mini grants for local artists and Littleton arts and cultural organizations.

18. **Earmark for City Marketing:** Twenty percent of lodging tax revenue would go to marketing Littleton as a tourist and visitor destination, generating additional sales tax revenue and customers for Littleton businesses.

19. **Assets:** With an independent history museum, local library, Town Hall Arts Center and a thirty-acre botanical garden and events venue, Littleton is truly fortunate to have arts and culture assets that you don't see in a town of fewer than fifty thousand people. This unique quality of Littleton is worth maintaining and adds to its quality of life.

USING MESSAGE MAPS

Message Mapping™ identifies the exact language and messaging that will really move voters.

- Often, what voters say is important and the issues that win votes are not the same. Message Mapping™ allows your campaign to identify these “vote winning” messages.
- Message Mapping™ is a WPAi proprietary tool used to determine power of potential messages by testing three key characteristics—real effectiveness, “stickiness,” and believability.
- Messages are represented on bubble charts, providing an easy to use “map” for further action.

Effectiveness

- Using a scientific “treatment effects” design we can determine exactly how effective each message is at changing voters’ minds.
- This effectiveness measurement is shown on the “x” or horizontal axis.
- The more effective a message, the further to the right it appears.

Stickiness

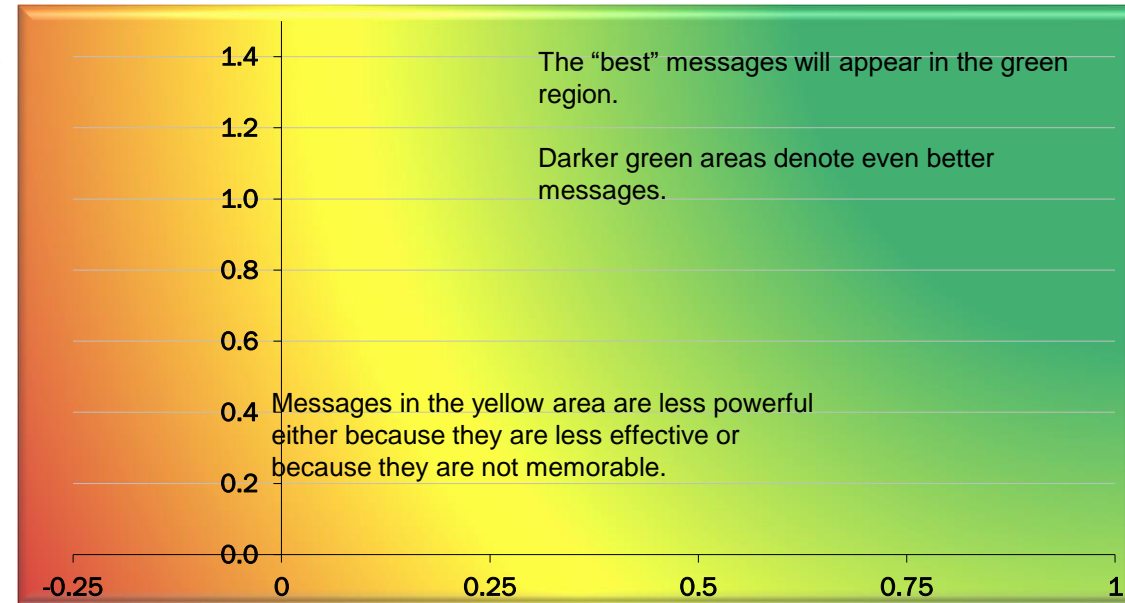
- Our message “stickiness” analysis tells us which messages will be the most memorable to voters.
- The “stickier” a message is the more likely it is to break through the clutter and reach voters.
- The “stickiness” measure is shown on the “y” or vertical axis. The “stickier” a message is the higher it appears on the graph.

Believability

- The final measurement on our message maps is how believable a message is to voters.
- Messages that fail the belief test won’t work regardless of how well they score on other measures and they could even backfire on a candidate.
- Believability is shown by bubble size. The more believable a message, the larger its bubble.

Bubble Size: Believability

Increasing Stickiness



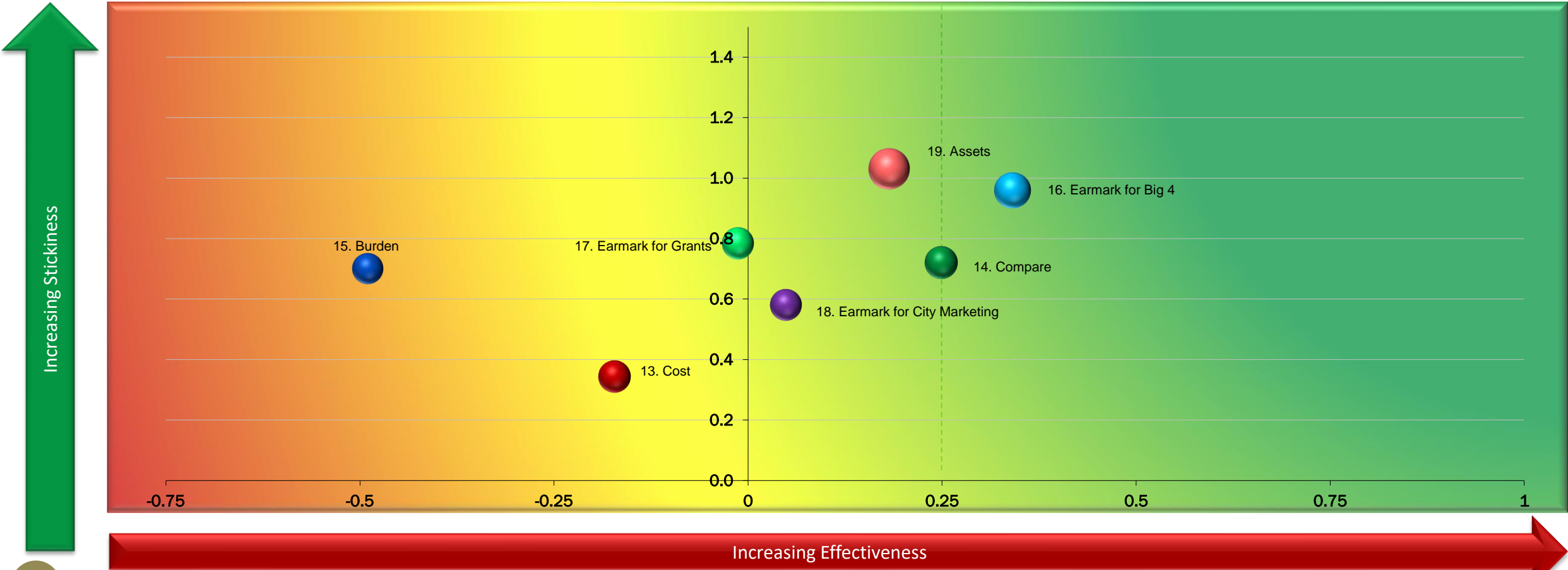
Increasing Effectiveness

A score of “1” in effectiveness means that the message moves the average voter one unit on the ballot—for example from undecided to for the lodging tax.

The most effective message overall is “Fifty percent of lodging tax revenue would support operations and programming at Littleton’s Museum, Bemis Public Library, Town Hall Arts Center, and Hudson Gardens”.

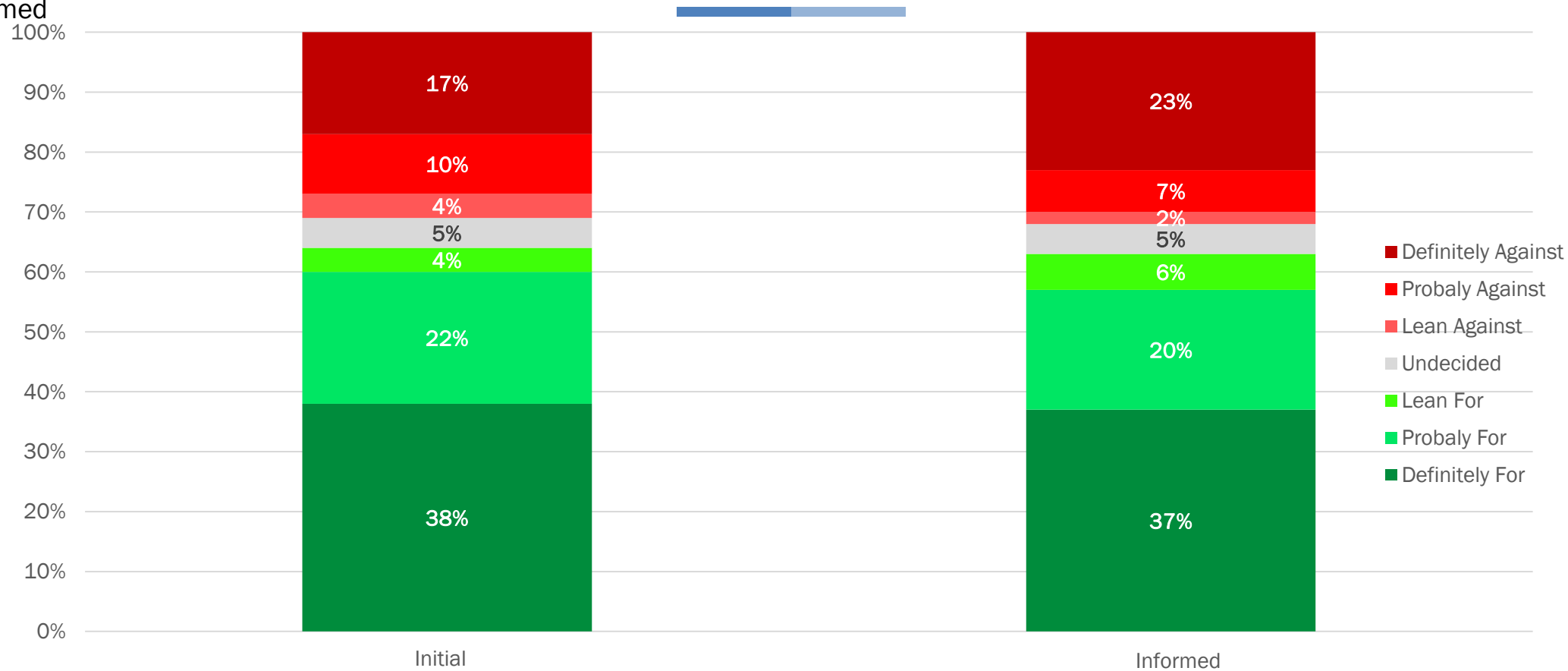
Overall: 100%

Bubble Size: Group Size



After positive messaging, support for the lodging tax remains statistically same overall (64% to 63%).

Initial vs Informed

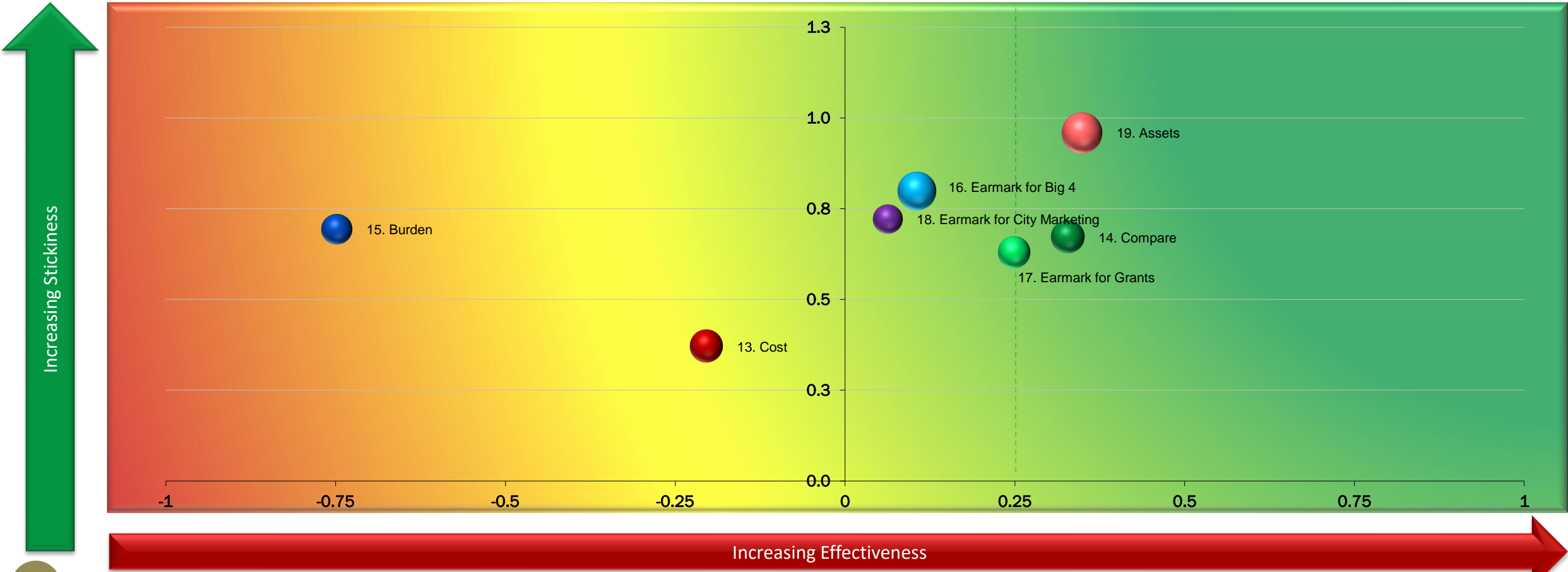


	Initial	Positive Informed
Total For	64%	63%
Total Against	31%	32%
Undecided	5%	5%

The most effective message with persuadable voters is Q19, Littleton Art a key asset.

Persuadable: 52%

Bubble Size: Group Size



After positive messaging, the demographic groups that moved the most are GOP Men (+6%), Republicans (+4%), and GOP 55+ (+4%).

Top Movers

	Size	Initial For	Positive Informed For	Ballot Change
Total	100%	64%	63%	-1%
Republican	29%	34%	38%	4%
Independent/Other	40%	71%	64%	-7%
Democrat	31%	82%	85%	3%
Definitely Plan to Vote	79%	62%	60%	-2%
Probably Plan to Vote	14%	75%	66%	-9%
Home Owner	61%	63%	61%	-2%
Renter	37%	66%	65%	-1%
GOP 18-54	14%	53%	56%	3%
GOP 55+	14%	17%	21%	4%
Ind 18-54	23%	74%	68%	-6%
Ind 55+	16%	66%	56%	-10%
Dem 18-54	19%	88%	90%	2%
Dem 55+	11%	78%	78%	0%
GOP Men	17%	40%	46%	6%
GOP Women	12%	26%	26%	0%
Ind Men	22%	60%	51%	-9%
Ind Women	18%	86%	82%	-4%
Dem Men	9%	80%	82%	2%
Dem Women	22%	83%	86%	3%
<College & <\$75K	28%	63%	61%	-2%
<College & \$75K+	20%	49%	49%	0%
College+ & <\$75K	11%	77%	70%	-7%
College+ & \$75K+	31%	77%	73%	-4%
80120	64%	67%	68%	1%
80123	18%	51%	60%	9%

	Size	Initial For	Positive Informed For	Ballot Change
80123	18%	51%	60%	9%
GOP Men	17%	40%	46%	6%
Republican	29%	34%	38%	4%
GOP 55+	14%	17%	21%	4%
Democrat	31%	82%	85%	3%
GOP 18-54	14%	53%	56%	3%
Dem Women	22%	83%	86%	3%
Dem 18-54	19%	88%	90%	2%
Dem Men	9%	80%	82%	2%
80120	64%	67%	68%	1%
Dem 55+	11%	78%	78%	0%
GOP Women	12%	26%	26%	0%
<College & \$75K+	20%	49%	49%	0%
Total	100%	64%	63%	-1%
Renter	37%	66%	65%	-1%
Definitely Plan to Vote	79%	62%	60%	-2%
Home Owner	61%	63%	61%	-2%
<College & <\$75K	28%	63%	61%	-2%
Ind Women	18%	86%	82%	-4%
College+ & \$75K+	31%	77%	73%	-4%
Ind 18-54	23%	74%	68%	-6%
Independent/Other	40%	71%	64%	-7%
College+ & <\$75K	11%	77%	70%	-7%
Probably Plan to Vote	14%	75%	66%	-9%
Ind Men	22%	60%	51%	-9%
Ind 55+	16%	66%	56%	-10%



Littleton

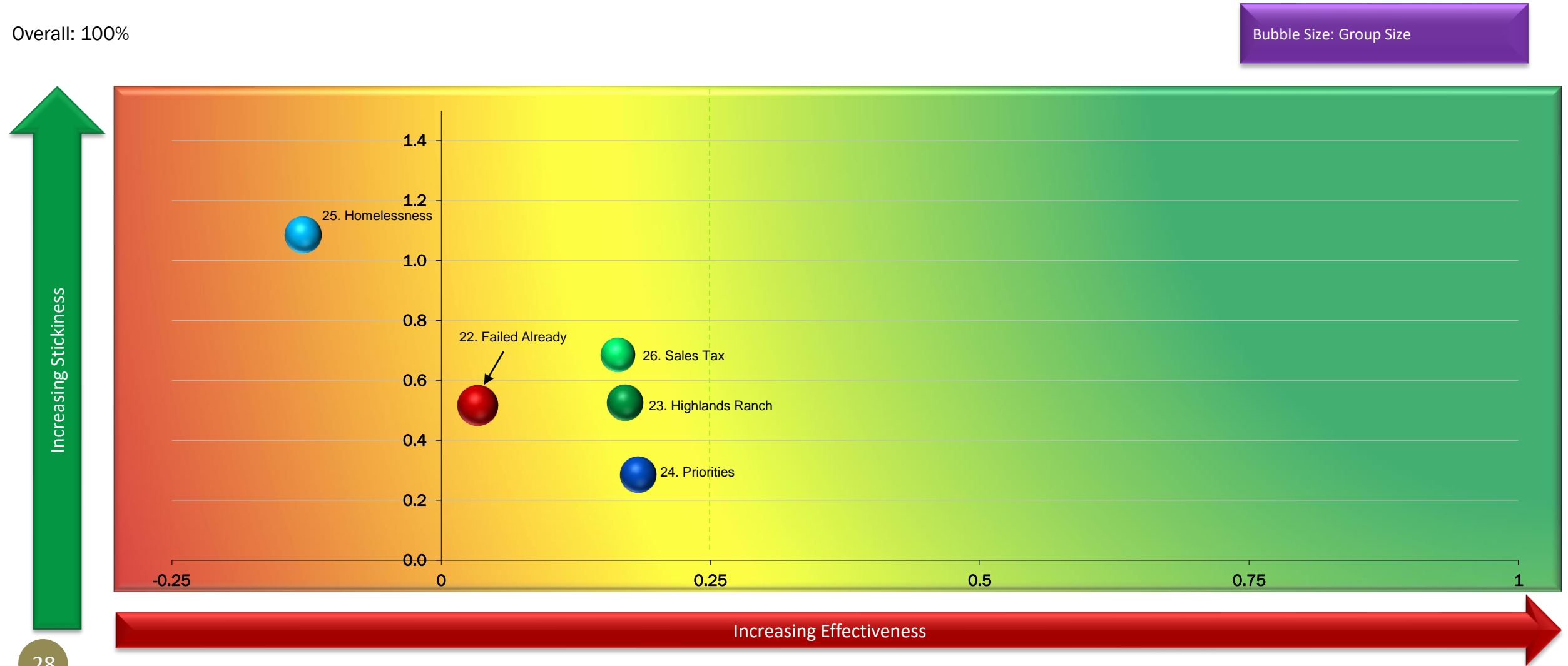
Contrast Messaging



Messages

22. **Failed Already:** In two thousand thirteen, Littleton voters turned down a three percent lodging tax by a two-to-one margin.
23. **Highlands Ranch:** Highlands Ranch has three hotels just one half mile from Littleton. Littleton will lose hotel business to Highlands Ranch because the latter doesn't collect lodging tax.
24. **Priorities:** Arts organizations already have a system of financial support. With the price of housing, gasoline and groceries soaring to historic levels, Littleton has other priorities to fund with the revenue from lodging.
25. **Homelessness:** Littleton has a big homelessness problem with tents on trails, sidewalks, and parks. The one million would be better used to add to Littleton's efforts to address that problem instead of funding for arts and culture.
26. **Sales Tax:** Littleton saw a larger than expected increase in tax revenue from the sales tax increase, which voters approved last year. The city has enough revenue and we don't need to go to the voters for more money.

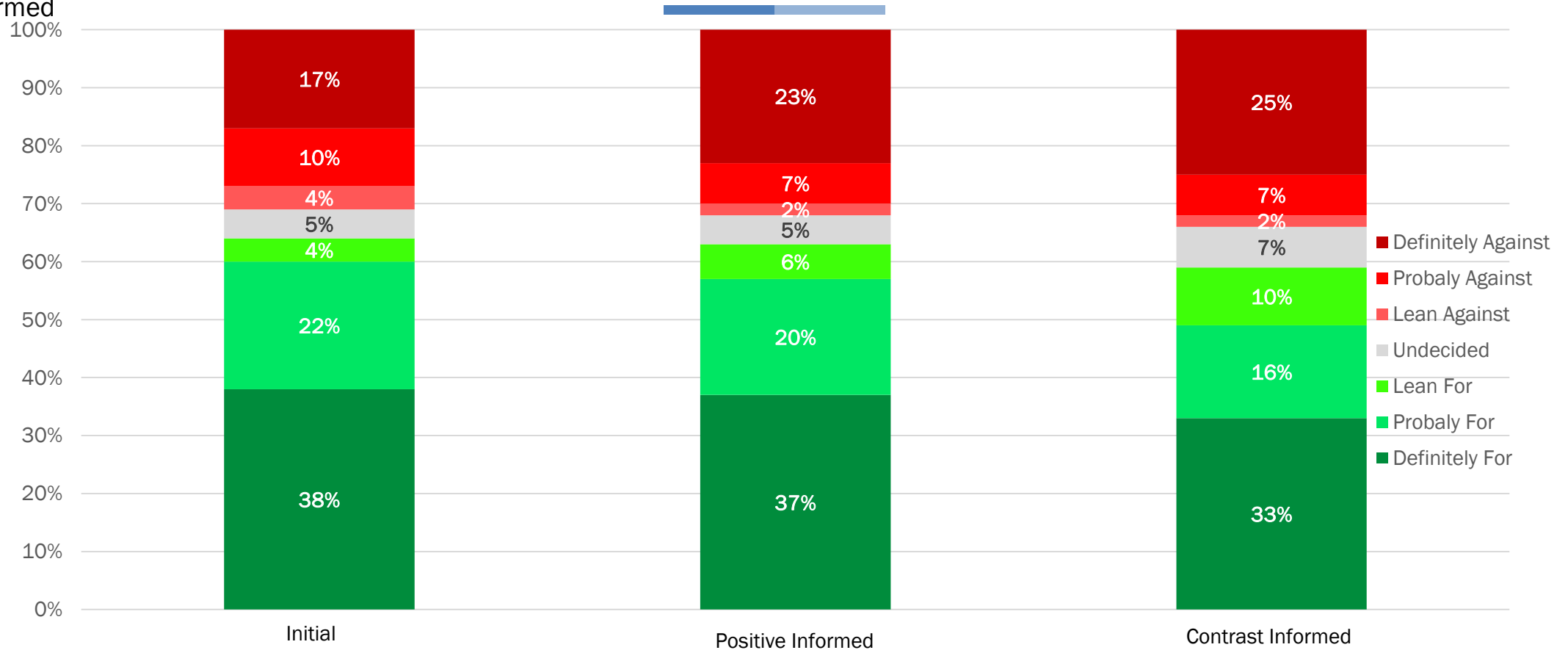
The most effective negative message overall is Q24. Art not needing more money given inflation, and Q26 Sales tax already creating windfall.





After contrast messaging, opposition to the lodging tax increased three points (32% to 35%).

Initial vs Informed



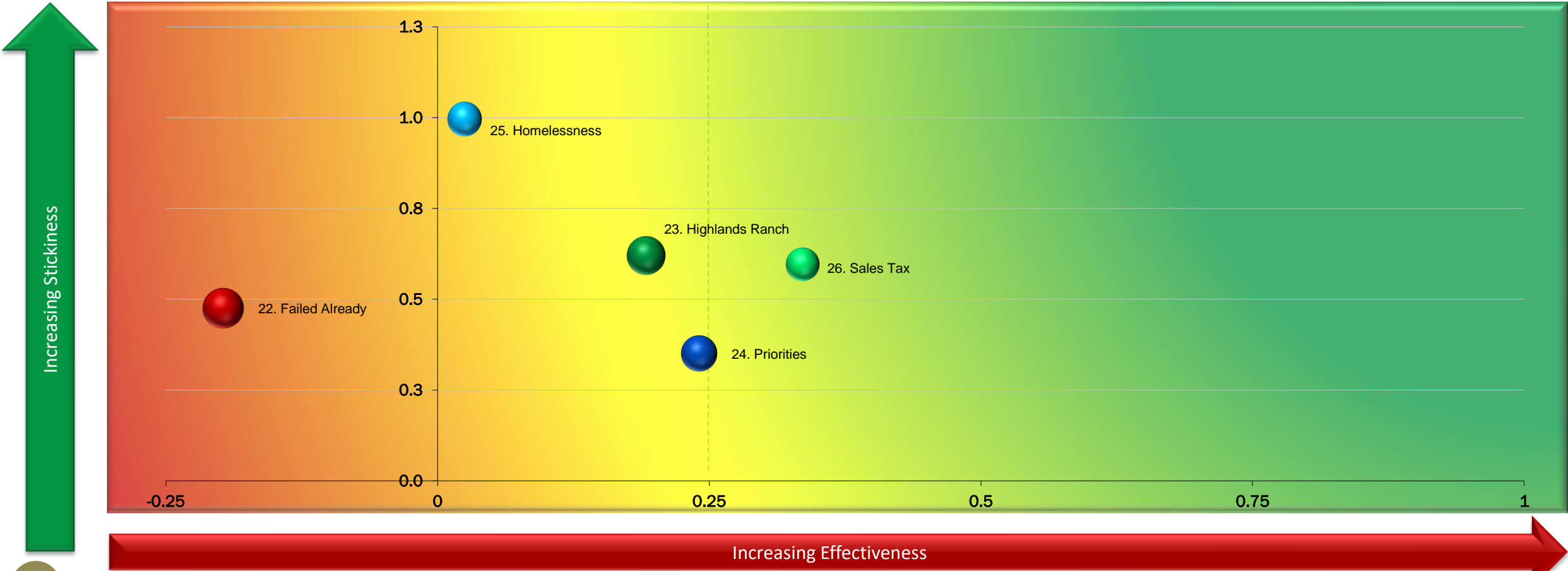
	Initial	Positive Informed	Contrast Informed
Total For	64%	63%	59%
Total Against	31%	32%	35%
Undecided	5%	5%	7%



The most effective message with persuadables is Q26 “Littleton saw a larger than expected increase in tax revenue from the sales tax increase, which voters approved last year...”

Persuadable: 52%

Bubble Size: Group Size



After contrast messaging, the demographic groups that moved the most are Democrats 55+ (-21%), and <College & <\$75K (-18%). .

Top Movers

	Size	Positive Informed For	Contrast Informed For	Ballot Change
Total	100%	63%	59%	-4%
Republican	29%	38%	39%	1%
Independent/Other	40%	64%	58%	-6%
Democrat	31%	85%	77%	-8%
Definitely Plan to Vote	79%	60%	56%	-4%
Probably Plan to Vote	14%	66%	65%	-1%
Home Owner	61%	61%	58%	-3%
Renter	37%	65%	59%	-6%
GOP 18-54	14%	56%	56%	0%
GOP 55+	14%	21%	22%	1%
Ind 18-54	23%	68%	60%	-8%
Ind 55+	16%	56%	53%	-3%
Dem 18-54	19%	90%	93%	3%
Dem 55+	11%	78%	57%	-21%
GOP Men	17%	46%	48%	2%
GOP Women	12%	26%	25%	-1%
Ind Men	22%	51%	46%	-5%
Ind Women	18%	82%	74%	-8%
Dem Men	9%	82%	76%	-6%
Dem Women	22%	86%	78%	-8%
<College & <\$75K	28%	61%	43%	-18%
<College & \$75K+	20%	49%	49%	0%
College+ & <\$75K	11%	70%	76%	6%
College+ & \$75K+	31%	73%	74%	1%
80120	64%	68%	61%	-7%
80123	18%	60%	56%	-4%

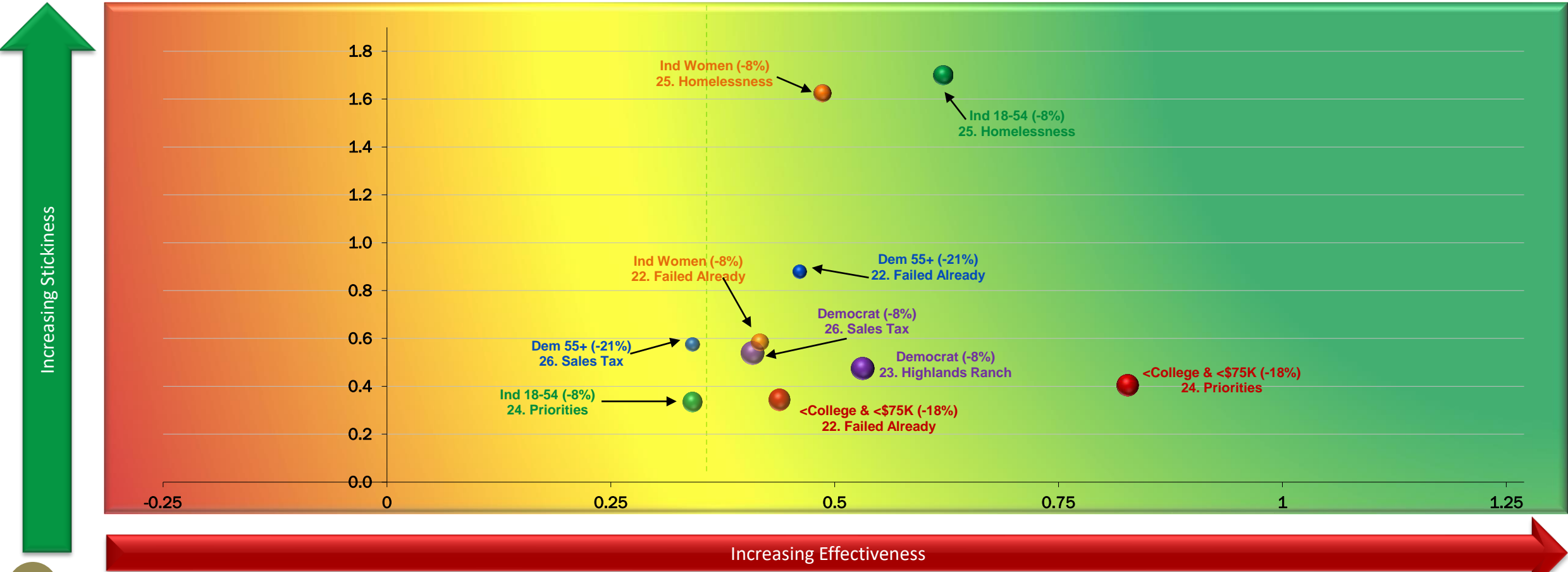
	Size	Positive Informed For	Contrast Informed For	Ballot Change
Dem 55+	11%	78%	57%	-21%
<College & <\$75K	28%	61%	43%	-18%
Ind 18-54	23%	68%	60%	-8%
Democrat	31%	85%	77%	-8%
Ind Women	18%	82%	74%	-8%
Dem Women	22%	86%	78%	-8%
80120	64%	68%	61%	-7%
Independent/Other	40%	64%	58%	-6%
Renter	37%	65%	59%	-6%
Dem Men	9%	82%	76%	-6%
Ind Men	22%	51%	46%	-5%
Total	100%	63%	59%	-4%
Definitely Plan to Vote	79%	60%	56%	-4%
80123	18%	60%	56%	-4%
Home Owner	61%	61%	58%	-3%
Ind 55+	16%	56%	53%	-3%
Probably Plan to Vote	14%	66%	65%	-1%
GOP Women	12%	26%	25%	-1%
GOP 18-54	14%	56%	56%	0%
<College & \$75K+	20%	49%	49%	0%
Republican	29%	38%	39%	1%
GOP 55+	14%	21%	22%	1%
College+ & \$75K+	31%	73%	74%	1%
GOP Men	17%	46%	48%	2%
Dem 18-54	19%	90%	93%	3%
College+ & <\$75K	11%	70%	76%	6%



The most effective message with Democrats 55+ is “In two thousand thirteen, Littleton voters turned down a three percent lodging tax by a two-to-one margin”.

Bubble Size: Group Size

Top Movers



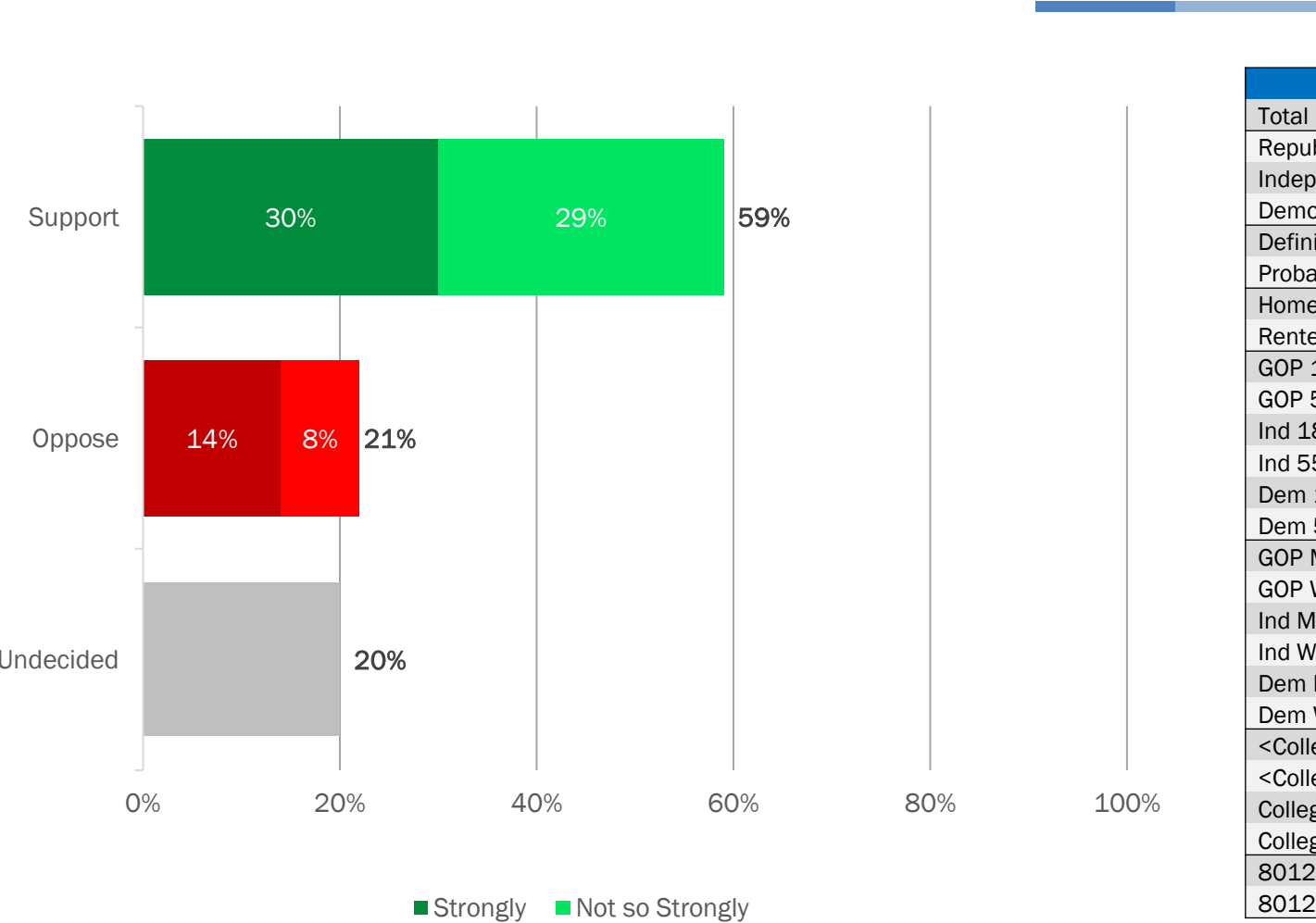
The logo graphic for Littleton City Charter. It features a solid black vertical rectangle on the left. To its right are three wavy, horizontal lines in red, white, and yellow, stacked vertically and overlapping the black rectangle.

Littleton

City Charter

A majority of voters (59%) support amending the city charter, with the most supportive group being Democratic Men (77%).

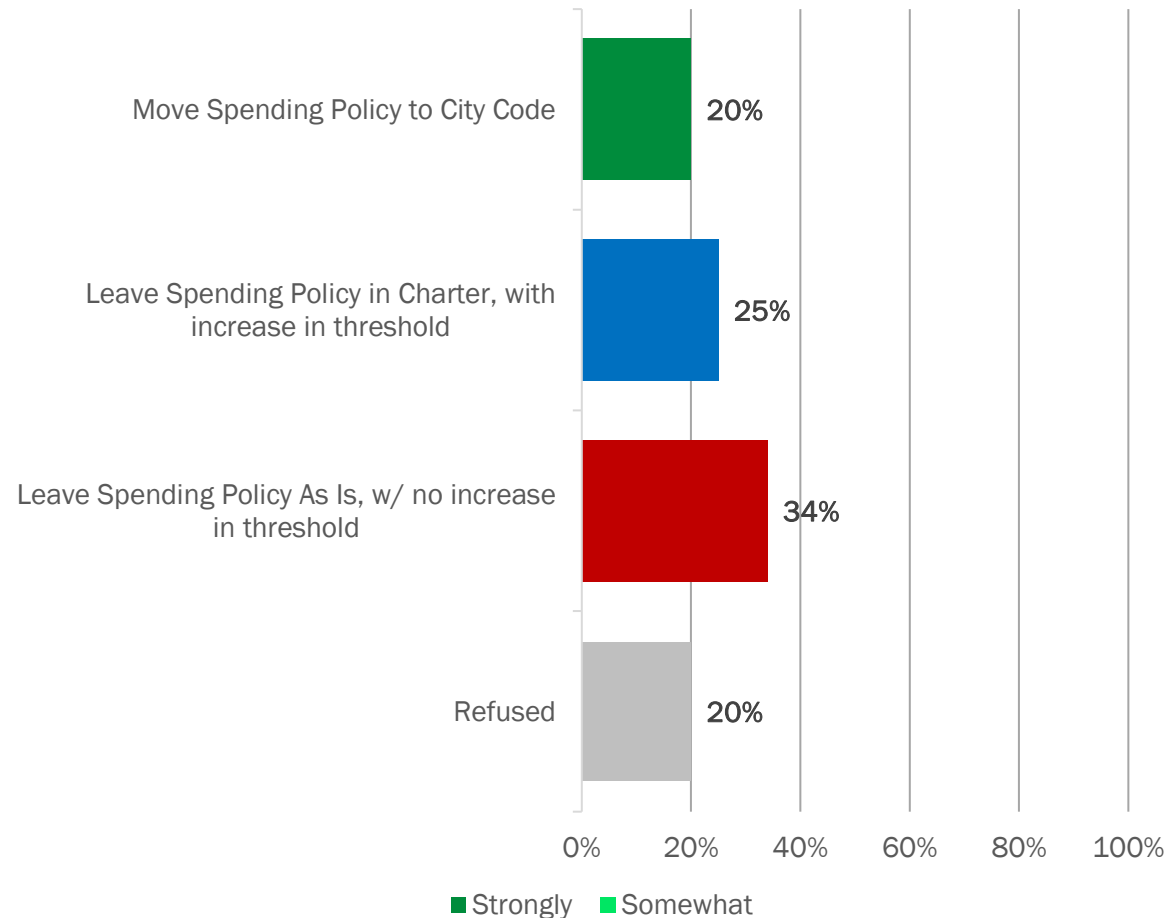
30. Would you support or oppose changing Littleton’s charter to take into account best overall value when granting bids?



	Size	Support	Oppose	Refused
Total	100%	59%	21%	20%
Republican	29%	46%	39%	15%
Independent/Other	40%	63%	12%	24%
Democrat	31%	65%	16%	20%
Definitely Plan to Vote	79%	58%	22%	20%
Probably Plan to Vote	14%	42%	29%	28%
Home Owner	61%	59%	21%	20%
Renter	37%	58%	22%	20%
GOP 18-54	14%	44%	49%	8%
GOP 55+	14%	50%	27%	22%
Ind 18-54	23%	66%	9%	25%
Ind 55+	16%	58%	18%	24%
Dem 18-54	19%	66%	11%	23%
Dem 55+	11%	64%	24%	12%
GOP Men	17%	49%	43%	7%
GOP Women	12%	41%	33%	26%
Ind Men	22%	60%	8%	32%
Ind Women	18%	68%	17%	14%
Dem Men	9%	77%	16%	7%
Dem Women	22%	60%	15%	25%
<College & <\$75K	28%	64%	17%	19%
<College & \$75K+	20%	51%	34%	15%
College+ & <\$75K	11%	64%	18%	18%
College+ & \$75K+	31%	65%	19%	16%
80120	64%	60%	23%	17%
80123	18%	51%	16%	34%

Twenty percent would move spending to code, while another 25% would increase, but leave in Charter. A plurality of voters (34%) want to leave the policy with no threshold increase, while 20% are undecided.

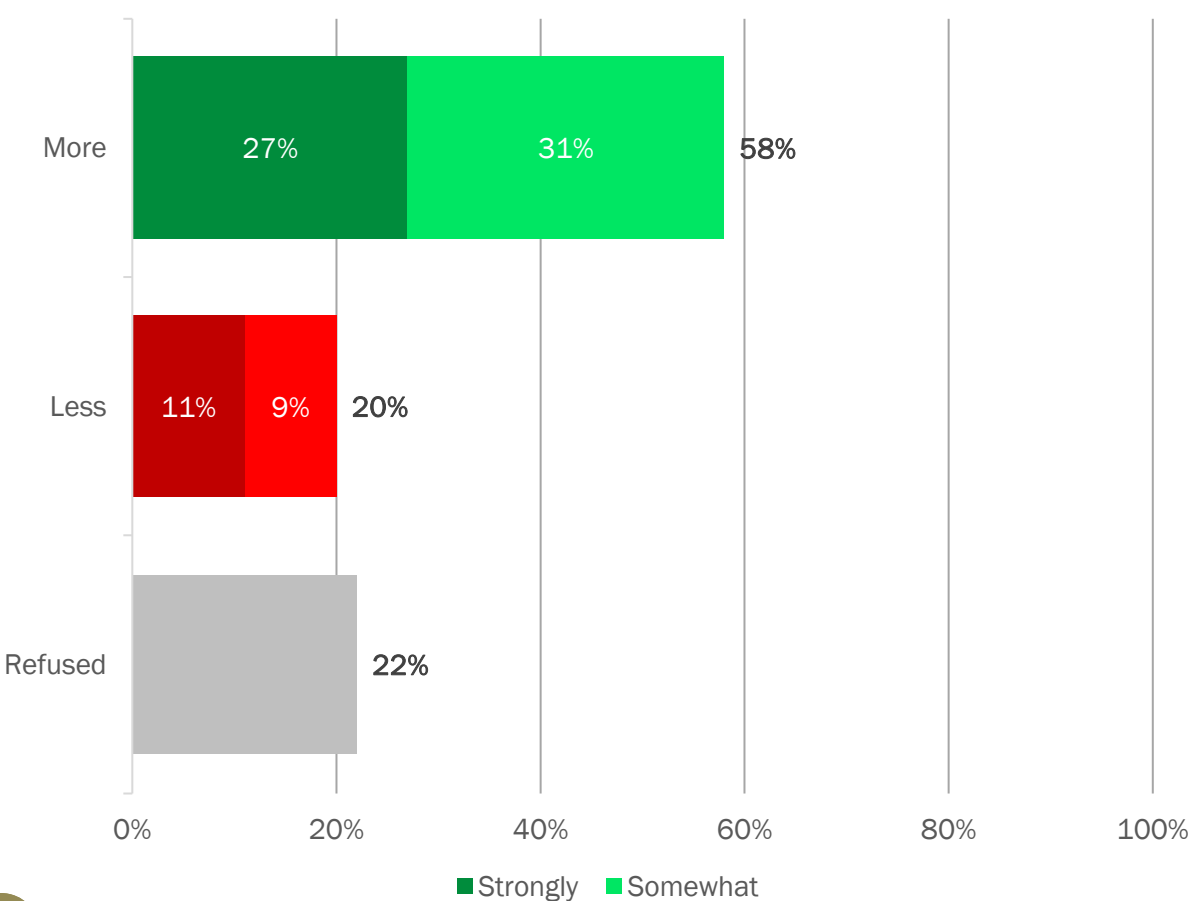
31. The City Government is considering two options to update the competitive bidding threshold requirement.



	Size	More Spending	Leave Policy with Threshold Increase	Leave Policy with no Threshold Increase	Refused
Total	100%	20%	25%	34%	20%
Republican	29%	11%	26%	42%	21%
Independent/Other	40%	28%	23%	32%	18%
Democrat	31%	20%	26%	30%	24%
Definitely Plan to Vote	79%	22%	23%	35%	19%
Probably Plan to Vote	14%	12%	29%	31%	28%
Home Owner	61%	23%	27%	29%	21%
Renter	37%	18%	24%	42%	17%
GOP 18-54	14%	14%	28%	43%	14%
GOP 55+	14%	8%	24%	40%	28%
Ind 18-54	23%	30%	22%	31%	17%
Ind 55+	16%	21%	26%	34%	20%
Dem 18-54	19%	18%	22%	35%	24%
Dem 55+	11%	25%	31%	23%	20%
GOP Men	17%	14%	18%	46%	22%
GOP Women	12%	8%	37%	37%	19%
Ind Men	22%	25%	24%	35%	16%
Ind Women	18%	31%	21%	27%	21%
Dem Men	9%	31%	17%	26%	25%
Dem Women	22%	16%	30%	32%	23%
<College & <\$75K	28%	19%	22%	37%	22%
<College & \$75K+	20%	24%	25%	33%	18%
College+ & <\$75K	11%	15%	34%	29%	22%
College+ & \$75K+	31%	25%	26%	37%	12%
80120	64%	21%	23%	35%	22%
80123	18%	23%	33%	34%	10%

A majority of voters (58%) would be more likely to support amending the charter knowing that city is one of only four with such low threshold.

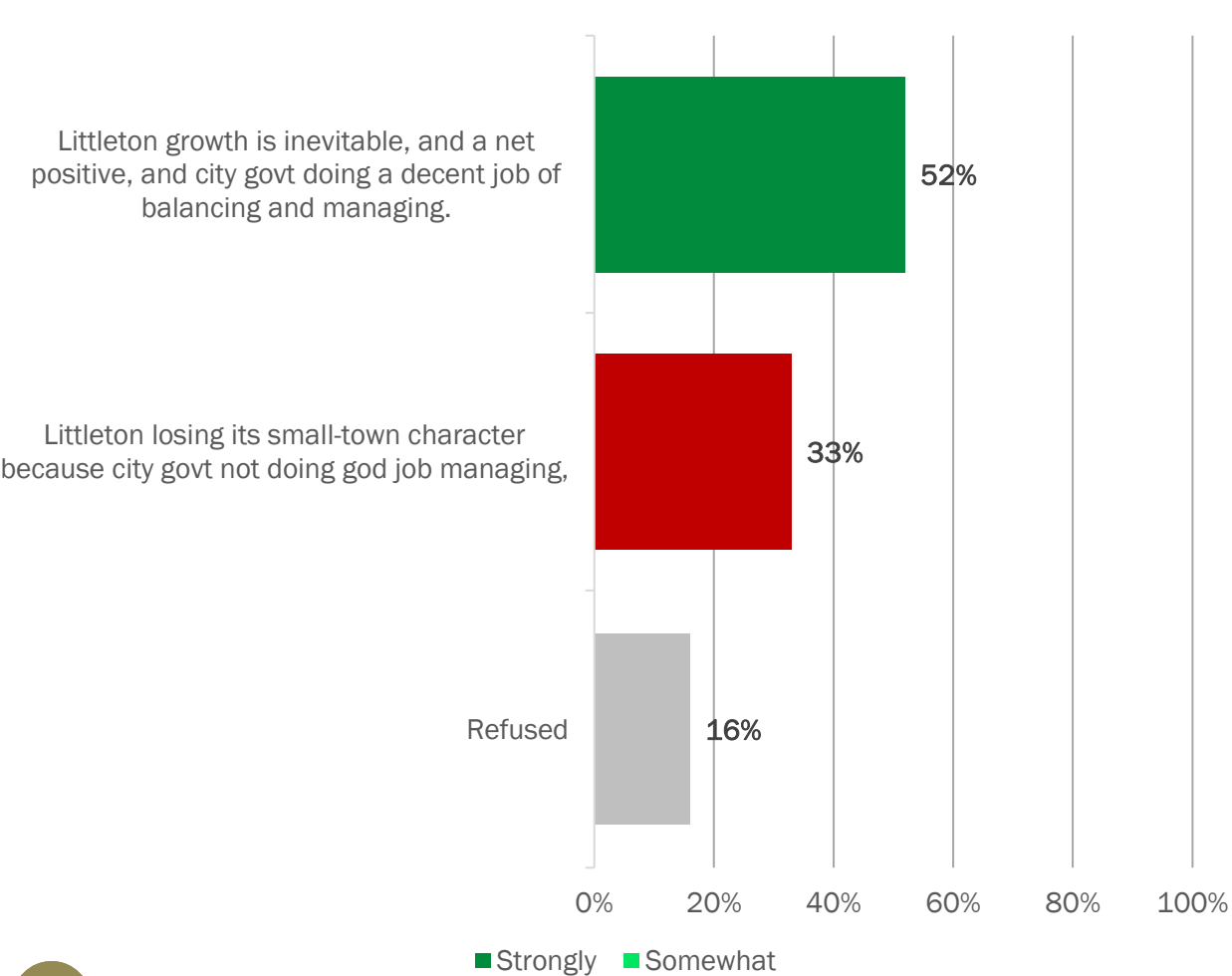
32. Would you be more or less likely to support amending the city charter allowing higher spending threshold limits, if you knew that Littleton is currently one of only four cities in the state that must accept the lowest bid, and no other city in the state has a bidding threshold as low as five thousand dollars?



	Size	More	Less	Refused
Total	100%	58%	20%	22%
Republican	29%	54%	27%	19%
Independent/Other	40%	56%	20%	24%
Democrat	31%	65%	13%	22%
Definitely Plan to Vote	79%	60%	19%	21%
Probably Plan to Vote	14%	43%	27%	31%
Home Owner	61%	57%	18%	25%
Renter	37%	61%	24%	15%
GOP 18-54	14%	58%	26%	16%
GOP 55+	14%	49%	29%	22%
Ind 18-54	23%	52%	22%	26%
Ind 55+	16%	59%	18%	23%
Dem 18-54	19%	65%	15%	19%
Dem 55+	11%	66%	10%	24%
GOP Men	17%	53%	30%	18%
GOP Women	12%	57%	22%	21%
Ind Men	22%	49%	25%	26%
Ind Women	18%	65%	13%	22%
Dem Men	9%	63%	20%	17%
Dem Women	22%	66%	10%	23%
<College & <\$75K	28%	49%	23%	28%
<College & \$75K+	20%	69%	12%	18%
College+ & <\$75K	11%	70%	11%	19%
College+ & \$75K+	31%	62%	26%	12%
80120	64%	60%	18%	22%
80123	18%	59%	21%	20%

A majority (52%) say that growth is inevitable, but 54% of Republicans say Littleton is losing its character.

33. (Some People Say/Other) that Littleton is growing too fast, and that Littleton City government has not done a good job controlling growth and maintaining our small-town character.



	Size	Losing Small Town	Growth is Inevitable	Refused
Total	100%	33%	52%	16%
Republican	29%	54%	36%	10%
Independent/Other	40%	27%	54%	19%
Democrat	31%	21%	63%	16%
Definitely Plan to Vote	79%	36%	50%	14%
Probably Plan to Vote	14%	21%	54%	25%
Home Owner	61%	37%	47%	16%
Renter	37%	27%	59%	14%
GOP 18-54	14%	54%	41%	5%
GOP 55+	14%	53%	33%	14%
Ind 18-54	23%	17%	65%	18%
Ind 55+	16%	44%	35%	22%
Dem 18-54	19%	21%	62%	17%
Dem 55+	11%	22%	69%	9%
GOP Men	17%	44%	48%	8%
GOP Women	12%	68%	19%	13%
Ind Men	22%	20%	60%	20%
Ind Women	18%	35%	46%	19%
Dem Men	9%	13%	76%	12%
Dem Women	22%	24%	58%	18%
<College & <\$75K	28%	23%	65%	12%
<College & \$75K+	20%	57%	30%	13%
College+ & <\$75K	11%	34%	41%	25%
College+ & \$75K+	31%	25%	61%	14%
80120	64%	33%	52%	15%
80123	18%	32%	51%	17%





Research Design

Vitale & Associates conducted a study of likely voters in the City of Littleton, Colorado.

Vitale and Associates selected a random sample of registered voters from the Littleton voter file using Registration Based Sampling (RBS). The sample for this survey was stratified based on geography, age, and gender. This methodology allows us to avoid post-survey “weighting”, which can reduce the reliability of survey results.

Respondents were contacted by phone via a live telephone operator interview between June 15-20, 2022. The study has a sample size of n=302 likely voters with a margin of error of $\pm 5.6\%$ in 95 out of 100 cases.



Todd Vitale

todd@vitaleassociates.com

Research Team:

Mike Yelovich – Deputy Director of Research

Forrest Ellis– Research Associate

Chris Avalos– Research Associate

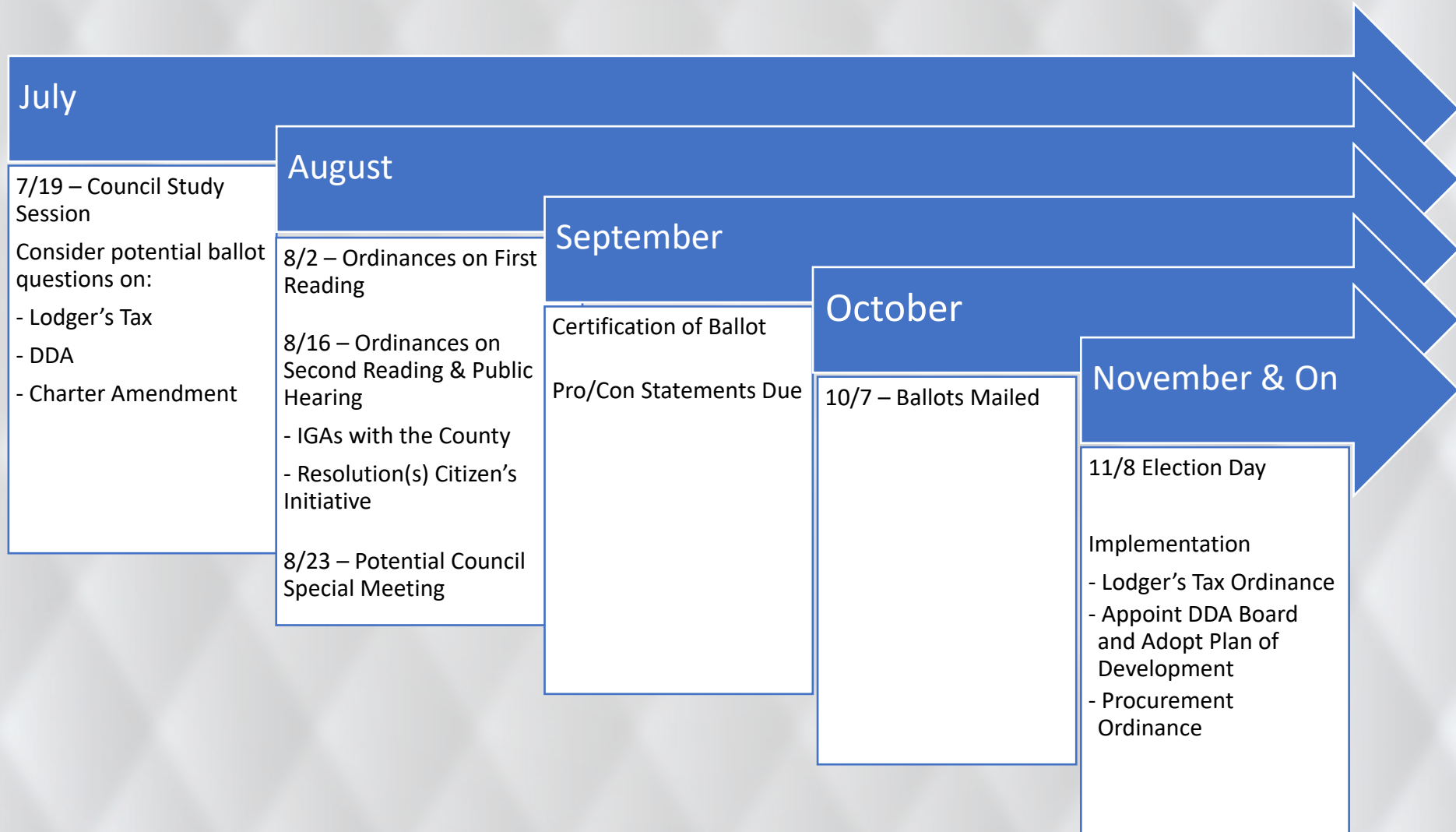
For questions or projects, reach out to us anytime.



Potential Ballot Questions

Supplemental Slides

2022 Election Timeline



Lodger's Tax Discussion

- Does council wish to consider an ordinance on a potential ballot question for a lodger's tax?
 - Set at 5%?
 - Dedicated to support arts, culture, and tourism?

Downtown Development Authority (DDA)

- Does Council wish to support the formation of a DDA and a mill levy used to support operations of, and services provided by the DDA?

Downtown Development Authority (DDA)

- Initial Council Role
 - Consider the slate of candidates (recommended by stakeholders) based on the proposed composition for the DDA Board
 - Approve the five-year Plan of Development (project plan) with detailed activities, programs, and improvements
 - Mayoral appointment of Council Member to serve on the DDA Board
 - Direct city staff and the DDA Board and staff to coordinate

Downtown Development Authority (DDA)

- Ongoing Council Role
 - Fill DDA Board vacancies from the slate of three nominees provided by the DDA Board
 - Review and approve future changes to the Plan of Development
 - Direct city staff and the DDA Board and staff to coordinate

Downtown Development Authority (DDA)

Task	Estimated Timeline
City Council consideration of ordinance to establish the DDA	Summer 2022
Election by qualified electors within the DDA to organize DDA and establish mill levy (qualified electors include residents, landowners, and lessees within the DDA boundaries)	November 2022
Begin DDA operations and use of mill levy	January 2023
Approve Plan of Development to establish base year for use of Tax Increment Financing (TIF)	2022 or 2023

Charter Amendment Discussion

- Does council wish to consider an ordinance on a potential ballot question amending procurement provisions in the Charter?
 - Does council wish to consider an ordinance adding a capital procurement provision to the City Code?

Next Steps

- If directed to, staff will prepare ordinance for first reading on August 2nd and second reading and public hearing on August 16th for:
 - Lodger's Tax
 - DDA
 - Charter Amendment – Procurement Provisions



Staff Communication

File #: ID# 22-163, **Version:** 2

Agenda Date: 07/19/2022

Subject:

Council Work Plan - Capital Improvement Strategy Discussion

Prepared By: Tiffany Hooten, Finance Director

PURPOSE:

This is a follow-up to a study session in May 2022. Staff will be reviewing the 3A capital improvement strategy to include a draft committee charter, draft ordinance language for creation of the 3A capital improvement fund and project implementation strategy.

PRESENTATIONS:

Staff Presenter(s): Keith Reester, Public Works Director
Tiffany Hooten, Finance Director

Additional Presenter(s): N/A

SUMMARY:

In November 2021 Littleton voters approved a 0.75% sales tax increase targeted at supporting needed capital expenditures, long overdue maintenance and new opportunities to support community programs. As has been previously discussed, there is a significant backlog of city needs from decades of deferred maintenance and capital improvements.

PRIOR ACTIONS OR DISCUSSIONS:

Capital improvement project funding has been discussed in several previous council meetings and was included as a ballot question in November 2021 along with a study session on May 24, 2022.

ANALYSIS:

Staff Analysis

As a result of the election, a study session on May 24 included a discussion on capital improvement strategy and addressed the four topics.

- 1) Projected 3A Revenues
- 2) Strategy for Use of Funds
- 3) Citizen Review Committee
- 4) Establishment of Fund

Staff has incorporated council feedback and is presenting a draft of a committee charter along with ordinance language for the establishment of the 3A Capital improvement fund. These recommendations align with local government methodologies and will provide guidance to support use of the 3A Capital Funds in accordance with the ballot language and the needs of the community.

Council Goal, Objective, and/or Guiding Principle

Goal 2: Financial Sustainability

Goal 8: Good Governance

Fiscal Impacts

The additional sales and use tax rate of 0.75% is anticipated to provide an average of \$12.5M/year over the next decade to address the capital and infrastructure needs of the city.

Alternatives

Alternatives will be discussed during the presentation and depend on council direction.

STAFF RECOMMENDATION:

Staff recommends moving forward with this strategic plan and presenting a committee charter and the creation of the 3A Fund for council consideration with formal action to be taken in August.

3A Capital Improvement Fund
2022-2030 Strategic Plan

	2022		2023		2024		2025		2026		2027		2028		2029		2030	
Estimated Revenues	\$8,821,000		\$11,162,409		\$11,684,467		\$12,274,135		\$ 12,887,690		\$ 13,526,028		\$ 13,792,198		\$ 14,063,519		\$ 14,340,085	
Category	Allocation	Percent	Allocation	Percent	Allocation	Percent	Allocation	Percent	Allocation	Percent	Allocation	Percent	Allocation	Percent	Allocation	Percent	Allocation	Percent
Infrastructure Expenditures																		
Streets Capital Maintenance			\$4,000,000	36%	\$2,000,000	17%	\$2,000,000	16%	\$2,500,000	19%	\$2,500,000	18%	\$3,000,000	22%	\$2,500,000	18%	\$2,500,000	17%
Assigned Local Match																		
• Santa Fe/Mineral	\$1,914,000	22%																
• County Line Road	\$305,000	3%																
Grant Local Match Projection			\$1,000,000	9%	\$1,000,000	9%	\$1,000,000	8%	\$1,500,000	12%	\$1,500,000	11%	\$1,500,000	11%	\$1,500,000	11%	\$1,500,000	10%
Downtown Streetscape			\$1,100,000	10%	\$10,000,000	86%									\$1,200,000	9%	\$1,200,000	8%
Conservation & Grounds																		
Citywide Irrigation/Medians			\$500,000	4%	\$400,000	3%	\$500,000	4%	\$550,000	4%	\$600,000	4%	\$600,000	4%	\$600,000	4%	\$600,000	4%
Public Safety/Security																		
Public Safety Capital			\$250,000	2%	\$250,000	2%	\$300,000	2%	\$350,000	3%	\$450,000	3%	\$450,000	3%	\$450,000	3%	\$450,000	3%
Security Capital - Public Access			\$275,000	2%	\$300,000	3%	\$350,000	3%	\$375,000	3%	\$400,000	3%	\$400,000	3%	\$400,000	3%	\$400,000	3%
Internal Services Capital																		
Fleet Fund Seeding			\$1,200,000	11%	\$1,200,000	10%	\$450,000											
Information Tech Capital			\$1,750,000	16%	\$750,000	6%	\$850,000	7%	\$900,000	7%	\$900,000	7%	\$900,000	7%	\$900,000	6%	\$900,000	6%
Facilities Capital Maintenance																		
Annual Facilities Basic Maintenance			\$850,000	8%	\$850,000	7%	\$875,000	7%	\$950,000	7%	\$950,000	7%	\$950,000	7%	\$950,000	7%	\$950,000	7%
Facilities Systems Backlog			\$900,000	8%	\$900,000	8%	\$900,000	7%	\$900,000	7%	\$900,000	7%	\$900,000	7%	\$900,000	6%	\$900,000	6%
Building Construction/Upgrades																		
Public Works Bdg 2&3 Replacement			\$1,300,000	12%	\$13,000,000	111%												
Public Works Campus Changes			\$900,000	8%	\$900,000	8%	\$900,000	7%										
Major Building Capital											\$3,000,000	22%	\$3,000,000	22%	\$4,000,000	28%	\$4,000,000	28%
Overhead																		
Overhead for Construction/Allocated Personnel	\$0		\$1,055,000	7%	\$2,905,000	8%	\$617,500	7%	\$640,000	7%	\$945,000	8%	\$995,000	8%	\$1,165,000	8%	\$1,165,000	8%
Total Projects	\$2,219,000		\$15,080,000		\$34,455,000		\$8,742,500		\$8,665,000		\$12,145,000		\$12,695,000		\$14,565,000		\$14,565,000	
		25%		135%		295%		71%		67%		90%		92%		104%		102%

- Design
- Construction
- Capital Purchase
- Fleet Fund Seed Funding
- Local Match
- Overhead (10% on Design/Construction)

Establishment of Fund

Draft 3A Capital Improvement Fund Code Amendment

1-10-2: 3A Capital Improvement Fund

- A. Creation Of Fund: There is hereby created a special fund to be known as the 3A Capital Improvement Fund. This Fund shall be subject to annual audit in accordance with the provisions of Sec. 33 of the Charter (Ord. 26, Series of 1972; amd. Ord. 20, Series of 1973)
- B. Sources of Revenues: Monies collected by the City from the following revenue sources shall be deposited in the 3A Capital Improvement Fund:
1. All monies collected from a portion of the City retail sales and use tax as required by subsections 3-9-3-5 in the amount of $\frac{3}{4}$ percent (\$0.0075) as approved by voters in November 2021.
 2. Revenues for the capital improvements fund may also include any of the following: Appropriations to the capital improvements fund from the general fund; council authorized transfers of general fund surpluses; council authorized transfers of general obligation bond sale receipts; funds provided by federal, state, or county reimbursement grants, including county open space funds; interest on the fund investments; council authorized transfers from any appropriated fund of the city, including but not limited to enterprise funds, and any other source which the city council authorizes.
- C. Expenditures From 3A Capital Improvement Fund: 3A capital improvement funds shall be used to account for the costs of constructing, acquiring, enhancing, expanding, maintaining, downsizing, upgrading, or downgrading public facilities, including but not limited to the following: neighborhood street maintenance and reconstruction, street congestion and improved capacity projects, right-of-way and median maintenance and improvements, street and bridge safety improvements, sidewalk improvements, building replacement and maintenance, information technology and equipment purchases, upgrades, enhancements, improvements, maintenance and expenditure necessary in order to accomplish 3A capital projects.
- D. Budget: A 3A capital improvements fund budget shall be prepared annually for a minimum five-year period. The budget shall include the location and annual total estimated cost, together with the apportionment of the total estimated cost of each applicable year of the budget period. The budget will reflect the anticipated source of revenues for each capital improvement expenditure including sources other than those available in the 3A capital improvement fund. The capital improvement budget shall be adopted as part of the annual budget process. Appropriations may be made without regard to the time of year and shall not expire until the project authorized thereby is complete and all costs thereof are paid or the project is cancelled.
- E. Distribution of Surplus: Project funds from sales tax revenues remaining unexpended and unencumbered, if any, will not be considered as surplus so long as there exists a general obligation debt for a project performed or performable by the 3A capital improvements fund.
- F. Reporting: The city shall report annually on the progress of such projects and the expenditures of such revenues to the citizens with the review by a board or commission as appointed by city council.

City of Littleton 3A Annual Review Board Charter and Action Plan

The City of Littleton 3A Annual Review Board advises City Council on the use of Ballot Measure 3A funding. The board will provide a report to City Council and the community once per year as called for on the ballot language.

AND THE CITY SHALL ANNUALLY REPORT THE PROGRESS OF SUCH PROJECTS AND THE EXPENDITURES OF SUCH REVENUES TO THE CITIZENS WITH REVIEW BY A BOARD OR COMMISSION AS APPOINTED BY CITY COUNCIL

The board is made up of 8 members who are City of Littleton residents. The members will be appointed by City Council to each serve a two-year term. The membership will be drawn from:

- One member each from the following city boards and commissions
 - Planning Commission
 - Transportation and Mobility Board
 - Arts and Culture Commission
 - Historical Preservation Board
 - Next Gen Advisory Committee
- Community members (3) selected by City Council

The board will meet twice each year and once with City Council to discuss and prepare the annual report. The board will meet in April and May to review the staff reporting and prepare a memo to City Council outlining their evaluation of the utilization of 3A \$0.075 per the language in the ballot measure.

Working Objectives

Staff Tasks

Each year city staff will prepare report by March 31st outlining the following information:

- Revenue generated by the 3A \$0.075 sales
- Comparison of yearly revenue since the fund inception
- Projected sales tax revenue for the current fiscal year
- The utilization of the money generated by the \$0.075 sales tax for the preceding calendar year. The report shall include:
 - Total spending
 - Spending by major capital category
 - Debt service

- Unallocated funds
- Funds to be rolled over into the next year
- Overhead allocated to design and construction projects
- Employee positions allocated to the 3A Fund

Board Tasks

The ballot language reads that funds will be utilized for:

BACKLOGGED CAPITAL IMPROVEMENT PROJECTS INCLUDING BUT NOT LIMITED TO: NEIGHBORHOOD STREET MAINTENANCE AND RECONSTRUCTION, STREET CONGESTION AND IMPROVED CAPACITY PROJECTS, RIGHT-OF-WAY AND MEDIAN MAINTENANCE AND IMPROVEMENTS, STREET AND BRIDGE SAFETY IMPROVEMENTS, SIDEWALK IMPROVEMENTS, BUILDING REPLACEMENT AND MAINTENANCE, INCLUDING SPECIFIC PROJECTS SUCH AS:

- MAJOR STREET MAINTENANCE AND RECONSTRUCTION IN NEIGHBORHOODS AND SIGNIFICANT CORRIDORS;
- MINERAL & SANTA FE INTERSECTION IMPROVEMENTS;
- DOWNTOWN STREETScape AND PARKING IMPROVEMENTS;
- PUBLIC WORKS FACILITY REPLACEMENT; AND
- MAINTENANCE AND IMPROVEMENTS TO CITY-OWNED FACILITIES AT THE LITTLETON MUSEUM, BEMIS LIBRARY, THE MUNICIPAL COURTHOUSE AND OTHERS; AND
- PUBLIC SAFETY FACILITY IMPROVEMENTS;
- ENHANCED ENVIRONMENTAL STEWARDSHIP IMPROVEMENTS SUCH AS SUSTAINABLE LANDSCAPE IRRIGATION AND CONSERVATION IMPROVEMENTS

The board will prepare a summary report to City Council advising them if the use of the 3A Fund monies in the previous calendar year compared to the list of called for uses as stated in the ballot language. The memo will outline how the funds were spent, if there are expenditures that fall outside of the ballot language, and recommendations and concerns about the city's utilization of the 3A Fund.

The board will prepare the report in the two meetings in April and May then present the report memo to City Council in June at a study session.



Ballot 3A Execution Plan

July 19, 2022

Tiffany Hooten, Finance Director
Keith Reester, Public Works Director

Tonight's Objectives

- Review May 2022 Study Session
- Action Items Meeting 1
 - Fund Creation Ordinance
 - Citizen Committee Creation
- Funding Plan Options 2022-2030
- Next Steps

Tonight's Action Requests

- Feedback on Fund Creation Ordinance
- Feedback on Committee Creation Plan
- Feedback on Major Capital Categories



Fund Creation Ordinance

Tiffany Hooten,
Finance Director

Ordinance Components

- Creates a separate fund
- Sources of revenues
- Allowable expenditures
- Budget requirements
- Distribution of surplus
- Reporting

Citizen Committee Creation

Keith Reester,
Public Works & Utilities
Director

Citizen Committee

- Meet
 - April & May
 - June City Council Study Session
- Membership
 - One member each from the following city boards and commissions
 - Planning Commission
 - Transportation and Mobility Board
 - Arts and Culture Commission
 - Historical Preservation Board
 - Next Gen Advisory Committee
 - Community members (3) selected by City Council

Citizen Committee

City staff will prepare report annually by March 31st to include:

- Revenue generated by the 3A sales tax $\frac{3}{4}$ percent (\$0.0075)
- Comparison of yearly revenue since fund inception
- Projected sales tax revenue for the current fiscal year
- The utilization of the money generated by the $\frac{3}{4}$ percent sales tax for the preceding calendar year. The report shall include:
 - Total spending
 - Spending by major capital category
 - Debt service
 - Unallocated funds
 - Funds to be carried over into the next year
 - Overhead allocated to design and construction projects
 - Employee positions allocated to the 3A Fund

Citizen Committee

The board will prepare a summary report to City Council advising them if the use of the 3A Fund monies in the previous calendar year compared to the list of called for uses as stated in the ballot language.

The memo will outline how the funds were spent, if there are expenditures that fall outside of the ballot language, and recommendations/concerns about the city's utilization of the 3A Fund.



2022 - 2030 Projected Use Categories

2022 – 2030 Project Plan

Infrastructure Expenditures

Streets Capital Maintenance

Local Match - Grants

Downtown Streetscape

Conservation & Grounds

Citywide Irrigation/Medians

Public Safety/Security

Public Safety Capital

Security Capital/Public Access

Internal Services Capital

Fleet Fund Seeding

Information Tech Capital

Facilities Capital Maintenance

Annual Facilities Capital Maintenance

Facilities Systems Backlog

Building Construction/Upgrades

Public Works Building 2 & 3
Replacement

Public Works Campus Changes

Overhead Capital
Design/Construction

Capital Plan Next Steps

- Approve Major Categories
- Develop Detail by Category
 - 10-Year Plan
- Approve Project List in Annual Budget
- Requires Flexibility



Staff Recommendation

- Fund Creation Ordinance – Approve
- Committee Creation Plan – Approve
- Major Capital Categories – Approve

