

# The 21st Century Manager: What Does it Take to Have a Smart Community?

City Manager Michael Penny  
Littleton, Colorado



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# Littleton

- Founded in 1860
- Population: 41,737 and growing primarily through redevelopment
- Older, well educated and affluent
- Median age: 41.3
- Median household income: \$57,232





# Challenges when I arrived in 2011



Daniel Vasconcellos

Lots of employee longevity, decades of service. “We have always done it this way” mentality.

How do I move a 20th Century organization to a culture of innovation, embracing technology, breaking down silos?

# Littleton Fire Rescue

8 stations covering 92 square-miles and 220,000 people, 175 employees, managed by the city but provide service to large areas outside through an IGA:

## Launched alternative response models

- Quick Car (in lieu of 24 hour staffing and rolling out the big rigs)
- Care Car (home treatment vs. transport, private insurers interested)
- GIS heat maps identify high call areas to better allocate resources
- Using data to track trends in peak hours, days
- Real time alerts for medic unit utilization





CBS4 Studio



Highlands Ranch

10:18 63°



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# Littleton Fire Rescue

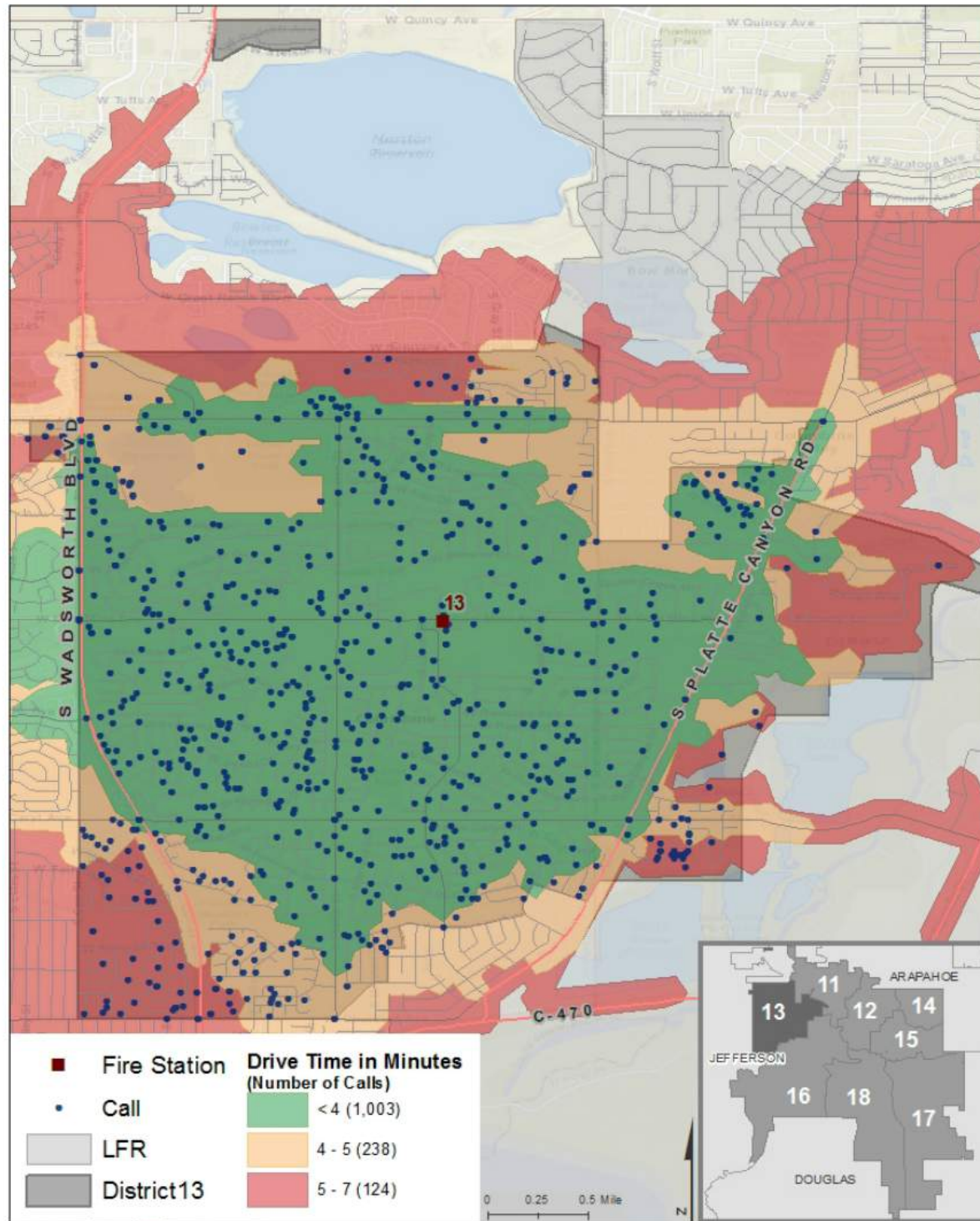
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# District 13 Calls August 1, 2014 - August 1, 2015



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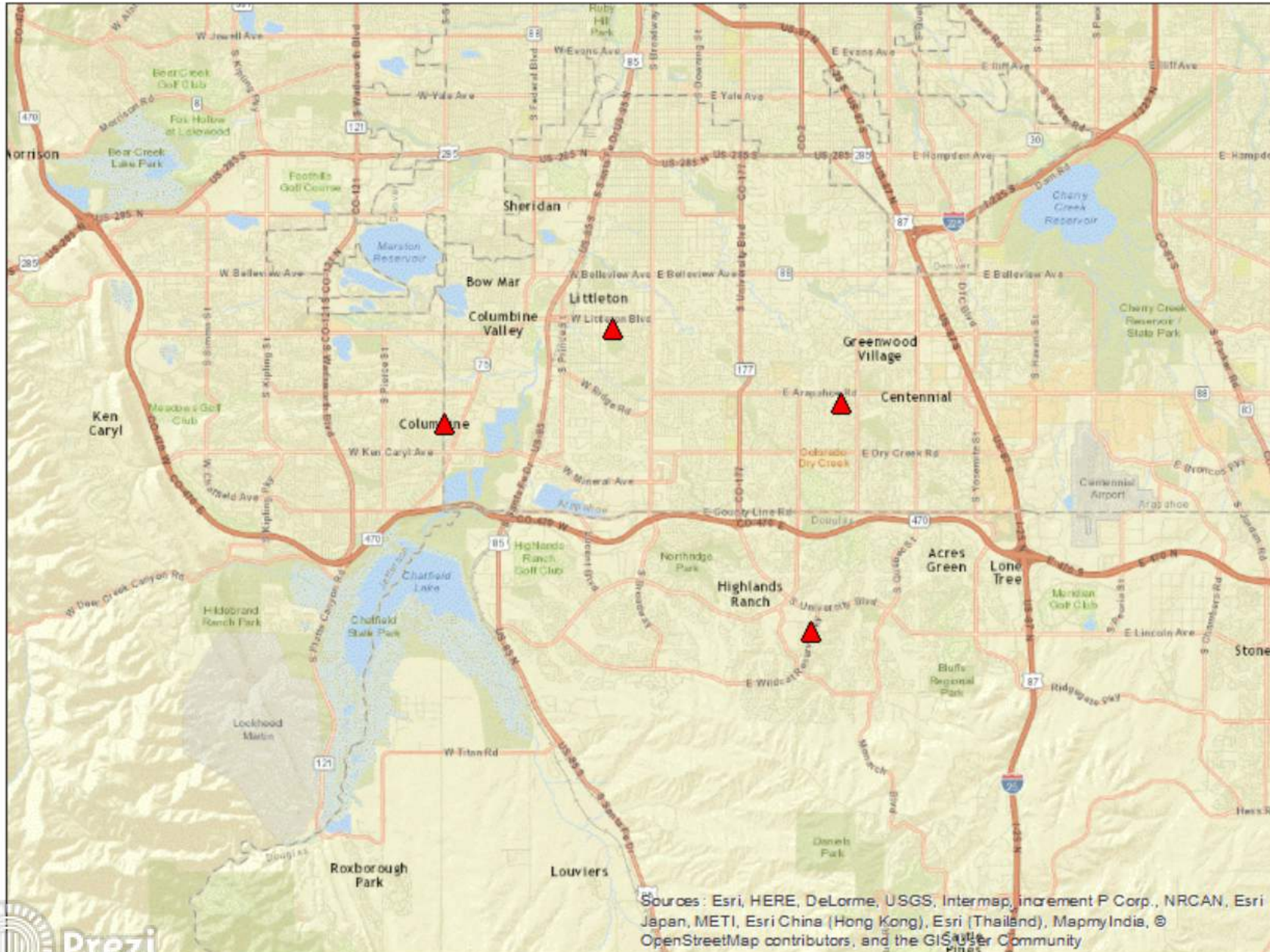
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# Littleton - Medic Units Committed 4/5 MapShot

Picture Taken: Thursday, Aug 20 2015 10:57:21 AM

Map icons displayed represent active, completed or in queue calls between the hours of Aug 20 2015 9:57:21 AM and Aug 20 2015 10:57:21 AM that have a valid longitude and latitude associated with it.

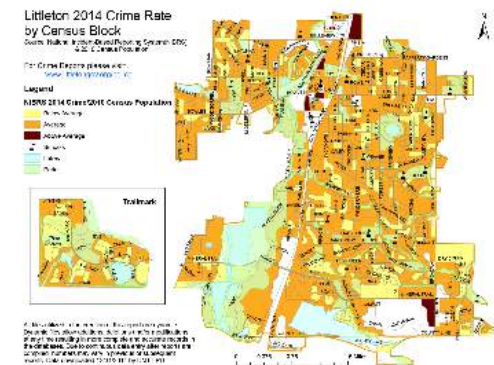
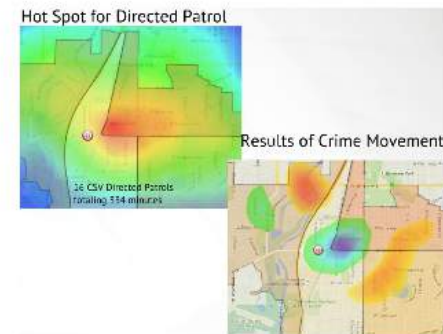


Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

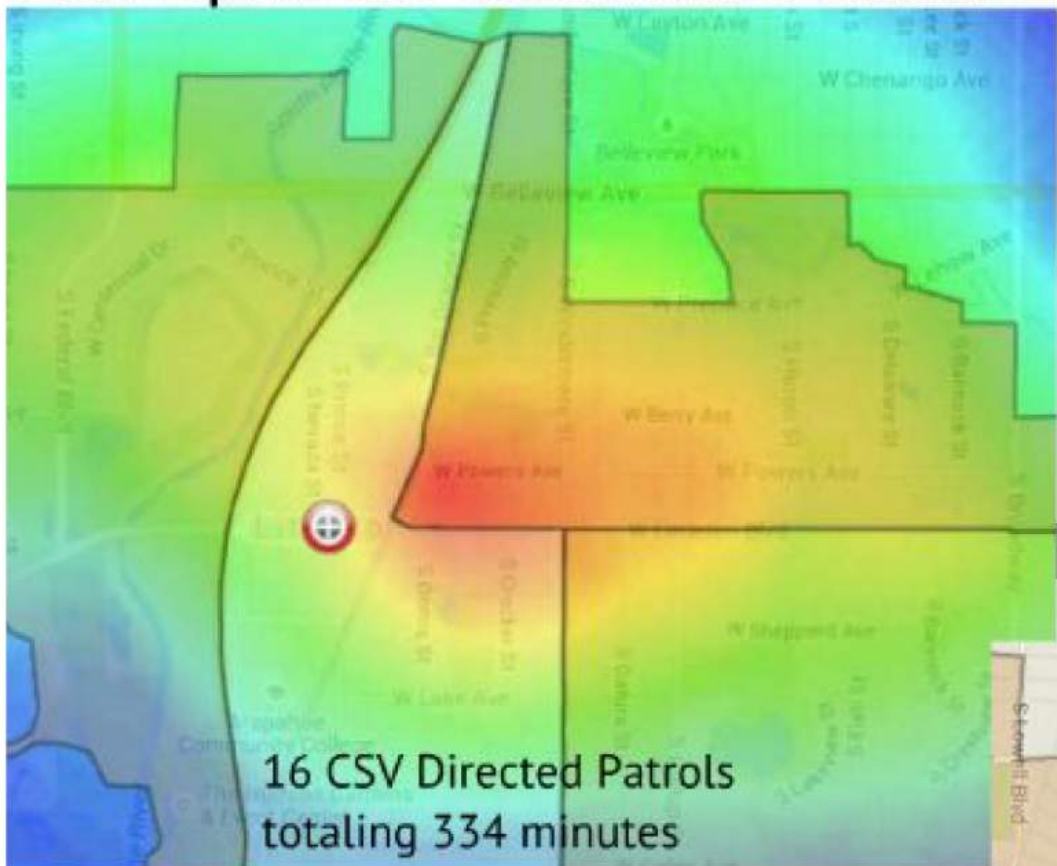
# Littleton Police Department

## GIS Tools

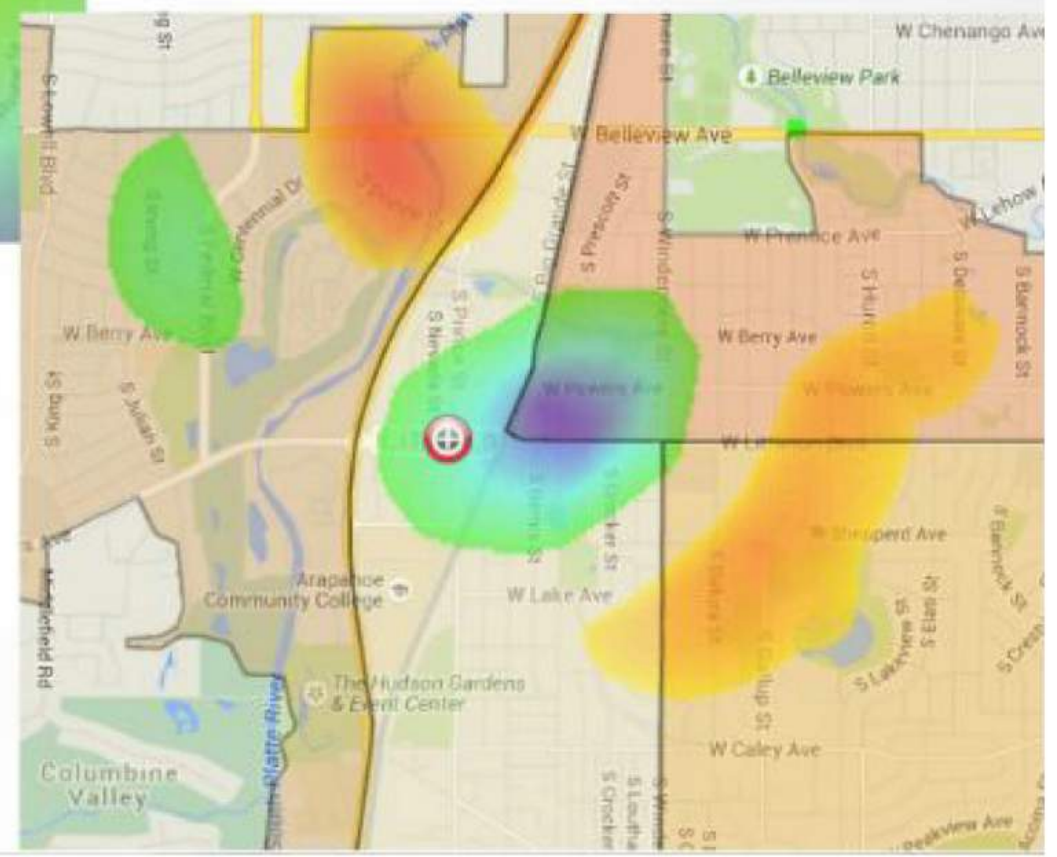
- LPD utilizes density maps and time comparison tools through AtacRaids and ArcGIS to track directed patrols and crime dispersion.
- Littleton Housing Authority requested a way to share crime rates with Section 8 housing applicants so they can compare locations when selecting housing.



# Hot Spot for Directed Patrol



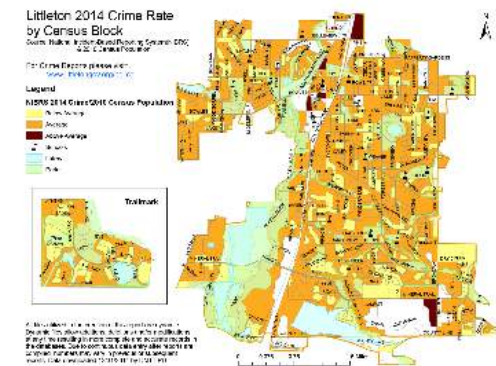
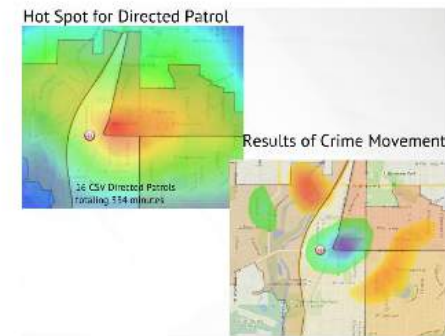
## Results of Crime Movement



# Littleton Police Department

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# Littleton 2014 Crime Rate by Census Block

Source: National Incident-Based Reporting System(NIBRS) & 2010 Census Population

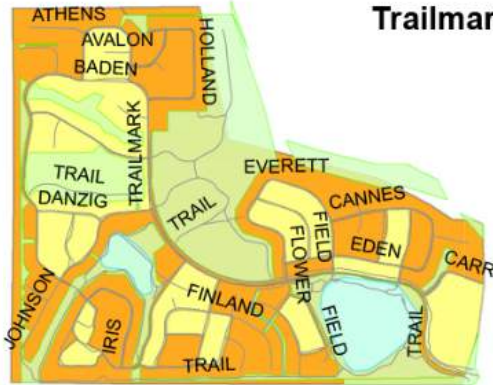
For Crime Reports please visit:  
[www.littletongov.org/police](http://www.littletongov.org/police)

## Legend

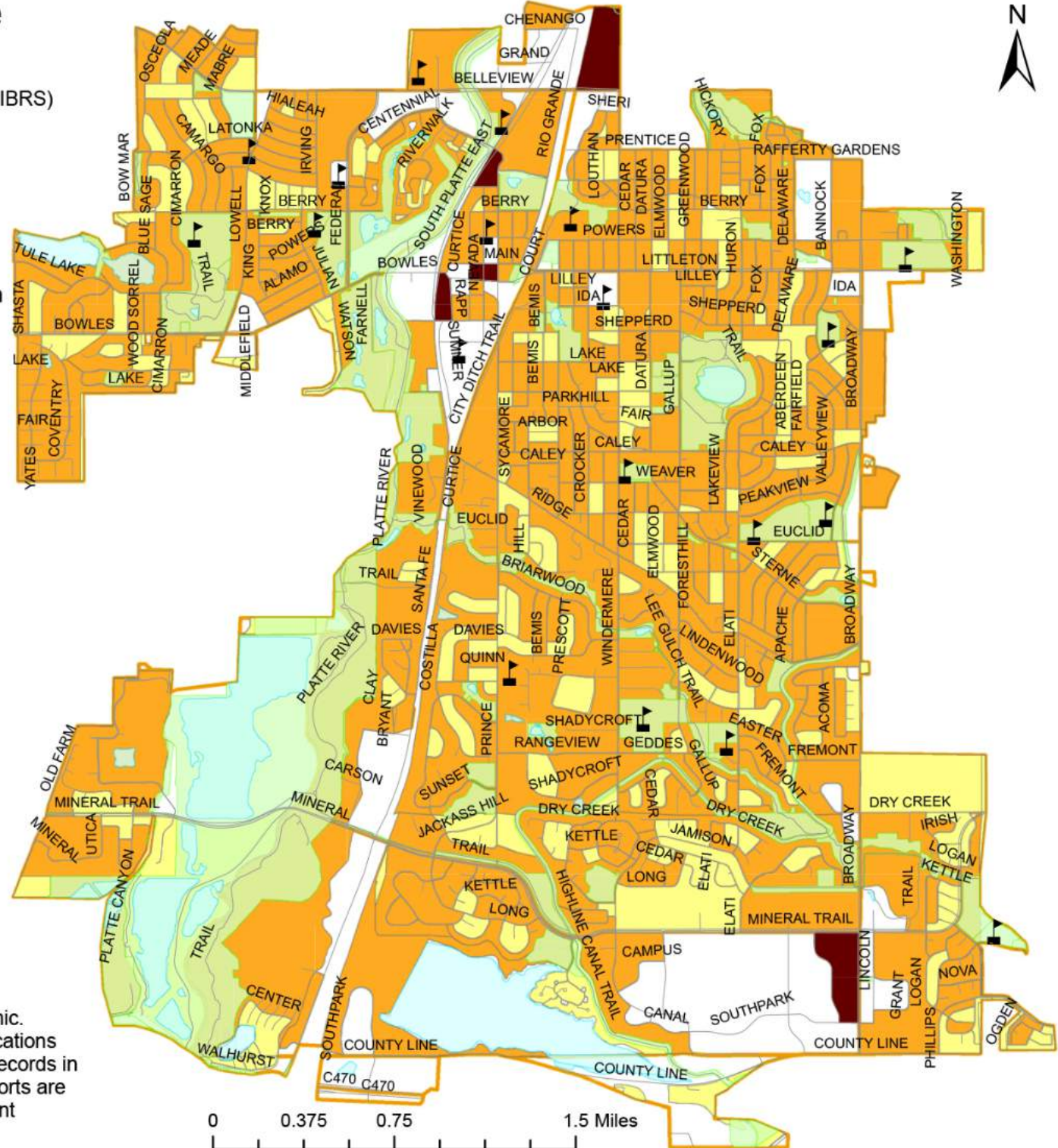
### NIBRS 2014 Crime/2010 Census Population

- Below Average
- Average
- Above Average
- Schools
- Lakes
- Parks

### Trailmark



All files utilized in the creation of this report are dynamic. Dynamic files allow additions, deletions and/or modifications at any time resulting in more complete and accurate records in the databases. Due to continuous data entry after reports are completed, numbers may vary in previous or subsequent reports. Data downloaded 12/31/2014 by DMT-LPD



# Public Works Department

## CIP Project map website

### Littleton Click n' Fix – report concerns 24/7/365

- Upload with or without photos with a smartphone – potholes, weeds, ice, sidewalk damage, graffiti, trash, abandoned vehicles, etc. Links with Facebook!
- 448 issues reported to the site since launch in November.



## Pavement Condition Index

160 miles of streets were evaluated. Increased annual street maintenance budget as a result. Eventually GIS data will assist with identifying priorities for budget.



## ESRI ArcGIS Platform

Documents location of infrastructure in the city including every tree and man hole cover.

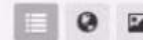


## Littleton, CO [change]

[Follow this Place](#)[Report an Issue](#)

- ISSUES
- ANSWERS
- NEIGHBORS
- WATCH AREAS

## ISSUES



### Fences and walls • Open

3440-3460 W Berry Pl Littleton, Colorado

This fence is falling down from the weight of the vines, which are also totally obscuring the sidewalk. Impossible to walk safely here.

about 6 hours ago · Reported by An anonymous SeeClickFix user · [Share](#) · [Flag](#)

1  
vote

FIX IT!



**Codes Dept** (Verified Official)

Codes Dept assigned this issue to Codes Dept

about 6 hours ago · [Flag](#)



### Overhead Streetlight • Closed

1724 W Shepperd Ave Littleton, Colorado

Intersection of Ida and Louthan. Intermittent operation

08-22-2015 · Reported by An anonymous SeeClickFix user · [Share](#) · [Flag](#)

0  
thanks

SAY  
THANKS!



**Traffic** (Verified Official)

Traffic assigned this issue to Traffic

08-22-2015 · [Flag](#)



**Patti Garza** (Registered User)

issues w/ streetlights can be reported to xcel energy for fastest response

08-22-2015 · [Flag](#)



**Patti Garza** (Registered User)

I guess i mean overhead lights, not traffic lights. :/

08-22-2015 · [Flag](#)



## TOP USERS

[more](#)

## WHO'S WATCHING

[more](#)

Littleton, CO (PLUS)

Aurora City Hall Service Request

Centennial, CO

City of Arvada Emergency Preparedness

Denver 311

## POPULAR QUESTIONS

[more](#)

**I have bagged my leaves and need to dispose of some old tires. Where can I take them?**

Information Service asked - 2 Answers



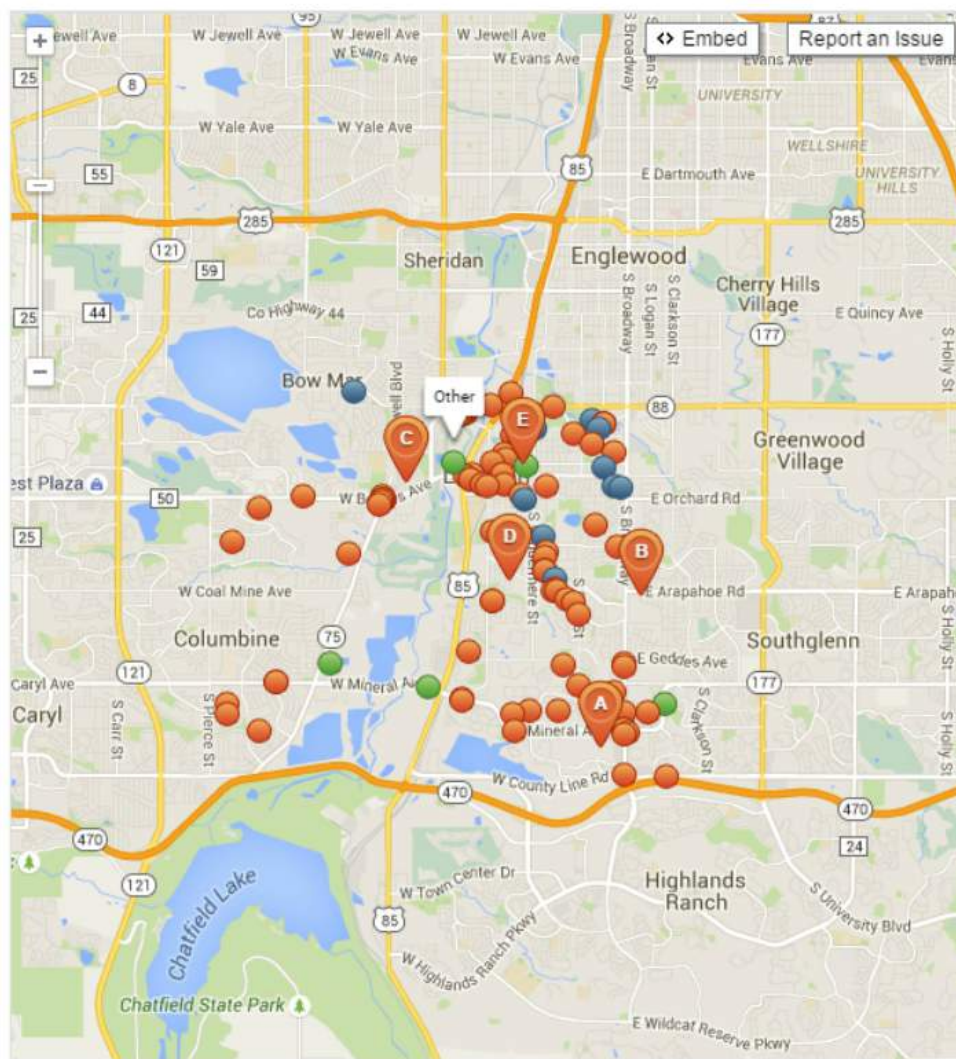


# Littleton, CO – Government

Community & Government

Like Follow Message

Timeline About Events **Click & Fix Littleton** More



Embed Report an Issue

Sort by: Recent Filter

- A Miscellaneous code enforcement violation (1)**  
401 West Mineral Avenue Littleton, Colorado  
about 3 minutes ago - Fix it! - Share
- B Sprinkler (1)**  
110 W Sterne Pkwy Littleton, Colorado  
about 5 hours ago - Fix it! - Share
- C Fences and walls (2)**  
3440-3460 W Berry Pl Littleton, Colorado  
1 day ago - Fix it! - Share
- D unkept property (1)**  
6351 South Spotswood Street Littleton, Colorado  
1 day ago - Fix it! - Share
- E Outdoor Storage (1)**  
5365 South Crocker Street Littleton, CO 80120, USA  
1 day ago - Fix it! - Share
- Vehicles (1)**  
5297 South Crocker Street Littleton, CO 80120, USA  
1 day ago - Fix it! - Share
- hole in sidewalk: utility cap**



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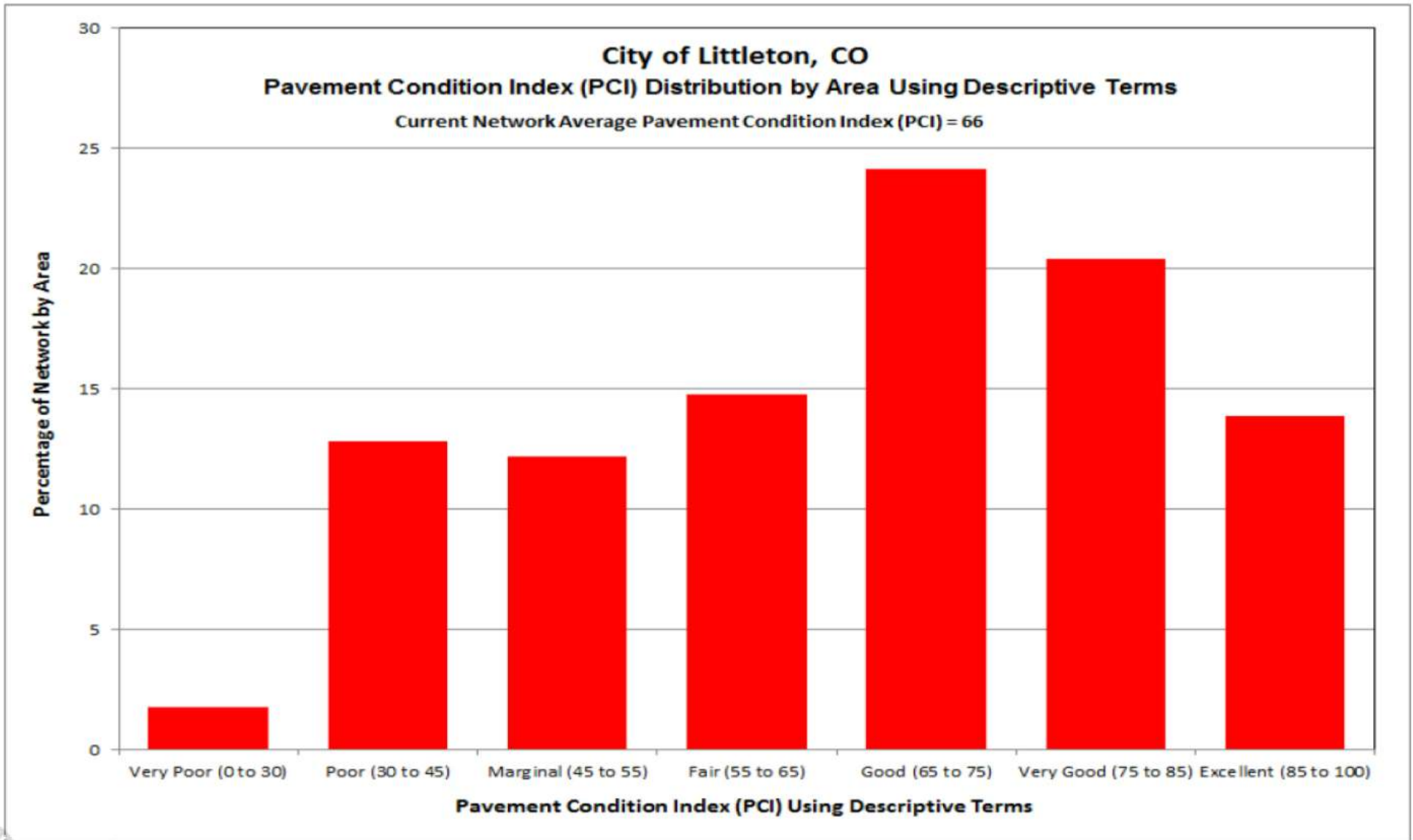
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# Overview of Littleton's PCI



# Public Works Department

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DaVIDS Map - ArcMap

File Edit View Bookmarks Insert Selection Geoprocessing Customize Windows Help

1:32,494

Export Map Styles...

Map Scale

Display and set the map scale.

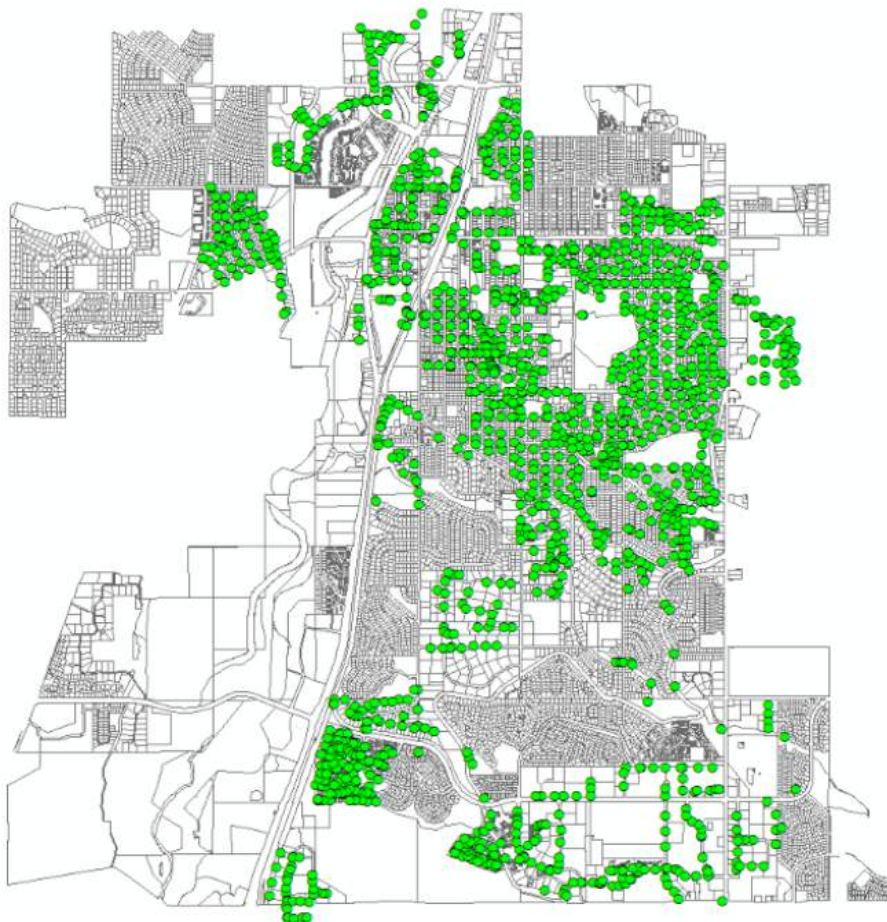
Disabled if data frame is using fixed extent or scale.

Press F1 for more help.

Table Of Contents

Layers

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- Streets\_Clip
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- contours tic
- Manholes
- Sewerlines
- streams\_Clip
- rdmarks arc
- Zoning\_2015
- tiles\_2012\_total
- STREETS
- Address.dwg Group Layer
- jcparc\_Clip
- bridge polygon
- little
- All\_bldg\_footprints\_Clip
- tiles\_2012\_total
- Floodplain\_Clip
- Parcels\_Clip
- Subdivisions\_Clip
- citylimit\_moved
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- 004S068W002.sid
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- 004S068W007.sid
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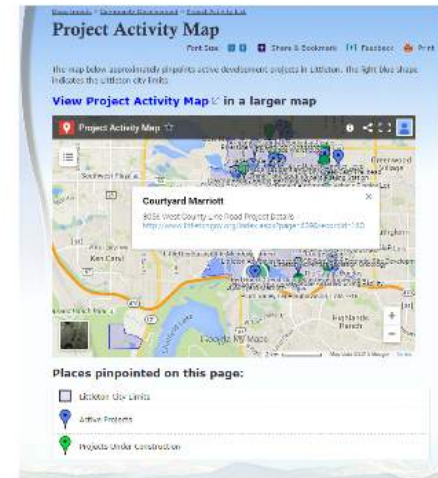
# Community Development

## Project Activity List

- Every development project in the city is listed alphabetically. Each one includes associated documents, renderings and applications.

## Nextdoor – free, social media site for neighborhoods.

- In 18 months, participation has grown 1,000 percent. 12% of Littleton's population is on Nextdoor. City posts information about emergency alerts, neighborhood grants, community events, public safety notices, even lost pets.

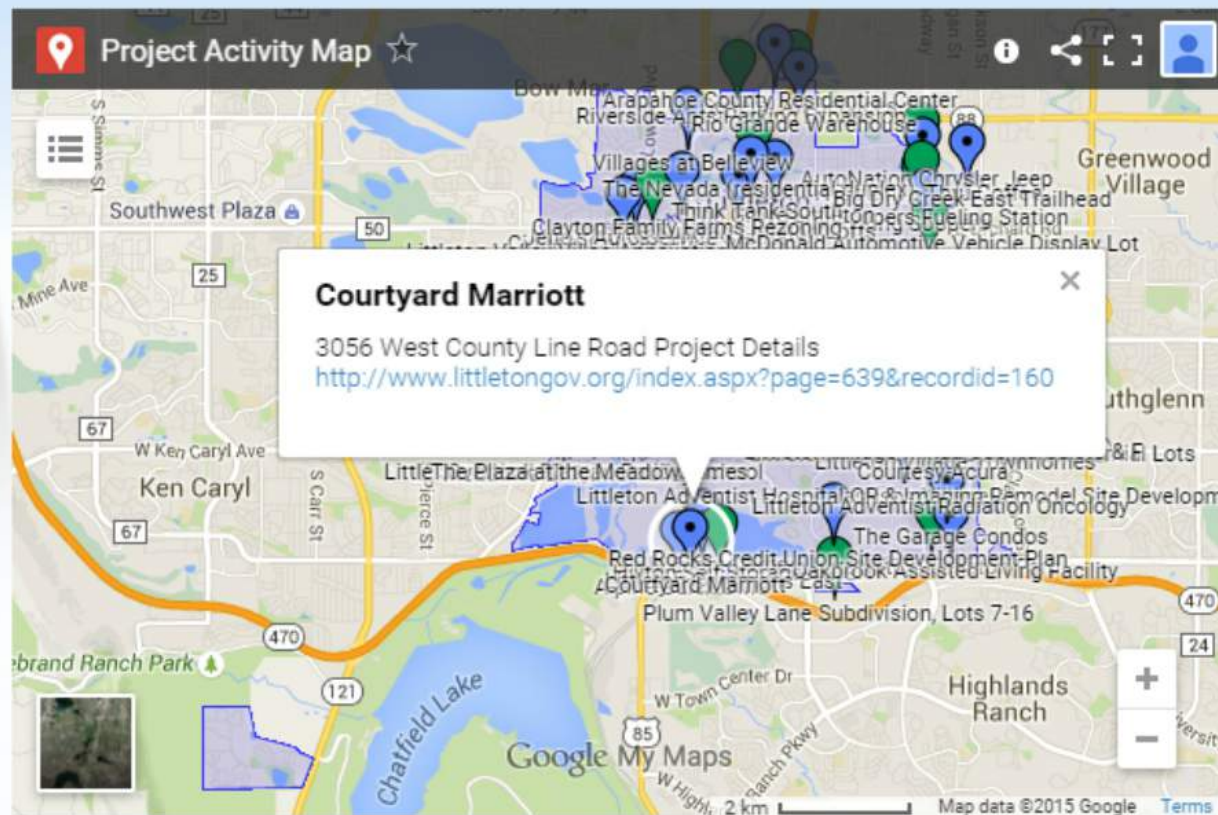


# Project Activity Map

Font Size: Share & Bookmark Feedback Print

The map below approximately pinpoints active development projects in Littleton. The light blue shape indicates the Littleton city limits.

[View Project Activity Map](#) in a larger map



## Places pinpointed on this page:

- Littleton City Limits
- Active Projects
- Projects Under Construction

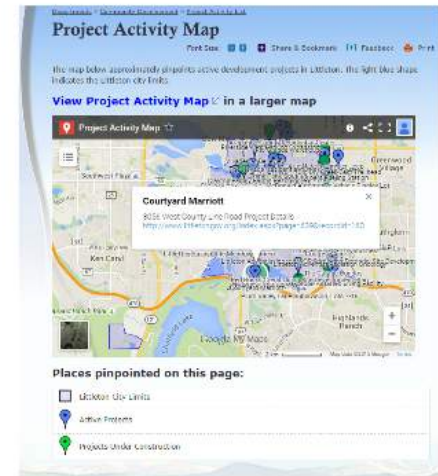
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When neighbors start talking,  
good things happen.

 **Nextdoor**  
join for free at [nextdoor.com](https://nextdoor.com)

 **Littleton**

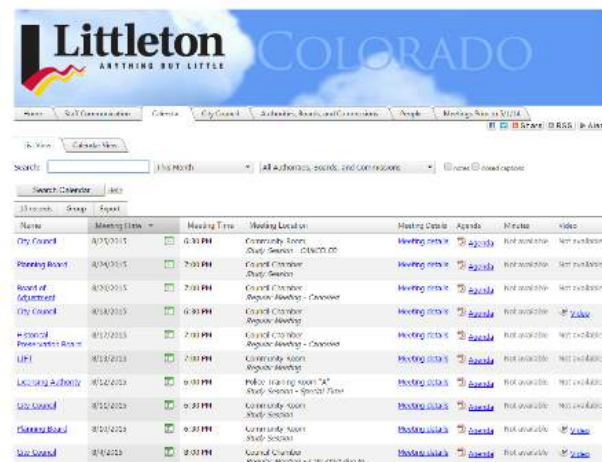
# City Clerk's Office

## Legistar by Granicus

Creates and manages agenda items, compiles files and supporting material, easily track legislation and generate historical reports. Can connect to GIS maps.

## Paperless agenda (iLegislate)

Paperless minutes, first city in Colorado to make video of meetings the official minutes.



The screenshot shows the Legistar interface for Littleton, Colorado. The header includes the city logo and navigation links. Below the header is a search bar and a table of upcoming meetings. The table has columns for Name, Meeting Date, Meeting Time, Meeting Location, Meeting Details, Agenda, Minutes, and Video. The meetings listed include City Council, Planning Board, Board of Adjustment, City Council, Historical Preservation Board, LUP, Licensing Authority, and various committees.

Name	Meeting Date	Meeting Time	Meeting Location	Meeting Details	Agenda	Minutes	Video
City Council	8/15/2011	6:30 PM	Community Room Study Session - 8/15/2011	Meeting items	Agenda	Not available	Not available
Planning Board	8/16/2011	7:00 PM	City Clerk's Office Study Session	Meeting items	Agenda	Not available	Not available
Board of Adjustment	8/16/2011	7:00 PM	City Clerk's Office Regular Meeting - Openness	Meeting items	Agenda	Not available	Not available
City Council	8/16/2011	6:30 PM	City Clerk's Office Regular Meeting	Meeting items	Agenda	Not available	Video
Historical Preservation Board	8/17/2011	7:00 PM	City Clerk's Office Regular Meeting - Openness	Meeting items	Agenda	Not available	Not available
LUP	8/18/2011	7:00 PM	Community Room Regular Meeting	Meeting items	Agenda	Not available	Not available
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City Council	8/22/2011	6:30 PM	City Clerk's Office Regular Meeting - Live Openness	Meeting items	Agenda	Not available	Video

[List View](#) | 
 [Calendar View](#)

Search:  This Month  All Authorities, Boards, and Commissions 
 notes  closed captions

[Help](#)

Name	Meeting Date <input type="button" value="v"/>	Meeting Time	Meeting Location	Meeting Details	Agenda	Minutes	Video
<a href="#">City Council</a>	8/25/2015 <input type="button" value="31"/>	6:30 PM	Community Room <i>Study Session - CANCELED</i>	<a href="#">Meeting details</a>	<a href="#">Agenda</a>	Not available	Not available
<a href="#">Planning Board</a>	8/24/2015 <input type="button" value="31"/>	7:00 PM	Council Chamber <i>Study Session</i>	<a href="#">Meeting details</a>	<a href="#">Agenda</a>	Not available	Not available
<a href="#">Board of Adjustment</a>	8/20/2015 <input type="button" value="31"/>	7:00 PM	Council Chamber <i>Regular Meeting - Canceled</i>	<a href="#">Meeting details</a>	<a href="#">Agenda</a>	Not available	Not available
<a href="#">City Council</a>	8/18/2015 <input type="button" value="31"/>	6:30 PM	Council Chamber <i>Regular Meeting</i>	<a href="#">Meeting details</a>	<a href="#">Agenda</a>	Not available	<a href="#">Video</a>
<a href="#">Historical Preservation Board</a>	8/17/2015 <input type="button" value="31"/>	7:00 PM	Council Chamber <i>Regular Meeting - Canceled</i>	<a href="#">Meeting details</a>	<a href="#">Agenda</a>	Not available	Not available
<a href="#">LIFT</a>	8/13/2015 <input type="button" value="31"/>	7:00 PM	Community Room <i>Regular Meeting</i>	<a href="#">Meeting details</a>	<a href="#">Agenda</a>	Not available	Not available
<a href="#">Licensing Authority</a>	8/12/2015 <input type="button" value="31"/>	6:00 PM	Police Training Room "A" <i>Study Session - Special Time</i>	<a href="#">Meeting details</a>	<a href="#">Agenda</a>	Not available	Not available
<a href="#">City Council</a>	8/11/2015 <input type="button" value="31"/>	6:30 PM	Community Room <i>Study Session</i>	<a href="#">Meeting details</a>	<a href="#">Agenda</a>	Not available	Not available
<a href="#">Planning Board</a>	8/10/2015 <input type="button" value="31"/>	6:30 PM	Community Room <i>Study Session</i>	<a href="#">Meeting details</a>	<a href="#">Agenda</a>	Not available	<a href="#">Video</a>
<a href="#">City Council</a>	8/4/2015 <input type="button" value="31"/>	8:00 PM	Council Chamber <i>Regular Meeting - Late start due to</i>	<a href="#">Meeting details</a>	<a href="#">Agenda</a>	Not available	<a href="#">Video</a>



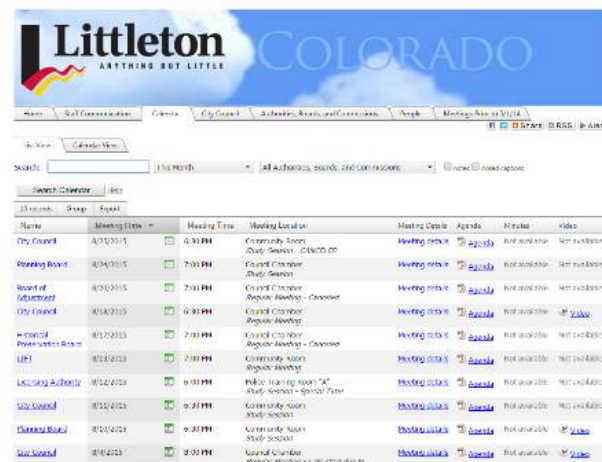
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City Council	8/22/2011	6:30 PM	City Clerk's Office Regular Meeting - Live Open House	Meeting items	Agenda	Not available	Video

# Bemis Library

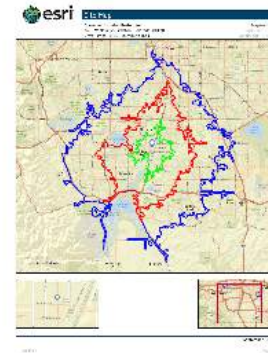
- 525,000 items circulated
- 315,000 annual visitors
- 48 employees
- Evanced software for patron registration for classes and programs.
- Using Ipads for collection inventory and evaluation, and mobile checkouts.
- Radio Frequency ID tags placed on every item in collection. Stacks of items can be checked out at once resulting in faster check out for patrons.





# Economic Development

- Provide high end marketing research to Littleton businesses and city departments using GIS (demographics, expenditures, psychographics, customer analysis, etc.)
- Advise Littleton businesses on their online marketing efforts (search engine optimization, social media strategy, etc.)

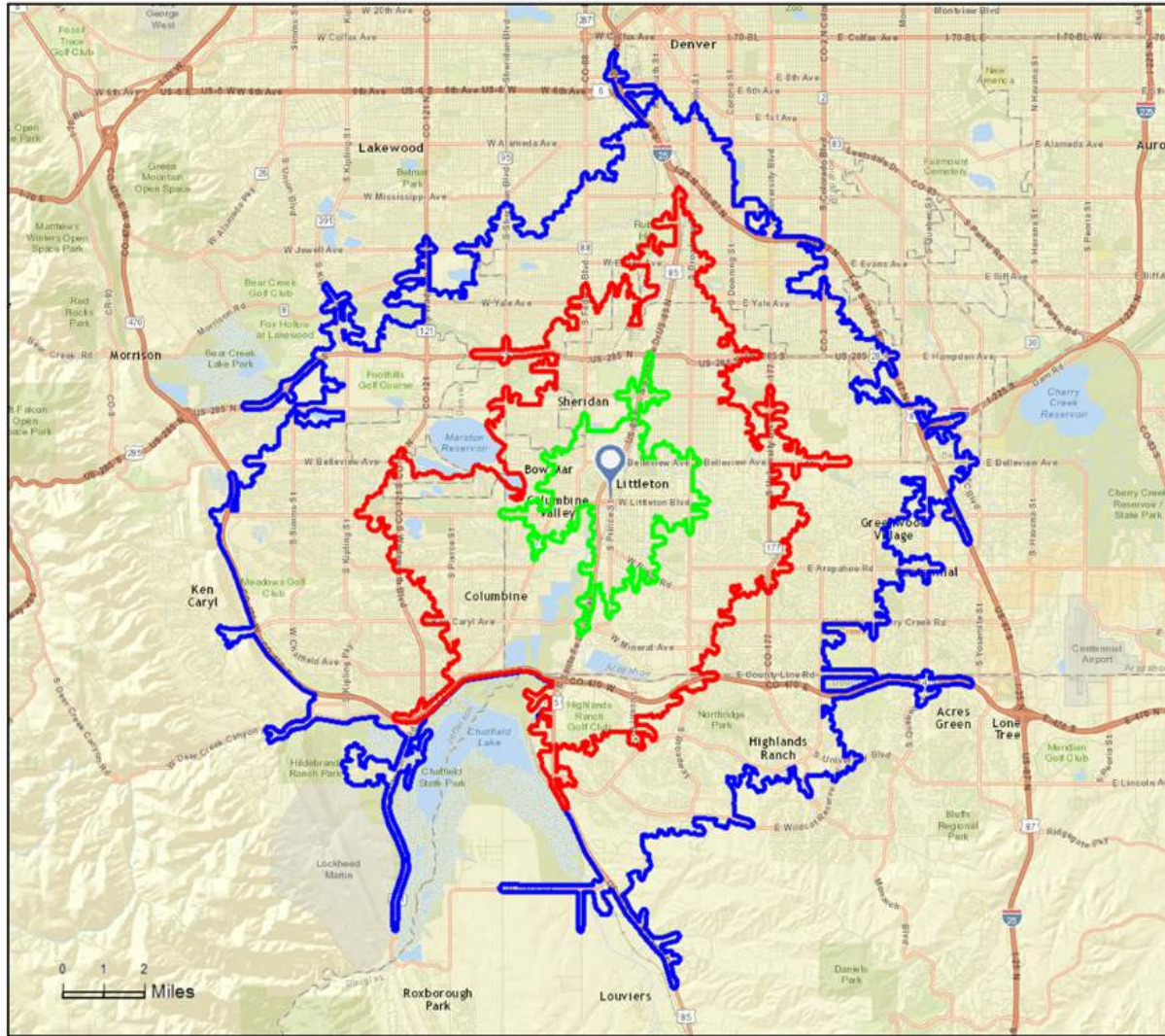




# Site Map

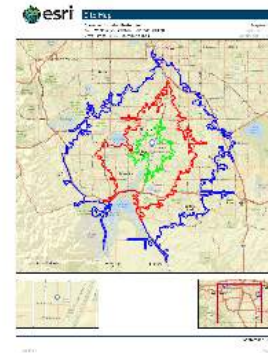
Downtown Littleton Restaurant  
2400 W Main St, Littleton, Colorado, 80120  
Drive Times: 5, 10, 15 minute radii

Prepared by Esri  
Latitude: 39.61370  
Longitude: -105.01619



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# SEARCH ENGINE OPTIMIZATION PROCESS



# City Attorney's Office

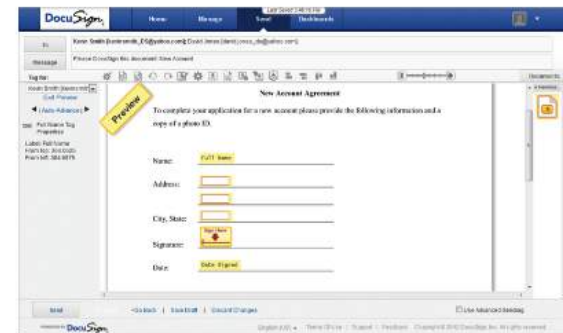
## Cobblestone Contract Management

Uses Cobblestone Contract Management software. Routes and tracks contracts, automates the workflow.



## DocuSign

Routes documents for electronic signature (agreements, ordinances, resolutions and invoices). Fully executed documents are then sent to each party. Can access from ipad, tablet or smartphone.





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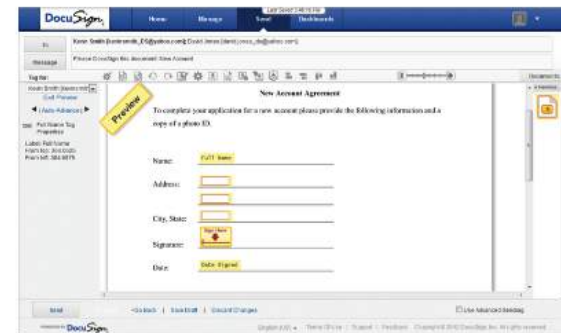
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To: Kevin Smith [kevinsmith\_DS@yahoo.com]; David Jones [david.jones\_ds@yahoo.com];

Message: Please DocuSign this document: New Account

Tag for:



Documents

Kevin Smith [kevinsmith]

Exit Preview

Auto-Advance



### New Account Agreement

To complete your application for a new account please provide the following information and a copy of a photo ID.

Name:

Address:

City, State:

Signature:

Date:



Send

Preview | <Go Back | Save Draft | Discard Changes

Use Advanced Sending





# Communications Department

## Twitter, YouTube, Facebook

In less than a week a recent post had 16,000 views, 376 likes, 137 shares



## Live Streaming

Stream city council and five appointed body meetings



## Open Littleton

Online citizen engagement tool through Peak Democracy – 2,618 visitors, 431 subscribers, 92 percent satisfaction rate.



"If this site is used correctly by Littleton's government, it will be a very useful tool to demonstrate how the recommendations of its residents can help correctly shape a growing classic city."



### Littleton, CO – Government

August 19 at 3:25pm · 🌐

Littleton Fire Rescue was called on Saturday, August 15 by bystanders who saw a woman and her teenage son stuck in the rocks in the middle of the South Platte River. Neither of them had life vests and the woman's ankle was trapped in the rocks. The dive rescue team responded with the Rapid Deployment Craft with Dive Team Members Mike Valesquez and Cory Lambert on board. They were able to get life vests to the victims. They were able to free the woman from the rocks and get he... [See More](#)



16k Views

👍 Like    💬 Comment    ➦ Share

Becky Millar Phye, Debbie Brinkman, Cindy Hathaway and 376 others like this.

Top Comments ▾

137 shares



Write a comment...



**Bill Clayton** Why on earth were they out there in the first place?

Like · Reply · 👍 4 · August 19 at 5:05pm



**Carla Wade Brown** two fire engines at our home for this rescue. Very intense

Like · Reply · August 19 at 6:30pm

[View 28 more comments](#)





# Communications Department

## Twitter, YouTube, Facebook

In less than a week a recent post had 16,000 views, 376 likes, 137 shares



## Live Streaming

Stream city council and five appointed body meetings



## Open Littleton

Online citizen engagement tool through Peak Democracy – 2,618 visitors, 431 subscribers, 92 percent satisfaction rate.



"If this site is used correctly by Littleton's government, it will be a very useful tool to demonstrate how the recommendations of its residents can help correctly shape a growing classic city."



# City of Littleton

Littleton Center  
2255 West Berry Avenue  
Littleton, CO 80120

## Meeting Agenda City Council

Tuesday, August 18, 2015

6:30 PM

Council Chamber

### Regular Meeting

#### 1. Roll Call

#### 2. Pledge of Allegiance

#### 3. Approval of Agenda

#### 4. Certification of Minutes / Meeting Journal

- a) [ID# 15-217](#) Certification of the August 4, 2015 regular meeting minutes
- b) [ID# 15-218](#) Certification of the August 11, 2015 study session minutes

#### 5. Citizen Comments

Unscheduled Public Appearances

#### 6. Comments / Reports

- a) City Manager
- b) Council Members
- c) Mayor

#### 7. Consent Agenda Items

- a) [Ordinance 84-2015](#) An ordinance amending chapter 10 of title 6 of the city code pertaining to electronic smoking devices and smoking prohibitions in the downtown area.

**Attachments:** [Downtown area smoking ban map](#)  
[Smoking ordinance](#)



00:35:43 / 01:33:38

City Council on 2015-08-18 6:30 ...

Index Share

- 6. Comments / Reports
  - a) City Manager
  - b) Council Members
  - c) Mayor
- 7. Consent Agenda Items
  - a) Ordinance 84-2015 An ordinance amending chapter 10 of title 6 of the city code pertaining to electronic smoking devices and smoking prohibitions in the downtown area.
  - b) Ordinance 24-2015 An ordinance amending the city code concerning temporary outdoor displays of merchandise in C-A and B-2 zones to eliminate the number of days each month when outdoor displays of merchandise shall be allowed.
  - c) Ordinance 86-2015 An ordinance amending the city code concerning structures on public rights of way
  - d) Resolution 56-2015 A resolution of the City Council of the City of Littleton, Colorado, approving a Start-up and Back-up Wastewater Treatment Intergovernmental Agreement with Dominion Water and Sanitation District
  - e) Resolution 50-2015 A resolution authorizing an Intergovernmental Agreement between the Arapahoe County Clerk and Recorder and the City of Littleton Regarding the Conduct and Administration of the November 2, 2015

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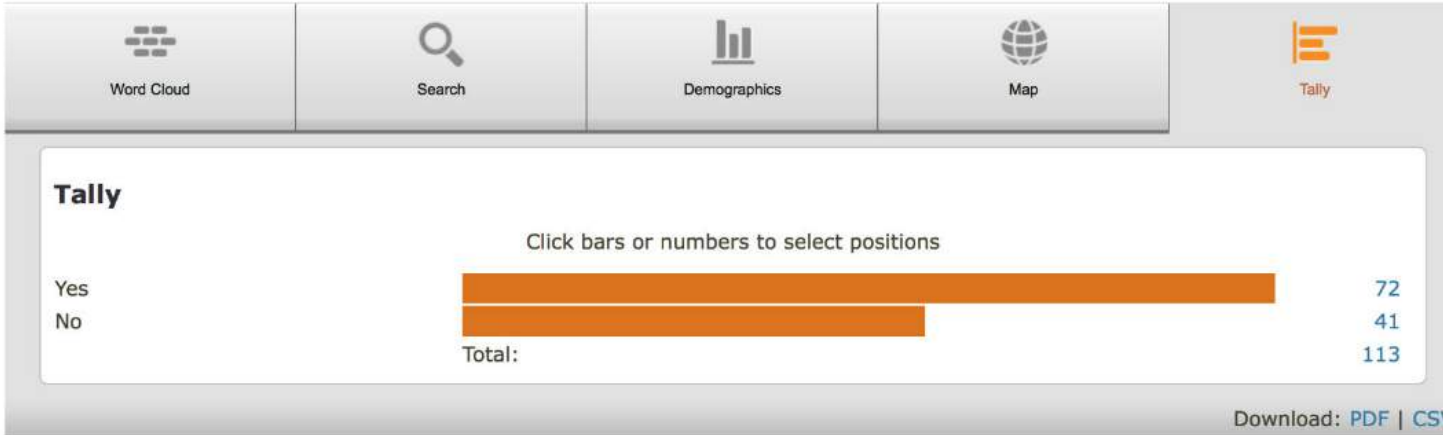


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# 392 Would you support a smoking ban, including electronic smoking, in the outdoor public spaces in the downtown area?

Introduction Feedback Your Position Outcome

On Forum (113) Off Forum (172)



## 113 Positions On Forum

**Name not shown inside district 1**  
 August 3, 2015, 3:34 PM  
 I say No

**Name not shown inside district 1**  
 August 3, 2015, 8:24 AM  
 I say Yes

**Name not shown inside district 1**  
 August 1, 2015, 7:27 PM  
 I say Yes



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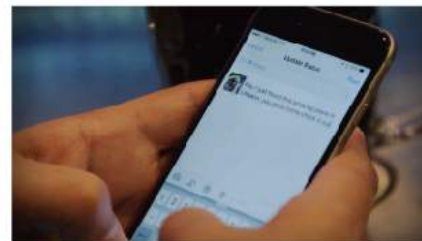




# Communications

## 2014 Community Survey by NRC

9 out of 10 residents rated their quality of life in Littleton positively, a much higher rating than communities nationally and in Colorado.



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POST YOUR FAVORITE SPOTS IN LITTLETON!

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@CITYOFLITTLETON



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