

Report (June 30, 2010) on CML Conference in Breckenridge, June 22 – 25, 2010

Peggy Cole, Council Member at Large

Attending gave me keener insights into many issues that the City Council, the region and the state face. I got extra copies of some handouts and gave them to Jim Woods to share with the relevant City departments.

June 22

5:30 – 7:00

Arrived about 4:00; registered and visited some exhibits

free buffet reception hosted by one of the Conference sponsors

I had the opportunity to meet and talk with Council members from several municipalities around the state. A common topic of discussion was the financial impact on municipalities, as well as the State, school districts, and special districts, if the November ballot initiatives pass.

June 23

8:00 – 10:00

Visited exhibits and talked to vendors and conference participants (or particular interest was Colorado Bags to Benches, a non-profit organization that recycles plastic bags into benches)

10:00 – 11:30

Opening General Session: Lincoln Live! The Wit and Wisdom of Abraham Lincoln (Dr. Gene Griessman)

Dr. Griessman (dressed as Lincoln) presented lessons gleaned from Lincoln's writings. Lincoln was a self-taught man (he had 1 year of formal education, not all in the same year). Lincoln learned to read in a group, with everyone reading out loud, together. (He read out loud his whole life.) In doing so, he developed an ear for the language that later helped him write letters and speeches.

1. You don't get an education—you learn how to learn.
 - *Learn to listen*—don't think about what you're going to say while the other person is speaking.
 - *Listen attentively*—you'll learn the other person's argument and be able to address it.
 - *Be interested*—people will tell you more if you're interested and what you learn will save you time and pain, and you'll make fewer mistakes.
 - *Engage in 2 kinds of reading*: (a) general reading (read a little bit about a lot of things so that you have a basic understanding of many things), and (b) in-depth reading, which allows you to develop expertise and be able to ask questions).
2. Draw sound conclusions about things that don't work out. You may have done something at the wrong time, in the wrong way, or in the wrong place. Learn to get up when you're down. (Lincoln suffered 2 nervous breakdowns, but he kept saying to himself, "I will be better.") And you've got to have someone who will help you feel good about yourself.
3. Sometimes politics is like warfare. But
 - Avoid personal quarrels.
 - Think of how you can make something in the other person's interest.
 - The best way to destroy an enemy is to make a friend out of him.
4. Never quit working on your communication skills. (Find someone who is really good at it, and do what he does.) Remember that words have power (to tear down, to build up). "Once you release them, they take on a life of their own and may come back to haunt you. So think carefully before you let them go."

Dr. Griessman concluded with an excerpt from Lincoln's Second Inaugural Address, then recited the "Gettysburg Address," [He *raced* through it in 1:39, so fast that it almost seemed a mockery; it was the only disappointing part of his presentation], and concluded with the poem "Success" (which is often attributed to Ralph Waldo Emerson).

11:30 – 1:00

Visited exhibits and talked to vendors and conference participants (ate free munchies)

1:00 – 2:15

Technology and New Media (Michele Hovet, Arvada; Chris Harguth, Littleton; Kevin Capp, Castle Rock)

This session focused on how technology is used in communication efforts, specifically social media (Facebook, Twitter, LinkedIn, YouTube, etc., as used by Arvada), Granicus and Web streaming (as used by Littleton), and a less sophisticated alternate to Granicus that is used by Castle Rock. The presenters emphasized the importance of connecting with citizens by using the media they use. However, they did not adequately address audience questions about "instant gratification" and the (in)ability of many of the new media to engage users in meaningful thought." The audience seemed very impressed with the Granicus system that Littleton uses; Chris noted that Granicus is changing the way citizens interact with the government. Kevin noted that main stream media and programs such as *Dancing with the Stars* is driving interest of viewers to want to watch and then *comment* on the video/program.

2:45 – 4:00

Language of Leadership(the common denominators of great leaders and high achievers): Dr. Griessman drew on years of studying Lincoln, plus one-on-one interviews of leaders from many fields. He emphasized the importance of having a large vocabulary, noting that a study several years ago showed that people at the top of their respective fields have the largest vocabularies. "The more nuances you have, the better you can express your thoughts." He gave several pointers:

1. Start strong (don't waste those first few precious seconds).
2. Pre-number your thoughts (e.g., "I'd like to share 3 thoughts") to discourage people from cutting you off before you are finished.
3. Use a formula to construct your presentation: E + I = C (Emotion + Information = Communication)
Too much emotion or too much information results in a failure to communicate.
4. Learn to read faces (to see how well you are communicating).
5. Learn to write with your ears (see related comment in the Opening Session). When he wrote, if it sounded right, he left it that way.
6. Use your eye and your ear to catch redundancies (and awkward phrasing). If you can let it sit for a day or two and then come back to it, do so. Dr. Griessman quoted an aphorism: "There is no such thing as a good writer, just a good rewriter."
7. Learn how to say nothing really well.
 - Say nothing (e.g., "I need to think about that. Give me a day" or "Give me time to think about this and I'll get back to you.") That gives you a chance to get more information, and it gives your subconscious mind a chance to work on it. [I find it helpful to go for a jog.]
 - Seem to say nothing (e.g., "What you just said reminds me of a story....") Lincoln and FDR were masters of this.
 - Say something well. "Wisdom is the ability to anticipate outcomes and behave accordingly," so think of every possible outcome in your blue sky if you do "A." If you are working with a group, ask each person to rank the possible outcomes....(Benjamin Franklin ranked the possible outcomes that he thought of.)
 - Learn how to pre-sell your ideas before the event/meeting, and tweak them to get buy-in. (Franklin did this at the Constitutional Convention.) Present the idea at the meeting, and then let those you previously talked with "sell" the idea at the meeting.

Questions:

1. Do you have any techniques for composing your thoughts on paper? Dr. Griessman said he carries a pad all the time and jots down random thoughts or a way to say something. He said Lincoln often wrote on scraps of paper, then moved the scraps around when he was composing. [Note: Lincoln wrote the Gettysburg Address on the back of an envelope, while taking the train to Gettysburg.]
2. How do you control passion, that is, how do you convey the passion that you have?
 - You can say to the group, I have some really strong feelings about this and I would like to share these with you.
 - Speak with the heart. Convince the other person that you have a good heart—that you have his best interest at heart.

Dr. Griessman concluded with a personal anecdote about overcoming a seemingly impossible challenge; he punctuated the story with a quotation from Lincoln: "Always keep in mind that your own resolution to succeed is more important than any other one thing."

[Taken out of context of Lincoln's larger value system, this quotation justifies the unethical behavior that led to the economic challenges the US and other countries now face. I felt that was a serious flaw in his presentation. It was a stark contrast to the outstanding keynote speech—*Mastering the Art of Influence*—and afternoon presentation—*Ethical Leadership: Earning and Keeping the Public Trust*—by Dr. David Rabiner, in 2008. Dr. Griessman focused on skills; Dr. Rabiner focused on principled behavior, providing real-world examples.]

4:00 – 4:30 Visited exhibits and talked to vendors and conference participants

5:00 – 6:30 free buffet reception hosted by one of the Conference sponsors
Again, I had the opportunity to meet and talk with Council members from several municipalities around the state.

June 24

8:30 – 9:45 *Statewide Ballot Issues 2010: Municipal Finance Implications* (Matt Hogan, Peter Whitmore, Sam Mamet)
(Although I took detailed notes, I decided to share the visuals from the presentation, plus several questions and answers.)

Brief Summary of Initiatives

* The views expressed in this presentation are subject to future judicial interpretation.

Proposition 101

Would Reduce Vehicle, Income Tax and Telecommunication Revenues

General Provisions of Proposition 101

- Distinction between proposition and amendment.
- Effective January 1, 2011.

- Reduces various motor vehicle fees and taxes.
- Reduces the State income tax.
- Reduces fees on telecommunication services.
- Emergency 911 fees permitted to continue at 2009 rates.
- Strictly enforced to reduce government revenue.
- Declares itself a matter of Statewide concern.
- Subject to annual State compliance audit.

Amendment 60

Would Limit Property Taxes

General Provisions of Amendment 60

- Would add new section to TABOR.
- Generally effective January 1, 2011.
- Enterprises and authorities must pay property taxes; lower rates shall offset that revenue.
- Enterprises and unelected boards may not levy mandatory fees or taxes on property.
- Future property tax rate increases shall expire within 10 years.
- Extending expiring property taxes is a tax increase.
- Prior revenue change (i.e., de-Brucing) elections allowing property tax revenues to be retained are expired.
- Future de-Brucings are tax increases and expire in four years.
- Electors may vote on property taxes where they own real property.
- All districts must allow petitions from citizens to propose property tax reductions.
- All property tax elections must be held in November.
- Property tax increases must be voted separately from related debt questions.
- Property tax bills may list only property taxes and late charges.
- School districts must gradually phase out one-half of 2011 tax rates with obligation of State to backfill lost revenues.

Amendment 61

Would Limit State and Local Government Debt

General Provisions of Amendment 61

- Would be new section to TABOR.
- Effective January 1, 2011.
- Prohibits borrowing by State and related entities.
- Broadens the obligations that will be considered “debts” of local government requiring voter approval.
- Creates new debt limits for local governments.
- No borrowing may continue past its original term.
- Requires reduction of tax rates upon repayment of on-enterprise borrowing.

Top Ten Financial Impacts

Reduction of Fees and Taxes Tied to Vehicles and Telecommunication (Prop. 101)

Specific ownership taxes must decrease in four equal yearly steps to reach \$2 for new vehicles and \$1 for old vehicles.

- All registration, license and title charges combined shall total \$10 yearly per vehicle.
- There will be no State or local taxes on vehicle rentals or leases.
- There will be no State or local taxes on the first \$10,000 of value of vehicle sales prices (this would be phased in over four yearly equal steps).
- All other State and local charges on vehicles must cease.
- No charge by, or aiding programs of, the State or local government shall apply to telephone, pager, cable, television, radio, internet, computer, satellite, or other telecommunication customer accounts.
- Any new charges would be deemed to be taxes, apparently invoking the voting requirements of the Constitution.
- Financial implications.

Enterprises and Authorities Required to Pay Property Tax (Am. 60)

- Intends to require government-owned businesses such as water and sewer utilities, public recreation facilities and public hospitals, and authorities such as housing authorities, urban renewal authorities and water authorities to pay property taxes.
- Local governments would need to lower rates to offset additional revenues from enterprises and authorities.

- Entities would likely need to raise their rates and fees to do so, meaning that users would pay higher fees for services like water and sewer utilities (which are not deductible for federal income tax purposes) and lower property taxes (which are deductible).
- Financial implications.

Reduction of Taxes Upon Repayment of Debt (Am. 61)

- Except for enterprise borrowings, when a borrowing is repaid, tax rates must decline in an amount equal to its planned average repayment, even if the borrowing was not repaid from taxes.
- The proponents intend this to apply when a current lease purchase or other non-debt transaction is repaid.
- The proponents state that if no specific tax is pledged to the debt, the government may choose which tax to decrease.
- If government has financial capacity to prepay obligations with a final maturity after 2010 (including short-term obligations such as tax or revenue anticipation notes), it should consider prepaying those obligations no later than December 2010 to avoid triggering a decrease in revenue if Amendment 61 is approved.
- Financial implications.

Expiration of De-Brucing Elections (Am. 60)

- Any de-Brucing of property taxes which occurred in the last 17 years is "expired."
- Future de-Brucings are tax increases and expire in four years.
- With the expiration of prior property tax de-Brucings, governments may have to recalculate permitted revenue increases pursuant to TABOR's formula from the date TABOR became effective.
- Financial implications.

Voter Approval Increasingly Required for Local Obligations (Am. 61)

- Voter approval required for "any loan, whether or not it lasts more than one year; may default; is subject to annual appropriation or discretion; is called a certificate of participation, lease-purchase, lease-back, emergency, contingency, property lien, special fund, dedicated revenue bond, or any other name; or offers any other excuse, exception or form."
- Traditional lease-purchase and lease-leaseback financings would now be considered debt.
- It is unclear how far the new definition of "debt" will reach.
 - Traditional property or equipment leases?
 - URA borrowings?
 - Refinancings at a lower rate?
 - Cash flow borrowings of less than one year?
 - Economic development agreements?
 - Employment contracts?
 - Conduit bonds?
- Financial implications.

Lower Debt Limits (Am. 61)

- For local governments other than enterprises, there will be a debt limit of 10% of the assessed taxable value of the real property in the jurisdiction. **[Comment from the presenters: This limit would over-rule any higher debt limit in the charters of home-rule cities.]**
- This excludes personal property.
- Arguably this limit applies to all financings combined, including general obligation, revenue, lease-purchase, and other obligations.
- This could be a significant decline from existing law, even for entities that primarily use general obligation debt.
- Financial implications.

Mandated Short-Term Obligations Prepayable Without Penalty (Am. 61 and Am. 60)

- Borrowings must mature within 10 years.
- Current borrowings often last 20 or 30 years. This will increase the annual repayment costs of borrowing, which may force local governments to downsize projects.
- Must be subject to prepayment without penalty.
- Future property tax increases shall expire within 10 years (limits borrowings supported by property taxes).
- Unclear whether the 10-year period begins on the date of voter approval or on the date the tax increase is imposed.
- Financial implications.

Reduced State Funds Available for Grants (Prop. 101, Am. 60, Am. 61)

- The State income tax rate would be 4.5% (down from the current rate of 4.63%).
- Later rates would decrease 0.1% yearly, in each of the first ten years that yearly income tax revenue net growth exceeds 6%, until the rate reaches 3.5%.
- By 2020, school districts must phase out one-half of their 2011 tax rates (excluding debt service levies). The State must backfill the lost revenues.
- **The State would reportedly be the only state in the nation that could not issue debt. [Emphasis added.]**
- The State and its enterprises, authorities and other political entities are prohibited from borrowing, directly or indirectly, moneys or other items of value for any reason or for any period of time.
- Might prohibit authorities such as Colorado Water Resources and Power Development Authority, Colorado Housing and Finance Authority and Colorado Educational and Cultural Facilities Authority from issuing bonds.
- Rollback of vehicle charges under Prop. 101 predicted to create 26% reduction in CDOT's budget and near 37% reduction in HUTF proceeds.
- FASTER fees are eliminated.
- Financial implications. **[Comment added by presenters: Expect to see significant increase in fees for services.]**

Property Tax Increases That Were Enacted in 1993 or Later Will Be Under Attack

- Depending on how the question was voted and how Amendment 60 is interpreted, some of the tax increase (i.e. the portion above the dollar amount in the question) could be invalid.
- Financial implications.

Enterprises and Unelected Boards May Not Levy Mandatory Fees or Taxes on Property

- Potential examples include stormwater or drainage enterprises and appointed boards such as business improvement districts and downtown development authorities.
- Local governments that rely upon property taxes or fees charged against property and which have unelected boards should consider whether it would be advisable (and whether it is possible under law) to change their boards to an elected board in 2010.
- Financial implications.

Discussion of FCPA

The CML Director referred CML conference attendees to the Fair Campaign Finance Act.

Statewide Ballot 2010: Municipal Finance Implications Questions & Answers

1. ____: How can we get around the 10-year limits on special improvement districts? The CML director said, "You can't."
2. ____: A lot of people are fed up with Washington and Denver [state government] for all the taxes and fees, enterprises, as ways to get around taxes. It's going to be tough to defeat these initiatives, but I believe we need to help people see the [I believe he said "devastating"] impacts on local governments.
3. Mayor of Lakewood:
 - 101: CDOT budget is going to be cut 26%.
 - 60: Enterprises are going to pay property tax.
 - 61: Compare after you pay your (home) mortgage, your income will be reduced by the amount of our mortgage payment.

We [the state] will lose at least 70,000 jobs. It will be a voter-approved recession.
4. Doug Clark: I'm most worried about 61, with voters confusing Federal with municipal and state debt levels. Can someone at CML do an analysis of the pattern of statewide for the past 20 years? The CML director said, "Yes."
5. a fire chief: It costs a half million for a small fire truck; a million for a ladder truck....
6. a city council member from Ouray: We're going to need to prepare 2 budgets for 2011. Present the 2nd one (impacted by the initiatives) to the voters so they can see the impact.

7. Mayor of Windsor: Rural school districts will have to be taken on by municipalities; the state won't be able to backfill the funding lost by rural school districts. The CML director said this illustrates intergovernmental needs.

End of presentation/discussion on *Statewide Ballot Issues 2010: Municipal Finance Implications*

- 10:15 – 11:30 *Medical Marijuana Update* (Police Chief Dan Oates, Aurora; Representative Tom Massey; Denver Councilman Charlie Brown; Corey Hoffmann, Esq., Hayes Phillips Hoffmann & Carberry P.C.)

This session included (a) a short history of Denver's experience with medical marijuana dispensaries and development of its ordinance and some advice about what to include in municipal ordinances regulating medical marijuana, (b) a short history of the development of the Colorado House and Senate bills, and advice to municipalities, including, e.g.:

- Tour "dispensaries" (centers) in other municipalities if you do not have any in your municipality yet.
- There is a legal gray cloud that follows the issue. If you are going to deal with this issue, be prepared. (Denver's public hearing on its ordinance was the largest in City history; 90 people spoke).
- Require good alarm systems, security cameras, and safes that are secured (ones that can't be carried off).
- Consider public safety issues, zoning issues (e.g., If you allow optional grow facilities, do you want them adjacent to the "centers," or in agricultural zones? If you allow manufacturing facilities, do you want them adjacent to the centers or in what zones do you want them located?) Note: By Sept. 1, centers have to provide evidence that they grow at least 70% of what they sell.
- If you spend all your energies on dispensaries, you're not tackling the whole issue.
 - At what point do caregiver places and legal or illegal grow places constitute a danger (e.g., because of jury-rigged electrical wiring, unsecured safe, poor security and poor external lighting)?
 - The government needs to allocate resources (personnel & equipment) to enforce relevant laws.

The session also included Federal issues, including consideration of ways to investigate drug cartels, federally chartered banks (note that there is now a National Cannabis Credit Union).

Denver has a \$2,000 non-refundable license application fee and a \$3,000 annual license fee.

I asked the panelists if a municipality could allow 1 or 2 of the 3 (centers, optional grow facilities, marijuana manufacturing facility) or if it had to prohibit all 3. All 4 panelists agreed that 1 or 2 might be prohibited, while the other(s) were allowed.

- 12:00 – 1:30 *General Lunch: Gov. Bill Ritter* (I did not attend, but instead visited exhibits.)

- 2:00 – 3:15 *Inside, Outside, and Online: Libraries Link to Communities* (Stacy McKenzie, MLS, Jefferson County Public Library Program) – How librarians from across Colorado link their resources and services with the community from within the building, in cyberspace, and beyond.

This was a very disappointing session. Much of what was presented was not relevant to municipalities with a need for only 1 library. I think Bemis Library is already doing most of what was relevant in the presentation—reaching out to people of all ages, with a wide variety of materials, databases (many of which can be accessed from remote locations) and programs. Two programs Jefferson County provides might be of interest when funds allow—eTrain Mobile, a bookmobile that has been refurbished as a computer training lab, and a Traveling Children's Library that goes to Headstart, pre-school and daycare centers. As with many other libraries/systems, usage is up but the budget is being cut.

- 4:00 – 5:00 Networking with attendees

- 6:30 – 9:00 Dinner (one of the CML exhibitors hosted)

June 25

- 9:00 – 10:15 *Using Public Opinion Polls to Track Performance* : (Tom Miller, National Research Center Inc., founder) Mr. Miller explained the purposes of such polls: to survey a representative cross-section of the public (1) to determine public satisfaction with the quality of life and the quality of services, and (2) to form public policy. (Longmont, conducts each type in alternating years.) Polls should be scientific, quantifiable and cost-effective.

The results of polls are used to help guide public policy, but decision-makers must ultimately decide whether to move forward with particular projects or to wait (for various reasons, including, for example, budget issues).

There are several types of polls (surveys): phone, mail, web, in-person (e.g., home-to-home, intercept at mall, town-hall meeting, focus groups, etc.). Each type of poll varies in cost, validity [Do the results measure what you are trying to measure?] and reliability [How likely are you to get the same results with different types of polls, or by repeating the same type of poll?]. Several types of error can have a significant impact on the results. The most common are sampling error and errors related to phrasing of questions. However, sampling error is the only kind of polling error that can be quantified. The only way to totally eliminate sampling error is to obtain a completed survey from everyone in the population you are surveying (e.g., all the adults in the municipality).

Mail surveys are much cheaper than phone surveys (for each completed survey). They are less biased, and they have a higher response rate than phone surveys. But phone polls pose an increasing challenge as more and more people are switching entirely to cell phones (23%). Because it is illegal to use an automated system to dial cell phones, polls must be conducted by people, which is 2-4 times as expensive. Web surveys do not capture enough of the general population.

The mode of the survey can influence the results. The results of phone surveys are 7-10% more positive than mail surveys. Mail surveys often involve several contacts: (1) a postcard saying the person has been selected for the survey; (2) a letter a week later, signed by the mayor, explaining the purpose of the survey; (3) a week later, the actual survey; and sometimes (4) a postcard follow-up, asking to complete the survey.

Some surveys are sent in dual languages, but in some places, such as Colorado, that sometimes leads to irate responses questioning why money is being spent to do that.

There is a trade-off between limiting the amount of sampling error and precision.

Mr. Miller emphasized, "It's important to track over time," not survey just once. In his view, "Surveys are the most important source of information, but not the only one."

We ran out of time and did not have the opportunity to discuss the costs and effectiveness of other ways (e-mail, phone calls, letters, town hall meetings, unscheduled public appearances and public hearings at Council meetings) that municipalities are getting feedback from citizens to guide policy decisions and maintain or improve quality of life.

10:45 – 12:00 *What's a Planner to Do in These Challenging Times:* (James A. Hayes, AICP, Director of Planning and Development, Northglenn; Brian McBroom, AICP, Director of Community Development, Commerce City; Greg Moberg, Planning Services Supervisor, Grand Junction)

This was the best session of the conference. Each of the cities is responding to significant budget reductions. Mr. Hayes (Northglenn) reported that between 2008 and 2010, Northglenn reduced its employees by 14% (attrition and layoffs). After looking at sourcing every city service, the city outsourced its building department, which was operating at a loss of \$150,000, to Safebuilt Colorado, with a projected savings of \$250,000. The city receives 25% of the revenue, Safebuilt receives 75%. The city now has 3 employees in the building department. An economic development plan was submitted to the council in March. After the economic development manager recently resigned, the city manager decided to replace the position with a coordinator, who will report directly to the city manager. Mr. Hayes concluded with a strong piece of advice, "A slow growth period is a great time to update your comprehensive plan."

Mr. McBroom's (Commerce City) focus was "Planning for the New Normal in Commerce City." In 2004, 1,800 homes were built; in 2009, only 130 were built. So far in 2010, 240 have been built. During the slowdown, the city updated its comprehensive plan (which has a 20-year focus) and its economic development plan (which has a 5-year focus). The city council adopted both this spring. Mr. McBroom noted that the community did not embrace aggressive environmental sustainability, so the plans "introduced" the concept and the city will address it "down the line" gradually. The plans incorporate "3 C's" of sustainability, not just environment: context, commerce, and community.

Mr. Moberg (Grand Junction) noted that in 1973 the city had 11.37 employees per capita and covered 8.5 square miles. In 2010 it has 11.07 employees per capita and covers 37.8 square miles. The 2010 city budget was 10% less than 2009, which was 25% less than 2008. The city eliminated 70 full-time positions (including 18 in emergency services). From

2000-2006, the number of development applications increased 43%, but from 2006-2009, they decreased 37%. From 2000 to 2005 building permits increased 34%, but from 2005-2009, they decreased 44%.

Mr. Moberg quoted Scott Anthony, Managing Director of Innosight Ventures: “Success now requires not just doing it better, but mastering the ability to do it differently.” He embraces the idea of “the new normal” (Roger McNamee, Nov. 17, 2004): “This is not your father’s economy.” Constant change is the new normal. He also quoted William Galston (The Brookings Institution): “Once the dust settles from the economic crisis of 2007-2009, we are likely to enter a period of new normality, with lower household debt, higher personal savings, and less consumption as a share of Gross Domestic Product.”

Mr. Moberg said the paradigm shift involves the economy (unemployment and underemployment), construction (fewer housing starts, less equity and appreciation, high inventory of residential, commercial and industrial buildings), and changing demographics (more millennials than boomers). The millennials don’t want single-family detached homes with yards to take care of; they want to live in “dynamic” places. He suggested changing the time-consuming ways planning divisions operate, which discourage (re)development. Look at what is working and what isn’t working in terms of personnel and process. Challenge people who insist, “But we’ve always done it this way.” When looking at infill, think of codes in terms of “guidelines” rather than hard standards. Allow administrative approvals rather than public hearings. Utilize technology, e.g., in issuing permits.

[Note: It sounded as though Grand Junction used to require public hearings for many things that Littleton does not and that it did not have a Development Review Committee or boards to allow any variances. But it also sounds as though he does not believe public hearings are needed for projects that would have a significant impact on existing neighborhoods.]

<u>Cost of Attending</u>	<u>\$600.39</u>	
• Preregistration	\$195.00	
• Travel	\$ 0.00	(I drove and paid my own expenses.)
• Hotel	\$405.39	
• Meals	\$ 0.00	(Continental breakfast and light refreshments during the day were included in the cost of the conference. Tuesday and Wednesday evenings, food was provided at evening receptions hosted by one or more sponsors. Thursday evening, I was a guest at dinner.)