

STILLWELL CANDIDATE FORUM ANSWERS

District 1

I am a Littleton kid who moved back here with my wife and dog to raise our family. My wife is a Physician Assistant at UCHHealth and we are raising two girls and have one more baby girl coming. I want my girls to grow up and have the same love for their hometown that I do.

I am a small business owner and am heavily involved in our community. I'm at the ribbon cuttings, City Council meetings and Littleton Community Retreat. I serve on the boards of South Metro Housing Options and South Metro Community Foundation.

Our foster youth initiative at SMCF is a good example of my values and the process I want to bring to City Council. We listened to the community to identify a problem, crafted a solution and raised \$340,000 to launch the program. I care about our community and want to get things done.

Questions.

1. Given that 85% of Littleton's revenue comes from sales tax, which funds essential services like police, fire, and infrastructure, how will you prioritize the Littleton Business Chamber's efforts to sustain and grow local businesses over the agendas of special interest groups, ensuring the city's economic foundation remains strong?

Local businesses are a key part of our community and pay for police, parks, streets, our library and museum. Our city thrives when we have healthy small and large businesses that employ people and pay taxes.

I'm a small business owner myself and a property owner on Main Street. I understand the risks and responsibilities of business owners. We need to make it easier for our businesses to operate.

The permitting process is too difficult and has resulted in multiple stalled construction projects downtown. Businesses along Littleton Boulevard are struggling to operate due to public safety issues.

I love a ribbon cutting ceremony for a new business. I attend them regularly! But what I love even more is a 5, 10 or 20 year anniversary celebration. I want our local businesses to thrive and be here for the long haul.

I will be a persistent advocate for business on City Council.

2. Please describe your business experience, including areas of expertise, notable achievements, and the impact you or your teams have had in your specific industry/area/field?

I own a small business that specializes in creative retail properties. Our most recent acquisition and restoration was a soon-to-be vacant building on Main Street that Little Man Ice Cream now occupies. I've been fortunate to work together with great teams to get things done. I am also a partner at a local asset management firm and would bring strong accounting and analytical skills to City Council. I am a CFA Charterholder and an active member of the Littleton Business Chamber and the Littleton Merchants Association.

Business owners need to make tough decisions and I've had to make them myself. I have started and sold companies and am an investor in a handful of companies in which I believe. I'm a businessperson running for City Council and I want to bring that perspective and expertise.

3. How will you ensure that local business owners have a voice in decisions that directly impact them?

I will listen to them. I will continue to be an active member of the Littleton Business Chamber and the Littleton Merchants Association. I enjoy being part of these groups and think they are effective in their missions to support our local business community. I love the successful business collaborations putting on Final Friday, holiday events and joint promotions. I want to take the ideas and feedback from business groups back to City Council to make sure they are heard.

I want to be there for businesses when they need help. I recently heard about Dirt Coffee's struggles with construction of their new building on Alamo and stepped up to help them resolve issues with Xcel and connect them to a foundation that offered them a social impact loan and grant to help finish their project. I want to be an advocate for local businesses in these situations.

4. How would you work with local businesses to foster environmentally sustainable practices in the City?

The City and Chamber have taken the correct approach to start with educating the business community on environmental issues and offering incentives. Running a small business is tough and making it easier for businesses to make these decisions about sustainability is really helpful. I also like that the City is trying to measure and understand the environmental impact of our businesses.

I am trying to implement more of these ideas at my company. Heat pumps are now comparable in cost, cheaper for utility bills and good for the environment. We installed a heat pump at Little Man Ice Cream and I think this is a great option for other businesses.

5. What programs, if any, do you support that inspire businesses to contribute to community development or local charitable efforts?

I really appreciate the Littleton Business Chamber's efforts to work with the community on major events. I have loved working with the Chamber to host the Littleton Community Retreat and community forums around homelessness and our foster youth. I'm excited about and helping organize the upcoming Dia de los Muertos celebration that the Latino Business Committee is hosting.

Educating the community about businesses is also important. The EPIC Campus is a fantastic addition to our school system and the business community is volunteering to mentor high school students and develop relevant curriculum. The Littleton Leadership Academy also brought in local business leaders to educate us about the business community.

Our business leaders are significantly involved and making a positive impact in our community.

6. What do you feel is the best use for currently zoned commercial and industrial areas that are vacant or underutilized that will benefit both the local business and residential communities?

The best case scenario for our city is to activate underutilized or vacant properties with vibrant businesses that grow our local economy. These properties are owned by someone and there is a story for why they are vacant or underutilized.

We need to make it easier to get new businesses open in those properties. The City should communicate with the owners of these properties to help them put their properties to use again.

My company does this kind of work and these properties typically need creative solutions. I want to bring my expertise to City Council and help these areas.

7. On August 18, 2025, the South Metro Fire Rescue (SMFR) District Board of Directors approved a ballot measure asking for a 3-mil property tax increase on the November 4, 2025, election.

- 1. Do you support this measure for the increased mil level based on property valuations? Why or why not?*
- 2. Business owners will be saddled with the largest portion of this increase – what can business owners do to ensure their voices are heard that many not live within the district, but their businesses are?*
- 3. Along those same lines, the property tax burden to business and citizens of Littleton has become prohibitive- what can be done to help alleviate this burden?*

We should feel very fortunate to have a well funded, trained, effective and nationally recognized fire rescue. South Metro Fire Rescue serves Littleton and many other communities and operates independently of the City Council. I'm concerned about our small businesses

and senior citizens on fixed incomes in this economy and worry about the timing of this decision. I think voters need to make the decision of whether their funding is sufficient.

Many of our business owners do not live in the city itself. While they may not be voters, they provide jobs in our community and pay taxes. I want to listen to them and be sure they can continue to thrive. Property taxes are a major strain for small businesses and our citizens. I want to do the best we can with our current taxes and ensure that we spend our money as effectively as possible.

8. Ballot Question 3a will insert language into our City Charter restricting all residential uses to "January 1, 2025". How do you see that impacting our businesses and our city's reputation as a place that welcomes investment and growth?

The proposed 3A charter amendment forbids any land use changes in any residential areas of the city in a blanket, citywide proposal, permanently enshrining these prohibitions in our city's Charter, which is effectively our city's constitution. That means we could never work with our neighborhoods to figure out changes that work for us. Changes like new parks, senior-friendly living or a neighborhood store. The amendment would permanently prevent changes to all the ways we use residential property: water use, pets, gardens, solar panels, childcare services and more. I cannot find another example of a city doing this anywhere in the country.

Please consider the unintended consequences of this proposed amendment carefully. I believe the concerns outweigh the positives and I'm opposed. As your elected representative, I will respect the vote of the community.

9. In what ways have you been involved with Littleton's civic issues, and what experience do you have with the community's decision-making process?

- 1. Our city has many decision-making processes. These range from public hearings, surveys, code amendment commentary/suggestions (most recent examples being the Littleton Environmental Design Standards [LEDS], about to be adopted at Council this week). Littleton also has ad hoc processes for making decisions such as the ULI stakeholder sessions for Geneva Village, or the stakeholder groups for Project Downtown. There are also Board and Commission decision making processes which invite participation by citizens. And of course, there is public comment at Council and letters directly to staff and council. What kind of participatory background do you have with our civic processes?*

I am heavily involved with the city, vote in every election, serve on a City Council appointed board, have spoken at City Council meetings and am a regular attendee of community events. I grew up in Littleton and have attended events my whole life.

My recent city involvement includes working with local organizations to:

- Expand diverse and affordable housing options at South Metro Housing Options
- Raise \$340,000 and organize a community forum to support local foster youth with the South Metro Community Foundation
- Understand the breadth of city services through the Littleton Leadership Academy
- Organize the successful 2024 Littleton Community Retreat focused on protecting our water while enjoying our open spaces
- Network with business leaders at the Littleton Business Chamber
- Brainstorm ideas about the future of our city at the Littleton Comprehensive Economic Strategy Think Tank

10. Political organizations have made waves in this election cycle the likes of which we haven't seen. With respect to those organizations that have endorsed your candidacy please give one example where you don't necessarily align with their platform and Why?

How much influence will these organizations have on the future agenda for the City of Littleton?

I believe in democracy and a strong political process. It is a positive that we as citizens are actively debating the best path forward for Littleton. I have intentionally stayed off any candidate slates and am running on my own ideas and without an agenda. I am reaching out to all sides and willing to meet with any citizens who will invite me. Drive around town and you will see my signs next to candidates on both sides.

I am running to represent ALL of Littleton and not just specific groups. I'm working hard to contact regular people who don't always have the time to engage. I will listen to these groups but will always focus my decisions on the impact on all of our citizens.

11. What is your stance on converting currently zoned single-family neighborhoods to accommodate duplexes, triplexes and multiplexes?

Ownership of a home is one of the most important decisions a family or person makes in their lifetime. People buy into a neighborhood expecting that place to have a certain feel and character. As your Littleton City Councilperson, I will always protect your most valuable asset. I'm your neighbor, I grew up here, I have friends and family all over the area and I love our neighborhoods.

I do not support blanket rezoning of our city to allow these additional uses. Dense housing in all neighborhoods does not make sense. Let HOAs continue to make appropriate decisions for

their members. The communication process about the previous ordinance was clearly not well done and we've got to figure out new ways to engage people. Going door to door on my listening tour of the community, it is very clear that people do not want blanket proposals like this.

12. From your perspective, Littleton streets need most upgrades to improve accessibility and mobility (e.g., bike lanes, ADA-compliant sidewalks), and what criteria would guide your priorities?

Our city can do better with our streets and we need to be smart about it. Littleton needs a new comprehensive plan with heavy community input instead of considering each infrastructure project separately. Planning needs to include more priority for safety and prevention of injuries and deaths. I also believe our infrastructure could better serve our small businesses.

Some areas in District 1 that I think need attention are:

- School zone around Centennial Academy, Goddard Middle School and Willows Child Learning Center
- Consistent sidewalks around Libby Bortz Assisted Living Center so residents can go on walks
- Enforcement and design on Bowles to stop drag racing
- Alamo pedestrian crossings to make it easier to access local businesses
- Better signage on available parking lots in downtown Littleton

13. In your view, what existing strengths does the City of Littleton have, and what are the three most significant challenges it faces?

Littleton has a ton of wonderful strengths! My interactions with fellow citizens are overwhelmingly positive about the city. We have a strong community, unique local businesses, beautiful historic structures, a thriving arts scene, open spaces, an amazing library and museum, and much more. We are unique in having a lively downtown that brings in people from across the region to enjoy the theater, listen to live music and support our local economy.

I'm consistently impressed by the level of civic engagement in Littleton; we have so many groups and organizations working to improve our city. I am proud to be from Littleton and raise my family here.

That being said, I wouldn't be running for office if Littleton were perfect. I'd like to see us make our streets safer, remove red tape on small businesses, improve government transparency, improve public safety and find a smart, responsible path forward on growth.

14. How can we be more civil with each other, so Littleton feels more connected and united?

1. Name one good characteristic of your opponent.

Darren is a fellow girl-dad and is raising a beautiful family.

1. Name one area where you and your opponent agree.

Government transparency. We both want the government to be more transparent and open with decision-making.

1. What steps will you take, whether elected or not, to build consensus on pressing issues in Littleton?

I have been doing this work for years and I will continue to do it no matter how the election turns out. I will continue to help organize events like the Littleton Community Retreat and engage with programs like the Littleton Leadership Academy and the Littleton Longer Table. Our philanthropic organizations do amazing work and I will continue to volunteer and donate to their causes. My conclusion from talking to our neighbors every day during this campaign is that they are thoughtful and ready to engage in discussions about important issues in Littleton but we need to communicate better with them.

CONCLUSION

This being a business forum, I wanted to tell the story of my favorite businessperson and hero: my grandfather, Merrill Fie.

Merrill came from nothing and lived the American dream. He served in the Navy during the Korean war, started a family and set out on a career in business that led to him owning Deep Rock Water. Merrill was involved in multiple business groups and his passion was helping people living on the streets. He rang bells for the Salvation Army every Christmas into his 90s. Merrill wanted to expose his kids and grandkids to arts, sports and other cultures.

I was raised here with those values and I will bring them to City Council. I appreciate our wonderful home, the power of American business, community involvement and giving back to those in need. I will show up to work each day to get things done for this community.

Candidate Forum 9/25/25

Jurren S. Morande
District 1

Questions.

1. Given that 85% of Littleton's revenue comes from sales tax, which funds essential services like police, fire, and infrastructure, how will you prioritize the Littleton Business Chamber's efforts to sustain and grow local businesses over the agendas of special interest groups, ensuring the city's economic foundation remains strong?

I understand Littleton's local businesses are the backbone of our community. They are essential to funding services like police, fire, and infrastructure. That's why I will champion a pro-business environment by streamlining permitting, inspections, and improving communication with city departments. I support updating outdated systems like eTRAKit to reduce delays and costs. I'll advocate for zoning flexibility to activate underutilized areas and encourage walkable, mixed-use development. I also support business-friendly incentives, storefront improvement programs, and expanding infrastructure to support commerce. Local businesses, not outside interests, must remain the foundation of our city's growth. I'll work closely with the Littleton Business Chamber and business owners to ensure our policies reflect what businesses truly need.

2. Please describe your business experience, including areas of expertise, notable achievements, and the impact you or your teams have had in your specific industry/area/field?

With a background in lean manufacturing, process improvement, home building, corporate sales and small business ownership. I bring a unique perspective. I've built a career around solving complex problems and growing businesses. As a lean manufacturing consultant, I helped optimize production and efficiencies at Fortune 500 companies. As an example, I redesigned a Kimberly Clark production facility by studying material flow and manufacturing processes. When my recommendations and processes were implemented, they yielded a production increase of 26% while cutting operating costs by 5%. This resulted in a two-year return on investment.

I have spent the last few years building a successful business that helps companies meet stringent government regulations while reducing cost and waste. Most recently, I have expanded that business into wholesale distribution, improving profit margins and capturing new markets.

Whether consulting large manufacturers or growing small businesses, I focus on creating efficient, scalable, and sustainable operations that deliver measurable results.

3. How will you ensure that local business owners have a voice in decisions that directly impact them?

Small business owners don't just need to be heard, they need a seat at the table.

That's why I will hold regular open office hours throughout my time on Council. I'll invite local business owners to share their concerns, ideas, and needs directly. I also support increased collaboration with the Littleton Business Chamber, ensuring that business perspectives are considered in zoning, permitting, and economic development decisions. As a social person who frequently supports Littleton Businesses, I will make it a point to personally introduce myself to the business owners in our community.

My goal is to cut red tape, strengthen communication, and make Littleton a place where local businesses can succeed without being drowned out by special interest groups or state mandates.

4. How would you work with local businesses to foster environmentally sustainable practices in the City?

Littleton is already a leader in sustainability, we should be proud of that. Recently, the City of Littleton received recognition for its commitment to environmental stewardship. This award validates our approach: pursuing sustainability where it makes sense, while balancing environmental progress with fiscal responsibility.

I believe I can use my background and experience in lean manufacturing and business process to build on this momentum. That means continuing to reduce our impact where we can, identifying smart upgrades to city operations, and empowering residents and local businesses to participate in sustainable practices not through mandates, but through collaboration, incentives, and innovation.

Ultimately, sustainable practices should be encouraged through collaboration, and practical incentives, not mandates that hurt small businesses.

5. What programs, if any, do you support that inspire businesses to contribute to community development or local charitable efforts?

I strongly support programs that inspire businesses to contribute to community development and local charitable efforts. As a proud member of the Littleton Elks Lodge, I've seen firsthand how giving back can strengthen the fabric of our community. As an Elks I have participated in events that raise money for veterans, support local families in need, and fund youth scholarships — and I've seen how these efforts bring people together in meaningful ways.

To do this, I would advocate for:

- Recognition programs that highlight businesses actively supporting local causes.
- Public-private partnerships that align businesses with local nonprofit and neighborhood needs.
- Volunteer incentive programs that encourage employees and owners to engage in community service.
- Collaborations with the Littleton Business Chamber to match businesses with high-impact community projects.

When businesses succeed and give back, the entire city thrives. I'll work to foster a culture that celebrates and supports that connection through business recognition.

6. What do you feel is the best use for currently zoned commercial and industrial areas that are vacant or underutilized that will benefit both the local business and residential communities?

I believe we need to think outside of the box. With the decline in demand for traditional office space, many vacant commercial and industrial properties now present an opportunity to better serve both residents and local businesses. These sites can often be acquired at a lower cost than already-zoned residential parcels, making them ideal for thoughtful rezoning into mixed-use or residential developments.

By converting select properties into affordable housing, live/workspaces, or neighborhood serving businesses, we can revitalize these areas without disrupting established communities. This supports local entrepreneurship, reduces commutes, and keeps spending within Littleton. It also allows for smart growth that balances economic development with neighborhood character.

This approach can strengthen our sales tax base while giving additional support to police, fire, and infrastructure without putting an additional burden on business and taxpayers. This would also help address housing needs by creating walkable areas that benefit everyone.

7. On August 18, 2025, the South Metro Fire Rescue (SMFR) District Board of Directors approved a ballot measure asking for a 3-mil property tax increase on the November 4, 2025, election.

1. Do you support this measure for the increased mil level based on property valuations? Why or why not?
2.

When South Metro Fire Rescue and Littleton Fire merged, it was stated that property taxes would not increase. I believe that commitment should be honored. However, I also understand the importance of emergency services. Before taking a formal position, I would want a clear, transparent breakdown of SMFR's current budget and a better understanding of the operational impacts if the measure does not pass. At the end of the day, I believe this decision should be made by the voters. I do however believe this can be achieved without increasing taxes. Raising taxes should only be discussed when all other options have been exhausted.
3. Business owners will be saddled with the largest portion of this increase – what can business owners do to ensure their voices are heard that many not live within the district, but their businesses are?

Business owners contribute significantly to our local economy and will bear the largest share of the proposed tax increase. Even if they don't reside within the fire district, they deserve a voice. I would encourage them to attend public meetings, submit formal feedback, and engage with City Council. As a council member, I'll explore every option possible to achieve the desired results without raising taxes. If a tax hike is proposed, business owners can be confident all other avenues have been explored and we need to make sure they are informed and represented before tax proposals are placed on the ballot. Transparency and accountability are key. We need to protect public safety without overburdening those who drive our economy. That means giving local businesses a seat at the table and ensuring they're part of the decision-making process.

4. Along those same lines, the property tax burden to business and citizens of Littleton has become prohibitive- what can be done to help alleviate this burden?

The property tax burden in Littleton is becoming unsustainable for both families and local businesses. I support a multipronged approach: conducting city spending audits to reduce waste, promoting business growth that boosts sales tax revenue by rezoning underutilized commercial properties to attract mixed-

use development. These steps expand our tax base without raising taxes. I also support working with neighboring cities to push for broader state-level reforms. We must grow responsibly while preserving affordability for those who live and work here.

8. Ballot Question 3a will insert language into our City Charter restricting all residential uses to “January 1, 2025”. How do you see that impacting our businesses and our city’s reputation as a place that welcomes investment and growth?

Ballot Question 3A is a response to the growing concern over state mandates forcing high-density housing into established neighborhoods without local input. We’ve already seen the results of this approach in Denver. The result is overcrowded streets, rising crime, parking issues, and declining neighborhood safety. Littleton residents have every right to protect the character and stability of their communities.

This measure ensures that any changes to residential zoning remain local. Not just developers or state bureaucrats. It’s about preserving what makes Littleton special while promoting smart, community-driven growth.

I believe local issues should stay local. Growth can and should happen—but it must be thoughtful, balanced, and beneficial to both residents and businesses. 3A gives our community a voice and protects us from the unintended consequences of one-size-fits-all policies that don’t reflect Littleton’s unique needs.

9. In what ways have you been involved with Littleton’s civic issues, and what experience do you have with the community’s decision-making process?

While building and renovating numerous homes in Colorado, I’ve experienced firsthand the challenges that local builders and residents face—ranging from excessive regulation and unpredictable fees to frustrating delays. These obstacles can discourage investment and complicate even simple improvement projects. That experience motivated me to pay close attention to civic issues and to advocate for transparency, consistency and efficiency in city processes. I’ve participated in public meetings, listened to residents, and engaged in local efforts. I’m committed to ensuring that the community’s voice is reflected in every decision and that Littleton remains a place where families and businesses can grow without unnecessary red tape.

1. Our city has many decision-making processes. These range from public hearings, surveys, code amendment commentary/suggestions (most recent examples being the Littleton Environmental Design Standards [LEDS], about to be adopted at Council this week). Littleton also has ad hoc processes for making decisions such as the ULI stakeholder sessions for Geneva Village, or the stakeholder groups for Project Downtown. There are also Board and Commission decision making processes which invite participation by citizens. And of course, there is public comment at Council and letters directly to staff and Council. What kind of participatory background do you have with our civic processes?

My involvement in Littleton's civic processes began well before I considered running for office. Through years of building and renovating homes across Colorado, I've worked with many municipalities and experienced firsthand what effective civic processes look like. I utilized processes that work and many that need improvement. In Littleton, I've personally faced challenges with permitting, inspections, zoning, and delays, I have used these systems in other municipalities and know they can be improved. I've participated in public hearings, spoken on issues like the Unified Land Use Code, and voiced concerns about controversial rezonings. I've also walked neighborhoods, listened to residents. A consistent theme I've heard is that citizens don't feel heard or represented. I'm committed to ensuring their concerns are not only acknowledged but meaningfully considered in the decision-making process.

10. Political organizations have made waves in this election cycle the likes of which we haven't seen.

1. With respect to those organizations that have endorsed your candidacy please give one example where you don't necessarily align with their platform and Why?

I'm proud to have the support of Rooted in Littleton because I strongly believe in protecting the character and investments made in our single-family neighborhoods. For many of us, this is our single largest investment and that needs to be protected. The unintended consequences of over development are why many of us have left other areas and chosen Littleton as our home. We were seeking a safer, more stable communities.

However, I do believe one portion of the charter amendment may have unintended consequences. Specifically regarding ADU's. The ADU law was not in place when the charter was introduced so there was no way to account for it.

2. How much influence will these organizations have on the future agenda for the City of Littleton?

Organizations can play a significant role in shaping the future of our community, especially when their platforms align with community concerns. However, I firmly believe the future of our community should be strictly local and kept in the hands of those who live here, not outside interests or one size fits all state mandates. We've seen what happens in places like Denver and Aurora when local control is eroded: rising density, strained infrastructure, and concerns over safety and livability. My focus will always remain on keeping the decisions local

11. What is your stance on converting currently zoned single-family neighborhoods to accommodate duplexes, triplexes and multiplexes?

I strongly support preserving the character of our single-family neighborhoods and do not support rezoning them to allow duplexes, triplexes, or multiplexes. While affordable housing is critical for the future of Littleton—especially for young families and individuals. I believe dense housing should be strategically placed along transportation corridors and in areas with existing infrastructure to support it. Fortunately, we are not the first to try this, we can look at cities like Denver and see the real-world results. Replacing a \$600,000 single family home with three \$700,000 condos doesn't solve the affordability crisis. It often worsens it. This approach also puts tremendous pressure on our roads, schools, and services. Growth must be thoughtful, balanced, and community led.

12. From your perspective, Littleton streets need most upgrades to improve accessibility and mobility (e.g., bike lanes, ADA-compliant sidewalks), and what criteria would guide your priorities?

Littleton has made major strides in road maintenance, increasing its street repair budget from roughly \$600,000 to over \$10 million. Many residents have already seen these effects and many more will in the next few years. When it comes to accessibility and mobility improvements, safety must remain the top priority. I don't think it is responsible to put bike lanes along heavily trafficked roads. It is a safety concern for both bikers and drivers alike. Decisions should be based on real data such as traffic counts and accident statistics. Project viability, Business access, and road usability also need to be taken into account. Not trends. Sidewalk accessibility and ADA compliance are areas where we can make

meaningful improvements. I support continued investment in these upgrades as part of our long-term infrastructure plan and believe we must always prioritize the highest return for taxpayers and residents.

13. In your view, what existing strengths does the City of Littleton have, and what are the three most significant challenges it faces?

Littleton's greatest strength is its citizens who are proud of their community. Residents care deeply about their neighborhoods and actively participate in civic life. We're also in a solid financial position, with new tax revenue expected to strengthen services and infrastructure. Another key advantage is our demographics—more residents under 65 than over—showing Littleton is growing and full of potential. Our biggest challenges are around managing growth responsibly. These include increasing housing affordability without compromising neighborhood character and ensuring infrastructure improvements keep pace with development. Most importantly, we must keep Littleton safe, welcoming, and supportive of both residents and local businesses.

14. How can we be more civil with each other, so Littleton feels more connected and united?

1. Name one good characteristic of your opponent.

I believe anyone running for this position truly wants what's best for Littleton, and that should be respected. I've only met Merrill once, but he struck me as a charismatic person with a positive attitude. When we met, I shook his hand, wished him the best of luck, and said when this is over, I hoped we could sit down and have a beer together and celebrate the others victory.

2. Name one area where you and your opponent agree.

I believe both my opponent and I are pro-business and pro-community growth; we just have different ideas on how to best achieve those goals. My approach is focused on strategic, locally driven solutions that protect our neighborhoods while creating opportunities for businesses to thrive.

3. What steps will you take, whether elected or not, to build consensus on pressing issues in Littleton?

Regardless of the election outcome, Littleton will always be the community I'm proud to call home, and I'll remain committed to its future. I believe that real leadership means listening, engaging, and helping bridge differences to move forward together. I will continue to attend public meetings, engage in open

conversations with residents and business owners, and advocate for transparency and early community input. Building consensus starts with mutual respect and the willingness to truly hear one another. Whether on City Council or not, I'll continue to collaborate with civic groups, local leaders, and neighbors to ensure the direction of our city reflects the voice and values of the people who live here.

Amanda Henderson
District 3

Candidate Forum 9/25/25

1. Given that 85% of Littleton's revenue comes from sales tax, which funds essential services like police, fire, and infrastructure, how will you prioritize the Littleton Business Chamber's efforts to sustain and grow local businesses over the agendas of special interest groups, ensuring the city's economic foundation remains strong?

Our business community is the engine and the lifeblood of Littleton. Without the services you provide and the revenue you generate, we would not have essential services and amenities we love. I will prioritize the Littleton Business Chamber's efforts by actively seeking their input on all relevant city decisions. I will work to ensure open lines of communication, and a commitment to building relationships with business leaders to be sure their voices are heard. My focus will be on creating a business-friendly environment through streamlined regulations, targeted economic development initiatives, and support for workforce development. It is important to both support the sustainability of existing businesses, and foster an environment to attract and retain new businesses. I will carefully consider all perspectives, but my decisions will be guided by what best strengthens Littleton's overall economic foundation and benefits the entire community, not the agendas of specific groups. A strong business community benefits *all* residents.

2. Please describe your business experience, including areas of expertise, notable achievements, and the impact you or your teams have had in your specific industry/area/field?

While my career hasn't been in traditional business, I bring extensive experience building and leading successful organizations – these skills are transferable to supporting Littleton's business community. As Executive Director of the Interfaith Alliance of Colorado, I wasn't just managing a non-profit; I was running a complex organization with a multi-million dollar budget, overseeing strategic growth, and advocating for policies that fostered economic opportunity and community well-being.

Five years ago I founded the Institute for Religion, Politics & Culture at Iliff School of Theology. Launching this institute required significant entrepreneurial skills, from developing a viable business plan and securing funding to strategic planning and effective financial management. I understand the challenges of building something from the ground up.

These experiences have equipped me with the leadership, collaboration, and problem-solving abilities crucial for supporting Littleton businesses. I know how to manage budgets effectively, write grants, develop strategic plans, and bring diverse

stakeholders together to achieve common goals – all essential for fostering a thriving business environment in Littleton.

3. How will you ensure that local business owners have a voice in decisions that directly impact them?

I will ensure local business owners have a strong voice in decisions directly impacting them through multiple avenues for input. Beyond regular meetings with the Littleton Business Chamber, I will establish my own circle of Business Advisors composed of diverse business owners, to provide consistent, direct feedback on proposed city policies. I will prioritize fostering relationships with business owners so they know when there are opportunities to serve on city commissions, boards, and stakeholder groups.

I also commit to hosting quarterly community meetings specifically focused on business issues, providing a public forum for concerns and ideas. Prioritizing open communication and transparency is crucial; businesses need to be informed about upcoming decisions well in advance, with ample opportunity to provide their input. I pledge to make information readily accessible and respond promptly to inquiries, fostering a collaborative environment where business voices are truly heard and valued.

4. How would you work with local businesses to foster environmentally sustainable practices in the City?

I'm committed to working with local businesses to foster environmentally sustainable practices, recognizing that "green" initiatives can boost the bottom line. I'll champion incentives for adopting green technologies and offer workshops and resources on sustainable practices, building on the work of our Sustainability Business Coordinator, a position shared with Englewood.

We will actively seek opportunities to utilize state grants supporting environmentally sustainable business practices, helping offset the costs of implementation. I also support a conversation about moving to a "one hauler" system for waste management, which can streamline processes, increase recycling rates, and reduce truck traffic. Ultimately, my goal is to create a community where sustainability is not just a value but a competitive advantage for Littleton businesses.

5. What programs, if any, do you support that inspire businesses to contribute to community development or local charitable efforts?

My focus will be on furthering meaningful relationships between businesses and non-profit charitable organizations. This is about more than feeling good; it's about fostering a shared commitment to a thriving community where everyone benefits. By aligning business interests with community needs, we create a stronger, more resilient Littleton. As my work has been focused in the non-profit realm, I am intimately familiar

with the importance of support from the business community. My charitable work has been focused on addressing homelessness, hunger, immigrant support, and youth. I was grateful to participate with Longer Tables Littleton, and will continue the effort in the future. Additionally, I support Doctor's Care, North Littleton Promise, the Littleton Public Schools Foundation, and the Littleton Town Hall Arts Center. I support programs incentivizing businesses to contribute to community development and local charitable efforts through publicly recognizing businesses that give back.

6. What do you feel is the best use for currently zoned commercial and industrial areas that are vacant or underutilized that will benefit both the local business and residential communities?

Being new to the Council, I have been gaining a deeper understanding of the Envision Littleton 20 year plan including the Unified Land Use Code. I understand that this plan was developed in 2018 and continues to be refined to meet the needs of our community. I see this plan, developed with input from the community and business leaders, as a framework to support decisions related to determining the best use for commercial and industrial areas.

Ultimately, the best use for these areas depends on a thorough assessment of community needs, our long term plan, alignment with Littleton character and values, and market demand. I would prioritize uses that create jobs, provide needed services for residents, generate tax revenue, and align with Littleton values. Any redevelopment should be carefully planned to minimize impacts on surrounding neighborhoods and enhance the overall quality of life in Littleton.

7. On August 18, 2025, the South Metro Fire Rescue (SMFR) District Board of Directors approved a ballot measure asking for a 3-mil property tax increase on the November 4, 2025, election.

I support ensuring SMFR has adequate resources to provide essential services. I trust the argument by South Metro Fire that they are among the lowest property tax recipients in Colorado, and that they were impacted by the 2024 state property tax reduction bill. I understand that operating expenses have gone up, and they are receiving increases in the number of calls. I understand the need, and believe this is a vital investment to protect the safety of our community.

At the same time, I am deeply concerned about the rising property tax rates for both commercial and residential properties. The city needs to explore options for diversifying its revenue streams to reduce reliance on property taxes. We also need to carefully review city spending to identify opportunities for efficiency and cost savings. I would recommend business owners actively engage with the SMFR board and attend public

meetings to express their concerns, and the City Council should advocate on behalf of its business community to ensure their voices are heard.

8. Ballot Question 3a will insert language into our City Charter restricting all residential uses to “January 1, 2025”. How do you see that impacting our businesses and our city’s reputation as a place that welcomes investment and growth?

I believe Ballot Question 3a is the wrong path for several reasons. First, it is bad policy to put land issues in the City Charter, rather than in the land use code. Second, the amendment is highly confusing and contradictory, and will no doubt lead to expensive lawsuits. Finally, I am concerned that the charter amendment will make it highly cumbersome and expensive for us to address real present and future needs in our community. Ballot Question 3a could have a negative impact on our businesses by restricting housing options for employees and potentially stifling economic growth. It sends the wrong message about Littleton being open to investment and new ideas. Limiting housing options can make it harder for businesses to attract and retain employees, and it can also discourage new businesses from locating in Littleton. I oppose this measure because it would create unnecessary barriers to addressing our housing needs and could harm our city's long-term economic prospects.

9. In what ways have you been involved with Littleton’s civic issues, and what experience do you have with the community’s decision-making process?

Since moving to Littleton in 2012, I've been deeply involved in civic issues, driven by a desire to broaden community participation in leadership. My focus has been on grassroots engagement: organizing block parties, supporting neighbors, coordinating monthly lunch-making for those in need, leading youth volunteering at senior facilities, and collecting resources for refugees.

Beyond neighborhood initiatives, I actively participate in city governance by attending council meetings, contributing to public hearings, and engaging with city staff and officials on key issues like housing and homelessness. For ten years, I supported my husband in his role as the board chair of South Metro Housing Options, attending City Board and Commission events. In 2023, I facilitated a community meeting with diverse stakeholders, including business owners, service providers, city staff, and neighbors, to address rising homelessness, seeking collaborative solutions. I'm committed to ensuring every resident has a voice in shaping Littleton's future, as community engagement is vital for effective governance.

10. Political organizations have made waves in this election cycle the likes of which we haven’t seen.

I am running for City Council because I believe a different way of politics is possible. We have enough division in our country— we do not need it in our neighborhoods. Over the past 4 months, I have knocked on hundreds of doors throughout District 3. People share a love for Littleton, concerns about street safety, a desire for thoughtful, trustworthy leadership, better communication, and forward-thinking problem solvers.

These are the folks I report to. I'm endorsed by organizations who see my values, and want to see that in our Littleton City Council. I am endorsed not because I agree with them, but because they agree with me. I don't report to people who endorse me, I report to my neighbors in District 3. I will make decisions based on what I believe is best for Littleton, not based on the dictates of any political organization. While I value input from a variety of sources, I'll always prioritize the needs and interests of the entire community.

11. What is your stance on converting currently zoned single-family neighborhoods to accommodate duplexes, triplexes and multiplexes?

I live in a neighborhood that is all single family homes, or so it appears. At the same time, I know many people need to use their home in different ways to meet their needs for their family. Some of us have intergenerational homes. Some rent a floor, or a room to help make ends meet. I hope Littleton is a place where people from different walks of life and different ages and stages can call home. I hope the people who work here can live here- our teachers, grocery clerks, police, and shop owners. I hope it is a place where I can downsize when the time comes and stay close to the people I love, and where my kids can one day live close by.

I oppose rigid one size fits all zoning and believe changes should be carefully considered, balancing community needs, property rights, and freedom. I understand how personal and important it is to have a say in our neighborhoods. I'm open to targeted solutions like ADUs or infill development in suitable areas, and I believe we can work together to increase housing options while preserving Littleton's unique character and scale.

12. From your perspective, -which- Littleton streets need most upgrades to improve accessibility and mobility (e.g., bike lanes, ADA-compliant sidewalks), and what criteria would guide your priorities?

In District 3, we have a lot going on! We have changes along the Mineral corridor, along Countyline Road, and a new Broadway underpass for the Lee Gulch. Each of these projects is important for our future. I am most concerned about ensuring there is clear communication on what is happening and when- especially with business owners and schools who are greatly impacted.

The street I am most concerned with is the Elati corridor. I have ridden my bike up and down Elati over the past four months as I meet with neighbors. I have navigated

potholes, confusing markers, ballisters, traffic circles, and other obstacles. I have heard a whole lot of frustration. I also participated in the walk with Public Works and City Staff as they work to fix this street and do the best they can with honestly- a terrible design from more than 50 years ago. Looking forward, my priorities will be guided by data on traffic patterns, accident rates, and community feedback. I will prioritize projects that connect neighborhoods, improve access to public transportation, keep people safe, and support local businesses.

13. In your view, what existing strengths does the City of Littleton have, and what are the three most significant challenges it faces?

Most every person I have spoken to in District 3 loves living in Littleton. The things I hear that make Littleton special are: 1) Our landscapes, trails, parks, and proximity amenities and jobs. 2) Our Main Street, history, small businesses, and traditions. Finally, 3) The people. People in Littleton make an effort to know their neighbors and support each other.

The biggest challenges are 1) Design issues put in place decades ago that are difficult to navigate. In District 3 we have two elementary schools, two middle schools, and a high school. Each school is buried in the neighborhood—making access complicated, traffic inevitable, and safety a continual concern. 2) We have an aging infrastructure which has been neglected for too long. The city has been hard at work to find funds to upgrade infrastructure, and this will continue to be an expensive and inconvenient process. Finally, 3) Communication has been a challenge. We must continue to better meet people where they are and develop effective two-way communication channels.

14. How can we be more civil with each other, so Littleton feels more connected and united?

This has been the heart of my work for decades, and something I am committed to furthering in Littleton. Differences and debate are a healthy part of community life, but I think we must commit to keeping debates about issues and values and respect the basic dignity of one another. I will actively seek out opportunities to engage in respectful dialogue with people who have different viewpoints. I will also work to create forums where neighbors can come together to discuss pressing issues in a civil and constructive manner. By listening to each other and finding common ground, we can build a stronger and more united Littleton.

I respect that my opponent, Curt, has long been active in Littleton serving on the planning commission. I think we both love Littleton, value public service, and want the best for Littleton.

Curt Samuelson
District 3

Candidate Forum 9/25/25

Questions.

1. Given that 85% of Littleton's revenue comes from sales tax, which funds essential services like police, fire, and infrastructure, how will you prioritize the Littleton Business Chamber's efforts to sustain and grow local businesses over the agendas of special interest groups, ensuring the city's economic foundation remains strong?

Undoubtedly, we need to preserve our commercial spaces from a financial viability standpoint. But, our small businesses remain an important component of our city and our communities. Many of our small business owners also live here with their families. We need to continue to support our residents and our employers and employees. In the end, when our small businesses are strong, so is our city.

2. Please describe your business experience, including areas of expertise, notable achievements, and the impact you or your teams have had in your specific industry/area/field?

I have been a residential mortgage lender for over 40 years. For the last 13 years I have acted as sales manager with responsibility for my own loan production and managing a small team. In my previous company as a branch manager, I was responsible for the branch P&L which required me to manage all aspects of running a loan production office including personnel. Mortgage lending can be a highly stressful process, dealing with home purchasers and real estate agents as they navigate the largest investment of their lifetimes. We often hold the key to someone's dreams in our hands and it is incumbent upon us to provide a caring, compassionate, thoughtful experience for our customers and clients

3. How will you ensure that local business owners have a voice in decisions that directly impact them?

I'll look to the chamber for a macro view of small business needs in Littleton. I also want to hear from small business employers and also employees to hear what we as a council can do to better support their needs from infrastructure, to financial, to public safety. I also like to stop into our small businesses just to visit with them and see the benefits they provide local customers.

4. How would you work with local businesses to foster environmentally sustainable practices in the City?

As I've seen from many small business owners, they want to keep their environmental footprints small and even lower. Our city can help to support their needs and ideas on how we can better improve our sustainability in a way that is both affordable and provides value.

5. What programs, if any, do you support that inspire businesses to contribute to community development or local charitable efforts?

I think the community that Littleton has created that weaves our residential and commercial residents together highlights the cooperation and support we all provide each other. Our festivals like Western Welcome Week and Candlelight walk events celebrate our common interests and community that make Littleton so unique.

6. What do you feel is the best use for currently zoned commercial and industrial areas that are vacant or underutilized that will benefit both the local business and residential communities?.

I believe there are great opportunities for repurposing under utilized commercial and industrial space, however this type of rezoning must be considerate of surrounding infrastructure, traffic patterns and current residential uses. I would like to see an effort to revitalize this type of property into a different or unique business use where the city can enhance revenue streams while providing citizens with additional retail or recreational venues.

7. On August 18, 2025, the South Metro Fire Rescue (SMFR) District Board of Directors approved a ballot measure asking for a 3-mil property tax increase on the November 4, 2025, election.

1. Do you support this measure for the increased mil level based on property valuations? Why or why not?

2. Business owners will be saddled with the largest portion of this increase – what can business owners do to ensure their voices are heard that many not live within the district, but their businesses are?
3. Along those same lines, the property tax burden to business and citizens of Littleton has become prohibitive- what can be done to help alleviate this burden?

South Metro Fire Rescue is an extremely important part of our community's safety program. I have recently spoken to two SMFR board members and heard their concerns and reasoning for the mil increase. The vast majority of SMFR's revenue comes from property tax mil levy and like every other aspect of our lives their costs have increased dramatically as well. After recent changes in Federal Medicare reimbursements to SMFR their revenue will be decreasing as costs go up. The board members I spoke to believe that if the levy increase does not pass this year they will ask again in the next election. Our state legislature repealed the Gallagher Amendment a few years ago but unfortunately did not do enough to ensure that commercial and residential property taxes were divided in an equitable way.

I want to ensure that business property owners have a voice in how the division of tax liability is spread across the taxpayers of Littleton. The city can help to voice business owners' concerns with our state representatives to collaborate on possible new solutions that can mitigate the costs to our businesses..

8. Ballot Question 3a will insert language into our City Charter restricting all residential uses to "January 1, 2025". How do you see that impacting our businesses and our city's reputation as a place that welcomes investment and growth?

This ballot measure represents a clear frustration from many homeowners and neighbors who feel unheard by their council. I don't believe this will have any impact on investment into our community. If anything, it shows that our city takes its infrastructure needs seriously. We can't have unsafe, congested roads in our city and expect to attract customers when they can go elsewhere. If we see challenges with the language in the amendment, we can work to make small changes that fulfill our voter intent.

9. In what ways have you been involved with Littleton's civic issues, and what experience do you have with the community's decision-making process?

1. Our city has many decision-making processes. These range from public hearings, surveys, code amendment commentary/suggestions (most recent

examples being the Littleton Environmental Design Standards [LEDS], about to be adopted at Council this week). Littleton also has ad hoc processes for making decisions such as the ULI stakeholder sessions for Geneva Village, or the stakeholder groups for Project Downtown. There are also Board and Commission decision making processes which invite participation by citizens. And of course, there is public comment at Council and letters directly to staff and Council. What kind of participatory background do you have with our civic processes?

. As a 30-year resident of Littleton I have been very active in the governmental process. I served 10 years on the city Planning Commission which is a quasi-judicial board responsible for reviewing requests for zoning changes which could include requiring, for example, additional setbacks or more open space to make the rezone acceptable inside zoning guidelines. I have attended many council and planning commission meetings where I voiced my opinion on many different subject areas. I have completed many online city surveys including the most recent Elati St. survey. As a planning commissioner I attended ULI training seminars that impart a great deal of knowledge about how land use is viewed by other local, state and national entities. As a council member it is imperative I understand how each of the various city commissions and outside advisors can affect the outcome of decisions made.

10. Political organizations have made waves in this election cycle the likes of which we haven't seen.

1. With respect to those organizations that have endorsed your candidacy please give one example where you don't necessarily align with their platform and Why?

How much influence will these organizations have on the future agenda for the City of Littleton?

As a first-time candidate, I'm humbled by the support I've received and earned in this campaign. My aim has been to be transparent and open with my positions but I want to be a voice for our Littleton residents. In order to make good decisions for our community, I'll look to all stakeholders to share

their opinions so I have as much information as possible to make the best decision.

11. What is your stance on converting currently zoned single-family neighborhoods to accommodate duplexes, triplexes and multiplexes?

I believe that zoning codes are a promise from the city to the citizens describing what the character of the city will look like. The promise to homeowners in single family detached home neighborhoods is used by citizens to determine where they want to live and possibly raise a family in an area where the feel and character is acceptable to them. Blanket changes to zoning without citizen input and a public hearing is breaking the trust citizens have given their government officials.

12. From your perspective, Littleton streets need most upgrades to improve accessibility and mobility (e.g., bike lanes, ADA-compliant sidewalks), and what criteria would guide your priorities?

As I have walked through neighborhoods speaking with citizens, one of the concerns I hear most is, many of the streets are in need of repair. The city has a master plan schedule on what streets have the greatest need of repair and a timeline to complete the repairs. Included in this plan there needs to be review of what additional enhancements can be completed at the same time. These could be, adding bike lanes, meeting ADA compliance and other enhancements as needed. The city needs to be able to measure the need for bike lanes on specific streets, determine if it is feasible to add these lanes and then follow up with additional study to see if the changes created the desired outcome. If you don't have a way to measure a plan you can't tell if it is working. The city's own study from 2019 indicates that over 80% of all commuters do so by automobile and less than 1% commute by bicycle. Safety of recreational bicyclists is of concern but should not be at the expense of automobile traffic congestion.

13. In your view, what existing strengths does the City of Littleton have, and what are the three most significant challenges it faces?

Littleton has a host of amazing attributes including its Small-Town feel on Main Street, the aesthetic beauty along the South Platte River, the numerous miles of trails along the Highline Canal and most importantly the many citizens who are friendly and welcoming to each other. The city faces some challenges with increased traffic along the main arterials which will become more pronounced as the many commercial and residential building projects under construction or on the horizon come online. The city's concern with an aging infrastructure will also come to the fore, planning for the replacement and repair of this infrastructure is of utmost importance. As a city we must maintain the amazing attributes that played such an important part in many citizens' decision to move to our great city.

14. How can we be more civil with each other, so Littleton feels more connected and united?

I think it's important for us to have a robust debate of ideas and leave any personal insults or claims around motives out of the conversation. I also want to encourage more outreach and engagement with our residents to ensure they have a voice before decisions are made. We've seen when neighbors are ignored or disregarded it creates tensions that become personal.

1. Name one good characteristic of your opponent.

1. She's passionate about affordable housing.

2. Name one area where you and your opponent agree.

1. Littleton is a great place to live and raise a family.

3. What steps will you take, whether elected or not, to build consensus on pressing issues in Littleton?

1. I want to give more Littleton residents a voice on policy decisions that affect their city and their neighborhoods.

Conradman Joel Zink
H-LAN

Candidate Forum 9/25/25

Councilmember Joel Zink's Answers

Questions.

1. Given that 85% of Littleton's revenue comes from sales tax, which funds essential services like police, fire, and infrastructure, how will you prioritize the Littleton Business Chamber's efforts to sustain and grow local businesses over the agendas of special interest groups, ensuring the city's economic foundation remains strong?

A: As a City Councilmember, I've seen firsthand how our local businesses are the lifeblood of Littleton. I've also seen how businesses often face unnecessary red tape and seemingly never-ending circles of bureaucracy. It doesn't sit well with me. Our City Council should focus on clearing the way, not making it harder. I'll be a City Council Member who folks can call up when they're running into issues like that and they'll know that I will hear and help them.

And while I'm always willing to listen to a wide range of perspectives, my first and only allegiance is to the neighbors and business owners of Littleton. I'll always prioritize policies that foster a thriving local economy and support our business community. By ensuring our economic foundation is strong, we can continue to invest in public safety, streets, and infrastructure that benefit us all.

2. Please describe your business experience, including areas of expertise, notable achievements, and the impact you or your teams have had in your specific industry/area/field?

A: As a Chief Deputy District Attorney, I manage and train all of my office's new prosecutors, oversee high-stakes cases – including murders and crimes against children – and coordinate closely with law enforcement. I've led our Vehicular Homicide Team, and I also created and continue to supervise our Hate Crimes Team after helping to draft important updates to Colorado's hate crimes laws. At the time of writing this, I'm also the on-call prosecutor

for my office's Critical Incident Response Team. These roles demand leadership under pressure, accountability, and coordination across agencies.

I also train law enforcement officers regularly, from rookies to veteran detectives, and spearhead my office's data transparency initiatives to strengthen accountability and public trust. In addition, I serve on the Executive Board of the Arapahoe County Bar Association, from which I received the Tommy D. Drinkwine Outstanding Young Lawyer of the Year Award in 2024.

3. How will you ensure that local business owners have a voice in decisions that directly impact them?

A: Even though I grew up watching my mom become a successful small business owner, my professional expertise as a prosecutor and trial attorney is in public safety, not in running a business. That's why it's essential that I stay in dialogue with the real experts – our business owners, entrepreneurs, and local leaders who live the ups and downs of the economy every day.

Policy is strongest when it's informed by people in the trenches. I'll attend Chamber meetings if I'm welcome, make sure that city staff is properly assessing impacts before moving proposal forward, meet with business owners individually – whatever it takes. If Littleton is going to stay competitive and business-friendly, the voices of business owners must guide our decisions – not as an afterthought, but as a starting point.

4. How would you work with local businesses to foster environmentally sustainable practices in the City?

A: I support voluntary programs, clear incentives, and cost-saving partnerships that make environmental efforts good for the bottom line. We can expand business access to green grants, create recognition programs for green business practices, and explore shared services (like composting co-ops) to reduce costs. Smart sustainability can increase customer loyalty, cut overhead, and boost Littleton's brand without adding red tape.

5. What programs, if any, do you support that inspire businesses to contribute to community development or local charitable efforts?

A: Littleton's businesses already show up for the community, whether it's sponsoring events, donating to local causes, or supporting others in the business community. I want to continue building that culture of generosity.

I support city-led recognition programs that spotlight business giving, explore public-private partnerships to support parks or youth programs, and include business in broader city service goals. When businesses invest locally, everyone benefits. The city should reinforce that relationship.

6. What do you feel is the best use for currently zoned commercial and industrial areas that are vacant or underutilized that will benefit both the local business and residential communities?

A: Underutilized or vacant commercial and industrial areas are a *huge* opportunity for Littleton. The best use for these spaces is attracting a diverse mix of businesses – shops, services, restaurants, and offices – that both meet the needs of residents and draw new customers into our community. Thriving businesses strengthen our neighborhoods, just like every residence supports our business community.

To make that happen, we should streamline redevelopment and offer incentives to long-vacant properties, while prioritizing customer access. Walkability, parking, and good connections to nearby neighborhoods make all the difference in whether a business succeeds.

This is personal to me. I grew up in rural Pennsylvania, where shuttered storefronts and dead factories dragged down entire communities. That experience taught me the cost of letting vacancies linger. Littleton can avoid that by putting diversity and accessibility at the center of redevelopment. Bottom line: every empty storefront is a step in the wrong direction.

7. On August 18, 2025, the South Metro Fire Rescue (SMFR) District Board of Directors approved a ballot measure asking for a 3-mil property tax increase on the November 4, 2025, election.

- Do you support this measure for the increased mil level based on property valuations? Why or why not?

- Business owners will be saddled with the largest portion of this increase – what can business owners do to ensure their voices are heard that many not live within the district, but their businesses are?
- Along those same lines, the property tax burden to business and citizens of Littleton has become prohibitive- what can be done to help alleviate this burden?

A: As someone who understands the importance of coordinating across agencies to respond to emergencies safely and efficiently, I support the SMFR ballot measure because reliable emergency response is essential to public safety. That said, taxpayers deserve transparency on how new revenue will be spent, and I expect SMFR to report clearly on service improvements tied to this measure.

I recognize that business owners will carry much of the cost, even if they don't live in the district. To ensure their voices are heard, I encourage SMFR to work directly with local business organizations. Businesses provide the backbone of our tax base and must be included in long-range planning.

On the broader property tax burden, the real solution is to expand our commercial base so the cost of government services is spread more widely. A stronger, more diverse business community helps ease the load for everyone – businesses and resident alike.

8. Ballot Question 3a will insert language into our City Charter restricting all residential uses to “January 1, 2025”. How do you see that impacting our businesses and our city’s reputation as a place that welcomes investment and growth?

A: While I understand the intent behind Ballot Question 3A, the way it is proposed and written will not achieve the desired intent and will have significant negative effects on our community. By freezing our residential code to January 1, 2025, it locks into a position that will drive away young families and seniors, leaving fewer workers and fewer customers for our businesses. 3A would hurt both Littleton’s economy and our reputation as a city that welcomes growth and investment.

It also sends a bad signal to employers and investors: that Littleton is closed to flexibility and unwilling to adapt. Thriving cities grow by balancing neighborhood character with economic vitality. 3A rejects that balance. Instead of 3A, I would like to continue having much-needed conversations with interested groups to develop a strategy that meets the needs of Littleton *and* can be revisited to meet the needs of Littleton in the future.

9. In what ways have you been involved with Littleton's civic issues, and what experience do you have with the community's decision-making process?

- Our city has many decision-making processes. These range from public hearings, surveys, code amendment commentary/suggestions (most recent examples being the Littleton Environmental Design Standards [LEDS], about to be adopted at Council this week). Littleton also has ad hoc processes for making decisions such as the ULI stakeholder sessions for Geneva Village, or the stakeholder groups for Project Downtown. There are also Board and Commission decision making processes which invite participation by citizens. And of course, there is public comment at Council and letters directly to staff and Council. What kind of participatory background do you have with our civic processes?

A: I'm not just familiar with Littleton's civic processes – I'm working in them today as an at-large City Councilmember. Since being appointed in January, I've had the privilege of participating in public hearings, stakeholder sessions, and more. I've voted on issues ranging from land use to infrastructure to our city's financial future. Most recently, I was proud to help move Project Downtown forward by saying yes to working on funding that will get this crucial project going ASAP.

Littleton is a special community, and I want to do whatever I can to support what makes it so great. That's why I push for earlier engagement, clear communication, and making sure business owners, residents, and boards are included from the start. For example, I recently voted to expand notification procedures for land use code changes. Real civic engagement is about the day-to-day work of showing up, listening, and following through.

10. Political organizations have made waves in this election cycle the likes of which we haven't seen.

- With respect to those organizations that have endorsed your candidacy please give one example where you don't necessarily align with their platform and Why?
- How much influence will these organizations have on the future agenda for the City of Littleton?

A: I've been endorsed by groups that share many of my values, but I don't line up with them on every issue. For example, I support Littleton's Inclusive Housing Ordinance, even though some in the homebuilding industry dislike it. To me, the ordinance is about balance – encouraging smart, flexible housing options while making sure Littleton maintains its charm and remains accessible to people of different incomes. Endorsements reflect broad agreement, but they don't dictate my votes. My responsibility is to the residents and business owners here in Littleton.

11. What is your stance on converting currently zoned single-family neighborhoods to accommodate duplexes, triplexes and multiplexes?

A: I don't support blanket rezoning that forces every neighborhood to change, but I do believe there are places where more housing choices make sense. Expanding options like duplexes or cottage courts in certain areas can help keep young families and seniors in Littleton, which also supports our businesses by ensuring a stable workforce and customer base.

Importantly, any change would still have to meet the requirements already in place in each neighborhood – setbacks, heights, roof pitches, and design standards don't disappear. Those protections ensure new housing fits the character of the surrounding area.

My approach is deliberate and data-driven: where more housing will meaningfully improve affordability and support economic vitality, we should consider it. But it should always be done with community input, respect for neighborhood standards, and a focus on strengthening Littleton's long-term health.

12. From your perspective, Littleton streets need most upgrades to improve accessibility and mobility (e.g., bike lanes, ADA-compliant sidewalks), and what criteria would guide your priorities?

A: The streets that most need upgrades are the ones where safety concerns and daily use intersect – corridors connecting schools, parks, and our business districts. Places like Broadway, Littleton Blvd, and areas near downtown see heavy vehicle, bike, and pedestrian traffic. These are where accessibility improvements – sidewalks, crossings, and mobility options – will have the biggest impact.

Our decision-making shouldn't be ad hoc. We should rely on guiding documents like Littleton's Transportation Master plan, which is scheduled for an update next year, to set clear priorities. My approach is to follow three criteria: 1) safety data, to target high-risk areas, 2) equity, to ensure all neighborhoods see improvements, and 3) connectivity, to link homes with schools, parks, and businesses.

Upgrading streets is about more than mobility – it's about creating safe, reliable access that helps families and businesses thrive.

13. In your view, what existing strengths does the City of Littleton have, and what are the three most significant challenges it faces?

A: Littleton's greatest strength is its people: engaged residents, dedicated small business owners, and a community that cares deeply about Littleton's future. We also benefit from a strong location – part of the metro region while maintaining the small-town character that draws new neighbors and investment. Public safety is another strength. We have a fantastic police department and initiatives like Safer Streets show that we take protecting folks in Littleton seriously.

Our challenges are clear. First, modernizing infrastructure – streets, sewer, storm systems, etc. – so we stay ahead of costly failures. Second, making our streets safer for everyone, whether walking, biking, or driving. Third, finding our way back to reasonable, respectful conversations about housing solutions. Too often, debates about housing have been divisive. We need to restore trust, listen to one another, and work toward solutions that preserve what makes Littleton unique while supporting our workforce and local economy.

14. How can we be more civil with each other, so Littleton feels more connected and united?

- Name one good characteristic of your opponent.
- Name one area where you and your opponent agree.
- What steps will you take, whether elected or not, to build consensus on pressing issues in Littleton?

A: I respect my opponent for stepping forward to serve. Running for office isn't easy, and it shows a deep commitment to this community. One area where we agree is the importance of public safety. That's what my whole career as a prosecutor has been about – prosecuting murders, crimes against children, and leading specialized teams – and it's encouraging to see it prioritized by my opponent.

Civility is more than a talking point for me. On August 6, I authored a joint statement signed by every candidate then in the race, committing ourselves to honesty, integrity, and respectful campaigning. We pledged to focus on solutions and remember that we are all neighbors working toward the same future. Whether I'm elected or not, I'll carry that same approach forward: listening carefully, treating people with respect, and helping Littleton solve problems without tearing each other down.

Candidate Forum 9/25/25 – David Carlton

At-Large

Questions.

1. Given that 85% of Littleton's revenue comes from sales tax, which funds essential services like police, fire, and infrastructure, how will you prioritize the Littleton Business Chamber's efforts to sustain and grow local businesses over the agendas of special interest groups, ensuring the city's economic foundation remains strong?

As a small business owner myself, I understand the challenges of balancing expenses, creating revenue, and keeping all interested parties' interests in mind before solutions and long term plans are enacted. As a new candidate, I don't understand fully the 'agendas' of which 'special interests' yet, but very shortly after being elected, I will. I plan to make a vibrant and successful small business environment in Littleton a top priority, given how reliant the community is upon their successes. To do this, I will be accessible, receptive, open to ideas and solutions so that Littleton continues to evolve as a top choice for small business and entrepreneurs.

2. Please describe your business experience, including areas of expertise, notable achievements, and the impact you or your teams have had in your specific industry/area/field?

After college my first job was with General Motors, where I worked in direct account maintenance, sales, dealer service, and started to learn how to work with people and developed some management abilities. From there, I went to a smaller, newer finance organization that had about \$60MM in assets. In 13 years or so we grew to be a publicly traded company with over \$1 billion in assets. There, I oversaw and acquired more skills in negotiation, compliance, audit, and hiring and team-building, and top and bottom line P&L management. I left that position in 2011, resigning my position as SVP of company operations in order to be home more and settle in a place our family loved. At that time the company was publicly traded with over \$1 billion in assets. Since, I have been an owner of small businesses and a commercial real estate manager.

3. How will you ensure that local business owners have a voice in decisions that directly impact them?

They will have a voice because I will listen to it as often as they feel necessary to consult with a member of the council. I will be available, listen, ask for clarification and explanation and then I will use my proven communication abilities to meet with and explain to other member of the council, or city employees as often as is necessary.

4. How would you work with local businesses to foster environmentally sustainable practices in the City?

5. What programs, if any, do you support that inspire businesses to contribute to community development or local charitable efforts?

I'll answer 4 & 5 together, since at this point my answers are similar because, as a new candidate not having worked on council or with the city, or directly with the small businesses in Littleton other than as a patron, I need to have discussions with the business interests and the charitable and environmental entities to understand their motivations and desired outcomes. From there, I will work consistently to ensure that the Littleton business environment is vibrant and successful, but also helps to support the organizations and groups that benefit and improve the community for everyone.

6. What do you feel is the best use for currently zoned commercial and industrial areas that are vacant or underutilized that will benefit both the local business and residential communities?

It depends on where the area is located – i.e., close to the rail line, further out on smaller arterial roads, but I think we need to focus on partnerships that allow for a shorter timeline to build what fits that particular area, and what needs we have and are desired in a given area. Just two or three years ago, the answer to that question would be we need to quickly and proactively increase the housing that is coming on line so that costs can stabilize. Now that the population growth, particularly in Littleton is leveling, we need to focus on a balance that continues to anticipate future population growth and housing needs, and a great need to flatten increasing building costs. This can be achieved by having a council and city government that work hard to bring property owners, builders, planners, and citizens together to quickly find solutions that fit our growth needs, and preserve Littleton's character.

7. On August 18, 2025, the South Metro Fire Rescue (SMFR) District Board of Directors approved a ballot measure asking for a 3-mil property tax increase on the November 4, 2025, election.

1. Do you support this measure for the increased mil level based on property valuations? Why or why not?
2. Business owners will be saddled with the largest portion of this increase
 - what can business owners do to ensure their voices are heard that many not live within the district, but their businesses are?
3. Along those same lines, the property tax burden to business and citizens of Littleton has become prohibitive- what can be done to help alleviate this burden?

Given this is a SMFR issue, I will not take a position one way or the other. When I first entered this race, one entity I reached out to was SMFR. I learned of the great revenue vs. expense shortfall, largely due to increased costs of equipment and supplies, and increased costs associated with just providing services. As a result, the SMFR Board has to make decisions that correct the shortfall. As a council member, I will stay informed of the increased burden this could place on our businesses, and I will work to help offset these burdens so these businesses remain successful and active in Littleton.

8. Ballot Question 3a will insert language into our City Charter restricting all residential uses to “January 1, 2025”. How do you see that impacting our businesses and our city’s reputation as a place that welcomes investment and growth?

I support 3A. While it might be aggressive to have to place this language in the Charter, the current council did not leave the citizens much choice. If passed, and if the recent district court referral leaves the amendment on track, after, I will work with citizens and parties as necessary to ensure the business environment continues to remain vibrant and welcoming. Given this is a residential issue, and mostly applies to residential properties south of Caley Street, I am completely confident that with a focused, accomplished, and proficient council that understands the issues businesses face and acts in the best interests of the citizens and businesses, and not through their own personal motivations, Littleton will not only be as successful and welcoming as it is now, it will be even more so for decades to come.

9. In what ways have you been involved with Littleton's civic issues, and what experience do you have with the community's decision-making process?

1. Our city has many decision-making processes. These range from public hearings, surveys, code amendment commentary/suggestions (most recent examples being the Littleton Environmental Design Standards [LEDS], about to be adopted at Council this week). Littleton also has ad hoc processes for making decisions such as the ULI stakeholder sessions for Geneva Village, or the stakeholder groups for Project Downtown. There are also Board and Commission decision making processes which invite participation by citizens. And of course, there is public comment at Council and letters directly to staff and Council. What kind of participatory background do you have with our civic processes?

I'm a newer resident to Littleton having moved from a rural outlying area 45 minutes away. My family moved to Littleton on purpose, placing it well above other areas in which we looked, to enjoy the amenities here and to be a part of this community. We moved here because Littleton has a multitude of unique and character rich neighborhoods and communities. In the few years we have lived here, I have learned even more about the quality of businesses, libraries, museums, and just overall great 'vibe' that Littleton has. I've lived and traveled all over the country, and this remains true. I decided to run to help do what I can to preserve these qualities in Littleton, and I will continue to increase my knowledge and work with citizens and its boards and commissions by being a very active member of the council.

10. Political organizations have made waves in this election cycle the likes of which we haven't seen.

1. With respect to those organizations that have endorsed your candidacy please give one example where you don't necessarily align with their platform and Why?

How much influence will these organizations have on the future agenda for the City of Littleton?

I'm not a 'politician' and I haven't run for office before. So, I don't know how this election compares to others. Early on, and after a few meetings with participants in the 'waves,' I decided I am not seeking, nor will I announce any 'endorsements' of David Carlton for City Council. The only endorsement I am seeking is for the votes of the citizens and small business owners of Littleton.

11. What is your stance on converting currently zoned single-family neighborhoods to accommodate duplexes, triplexes and multiplexes?

My stance is that I am against it because the large percentage of citizens and voters I talk to are as well. Should the citizen's views on it change, then my vote(s) will reflect that in the future. I think having a standard that affected neighbors should be on board with such broad zoning changes is a decent standard to have in place.

12. From your perspective, Littleton streets need most upgrades to improve accessibility and mobility (e.g., bike lanes, ADA-compliant sidewalks), and what criteria would guide your priorities?

I would be guided by the ensuring we meet code – i.e., with respect to ensuring ADA-compliant accessibility – and ensuring that what needs are present are met. For example, we currently have a lot of deferred maintenance with respect to paving roads. I hear this frequently from taxpayers. We need to first then focus on that need.

13. In your view, what existing strengths does the City of Littleton have, and what are the three most significant challenges it faces?

As mentioned above in multiple questions, Littleton has a unique character and history. It isn't simply a 'Denver suburb' with strip malls like some other cities. We need to work to keep it that way by having solid infrastructure, quality roads, safe streets, also through enforcement, and a solid and reliable tax base with sufficient reserves to address unforeseen needs.

14. How can we be more civil with each other, so Littleton feels more connected and united?

1. Name one good characteristic of your opponent. – I've only met my opponent briefly a few times, but he seems an accomplished attorney and respected member of the Arapahoe County staff.
2. Name one area where you and your opponent agree. Safe streets.
3. What steps will you take, whether elected or not, to build consensus on pressing issues in Littleton? This will not be hard for me, it's what I have done my whole career in difficult situations, through many facets and with a

multitude of people with different interests. I think most of us want to preserve the character of Littleton. We need to come to terms with what does that character look like. The current citizens of Littleton are the ones that should decide that.