



City Manager's Office
City Hall
300 LaPorte Ave.
PO Box 580
Fort Collins, CO 80522
970.221.6505
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AGENDA

City Council Ad Hoc Community Impact Committee
Monday, January 25, 2021, 3:00-5:00 p.m.
Location: Virtual

Public is encouraged to listen through Zoom

<https://zoom.us/j/93008063610>

Or Telephone: Dial: (253) 215-8782 or (346) 248-7799
Webinar ID: 930 0806 3610

Committee Members: Susan Gutowsky, District 1
Julie Pignataro, District 2
Emily Gorgol, District 6

Committee Contact: Ginny Sawyer, gsawyer@fcgov.com

Note: Per Ord. No 079, the Committee Chair, may in consultation with the City Manager and City Attorney, determine that meeting in person would not be prudent for some or all persons due to a public health emergency or other unforeseen circumstance affecting the city. As well, an individual Committee member may request to participate remotely even if the rest of the Committee will be there if the member has a concern about their or others' health or safety by notifying the Clerk at least three hours in advance of the meeting.

1. Call meeting to Order
2. Approval of November 23, 2020 minutes
3. Agenda Review
4. Discussion Items
 - a. Equity Indicator Follow-up- Criminal Justice and Civic Engagement Focus
 - i. Presentation by Janet Freeman, Kate Jassin, Victoria Lawson, Sukhmani Singh
 - b. Next meeting agenda
5. Other Business
6. Next meetings
 - February 22
 - March 22
 - April 26



There are three or more members of City Council that may attend this meeting. While no formal action will be taken by the Council at this meeting, the discussion of public business will occur, and the meeting is open to the public via Zoom.

Attachments:

1. On-line Article: Governing for Equity: Implementing an Equity Lens in Local Government
https://icma.org/governing-equity-implementing-equity-lens-local-government?_zs=M0Ogh1&_zl=S8aL7
2. GARE Logic Model



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Ad Hoc Community Impact Committee
Meeting Minutes
Monday, November 23, 2020, 3:00-5:00pm

Councilmembers present: Susan Gutowsky, Julie Pignataro, Emily Gorgol
Staff: Ginny Sawyer, Darin Atteberry, Kelly DiMartino, Carrie Daggett, Jackie Kozak-Thiel, Jeff Swoboda

1. Meeting called to order and October 26, 2020 minutes approved.
2. Discussion Items:
 - a. Ideas and Learnings around Equity Offices and Programming
Panel Discussion featuring:
 - Manisha Paudel, Equity Coordinator, Des Moines, Iowa
 - Nia Davis, Human Relations Analyst, Asheville, North Carolina
 - Lucas Smiraldo, Policy Analyst, Tacoma, Washington

General Program/Office Overview:

Iowa

Member of GARE for 2-years. Focusing on a 3-year transformation of looking inward first. They do not work directly with the public. Utilizing a staff steering committee that represents all City departments. Moving to their CMO office.

North Carolina

Office established in 2016 under the CMO. Elected officials have made equity a priority. Biggest win is normalization of equity conversations. IT employees spend 3 hours a week on equity work. Early adopters...big asset.

Washington

Office/work started for 5-years ago. Big wins: GARE cohorts, regional effort and across the City. Every department creates a racial equity plan...with metrics and office supports.. Built in accountability.

Learnings/Challenges:

- Race can be an uncomfortable term. Use equity more frequently.
- It is a collective effort.
- There will be a lot unexpected outcomes.
- Unrealistic expectation that an office will make swift change.
- Lot of pressure when mistakes are made.
- Opportunity for growth but not easy.
- People are at different levels of understanding.
- Office development requires over-communication with the community.
- Be intentional with the information collected and actions taken. Transparency matters.
- Equity in policies, practices, and procedures flows from top down. Passion for equity starts at the top.
- Things will not turn around quickly and the call for immediate results will come.
- Be comfortable with the uncertainty both internal and external efforts.
- Community content experts...pay for the expertise.
- Accountability measures need to be built in from the start.

Recommendations:

- Recognize limitations of a small office. More resources may be required.
- Incorporate the work across the organization...rather than building a big equity office.
- Ask the “why?” why are we even doing this? Spend a 3-4 hour session to dive in. Needs to be more than it's the right thing to do or we want to be good.
- Do a salary comparison.
- Find the shared value and articulate it. Leadership support is crucial. Keep equity Office close to leadership/to you. Leadership should be able to answer questions.
- Set expectations. Recognize that problems weren't created over night and they won't be solved overnight.
- Not just one office job...need all employees.
- Don't pay for studies if you know the answer.
- Give tons of grace to whomever leads the charge.
- Process will take years. Be comfortable with the uncertainty both internal and external efforts.

Discussion:

Thank you.

Q: Was funding hard to establish?

A: Tacoma repurposed other departments. Pandemic has helped proved the worth. Iowa- moving and becoming it's own division. Internal equity assessments. 3-years ago probably would not have been a successful effort. City-wide training adding costs.

Q: What does external work look like?

A: Nia: positions focused on community engagement. Position created to be outward focused. Reimagining Policing sessions. Working with Boards and Commissions...human relations, task force, grant from GARE for non-profit partners. Tacoma: not comprehensive. 60% inward...maybe 30 % outward. Liaison to Commissions. They all want to be a platform for community feedback. Iowa: Trying to show up at other City meetings to be present.

b. Presentation of Peer City Research and Current Exploration of an Equity Office in Fort Collins

Discussion:

- Excitement that this will launch.
- Ah-ha moment – SSA totally busy with Council priorities. May involve restructuring.
- We've embedded SSA into the City...apply it to equity.
- Is it detrimental to partially staff? Or is any start a good start? Manisha: Don't underpay the staff. Think in terms of investment. Maybe start with a visioning process. First 3-years (normalizing phase) lots of work and very challenging. Nia: Burnout is an issue...should be everyone's work but work will fall to who is hired. Invest in who you hire and set them up for success. Lucas: Level of need may not be obvious until the work starts. Explore the level of need as you establish the office. Importance of a symbolic statement...can't pay less than other executive positions.
- Timeline for next steps? Want to be thoughtful and timely. Need a director level recruitment which takes 3-6 months. Need all Council on board. Next year at this time will have an office.
- How will equity Indicators play into the office? How do we prioritize? Identify and establish accountability. What needle do we want to move?

Next meetings

- January 25
- February 22
- March 22
- April 26

- Established by Resolution in June 2020.
- Overall purpose: Ensuring that the City is creating an environment that provides safety and equity for all residents.
- Committee focus has included emphasis on community engagement, budget, program development, and police services.

Update on the City of Fort Collins' Equity Indicators



Janet Freeman, Kate Jassin, Victoria Lawson, Sukhmani Singh

Presentation Flow

Strategic Alignment & Definitions

Project Objectives

Equity Indicators: Framework

Criminal Justice

Civic Engagement

Integration and Next Steps



STRATEGIC ALIGNMENT

City Plan

Neighborhood Livability & Social Health 1.4

Neighborhood Livability & Social Health 1.3

High Performing Government 7.3

SSD Strategic Plan

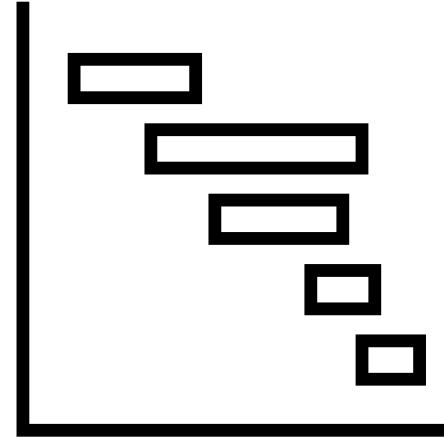
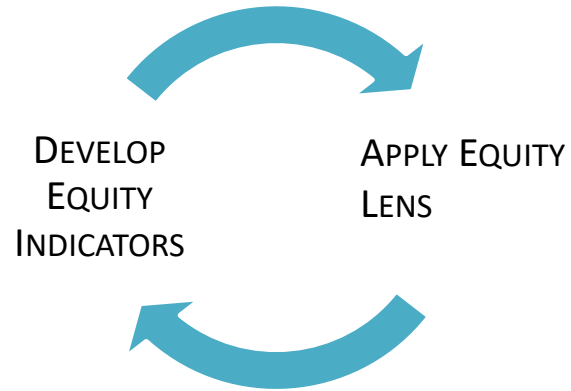
Council Priorities



BUDGET

Revision Offer: \$60,000

Donated Funds: \$30,000



Why we focus on equity

- Diversity = representation
- Inclusion = access to decision-making, information, and opportunities
- Equity is about **outcomes**
 - *We ask a different set of questions*
 - *We take a holistic approach to strategy*
 - *We look at root causes*

Equity focused, but not exclusive
Diversity and inclusion necessary, but not sufficient

Equity Indicators: Project Objectives

Track

Disparities in outcomes faced by community members most likely to experience inequality

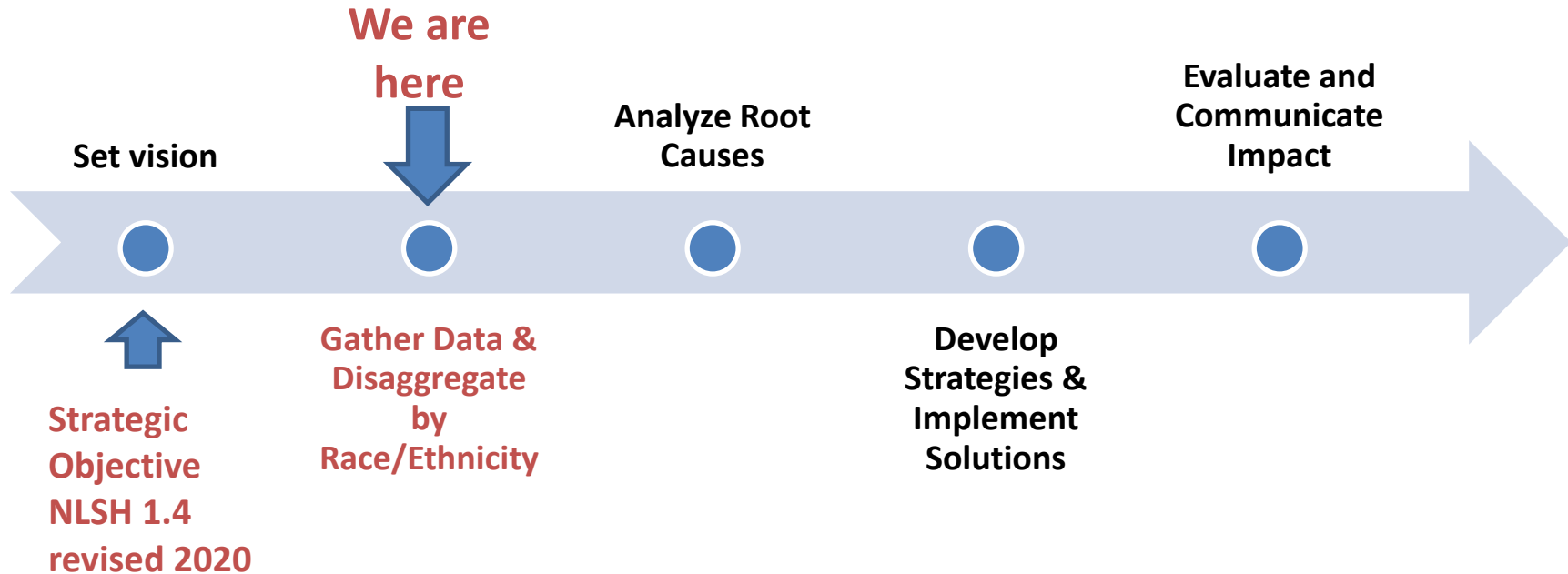
Support

Data-informed policy-making

Increase

Transparency and accountability so impacted communities can co-create/lead solutions and equity work can be better prioritized at both an institutional and systemic level

Equity Lens Prework: Establish Disparity Baseline



Community engagement happens at every step

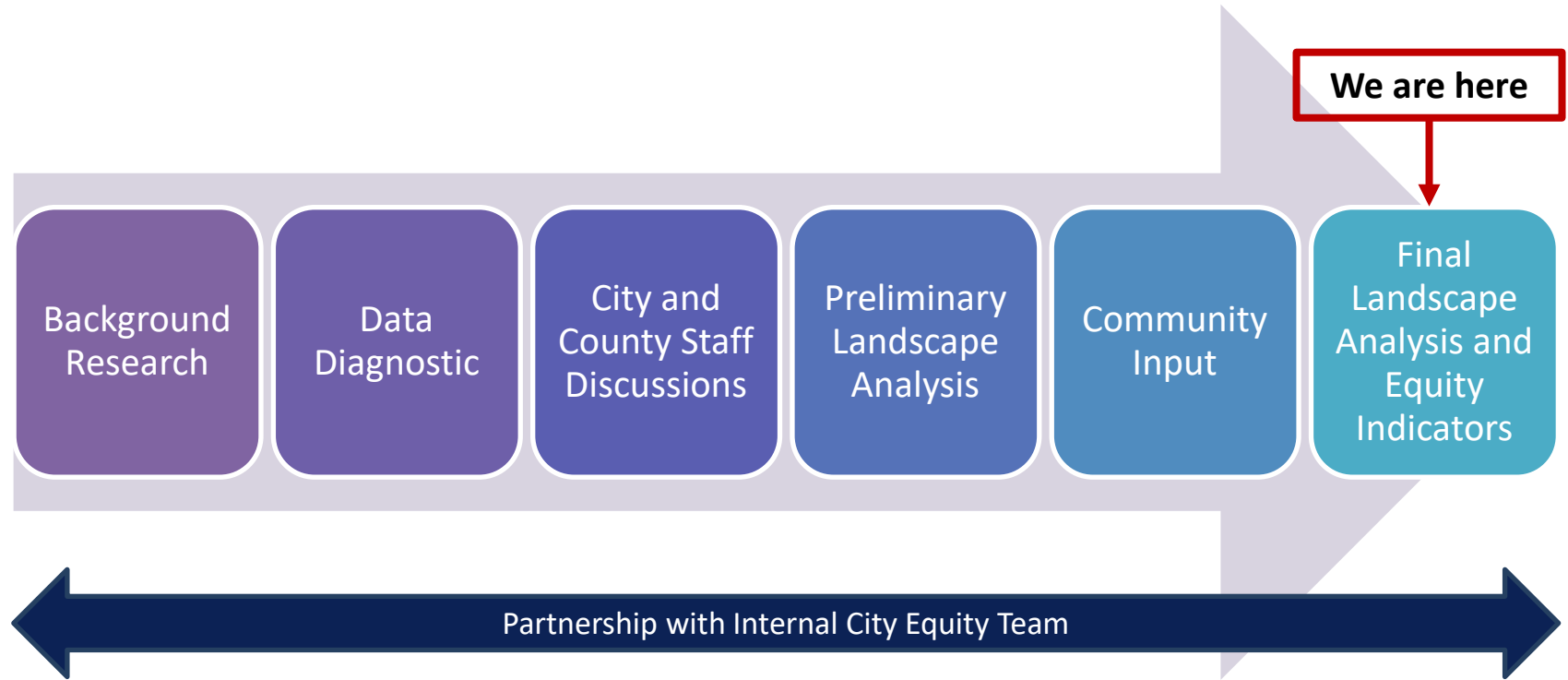
Establishing Equity Indicators



- Indicators are ways to assess and measure difficult-to-define concepts
 - Allow us to measure progress in achieving goals related to these concepts
- Equity Indicators are ways to assess and measure disparities on those concepts

Concept	Indicators	Equity Indicators
Criminal Justice	Incarceration rates	Disparities in incarceration rates for different racial and ethnic groups
Economic Opportunity	Income	Disparities in income for different genders

Process of Developing Equity Indicators



Exploring Differences Between Groups



1. Identify percentage, rate, or rating for outcome or perception for each group and overall [focus on race and ethnicity]
2. Compare the outcome or perception for each group to the overall outcome or perception
 - a) More negative outcome/perception = negative number
 - b) More positive outcome/perception = positive number
3. Establish whether there is a meaningful difference in outcomes or perceptions between groups*
 - a) Statistical significance testing (if possible based on data available)
 - b) Comparison to set threshold

*Note that both approaches used to establish differences have limitations

Data Sources for Preliminary Landscape Analysis



Existing reports

- Ex: 2020 Sustainability Gaps Analysis, Feasibility Study for Inclusionary Housing

Publicly available data or dashboards from local sources

- Ex: Colorado Department of Education, Fort Collins Police Services Transparency Data

Publicly available local data from national sources

- Ex: American Community Survey 5-year estimate, Bureau of Justice Statistics Annual Survey of Jails

Data provided by City/County departments

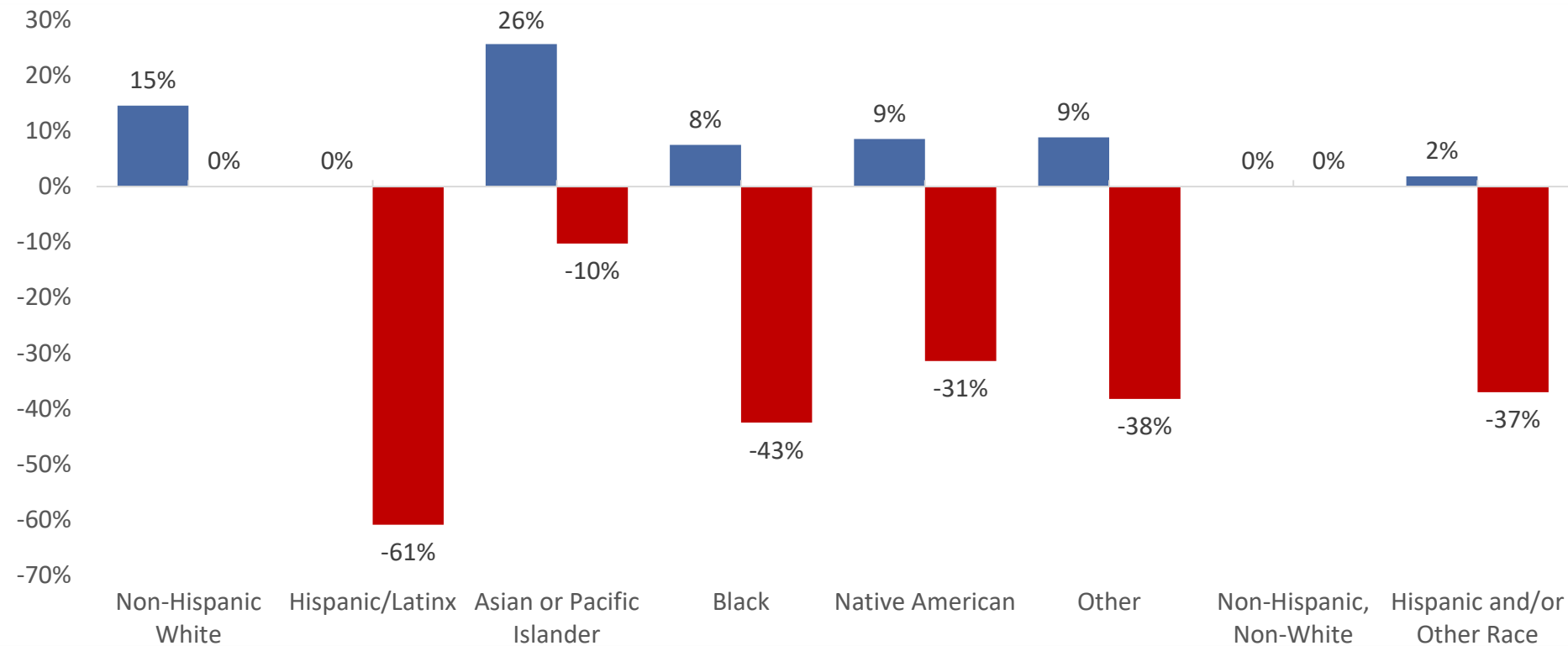
- Ex: Fort Collins Community Survey, Larimer County Community Health Survey (Health District)

Key Domains



Domain	% of Measures Allowing For Race/Ethnicity Comparisons	Of Those, % With Racial/Ethnic Differences
City Services	61%	55%
Civic Engagement	86%	67%
Criminal Justice & Public Safety	100%	100%
Economic Opportunity	88%	60%
Education	100%	73%
Environmental Justice	100%	40%
Housing	100%	56%
Public Health	100%	24%
Social Inclusion	88%	43%
Transportation	100%	33%

Findings Across Areas



Criminal Justice and Public Safety



Law Enforcement	Criminal arrests/citations
	Traffic citations
	Use of force in the population
	Use of force for those arrested/cited
	Representation among police officers
	Police service quality ratings
Incarceration and Community Supervision	Jail incarceration
	Probation
Perceptions of Safety	Neighborhood safety ratings

*Racial/ethnic differences across all measures

Criminal Justice and Public Safety



Criminal arrests/
citations:
35 in 1,000 in Fort
Collins

- 36 in 1,000 whites
- 7 in 1,000 Asians
- 168 in 1,000 Blacks
- 37 in 1,000 Native Americans

Traffic citations:
45 in 1,000 in Fort
Collins

- 45 in 1,000 whites
- 10 in 1,000 Asians
- 87 in 1,000 Blacks
- 10 in 1,000 Native Americans

Criminal Justice and Public Safety



Use of force in the
general
population:

1 in 1,000 in Fort
Collins

- 1 in 1,000 whites
- 1 in 1,000 Hispanic/Latinx
- <1 in 1,000 Asians
- 8 in 1,000 Blacks
- 2 in 1,000 Native Americans

Use of force for
those receiving a
criminal arrest/
citation:

22 in 1,000 in Fort
Collins

- 19 in 1,000 whites
- 26 in 1,000 Asians
- 43 in 1,000 Blacks
- 46 in 1,000 Native Americans

Criminal Justice and Public Safety



Jail
incarceration:
16 in 10,000 in
Larimer County

- 13 in 10,000 whites
- 36 in 10,000 Hispanic/Latinx
- 6 in 10,000 Asians
- 85 in 10,000 Blacks
- 12 in 10,000 Native Americans

Perceptions of
neighborhood
safety (0-100):
80 overall rating

- 80 for whites
- 75 for Hispanic and/or other race

Civic Engagement



Engagement with Government

Voter turnout (note: income only)

Representation on Boards and Commissions

Attending government events

Trust in government

Engagement with Community

Community group membership

Volunteering

Opportunities to volunteer

*Racial/ethnic or income-based differences on five of seven measures

Civic Engagement



Attendance at
government events in
Fort Collins:

27 in 100 in Fort
Collins

- 28 in 100 of whites
- 24 in 100 Hispanic and/or other race

General election voter
turnout:

78 in 100 in Fort
Collins

- 69 in 100 from lowest income group
- 76 in 100 from second-lowest income group
- 79 in 100 from middle income group
- 82 in 100 from the second-highest income group
- 86 in 100 from the highest income group

Civic Engagement



Representation rate
on Boards and
Commissions:
8 in 10,000 in Fort
Collins

- 9 in 10,000 whites
- 2 in 10,000 Hispanic/Latinx
- 4 in 10,000 Asians
- 5 in 10,000 multiple race
- 0 in 10,000 other race

Percentage who
report that they
trust the local
government:
62 in 100 in Fort
Collins

- 67 in 100 non-Hispanic whites
- 38 in 100 Hispanic/Latinx
- 48 in 100 non-Hispanic non-white or multiple

Civic Engagement



Perceptions of
opportunities to
volunteer (0-100):
69 overall rating

- 71 for whites
- 63 for Hispanic and/or other race

Community group
membership in Fort
Collins:
45 in 100 in Fort
Collins

- 47 in 100 non-Hispanic whites
- 27 in 100 Hispanic/Latinx
- 52 in 100 non-Hispanic non-white or multiple

Selecting Equity Indicators



Integration & Next Steps

Project managers & service area directors/department heads can examine disparity gaps

- Work with community to identify root causes & develop interventions

Benchmarking to comparison cities

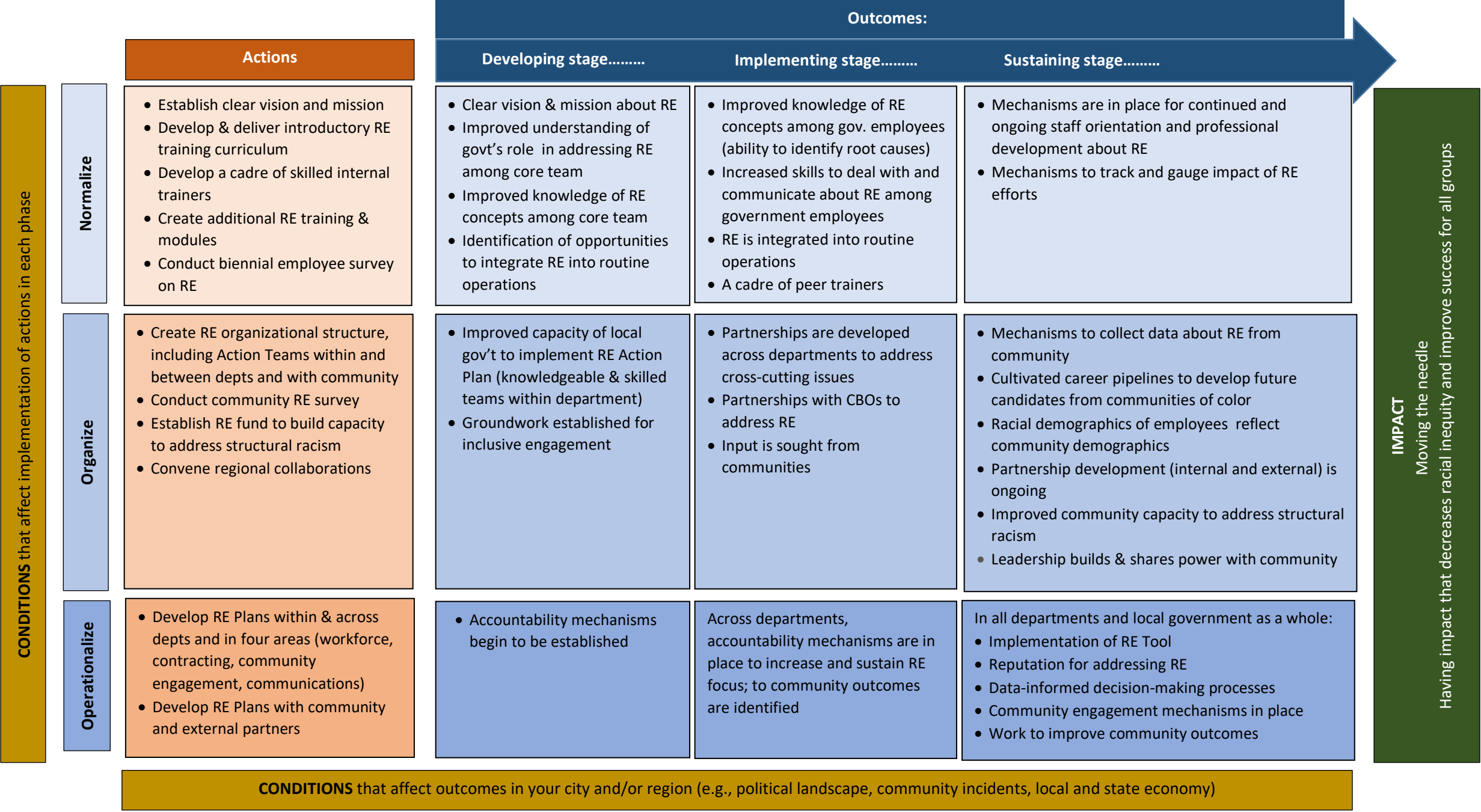
Integrating into budget process

- Increased transparency on overall investments and impacts on equity gaps

Dashboard

- Begin in Q1 and further build out in alignment with new Equity Office
- Include indicators aligned to City efforts to mitigate institutional and systemic impacts

- What questions does the Committee have?
- What feedback does the Committee have on the Equity Indicators project?



GARE Logic Model