



City Manager's Office
City Hall
300 LaPorte Ave.
PO Box 580
Fort Collins, CO 80522
970.221.6505
970.224.6107 - fax
fcgov.com

AGENDA

City Council Ad Hoc Community Impact Committee
Monday, February 22, 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 January 25, 2021 minutes
3. Agenda Review
4. Discussion Items
 - a. Budget Improvements and Learnings – Lawrence Pollack, Budget Director
 - b. End of Committee Report – review and feedback
 - c. GARE review and opportunities
 - GARE's 2021 Annual Membership - Meeting Pre-conferences will take place on May 18, 2021 and the conference itself will run from May 19-21, 2021. Registration is now open: <https://www.eventbrite.com/e/gare-annual-membership-mtg-democracy-for-all-governing-for-racial-justice-tickets-137643189485>
5. Other Business

6. Next meetings

- 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. End of Committee Report - DRAFT



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

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

1. Meeting called to order and November 23, 2020 minutes approved.
2. Discussion Items
 - a. Equity Indicator Follow-up- Criminal Justice and Civic Engagement Focus
 - i. Presentation by Janet Freeman, Kate Jassin, Victoria Lawson, Sukhmani Singh

Presentation Follow-up/Q&A

Numerous questions and follow-up on the specifics of the data:

- Data presented was based on data available.
- Did not use any data earlier than 2016.
- Rates listed are NOT instances and percentages tend to be easier to understand if numbers are small.
- Anything in red showed a difference. A pool of indicators have been offered and it's up to City what will be on the dashboard.
- Data is not about conclusions. Data is a starting point and offers the "what" not the "why."
- Need to provide context and ensure accurate messaging – don't perpetuate harm.
- Eager to see next steps and get-going. Get that it could be an iterative process.

Next Steps:

- Question of: What is the end-game? What are we doing and how will we get there?
 - The GARE roadmap helps. Aspirational goal: Identity is not a predictor of outcome.
- Any advice to do, not do, or learnings?
 - Continue things we're already doing...being very intentional in actions and decisions. Finding root causes. Making a tangible difference. Going slow to go fast. When thinking about outcomes/perceptions always ask is this an equitable outcome and what are the system that drive the outcome. Big Ideas!
- Police: Capturing more data. Contact form for proactive activity, capturing gender and ethnicity. Looking at geography...most use of force occurs downtown.

- Sustainability: Reviewing data and learning. Report rollout is immediate next step. Indicators come straight from community. Dashboard work is starting. Benchmarking is starting (CUNY).

Equity Office follow-up:

- Glad equity Officer will be part of ELT.
- Stress alignment and expectations.
- Will be hosting listening sessions internal and external on needs and desires. It will be a national search.
- RFP for the recruitment firm underway.
- Possibly early summer for selection.

b. Next meeting agenda/thoughts

- i. Budget equity work – yes, we can do this next go-round. Roadmap of where committee has been in light of the 3 bullets and possible ways to achieve going forward. Recommendations for full council and budget recommendations.
- ii. Systemic racism conversation...Janet and DeAngelo (plant a seed of interest.)
- iii. Indicator selection for the dashboard, communication rollout, benchmarking process (march timeline)

3. Other Business

- Equity Definitions: memo – Add to future other business.

DRAFT – February 18, 2021
Community Impact Ad Hoc
End of Committee Report

The Community Impact Ad Hoc Committee was established by [Resolution 2020-060](#) on June 23, 2020 with an overall purpose of ensuring that the City is creating an environment that provides safety and addresses equity for all residents. In the 9-months it has been meeting to address challenging community topics, the Committee has accelerated the direction and the groundwork for long-term organizational work in this space.

The formation of the committee was driven by national and local concerns and initiatives calling for reallocation of budget dollars from traditional police services. Council was receiving hundreds of emails requesting a review of police use-of-force policies and accountability as well as questioning the proper role and responsibility of the police department compared with other response types. As such, the Resolution outlined an ad hoc committee that would lend focus to:

- Determining the best way to achieve a safe community for all.
- Providing recommendations to Council for the budget decisions.
- Reviewing Police Department higher-level performance indicators.

The resolution expressed Council's desire to take intentional action to ensure and maintain equitable and inclusive policing, community engagement, programming, and social health initiatives through community services and called for the Committee to:

- Develop recommendations for ways to enhance and achieve a safe and equitable community for all through examining policy initiatives, police operations and other municipal programs and services.
- Provide recommendations to Council for the 2021 budget cycle in furtherance of these objectives.
- Review higher-level *performance* indicators for Police Services and other related programs and services to improve the measurement of success in providing a safe and equitable community for all.

The Committee convened monthly from July 2020 to April 2021. Early meetings highlighted a few key considerations to the committee's overall workplan: the Committee could not impact these focus areas alone; there was a constrained timeframe to impact the budget; and a desire to keep the scope manageable. The Committee also agreed on the importance of hearing from residents, impacting root causes over symptoms, and laying a foundation for organizational long-term work in this space. Based on the topics and understandings, Committee presentations and discussions centered around community engagement and police services.

The following highlights Committee influence and future organizational work areas.

- A. ***Develop recommendations for ways to enhance and achieve a safe and equitable community for all through examining policy initiatives, police operations and other municipal programs and services.***

Committee Engagement and Influence:

- Agendas included presentations and discussions with consultants and staff regarding the Criminal Justice and Civic Engagement topic areas of the Equity Indicator project. These conversations helped to identify questions and highlight needed learnings, especially in Police Services, to better understand what metrics to focus on, how to interpret what we measure, and how targets and benchmarks should be determined.
- Panel discussion with staff on community engagement goals and practices highlighted needs and efforts to make feedback easy for residents and to be more holistic in our outreach. The Committee reinforced the desire to make outreach assessable and easy for residents while ensuring that feedback loops are in place.
- Reviewed and provided feedback on the process of developing Principles of Community for the organization.
- Early presentation and discussion with Police Services staff on programs and operations grounded future conversations on allocations, redeployment offers, and metrics and opened dialogue into current practices, including use-of-force and proactive policing protocols.
- Police discussion on local implementation of “8 Can’t Wait” and other initiatives (April).

Future Council/Organization Activity:

- Determine how to best implement and utilize equity indicators to gauge progress.
- Develop and consider budget offers that address this bullet.
- Partner with other agencies.
- Enhance engagement opportunities and ensure residents can provide feedback in a variety of ways.

B. *Provide recommendations to Council for the 2021 budget cycle in furtherance of these objectives.*

Committee Engagement:

- Discussion of 2021 redeployment offers addressed local efforts to consider best use of budgeting dollars and willingness to shift dollars to “cause vs. symptom” efforts. Committee had early opportunity to learn of police redeployment offers and housing manager and homeless coordinator offers.
- Presentation and discussion of equity efforts specific to the budgeting process helped guide new equity lens on budget offers. Rapid Response team created budget offer equity lens which will continue in 2021 process.
- Panel presentation and discussion of Equity Office creation provided valuable insights and considerations as Fort Collins looks to create Equity Office. Committee confirmed desire for creation of office, recommend Sustainability model (sustainability practices now embedded throughout City organization), and agreement that position and office need high level support.
- Presentation and discussion of budget communication improvements (February).
- Presentation and discussion of 2022 offers (March).

Future Council/Organization Activity:

- Enhanced budget related communication/education/information efforts with focus on equity, enhanced stakeholder communications, and more user-friendly materials.
- Creation of and recruitment for Equity Office.

C. *Review higher-level performance indicators for Police Services and other related programs and services to improve the measurement of success in providing a safe and equitable community for all.*

Committee Engagement:

- Presentations and discussion of metrics with both equity project consultants and police services staff started key conversations to help guide metrics and programming Fort Collins may want to pursue going forward.
- Presentation and discussion of internal Principles of Community effort was supported as an effective program to build knowledge and standards within the organization that will have positive impacts both internally and externally.

Future Council/organizational Activity:

- Additional discussion and learning around use and meanings of metrics and Equity Indicators.
- Police Services community engagement efforts.

The Community Impact Ad Hoc Committee has helped set the stage for important equity work going forward and showed local responsiveness to resident concerns. The focus on identifying and resourcing root cause issues that create inequities in resident experience and perception of safety and belonging provide the groundwork to impact programming, services, and metrics to track improvement.

Additional Recommendations:



- It is 'standard work' to inquire about Budgeting for Outcomes (BFO) improvement opportunities after every budget cycle
- **Feedback sources:**
 - Public engagement
 - Resident emails to City Leadership
 - City Council conversations
 - 2020 Rapid Response Team (RRT) equity assessments

- **The City's budget information is not accessible to all community members; especially historically underserved populations**
- **Upon further inquiry, 'not accessible' can mean:**
 - It's too long; who has time to dive into a 450-page document?...and it's normally well over 500 pages!
 - No internet; no access
 - Don't speak English, well then, it's not going to be very informative
 - Do you realize how much complex language and jargon we commonly use in budget documents?
- **How do we know we are advancing equity in our community?**

- **A steering committee of 12 volunteers doubled up on 4 work teams:**
 - Amy Resseguie
 - Angela Pena
 - Chris Martinez
 - Claire Turney
 - Cody Forst
 - Elliot Dale
 - Janet Freeman
 - Katherine Martinez
 - Megan DeMasters
 - Noelle Currell
 - Rena Martinez
 - Sierra Anderson
- **Members worked on two work teams focused on these areas:**
 - Accessible Budget Information
 - Community Offer Ideas
 - Equity in Offer Narratives
 - Communication and Engagement

1) More Easily Accessed Information - Create a True Budget in Brief Document

- Targeting less than 25 pages
- Highly graphical / visual and easy to read (standard grade level)
- In Spanish and English, for now; consider other language options
- Content to include:
 - Infographic of the 2-year strategic planning / budgeting process, highlighting key community input opportunities
 - Significant changes from prior budget / How does the budget relate to me?
 - Outcome summary 1-pagers with key takeaways for the community
 - *Trans & Mobility to transit centers, Culture & Rec to recreation facilities, etc.*
- Inaugural publication for the 2021 Adopted Budget in Brief (March)

1) More Easily Accessed Information - Video Library

- **Each video targeted at less than 3:00 minutes**
- **Published in Spanish and English**
- **Videos with long shelf life**
 - BFO 101 (animation video created this year - <https://youtu.be/GCIR3EEXnp4>)
 - The City's strategic planning and budgeting process (with input opportunities)
 - Where the money comes from, funding sources and where it goes
 - What is an Offer and an Offer Type?
 - Budgeting for Capital Projects
 - How to read the Recommended Budget and other online resources
- **Video specific to current budget cycle**
 - Key takeaways from the Recommended Budget

2) Collaboration with Community Partners

- **Weighted toward organizations working with underserved populations**
 - Our Boards and Commissions will be included
- **Virtual meeting on 3 March to provide information of overall 2021 Citywide engagement opportunities, including the 2022 Budget**
 - Goal: Provide a list of opportunities where their membership has interest and energy to volunteer
 - Think of a Hub and Spoke model: work with partners throughout the year to inform their membership 1) how to access budget information and 2) about real-time engagement opportunities
- **Submit Community Budget Outreach Offer (translations / brokers)**

3) Communication and Engagement

- **2022 Budget and 2022 Strategic Plan public engagement combined**
 - Community Survey moved to Q1, so data is available for executive decisions
 - Eliminate confusion between fcgov vs. OurCity
- **Two primary engagement approaches**
 - May through July: Feedback on competing budget requests
 - Sept 1 thru mid-October: Pre-scheduled and communicated informational / Q&A sessions on the Recommended Budget, including Outcome specific ones
- **Staff efforts for public engagement events will be weighted on underserved populations**
- **Will broadly convey the new, more accessible budget information**

4) Offers Include Question on Equity

- Included in the Offer narrative so Sellers understand this is not a side activity; it's part of the budget request
- This takes us to the next phase of learning: Learning by Doing
 - Not to be included in Offer Narratives posted online
- Guidance to think internally and externally to the community
- Training and consultation workshops provided by the Rapid Response Team (RRT) and other volunteers (March and April)
 - Conducted via Lunch & Learn type format
 - Multiple workshops offered to assist staff in thinking about responses
- Executive team (BLT) still finalizing the specific wording

5) Create a Budget Equity Team

- **Comprised of RRT and other City volunteers invited by the BLT**
- **All Offers will be evaluated based on an equity assessment framework, improving upon the 2020 equity surveys**
- **Work spread over the months of May and June (25-30 hrs. / member)**
- **Deliverables:**
 - Categorize Offers into 1) advances, 2) neutral or 3) detracts from equity
 - Share observations with each BFO Team (before Offer prioritization)
 - Provide recommendations to BLT on Enhancement / Reduction type Offers
- **Response data will also be provided to the new Equity Office**

6) Miscellaneous Equity Improvements

- **Explanations of significant deltas from prior year budget to be provided (both docs)**
 - 2021 'decreases' in Social Sustainability / 'increases' in Office of the Chief
- **Include narrative on equity in the Overview section of the Budget**
- **BFO Teams to be invoked, without resident volunteers due to continued tactical nature of this one-year budget**
- **Instead, conduct 2-hour Outcome specific volunteer focus groups**
 - Ask Community Partners for members who may be interested to volunteer
- **Capital projects map to now be available for BFO Teams & BLT**

2021 Budgeting for Outcomes (BFO) Calendar

Area	Activity	Dates
Sellers	Budget Requests (aka Offers) due	26-Apr
BFO Teams	Review Offers & Develop Preliminary Ranking Platforms	29 Apr - 26 May
Outreach	Community Public Engagement	5 May - end of July
Sellers	Revise Offers - Round 2 with final Offers	27 May - 4 Jun
BFO Teams	Review Offers & Create Final Ranking Platforms	7 Jun - 25 Jun
Executive Team	Budget Leadership Team (BLT) Deliberations and Final Decsions	29 Jun - 2 Aug
Budget	2022 City Manager's Recommended Budget submitted to City Clerk's Office	1-Sep
Council	Council Work Session #1	14-Sep
Council	Council Meeting - Public Hearing #1	21-Sep
Council	Council Work Session #2	28-Sep
Council	Council Meeting - Public Hearing #2	5-Oct
Council	Council Work Session #3	12-Oct
Council	Council Meeting - First Reading of the Budget Ordinance	2-Nov
Council	Council Meeting - Second Reading of the Budget Ordinance	16-Nov

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Items in blue text indicate public engagement opportunities

What questions does the Ad Hoc Community Impact Committee have about these improvements to equity in the City's budget process?