City of Fort Collins

Equity Office Exploration

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Historical Timeline

Alignment & Council Priority

Logic Model – Government Alliance on Race and Equity

Peer Research

City of Fort Collins – Current Structure

Potential Function, Work & Governance Infrastructure of Equity Office

Pre-2006

- Human Relations Commission
- Office of Human Rights
- Diversity trainings
- Multicultural Community Work (MCR)

2012 – Present

2012: Social Sustainability Department formed

2015: Equity objectives in City and Social's strategic plans

2015: Multicultural retreat reinstated City's equity team formed

2016: Art of Belonging Community forum

2017: .75 FTE in Social Sustainability
- Equal Opportunity & Compliance Manager FTE created
- Council priority and resolution on Community Trust
- City joined Government Alliance on Race and Equity (GARE)

2018: City Plan equity focus
- Council and City Leaders trained on historical impacts of racism

2019: Council priority

2020: Community Impact Ad Hoc Committee

NLSH Strategic Objective 1.4: Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.

- The City seeks to strengthen its understanding and ability to advance equitable outcomes for all community members.

- The impacts and disparities caused by racism are deep and pervasive, and addressing them at the systemic and institutional level also elevates equitable outcomes for all, including other marginalized identities.

- People of various identities experience discrimination and hate crimes in Fort Collins related to religious affiliation, culture, immigration status, housing status, gender expression and identity, sexual orientation, age, socioeconomic status, ability, veteran status, family status, and more.
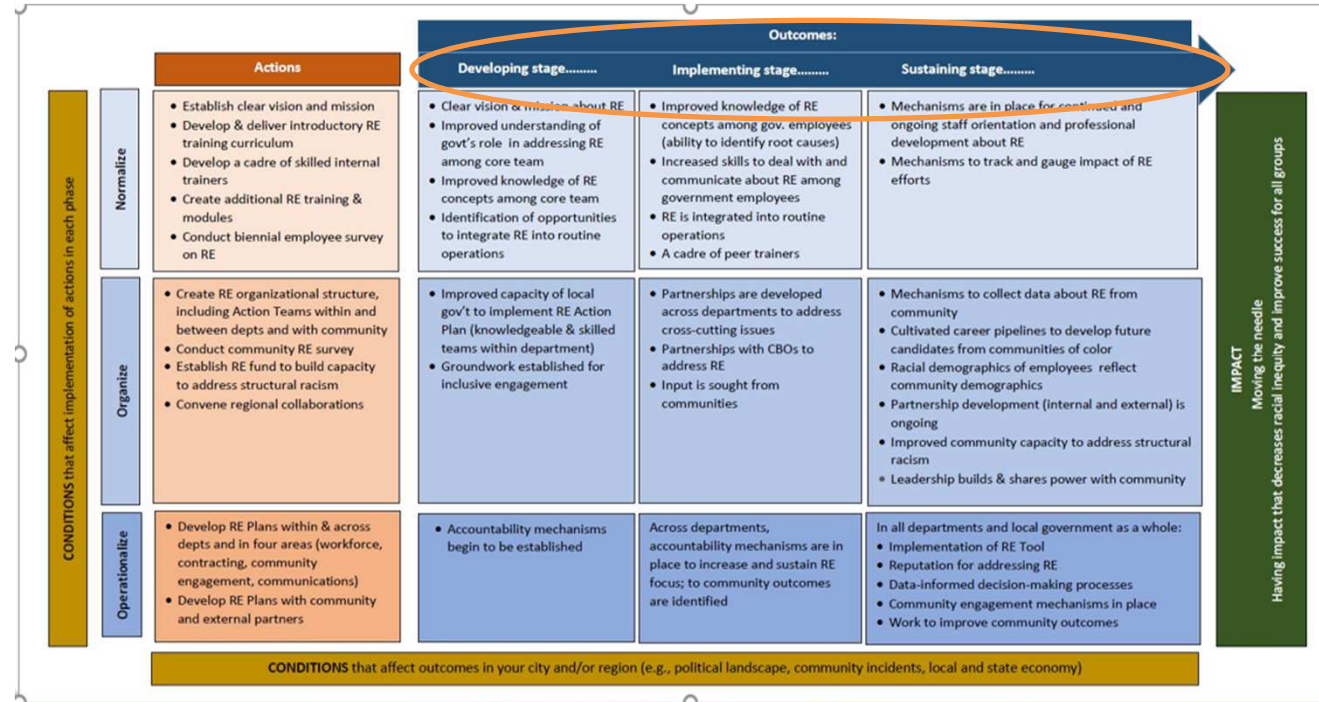
Equity and Inclusion

Establish equity indicators (in progress, work session on 12/8)

Deploy an organization-wide equity lens (in progress on some projects and programs, including participation in Bloomberg Philanthropies' Budgeting for Equity and Recovery program)

- Roadmap for local governments
- Not linear and strategic
- Fort Collins is in the Developing Stage (with some Implementing)
- Learning from peers and promising practices

CONDITIONS that affect implementation of actions in each phase

Actions	Outcomes:		
	Developing stage.........	Implementing stage.........	Sustaining stage.........
Normalize • Establish clear vision and mission • Develop & deliver introductory RE training curriculum • Develop a cadre of skilled internal trainers • Create additional RE training & modules • Conduct biennial employee survey on RE	• Clear vision & mission about RE • Improved understanding of govt's role in addressing RE among core team • Improved knowledge of RE concepts among core team • Identification of opportunities to integrate RE into routine operations	• Improved knowledge of RE concepts among gov. employees (ability to identify root causes) • Increased skills to deal with and communicate about RE among government employees • RE is integrated into routine operations • A cadre of peer trainers	• Mechanisms are in place for continued and ongoing staff orientation and professional development about RE • Mechanisms to track and gauge impact of RE efforts
Organize • Create RE organizational structure, including Action Teams within and between depts and with community • Conduct community RE survey • Establish RE fund to build capacity to address structural racism • Convene regional collaborations	• Improved capacity of local gov't to implement RE Action Plan (knowledgeable & skilled teams within department) • Groundwork established for inclusive engagement	• Partnerships are developed across departments to address cross-cutting issues • Partnerships with CBOs to address RE • Input is sought from communities	• Mechanisms to collect data about RE from community • Cultivated career pipelines to develop future candidates from communities of color • Racial demographics of employees reflect community demographics • Partnership development (internal and external) is ongoing • Improved community capacity to address structural racism • Leadership builds & shares power with community
Operationalize • Develop RE Plans within & across depts and in four areas (workforce, contracting, community engagement, communications) • Develop RE Plans with community and external partners	• Accountability mechanisms begin to be established	Across departments, accountability mechanisms are in place to increase and sustain RE focus; to community outcomes are identified	In all departments and local government as a whole: • Implementation of RE Tool • Reputation for addressing RE • Data-informed decision-making processes • Community engagement mechanisms in place • Work to improve community outcomes

CONDITIONS that affect outcomes in your city and/or region (e.g., political landscape, community incidents, local and state economy)

IMPACT — Moving the needle — Having impact that decreases racial inequity and improve success for all groups

16 Peer Cities Researched

Range of:
- Years established
- Population size
- Demographic makeup

Represent:
- Innovative approaches
- Mix of established and newer offices
- Sustainable practices – e.g., systemic impact, shifts in community engagement, successful internal trainings

City	Office Name	Population	Year Formed
Harrisburg, PA	Office of Equity & Affirmative Action	49,000	-
Iowa City, IA	Office of Equity & Human Rights	78,000	-
Champaign, IL	Office of Equity, Community, & Human Rights	89,000	-
Asheville, NC	Office of Equity & Inclusion	94,000	2017
Cambridge, MA	Office of Equity & Inclusion	122,000	2017
Eugene, OR	Human Rights & Neighborhood Involvement Office	178,000	-
Des Moines, IA	Civil and Human Rights	217,000	2018
Tacoma, WA	Office of Equity & Human Rights	223,000	2015
Pittsburg, PA	Office of Equity	294,000	2019
Minneapolis, MN	Division of Race & Equity	437,000	2017
Sacramento, CA	Office of Diversity & Equity	522,000	2018
Albuquerque, NM	Office of Equity & Inclusion	561,000	2018
Portland, OR	Office of Equity & Human Rights	664,000	2011
Denver, CO	Office of Social Equity & Innovation	734,000	2019
Austin, TX	Equity Office	988,000	2016
San Antonio, TX	Office of Equity	1,578,000	2015

Similarities:

- **Reporting Structure**
  - Majority report to a City Manager or Deputy role

- **Multiple FTE Teams**
  - All but one office have 3 or more FTE dedicated
  - ~5.5 FTE is the average size

- **Combined Equity Office/EEO**
  - 13 of the 16 Offices combine both

- **Project Work & Areas of Focus**
  - Budgeting & procurement
  - Hiring, retention and career pathways, training
  - Community engagement
  - Racial equity lens application

Areas for Consideration:

- **Funding**
  - Funding ranges from ~$80K-$3.8M
  - Programmatic funding vs personnel funding only varies

- **Size of Team**
  - Size of team ranges from 1-15 FTE

- **Lead Position Title & Responsibilities**
  - Director/Chief Equity Officer vs Equity Manager

- **Project Work & Areas of Focus**

- **Dedicated FTE**:
  - Equity and Inclusion Coordinator
  - Engagement Specialist
  - Equal Opportunity & Compliance Manager
  - Contractual EDI Specialist (+USDN EDI Fellows)
- **Tactical Teams**:
  - Racial Equity Rapid Response
  - Principles of Community
  - Equity Indicators
- **Employee Resource Groups**:
  - Employees of color; women; LGBTQIA+; single parents and caregivers
  - Steering Committee/Executive Support
- **Ongoing planning, project and program work throughout organization**

EXTERNAL: Engage with community members (especially historically underserved and communities of color) and partner with other institutions for systems level impact

INTERNAL: ID and work to address existing internal inequities; build organizational capacity/competency and coordinate cross-functional work to embed equity lens throughout service delivery

EVALUATIVE: Analyze conditions to proactively identify bright spots and hot spots to replicate innovation and address regressive impacts in service delivery

City Manager's Office

- Close contact with City leadership
- Demonstrates strong commitment throughout the organization
- Centralized for greater impact
- Maintain equity champions and embed efforts throughout organization

Next Steps

Continue learning from other communities

Further development of Fort Collins organizational approach

Engage community (& employees) for input

Update Council on exploration progress

What feedback does the Ad-Hoc Committee have on our equity office exploration process?

BACK-UP SLIDE

City of **Fort Collins**

ID and address current inequities present within the organization

Partner with HR on recruitment and retention of employees of color and others who hold marginalized identities

Build and convene core team across City, with representation from all departments

Connect with community members

Coordinate internal trainings

Evaluate policies and practices of Service Areas

Consider updates to Chapter 13

Coordinate creation of department-level racial equity action plans

Help revamp budgeting for outcomes process