



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

**MINUTES
CITY OF FORT COLLINS
FUTURES COMMITTEE MEETING**

Date: February 9, 2015
Location: CIC Room, City Hall, 300 Laporte Ave
Time: 4:00–6:00pm

Committee Members Present:

Wade Troxell, Chair
Bruce Hendee
Gino Campana
Darin Atteberry
Gerry Horak (arrived 5:05)

Committee Members Absent:

City Staff:

Jeff Mihelich, Deputy City Manager
Dianne Tjalkens, Admin/Board Support
Lawrence Pollack, Budget and Performance Measurement Manager
Mike Beckstead, Chief Financial Officer

Invited Guests:

Community Members:

Kevin Jones, Fort Collins Area Chamber of Commerce
Dale Adamy, citizen

Wade Troxell called meeting to order at 4:11pm

Approval of January Minutes:

Gino moved to approve the January minutes as presented. Wade seconded.
Motion passed unanimously, 4-0-0.

Chairman Comments: None.

Future Agendas Discussion:

Members reviewed list of proposed topics for remainder of 2015.

- Requests to add Art in Public Places, Broadband/Smart Cities, Strategy Maps, multiple town centers, Mulberry Corridor, parks/redesigns

Think Tank Item 2-2015: Community Dashboard—Lawrence Pollack

Lawrence has spoken with over 50 other communities about this project and how Fort Collins organizes the Community Dashboard. Performance measurement is checking progress of outcomes. Three levels: foundational, business plan, and strategic. Community Dashboard is

focused on strategic outcomes and is outward facing. Platform used is ClearPoint, a cloud-based system that links measures to offers approved in the BFO process. Has external and internal facing reporting. The Strategy Map links measures to 71 strategic objectives across the 7 key outcome areas in City's Strategic Plan. Strategic objectives will have a rating base on 3 to 4 measures/metrics each, with the ability to drill down to view measures. Proposed completion of Strategy Map is Q3 of 2015. Internally, staff is building BFO scorecards to be included in the new process of service area quarterly reviews which will begin May 2015 and are metrics, capital, and safety focused. Performance measurement activities are taking a systematic approach to utilizing measures to see how well the City is delivering service to the community.

Specific recommended changes to Community Dashboard:

- Community and Neighborhood Livability: change # affordable housing units resources to affordable housing inventory.
- Culture and Recreation/Econ Health: no suggested changes
- Environment: wastewater regulation violations changing to compliance instead of violations. Focuses on positive.
- High Performing Government: revenue forecast accuracy will be removed from dashboard but still tracked. Or could be changed to actual revenue compared to budget.
- Safe Community:
 - % responses within 5 minutes changes to average response time.
 - remove total # traffic crashes (though maintained in analysis statement) and change to # serious accidents. Have more control over factors affecting serious accidents, such as traffic signals, etc.
- Transportation: Adding average travel speeds/times on arterials. Have the data now/real-time data.

When staff makes changes, there are reasons given.

Comments/Q & A:

- What is still lacking is where Council fits into this. For example, when asked about lockers, that is too "in the weeds" for Council.
 - When we do staff reports and AISs, we need to show Council how relates to strategic objectives. Bring in dashboard as part of AIS. Want to expose Council to service area visits.
 - May be things we can stop doing as well.
 - Twice a year time dedicated to giving Council progress report on metrics and dashboard.
 - Or quarterly, or when things change. Need integration of systems.
 - Staff reports to Council need to make sure to stay at high level. Valuable to service area to tell story to Council as well.
 - BFO scorecard and strategic maps get integrated into next strategic plan and next BFO process.
 - Council can refer to dashboard and strategic plan in work sessions.
 - New Council can have retreat and learn expectations, vocabulary and dashboard.
 - When get asked about things like lockers, need to point to it as homelessness issue and move it to department responsible for this topic.
 - We delegate work until get tripped up. Need training to stay high level and recognize issues that bring conversation down.
 - Prioritization and delegation to right level.
 - Formal system or mechanism to keep areas on track where Council members have had concerns.

- Initiation into Council was insufficient. System to introduce budgeting, accounting, etc. can be improved.
 - Onboarding will be broken into three phases:
 - 1. Basics,
 - 2. Prep for retreat,
 - 3. Sitting with service areas and discussing financial systems—over summer.
 - Need to hear multiple times to internalize message.
 - BFO timeline is not in line with Council changes.
 - Not good to have those who don't understand making multi-million dollar decisions.
- How do you make adjustments to key outcome areas?
 - Outcome areas have been highly vetted. High performing government has had attention, as has whether Utilities should be its own outcome area.
 - Outcome areas are linking strategic plan, BFO, performance measurement, etc.
- Rare, short-lived and non-recurring should be dashboard item for Homeward 2020 efforts in homelessness. Shouldn't be supporting homelessness industry, but outcomes.
 - Had meeting with Homeward 2020, and they were unsure of best metrics to measure success. City will continue defining metrics with them.
- Get buy-in at Council retreat by educating on outcome areas and drivers on this list.
 - Once have election, work with new mayor to frame conversation. Will require partners on Council as well.
 - The more staff often puts metrics and outcomes in front of Council, the more they will get used.
 - Data changes quarterly.
 - Should measures listed in AIS tie to dashboard or strategy map? Best linkage is yet to be determined.
 - Need graphic to show how these things relate: dashboard and strategy map.
 - Can have dashboard and metrics televised in Council Chambers/City Hall.
- In response times, are we looking at the reasons for the outlying times? How is it being used to help the process?
 - Police have weekly meetings on metrics.
 - Average time is good, but also need to count # times you met your goal. Need both.
 - Data exists inside their system. This is industry standard to benchmark against other communities. Using more specific data internally.
 - In analysis statement that Police Services provides can have more info. Can add more links to analysis statement so people can learn more.
- Are these 38 the only metrics on the dashboard?
 - Yes. Will be adding and changing metrics.
- Are we keeping old data for analysis?
 - Yes.
- How much time is the team spending on this? How much does it cost?
 - Staff started with reviews of most strategic measures, came up with draft, then project team worked 3 months to refine metrics, gather data, and get website up. From O&M perspective, the organization collects data anyway. It is aggregation and behind scenes work: 5 hours per quarter.
 - Lawrence founds software system for everyone to load data into. System generates reports. Staff analyzes reports.

- What would be pros/cons to noting that on website and compare to other quarters?
- This project has very low overhead.
- In responding to SARs, might refer to Dashboard.
 - Make it a common line in SAR responses.
- If someone wanted to replicate this for another community, this is robust and integrated, and used Futures Committee in development. Need leadership that is interested to start. It is a journey with upfront commitment.
 - Alignment throughout organization with what citizens are interested in.
- What happens in a service area when measures are poor?
 - Don't use data to reprimand, but to move forward.
 - After changes SIT met and each metric was adopted by a member. Owner presents data points and offers insights, followed by Q&A. There is follow up with service areas where there area discrepancies. This process was followed for 2 years.
 - Darin, Mike and Jeff will talk meet with service areas to discuss operational issues, safety, performance measurement, improvements, etc. starting in May. Will not have quarterly SIT meetings, but will continue to meet once or twice a year.

DO: Next Steps

- Not discussed.
-

Future Meeting Topics Discussion

- March 9: Mountain Vista Planning
 - Unscheduled: Police Resource Allocation Study
-

Meeting adjourned at 5:24pm.