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

Date: August 13, 2018
Location: CIC Room, City Hall, 300 Laporte Ave.
Time: 4:00–6:00pm

Committee Members Present:

Mayor Wade Troxell
Ray Martinez
Gerry Horak

City Staff:

Darin Atteberry, City Manager
Jeff Mihelich, Deputy City Manager
Jackie Kozak-Thiel, (Staff Liaison)

Presenters:

Teresa Roche, Chief Human Resources Officer, City of Fort Collins

Additional Staff Present:

Joe Wimmer, Fort Collins City Managers Office
Kevin Jones, Fort Collins Chamber of Commerce
Katie Ricketts, Finance
Lucinda Smith, Sustainability
Jeff Swoboda, Fort Collins Police Department

Community Members:

Dale Adamy, citizen
Nina Bodenhamre

Meeting called to order at 4:05pm

Approval of Minutes:

Gerry moved to approve October minutes. Ray seconded. Motion passed unanimously. 3-0-0.

Chairman Comments:

Introduces new members Chief Joe of FCPD and explains what the Futures committee is. This committee is designed as a heads up, horizontal view of what could potentially impact our community.

Think Tank Item 4-2018: The Future of Talent

Teresa Roche, Chief Human Resources Officer, City of Fort Collins

- Fort Collins is in the midst of a transformation and there is a need to be grounded in current conditions such as:
 - Trends in the labor market
 - Findings from Talent 2.0
 - Trends and forces reflected in City Plan
 - How Boards and commissions can be structured
- There is a shift away from hierarchical structuring of organizations and workforce
 - 21st century organizations are more network distributed
- Future of Talent requires remembering that the talent of city government includes who we are employing, who we are serving which includes diverse groups such as residents, businesses and other employers
- Macro trends and forces that are shaping what occurs locally:
 - From Thomas Friedman’s book “Thank-you for being Late” Moore’s law (technology), the Market (globalization), and Mother Nature (climate change and biodiversity loss)—are accelerating all at once.
 - These accelerations are transforming five key realms: the workplace, politics, geopolitics, ethics, and community
- Outlines five forces of change that impact the future of talent and responses to those changes
 - Forces of change 1: Technological breakthroughs
 - How technological changes have led to rethinking of work and global commerce
 - Seeing shifts in behavioral preferences
 - Forces of change 2: Social and organizational reconfiguration
 - Shifting from hierarchical models to more power-balanced organizations and project-based relationships
 - More consideration of how to align talent with purpose
 - Forces of change 3: A truly connected world
 - Shifting how we think about employment, different boundaries and diverse preferences
 - Forces of change 4: All-inclusive global talent market
 - Measure people on outcomes
 - Paying attention to how generational shifts in workforce affect talent
 - Consider how the City can use skill-based volunteers to give in different ways
 - Forces of change 5: Human and Machine Collaboration
 - Think about how artificial intelligence (AI) can be utilized
 - Consideration of what work in the City lends itself to automation
- Recap of Talent 2.0 Regional Workforce study and the changes in the labor market that need to be considered when building workforce
 - Labor market is strained

- As a city organization build leadership and skills at all levels of our ecosystem, important to explore and learn together
 - Elected officials
 - City leadership
 - Individual talent
 - Community members
- Baldrige and Bloomberg journey illustrate that the City is committed to innovating and responding to changes we are facing

Comments/Q&A:

- When thinking about forces that are accelerating at once it is important to note that while these forces are accelerating, they aren't being felt evenly across the world
- Shifting language from workforce to talent reflects differences in thinking.
 - Reflects different boundaries, diverse preferences of talent and becoming more creative with options to attract and retain talent.
- Discussion of relationship between work and place
- People not necessarily wanting relationship with organization but be a free lancer—rather than hiring someone fulltime or part time then put bid for a specific project
 - In line with the gig economy
 - Trends with millennials wanting different types of options in their careers
- Becoming creative in how to align purpose, projects and people
 - Discussion of sabbaticals as an option for employees to retool and refocus
 - City's commitment to "Lowering the Fences"
 - Talk about how to give employees different experiences such as working in another department
 - Encourage participation in diversity in City organization which can be an effective strategy for transferring within
 - Becomes an effective way to retain employees which is more cost-effective than turnover
- Discuss what the outcome would be if Fort Collins prepares and continues to innovate with talent
 - Competitive talent contributing to organization key—if we are constantly replacing people because we aren't attracting and retaining talent then it becomes a cost issue
 - Cost savings
- Consider how best to use volunteers:
 - Be intentional, use skill-based volunteers for different types of work
- Understand culture in our community and culture of public service
- Be creative and innovative:
 - Idea of individuals bidding on project from other departments to use skills in different ways
 - Change in employer and workforce relationship is different. It's not hierarchical—its more bottom-up where employee gets to find how they add value
- Discussion of how to best utilize talents and provide opportunities for growth?
 - Think about ways to use specialty skills, degrees, etc. rather than job description

- Leadership at every level can learn and grow
 - Consider how to learn and grow as a governing body
 - Have collaboration
 - To grow we need to be curious
 - Think about value added from each person on council and their portfolios and how these pieces can be used together.
 - Respect what other members bring
 - Start having 360 view—together we are better do it with everybody.
- Lowering fences—leveraging experiences
- Discussion of some of our current challenges
 - Residency requirement for living within certain distance of city this is an inhibitor. As workforce diversifies we will need to talk about this as a barrier
 - Workspace as relationship changing will be a factor—as we move forward need to think about that
 - Time horizon that individuals are in a position is shifting.

Bloomberg Harvard City Leadership Initiative

- Mayor Wade Troxell reported
- New cohort (second cohort) has commenced with residency in NYC
- First cohort is wrapping up
- Mayors challenge element selected as a champion means application is going in at the end of this week. As a champion for Mayor’s challenge the City has a competitive application
 - \$100,000 dollars that came with Mayor’s challenge has been invested and used for financing energy efficiency in homes for all our housing stock and targeting low-middle income
- Other investors involved in project include First National Bank who has committed 5-7 million dollars in loans for program and Colorado Energy Office which has committed 1 million.

Additional Discussion:

None.

Meeting adjourned by Wade Troxell at 5:36 pm.