



# PUBLIC **PARTICIPATION** REPORT

November 2017

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**City of Fort Collins Equity Team – Public Participation Subcommittee**

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## EXECUTIVE SUMMARY

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In 2016, the City's internal Equity Team established the Public Participation subcommittee to focus on improving representation among the City's public engagement opportunities. The committee's 2017 workplan targeted public engagement strategies for Boards and Commissions, Budgeting for Outcomes (BFO) teams, and the CityWorks program. After examining the Boards and Commissions process – including a questionnaire for current Boards and Commissions members and conducting an environmental scan of municipal best practices – the team identified major findings, including:

- Current Boards and Commissions members do not represent the breadth of our community in relation to race/ethnicity, age and income status.
- Candidates experience a lack of clarity regarding what to expect in the application, interview and appointment process.
- Barriers to participation include meeting schedule expectations, such as conflicts with work day schedules.

To proactively address these findings, the Public Participation subcommittee developed recommendations that include:

- Conduct targeted outreach to populations currently underrepresented on Boards and Commissions.
- Broaden the applicant pool by providing information to applicants that clearly defines the expectations and timeline of the application, interview and appointment process.
- Identify alternative methods for participation such as the ability for members to remote into meetings.

The following report provides specific details as to the subcommittee's findings with a full list of recommendations contained on p. 9-11.

While the Public Participation subcommittee focused its efforts on the Boards and Commissions process, the findings are relevant across public engagement activities, including BFO teams and CityWorks participation. The subcommittee is grateful for the participation and candidness of the Boards and Commissions members which created a better understanding of the current state of participation. We look forward to being a resource for the organization as it considers the recommendations.

## BACKGROUND

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The Public Participation subcommittee of the City's internal Equity Team was established to evaluate and form recommendations regarding inclusive public involvement practices. The committee's 2017 workplan specifically identified a focus on Boards and Commissions, BFO teams and the CityWorks program. The team sought to identify and recommend process improvements to ensure diversity and inclusive practices within these three significant public engagement opportunities. A more accurate representation of the community ensures a breadth of experiences and perspectives are used to inform the City. By implementing the recommendations, the City can increase community members' accessibility to the organization and remove barriers to participation, and as a result, uphold the City's values as it strives to provide exceptional service for an exceptional community.

## METHODOLOGY

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After gaining approval from the Equity Team Steering Committee, the subcommittee developed and administered a demographic questionnaire to determine baseline demographics among Boards and Commissions members, and thus identify areas of opportunity for representation. Additionally, the subcommittee held interviews and reviewed processes with 12 municipalities that are considered leaders in equity and inclusion practices, as well as our neighboring regional communities. (See Appendix E for the list of best practice cities.) The subcommittee also reviewed the current Boards and Commissions application and process.

## FINDINGS

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### **Municipal Boards and Commissions Best Practices**

The following best practices were identified in structuring inclusive Boards and Commissions:

- Provide training and onboarding for staff liaisons as well as applicants (demystifies the process and ensures staff is attuned to challenges and opportunities for inclusive recruitment)
- Clearly recognize the Boards' and Commissions' work to develop and maintain community relationships (helps promote relevance of participation)
- Offer stipends or other incentives to help alleviate needs among demographics that may not otherwise be able to participate
- Collaborate with community groups for targeted outreach/recruitment to catalyze participation
- Customize the application process and outreach to align with a Board's area of focus
- Hold interviews with all available Councilmembers to ensure breadth of input
- Record interviews so that all Councilmembers and/or other staff can review/provide input
- Departments and/or staff liaisons are expected to provide feedback on candidates as to strengths, weaknesses and potential
- Announce a set interview date at the beginning of the recruitment process so applicants can plan accordingly
- Offer candidates the option to interview with Council by phone or Skype
- Use a standardized set of questions, generated by Council with input by staff, in the interview process
- Offer Boards and Commissions specific feedback from Council regarding the assistance/recommendations they provided to Council
- Assign multiple staff to support the Boards and Commissions process

### **City Boards and Commissions Questionnaire**

The committee conducted a voluntary questionnaire with all current Boards and Commissions members in May 2017 to determine current demographic representation as well as gather members' perspectives as to potential barriers to participation and the ways in which the City may enhance its engagement efforts to broaden the pool of applicants. (See Appendix B for a copy of the questionnaire.) Of the 208 current members, 126 responses were collected for a 61% response rate. The committee compared questionnaire responses with community demographics (using 2015 American Community Survey Census data) to identify gaps in representation. A full description of this comparison may be found in Appendix C; however, the following highlights comparative findings on gender, race/ethnicity, income, and age.

Fort Collins is virtually evenly split with a male population of 50.03% and a female population of 49.97%. The gender distribution of Boards and Commissions members by Council District is as follows:

District	FC Female %	B&C Female %	Delta	FC Male %	B&C Male %	Delta
1	49.71%	44.44%	- 5.27%	50.29%	55.6%	+ 5.31%
2	51.59%	50.00%	- 1.59%	48.41%	50.0%	+ 1.59%
3	51.24%	38.46%	- 12.78%	48.76%	61.5%	+ 12.74%
4	51.04%	64.71%	+ 13.67%	48.96%	35.3%	- 13.66%
5	48.36%	61.54%	+ 13.18%	51.64%	38.5%	- 13.14%
6	47.64%	53.57%	+ 5.93%	52.36%	46.4%	- 5.96%
Citywide	49.97%	53.13%	+ 3.16%	50.03%	46.88%	- 3.15%

While nearly 18% of Fort Collins residents identify as a person of color (i.e., non-White and/or Hispanic/Latinx), Boards and Commission members overwhelmingly identify as White and/or non-Hispanic/Latinx. Of the survey respondents, only eight (8) members identified as a person of color [two (2) Asian, two (2) Two or more races, and four (4) Hispanic/Latinx].<sup>1</sup> All eight of those members were also female. The racial/ethnic comparison is as follows:

	Percent		Number	
	City	B&C	City	B&C
<b>White</b>	82.71%	94.35%	134736	116
<b>Hispanic</b>	10.25%	3.23%	16703	4
<b>Asian</b>	2.86%	1.61%	4666	2
<b>2+</b>	2.34%	0.81%	3804	2
<b>Other<sup>2</sup></b>	1.84%	0.00%	2990	0

As shown in the following table, there is no striking disparity between any of the target populations across districts, rather, the lack of representation among residents of color is a Citywide challenge of equal proportion in any district.

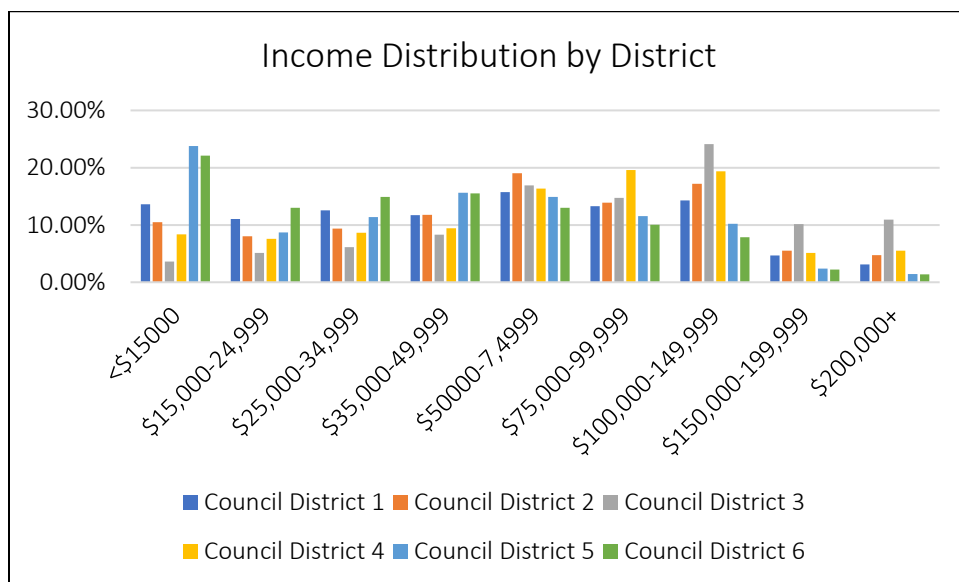
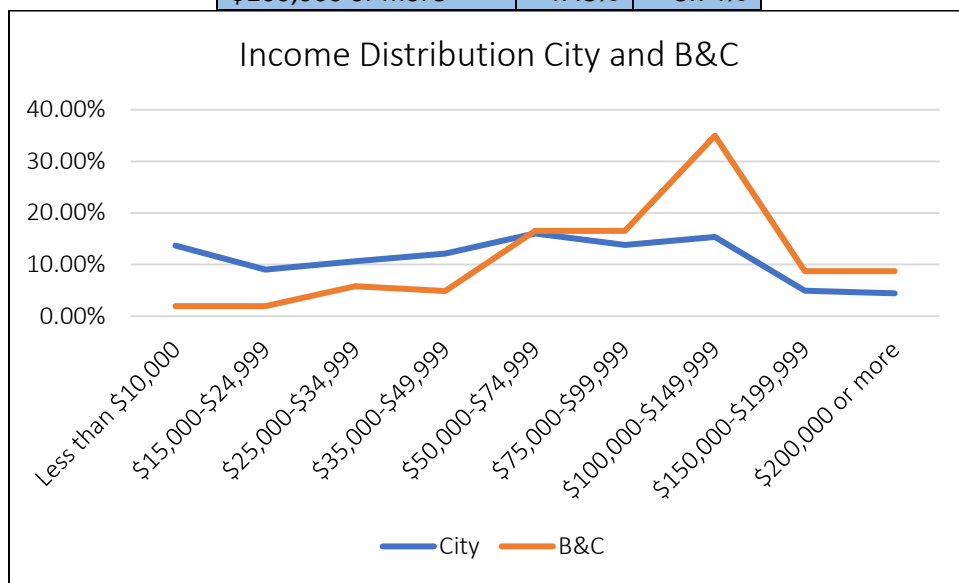
	District 1	District 2	District 3	District 4	District 5	District 6
White	82.00%	83.46%	82.84%	85.00%	82.46%	80.56%
Hispanic	12.47%	9.79%	9.57%	8.47%	8.97%	12.08%
Asian	1.75%	3.15%	4.04%	2.43%	3.44%	2.45%
2+ Races	2.02%	1.96%	2.29%	2.38%	2.85%	2.55%
Black	1.08%	1.06%	0.85%	1.17%	1.67%	1.53%
Other Race	0.12%	0.15%	0.14%	0.10%	0.11%	0.21%
Pacific Islander	0.05%	0.06%	0.01%	0.05%	0.13%	0.10%

<sup>1</sup> Please note that racial identities are not synonymous with ethnic identities. Thus, for example, one can be racially White as well as identify as ethnically Hispanic/Latinx.

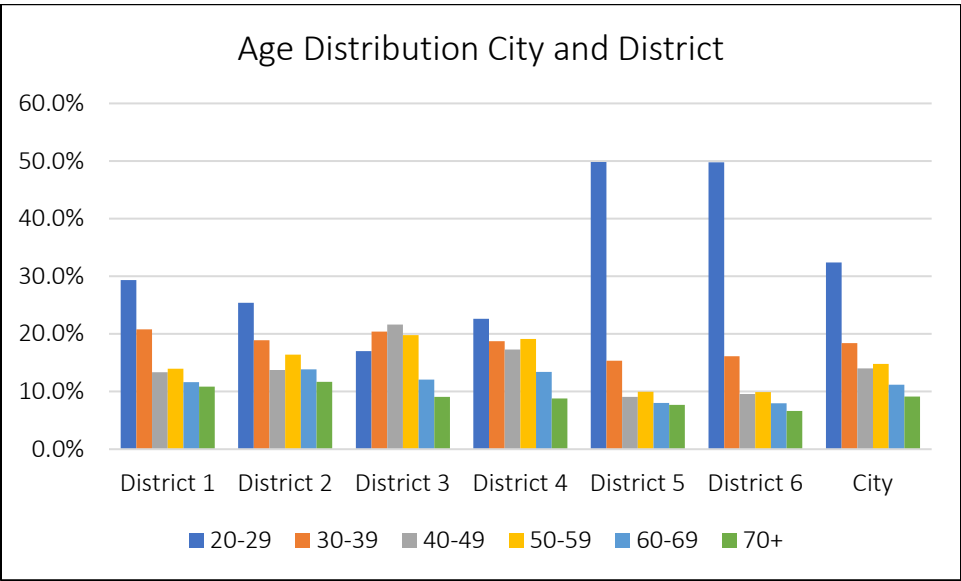
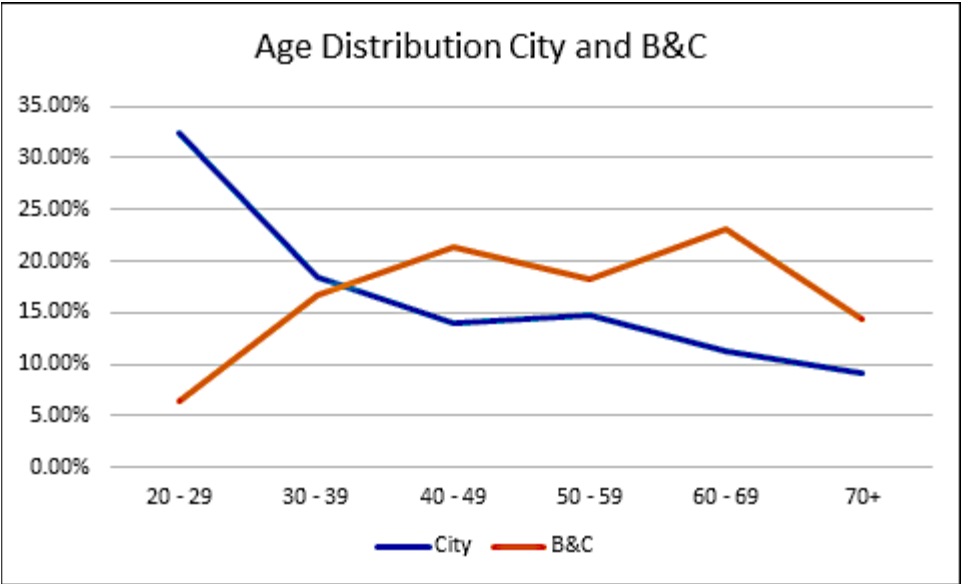
<sup>2</sup> "Other" encompasses additional racial categories that were not selected within the survey results.

The table and charts below show that household incomes below \$50,000 are underrepresented among Boards and Commissions members while incomes \$75,000 and higher are overrepresented with a sharp spike at the \$100,000-\$149,000 range.

	City	B&C
Less than \$10,000	13.68%	1.94%
\$15,000-\$24,999	9.05%	1.94%
\$25,000-\$34,999	10.62%	5.83%
\$35,000-\$49,999	12.12%	4.85%
\$50,000-\$74,999	16.02%	16.50%
\$75,000-\$99,999	13.78%	16.50%
\$100,000-\$149,999	15.36%	34.95%
\$150,000-\$199,999	4.94%	8.74%
\$200,000 or more	4.43%	8.74%



In terms of age, younger age bands are underrepresented while older age bands are overrepresented.



Members identified the following as barriers to participation and/or gaps in current representation on Boards and Commissions (see Appendix A):

- Meeting times that conflict with the work day
- Limitations around night meetings and early morning meetings
- Candidate interview times limited to work day
- Lack of information on board-specific topics
- Lack of transparency in the recruitment process
- Lengthy application process with little direction as to what to expect
- Need for more diversity across multiple identities (racial/ethnic, socioeconomic status, etc.)
- Need for younger members (76% of respondents were 40+ yrs.)
- Inconsistency among board incentives (i.e., not all boards serve food during meetings held around traditional mealtimes)
- Consider ways in which board membership may be exclusive (i.e., for DDA you must live or own a business in the DDA boundary, which might make it hard for people of varying income levels to participate)
- Lack of communication between Council and Boards and Commissions as to how members' input is used and/or if it is effective

Members recommended the following as ways in which the City could enhance its outreach and engagement efforts for Boards and Commissions participation:

- Advertise vacancies in multiple ways such as:
  - Major employers
  - Chamber of Commerce
  - Social Media
  - Church bulletins
  - Larimer County Workforce Center
  - Affordable housing residences
- Allow members to participate virtually to mitigate barriers around employment, childcare, etc.
- Provide childcare as needed
- Determine gaps in representation and conduct targeted recruitment to fill those gaps
  - Focus on underrepresented communities (Hispanic, low-income, younger people with families)
- Hold more informational community events; hold recruitment fairs/open houses, host tables at public events and other opportunities such as the recreation centers; advertise among volunteer opportunities such as Make a Difference Day
- Use current/previous board members as “ambassadors” to help in the recruitment strategies; consider mentor opportunities between older and newer members
- Communicate the story of what Boards and Commissions have helped the City to achieve; provide templates/opportunities for members to “report out” to the community through media, social media, or presentations
- Ensure process and requirements for serving are readily available to the public
  - Process and requirements should be easily understood and accessible
  - Length of time between application submission and candidate selection should be shorter



## City Boards and Commission Application and Process

Through a review of the Boards and Commissions application and process, the following items were highlighted for recommendations:

### Application

- Candidates' entire applications are made publicly accessible in the AIS; this led to a discussion around safety concerns. Immediate action was taken to redact personally identifiable information from the AIS and create a subsequent recommendation to address these safety concerns.

### Applicant interview process

- Interviews are required to be in-person and scheduled at the Councilmembers' convenience
- Candidates only interview with the Council liaison to their potential board
- There is no specific set of questions for Councilmembers to use in a candidate interview
- There is no set process laid out for informing applicants about what to expect

### Applicant background check

- Currently any City staff and/or volunteer, excluding Council, in a "position of trust" must undergo a background check

## CONCLUSION

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While the Public Participation subcommittee focused its efforts on the Boards and Commissions process, we believe the findings to be relevant across public engagement activities, including BFO teams and CityWorks participation. We are grateful for the participation and candor of the Boards and Commissions members to help us better understand the current state of participation and look forward to being a resource for the organization as it considers these recommendations.

## APPENDIX

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## Appendix A: Recommendations in Support of Inclusive Public Participation

Level of Priority: High Medium Low

Process	Recommendation	Rationale <sup>3</sup>	Next Steps	Resources Required	Recommended Implementation
Recruitment	1.1: Conduct an annual demographic questionnaire of existing Board and Commission members	Ensure our Boards and Commissions membership reflects the diversity of our community and the City's goals related to equity and inclusion.	Refine questionnaire before next recruitment period; expect all members to complete	Time and capacity of City Clerk's Office and Public Participation Team	In progress (see Appendix A)
Recruitment	1.2: Review and update recruitment process, including messaging, materials and targeted outreach	Improve diversity of applicants for Board and Commission openings by conducting targeted, culturally responsive outreach, as identified in the Boards and Commissions questionnaire.	Develop communication plan and materials	Time and capacity of City Clerk's Office and Public Participation Team	Ongoing
Recruitment	1.3: Develop a flow chart and timeline that clearly and concisely describe the application, interview, and appointment process to applicants.	Provide clarity and expectations to potential applicants.	Flow chart and timeline development	Time and capacity of City Clerk's Office and Public Participation Team	Fall 2019 for January 2020 appointments
Application	2.1: Incorporate demographic questionnaire into applications	Compare the demographic representation of applicants to Board and Commission membership to analyze if and where we lose subsets of people through the application process.	Software purchase (in progress)	Time and capacity of City Clerk's Office	Fall 2019 for January 2020 appointments
Application	2.2: Adopt recommended changes to Boards and Commissions application. (See Appendix E)	The scope of work undertaken by this subcommittee included analyzing the Boards and Commissions application using an equity lens to remove any potential barriers to participation.	See Appendix E	Time and capacity of City Clerk's Office	Fall 2018 for January 2019 appointments

<sup>3</sup> Determined through questionnaire findings and review of best practices

<b>Application</b>	2.3: Replace member applications in AIS with relevancy biographies.	While Councilmembers will receive the entire application to review, the relevancy biography provides the public information as to the candidate's qualifications while protecting the safety of the candidate by limiting the release of their personally identifiable information.	Execute if approved	Time and capacity of City Clerk's Office	Fall 2017 for January 2018 appointments
<b>Interview</b>	3.1: Develop list of standardized interview questions.	Ensures transparency and reduces risk to Council by ensuring all applicants are asked the same questions.	Develop interview questions	Time and capacity of City Clerk's Office, staff liaisons and Public Participation Team	Fall 2019 for January 2020 appointments
<b>Interview</b>	3.2: Include staff liaison in applicant interviews.	As a subject matter expert and main contact for support throughout Board members' tenure, the staff liaison may provide an additional point of view for Council to consider.	Determine structure of participation	Time and capacity of City Clerk's Office and staff liaisons	2018
<b>Ongoing Participation</b>	4.1: Allocate \$5,000 to support interpretation/translation services, transportation, and childcare for Board and Commission members, as needed.	The Boards and Commissions questionnaire found that the majority of members are White, homeowners, have household incomes exceeding \$75,000, and are over 50 years of age. To expand membership, we must work to remove some of the most common barriers residents may have to participation. Spending will be analyzed to adjust for future needs; as board membership barriers and needs fluctuate, spending will need to remain flexible and responsive.	Determine who/how funding will be administered	Ongoing funding	January 2018

Ongoing Participation	4.2: Provide an annual training for staff liaisons.	Raise level of awareness regarding existing barriers to participation and provide support to staff regarding City's use of an equity lens in its work.  Consider including training related to the assessment of a prior conviction record – what is the relevancy and/or concern of the conviction.	Training development and implementation	Time and capacity of City Clerk's Office and Public Participation Team	In progress
Ongoing Participation	4.3: Council liaison provides more in-depth feedback and comments on input received from the Board or Commission.	The Boards and Commissions questionnaire found that members strongly believed they would benefit from greater feedback from Council as to the usefulness of their input and how it is used.	Identify input process and structure	Time and capacity of staff liaisons	2018
Ongoing Participation	4.4: Provide alternative methods for participation, such as the ability to remote into meetings while retaining voting status, as well as allowing phone interviews or scheduling applicant interviews outside of the workday schedule.	The Boards and Commissions questionnaire identified the inability to be physically present as a potential barrier to participation. Exploring alternative methods for participation may improve access for community members with barriers to being physically present as well as allow the City to remain innovative in our participatory strategies.	Identify potential code changes	Time and capacity of City Clerk's Office	2018
Ongoing Participation	4.5: Offer board members opportunities for public engagement and involvement in recruitment activities.	The Boards and Commissions questionnaire found that members identified a specific interest in engaging with the public to promote broader participation.	Development and implementation of key strategies	Time and capacity of City Clerk's Office, staff liaisons and Public Participation Team	2018

## Appendix B: Boards and Commissions Questionnaire – 2017

### **Background:**

The City is surveying its Board and Commission members to better understand demographics of current participants and to identify areas in which the City can increase community participation. We also seek input about your interests and experiences serving on a Board or Commission, as well as recommendations to make the Boards and Commissions more representative of the community.

### **Survey Process:**

Your answers are confidential and we appreciate your participation in helping the City strengthen its inclusive practices. An analysis of survey findings will inform recommendations to City Leadership and Council.

If you have any questions about the questionnaire, please feel free to contact: Christine Macrina at [cmacrina@fcgov.com](mailto:cmacrina@fcgov.com) or 970-416-2525

Many thanks for your participation!

Please select the categories with which you identify: (we have mirrored U.S. Census categories where possible)

#### Gender:

- ☐ Female
- ☐ Male
- ☐ Other, please self-identify \_\_\_\_\_
- ☐ Decline to specify

#### Race:

- ☐ American Indian/Alaska Native
- ☐ Asian
- ☐ Black/African American
- ☐ Native Hawaiian/Pacific Islander
- ☐ White
- ☐ Two or more races
- ☐ Decline to specify

#### Ethnicity:

- ☐ Hispanic/Latino
- ☐ Non-Hispanic/Latino
- ☐ Decline to specify

#### Age Range:

- ☐ 15-19 yrs
- ☐ 20-29 yrs
- ☐ 30-39 yrs
- ☐ 40-49 yrs
- ☐ 50-59 yrs
- ☐ 60-69 yrs
- ☐ 70 yrs or older
- ☐ Decline to specify

Household Income Range:

- ☐ Less than \$10,000
- ☐ \$10,000-\$14,999
- ☐ \$15,000-\$24,999
- ☐ \$25,000-\$34,999
- ☐ \$35,000-\$49,999
- ☐ \$50,000-\$74,999
- ☐ \$75,000-\$99,999
- ☐ \$100,000-\$149,999
- ☐ \$150,000-\$199,999
- ☐ \$200,000 or more
- ☐ Decline to specify

Geographic Location:

- ☐ Council District: (select 1-6)
- ☐ Decline to specify
- ☐ Length of residence in Fort Collins:
- ☐ 1-5 years
- ☐ 6- 10 years
- ☐ 11- 15 years
- ☐ 16-20 years
- ☐ More than 20 years
- ☐ Decline to specify

Do you own or rent your residence?

- ☐ Own
- ☐ Rent
- ☐ Other (please specify)
- ☐ Decline to specify

Educational Attainment:

- ☐ Less than high school graduate
- ☐ High school graduate (or equivalency)
- ☐ Some college or associate's degree
- ☐ Bachelor's degree or higher
- ☐ Decline to specify

Name Board/Commission on which you serve: (Dropdown menu)

Following are open/essay format:

How did you learn about the City Boards and Commissions?

Why did you want to serve on a Board or Commission?

Challenges I experience in my participation on a Board or Commission include (select all that apply):

- ☐ Transportation
- ☐ Childcare
- ☐ Meeting time
- ☐ Work schedule limitations
- ☐ Caring for a person(s) experiencing disabilities
- ☐ Caring for an elderly person(s)
- ☐ Other (please specify): \_\_\_\_\_
- ☐ I do not experience any challenges to my Board or Commission participation.

What do you see, if any, are the benefits to serving on a board or commission (select all that apply)?

- ☐ Impact community direction
- ☐ Share my knowledge base
- ☐ Build an understanding of different perspectives
- ☐ Build an understanding of local government
- ☐ Meet new people
- ☐ Other – please describe (fill in the blank)
- ☐ I do not experience any benefits

What suggestions do you have to broaden recruitment efforts for Boards and Commissions?

Any other relevant information you would like to share?



## Appendix C: Boards and Commissions Questionnaire Demographic Analysis

This paper represents the comparison of Boards and Commissions participation according to the following demographic parameters:

- Gender
- Ethnicity
- Income
- Age

The Boards and Commissions data (B&C) was compiled from recent voluntary survey responses; not all members responded and of those who did had the option to decline. The City and District data (City) was compiled by ESRI (GIS) from the US Census' 2015 ACS data (American Community Survey), the latest available.

The reader should be aware that this is objective data presented without bias, prejudice, or judgment. Outlier data points simply indicate a demographic parameter that lies outside of the norm; they do not subjectively indicate intent. These are simply tools to help us focus where we may be vulnerable to demographic parameters skewing outcomes.

### Gender

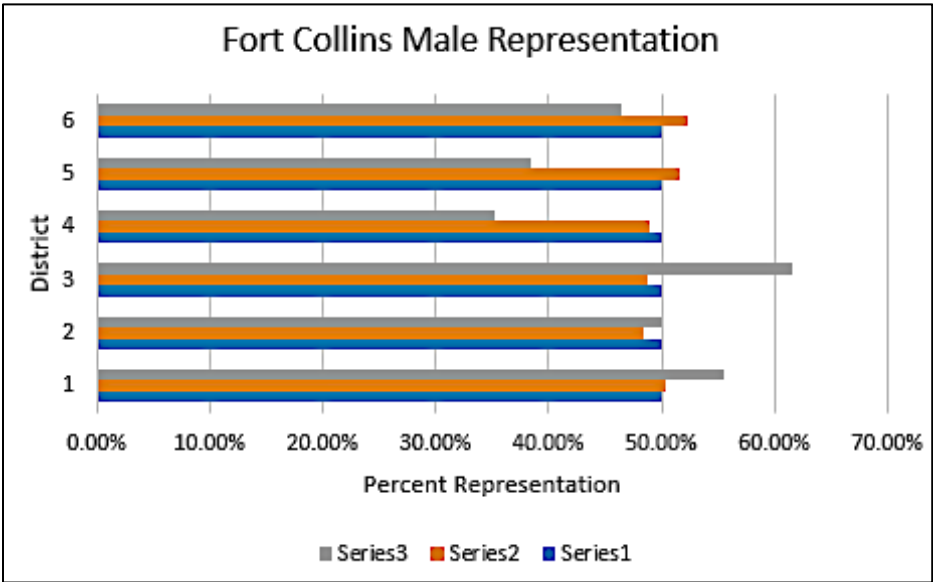
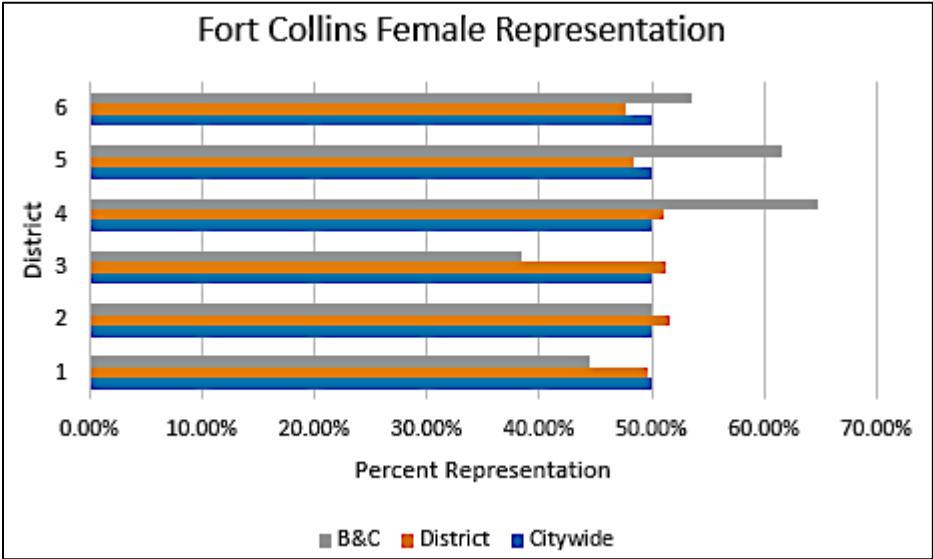
The City is virtually evenly split with a male population of 50.03% and a female population of 49.97%. The following factors may serve to skew the data, but are assumed to be statistically insignificant especially since we are considering ratios (percentage) and not raw number comparisons:

- The City data started at 21 or older while the B&C data started at 20 or older
- The City data included ages 85 and older while the B&C data specified 70 or older. Logically, there is an age whereupon B&C participation becomes problematic and you may well not expect participation on a B&C from that age group.

Remembering that the City is virtually 50/50 female/male, the gender distribution by district by City and B&C is represented below by table and charts:

District	City Female %	B&C Female %	Delta	City Male %	B&C Male %	Delta
1	49.71%	44.44%	- 5.27%	50.29%	55.6%	+ 5.31%
2	51.59%	50.00%	- 1.59%	48.41%	50.0%	+ 1.59%
3	51.24%	38.46%	- 12.78%	48.76%	61.5%	+ 12.74%
4	51.04%	64.71%	+ 13.67%	48.96%	35.3%	- 13.66%
5	48.36%	61.54%	+ 13.18%	51.64%	38.5%	- 13.14%
6	47.64%	53.57%	+ 5.93%	52.36%	46.4%	- 5.96%
Citywide	49.97%	53.13%	+ 3.16%	50.03%	46.88%	- 3.15%

Where the gray lines extend to the right in the charts below the gender is over-represented on Boards and Commissions; where the gray lines fall to the left, that gender is likewise under-represented.

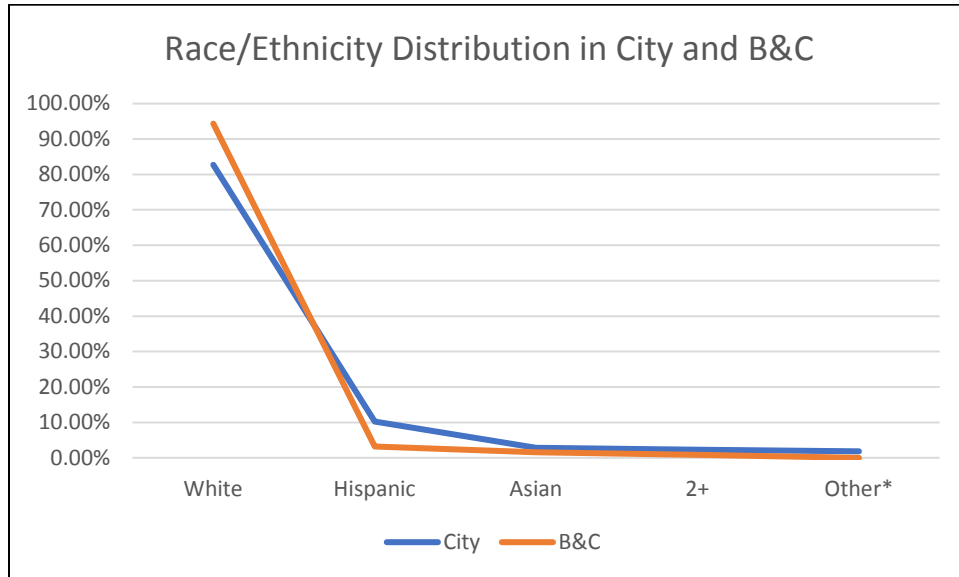


## Ethnicity

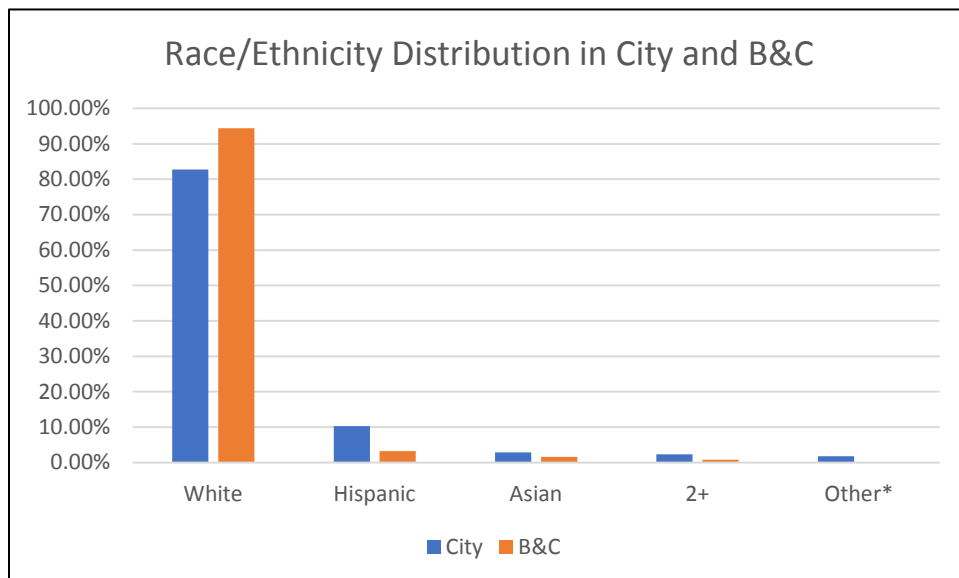
Ethnicity distribution data is distributed below comparing the City to B&C composition, the response to the voluntary B&C surveys was so overwhelmingly “White” that a valid breakout by District was not possible.

The data is presented in percent and raw number forms. Percentages show trending, but we must also look at the raw numbers due to the small number of members of color as a percent in the City or on a Board or Commission.

The following two charts show the racial/ethnic representation on Boards and Commissions as compared to the racial/ethnic makeup of the City. The line chart shows the general trend of overrepresented White and underrepresented people of color on Boards and Commissions.



The bar chart adds detail that is not visible in the line chart and we can see the disparity more clearly. As shown, those identifying as White are overrepresented on Boards and Commissions. The disparity between the White overrepresentation and Hispanic underrepresentation is clear from the graphs. However, the disparity for other race/ethnic groups is not apparent because we are dealing with such small numbers as a percentage.

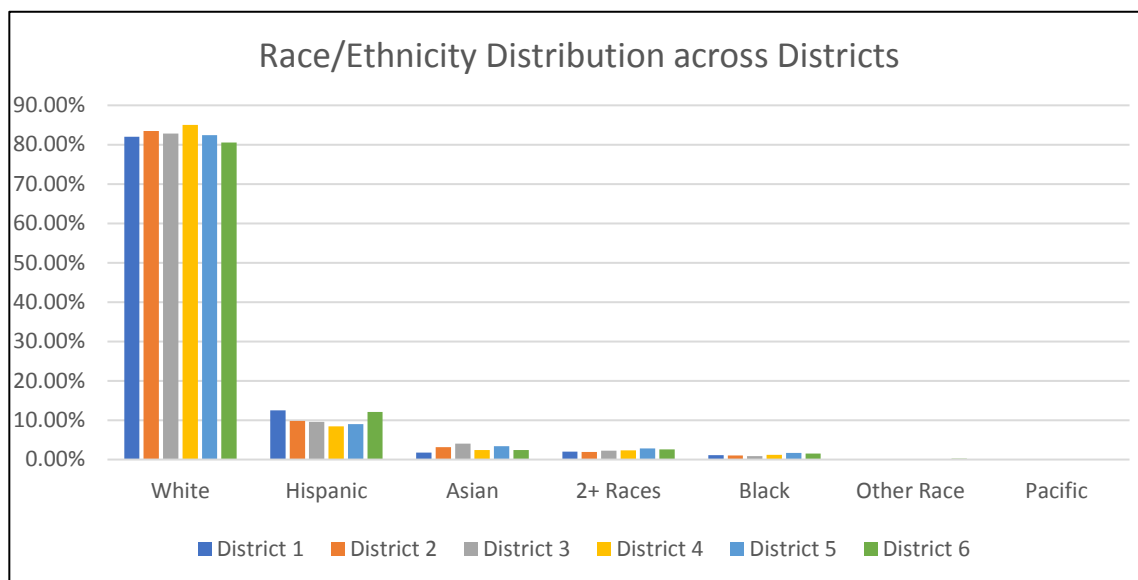


While it can be difficult to obtain representation on Boards and Commissions when drawing from significantly smaller populations, targeting the barriers to participation strengthens the City's commitment to broad community engagement. Percentage and number population breakdowns by race/ethnicity are as follows:

	Percent		Number	
	City	B&C	City	B&C
<b>White</b>	82.71%	94.35%	134736	116
<b>Hispanic</b>	10.25%	3.23%	16703	4
<b>Asian</b>	2.86%	1.61%	4666	2
<b>2+</b>	2.34%	0.81%	3804	2
<b>Other<sup>4</sup></b>	1.84%	0.00%	2990	0

With the Census data shown in the table and chart below, we see there is no striking disparity between any of the target populations across districts, rather, the lack of representation among residents of color is a Citywide problem of equal proportion in any district.

Column1	District 1	District 2	District 3	District 4	District 5	District 6
White	82.00%	83.46%	82.84%	85.00%	82.46%	80.56%
Hispanic	12.47%	9.79%	9.57%	8.47%	8.97%	12.08%
Asian	1.75%	3.15%	4.04%	2.43%	3.44%	2.45%
2+ Races	2.02%	1.96%	2.29%	2.38%	2.85%	2.55%
Black	1.08%	1.06%	0.85%	1.17%	1.67%	1.53%
Other Race	0.12%	0.15%	0.14%	0.10%	0.11%	0.21%
Pacific Islander	0.05%	0.06%	0.01%	0.05%	0.13%	0.10%



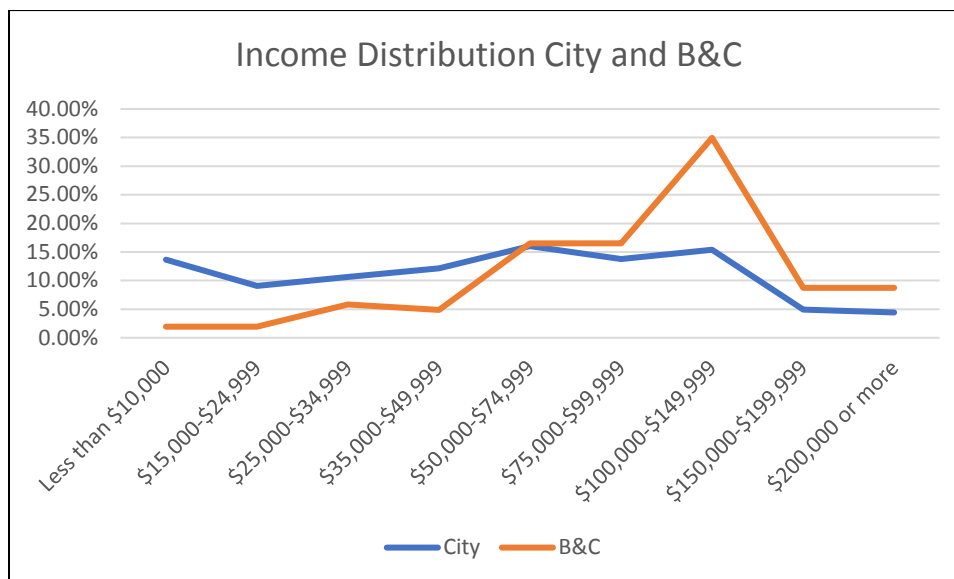
<sup>4</sup> "Other" encompasses additional racial categories that were not selected within the survey results.

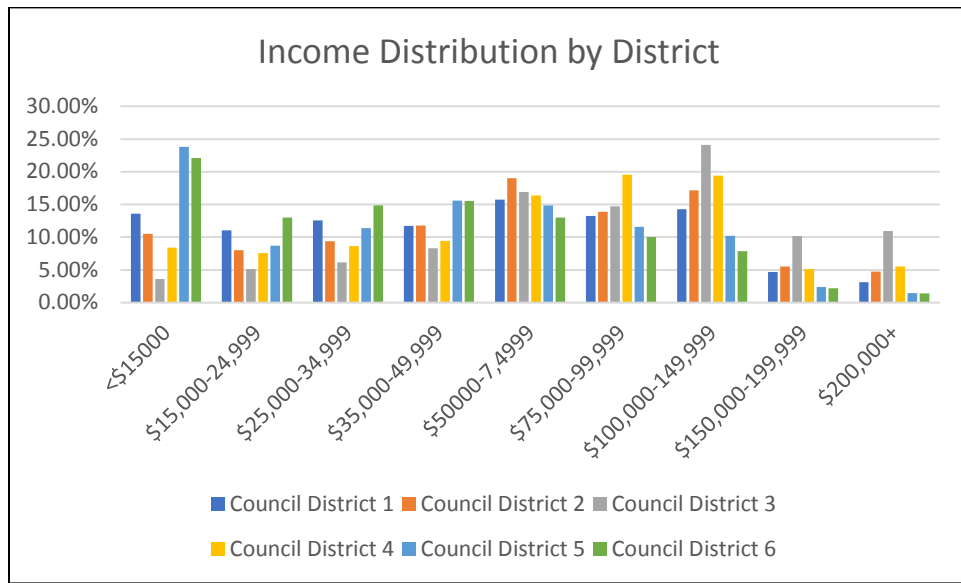
## Income

The raw numbers and trending for income distribution is shown below for the City and Boards and Commissions. Please Note: The ESRI ACS data only went as low as less than \$15,000 whereas the B&C surveys specified less than \$10,000, thus there is an apparent hole between \$10,000 and \$15,000 in the survey response.

As we can see from the table and charts below, incomes below \$50,000 are underrepresented and incomes \$75,000 and higher are overrepresented with an unexpectedly sharp spike at \$100,000-\$149,999. Statistically, this spike represents a vulnerability as an indicator to consider whether B&C outcomes are vulnerable to being skewed towards the interests of higher middle-income level households.

	City	B&C
Less than \$10,000	13.68%	1.94%
\$15,000-\$24,999	9.05%	1.94%
\$25,000-\$34,999	10.62%	5.83%
\$35,000-\$49,999	12.12%	4.85%
\$50,000-\$74,999	16.02%	16.50%
\$75,000-\$99,999	13.78%	16.50%
\$100,000-\$149,999	15.36%	34.95%
\$150,000-\$199,999	4.94%	8.74%
\$200,000 or more	4.43%	8.74%





The following series of charts compares income levels on Boards and Commission to the income levels within the related district. Each district shows some form of skew toward higher income levels. District 2 is the most uniform and District 3 is more erratic, but is also the smallest population.

Districts 1, 4, 5, and 6 all show a skew at the \$100,000 income level. What is significant is that District 1, and particularly Districts 2 and 3, have the lowest distribution of higher income brackets in their districts, yet still have a significant skew at \$100,000.



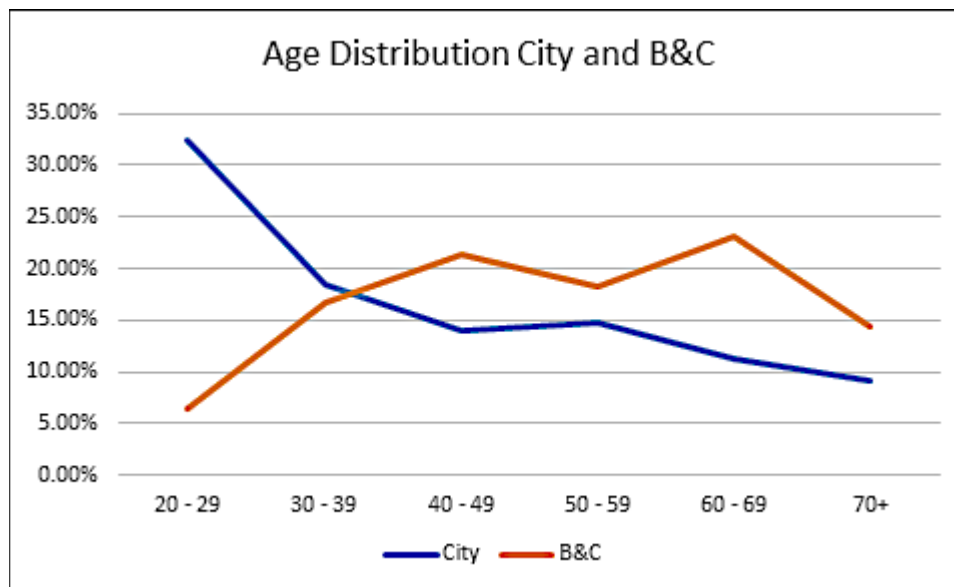
## Age

Raw numbers and distribution of age throughout the City and Boards and Commissions are shown below. The populations in the City and on Boards and Commissions are only nearly congruent in the 50s age range. Other than that, the younger age bands are clearly underrepresented and the older age bands are overrepresented.

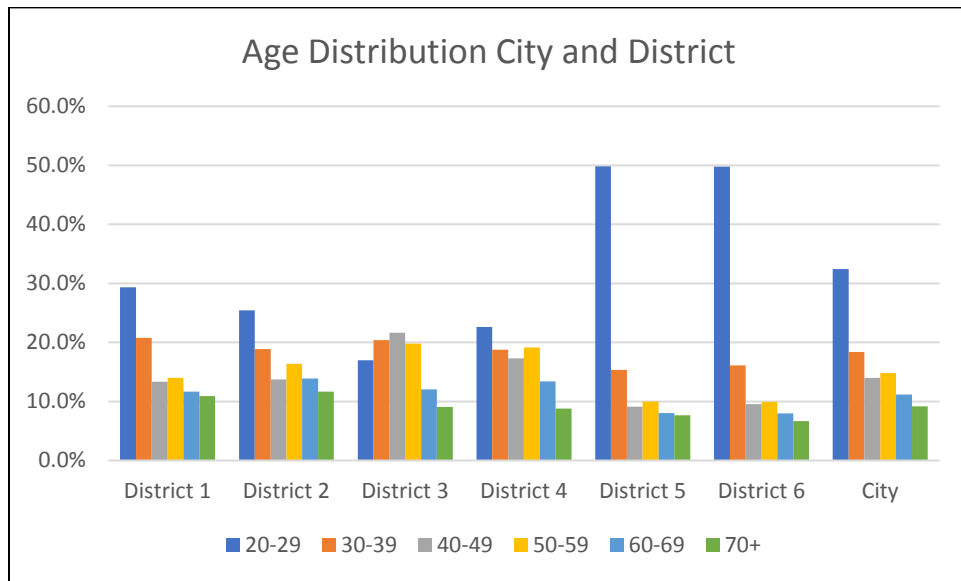
	B&C	City
20 - 29	6.35%	32.42%
30 - 39	16.67%	18.40%
40 - 49	21.43%	14.01%
50 - 59	18.25%	14.81%
60 - 69	23.02%	11.20%
70+	14.29%	9.16%

This phenomenon can be rationalized by taking the college population into account and realizing that older, particularly retired community members, have more discretionary time. Indeed Districts 5 and 6, which mostly cover the CSU campus and surrounding neighborhoods, have a distinctly large 20-year-old population skewing the City average, and thus creating questions as to how to represent that population.

Overall, however, there is a decided propensity on Boards and Commissions to have overrepresentation by the older age groups.







The following charts show the age distribution per Council District and on their corresponding Boards and Commissions. While there is no obvious common skew pattern, there is a common skew toward the higher age bands and particularly away from the lower one in all Districts.



## Appendix D: Boards and Commissions Questionnaire – Synopsis of Qualitative Responses

### **What suggestions do you have to broaden recruitment efforts for Boards and Commissions?**

- Hold more community informational events, recruitment fair/open house, tables at public events, rec centers, volunteer days like Make a Difference Day
- Message the story of what Boards and Commissions have helped the City achieve (newspaper articles)
  - Provide templates/opportunities for members to “report out” to the community through social media or presentations
- Ensure process and requirements for serving are readily available to the public
  - Process/requirements should be easily understood and accessible
  - Process should be shorter (application, interview, etc.)
- Use a marketing campaign:
  - Target one’s desire to participate in community decisions
  - Use current members to speak/recruit/give presentations at other community events
  - Place stories in the newspaper of Boards and Commissions accomplishments/impact
  - Advertise vacancies in:
    - Major employers (FRCC, CSU, HP, Woodward, UC Health, breweries)
    - CSU campus
    - Chamber of Commerce
    - Through social media (i.e., NextDoor)
    - Church bulletins
    - Larimer County Workforce Center
    - Affordable housing residences
    - At Council meetings
    - CityWorks 101 and Larimer County 101
- Revise interview process to:
  - Ensure members’ capacity to serve
    - *“As a whole I don’t think the board I serve on has a very strong understanding of the subject matter at hand. Therefore the conversations are not particularly high level and the board is very rarely consequential in City policy. I’d love to see a combination of reorganization of the seat allocation, and a commitment to ongoing education on important concepts, and a directive to staff, as the board matures, that we have more impact on plans earlier, and not just work as a rubber stamp for existing plans.”*
  - Accommodate for evening interview times (i.e., only daytime interview slots were given and a candidate’s schedule did not permit them to attend, yet no accommodation was made for an evening interview slot)
- Shift meeting times to accommodate working professionals’ schedules
- Consider options for people to attend meetings from home
- Provide childcare (prefer childcare over food/snacks/thank-you gifts)
- Offer food during meeting periods
- Use current/previous board members as “ambassadors” to help in the recruitment strategies
- Identify where there are recruitment issues and recruit specifically to fill those gaps
  - Focus on diverse communities (Hispanic, Low Income, etc.)
  - Recruit younger community members and those with families
  - *“Be aware that in some situations, a deep knowledge of the history of the city and expertise in the issue at hand is more important than getting representation from every diverse group.”*
  - Age range of board members should match demographics of the community

- Councilmembers, staff and current board members should actively recruit underrepresented populations
  - Seek more working corporate executives
- Ensure staff is responsive to board/community input
- Give boards actual voting rights – make them feel that they are actually impacting the community
- Ensure no conflicts of interest between members and the board they serve on
- Provide better training for board chairs on how to facilitate meetings and ensure all can speak

#### **Any other relevant information you would like to share?**

- Use social media to increase knowledge and interest on Boards and Commissions; share stories of what they have helped the City achieve
- Use staff/current board members to assist in recruitment strategies
- Ensure proper training/vetting for participation
  - *“It is frustrating as a marginalized individual to serve in a Commission [where] white [people] hinder us. The lack of knowledge on the dynamics of [privilege] is flabbergasting and infuriating. Their intentions are good but we need a Commission whose knowledge match[es] their passion and intentions.”*
- Enjoy opportunity to serve on a board
- Review term limits
  - Some people have had very long terms on a board and feel like they own the issues and can stifle the input from newer members
  - Need succession planning and planning for turnover during the year so that the rest of the members are not overloaded
- City staff work hard and respect community members; use board members’ expertise to do things like background research
  - *“Assign us more responsibility to truly make change in our community.”*
  - *“Boards and commissions should not be primarily in the passive role of reviewing staff actions. The City has competent staff. What is needed from the community is to provide topical guidance to the Council. Boards and Commissions should have input on strategy and vision aspects of their topics and be part of the process of Council setting the long-term goals and objectives for the City.”*
- Consider ways in which board membership may be exclusive
- Consider mentor opportunities between older and newer members
- City buildings need to be aware of handicapped parking issues
- Important to recruit younger people to the boards
- Non-liaison staff need to take board feedback seriously
  - *“Don’t just check the box that you presented to the board.”*
- Microsoft Sharepoint is not a useful system to make materials available
- Ensure Council input as to the impact of board feedback/recommendations/contributions

## Appendix E: Boards and Commissions National Best Practice List

The Public Participation Subcommittee researched communities across the country to gather information about municipal Boards and Commissions processes. Communities that are known as leaders in equity, inclusion and community engagement were chosen, as well as regional neighbors. The following communities were reviewed and/or interviewed. The URL link directs to their main Boards and Commissions page.

Austin, TX: <http://www.austintexas.gov/department/boards-and-commissions>

Burlington, VT: <https://www.burlingtonvt.gov/CityCouncil/Boards-Commissions-Committees>

Eugene, OR: <https://www.eugene-or.gov/86/Boards-and-Commissions>

King County, WA: <http://www.kingcounty.gov/depts/executive/boards.aspx>

Minneapolis, MN: <http://www.ci.minneapolis.mn.us/boards/index.htm>

Portland, OR: <https://www.portlandoregon.gov/oni/37423>

St. Paul, MN: <https://www.stpaul.gov/departments/mayors-office/committees-boards-and-commissions>

Seattle, WA: <https://www.seattle.gov/boards-and-commissions>

Boulder, CO: <https://bouldercolorado.gov/boards-commissions>

Denver, CO: <https://www.denvergov.org/content/denvergov/en/mayors-office/about-the-office-of-the-mayor/boards-commissions.html>

Greeley, CO: <http://greeleygov.com/government/b-c/home>

Longmont, CO: <https://www.longmontcolorado.gov/departments/boards-committees-and-commissions>

## Appendix F: Application for Board and Commission Membership



### APPLICATION FOR BOARD OR COMMISSION MEMBERSHIP

ATTACHMENTS TO APPLICATION MUST BE LIMITED TO TWO PAGES.  
INCOMPLETE APPLICATIONS WILL NOT BE CONSIDERED FOR APPOINTMENT.

Email completed documents to Christine Macrina at [cmacrina@fcgov.com](mailto:cmacrina@fcgov.com)

**Eligibility Requirement:** One (1) year residency within the [Fort Collins Growth Management Area](#)

If you have questions or need additional information, contact: City Clerk's Office (300 LaPorte Avenue) at 970.416.2525

**Board or Commission:** \_\_\_\_\_

(Please complete one application for each board or commission membership. You may apply for 2 boards at a time, but may only serve on one.)

Name: \_\_\_\_\_

Mailing Address: \_\_\_\_\_ Zip: \_\_\_\_\_

Residence: \_\_\_\_\_ Zip: \_\_\_\_\_

(If different than Mailing Address)

Primary Phone: \_\_\_\_\_ Secondary Phone: \_\_\_\_\_

E-mail: \_\_\_\_\_

Have you resided within the Fort Collins [Growth Management Area](#) for one year? \_\_\_\_ Yes \_\_\_\_ No

Which [Council District](#) do you live in? \_\_\_\_\_

Relevant work experience (please include dates): \_\_\_\_\_

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Relevant volunteer experience including other boards and commissions (please include dates): \_\_\_\_\_

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What about this board or commission makes you want to become a member? \_\_\_\_\_

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Are you aware of the functions and duties of this board or commission? Yes \_\_\_\_ No \_\_\_\_

List any abilities, skills, licenses, certifications, specialized training, or interests you have which are applicable to this board or commission:

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What are the most important issues this board or commission faces, and how should they be addressed?

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