

RESOLUTION 99-27
OF THE COUNCIL OF THE CITY OF FORT COLLINS
ADOPTING A REVISED CITY OF FORT COLLINS
DIVERSITY PLAN

WHEREAS, the City of Fort Collins is strongly committed to building a community that fosters, promotes, and enforces an environment of mutual respect for all people; and

WHEREAS, on September 7, 1993, the City Council approved Resolution 93-134 which adopted a City of Fort Collins Diversity Plan; and

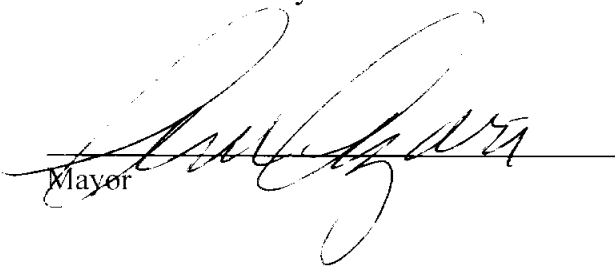
WHEREAS, the City has utilized this Diversity Plan as a guide to actively promote an environment of mutual respect for all people; and

WHEREAS, the City now desires to update its Diversity Plan so that it will continue to provide guidance for the City's ongoing efforts in the area of diversity; and

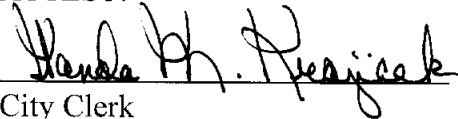
WHEREAS, the City's internal diversity team has proposed a revised Diversity Plan after seeking input from the City's management and non-management employees.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE FORT COLLINS, COLORADO, that the Council hereby adopts the City of Fort Collins Diversity Plan attached hereto as Exhibit A and incorporated herein by this reference.

Passed and adopted at a regular meeting of the Council of the City of Fort Collins held this 16th day of March, A.D. 1999.


Mayor

ATTEST:


City Clerk

**City Of Fort Collins
Diversity Plan
A Guide For Ongoing Efforts in the
Area of Diversity**

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March 1999

March 5, 1999 City of Fort Collins Diversity Plan

Introduction

The City of Fort Collins strives to honor and respect the diverse values, beliefs, life experiences, and contributions of one another and the community we serve. This Diversity Plan outlines the City's roles and responsibilities as a leader, service provider, and employer. By implementing this plan, it is our intent to support the vision of a community that "fosters, promotes, and enforces an environment of respect for ALL PEOPLE."

Background and History

The City of Fort Collins, in 1992, was one of the founding organizations of the community-wide Cultural Diversity Task Force (CDTF). After a thorough assessment of the Fort Collins community and the needs of our multi-cultural, multi-ethnic and multi-racial citizens, the CDTF made recommendations to various entities in Fort Collins which would help us create "A community that fosters, promotes, and enforces an environment of mutual respect for ALL PEOPLE."

Because the City shared in this vision, a diversity team was established in 1993 and this group drafted a Diversity Plan which was approved by City Council and implemented by the City organization that same year.

In January 1998, an assessment of the accomplishments made by the City in the area of diversity was completed. This assessment revealed that a great deal of work has been, and continues to be, done in the area of diversity and inclusiveness. The assessment also served as a tool for the diversity team as it reviewed and revised the Diversity Plan. The result of this review is a Diversity Plan which has been created to guide the City in its ongoing efforts to work together internally, as well as with the entire Fort Collins community, to create a place which is welcoming, inclusive and respectful of all people.

Challenges

In the course of defining values and implementing actions that underscore and support diverse ideas, perspectives and approaches, it sometimes seems counter to the values and needs related to organizational consistency, equality and uniformity. Yet, in a public organization like the City, both concepts – diversity and uniformity – are necessary. The challenge is how to appropriately balance these so that individuals who work in an organization feel valued and respected while at the same time the organization operates

effectively with policies and procedures that assure employees are addressed with consistency, equality and in ways that are similar to other employees. It is a challenge that is never ending yet one that we feel is well worth the effort.

How To Use This Guide

In viewing our role toward achieving this vision, a Diversity Plan has been developed to guide us in the achievement of our commitment. As a City, the goals and actions related to diversity continue to be carried out in three major areas:

1. **Leadership:** As elected officials and public employees, we believe we are responsible for providing community leadership that fosters and promotes a community that supports diversity and cultivates an environment that is welcoming and inclusive of all people.
2. **Service Provider:** Through the many services the City provides the Fort Collins' community, we believe we should provide and deliver services that address the diverse needs of our customers, both internal and external. At the same time, recognizing that customers are likely to have differing values and needs that may impact the services provided, we consider those values and differences when offering services.
3. **Employer:** As a major public employer, we believe it is our responsibility to monitor the City's work force and establish recruitment action plans to better support and reflect the diversity of relevant labor markets in all job categories and to create an awareness, appreciation and ability to work with the diversity in our work force.

The attached Diversity Plan is a guide for ongoing efforts in the area of diversity. The action steps in each of the three major areas are to be used as suggestions for organization-wide efforts as well as individual service areas and departments. It is anticipated that each service area will expand and modify the actions steps to address their specific needs. The diversity team will work with individual departments on the implementation of decided actions.

LEADERSHIP

Goal: To foster and promote a community that supports diversity and cultivates an environment that is welcoming and inclusive of all people.

Strategy A: Develop a concise statement on behalf of the City government that reflects the City's values, beliefs, and goals regarding diversity.

Action Steps:

1. Establish a joint work group between staff and a City Council representative to prepare a statement that would be considered by the City Council for adoption.
2. Once adopted, distribute the statement to all employees, to entities throughout the community, and to the citizens at large.

Service Area/Department Action Steps:*

1. _____
2. _____
3. _____

Strategy B: City elected officials and City employees will take an active role in ongoing diversity efforts in the community.

Action Steps:

1. Periodically "tap" the community for ideas and advice in creating a community that respects and appreciates the diversity of all people within our community.
2. Sponsor and/or co-sponsor opportunities for community dialogue, education and resolution of public problems on diversity-related issues.
3. Design, participate in and publicize activities and events that examine, explore and celebrate the diverse perspectives that make up our community. Encourage participation at all levels to show organizational commitment to such programs.
4. Partner with other public and private entities to develop and carry out initiatives that will help create a safe, welcoming and more inclusive community.

* Once the Diversity Plan is adopted, Service Areas will identify action steps relative to this as well as other goal and strategy sections throughout this plan.

5. Partner with other public and private entities to provide diversity training and educational programs for local leaders, employees of entities, and citizens.
6. Work with neighborhoods to develop and implement programs and activities that help cultivate an environment that is safe, welcoming and inclusive.
7. Regularly publicize to the community activities and incentives the City is doing to promote diversity issues both within the City organization and throughout the community.
8. Provide all City Council members with a diversity “briefing” and information about the City’s vision, policies and programs regarding diversity.

Service Area/Department Action Steps:

1. _____
2. _____
3. _____

Strategy C: City policies, programs and services will be sensitive to and consider the diverse needs of City staff and the citizens that make up our community.

Action Steps:

1. Develop and advocate policies that take into account and address the needs of a diverse community.
2. Formulate policies that reflect a value for diversity and the diverse needs of the citizens of our community. Over the next five years, policies that pertain to housing and the process for handling human rights’ complaints will be a particular focus.
3. Formulate and implement internal policies which foster inclusion within the organization.
4. Advocate and promote membership on boards and commissions which is representative of and reflects the diversity of the community.
5. Ensure an equitable placement and distribution of public facilities throughout the community. This includes recreational and cultural facilities as well as basic service facilities.
6. Develop a city-wide diversity recognition award.

Service Area/Department Action Steps:

1. _____

2. _____

3. _____

SERVICE PROVIDER

Goal: To be an informed provider of services to all customers, both internal and external; demonstrate a willingness to include all those who will be affected by the service, or think they will be affected; and understand that the customer may have different values, which may impact the service provided and be willing to consider those values when offering services.

Strategy A: Assess the needs for services. evaluate ways services are provided, and work to meet the needs of Fort Collins' diverse community.

Action Steps for Accessibility of Information and Services:

1. Provide key written materials in a variety of languages.
2. Provide options for spoken or signed translations at community meetings, when requested.
3. Provide staff with multi-lingual skills, or services with multi-lingual capacity, to assist customers in those departments whose role is primarily customer contact.
4. Schedule public meetings for times and locations that encourage public participation.

Service Area/Department Action Steps:

1. _____

2. _____

3. _____

Strategy B: Be clear about the organizational position on diversity both within the work force and in the community at large.

Action Steps for Corporate Values

1. Define and publicize corporate values, including ones on inclusion, respectful treatment and so on.
2. Define and publicize employee behaviors that support corporate values.
3. Use corporate values to measure success in programs, for funding decisions, and so on.

Service Area/Department Action Steps:

1. _____
2. _____
3. _____

Strategy C: Foster awareness of diversity through education and promote representative inclusion of members of the community on boards and commissions.

Actions Steps for Community Education:

1. Actively participate in community education efforts that support inclusive, respectful behaviors and environments for all.
2. Partner with one or two entities to design and implement programs or products that reinforce inclusive, respectful behaviors and environments.

Service Area/Department Action Steps:

1. _____
2. _____
3. _____

Action Steps for Board and Commission Membership

1. Conduct training programs on Board and Commission responsibilities.
2. Review recruitment and selection processes for Boards and Commission members in light of inclusive values.
3. Conduct training programs for staff liaisons to Boards and Commissions in light of inclusive values.

Service Area/Department Action Steps:

1. _____
2. _____
3. _____

EMPLOYER

Goal: To monitor the City's internal work force and establish recruitment and retention action plans to better support and reflect the diversity of relevant labor markets in all job categories. To create an awareness, appreciation and ability to work with the diversity in our work force.

Strategy: Review and improve recruitment, training, retention, staff development, promotion, discipline, and performance evaluations.

Action Steps for Recruitment:

1. Review recruitment and retention process to ensure consistency with diversity values.
2. Encourage interview boards to reflect a diverse panel of gender, ethnicity and professional categories.
3. Routinely place advertisements for recruitment in markets to advise potential minority applicants of employment opportunities.
4. Design and implement creative outreach programs to gain access to qualified applicants that are not traditionally applying for vacant positions.
5. Continually provide equal opportunity employment to the general public by advertising and creatively promoting available openings, such as the Seasonal and Temporary Employment Job Fair.
6. Work toward developing a mentoring program in partnership with Colorado State University, Front Range Community College, and/or Poudre School District.

Service Area/Department Action Steps:

1. _____
2. _____
3. _____

Action Steps for Training:

1. Review and prioritize City training needs with suggested revisions consistent with a diversity focus to include interviewing skills, how people work together, respect of different work styles, gender issues and ethnic diversity.
2. Provide training and development opportunities with managers' support.

Service Area/Department Action Steps:

1. _____
2. _____
3. _____

Action Steps for Retention/Staff Development:

1. Create and implement clearly stated values, policies and procedures regarding behavior and treatment of others.
2. Work toward developing and promoting mentoring, career path planning and shadow training opportunities for employees interested in gaining management insight and skills toward advancement in the organization.
3. Identify and address obstacles to successful employee development.
4. Conduct performance appraisal training and review performance criteria. Reinforce behaviors that are respectful of others, apply City policies to any circumstances involving harassment or discrimination, and take prompt and consistent corrective actions where necessary. Incorporate the City's diversity goals as part of performance appraisals as appropriate.

Service Area/Department Action Steps:

1. _____
2. _____
3. _____