

DATE: May 24, 2011

STAFF: Darin Atteberry

Pre-taped staff presentation: none

WORK SESSION ITEM FORT COLLINS CITY COUNCIL

SUBJECT FOR DISCUSSION

City Council Workshop Follow-up.

EXECUTIVE SUMMARY

City Council conducted a Workshop on May 6 and 7, 2011, where it identified key focus areas for the next two years and discussed how to work together to achieve them. City staff is incorporating information from the Workshop with other existing policy commitments to create a draft Two-Year City Council Work Plan. The draft plan is designed to foster additional conversation about Council priorities and to provide transparency for the public regarding the Council Workshop discussion. The draft plan and presentation materials will be delivered to City Council on Monday, May 23.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

The purpose of this work session is to review the draft work plan with City Council, seek feedback on adjustments that need to be made, clarify Council priorities and determine next steps. Questions to be answered are as follows:

1. Does the draft work plan and Council Workshop Summary accurately capture City Council's comments and intent from the May 6 and 7, 2011 Workshop?
2. What guidance does Council wish to provide about items of highest priority?
3. At the Workshop, City Council expressed the desire to create a "Futures" Council subcommittee. Does City Council have additional suggestions for the scope of that committee?

BACKGROUND / DISCUSSION

On May 6 and 7, 2011, City Council conducted a workshop to address the following objectives:

- To identify individual Councilmembers' priorities, hopes and aspirations
- To identify Council priorities for the next two years
- To discuss how Council works together as it pursues the 2011-2013 work plan
- To discuss how the City organizational works together effectively
- To review and affirm (or identify possible alteration to) the City's vision, mission and values
- To discuss Council assignments (e.g., Boards, Authorities, liaisons, etc.)

Councilmembers identified numerous areas of focus they wish to see in the two-year Council work plan, as well as several immediate follow-up items. A draft summary is attached (Attachment 1).

To provide a more complete picture of the Council work plan, City staff is also incorporating information from the following sources:

1. Plan Fort Collins Priority Actions and Strategies (immediate and near-term) Items from the Policy and Plan Review Schedule that occur in 2011 and 2012.
2. Items currently scheduled on the six month agenda planning calendar.

A summary matrix and presentation slides will be provided to City Council on Monday, May 23.

ATTACHMENTS

1. May 6 and 7, 2011 Council Workshop Draft Summary

City Council Workshop – May 6 & 7, 2011 Summary & Follow-up Items - DRAFT

Participants: Mayor Karen Weitkunat, Mayor Pro Tem Kelly Ohlson, Councilmembers Gerry Horak, Aislinn Kottwitz, Ben Manvel, Lisa Poppaw, and Wade Troxell; City Manager Darin Atteberry, Municipal Judge Kathleen Lane, City Attorney Steve Roy, and Executive Lead Team members Kelly DiMartino, Mike Freeman, Brian Janonis, Diane Jones, Jerry Schiager and Wendy Williams. Facilitated by Mike Hughes, Keystone Center.

Major Themes

Throughout the weekend, several themes emerged:

- Focus on the long-term
 - Develop a long-term plan for City funding; consider diversity of revenue sources and appropriate use of reserves
 - Review efforts around energy, water and transportation with focus on the long-term
- Increase accountability of City organization
 - Develop systemic process for implementing and continuing adopted policies and practices
 - Establish formalized reporting and written protocols
 - Expect staff to be well-prepared
 - Focus on meaningful outcomes - identify metrics that report on things that are important to community, not internally-focused
- Create more strategic public involvement process; engage citizens early and throughout the process; seek ways to improve quality of engagement, not quantity

Context from City Staff

Mike Freeman and Darin Atteberry provided brief presentations about the City's finances, the status of Keep Fort Collins Great projects and initiatives, capital projects and the policy and plan review schedule. City Council asked a series of follow-up questions and provided feedback about additional policy or process discussions that need to be scheduled. A summary of all follow-up items is included in Attachment A.

Context from City Councilmembers

Each City Councilmember provided brief comments about what they bring to City Council, what they are hearing from citizens, and what they see as challenges for the next two years. A summary is included in Attachment B.

Mission, Vision & Values

After a brief staff presentation by City Manager Darin Atteberry, City Council discussed the City's vision, mission and values. Following is an overview of the key points that were raised:

- Some Councilmembers questioned the relevance of vision, mission and values

- Other Councilmembers advocated that it is very important in setting expectations for employees and empowering them to achieve goals; it leads to a better organization and a better community
- Councilmembers voiced that they need to model the values; this includes respecting staff and not berating them on camera
- Council expects staff to model the values as well:
 - Respect Council by providing quality staff work; Council presentations should be well-prepared and thought out; don't dance around issues - if you don't know answers, admit it and follow-up; no dancing around issues
 - Demonstrate initiative and provide exceptional service to community; when you see things that need to be fixed, report it

Council Areas of Focus

City Councilmembers identified the areas of focus they wish to see in Council two-year workplan. The following topics were identified:

- City Finances
 - Income & diversifying revenue streams; reduce dependence on sales tax
 - Manage expenses
 - Capital projects
 - Add operations and maintenance (O & M) into all conversations about capital; lifecycle costing for all City assets; depreciating assets/sinking fund
 - Review KFCG expenditures and how to allocate excess funds
- Organizational performance & accountability
 - Protocols and procedures; systems-thinking approach
 - Quality product, focused on outcomes
 - Regular monitoring and reporting (workplan, policy issues, budget)
 - Succession planning, job performance
 - Look holistically/integrate projects at a staff level
 - Technology and Council agenda materials
- Focus on Future
 - Water (i.e., storage and in stream flows)
 - Energy
 - Transportation
 - Built Environment
 - Economy; develop economic model for Fort Collins
 - Role of MAX in City strategic plans and policies
 - Overall community connections between South Fort Collins and North Fort Collins
- Budget Process & Metrics
 - Budget metrics need to be tied to performance and outcomes
 - Re-evaluate budget process; engage public in a more meaningful way
 - Establish Council committee on measurement, outcomes and regular reporting (this committee would also look at the "futures" issues)
 - Make metrics easily available online

- Regionalism, partnership & collaboration
 - Recognize values differences
 - Lead conversations to ensure all views are represented
- Public Involvement
 - Engage public in more meaningful ways (budget, neighborhood issues, policy issues)
 - Re-engage broader community, not just regulars
 - Feedback from citizens after capital projects are completed to identify areas of improvement
 - Re-evaluate citizen survey; focus more on identifying citizen priorities
 - Neighborhood 101 classes before projects come up
 - Neighborhood/business listening sessions by Council
 - Ombudsman for development review
 - Role of Boards & Commissions in public involvement process and how it affects timelines for policy discussions
- Policy Discussions/Decision Points
 - Use of excess Keep Fort Collins Great dollars
 - Large utility pole policy
 - Cell phone towers
 - Marijuana edibles
 - Energy Board (vs. Electric)
 - Wastestream study; expand to waste to energy analysis
 - E-waste (related to mutually-owned landfill)
 - Corn ethanol use (eliminate)
 - Green golf courses
 - Stormwater best management practices/retro-fitting
 - Street retro-fitting
 - Deconstruction projects – City policy about our projects and when we contribute to private projects
 - Downtown parking ordinance; related issue – employee parking subsidies
 - Independent review system for police shootings
 - Increase community involvement/activity in natural areas and recreation
 - Re-examine built environment/green building materials – local sources, regulatory barriers (i.e. shake shingles)
 - Renewable energy credits
- Projects
 - Restore Poudre River & habitat (e.g., ½ mile pilot project)
 - Manual on parks sustainability practices
 - Development Review Tracking System online
 - Voluntary or mandatory year-round drug drop-off program; partnership with pharmacy and education campaign
 - Improved snow removal ordinance enforcement
 - City website improvements; re-naming of stored documents
 - Old Town Plaza renovation/funding
 - Community Marketplace

- Document protocols for:
 - Wetlands/habitat/river restoration
 - Trail clean-up
 - Recycling
 - Building codes
 - Punch lists for major projects
 - Sidewalk rehab
- Public Safety
 - PFA emergency response model – allocation of resources with PVHS
 - Community policing policy
- South Fort Collins
 - Long-term vision for services in south side of town
- Youth Issues
 - Early childhood
 - Child care
 - Transportation
 - Facilities for lower income kids on south side of town
- Community Livability
 - Need policy and/or plan around social and human services
 - Affordable housing
 - Look at/identify barriers to affordability, such as over-regulation
 - Maintain quality (e.g. energy efficiency)
 - Incentivize services along Mason Corridor (i.e. affordable housing or childcare services within walking distance)
 - Tie to City's economic model
 - Youth issues (early childhood, child care, transportation, etc . . .)
 - Poverty – look at City's role
 - Consider community at large in decision-making, and recognize unique flavors of districts
 - Incentivize research and innovation in our community
 - Student housing – broader policy about projects and U + 2; work with CSU
 - Train noise
 - Bike programs
 - Infill development – identify barriers
- Governance Issues
 - Role of technology/e-ballots
 - Timing of elections
 - Campaign finance
 - Mail ballots to active and inactive voters
 - Council committee re: Futures (Outcomes, monitoring and measurement)
 - Succession planning for Council sub-committees
 - Consider more “vetting” of topics with Council sub-committees
- Personnel-Related
 - Market definition (mix of public/private sector) for employee compensation and benefits

- Clear explanation of benefit market comparisons (co-pay, deductible, premiums, etc . . .)
- Compensation for employees who are below-market
- Staffing levels in City Attorney's Office and Municipal Court
- City policy re: salaries for employees under criminal indictment

Prioritizing the list:

- Gerry asked for a prioritized workplan; Council and staff need to be clear about what can and can't be accomplished and recognize bandwidth of organization
- Staff to evaluate list and organize by categories such as what is currently being done, what is planned and what can easily be added
- Follow-up with Council to evaluate what is urgent, high-impact, important to electorate

Working Together as a City Council

City Council discussed how they can most effectively work together to accomplish their goals and priorities.

Meeting protocols:

- Discussed the appropriate use of technology (I-pads and cell phones) during meetings; will use technology for business purposes and minimize frequency of personal messages/texting
- Discussed how Councilmembers are to be addressed; will use more formal structure for meetings than work sessions
- Discussed potential amendments to rules of participation for citizens; Steve will follow-up to determine if desired and/or necessary
- Eliminate formal 30 minute restriction for public participation at City Council meetings
- Clarify purpose of sign-in sheet; if not required by City Clerk's Office, remove requirement to sign in but notify people that if they would like follow-up, they must provide contact information

Council communication:

- Discussed process for submitting questions regarding agenda items; goal is to submit as early as possible to get the best responses and to give Council more time to digest responses
- Include questions from Council in Leadership Team meetings minutes; provide more detail in Leadership team minutes about highlights and action items; be more transparent to ensure "no surprises"
- Discussion about changing timelines for packet production/delivery to provide longer lead time for Council review
- Provide read-before packets to City Council offices by 4:30 p.m.
- Some City Councilmembers expressed interest in switching to only electronic; don't provide paper copies of things sent via email

Council Assignments

City Council discussed assignments for Board and Commission liaisons, committees, authorities and other organizations. See Attachment C for the list of assignments.

Follow-up to Staff Context Presentations

Policy or Process Discussions to be Scheduled:

- Use of reserves and excess KFCG dollars
- PRPA major lines
 - Serious concerns about process gaps
 - Policy about undergrounding all major lines
 - Map of all planned PRPA lines
 - Opportunity to do the right thing first rather than waiting for something bad to happen
- Performance measures/metrics for each Service Area (or BFO Result Area)

****Note** – additional items to be scheduled are listed in Council's list of goals and will be scheduled as the prioritized workplan is finalized.

Questions/Follow-up Items from Staff Context Setting (organized by Service Area and numbered for reference in follow-up responses):

Financial Services

1. Provide copy of Friday night presentation
2. Provide information about fund balances and available resources; clearly depict what is above and beyond reserve policy; include fund balance information in capital projects work session
3. In all capital project updates, include estimated total cost, sources of funding, start date, projected completion date and maps/location
4. Provide list of where reserve dollars are being spent in 2011/2012 budget
5. Add 2012 dollar amounts to KFCG memo
6. What will we do with the KFCG dollars that are accumulating but won't be spent in 2011? (i.e. Police staffing \$\$, grants that come in mid-cycle, cost savings)
7. Need to be more accurate in estimating projected costs (i.e., if it takes 6 months to hire staff, don't budget for a full-year of salary)

Planning, Development & Transportation Services

8. How are we determining bridge projects?
9. Provide clarification on Offer 85.8; if this is for affordable housing, shouldn't it be allocated through CDBG fall cycle, not spring? Also include in this response and update on cuts to the federal block grant and the impact that will have on Fort Collins.
10. In future capital project presentations, include this info: projected total cost, funding sources, start and end dates, maps or general vicinity descriptor
11. Will Mason Corridor have service on Sundays?
12. Is next Historic Preservation Assessment not until 2015? May need attention prior to that given cuts from past few years.
13. Provide white paper on City's role in poverty

Culture, Parks, Recreation & Environment

14. Environmental parks practices – should never be using general pesticides
15. Provide more information about why we are using organic fertilizer only at Spring Canyon Community Park and not all parks
16. Offer 179.7 Recycling and Sustainability Coordinator/Environmental Planner - why didn't Sustainability Coordinator go full-time time at beginning of year rather than in May?
17. Offer 193.3 Climate Wise Program Enhancement – How is the recognition event in the “enhancement” different than what we've always done? What is Phase II of the reporting database?
18. Explain difference between Citywide Greenhouse Gas Status Report and Climate Action Plan
19. Open space and restoration updates should be provided at least annually

Utilities

20. Provide information about Halligan funding
21. Provide update on Utilities Service Center addition
22. Provide information on smart meter project (when installation of smart meters will start, context/roadmap of how it fits into bigger picture regarding energy future, getting smart about energy management)
23. Proactively look at ways to address in stream flows if water storage projects are built)

City Manager's Office/City Clerk's Office/City Attorney's Office

24. What is status of Eyes and Ears program?
25. Provide Policy and Plan Review Schedule in Excel document so Council can sort
26. Identify timeline for Plan/Policy Updates as separate column from frequency of status reports
27. Add items to Policy and Plan Review Schedule: building code updates, affordable housing, solid waste, recycling, stormwater best management practices, periodic fee review
28. Organize Policy & Plan update chart by BFO outcome area
29. Provide organizational training on effective Council presentations
30. Create improved quality control for AIS documents to ensure more consistent quality
31. Can we provide postage for voters to mail back ballots?
32. Provide briefing on City policy re: legal defense and salaries for employees under criminal indictment
33. Provide legal advice on what protocols should come before City Council for adoption vs. handled administratively
34. Check with City Council about individual preferences re: electronic vs. paper read-before packets

City Council Context

Karen

- Brings a business/hospitality industry background; recognize importance of business to economy
- Wants positive representation for Fort Collins
- City government must build on trust; 2B is like a contract
- Wants to engage next generation - examine form of government, process and procedures, duties and responsibilities, new technologies
- Focus on continued excellence for 21st century and build on future; we have a popular community for seniors and next generation and should match housing and services to their needs

Lisa

- Wants to continue good work already in progress
- Hearing from constituents they desire a balance of economy and environment
- Look at how Council works together in balancing interests and pursuits
- Be sure everybody's voice gets heard
- Presume that all have good intentions
- Treat one another and staff with civility

Aislinn

- Brings average working young family perspective to Council, as well as PVHS employee (low man on the totem pole) perspective
- Hearing from constituents they don't want extremes, but desire responsible balance
- Believes we're missing connections to southeast part of community (transit, recreation facilities, trails, etc . . .)
- Makes sense for City organization to work on performance excellence because community is filled with people who strive to make it better
- Appreciates efforts by fellow Councilmembers to work together

Wade

- Interested in economic vitality
- Supports working through collaborations and partnerships
- Wants to focus on citizen-centered priorities
- Believes we're missing connections to southwest part of Fort Collins
- Looking for long term perspective; we have choices now and need to clearly understand how the "system" works and our role in the system

Ben

- Service on City Council is similar to skills used at University (lecture, listening, and research)
- Brings respect for different ways of doing things
- Believes we've made great progress during time on Council reforming how we do things, but still have work to do
- Need to look long-term, especially with finances; must look at revenue possibilities for the long-term
- People care about what directly impacts them; they don't necessarily understand the huge impact this Council has had in organizational reform (personnel items, benefits, retirement plans, etc . . .)
- Council has been the creative spark; looking for more idea generation from staff
- See communication challenges/opportunities re: use of technology

Kelly

- Serves the community with passion and purpose
- Committed to good governance and fiscal responsibility
- Role is to push, pull and support City organization to get things done; serves as a change agent
- Concerned the City organization lacks systemic, permanent structural accountability
- Concerned the two year council work plan is not reviewed and implemented
- Focus is getting organization to a higher level of process and accountability; wants monitoring and reporting; policies, practices and protocols should be written and documented; employees need to come prepared to meetings
- Community pride demonstrates we're doing a lot right

Gerry

- Brings experience and context in working in systems
- Wants us to think ahead; focus on long-term plans and policies; examine revenue streams now rather than waiting 10 years
- Hearing from constituents a perception of lack of fairness and the need to have better due process; neighborhood processes have not evolved over past two decades, especially with infill
- Wants to engage citizens differently, especially in the budget process (i.e., add citizens to results teams, working groups, etc)
- Need to better integrate budget, capital projects and 2-year work plan
- Still concerned about efficiency and spending
- Opportunities with very experienced Council; no need to educate and catch up; use coalitions of people on Council, regardless of politics; remember majority of work is basic, not ideological

**2011-2013
COUNCIL BOARDS AND COMMISSIONS LIAISON ASSIGNMENTS
AND COUNCIL COMMITTEE ASSIGNMENTS**

ASSIGNMENT	HORAK	KOTTWITZ	MANVEL	OHLSON	POPPAW	TROXELL	WEITKUNAT	LEGISLATIVE APPOINTMENT REFERENCE
COUNCIL BOARDS AND COMMISSIONS LIAISON ASSIGNMENTS								
Affordable Housing Board (1)					X			Resolution 2011-044
Air Quality Advisory Board (1)			X					Resolution 2011-044
Art in Public Places Board (1)					X			Resolution 2011-044
Building Review Board (1)				X				Resolution 2011-044
Citizen Review Board (1)	X							Resolution 2011-044
Commission on Disability (1)		X						Resolution 2011-044
Community Development Block Grant (CDBG) Commission (1)					X			Resolution 2011-044
Cultural Resources Board (1)		X						Resolution 2011-044
Economic Advisory Commission (1)						X		Resolution 2011-044
Electric Board (1)					X			Resolution 2011-044
Golf Board (1)		X						Resolution 2011-044
Human Relations Commission (1)							X	Resolution 2011-044
Land Conservation & Stewardship Board (1)		X						Resolution 2011-044
Landmark Preservation Commission (1)						X		Resolution 2011-044

ASSIGNMENT	HORAK	KOTTWITZ	MANVEL	OHLSON	POPPAW	TROXELL	WEITKUNAT	LEGISLATIVE APPOINTMENT REFERENCE
Natural Resources Advisory Board (1)						X		Resolution 2011-044
Parks and Recreation Board (1)				X				Resolution 2011-044
Planning and Zoning Board (1)							X	Resolution 2011-044
Retirement Committee (1)			X					Resolution 2011-044
Senior Advisory Board (1)		X						Resolution 2011-044
Transportation Board (1)			X					Resolution 2011-044
Water Board (1)						X		Resolution 2011-044
Women's Commission (1)						X		Resolution 2011-044
Youth Advisory Board (1)		X						Resolution 2011-044
Zoning Board of Appeals (1)				X				Resolution 2011-044
COUNCIL COMMITTEE ASSIGNMENTS								
Ethics Review Board (3 + A)		X	X		X	A		Resolution 2011-044
Finance Committee (3)			X	X			X	Resolution 2011-044
Legislative Review Committee (3)				X	X	X		Resolution 2011-044

OTHER ORGANIZATION ASSIGNMENTS

ASSIGNMENT	HORAK	KOTTWITZ	MANVEL	OHLSON	POPPAW	TROXELL	WEITKUNAT	LEGISLATIVE APPOINTMENT REFERENCE
AUTHORITY ASSIGNMENTS								
Downtown Development Authority Board (1 + A)			A	X				Resolution 2011-044
Housing Authority (1)					X			Resolution 2007-042 (until May 1, 2012)
OTHER ORGANIZATION ASSIGNMENTS								
Airport Steering Committee (Mayor + CM)							X	IGA Joint Operation of Ft. Collins/Loveland Airport
Beet Street Board of Directors (1)					X			Resolution 2008-043
Colorado Municipal League (CML) Policy Committee (1 + CM)					X			Resolution 2011-044
Colorado State University Liaison Committee (2)			X			X		Resolution 2011-044
Disaster Council/Policy Coordinating Committee (Mayor)							X	Emergency Operations Plan (Article II, Sec. 4 of the City Charter)
Forfeited Property Disposition Committee*							X	Resolution 92-122

ASSIGNMENT	HORAK	KOTTWITZ	MANVEL	OHLSON	POPPAW	TROXELL	WEITKUNAT	LEGISLATIVE APPOINTMENT REFERENCE
Larimer County Open Lands Advisory Board (1)	X							Resolution 2011-044
Library Trustee Selection Committee (2)					X		X	Resolution 2011-044
North College Urban Renewal Plan Citizen Advisory Group (1)			X					Resolution 2011-044
North Front Range Air Quality Council (1)			X					This is an appointment by the MPO
North Front Range Transportation/Air Quality Planning Council – Metropolitan Planning Council (MPO) (1 + A)			X			A		Resolution 2011-044
North I-25 Front Range Environmental Impact Study (EIS) Project Regional Coordination Committee – CDOT (1)			X					Resolution 2011-044
Platte River Power Authority* (plus one additional member from the City)							X	Organic Contract and Resolution 2011-046 (scheduled for May 17 will determine 2nd assignment)
Poudre Fire Authority Board of Directors (2 + CM)								Resolution 2011-047 (scheduled for May 17 will determine assignments)
Poudre Heritage Alliance (1)			X					Resolution 2011-044
Poudre School District/City/Larimer County Liaison Committee (2)						X	X	Resolution 2011-044

* Mayor or designee

A = Alternate



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Fort Collins, CO 80521
970.221.6505
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fcgov.com

Memorandum

DATE: May 23, 2011
TO: Mayor & City Council
FROM: Darin Atteberry, City Manager *DA*
SUBJECT: Draft Council Work Plan

In preparation for the May 24 Work Session, we have developed a draft two-year Council Work Plan. The document includes the areas of focus you identified at the May 6 & 7, 2011 Workshop. These items are reflected in orange font.

To provide a more complete picture of the Council Work Plan, City staff also incorporated information from the following sources:

- Plan Fort Collins Priority Actions and Strategies (immediate and near-term)
- Items from the Policy and Plan Review Schedule that occur in 2011 and 2012
- Items currently scheduled on the six month agenda planning calendar

The draft Work Plan **does not include** capital projects, ongoing operational issues & other departmental projects.

I will make some very brief opening comments tomorrow evening. The slides are attached. I look forward to further conversation about your priorities and the Council Work Plan.

Two Year City Council Work Plan DRAFT - May 23, 2011								
Result Area		Currently Resourced		Method of Accomplishing			Lead Department(s)	Comments
		Yes	No	Council Action or WS	Written Update	Administrative Item		
***ITEMS IN ORANGE WERE IDENTIFIED DURING COUNCIL WORKSHOP								
***Items in black are from Plan Fort Collins Action Plan, Policy & Plan Review Schedule, and 6-Month Planning Calendar								
Environmental Health								
1	Wastestream Study - expand to "waste to energy" analysis	X			X		Natural Resources	
2	Evaluate use of corn ethanol	X			X		City Manager's Office	
3	Deconstruction policy - City property	X				X	Operation Services	City Manager will formally adopt as Administrative Policy
4	URA eligibility practices (including deconstruction policy re: contributions to private projects)	X		X			Finance	June 14 Council Work Session - URA Eligibility Practices
5	Re-evaluate policies around green building materials and local sources, regulatory barriers (i.e., shake shingles)		X	X			Community Development and Neighborhood Services	Not scheduled
6	Pilot project to restore Poudre River & habitat		X				Natural Areas	Some related ongoing efforts with KFCG dollars
7	Manual on Parks sustainability practices	X				X	Parks	
8	Watershed Program Status Report	X			X		Utility Services	
9	Halligan-Seaman Project Status Report	X			X		Utility Services	
10	Water Supply and Demand Management Policy Update	X		X			Utility Services	Not scheduled
11	Cardboard Waste Ban	X		X			Natural Resources	Not scheduled

Result Area		Currently Resourced		Method of Accomplishing			Lead Department(s)	Comments
		Yes	No	Council Action or WS	Written Update	Administrative Item		
12	Poudre River Corridor Access and Wayfinding Improvements	X				X	Advance Planning	
13	Waste Reduction and Diversion Campaign	X				X	Natural Resources	
14	Waste Diversion Assistance Program	X				X	Natural Resources	
15	Green Street Demonstration Project		X			X	Utility Services & Engineering	Long-term action item in Plan FC. Engineering, Transportation Planning will support Utilities
16	Construction & Debris Drop-off at Larimer County Landfill	X				X	Natural Resources	
17	Private Partnerships for Recycling Drop-offs	X				X	Natural Resources	
18	Voluntary Employer Commute Trip Reduction		X			X	Utilities-Climatewise	Seeking grant funding
19	Master Home Environmentalist	X				X	Natural Resources	
20	Waste Reduction Education	X				X	Natural Resources	
21	Multi-Family and Business Recycling Outreach	X				X	Natural Resources	
22	Multi-Family Energy Efficiency Program	X				X	Utility Services	
Economic Health								
23	Improvements to Process for Infill and Redevelopment	X		X			Community Development and Neighborhood Services	Scope to be determined following June 14 Work Session
	- Ombudsman for neighbors; Neighborhood 101 Classes		X			X		
24	Develop Economic Model for Fort Collins		X			X	Economic Health	Possible topic for Futures Committee

Result Area		Currently Resourced		Method of Accomplishing			Lead Department(s)	Comments
		Yes	No	Council Action or WS	Written Update	Administrative Item		
25	Diversify Revenue Streams - Natural Gas Franchise Fee		X	X			Finance	Possible topic for Futures Committee; related to item 73 (Transportation funding)
26	Development Review Tracking System online	X - partial				X	Community Development and Neighborhood Services	Implementation of online tracking of current projects is underway and should be complete in 2011. Access to archived development projects not yet resourced.
27	Old Town Square Plaza renovation/funding		X				DDA/City Manager's Office	
28	Economic Health Strategic Plan	X		X			Economic Health	August 9 Work Session - Economic Health Strategic Plan Update & Update on Target Industry/Cluster Strategy
29	Green Purchasing Study	X				X	City Manager's Office/Finance	City Manager will formally adopt as Administrative Policy
30	Financial Management Policies	X		X			Finance	Will go to Council Finance Committee
31	Investment Policy	X		X			Finance	Will go to Council Finance Committee
32	Parking Plan Update	X		X			Advance Planning/Parking Services	September 27 Work Session
33	Newsracks Status Report	X			X		Engineering	Next update due May 2012
34	Growth Management Area Adjustments	X		X			Advance Planning	Timnath - County IGA pending: 4-6 mos.
35	Land Use Code Amendment	X		X			Advance Planning	August 16 Regular Meeting
36	Bicycle and Pedestrian Wayfinding	X			X		Advance Planning (Transportation)	

Result Area		Currently Resourced		Method of Accomplishing			Lead Department(s)	Comments
		Yes	No	Council Action or WS	Written Update	Administrative Item		
37	Evaluate fees for Redevelopment/Infill projects	X		X			Community Development and Neighborhood Services/Economic Development	Not scheduled
38	Midtown Existing Conditions and Mall Redevelopment	X		X			Economic Health	Midtown URA scheduled for action July 19; Mall redevelopment is ongoing
39	Community Marketplace Feasibility Analysis		X				DDA	Identified in Plan Fort Collins; dependent on Downtown Development Authority
40	Digital Sign Code	X		X			Community Development and Neighborhood Services	August 9 Work Session
41	Downtown GID Capital Improvement Plan	X		X			Advance Planning	August 9 Work Session
Safety								
42	Large Utility Pole Policy - PRPA		X		X		Utility Services	
43	Regulation of Cell Phone Towers on City Property	X			X		Operation Services	
44	Regulation of Cell Phone Towers Citywide		X	X			Community Development & Neighborhood Services/Operation Services	Currently enforced via LUC and application process. Does Council want to consider a process change?
45	Regulation of Marijuana Edibles		X				Community Development & Neighborhood Services	Council passed ordinance allowing & regulating edible marijuana in FC. Does Council want to consider additional regulations?
46	Energy Board (vs. Electric)	X		X			Utilities	Not scheduled

Result Area		Currently Resourced		Method of Accomplishing			Lead Department(s)	Comments
		Yes	No	Council Action or WS	Written Update	Administrative Item		
47	Independent review system for Police shootings		X				Police Services	System in place; is further action required?
48	Renewable Energy Credits	X		X			Utility Services	August 23 Work Session - Electric Rate Options & Renewable Energy Standard
49	Voluntary or mandatory year-round drug drop-off program in partnership with pharmacy		X			X	Police Services	Would be done in partnership with Utilities & Natural Resources; not currently assigned
50	PFA Emergency Response Model		X		X		Poudre Fire Authority	Need clarification on scope of project
51	Community Policing	X			X		Police Services	Primary focus of new police staffing funded by Keep Fort Collins Great
52	Volunteer Handicap Enforcement Program	X			X		Parking Services	Next update - 2011
53	Net Metering Status Report	X			X		Utility Services	Next update - 2Q, 2011
54	Energy Policy Status Report	X			X		Utility Services	Next update - 2Q, 2011
55	Utilities Identity Theft Prevention Program Status Report	X			X		Utility Services	Next update - February, 2012
56	Stormwater Program Review	X				X	Utility Services	Quarterly updates
57	Platte River Power Authority Organic Contract/Supply Agreement	X			X		Utility Services	Electric Board will review and suggest any revisions
58	Detention Requirements for Redevelopment - Stormwater Best Mgt. Practices	X		X			Utility Services	Not scheduled - anticipated Q4, 2011
59	Geothermal Energy Development Fees	X		X			Utility Services	Include with Rate Increases
60	Energy Efficiency Improvement Finances and Incentives	X				X	Utility Services	
61	Pedestrian and Bicycle Safety Education	X		X			Advance Planning (Transportation)	Plan adopted by Council. Quarterly written updates proposed. Work Session Aug 23
62	Modernizing Electric & Water Infrastructure (Smart Grid)	X		X			Utility Services	June 28 Work Session

Result Area		Currently Resourced		Method of Accomplishing			Lead Department(s)	Comments
		Yes	No	Council Action or WS	Written Update	Administrative Item		
63	Electric Rate Options	X		X			Utility Services	August 23 Work Session - Electric Rate Options & Renewable Energy Standard
64	Floodplain Regulations	X		X			Utility Services	September 13 Work Session
Transportation								
65	Review role of MAX in City strategic plans and policies		X	X			Planning, Development & Transportation	Coordinate w/Economic Health/URA/CMO; clarify expectations with Council
66	Bike Programs	X		X			Advance Planning (Transportation)	August 23 Work Session
67	Street Retro-fitting - Reshaping Collector Streets Analysis & Design		X	X			Trans Planning, with Traffic Ops, Engineering	Analysis and design of candidate collector streets for re-shaping
68	Master Street Plan Street Classification Amendments	X		X			Advance Planning (Transportation)	Not scheduled
69	Harmony Road Enhanced Travel Corridor Plan	X		X			Advance Planning (Transportation)	Not scheduled
70	Harmony Corridor Plan Update - Gateway Analysis	X		X			Advance Planning	Not scheduled
71	North College/Mountain Vista Enhanced Travel Corridor	X		X			Advance Planning (Transportation)	Not scheduled
72	Enhanced/Refined Transportation Capital Improvements Plan	X		X			Advance Planning (Transportation)	Not scheduled
73	Pedestrian Needs Assessment	X		X			Advance Planning (Transportation)	Not scheduled
74	Bicycle Lane System	X				X	Advance Planning (Transportation)	

Result Area		Currently Resourced		Method of Accomplishing			Lead Department(s)	Comments
		Yes	No	Council Action or WS	Written Update	Administrative Item		
75	Trail Design Standards Amendments	X				X	Advance Planning (Transportation)	
76	Transportation Funding (Transportation Utility Study)	X		X			City Manager's Office (PDT)	Not scheduled
77	Federal Grant Support for Transportation	X				X	Planning, Development & Transportation	Ongoing
78	Streetscape Design Standards	X		X			Advance Planning	October 25 Work Session
79	Trail Network Assessment	X				X	Advance Planning (Transportation)	Inter-departmental team w/ NR, Parks. Related to Item #75
80	Regulations to Address New/Alternative Types of Vehicles	X				X	Advance Planning (Transportation)/Utilities	
Culture, Parks & Recreation								
81	Green Golf Courses	X			X		Parks	
82	Community involvement/activity in natural areas and recreation	X				X	Culture, Parks, Recreation & Environment	Need clarification on scope; this is part of ongoing efforts
83	Carnegie Building Creative Center Development	X				X	Cultural Services	
84	Arts and Culture Incubator and Education	X				X	Cultural Services	
85	Arts and Culture Consortium		X			X	Cultural Services	
86	E-bikes on Trails	X		X			Culture, Parks, Recreation & Environment	June 28 Work Session.
87	Art in Public Places Review	X		X			Cultural Services	July 12 Work Session
Neighborhood Livability								

Result Area		Currently Resourced		Method of Accomplishing			Lead Department(s)	Comments
		Yes	No	Council Action or WS	Written Update	Administrative Item		
88	Evaluate overall community connections between north and south Fort Collins - long-term vision for South		X	X			Planning, Development & Transportation	Need clarification on scope of project; need to identify lead dept.
89	Snow removal ordinance enforcement	X			X		Community Development & Neighborhood Services	Currently enforced via City Code & Neighborhood Resources; is additional action needed?
90	Youth Issues - early childhood; childcare; transportation; facilities for low income on south side		X	X			Not yet assigned	Need clarification on scope of project; need to identify lead dept.
91	Social and human services policy/plan (include affordable housing and City's role in poverty)		X	X			Advance Planning	Need clarification on scope of project; need to identify lead dept. Some conversations have begun, but no scope or plan yet.
92	Train Noise/Quiet Zone Study	X		X			Advance Planning (Transportation)	August 23 Work Session
93	Multiple-Family Building Design	X		X			Advance Planning	Not scheduled
94	Student Housing Plan--w/addition of neighborhood outreach, code compliance, fringe area land uses, etc.	X - partial		X			Community Development & Neighborhood Services	Not scheduled; need clarification on scope of project
95	Relocation Plan for residents displaced by redevelopment	X		X			Advance Planning	Council requested plan/policy for relocation as a result of redevelopment, based upon experience of N. College Marketplace project; not scheduled
96	Evaluate and Update Affordable Housing Development Incentives	X		X			Advance Planning	Not scheduled
97	Land Bank Program Evaluation	X				X	Advance Planning	

Result Area		Currently Resourced		Method of Accomplishing			Lead Department(s)	Comments
		Yes	No	Council Action or WS	Written Update	Administrative Item		
High Performing Government								
98	Evaluate and improve public engagement process:	X		X			Communications & Public Involvement	Not scheduled
	- Council listening sessions; re-evaluate citizen survey; customer surveys post-capital projects							
99	Keep Fort Collins Great Prioritization	X		X			Finance	June Council Finance Committee
100	Re-evaluate budget process							
	- Cross-cutting Budget Prioritization; Result Team composition; citizen engagement	X				X	City Manager's Office	
101	Enterprise protocols and procedures; systems-approach	X				X	Multiple Departments	
102	Document protocols for (i.e.):		X			X	Multiple Departments	Need to clarify scope of project
	- wetlands/habitat/river restoration							
	- trail clean-up							
	- recycling							
	- building codes							
	- punch lists for major projects							
	- sidewalk rehab, etc . . .							
103	Identify & Report Council/community key outcomes	X		X			City Manager's Office	Need to schedule Work Session re: each Outcome Area
104	Establish Council "Futures" Committee (Big picture plans, outcomes, monitoring and measurement)	X		X			City Manager's Office	Not scheduled
105	Evaluate "market" definition (mix of public/private sector) for employee compensation and benefits		X	X			Human Resources	Not scheduled

Result Area		Currently Resourced		Method of Accomplishing			Lead Department(s)	Comments
		Yes	No	Council Action or WS	Written Update	Administrative Item		
106	Market-based Pay Analysis and Adjustments	X - partial			X		Human Resources	Staffing to conduct analysis is resourced; pay adjustments are not currently funded
107	City policy re: salaries for employees under criminal indictment		X		X		City Manager's Office	
108	Evaluate Election Process		X			X	City Clerk's Office	
109	- Technology/e-ballots; timing; ballot recipients; campaign finance, etc . . .							
110	Succession Planning for Council Sub-Committees		X	X			City Manager's Office	
111	Evaluate use of technology for Council materials		X			X	City Manager's Office	
112	City website improvements; re-naming of stored documents	X - partial				X	City Clerk's Office/MIS	Web improvements ongoing; document naming/storage improvement process needs further research
113	Use of Excess Building Community Choices Dollars	X		X			City Manager's Office	July 12 Work Session - Allocation of BCC and Other Resources for Current Capital Needs
114	Citywide Capital Improvement Plan	X		X			City Manager's Office	
115	Strategic Planning	X				X	City Manager's Office	
116	Plan Monitoring Program	X				X	Advance Planning	Indicators & benchmarks for Plan Fort Collins
117	Boards and Commissions Review					X	City Clerk/City Manager's Office	
118	Well City Designation	X				X	Human Resources	
119	Address Language and Cultural Barriers		X			X	City Clerk's Office/Communications & Public Involvement	

Result Area		Currently Resourced		Method of Accomplishing			Lead Department(s)	Comments
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120	Improve Communication and Interaction	X				X	Communications & Public Involvement	

Council Workshop Follow-Up

Presented by Darin Atteberry, City Manager
May 24, 2011

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Elements of DRAFT Work Plan

- Areas of Focus Identified by City Council Members at May 6/7 Workshop (shown in orange)
- Plan Fort Collins Action Plan (Immediate & Near-Term)
- Plan & Policy Review Document (2011-2012)
- Six Month Planning calendar
- **Does not include** capital projects, ongoing operational issues & other departmental projects

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Questions for Council

- Does the draft work plan and Council Workshop Summary accurately capture City Council's comments and intent from the May 6 & 7, 2011 Workshop?
- What guidance does Council wish to provide about items of highest priority?
- At the Workshop City Council expressed the desire to create a "Futures" Council subcommittee. Does City Council have additional suggestions for the scope of that committee?