



## AGENDA

### MANAGEMENT AND FINANCE POLICY COMMITTEE

December 20, 2022

1:00 pm

This meeting will be live-streamed on the city's YouTube channel. Watch at  
[YouTube.com/TheAuroraChannel](https://www.youtube.com/TheAuroraChannel)

Public Participant Dialing Instructions  
Dial Access Number: 1-408-418-9388  
Enter Participant Code: 2497-725-1464

Council Member Gardner, Chair  
Council Member Murillo, Vice Chair  
Council Member Zvonek  
Deputy City Manager Roberto Venegas  
Finance Director Terri Velasquez

The Management and Finance Committee oversees the following Council goal and objectives:  
**PROVIDE A WELL-MANAGED AND FINANCIALLY STRONG CITY**

- Ensure the delivery of high-quality services to residents in an efficient and cost-effective manner.
- Maintain superior financial reporting, financial controls, appropriate reserves, budgeting financial management, and transparency, and invest in capital and infrastructure to support efficient and effective long-term provision of services.
- Maintain a high financial credit (bond) rating, maintain debt policies and debt practices that allow the assessment of appropriate debt levels, and periodically review debt and debt service to minimize costs.
- Provide appropriate stewardship of natural resources to ensure long-term sustainability for the city.

**Pages**

1. **Call to Order**

2. **Approval of Minutes**

Approval of November 22, 2022 Draft Minutes

3. **Consent Items**

1

**3.a 2022 Sales Tax Chart** 14

Presenter: Bill Levine, Management Analyst III (5 minutes)

**4. General Business**

**4.a Civil Service Commissioners Classification and Compensation Follow-up** 18

Presenter: Ryan Lantz, Director of Human Resources (10 minutes)

**4.b 2022 Management and Finance Policy Committee Recap** 31

Presenter: Terri Velasquez, Director of Finance (5 minutes)

**5. Miscellaneous Matters for Consideration**

Next meeting tentatively scheduled for January 24 at 1:00pm WebEx Meeting

**6. Adjournment**

Total projected meeting 20 minutes

## MF POLICY COMMITTEE MEETING

November 22, 2022

Members Present: Council Member Gardner – Chair, Council Member Murillo, Council Member Zvonek

Others present: W. Sommer, S. Van Buren, W. Levine, N. Wishmeyer, T. Velasquez, T. Hoyle, M. Bryant, M. Crawford, T. Sedmak, R. Goggins, D. Sisneros, K. Claspell, H. Hernandez, G. Koumantakis, D. Lathers, K. Stafford, J. Schneebeck, L. Saqib, G. Hays, M. Stamp, M. Cain, R. Venegas, R. Lantz, S. Newman, A. Jamison, K. Skaggs, L. Perry, D. Hudson, J. Bajorek, D. Brotzman

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### INTRODUCTIONS AND MINUTES

October 25, 2022, minutes were approved. Council Member Murillo abstain being absent.

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### OCTOBER 2022 SALES TAX CHART

#### Summary of Issue and Discussion

Bill Levine presented the October 2022 Sales Tax Chart. October is the third month in a row with double-digit growth at 13.6%. This puts the city at \$3.3 million or 1.5% over the sales tax revenue projection. Despite it being a factor in recent months, variable payments were not a factor for October. Auto dealers and parts were up 20%, utilities were up 18%, building materials were up 13%, and electronics were up 12%. Carvana and Tesla are the two new operating car dealerships in the city. The increase in utilities may be due to inflation and rising electricity and natural gas prices.

#### Committee Discussion:

CM Gardner: I had a question about the auto dealership. I thought that they paid sales tax in the city they live in, regardless of where the dealership is located. Is that not the case?

B. Levine: So, if an Aurora resident buys a car at an Aurora dealership, they pay sales tax. If that same resident were to buy a car outside of Aurora, they end up paying auto use tax. It takes longer for it to get back to us.

CM Gardner: Got you. All right. Thank you. Any other questions from either of the other two council members?

CM Zvonek: No.

CM Murillo: No.

Outcome

Information only.

Follow-up Action

No follow-up needed.

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**CIVIL SERVICE COMMISSIONERS CLASSIFICATION AND COMPENSATION ELIGIBILITY**

Summary of Issue and Discussion

Ryan Lantz, Director of Human Resources, presented this item. The City Council must decide whether the members of the Civil Service Commissions are employees or volunteers and if they should receive the inflation stipend paid to the city.

City Charter Article 3-17 creates a Civil Service Commission (CSC) but does not state whether they are employees or volunteers. Article 3-11 states that the City Council shall appoint all members of boards and commissions, and those members shall serve at the pleasure of the Council and may be removed at any time. Article 3-17(2) empowers City Council to set the Commission members' compensation by resolution. Charter Article 3-10 withholds power of the City Council to direct or request the appointment of any person or removal of his employment by the City Manager. If the CSC members were employees, then City Council should not be able to appoint or remove them.

In practice, the Civil Service Commissioners are recruited as volunteers and apply through the City Clerk's Office and not through the HR department. Based on City Code Section 102-69, members of the CSC shall be paid as compensation for their services in an amount equal to \$10.56 per hour with a minimum of \$21.12 (2 hours) and a maximum of \$48.48 (8 hours) of service rendered per calendar day. The members of the CSC shall be paid \$150 per day when conducting hearings concerning disciplinary appeals rather than the hourly rate. According to the Fair Labor Standards Act (FLSA), employees must be paid for all hours worked and a premium rate for overtime. This would be inconsistent with the City Code. The FLSA allows a public entity, however, to pay volunteers a stipend.

Committee Discussion:

CM Gardner: I have a couple of questions. The question as to whether or not they're employees or volunteers, if we say they are volunteers because of what FLSA says, they would still be eligible to receive compensation. Is that correct?

R. Lantz: Yes, if they were employees, then we would have to treat them as employees. And that does come down to this one item here that we should be paying them for hours worked.

CM Gardner: Maybe this is just my interpretation, but when I hear the word volunteer, I hear free, I guess. And so, my question is, if we are to say that they're volunteers, we're not saying we're going to not compensate them. Is that an accurate statement?

R. Lantz: If you choose to go volunteers, you can choose to give them a stipend as a form of compensation, and that would be within FLSA acceptable standards.

K. Skaggs: Kim Skaggs from the City Attorney's Office. If I could just jump in. Typically, the difference between pay and stipend is that pay is tied to hours worked. A stipend is not necessarily related to hours worked. The way we've written the city code puts us in between those two things. So, we can pay a stipend. Absolutely. But typically, a stipend is less than you would receive if you're an employee, and it's not tied to hours worked. To clarify, we may wish to pass an ordinance that clears up that section, regardless, to make it very clear they're either employees receiving hourly pay or they're volunteers receiving a stipend.

CM Gardner: I guess that's my question. So, if we say that they are volunteers, then they cannot receive both the hourly pay and the stipend. It would just have to be a stipend only.

K. Skaggs: I would recommend a stipend only. You can set it up however you want, \$500 a week or \$1000 a month. You pick the numbers. They just typically shouldn't be tied to hours worked.

CM Gardner: Okay. My next question: Do we have anything in our code, anything that increases that amount annually based on CPI or anything like that, or has it been set that way for a long time and has not changed?

R. Lantz: I know we did make one change, but that was because of the minimum wage increase in the state of Colorado.

K. Skaggs: It's supposed to be modified annually. I'm reading the code here "in an amount equal to the cost-of-living increase or decrease occurring during the previous calendar year, as determined by the US Department of Labor Consumer Price Index for the region or the average increase or decrease given to all employees, whichever is less".

CM Gardner: And is that for the hourly rate portion or for the stipend portion?

R. Lantz: For the hourly, right Kim?

K. Skaggs: It's for both. It says said hourly rate and minimum and maximum daily payment and disciplinary hearing rate. We have various rates within the code, which is a little complicated, and they are all supposed to vary based on the CPI or average increase given to employees.

CM Gardner: Okay. And then I think my last question: If we were to say that they are employees, what are the consequences of that? For example, do we have to provide health care under the Affordable Care Act or that type of thing?

R. Lantz: Yes. We would have to follow the Affordable Care Act, the ACA requirements. And if they're working a certain amount of hours, then we would need to offer them those benefits.

K. Skaggs: I think that's 30 hours per week last we checked hours. Granted, it's been a little while, but they were working 30 hours per month, so we wouldn't necessarily approach that threshold. But there's other things that would come into play. So, for example, they would have to track their hours exactly just like any employee would. We would have to keep detailed payroll records, things such as, for example, the Healthy Families and Workplace Act would apply. Any law that relates to employees would apply. Laws against anti-discrimination, laws for providing benefits, those sorts of things would apply if they went to any other employee. And then, of course, we have that conflict with the charter. So, right now, City Council appoints and removes civil service commission members, but they're not supposed to be able to do that for employees. So, it would create a conflict with the charter as well that presumably, we would want to resolve.

CM Gardner: Okay. And I guess that was actually the last question that I had written down. So, is it your opinion that if we were to call them employees, it would be in conflict with the charter and would require a charter change?

K. Skaggs: I do believe it would be in conflict with the charter. Yes.

CM Zvonek: No question. My comment would be I think it makes sense to classify them as volunteers and define the stipend and have that be the all-in and determine what that looks like. And even if we need to have a clarifying ordinance that says this is the stipend and this is the type of growth that they can expect, whether it's tied to inflation or an average of the increase in pay that we give employees. But I think that to me, based on what you're saying, it makes a lot of sense to define them clearly as volunteers.

CM Murillo: Yes. Similar thought on my end. It sounds like probably the path of least resistance here is to continue to consider the Civil Service Commission members as volunteers and add some additional clarity. I would want to see language that will provide further clarity on the inflation connection. And based on what I'm hearing today, I'm curious, how do other Civil Service Commission commissions operate within other cities in the metro area?

R. Lantz: We did not get that data or do that research, but we can probably take a look at that if that's part of that process.

M. Cain: Councilmember Murillo, the Denver Civil Service Commission is probably the closest comparison. And they have a stipend set up. I think it's a monthly stipend. I'm not sure what the amount is, but I think it's similar to the amounts that we're throwing around earlier.

K. Skaggs: So, does that mean they're volunteers and not employees since they're paid a stipend?

M. Cain: I haven't asked that particular question, the Denver Civil Service. But that sounds like city attorney advice to the Denver Council at some point. That sounds consistent.

CM Murillo: I was just going to say that I would appreciate a follow-up on that particular item. Whether they're volunteers or not, it's good to know that they have stipends. So, I think at this point I would be comfortable with continuing to classify them as volunteers and then pending more information, but I'm not sure because it would be in conflict with the charter, I'm not sure it makes sense for us to move in that direction at this time either way, but I would like that information. Thank you.

CM Gardner: So, Ryan, based upon the feedback today, could you work with Kim to prepare an ordinance that clarifies or memorializes this and then also see what comparison we can get from other cities, and then maybe we can do that at our December M&F meeting? I guess I would be curious also about two things. One, set up the stipends so that their compensation is similar to what they are receiving today. So, I guess that combines with their hourly and stipend amounts are and they're getting paid that as their starting stipend. And then secondly, that has an annual cost of living or CPI increase tied to it. Could you and staff prepare an ordinance like that and bring it back to our December meeting?

R. Lantz: Yes, we can definitely do that. And then that second question that's in play, too, that they're asking about the inflation stipend that all other employees receive. So, that would just then be a stipend whether you want to do that.

CM Murillo: I would support increasing for inflation if it's similar to what our employees receive. To me, I just want to make sure that that's okay, not creating more confusion that we're trying to rectify.

CM Zvonek: Ryan, what's the amount? Is it just a set amount that was given to everybody?

R. Lantz: Yes, it was from July through September. An equivalent of \$600 was given to all employees to assist with the high inflationary times. And the Civil Service Commission did not receive that.

CM Zvonek: I just think that the full-time employees that are working for the city, it's different than somebody mentioned they're working 30 hours a month. And so, it is a more voluntary role. So, I have a hard time justifying it, just given that I understand it for the employees. They're working full time, but I'd have a hard time saying yes to the volunteers on the Civil Service Commission, but I don't have any strong feelings about it. But I'd lean. No.

CM Gardner: So, maybe a question to help answer this or maybe it defers it, but since we're already past that period anyways, and from how I understand this is if we're going to pay them that inflation stipend, it would be back paid. Could we basically defer that question, come back to our December meeting with the ordinance? If that ordinance that classifies them as volunteers moves forward, once City Council codifies that into law saying they are volunteers, they would not receive that. If we go a different direction, then they would receive it. Could we do it that way or do we need to decide today?

R. Lantz: There is no need to decide today. It's really up to you guys.

CM Gardner: That would be my recommendation to have all Council to weigh in on this. But I think based upon the feedback from the group today, that should be the starting point for a draft, for an ordinance is to classify them as volunteers, which would not make them eligible. So, let's hold off on that final decision until we get input from all of Council. Are you both okay with that?

CM Zvonek: Yes.

CM Murillo: Yes.

CM Gardner: Okay. Well, does that give you enough clarity, Ryan?

R. Lantz: Yes, it does. Thank you.

CM Gardner: All right. Thank you very much.

#### Outcome

The Committee supported bringing the ordinance back to Management and Finance Policy Committee in December and then moving the item forward.

#### Follow-up Action

Staff will bring the ordinance back to the Management and Finance Policy Committee in December and then move the item forward to Study Session.

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## **2022 FORVIS AUDIT ENGAGEMENT LETTER**

### Summary of Issue and Discussion

Nancy Wishmeyer presented FORVIS' Audit Engagement Letter which outlines all services that they will provide in the upcoming audit including the financial statement audit, single audit of federal grants, and scientific and cultural facilities district audit. The auditors will also perform agreed-upon procedures on the City's 457 Plan, 7/20 Memorial Foundation, and various PEHP plans. In addition, the auditors will also perform a review of payments made to nonprofits including compliance with agreements, compliance with city policy, and the use of funds. The



letter also discusses the external auditors' responsibilities and fees being charged. The fees are already a part of the current signed contract.

Committee Discussion:

CM Gardner: Councilmember Zvonek, any questions?

CM Zvonek: No questions on my end.

CM Gardner: Councilmember Murillo?

CM Murillo: Just wondering if, especially when it comes to the audit of the nonprofits, does that create any additional work for the nonprofits to get that information to the auditors? And if so, what are we doing to help mitigate that impact? As you can imagine, the nonprofits run kind of lean and this can be the difference between them going for a government grant or not.

N. Wishmeyer: We already have most of the information that will be coming from the city to the auditors for them to review. We already have the agreements so we shouldn't need to reach out to the nonprofits and ask for additional information.

CM Murillo: Wonderful. Thank you, Nancy.

CM Gardner: All right. And Nancy, do you need us to say if we're okay moving this forward?

N. Wishmeyer: This contract with FORVIS has already been agreed to by Council. We did that a couple of years ago. This is part of the five-year agreement. So, the engagement letter is for information only and we don't take the engagement letter to Council.

CM Gardner: Okay, sounds good. Well, thank you for the presentation.

N. Wishmeyer: Sure thing.

Outcome

Information only.

Follow-up Action

No follow-up needed.

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## **RESULTS OF THE 2022 CITYWIDE CULTURE SURVEY**

### Summary of Issue and Discussion

Wayne Sommer presented the results of the Citywide Culture Survey completed in March 2022 in conjunction with the Human Resources Engagement Survey. For government employees, culture and values are the main reason for staying with an employer. The survey assessed different culture characteristics including safety. Approximately 47% responded. The low response rate may be due to leadership issues in public safety (transitions in chief positions), AFR being affected by the situation regarding bonuses, the length of the survey, distrust in the promise of anonymity, and apathy.

Burnout was a major concern that came from staff. It was recommended that management consider resource-realistic service levels that would reflect what staff can provide in a healthy manner. There should also be a review of existing priorities, due to concerns regarding numerous projects being considered priorities. These changes should be done in collaboration with staff. There must also be purposeful staff engagement which would help in building trust and relationships between management and staff. Staff engagement also provides a basis for psychological safety which is an environment wherein staff can participate and express their views without feeling that they will be ostracized or criticized. The heart of many culture issues is the absence of core competencies in managers and supervisors, which is not necessarily their fault. The city must establish core competencies and train managers and supervisors to spend time managing and less time on task work. Responsibilities must be clearly outlined, communicated, and understood so that staff can be more empowered to do their work. This is accompanied by improved performance standards. Staff must still be held accountable to execute tasks based on expectations. Accountability allows for correction and growth but must also include the potential for consequences. Moreover, there must be a recognition-rich environment wherein recognition is positive, frequent, and meaningful. Studies show that financial recognition, although welcomed, is not as effective in improving performance.

Successful organizations can communicate information up, down, and across the organization effectively. It is recommended that management include staff in discussions on establishing communication protocols that provide free and clear information flow. Departments must also look into their meeting norms and identify unnecessary meetings and possible alternatives to information sharing. Participatory decision-making is a major contributor to staff satisfaction with their jobs and helps them take ownership. Clear decision-making boundaries must be identified and outlined. This will produce a sphere of authority wherein staff can safely make decisions without asking for permission. Staff was clear that they missed the opportunities for growth and career progression. If there is no apparent way forward, staff will find avenues for advancement outside of the organization. The traditional pyramid organizational structure, although still used, is not effective for modern organizations. Management should consider instituting self-managed, self-directed, or agile work teams where possible. An organizational-wide approach to performance management should be considered. The city is actively trying to hire a Strategy and

Performance Manager to lead the strategic planning effort and establish performance management in the city.

A 2016 audit of the core four values on city operations determined an overwhelmingly positive impact. These values provide the basis on which an organization operates. Due to turnover during the pandemic, the effectiveness of applying the core values may have been disrupted. It is recommended to conduct a citywide refresher on the values. The Engagement and Culture Surveys are recommended to be repeated annually to measure progress against changes made. Management agreed that it is necessary for intentional and incremental steps. They are also developing a detailed plan and are requested to prepare a response for each of the recommendations.

Committee Discussion:

CM Gardner: Councilmember Murillo, any questions, or comments?

CM Murillo: I don't know if I have anything formulated at this time. That was a lot to digest. But thank you for your presentation.

W. Sommer: Thank you. We know it was a huge one. It's the largest audit report we've written in eight years, and there was a lot of information to consume in there. If you have any questions subsequent to this, please feel free to reach out to us.

CM Gardner: Councilmember Zvonek?

CM Zvonek: Wayne, did you say that you had or have the ability to break down the responses by department?

W. Sommer: Yes, we did do that. That's in an appendix at the very end of the culture report.

CM Zvonek: Okay. Okay. So, you would have it by the police department. Fire department?

W. Sommer: Correct.

CM Zvonek: Okay. Got it. Thank you.

W. Sommer: You're welcome.

CM Gardner: No questions for me. I met with Wayne and his team a week or so ago to go over this and asked quite a few questions, but just a couple of comments. One of the things I hear most often, especially from the development community as it relates to planning, is that staff is not empowered to make decisions. And I think some of the responses that we see in this specifically reflect that where employees are indicating that they don't feel empowered to make decisions. So, that's one comment. The other is that I strongly believe, and this isn't breaking news to those who

have managed employees, but compensation is typically pretty low on the list of reasons why somebody stays or not at a job. Managers, culture, and those types of things are so important. I think there are some positives here. There are also some negatives, and we're certainly going to need to address those and address some of the turnover issues that we're seeing. It's really not just the city of Aurora. So, I don't want to point all the blame at the city. I think a lot of organizations are seeing high turnover right now. But certainly, I think this audit uncovered some areas where we need to see some improvement.

CM Murillo: I was just wondering, maybe I missed this. How are we going to use this information? What is the thread, the chain now that we have this?

W. Sommer: Management has a schedule, as you can see on the screen right now, where we issued the report in late October to the directors. There are conversations that are going on right now between the Directors and the Deputy City Managers. We just held a town hall on November 15th where the results of the engagement and culture surveys were presented to staff. So, in the next two months, the department staff discussions will begin. There'll be conversations around the results of these surveys and what they mean to them and how they go about making changes within the various departments that will improve the culture. Management has requested that the departments come up with at least three action items that they're going to focus on in 2023. This will be a long-term project. I will emphasize this was a baseline survey. This was the first time that we've done this. And so much has gone on in the last three years. And it's not just COVID. As we pointed out in the report, there have been generational shifts that have been taking place during these last three years that are going to impact the organization going forward. Take the time to look at those culture issues now and consistently address them over the years. This is a project that will never be finished. This should be an ongoing continuous evaluation where staff is always looking at what are we doing, where we are we right now. Hence the need for the annual surveys to confirm that we're making progress or to show areas where perhaps we're not making as much progress as we should, and we need to go back and develop some different action steps.

CM Murillo: Thank you.

W. Sommer: You're welcome.

Outcome

Information only.

Follow-up Action

No follow-up needed.

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**PRESENTATION OF THE 2023 AUDIT PLANNING RESULTS**

Summary of Issue and Discussion

### **Report of Internal Planning Audit**

Sheree Van Buren presented this item. The risk assessment approach was changed from a more than 60-item survey to a 6-question survey. This was shared with the department directors and then with noted individuals. Individual meetings were held with the City Manager, Deputy City Managers, City Attorney, Presiding Judge, Court Administrator, and staff. Following these, a list of internal audit observations and a list of priority internal audit engagements were developed. There is a focus on the importance of management taking responsibility to address the risk and Internal Audit's responsibility to draw attention to the risk areas. These risk areas include a lack of staff to fulfill vacant positions, communication, collaboration, training, etc.

Several priority engagements were identified. These include the IT Operational Assessment in which we will evaluate the effectiveness of the current organizational structure. Part II is anticipated to address the risks identified in Part I. A city governance practices engagement will be done to assess the state of these practices in relation to leading practices and determine necessary improvements. A Part II is also anticipated for this. Citywide consultation services will be investigated to determine the disposition of any study findings and assess the value of deliverables in relation to their intended purpose. Internal Audit wants to assess what has been done since the completion of studies by third-party consultants. The sole source purchasing process engagement will determine whether appropriate controls and policies exist to ensure that purchases are appropriate and in the best interest of the city. The recurring engagement of the Mayor and City Council Operating Expenses will still be performed to determine if recorded expenses are incurred in accordance with council policies.

Due to limited resources and other high-priority risk areas, some engagements were eliminated at this time. Despite this, any eliminated engagements will be assessed once quarterly risk assessments are done. It is recommended to have an annual Culture and Engagement Survey be done by a third party that would be able to analyze information faster and would be able to benchmark Aurora data yearly. Internal Audit would still be involved in the facilitation and encouraging staff participation, but not in the collection and analysis of data.

### **Police Auditor Report**

Michelle Crawford presented this item. The Police Auditor position was created in 2021 and is dedicated to auditing the Police Department focusing on policies, practices, police operations, potential high-liability activities, and areas of public concern. The Auditor works directly with the City Manager and reports to the Internal Audit Manager. The Engagement Selection Process for 2023 included a risk assessment survey that went out to all APD employees. The process included interviews with the Police Chief, Deputy City Manager, City Manager, Consent Decree Monitor, Community Leader, and Public Safety Committee Chair. From these, several engagements were identified and discussed. There are risk observations noted for management to address and monitor that are not planned engagements. These include staffing, policy governance, use of force, disciplinary process, leadership, technology, and records unit operations.

Two engagements were removed from the 2022 plan. These include the impound lot since the city is looking into moving operations internally and the Canine Operations Part II because the canine unit implemented all prior recommendations. Moreover, higher-priority audits were identified. Four engagements were selected for 2023 including the body worn camera Part II, call for service responses, promotion assignments and elections, and training. Timing for each engagement will be assessed as prior engagements are ended. Time is allotted for when the interim chief identifies a higher-risk area. The body worn camera audit was completed in October 2022. Part II will not begin unless there has been time elapsed to implement prior recommendations, make updates to the policy, and allow the Axon Performance Module to be operating long enough to assess effectiveness. The calls for service engagement will determine the level of efficiency and effectiveness of APD's response to certain calls for service and alternate responses. The promotion selections and assignments will dive into if policies exist for selections and assignments, if policies follow leading practices, the process of promotion, and practices to evaluate performance. This engagement will be pending a new police chief to allow them time to make changes. The training engagement will ascertain the level to which APD complies with training requirements and the degree of quality.

Committee Discussion:

CM Gardner: Councilmember Murillo?

CM Murillo: No questions.

CM Gardner: Councilmember Zvonek?

CM Zvonek: I don't have any questions.

CM Gardner: All right. Thank you, Wayne, Sheree, and Michelle for the presentations. Appreciate it.

W. Sommer: Councilmember Gardner if I may.

CM Gardner: Yes, please.

W. Sommer: This is probably going to be the last audit committee meeting that I'll be attending before I retire. I'm not going to be around for the December one. I just wanted to say thank you to the committee for the support that you've given us over the time that we've been working with you. Personally, it's been a privilege to serve in the city, and I look forward to seeing the city prosper and to seeing the auditors continue to produce the quality work that they have done over the last eight-plus years. So, thank you very much.

CM Gardner: Appreciate that, Wayne. And yes, I didn't realize you won't be at the December one, but since you won't be, thank you for your service to the city and it's been a pleasure working with

you as well. And I don't know if we need to talk about it offline or not, but regarding succession planning and what that looks like, is there a plan in place? Like I said, if we need to talk about that offline, that's fine too. I just want to make sure that we're not going to have anything missed or whatever.

W. Sommer: No, there currently is a recruitment that's taking place right now that's going to go outside and look for an audit manager, but we'll also consider internal candidates. And in the interim, Michelle Crawford, in collaboration with the rest of the staff, will be taking over a lot of the oversight work that was previously done by the internal audit manager moving forward. So, there'll be continuity of operations until a new audit manager is selected.

CM Gardner: Appreciate that.

Outcome

Information only.

Follow-up Action

No follow-up needed.

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**MISCELLANEOUS MATTERS FOR CONSIDERATION**

None.

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**ADJOURNMENT**

The next meeting is tentatively scheduled for Tuesday, December 20, 2022 at 1:00 PM (WebEx)

THESE MINUTES WERE APPROVED AS SUBMITTED

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\_\_\_\_\_ Date



# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> November 2022 Sales Tax Chart
<b>Item Initiator:</b> Bill Levine
<b>Staff Source/Legal Source:</b> Greg Hays, Hanosky Hernandez, Sr. Assistant City Attorney
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 6.0--Provide a well-managed and financially strong City

### COUNCIL MEETING DATES:

**Study Session:** N/A

**Regular Meeting:** N/A

### ITEM DETAILS:

- Agenda long title
- Waiver of reconsideration requested, and if so, why
- Sponsor name
- Staff source name and title / Legal source name and title
- Outside speaker name and organization
- Estimated Presentation/discussion time

November 2022 Sales tax Chart

Members of the M&F Committee have asked for the monthly sales tax performance chart.

Attached is the November 2022 sales tax performance chart. November of 2022 was 11.8 percent higher than November of 2021.

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### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |  |
|---|--|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session   | <input type="checkbox"/> Approve Item as proposed at Study Session   |
| <input type="checkbox"/> Approve Item and Move Forward to Regular Meeting   | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input checked="" type="checkbox"/> Information Only  |  |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |  |

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### PREVIOUS ACTIONS OR REVIEWS:



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**Policy Committee Name:** N/A

**Policy Committee Date:** N/A

**Action Taken/Follow-up: (Check all that apply)**

- |   |   |
|---|---|
| <input type="checkbox"/> Recommends Approval              | <input type="checkbox"/> Does Not Recommend Approval    |
| <input type="checkbox"/> Forwarded Without Recommendation | <input type="checkbox"/> Recommendation Report Attached |
| <input type="checkbox"/> Minutes Attached                 | <input type="checkbox"/> Minutes Not Available          |

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**HISTORY (Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)**

Members of the M&F Committee have asked for the monthly sales tax performance chart.

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**ITEM SUMMARY (Brief description of item, discussion, key points, recommendations, etc.)**

Attached is the November 2022 sales tax performance chart. November of 2022 was 11.8 percent higher than November of 2021.

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**QUESTIONS FOR COUNCIL**

Information Only

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**LEGAL COMMENTS**

The city charter requires that the City Manager shall keep the council advised of the financial condition and future needs of the city and make such recommendations to the council for adoption as the city manager may deem necessary or expedient. This item is informational only. (Aurora City Charter Art. 7-4 (f)). (Hernandez)

---

**PUBLIC FINANCIAL IMPACT**

- YES       NO

**If yes, explain:** Information Only

---

**PRIVATE FISCAL IMPACT**

- Not Applicable       Significant       Nominal

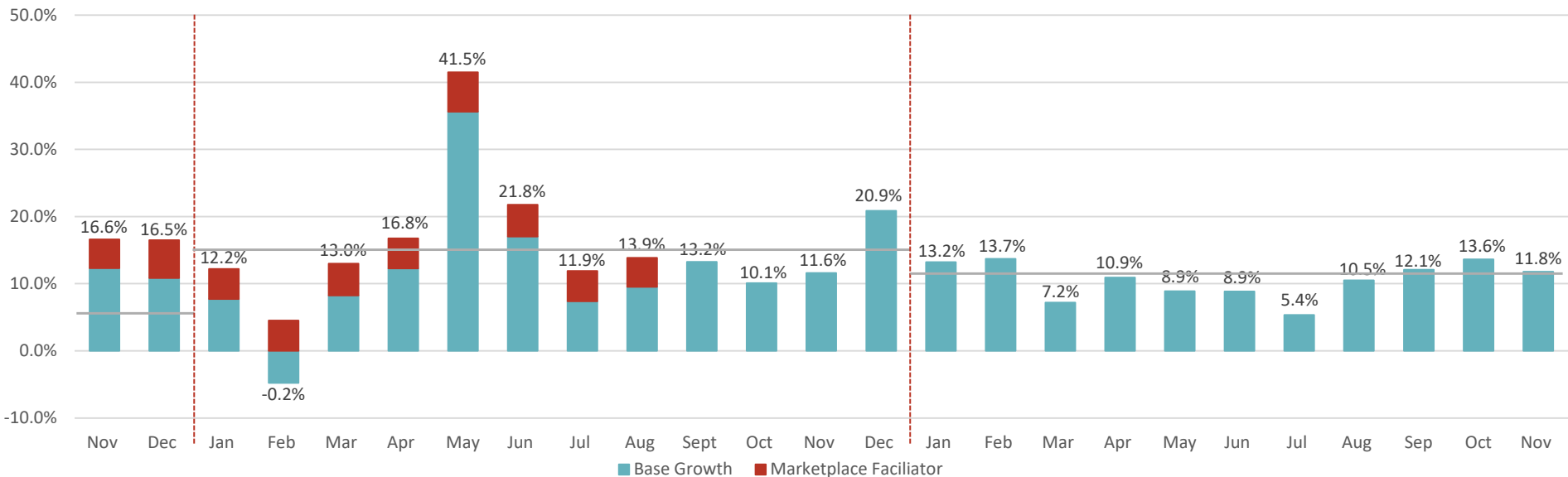
**If Significant or Nominal, explain:** Information Only

# November 2022 Sales Tax Performance



## Percent Change from Prior Year By Month

November YTD Variance to  
 Projection: \$5.5M (2.3%)  
 2021: \$23.8M (10.6%)



**2020**  
5.3%

**2021**  
14.9%

**2022**  
10.6%

# November 2022 Sales Tax Performance



2022												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Monthly Sales Tax	29,967,263	18,575,070	16,874,776	24,183,272	20,685,751	20,799,546	25,583,515	21,680,999	22,423,520	25,589,083	21,980,868	
Increase (\$)	3,496,907	2,239,154	1,130,484	2,379,878	1,691,503	1,694,206	1,299,493	2,061,774	2,420,587	3,068,980	2,315,481	
Increase (%)	13.2%	13.7%	7.2%	10.9%	8.9%	8.9%	5.4%	10.5%	12.1%	13.6%	11.8%	
YoY Inflation	7.5%	7.9%	8.5%	8.3%	8.6%	9.1%	8.5%	8.3%	8.2%	7.7%	7.1%	

2021												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Monthly Sales Tax	26,470,356	16,335,916	15,744,292	21,803,394	18,994,248	19,105,339	24,284,022	19,619,225	20,002,933	22,520,104	19,665,387	21,948,396
Increase (\$)	2,879,135	(39,049)	1,812,207	3,130,042	5,569,566	3,415,214	2,584,338	2,389,143	2,338,188	2,062,637	2,043,950	4,527,809
Increase (%)	12.2%	-0.2%	13.0%	16.8%	41.5%	21.8%	11.9%	13.9%	13.2%	10.1%	11.6%	26.0%
YoY Inflation	1.4%	1.7%	2.6%	4.2%	5.0%	5.4%	5.4%	5.3%	5.4%	6.2%	6.8%	7.0%

2020												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Monthly Sales Tax	23,591,222	16,374,965	13,932,085	18,673,352	13,424,681	15,690,126	21,699,684	17,230,082	17,664,745	20,457,466	17,621,437	17,420,587
Increase (\$)	2,329,680	1,993,374	237,150	261,822	(1,942,622)	11,550	2,132,639	(316,295)	1,094,676	(25,201)	2,510,726	2,465,610
Increase (%)	11.0%	13.9%	1.7%	1.4%	-12.6%	0.1%	10.9%	-1.8%	6.6%	-0.1%	16.6%	16.5%
YoY Inflation	2.5%	2.3%	1.5%	0.3%	0.1%	0.6%	1.0%	1.3%	1.4%	1.2%	1.2%	1.4%



# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> Civil Service Commissioners Classification and Compensation Follow-up
<b>Item Initiator:</b> Ryan Lantz, Director of Human Resources (requested by Matt Cain, Civil Service Administrator)
<b>Staff Source/Legal Source:</b> Ryan Lantz, Director of Human Resources   Kim Skaggs, Assistant City Attorney
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 6.0--Provide a well-managed and financially strong City

### COUNCIL MEETING DATES:

**Study Session:** N/A

**Regular Meeting:** N/A

### ITEM DETAILS:

**Item Title:** Civil Service Commissioners Classification and Compensation Follow-up

**Staff Source/Legal Source:** Ryan Lantz, Director of Human Resources | Kim Skaggs, Assistant City Attorney

**Estimated Presentation/Discussion Time:** 5 minutes / 5 minutes

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### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> Approve Item and Move Forward to Study Session  | <input type="checkbox"/> Approve Item as proposed at Study Session   |
| <input type="checkbox"/> Approve Item and Move Forward to Regular Meeting   | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input type="checkbox"/> Information Only   |  |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |  |

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### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** Management & Finance

**Policy Committee Date:** 11/22/2022

**Action Taken/Follow-up:** *(Check all that apply)*

Recommends Approval

Does Not Recommend Approval

Forwarded Without Recommendation

Recommendation Report Attached

Minutes Attached

Minutes Not Available

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**HISTORY** *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

Two questions were asked by Matt Cain (Civil Service Administrator) on behalf of the Civil Service Commissioners:

1. Does the City consider the members of the Civil Service Commission to be employees or volunteers?
2. Should the members of the Civil Service Commission receive the inflation stipend that the City paid to employees?

Council Evaluation Committee deferred these questions to the Management and Finance Policy Committee to address.

HR and Legal presented at the November 22, 2022 Management and Finance Policy Committee Meeting providing information related to City Charter, City Practice and City Code.

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**ITEM SUMMARY** *(Brief description of item, discussion, key points, recommendations, etc.)*

As a result of the presentation and discussion at the November 22, 2022 Management and Finance Policy Committee Meeting, the Committee requested two items to bring back to the December Meeting:

1. What are other Civil Service Commissions doing with Commissioner's compensation?
2. What is the recommendation for Civil Service Commissioner compensation?

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**QUESTIONS FOR COUNCIL**

1. Does the City consider the members of the Civil Service Commission to be employees or volunteers?
2. Should the members of the Civil Service Commission receive the inflation stipend that the City paid to employees?
3. What compensation should the Civil Service Commission receive?

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**LEGAL COMMENTS**

Each member of the Civil Service Commission shall receive such compensation as shall be established by resolution of the City Council. (City Charter Art. 3-17(2)) Members of the civil service commission shall be paid as compensation for their services an amount equal to \$10.56 per hour or portion thereof for time actually spent as a member of the civil service commission performing those duties authorized by the Charter with a minimum of \$21.12 (two hours) and a maximum of \$84.48 (eight hours) payable for any one calendar day. Members of the civil service commission shall be paid \$150.00 per day (four hours minimum) when conducting a hearing concerning a disciplinary appeal rather than the hourly rate and without regard to the aforementioned minimum or maximum. (City Code Sec. 102-69) (Skaggs)

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**PUBLIC FINANCIAL IMPACT**

YES

NO

**If yes, explain:** Financial impact based on the decision of city council. The impact would be minimal (or shifting of cost): either continue current hourly pay, shift to stipend compensation or other options determined by council.

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**PRIVATE FISCAL IMPACT**

Not Applicable       Significant       Nominal

**If Significant or Nominal, explain:** N/A

ORDINANCE NO. 2023- \_\_\_\_

A BILL

FOR AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO, AMENDING SECTION 102-69 OF THE CITY CODE PERTAINING TO COMPENSATION OF MEMBERS OF THE CIVIL SERVICE COMMISSION

WHEREAS, the City Council wishes to remove any potential lack of clarity in City Code as to the status of Civil Service Commissioners as volunteers for the City of Aurora, consistent with the City's practice and all other appointed members of boards and commissions for the City; and

WHEREAS, the City Council recognizes the important civic service that the Civil Service Commissioners perform for the City of Aurora and wishes to provide the Commissioners a nominal fee for their voluntary services.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO:

Section 1. Amend Section 102-69 of the City Code of the City of Aurora, Colorado, as follows:

Sec. 102-69. - Compensation.

Members of the civil service commission **are volunteers who receive a monthly stipend of \$375 for each calendar month in which they are appointed. In addition, for any day in which a disciplinary appeal hearing is convened, members who serve on the hearing panel shall receive a daily stipend of \$184.43.** ~~shall be paid as compensation for their services an amount equal to \$10.56 per hour or portion thereof for time actually spent as a member of the civil service commission performing those duties authorized by the Charter with a minimum of \$21.12 (two hours) and a maximum of \$84.48 (eight hours) payable for any one calendar day. Members of the civil service commission shall be paid \$150.00 per day (four hours minimum) when conducting a hearing concerning a disciplinary appeal rather than the hourly rate and without regard to the aforementioned minimum or maximum. Said hourly rate, and minimum and maximum daily payment, and disciplinary hearing rate~~ **Beginning in January 2024, the monthly and daily stipend amounts** shall be modified annually in an amount equal to **either the average** cost of living increase or decrease occurring during **January through September** of the previous calendar year as determined by the United States Department of Labor Consumer Price Index for the region which includes the Denver metropolitan area or the average increase or decrease given to all **full-time** city employees **not part of the civil service system**, whichever is less.

Section 2. Pursuant to Section 5-5 of the Charter of the City of Aurora, Colorado, the second publication of this Ordinance shall be by reference, utilizing the ordinance title. Copies of this Ordinance are available at the Office of the City Clerk.

Section 3. Repealer. All orders, resolutions, or ordinances in conflict with this Ordinance are hereby repealed only to the extent of such conflict. This repealer shall not be construed as reviving any resolution, ordinance, or part thereof, heretofore repealed.

INTRODUCED, READ AND ORDERED PUBLISHED this \_\_\_\_ day of \_\_\_\_\_, 2023.

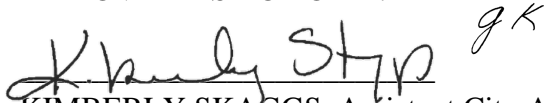
PASSED AND ORDERED PUBLISHED this \_\_\_\_ day of \_\_\_\_\_, 2023.

\_\_\_\_\_  
MIKE COFFMAN, Mayor

ATTEST:

\_\_\_\_\_  
KADEE RODRIGUEZ, City Clerk

APPROVED AS TO FORM:

 gk  
\_\_\_\_\_  
KIMBERLY SKAGGS, Assistant City Attorney



# Questions From the Civil Service Commission

1. Does the City consider the members of the Civil Service Commission to be employees or volunteers?
2. Should the members of the Civil Service Commission receive the inflation stipend that the City paid to employees?



# City Charter

- Charter Article 3-17 creates the Civil Service Commission, but does not state whether members are employees or volunteers
- Charter Article 3-11 states that City Council “shall appoint . . . all members of the boards and commissions” and those members “shall serve at the pleasure of council and may be removed at any time, with or without cause.”
- Charter Article 3-17(2) states same specific to the Civil Service Commission members
- Charter Article 3-10 withholds from City Council the power to “direct or request the appointment of any person to, or his removal from employment by the city manager.”
- If CSC members were employees, City Council should not be able to appoint or remove them



# City Practice

- City has, in practice, recruited CSC members as volunteers

**FOR IMMEDIATE RELEASE**



City of Aurora

**Date:** Oct. 30, 2018

**Media Contact:** Julie Patterson  
Senior Public Information Officer  
303.739.6617  
jpatters@auroragov.org

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## City looking for **volunteers** to serve on Civil Service Commission

AURORA, Colo. – The city of Aurora is accepting applications now for a vacancy on its Civil Service Commission, which will open in February:



# City Practice

- The City has, in practice, recruited CSC members as volunteers
  - Prospective members apply through the City Clerk's Office, as with other volunteer board and commission members, not the Human Resources department

Date: [REDACTED]	<b>City of Aurora</b> <b>APPLICATION FOR APPOINTMENT</b> PLEASE TYPE OR PRINT CLEARLY	Ward No. [REDACTED]
<b><i>Application kept for One Year. May Attach Resume.</i></b>		
Board/Commission Applying For: [REDACTED]		
I certify that the foregoing information is true and correct.		
[REDACTED] (Volunteer's name printed)	[REDACTED] (Volunteer's signature)	[REDACTED] (Date)
<b>SEND COMPLETED FORM TO:</b> CITY CLERK'S OFFICE, 15151 E. Alameda Parkway, Suite 1400, Aurora, CO 80012 PHONE: 303-739-7094 FAX: 303-739-7520.		



# City Code Sec. 102-69

- “Members of the civil service commission shall be paid as compensation for their services an amount equal to \$10.56 per hour or portion thereof for time actually spent as a member of the civil service commission performing those duties authorized by the Charter with a minimum of \$21.12 (two hours) and a maximum of \$84.48 (eight hours) payable for any one calendar day. Members of the civil service commission shall be paid \$150.00 per day (four hours minimum) when conducting a hearing concerning a disciplinary appeal rather than the hourly rate and without regard to the aforementioned minimum or maximum.”
- Fair Labor Standards Act (FLSA) requires employees be paid for all hours worked, and a premium rate for overtime hours, which would be inconsistent with City Code
- FLSA allows a public entity to pay volunteers a stipend



# Questions From the Civil Service Commission

## **1. Does the City consider the members of the Civil Service Commission to be employees or volunteers?**

- a. If Council wishes to treat CSC members as employees, changes to the Code and to practice are needed

## **2. Should the members of the Civil Service Commission receive the inflation stipend that the City paid to employees?**

- a. Charter Article 3-17(2) empowers Council to set CSC member compensation by resolution



# Civil Service Commission Compensation Information

## Civil Service Commissioner Pay and Hours

Year	Hourly Rate	Per Hearing/Day	Avg. Monthly Pay	Avg. Hours/Month
2022	\$13.19	\$184	\$371.16	23.13
2021	\$12.32	\$179	\$435.37	24.14
2020	\$12.00	\$174	\$407.42	24.25

Average monthly pay includes hourly rate plus compensation for hearings  
2022 average pay and hours reflect January to October



# Questions From Management & Finance Policy Committee

## 1. What are other Civil Service Commissions doing with Commissioner's compensation?

- Colorado Springs – No Compensation
- Denver – \$100 per meeting (maximum \$100 per 24 hours)
- Ft. Collins – No Compensation
- Pueblo - \$250 per month

## 2. What is the recommendation for Civil Service Commissioner compensation?

- Monthly stipend: \$375 per month
- Per hearing: \$184.43 per day of hearing

Stipends adjusted annual in amount of Consumer Price Index or average pay change for all full-time city employees, whichever is less







# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> 2022 Management and Finance Policy Committee Recap
<b>Item Initiator:</b> Terri Velasquez, Finance Director
<b>Staff Source/Legal Source:</b> Terri Velasquez, Finance Director/Hanosky Hernandez, Sr. Assistant City Attorney
<b>Outside Speaker:</b> n/a
<b>Council Goal:</b> 2012: 6.0--Provide a well-managed and financially strong City

### COUNCIL MEETING DATES:

**Study Session:** N/A

**Regular Meeting:** N/A

### ITEM DETAILS:

- Agenda long title
- Waiver of reconsideration requested, and if so, why
- Sponsor name
- Staff source name and title / Legal source name and title
- Outside speaker name and organization
- Estimated Presentation/discussion time

2022 Management and Finance Policy Committee Recap

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### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |  |
|---|--|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session   | <input type="checkbox"/> Approve Item as proposed at Study Session   |
| <input type="checkbox"/> Approve Item and Move Forward to Regular Meeting   | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input checked="" type="checkbox"/> Information Only  |  |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |  |

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### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** N/A

**Policy Committee Date:** N/A

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**Action Taken/Follow-up: (Check all that apply)**

- |   |   |
|---|---|
| <input type="checkbox"/> Recommends Approval              | <input type="checkbox"/> Does Not Recommend Approval    |
| <input type="checkbox"/> Forwarded Without Recommendation | <input type="checkbox"/> Recommendation Report Attached |
| <input type="checkbox"/> Minutes Attached                 | <input type="checkbox"/> Minutes Not Available          |

---

**HISTORY (Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)**

N/A

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**ITEM SUMMARY (Brief description of item, discussion, key points, recommendations, etc.)**

This item is to review the 2022 activity of the Management and Finance Policy Committee. This item is information only.

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**QUESTIONS FOR COUNCIL**

N/A

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**LEGAL COMMENTS**

The city charter requires that the city manager shall keep the council advised of the financial condition, future needs of the city, and the overall general condition of the city, and shall make such recommendations to the council for adoption as deemed necessary or expedient. This item is informational only. (See, Aurora City Charter Art. 7-4 (f)). (Hernandez).

---

**PUBLIC FINANCIAL IMPACT**

- YES       NO

**If yes, explain:** N/A

---

**PRIVATE FISCAL IMPACT**

- Not Applicable       Significant       Nominal

**If Significant or Nominal, explain:** N/A

## MANAGEMENT AND FINANCE POLICY COMMITTEE 2022 RECAP

### JANUARY

- SALES CHART
- TITLE 32 METROPOLITAN DISTRICTS MAY 2022
- PAINTED PRAIRIE BUSINESS IMPROVEMENT DISTRICTS NOS 1 & 2 PETITIONS FOR EXCLUSION AND INCLUSION OF PROPERTY
- PROPOSAL TO CREATE COUNCIL AIDE POSITIONS
- RESOLUTION TO AUTHORIZE RETENTION BONUSES FOR AFR/DISPATCH FROM ARPA FUNDS
- JUNETEENTH
- SALES AND USE TAX EXEMPTION FOR DIAPERS
- ELIMINATE OBSOLETE LICENSING PROVISIONS
- 2022 PROPOSED MANAGEMENT AND FINANCE POLICY COMMITTEE WORK PLAN
- AUDIT REPORT MAYOR AND CITY COUNCIL OPERATING EXPENSES
- OFFICE OF THE INTERNAL AUDITOR 2021 ANNUAL REPORT

### FEBRUARY

- SALES CHART
- RECOGNITION OF JOEL JOHNSON'S SERVICE ON THE AURORA INVESTMENT ADVISORY COMMITTEE
- ESG (ENVIRONMENTAL, SOCIAL AND GOVERNANCE)
- AURORA POLICE DEPARTMENT'S CRISIS RESPONSE TEAM – TRISHA BALAMI GOLD AWARD PROPOSAL
- A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO, APPOINTING DIRECTORS TO THE HILLTOP AT DIA METROPOLITAN DISTRICT NOS 1-3 BOARD OF DIRECTORS
- A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO APPOINTING DIRECTORS TO THE MURPHY CREEK METROPOLITAN DISTRICT NO. 5 BOARD OF DIRECTORS
- CITY'S PERFORMANCE MANAGEMENT PROGRAM DEVELOPMENT AND OVERVIEW
- 2022 BALLOT QUESTION TO RETAIN PROPERTY TAX OVER TABOR LIMIT

### MARCH

- SALES CHART
- 2022 SPRING SUPPLEMENTAL
- PARKSIDE AT CITY CENTRE BUSINESS IMPROVEMENT DISTRICT PETITION FOR EXCLUSION OF PROPERTY
- 2023 RE-WARDING UPDATE
- IT LEASE PURCHASE AUTHORITY ORDINANCE
- Q1 2022 - INFORMATION TECHNOLOGY UPDATE

### APRIL

- SALES CHART
- ERP AND GERP PLAN AMENDMENTS
- 2023 RE-WARDING UPDATE
- TALLYN'S REACH METROPOLITAN DISTRICT CONSOLIDATION
- AURORA CROSSING MD NO 3 AMENDED AND RESTATED SERVICE PLAN
- BUCKLEY MD NOS. 1-4 AMENDED SERVICE PLAN

- 2022 HEAVY FLEET FINANCING ORDINANCE
- CITY OF AURORA DEPT POLICY
- 2021 EXTERNAL AUDIT ENGAGEMENT AND PRE-AUDIT LETTERS
- QUARTERLY REPORT ON THE AUDIT OF MAYOR AND COUNCIL EXPENSES
- Q1 2022 INTERNAL AUDIT QUARTERLY REPORT

#### MAY

- SALES CHART
- AURORA SALES AND USE TAX FORECAST (CU LEEDS SCHOOL OF BUSINESS)
- SUMMARY OF THE CITY'S OUTSTANDING DEBT AS OF JANUARY 1, 2022

#### JUNE

- SALES CHART
- 2021 ANNUAL COMPREHENSIVE FINANCIAL REPORT AND AUDIT RESULTS
- A RESOLUTION TO DECLINE PARTICIPATION IN THE FAMILY AND MEDICAL LEAVE INSURANCE (FAMLI) PROGRAM
- TITLE 32 METROPOLITAN DISTRICTS NOVEMBER 2022
- DISCUSSION OF THIRD-PARTY REVIEW OF NON-PROFIT SPENDING

#### JULY

- SALES CHART
- CITADEL ON COLFAX BID BOARD VACANCY
- WARD RE-DISTRICTING UPDATE
- CABC CHECK-IN
- Q2 2022 INTERNAL AUDITOR PROGRESS REPORT

#### AUGUST

- SALES CHART
- NON-PROFIT REVIEW SCOPE OF WORK
- EMPLOYMENT RETIREMENT PLAN OPTIONS
- PROPOSED 2023 CHANGES TO SERVICE FEES
- GERP UPDATE
- 2023 CITY BENEFITS PROGRAM
- CAREER SERVICE COMMISSION OVERVIEW AND UPDATE
- 2023 WARD REDISTRICTING REVIEW
- DEFINE CATALYTIC CONVERTERS AS SECONDHAND PROPERTY
- REFINANCING THE HYATT CONFERENCE CENTER AND PARKING FACILITY (SENT VIA EMAIL)

#### SEPTEMBER

- SALES CHART
- OCCUPATIONAL PRIVILEGE TAX REPEAL
- WARD REALIGNMENT RECOMMENDATION DEADLINE
- UPDATE ON E-DISCOVERY IN COURTS
- FITZSIMMONS BUSINESS IMPROVEMENT DISTRICT – NEW BOARD APPOINTMENT
- 2023 WARD REDISTRICTING REVIEW
- ANNUAL REVIEW OF INVESTMENT POLICY
- PROPOSED MODIFICATIONS TO MORAL OBLIGATIONS POLICY AND REVIEW OF EXISTING MORAL OBLIGATIONS

- SUMMARY RESULTS – SALES AND CLOSING OF CITY OF AURORA 2022 COPs (ROAD IMPROVEMENTS PROJECTS)
- 2023 BID OPERATING PLANS AND BUDGETS
- 2023 GID OPERATING PLAN AND BUDGETS
- PAY RESOLUTION (SENT VIA EMAIL)

#### OCTOBER

- SALES CHART
- 2022 FALL SUPPLEMENTAL ORDINANCE
- DISPARITY STUDY PRESENTATION AND UPDATE
- THE POINT METROPOLITAN DISTRICT DIRECTOR DISQUALIFICATION AND APPOINTMENT
- WINDLER BUSINESS IMPROVEMENT DISTRICT NOS 1 AND 2 BOARD OF DIRECTORS APPOINTMENTS
- COLFAX SABLE METROPOLITAN DISTRICT BOARD OF DIRECTOR APPOINTMENT
- Q4 2022 – INFORMATION TECHNOLOGY UPDATE
- Q3 2022 INTERNAL AUDIT PROGRESS REPORT

#### NOVEMBER

- SALES CHART
- CIVIL SERVICE COMMISSIONERS' CLASSIFICATION AND COMPENSATION ELIGIBILITY
- 2022 FORVIS AUDIT ENGAGEMENT LETTER
- FIRST-LIEN SEWER REVENUE BONDS (PIPELINE/INTERCEPTOR PROJECT) SERIES 2023
- RESULTS OF THE 2022 CITYWIDE CULTURE SURVEY
- PRESENTATION OF THE 2023 AUDIT PLANNING RESULTS

#### DECEMBER (DRAFT)

- SALES CHART
- CIVIL SERVICE COMMISSION COMPENSATION COMPARISON DRAFT ORDINANCE
- 2022 MANAGEMENT AND FINANCE POLICY COMMITTEE RECAP