

MF POLICY COMMITTEE MEETING

October 25, 2022

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

Members Absent: Council Member Murillo

Others present: D. Sisneros, M. Bryant, T. Hoyle, B. Fillinger, T. Williams, E. Watson, B. Levine, M. Crawford, N. Peykov, C. Dancy, J. Ehmann, S. Smith Johnson, C. Waldron, N. Campbell, R. Goggins, G. Hays, T. Sedmak, W. Sommer, J. Hancock, B. Rulla, K. Claspell, T. Velasquez, M. Stamp, M. Jenkins, D. Hudson, S. Newman, S. van Buren, M. Redding, R. Venegas, J. Bajorek, J. Rustad, G. Koumantakis, R. Lantz, A. Jamison, D. Brotzman

INTRODUCTIONS AND MINUTES

September 27, 2022 minutes were approved.

SEPTEMBER 2022 SALES TAX CHART

Summary of Issue and Discussion

Bill Levine provided the September 2022 Salex Tax Update. September 2022 sales tax has gone up 12.1% compared to September 2021. This month, a total of \$866,000 worth of variable sales tax payments from companies came in. Should these be taken out and the variable sales tax be calculated by the rate of inflation, the growth would only be 10.1%. Out of 15 sectors, 12 showed positive growth in the last two months. In June and July, 7 sectors were in the negative.

Committee Discussion:

CM Gardner: Councilmember Zvonek, any questions?

CM Zvonek: No, that’s good news. At least for now.

CM Gardner: Yep. Appreciate that, Bill.

B. Levine: Anytime. I appreciate your attention.

Outcome

Information only.

Follow-up Action

No follow-up needed.

2022 FALL SUPPLEMENTAL ORDINANCE**Summary of Issue and Discussion**

Jackie Ehmann presented the Fall Supplemental Ordinance. Early in the budget process, departments prepare mid-year expenditure projections which inform the Budget Office and Council of potential supplemental needs. Some needs identified are included in the fall process and others for the spring process following the final actual data. Most items included in the fall supplemental were projected. Some technical amendments, however, were not projected due to timing and are all requests to appropriate grants and other outside funds or transfers. There will be no impact to fund balances.

Committee Discussion:

CM Gardner: Thank you. Everything on there looked straightforward to me, so I didn't have any questions. Councilmember Zvonek, did you have any questions?

CM Zvonek: I don't.

CM Gardner: Okay. All right, then. I think we can move this forward, Jackie.

Jackie Ehmann: Okay, great. Thank you.

CM Gardner: Thanks. Have a good day.

Jackie Ehmann: Thank you.

Outcome

The Committee supported moving the item forward.

Follow-up Action

Staff will move the item forward to Study Session.

DISPARITY STUDY PRESENTATION AND UPDATE**Summary of Issue and Discussion**

Manager of Purchasing Services Bryn Fillinger and Griffin and Strong Consulting Group Head Michele Clark Jenkins provided a presentation and update on the disparity study. In 2022, Council approved \$500,000 for a disparity study. A request for proposals (RFP) was issued in November 2021 on the Rocky Mountain E-Purchasing System. Three proposals were received and all firms moved into the second phase to be interviewed. Griffin and Strong was selected as the top-ranked firm. A fee of \$336,975 was negotiated with the firm and was reported to Council on March 7th, 2022. The contract was then successfully awarded.

Griffin and Strong is a law and public policy consulting firm based in Atlanta, Georgia which has been involved in disparity research for over 30 years. The consulting division consists of five attorneys and PhDs in economics, social psychology, democracy, and anthropology. The team develops contract compliance programs, development training, supplier diversity consulting, and legislative drafting. A disparity study is an objective research tool to determine race or gender disparities in government procurement. The 1989 court decision on the City of Richmond, Virginia versus JA Croson case was the first time that the court equated malevolent discrimination based on race. Gender later fell under this. The methodology of the disparity study is based on case law and recommendations must be tied to findings from the study to avoid any over or under inclusion.

The team will dive into the city's policies to see if they present barriers to women and minority-owned firms. They also determine if everyone understands the policy and if there is a difference between the policy and its implementation. Every payment made to a vendor over a five-year period will be investigated. The team also conducts data cleaning and will provide data reform recommendations. Once data is cleaned, a relevant market analysis will be done to determine the parameters of the study. The team will start with the city of Aurora and radiate out to determine the firm locations where 75% of funds are spent. Firms located only in the relevant market will be included in the analysis. Following this is the utilization and threshold analysis wherein who the money is being spent on, the level of contracting whether big or small, and the average contract will be investigated. The team will also look at the availability of willing and able firms in the marketplace that can perform in construction, construction-related services, professional services such as doctors and lawyers, other services such as IT, and goods and commodities. All the firms in the marketplace will be identified and compared to the disparity study. It will answer questions such as if Aurora is spending 10% of engineering dollars on African American-owned engineering firms which are 10% of those in the marketplace. They will also determine if the disparity is statistically significant. A regression analysis will be done by equalizing other causes such as the revenue of firms, years in business, number of employees, etc. Then, the inference of discrimination, which is the current effects of past discrimination, can be made. A private sector analysis will also be done. Credit markets, building permit data, and the likelihood of self-employment will be investigated to determine if there is discrimination in the marketplace. In addition to these, anecdotal evidence for all the business community regarding the process, their experiences, and attempts will be collected and analyzed. Ultimately, final findings and recommendations will be made. The team maintains a chain of evidence and a transparent process. They look at recommending race and gender-neutral remedies for any disparities first. Then race and gender-conscious programs if needed.

Currently, the survey of business owners, preparation of databases, and anecdotal evidence are being worked on for Fall 2022. In the winter, the team will work on the private sector analysis and complete the statistical analysis. In Spring 2023, the findings and recommendations will be presented.

Committee Discussion:

CM Gardner: All right. Thank you for the presentation. Councilmember Zvonek, any questions?

CM Zvonek: Just one. As you're kind of going through that process of trying to identify disparities that they exist, you gave an example of, say, there's 10% of engineering firms or minority-owned or whatever the example might have been, but then our contracts, our bids weren't 10%. Do you then look into that next set of data and say, well, how many of those businesses applied? And then from there, what kind of outreach have we done to get them to apply? Is that how that works in terms of digging deeper into that?

M. Jenkins: Yes. So that's part of our regression analysis as we look at the percentage in comparison of bids. In comparison to non-MWBEs, did MWBEs bid more or less based on their percentage of availability in the marketplace? We look at it as an overall regression analysis.

CM Zvonek: Okay, that makes some sense.

M. Jenkins: We do look at things like that because that is an issue. Did minority and women-owned firms not get awards because they're not bidding as much relatively as they should be? So, we do look at things like that in the regression analysis.

CM Zvonek: Okay. And then I assume you would make recommendations from there if that situation were to present itself saying, hey, is the city or whichever government agency making appropriate attempts to reach out and solicit their bids?

M. Jenkins: Yes. There are lots of things. Many times, you'll see us recommend outreach because it solves a lot of issues and also solves miscommunications because sometimes, we'll find that what we get back from the community is contrary to what you're doing. You're doing something positive, and the community says, No, they're not doing that. That's a communication issue. So now we have to talk about how we change perceptions.

CM Zvonek: Okay. That's all I had.

CM Gardner: All right, Appreciate that, Councilmember Zvonek. I do not have any questions. Guess. Looking forward to the results and the recommendations and things like that next spring. Thank you, Michele, for the presentation. Appreciate it.

M. Jenkins: You're welcome. Thank you for having us.

Outcome

Information only.

Follow-up Action

No follow-up needed.

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**Summary of Issue and Discussion

Cesarina Dancy presented the items pertaining to Metropolitan District Director appointment and Board of Directors appointment requests. Vacancies vary as to the reason.

Committee Discussion:

CM Gardner: I don't have any questions and I'm fine with moving them forward.
Councilmember Zvonek?

CM Zvonek: Same. No question.

CM Gardner: All right. Appreciate it. Thank you.

C. Dancy: Thank you.

Outcome

The Committee unanimously supported moving the items forward.

Follow-up Action

Staff will move the items forward to Study Session.

Q4 2022 – INFORMATION TECHNOLOGY UPDATESummary of Issue and Discussion

Scott Newman presented the Q4 Information Technology Update. IT completed several major accomplishments. The computer-aided dispatch replacement system went live on September 13th with critical issues resolved in the first week and minor issues resolved in the second week. This system created a big impact on APD, AFR, and Dispatch. ServiceNow, the new helpdesk system, was rolled out on October 3rd. This helps improve city processes and does automation. Some cleanup is being done and advanced features will be rolled out over 2023. This year, the focus is to replace the previous system. Following this, the Water Billing System went live on October 10th. Payment kiosks on the first floor were not reconfigured to point to the new system, and this was resolved the following day. On October 11th, the major integration with Okta went live. This

further helps the cybersecurity protection state of the city. Within 24 hours, only 11 issues were reported. Since then, only a handful of issues were received. On October 17th, HR launched the PowerDMS system which will house all citywide policies including the employee handbook. This allows employees to electronically acknowledge reading the policies. Should there be any update, a notification will be pushed to employees to review it until a certain date, and it takes them specifically to the updated section. HR did the lion's share of the work, and IT enabled backend features to support the rollout. No issues have been heard yet.

IT also has major initiatives underway. The ZeroTrust platform was procured. It allows IT to assign access to certain applications to city-issued or personal devices. If an authorized individual was using a non-authorized device, they would not be allowed access to the application. This platform allows more granular control around the security state of the city. It will be an 18 to 24-month rollout. However, the initiative or the initial use case will be in place by December 2022. ERP is expected to go live on December 16th to make the first payroll of the 2023 calendar year. The integrator, Collaborative Solutions, is spending time to get the gold tenant prepared to achieve the go-live date. The project team, including IT, HR, and Finance, are working on additional testing of features and functions of the system. The End-of-Life Program is still underway to retire old systems or upgrade them to a later version so they can be under a support system. A big chunk of servers was retired because of the CAD and Water Billing System go-lives. Only a handful need to be upgraded. ERP Phase 2 is still on schedule for Q3 of 2023. The IT Department is currently evaluating the Amanda Program to move forward with the next steps for workflow administration for Planning, ODA, Water, etc. This item will come back to Council in Q1 of 2023. For the Accela system, the model is changed to ongoing sustainment. There was a backlog of requests from the business units that are live on Accela for additional enhancements. IT is on track to get the work completed by the end of 2022. Staff will continue to support this on an ongoing basis until it is determined that Accela functions can be migrated elsewhere or if it is needed for a longer period.

In June, qualified candidates for five positions were interviewed and eventually hired. However, no applications have been received for the remainder of the open positions. Purchasing will issue purchase orders to headhunting firms to fill in the vacancies. The department is working on the final steps on the admin job description to have a job posting out soon. GIS and Public Safety apps are fully staffed. Currently, two contractors are supporting public safety applications and assisting with the CAD implementation and consent decree monitor data requirements. They are now working on the benchmark analytics system. There were also backlogs of public safety project requests. Contractors are usually hired for a specific skill set or to increase capacity. They are hired for an acute period of time and then eventually let go. In 2022, contractors are hired to backfill some FTE vacancies. The Water Applications team is fully staffed with no contract assistance. ERP is fully staffed with one data contractor working on the data migration from OneSolution to WorkDay. For Workflow Management (Accela and Amanda), recruitment has been paused for three vacancies since different skill sets are needed to develop Amanda versus Accela. Since the direction has been provided to move forward with the Amanda Program, the recruitment will be started again. Two contractors have been backfilling in the role to help with the ongoing Accela sustainment. Enterprise applications are fully staffed with no contract assistance. The end-user

computing group has a long-standing vacancy. Two contractors were needed to be hired to manage the backlog. Once the vacancy is filled, the contractors will be removed. Enterprise Networking has one vacancy and required two contractors to backfill. In Enterprise Systems, there are two vacancies with two contractors serving as backfill. The Radio and Wireless group is fully staffed with no contractors. Information Security has one vacancy due to an internal promotion. HR is finalizing the job description for posting. IT is leveraging contractors due to a one-time appropriation. These contractors are not seen as necessary in 2023 depending on the workload. Both Program Management and CAPSTC are fully staffed.

The IT Department partnered with a 501(c)(3) called ActivateWork which tries to recruit and help people from hospitality industries, which may be from underserved areas, to get into a better career path. They conduct trainings for IT and healthcare roles. Candidates are put into a 16-week targeted bootcamp, with 40 hours of classes and 10 to 12 hours of homework a week. Upon completion, they are given an industry-recognized IT certification. From this partnership, two vacancies with End-User Computing were filled. They have received nothing but positive feedback and have been learning very quickly. According to ActivateWork, Aurora is the first municipality in the state to partner with them. The Department of Labor reached out about the partnership and talked about other partnership opportunities for the city.

For the last 10 to 15 years, IT has operated relatively the same way. Due to this, changes are being done on operations to improve service delivery and workload. Internal process improvements are currently underway. The approach to meetings has been revamped to only include necessary individuals and maintain 30-minute meetings. ServiceNow is being used to support other IT operations. Hopefully, the automations will aid in minimizing additional FTE requests. In addition to ServiceNow, BeyondTrust and InTune are being used for automation. IT is partnering with internal audit and conducting a business survey that will go out to supervisors and above from all business units to determine the pain points and good points. This will help in the evaluation and redistribution of the work. Following this, a workplan and a comprehensive view of ongoing and recurring programs will be created.

The results of the Employee Culture and Engagement Survey have gone out. IT will be working with City Management on the next steps regarding the improvement recommendations. These may result in organizational design and functional distribution systems. IT will investigate the distribution of work in combination with the internal audit results and the business survey. Once the work plan is in place, the overall project intake and governance process for new initiatives will be enhanced.

Committee Discussion:

CM Gardner: Real quick, the PowerDMS, is that a component of Workday or is that two separate products?

S. Newman: No, they are two separate products, Councilmember. Workday does not have a document management system that would perform the same function that PowerDMS does. But we are evaluating some of their features that they have to see how it can integrate with that later on down the road.

CM Gardner: Okay, great. I appreciate that. Councilmember Zvonek, any questions?

CM Zvonek: No. None of these.

S. Newman: Any questions about the ActivateWork program?

CM Gardner: No, but that's great. Thank you for letting us know about that.

CM Gardner: All right. Thank you, Scott. Councilmember Zvonek, any questions?

CM Zvonek: No, I don't have any. Thanks for the update, Scott.

CM Gardner: I don't have any too. Appreciate the update. Thank you.

Outcome

Information only.

Follow-up Action

No follow-up needed.

Q3 2022 INTERNAL AUDIT PROGRESS REPORT

Summary of Issue and Discussion

Michelle Crawford presented the Q3 Internal Audit update. As of September 30th, 68% of engagements are either active or have been completed for the year. Currently, engagements in the process are the Mayor and City Council operating expenses, IT operational assessment, a revised approach to the Youth Violence Program, and the gun evidence process review. The citywide Culture Survey and bodyworn camera audit has been completed. For recommendations, approximately 17% are still pending outstanding. The auditor is actively engaging with departments regarding addressing older recommendations. The citywide and police audit plans have been approved by the City Manager and will be coming to the M&F Committee in November. The results of the Citywide Culture Survey will also be presented in November.

Committee Discussion:

CM Gardner: I had one question, and I can't recall if we talked about it before or not. But on the Marijuana Enforcement Division Engagement, why was that canceled?

W. Sommer: Councilmember Gardner, this is Wayne Sommer. There was a transition that took place in the leadership of that area when Robin left. And at the same time, leading up to her departure, they were in the process of actually developing formal policies and procedures. And we had postponed it because we wanted to make sure there was something there to review. And now, that area is under new leadership, they're getting their ducks in a row. And so, the evaluation of whether that will become an engagement in the future will be part of the quarterly risk assessment that will be done throughout 2023 and beyond.

CM Gardner: Got you. Okay. That makes sense. Thanks, Wayne. Councilmember Zvonek, any questions?

CM Zvonek: Just one quick. Michelle, I don't have questions about the things you presented. But at the workshop we talked with the city manager about doing an evaluation of the public defender's office and then specifically afterwards, he and I talked about looking at the cases that we take on in the municipal courts. Has he looped in your team in? Is that something you're going to be engaged with? Or has he talked to you about that at all?

M. Crawford: We've not spoken yet, but I do have my meeting with him on Thursday, so I can definitely discuss that with him to see what our next approach would be.

CM Zvonek: Okay. Yes, because I do think that -- and I'll mention it to him too, but I do think that having your team involved in that, because the public defender's office, is one portion of it. But there really is, I think, an opportunity to look at the outcomes of the cases that are coming to municipal court as opposed to going to the county and whether or not they should actually be coming to municipal court. But I'll let you two discuss and I'll mention it to him as well. That's all.

M. Crawford: Thank you.

CM Gardner: Thank you. Thanks, Wayne. Thanks, Michelle, for the updates. All right.

Outcome

Information only.

Follow-up Action

No follow-up needed.

MISCELLANEOUS MATTERS FOR CONSIDERATION

None.

ADJOURNMENT

The next meeting is tentatively scheduled for Tuesday, November 22, 2022 at 1:00 PM (WebEx)

THESE MINUTES WERE APPROVED AS SUBMITTED

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12/13/2022

Date