

**PUBLIC SAFETY, COURTS & CIVIL SERVICE MEETING
SEPTEMBER 17, 2020**

Members Present: Council Member Allison Hiltz, Chair
Council Member Curtis Gardner, Vice Chair
Council Member Angela Lawson, Member
Council Member Juan Marcano
Council Member Marsha Berzins

Others Present: J. Batchelor, M. Cain, A. McDonald, C. Hills, C. Juul, C. McCoy, C. Andersen, D. Parker, D. Giordano, D. Miranda, D. Wilson, I. Evans, J. Twombly, J. Campbell, J. Heckman, J. Schneebeck, M. Fassio, M. Sears, M. Chapman, M. Moore, M. Crawford, M. Iovine, N. Freed, N. Wicklund, Pamela, S. Day, S. Stowell, S. Redfearn, T. Buneta, V. Wilson, Z. DeBoyes

REVIEW/APPROVAL OF MINUTES

None.

ANNOUNCEMENTS

None.

CONSENT ITEMS

None.

CM Lawson would like staff to provide the stats on the demographics related to use of force information that was requested at an earlier meeting. The information was expected to be added as a consent item but have not yet been provided. She would like a status update on that request. Chief Wilson apologized if follow-up from staff had not yet taken place and the information would be provided as requested. CM Hiltz advised the item can be added to the agenda as a consent item once the requested information is received.

COMMUNITY POLICE TASK FORCE UPDATE

Summary of Issue and Discussion

Deputy City Manager Jason Batchelor provided an update to the committee. The Task Force held a public meeting on September 8 and received a lot of good feedback. The audio from that meeting has been made available for the public to access. There is a meeting scheduled for next week and they will continue with their education efforts and getting the information they asked for.

Outcome

Information Only

Follow-up Action

None.

INTERNAL AUDIT – BODY WORN CAMERAS

Summary of Issue and Discussion

City Manager Jim Twombly explained that when body worn cameras came out as a practical way of recording incidents, it was seen as a cure-all and something that would capture everything that happens. Departments rushed out and provided cameras to officers. There has been quite a lot written in the last few

years that it hasn't been the cure-all that was expected. Noted issues include position of the officer, lighting, malfunctions, department policies, etc. That did resonate with him in terms of putting together an audit plan for the internal auditors to look at best practices, policies, and how it's working in the field. With the Elijah McClain incidents and the cameras falling off and not recording some of the actual action, it became a high priority to him that this be reviewed as part of the 2020 audit.

Michelle Crawford provided the audit findings to the committee. The body worn camera program started in 2016 and APD is currently going through the purchasing process for a new body worn camera vendor. The objective of the audit was how well does the APD comply with policies, laws, and best practices related to the use of body worn cameras. They concluded that APD complies with some, but not all, policies and best practices. APD agreed with all the recommendations, their full responses are included in the audit report after each recommendation. Internal Audit will track the implementation of all recommendations. The graphic on page 21 of the audit shows the breakdowns of districts and units. Internal Audit sampled 139 of 97,725 total videos in the files. The video population covered January 1 through March 31, 2020 and used videos still available in the system as of April 28, 2020. The sample included all video categorizations; they did not exclude or focus on any specific video category. They compared current APD directives against various best practices and laws from certain sources including the new Colorado Senate Bill, the International Association of Chiefs of Police (IACP), the Police Executive Research Forum (PERF), Community Orientated Policing Services (COPS) in the Department of Justice, the Bureau of Justice Assistance, and the Commission on Accreditation for Law Enforcement Agencies (CALEA).

Page 10 of the report shows a graphic that shows a summary of the comparisons of the directives to the best practices and laws. There are areas where the directives fully complied, partially complied, and where there was no compliance at all. Key areas of partial and no compliance were provided. The policy does not address restrictions or guidance for officers reviewing video when there's been a critical incident. Best practice recommends the policy addresses whether or not an officer can view their video before making a statement. The policy does not address redaction. The current Senate Bill allows for redactions if there's specified privacy interests at stake. Best practice addresses how to handle redaction including documenting the reasons why. The policy allows officers 72 hours to download videos while best practice is the same day download. The policy addresses aspects of activations but it does not address informing people they are being recorded, which is a best practice. The policy addresses when cameras can be deactivated, which includes general conversations with peers or supervisors. The new Senate Bill included language around deactivating cameras for management discussions. Best practices include that, once activated, the camera remains in recording mode until the conclusion of the event. Their recommendation is that APD update the body worn camera directive to reflect the best practices listed in the report.

A summarization of the test work, involving watching body worn camera videos and verifying compliance with aspects of the different directives. Ninety-six percent of officers activated their cameras at the beginning of the incident following policy. Officers complied with deactivation policies about 89% of the time in the videos they reviewed. They recommend that APD comply with their directive around deactivation and they develop procedures to monitor compliance with deactivation. Interrupted footage refers to the deactivation and reactivation of the camera during an incident. Directive 16.4.5 includes, the members should record the reason verbally prior to deactivating the equipment. Reasons for articulating this deactivation include general conversations with peers or supervisors, time spent removed/disengaged from the scene and there is no contact or incident related value in what could be captured by the camera, or private conversations unrelated to the contact or incident. In policy review, best practice is that cameras remain recording until the conclusion of the incident. Their review focused on whether or not the officer verbalized the reason for stopping the camera. They did not assess whether the reason given for stopping the camera was within policy. They found that 79 of the videos (57%) included interrupted footage and in 77% of those videos the officers did not verbalize the reason for interrupting the recording. The non-compliance was across all districts and most

units. Their recommendation is that APD comply with directives, develop procedures to monitor for compliance, and take appropriate action to address any future department-wide non-compliance identified during reviews. APD should update its training to reflect expectations and that cameras will be on for the entirety of the event with limited exceptions. The directive also includes that supervisors may periodically review video footage. The current system cannot document supervisor reviews within the system. Their analysis of body worn camera video access showed that 99% of the videos they reviewed did not have a supervisor access them. A survey was issued to APD supervisors to gather more information about the review of footage. Eighty-six percent of those that responded indicated that they do review body worn camera video, but those reviews were because of complaints or uses of force and not for compliance with the directive. They recommend that APD assign responsibility for monitoring department-wide compliance of the directives to an appropriate unit. APD should develop a structured approach for supervisor reviews.

APD began using the clip-lock system in 2020 to help the body worn camera system stay attached. Camera's stayed on in 99% of the videos reviewed. There are no requirements for officers to report cameras being detached. They recommend that APD develop procedures for officers to report their cameras being detached along with any details to Electronic Support Section (ESS). ESS should compile that information and report it to management quarterly. APD lacks procedures to verify officers are utilizing their cameras as required. Using computer aided dispatch (CAD) data, they reviewed 25 calls for service and then searched for the body worn camera videos. Sixteen calls had associated videos. Eight calls did not have contact with a party and did not require camera use. One call did require contact with the party but did not have associated video. They recommend that APD develop procedures to monitor compliance with the utilization of cameras. Options could include randomly selecting CAD calls to review the existence of videos, or when reviewing videos with multiple officers, ensuring that all officers have videos of the incident. APD lacks procedures for monitoring proper video categorization. Their review identified several events with multiple categorizations or events that included unrelated videos. They recommend that APD evaluates future body worn camera systems for the ability to identify or flag videos in the system where the event has multiple categorizations. They also recommend that APD develop procedures to review videos periodically for proper categorization. This is important because retention relies on proper categorization of videos. In 97% of the videos Internal Audit reviewed, the footage was clear and unobstructed. There are no recommendations for this area.

In closing, there are some areas where APD is doing well but there are some areas where improvements are needed. Updating the policies for stronger guidance and clarity, developing procedures, and monitoring for compliance in these areas would help to address them.

CM Hiltz noted that it would be important to have officers begin reporting detached cameras sooner rather than later and asked how easy it would be to make that a requirement and implement it. Chief Wilson thanked Michelle Crawford for the work put in the report. She explained that officers were told to contact ESS if there were issues with retention of their cameras. She agrees that it should be made into a policy and get that information out immediately. She will have Division Chief Marcus Dudley begin working on that.

Outcome

Information Only.

Follow-up Action

None.

POLICE RECRUITING UPDATE

Summary of Issue and Discussion

Officer Nicole Wicklund presented this item to the committee. She is one of two full time recruiters for

APD. The mission of the Recruiting Unit is to proactively reach out to, locate, and recruit the most qualified men and women that will: (a) promote the Aurora Police Department's ethics, morals, and values; (b) revere the laws that Department members are sworn to uphold; (c) embrace the ideals of community-based policing; and (d) mirror the diversity within the City of Aurora. The Recruiting Unit goals are To recruit the most qualified men and women available; men and women who possess the following traits: integrity, courage, compassion, loyalty, and leadership; and who espouse the Aurora Police Department's ethics, morals, and values; revere the laws that Department members are sworn to uphold; and embrace the ideals of community based policing; and mirror the diversity within the City of Aurora. Continue to develop innovative recruiting plans that will assist in recruiting the best police officer candidates. Exhibit professionalism at all times when dealing with potential police officer applicants, the public, and all members of the Department. Develop plans as necessary to retain police personnel already employed by the Aurora Police Department as a means of meeting personnel requirements. Duties and responsibilities include recruitment, auxiliary recruitment and training, community engagement, and correspondence with applicants, budget management, advertisement management, advertisement technology, seminar administration, and officer referral program. The Recruiting Unit budget is \$27,500 annually. The bulk of the budget includes advertisement locally and nationally. The city has provided supplemental funds for the last couple years. A change for 2020 was the advertisement component. Prior to COVID they had already put advertising into effect. The age group of people being recruited is more technologically advanced than in years past. The recruiters have found applicants prefer the ability to text a recruiter directly over receiving letters or cards. Since 2018, the recruiters have coordinated and implemented the "so you want to be a cop?" seminar as a mandatory step in the hiring process for entry level applicants. The seminar is run year-round, twice a month. This allows the recruiters to meet the applicants face-to-face and outline what the job entails, what the expectations are, and one-on-one dialogue. They have found the program to be very successful. When talking about recruiting officers they are referring to entry level officers and lateral officers. Entry level officers are the bulk of the recruiting efforts and the hiring process is normally run year-round. The Civil Service Commission oversees the hiring for entry level applicants. The application window for 2020 has closed and applicants are being told to submit a job interest card which will notify them when the application window opens again. Lateral Officers are those that have previous law enforcement experience. APD is currently hiring for the lateral program through December 2020 to fill the June 2021 Lateral Academy. The lateral group is separate from the basic group, but the classes run concurrently with the basic academy as an expedited, 8-week academy.

Gender and Ethnicity statistics of the complete applicant pool for the 2020-1B and 2020-2B classes were provided. Additionally, surveys were completed for those classes related to how they heard about the position. Class 2020-1B had 934 applicants. Of those, 231 identified as female, 715 identified as male, and 18 chose not to respond. The ethnicity breakdown is 5 American Indian/Native Alaskan, 27 Asian, 84 African American, 208 Hispanic, 7 Native Hawaiian, 5 Other, 585 Caucasian, and 14 chose not to respond. Class 2020-2B had 1,259 applicants. Of those, 242 identified as female, 1000 identified as male, and 13 chose not to respond. The ethnicity breakdown is 10 American Indian/Native Alaskan, 36 Asian, 152 African American, 283 Hispanic, 12 Native Hawaiian, 15 Other not listed, 737 Caucasian, and 20 chose not to identify. As of August 30, 2020, APD will run three academies for 2021. Two of those will be filled by 20 basic recruits and one will be filled by 20 lateral recruits. Additional academies proposed include 2, 20 basic recruit classes.

The most recent entry level applicant window ran from February 10, 2020 through July 26, 2020. They received 1,396 applications. Of those, 261 identified as female, 1126 identified as male, 1 identified as non-binary, and 7 chose not to respond. The ethnicity breakdown is 13 American Indian/Alaskan Native, 41 Asian, 182 African American, 318 Hispanic, 12 Native Hawaiian, 13 Other not listed, 807 Caucasian, and 9 chose not to do respond. These applicants are currently in the physical fitness stage. This group will be used to fill the March and April Academies for 2021. The recruiters attended 60 recruiting events in 2017, 71 recruiting events in 2018, more than 80 events in 2019. They were on track to attend all previous recruiting

events for 2020 but COVID required that all advertising efforts be moved to online platforms. Twenty percent of the last group was driven from Indeed.com. As stated earlier, APD is not accepting applications at this time however, there is a lot of interested parties contacting the recruiters daily, both locally and nationally.

CM Hiltz will provide her questions in the backup. She noted that she had a call with recruiting a while ago and now that the application process has closed, she would like to look at how to collect data around why people are dropping out of the process, their perception was of the department coming and going out. She thinks right now, APD doesn't have a good reputation nationally. She's received feedback from people around the country that APD can do what they want, and she would like to know if that is affecting the applicant pool. She would like to continue the conversation with the Civil Service Commission.

Chief Wilson thanked the recruiters for this presentation and their work. She said that they're doing a great job talking about the fact that the APD is willing to look at reforms and improve their image. She applauds the people that are willing to come to APD knowing they are going to be part of the change.

Outcome

Information Only.

Follow-up Action

Due to time, the committee will submit their questions to be included in future backup.

CIVIL SERVICE HIRING PROCESS

Summary of Issue and Discussion

Civil Service Commission Supervisor Matt Cain presented this item to the committee. He explained that the Civil Service Commission is comprised of 5 Commissioners but there is currently one vacancy. There are 4 staff members and 12 contract background investigators.

An overview of 2020 shows they filled 2 entry level police academies with a combined total of 82 recruits and one entry level fire academy with 12 recruits. By the end of 2020, they will have administered 7 fire and police promotional processes with a total of 148 candidates. Also, by the end of 2020, the Commission will have conducted five discipline appeal hearings for police and fire.

In 2016, the US Department of Justice and the Equal Employment Opportunity Commission published a report on advancing diversity in law enforcement. There are three areas that they identified as how diversity can be affected in an organization. They are through recruitment, hiring, and retention. Recruitment is assigned to each respective department. By Charter, up to 50% of an academy can be made up of lateral recruits, which is overseen by the respective department. The Civil Service Commission conducts the entry level hiring for police and fire. Retention is the last part noted in the report. Recruits are in a probationary period for 18-24 months. After probation ends, Firefighters and Police Officers have Civil Service rights.

Civil Service Commission Analyst Heather Dearman explained the fire and police entry level hiring process. Applications are accepted online through the Neogov database. There is an automatic screening and anyone that answers yes to questions about drug use or criminal violations will automatically disqualify them from the process. There were 8,082 applications received for the last 5 police and fire processes that were screened for minimum qualifications. The demographic breakdown of those applicants was provided. Anyone who meets the minimum qualifications are invited to take the Ergometric Video-Based Exam. Statistics indicate 85.2% of the 8,082 applicants were invited to complete the Ergometric Video-Based Exam. The APD made and validated the video exam used for police. The video exam is scenario based and multiple choice. A reading and writing test is also administered for police applicants. Prior law enforcement or fire experience

is not needed to take the test. Police applicants also have to pass a fitness test and attend the “so you want to be a cop” seminar. Fire applications only need to pass the video exam. Preference points are provided on top of a passing score. Preference points are given for military experience, having a second language, and being police or fire explorer alumni. Police applicants also get preference points for being POST certified. Once the points are added to the video exam score a perspective employment list is generated that is then divided into bands. If there are 50 slots in each band, a random drawing is implemented to randomly place the applicants in their respective bands. That number is just used to process the applicants through the background process. They exhaust the lists for police applicants every time. For fire, they usually only make it through band A or band B. Those that are selected move on to submit a personal history statement, a job suitability test, polygraph exam, and meet with a background investigator. The background investigators provide a summary on each applicant for the Civil Service Commission to review and determine who will be given a job offer.

CM Hiltz asked if someone could be disqualified at the job suitability or polygraph stage of the process. M. Cain explained the polygraph exam is not pass or fail. However, the job suitability is pass or fail. CM Hiltz noted that numbers provided don't include totals or percentages. She broke them down and found that, in the police department, a white applicant is 385% more likely to get hired than a black applicant within those who meet the qualifications. She is going to focus on the difference of white applicants versus black applicants but notes a gap from those who are qualified to those who are admitted when looking at Hispanic or Latino applicants. She notes that 9.1% of total police applicants are black but only 2.7% make it to the academy which is 1.1% of the black applicants. And of the 180 qualified black applicants in the last five academies, only five have made it to the academy. At every step in the process a white applicants' odds for getting into the academy increases and every non-white pool decreases. Going back to the use of force data requested by CM Lawson, it shows 53% of use of forces are on black people versus the 16% of the population of Aurora. She believes it's clear there are racist outcomes. She noted that AFR is doing better but a white applicant is 58% more likely to be hired and of the 70 qualified black candidates only three have made it into the academy. For comparison purposes, 3% of black applicants make it to the police academy, 3.5% of black applicants made it to the fire academy, and Harvard's acceptance rate is almost 5%. She notes that we have a serious problem and are seeing the impact on how the laws are being enforced and what is being seen within the department. She is purposely focusing on police because of their ability to take away someone's freedom and their life with the tools they have at their disposal. She notes that it's clear there is a systemic racism issue and regardless of what the reason is, the outcomes are so disproportionate that something needs to be done. She advises staff and the Commission to do what needs to be done to address the issue. She wouldn't be surprised if the city couldn't be sued for this. To be this starkly broken down infuriates her. She doesn't see it being intentional, but someone should be asking why there is such disproportionate output.

CM Lawson thanked CM Hiltz for addressing this issue. She noted it was 47% of the population and 16% use of force. She looked at how many people of color have applied, specifically African Americans and then at the end of the process there is only one. She asked if most of the disqualification happens in the background process. She can't believe there are that many applicants but then it drops to very few people of color that are considered for the academy. She's astounded by the data. CM Hiltz noted that it looks like there is a significant drop at the job suitability and interview portion. CM Lawson asked if race is defined in the application process and she wonders how it would look if the race was unknown. M. Cain explained the Commissions also shared her passion and concerns with trying to find diverse applicants for police and fire academies. Any reference to race or gender is redacted when the Commissioners reviews the applicant summaries. He noted that the column for applicants to submit their race as “other” has seen an increase recently so rather than try to place them into a specific category they leave them as submitted. That column should be noted when looking at the diversity category. CM Lawson added that the numbers are still bad to her and she's astounded by the people of color who are not getting considered for a formal job offer. Something is not right with this and she would like for it to be evaluated more. Even with the other column,

the numbers are still very low when compared to the Caucasian category. CM Hiltz explained that her calculations were on each separate demographic and white applicant odds increase at every single step of the process and even the 2 or more group goes down. It's not trending in the right direction and doesn't hold steady. When looking at the job suitability portion you see the significant drop and it goes from 34.4% down to 11.9% for African American applicants.

CM Gardner noted that his understanding is that the Civil Service Commission did not submit any proposed cuts to their budget and believes it is the only department in the city that didn't cut their budget for next year. He would like to know what the justification for that was. M. Cain explained that the proposed budget for 2021 is 15% less than the 2020 budget. CM Gardner added that the information provided to Council was that the Civil Service Commission could not meet and therefore did not submit proposed cuts for 2021. M. Cain confirmed specific cuts were not provided and explained much of the budget is based on volume of applicants that need to go through the hiring process and hiring needs of the departments. Last year was a total of 82 academy hires and projected for 2021 is 55. Although, that could change if more academies are added. He added the other source of variance of the Commissions budget is the number of discipline appeals and that has been increasing as well. CM Gardner noted that he asked for information back in January on the DOJ investigation and why the oral board process changed, and he still has not received it. He would like that to be provided. DCM Batchelor explained the next presentation should cover his request.

H. Dearman added that the Civil Service Commission is always very conscious of diversity and with the things that changed with the DOJ and the different ways that police and fire departments wants to change things, everyone always has such as an open mind because they want to hire the people that represent Aurora. They want to work with council and want to fix this as well. She notes that the hiring process is part of it but each piece needs to be looked at such as recruiting, to hiring, to what's going on in the Academy. She's looking forward to working with the new Commissioners and Chief Wilson. CM Hiltz added that she doesn't think that anyone on the committee thinks that this is an individual person issue. But within this system there is systematic racism and it's evident in the output and wholly contained in the process because of the disproportionate drop between those that make it to the academy and those that meet the minimum qualifications. We see candidates of color significantly drop and white candidates odd increase at every step. She participated in a polygraph and one of the questions was if she knew anyone that was incarcerated. So if it's known that, for example, black men are more likely to be arrested for the same thing a white man wouldn't be arrested for and is therefore more likely to be incarcerated then if you ask a black candidate that, they may have a higher instance of saying yes they do know someone who is incarcerated and that has nothing to do with that individual person other than that is the reality of the situation of how policing is disproportionately impacting the black community. She has questions about the questions that are being asked of the candidates and if there are certain phrases that seem to be race blind but have some stereotypical connotation toward a certain race, or not. The outputs are what they are, and the numbers don't lie so we have a problem. The questions is, how are we going to fix it. If this Civil Service isn't willing or able to fix or address this on their own, she thinks there is a council that is willing to explore other options on how to do better. As far as she is concerned this has to be addressed and we have to do better. This is a problem and we've known it's a problem and now we have the numbers and data to show that it's a problem and we're seeing the impact that it's having on the policing applications with what we've been seeing the last year, especially in race-based policing. CM Lawson added that this put the whole picture together for her and she's very disappointed and this does need to be fixed. She thanks CM Hiltz for bring up all the points. M. Cain added that the Commissioners do take into context an applicants' background when they review their files and the summary of their background. There are four different commissioners with different standards, and they discuss each applicant in depth and look at each applicant in the context of their experiences in their lives. It's reassuring to him that there are four commissioners that take their appointment by council very seriously. The Commission is part of the hiring piece the other part is the lateral hiring as well and that is under each respective department. He appreciated the opportunity to present to the committee.

Outcome

Information Only.

Follow-up Action

None.

CIVIL SERVICE COMPARISONSSummary of Issue and Discussion

City Manager Jim Twombly explained he asked Human Resources to look into civil service commission in cities of comparable sizes around the country. He wanted to know if other cities had civil service commissions and if they did, how they operate. He's been kind of uncomfortable with the way civil service is laid out in the Charter and questioned if this was typical of other cities. Human Resources Director Dianna Giordano presented her findings to the committee. In 2009, the Department of Justice (DOJ) initiated an inquiry into allegations of possible discrimination in the cities hiring and promotional practices for police and fire. In response to that investigation from 2010 to 2013 the Civil Service Commission modified their process by replacing the testing consultant to Ergometrics in addition to replacing oral interviews with video-based testing for ranking. In 2013, the results of the inquiry from DOJ were provided and the allegations were unfounded. There were no findings of discriminatory practices. However, there were recommendations made such as redacting gender and race. It's a little concerning that while the changes were made the outcomes didn't quite achieve what they set out to accomplish. AFR and APD requested the reinstatement of oral boards and their involvement in the Civil Service hiring process in 2018. Currently the police nor fire departments have a voting participation in the selection process. The Civil Service Commission does allow police and fire representative to participate as non-voting members. Research was done on the following comparable cities: Colorado Springs, CO, Arlington, Tx, Tulsa, OK, Oklahoma City, OK, Wichita, KS, Tucson, AZ, Mesa, AZ, and Austin, TX. Police and Fire had conducted their own research in 2018 when preparing for the plea to the Civil Service Commission. APD researched 11 regional agencies. Four of which had a civil service commission and all of which conducted oral interviews. AFR researched 12 regional agencies. Four which had a civil service commission and all of which conducted oral interviews. HR researched the previously identified agencies. Of those, five have a civil service commission, seven had department or HR involvement and all involved in oral board. She also found that all eight agencies receive support or delegate activities to HR and the department. Meaning, HR and the department is highly involved in the recruiting activities for those with or without a civil service commission. This places the onus on the department and the city for the recruits that they hire. With the current structure there is no accountability into the city for those individuals that are selected. The benefits of having city or departmental input includes creating opportunities to analyze candidate suitability for the position, creates an opportunity for candidate and department to learn about each other, it's a chance for the department to explain challenges and rewards of the job, and reduces attrition in the academy. A structured interview process allows for the assessment of the candidates verbal skills, interpersonal skills, decision making, general situational reasoning responses to structured questions, and can be used as part of the pass/fail of the candidate or used for final ranking. She believes there should be some greater involvement either between the department and the city with the process.

In the civil service commissions of the cities that she looked at, most of those entities didn't make the final hiring decision. Typically, the civil service commission would certify the process, certify the testing methodology, they'd look at minimum qualifications, or if there were changes to the process, methodology, or consultants performing functions. They might certify the eligibility list in some cases and that would basically certify the process that was used. In the absence of the commission, all of the hiring was overseen by the department and HR. In all instances the commission staff received support from HR. Most included

oral interview board or process. Is there an opportunity to explore ways for more departmental involvement to enhance minority recruitment efforts. We're getting the applicants, but they are falling out of the process at a greater degree than would be expected. HR typically looks at the 4/5's Rule or 80% of largest population of candidates hired you should have a number equal to that or 80% of that in the other categories.

CM Hiltz noted that she's been hearing for three years that oral boards could not be done because of the DOJ but the allegations were unfounded in 2013. In addition to that, we are the only city that was looked at that doesn't have HR involvement, and this is where we're at. It makes her wonder what we're doing. CM Gardner has the same frustration because he's been asking the same questions about HR and oral boards. He's frustrated to find that Aurora is the outlier.

Outcome

Information Only.

Follow-up Action

Staff will provide the presentation to the committee.

CIVIL SERVICE TURNOVER REPORT

Summary of Issue and Discussion

Human Resources Director Dianna Giordano presented this item to the committee. Year to date data on turnover for Police and Fire was provided. Fire currently has a 2.8% turnover rate and trending for 4.8 for 2020. This will be a 2.3% decrease from 2019. Police currently has a 6.1% turnover rate and trending for 8.7%. This will be a 1.3% increase from 2019. That number could be even higher. Compared to other cities locally and nationally, Aurora is trending 9.5% of projected turnover. 2019 stats for public sector jobs in the State of Colorado were at 19.6%. The top three reasons for people leaving are other jobs, retirement, and pay. Events impacting turnover include COVID-19, social/racial unrest impacts on the police department, and transition to a new police chief, increased accountability, and other police department incidents and media coverage. About 20% of the sworn members of police are eligible for retirement, not that they will but it's something they are mindful of.

CM Hiltz asked if increased accountability was a reason officers were giving when they leave. D. Giordano explained it is more about inaccurate accountability or being shouldered with things the profession is being held accountable for, not necessarily an individual.

CM Gardner asked how the reasons for leaving are gathered. D. Giordano explained it's typically a form. Although, she knows Chief Gray tries to meet with people when they leave. CM Gardner would like to see the forms. The most common reason for the whole city is for another job. There's a reason their getting another job and we need to find out why. D. Giordano noted they know this is an area they need to enhance as a retention strategy and something they will continue to work on.

CM Lawson would like to know if this information is available broken down by percentages. D. Giordano confirmed they do and can provide it to the committee.

Outcome

Information Only.

Follow-up Action

Staff will provide the turnover analysis percentages to the committee.

MISCELLANEOUS ITEMS FOR CONSIDERATION

None.

NEXT MEETING AGENDA ITEMS

Next meetings confirmed for October 15, November 19, and December 10. Agenda items were not discussed.

Meeting adjourned at 12:45pm

APPROVED: 
Allison Hiltz, Chair