

**CIVIL SERVICE COMMISSION
CITY AND COUNTY OF DENVER**

2016 ANNUAL REPORT





Civil Service Commission
Police and Fire Classified Service
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Summer 2017

Dear Friends and Colleagues:

The Denver Civil Service Commission is proud of its accomplishments in 2016. The Commission administered four promotional examinations, for the ranks of, Assistant Fire Chief, Fire Captain, Fire Engineer, and Police Lieutenant. We gratefully acknowledge the department subject matter experts who have willingly given their time and expertise to the development of our promotional examinations.

In addition, the Commission processed sufficient applicants for two police academies in July and November 2016; resulting in 82 new police hires. And, the Commission processed sufficient applicants for two fire academies in April and September 2016; resulting in 45 new fire hires. The Commission also tested for Fire Systems Technical Specialist (Electrician), which resulted in one hire in 2016.

The Commission continues to participate and support Fire and Police mentoring and recruitment programs. Such activities have aided in our mission to attract and certify the best qualified candidates for employment and promotions “that represent the diversity of the community we serve”.

In December 2016, the Office of Auditor Timothy O’Brien conducted a performance audit of the Civil Service Commission. The audit included a review of the Commission’s Disciplinary Appeal process for classified members of the Fire and Police departments, and the overall strength of the Commission’s personnel operations.

The audit determined that recent changes to the Disciplinary Appeal Process appeared to have reduced the number and the duration of appeals. Acknowledging that 50% of the agency staff is nearing retirement, the Audit Team recommended that the Commission develop a structured succession plan, formalize desk procedures specific to key positions, and conduct a staff analysis to consider competencies, training, and promotions. The Commission agreed to the audit findings and recommendations.

The Commission appreciates the professionalism of both the Audit Team and the Audit Committee and looks forward to implementing the solutions to the identified issues. For the Commission’s written response to each reportable condition noted in the Auditor’s Report final draft, go to www.denvergov.org/civilservice.

We sincerely thank our Commissioners, the Executive Director of Safety Stephanie O’Malley and the Department of Safety, Fire Chief Eric Tade and Police Chief Robert White, along with the classified members of the Fire and Police Departments, Fire Local 858, the Police Protective Association, and the various department employee groups for their contributions and continued support.

Together, as envisioned by Mayor Michael Hancock, the Civil Service Commission is helping to make Denver a world class city where everybody matters.

Sincerely,

Earl E. Peterson
Executive Director



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MISSION

The Commission will adhere to the City Charter, the City's Code of Ethics, and we will endeavor to certify the best qualified candidates for employment and promotions that represent the diversity of the community we serve. This will enable the Commission to not only meet but exceed our responsibilities to the Mayor, City Council, Denver Police and Fire Departments, respective unions, employee organizations and the Citizens of Denver.

The Denver Civil Service Commission through its appointed Commissioners, Executive Director and respected staff do hereby affirm our Mission Statement.

DEPARTMENT SUMMARY

The City Charter established the Denver Civil Service Commission in 1904. The Commission is one of the oldest merit systems in the nation and is modeled after the Pendleton Act of 1883, which created the U.S. Civil Service Commission now known as the U. S. Office of Personnel Management.

The Commission is governed by a board of Commissioners. City Charter §9.3.2 states the Commission shall consist of five (5) members; two members are to be appointed by the Mayor, two members are to be appointed by City Council and one member shall be nominated by the Mayor and appointed by Council ordinance or resolution. Each Commissioner shall be appointed for a term of two (2) years, except when appointed to complete an unexpired term, and may be reappointed. In making appointments to the Commission, the Mayor and City Council shall consider the diversity of the citizens of the City and County of Denver.

The duties, powers and responsibilities of the Commission include establishing, fostering and maintaining a merit personnel system for the Classified Service of the Denver Police and Fire Departments. Through this merit process, a listing of eligible applicants/candidates determined to be the best qualified, is provided to the Executive Director of Safety for selection and appointment to the Classified Service.

By Charter and Rule, the Commission has a duty to maintain a merit system that provides for equality, diversity and integrity in the examination process. The Commission evaluates components used in the examination process on a regular basis and determines how these components should be graded and weighted in order to identify the best-qualified applicants and candidates for placement on eligible registers. The Commission's ongoing review of test material, selection methods and policies and procedures ensures an effective, efficient, and equitable process for entry-level and promotional testing. The Commission is committed to testing and selection processes that are fair, content valid, reliable, and job related. The Commission adheres to all applicable Federal, State, and local laws and adheres to the Uniform Guidelines on Employee Selection Procedures as established by the Equal Employment Opportunity Commission (EEOC).

The Commission is also committed to Equal Employment Opportunity and non-discrimination. The Commission's consideration and examination of all applicants for employment with the Commission and all applicants and candidates for appointment and promotion in the Classified Service, shall be made without regard to race, color, religion or creed, sex, sexual orientation, age, national origin or ancestry, political affiliation, or disability for individuals otherwise qualified to perform the essential functions of the position with or without reasonable accommodation.

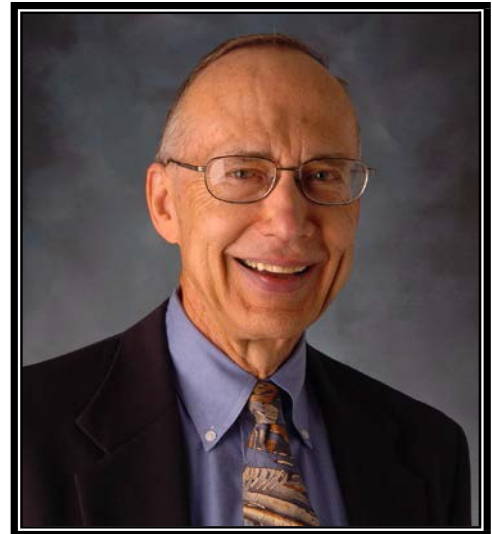
CIVIL SERVICE COMMISSIONERS

Neal G. Berlin, President

Neal G. Berlin has served continuously since being appointed by the City Council in January 2007. For many years he served citizens as a city manager in communities, including Ann Arbor, Michigan; Arvada, Colorado; Iowa City, Iowa, and Hanover, New Hampshire. Major responsibilities included oversight of police and fire operations. His primary professional interests are organizational change, personnel administration, responsiveness to citizens, prudent financial management, and consensus building.

Commissioner Berlin received a Master of Public Administration degree from the University of Michigan, and his Bachelor of Arts degree in Political Science from Illinois Wesleyan University.

He has undertaken additional academic work at the John F. Kennedy School of Government, Harvard University, American University, the University of Colorado and the University of Denver. Commissioner Berlin served as a member of the Board of Directors of the Developmental Disabilities Resource Center for many years, seeking to improve the lives of persons challenged with developmental disabilities. He is a council member of the Unity Spiritual Center of Denver.



Federico Alvarez, Esq., Vice President

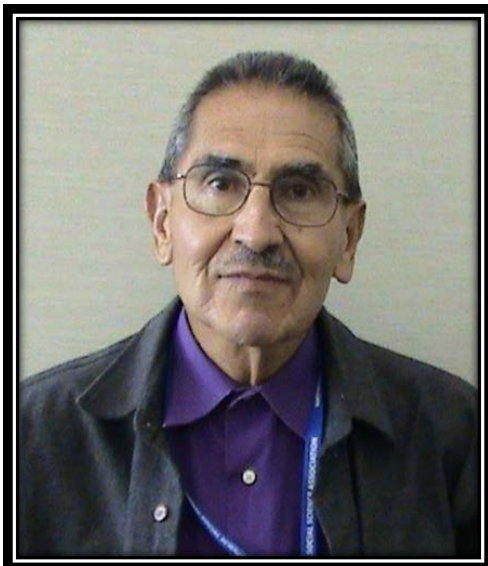
As a joint representative appointment of the Mayor and City Council, Federico Alvarez, Esq. was appointed to the Commission in June, 2013. He is a graduate of Harvard Law School. As a practicing attorney, Commissioner Alvarez is currently involved in mediation and arbitration matters. He has extensive litigation experience and has worked in private practice and has served as a Public Defender and as an Assistant Attorney General. He has also served as a Judge in the Denver County and District Courts.

Commissioner Alvarez participates in a number of organizations including the American Arbitration Association, the Colorado Commission on Judicial Discipline, the Rhone-Brackett Inn of Court, the Del Norte Neighborhood Development Corporation, the Denver Athletic Club, and the Greater Park Hill Community, Inc. He is also a member of both the American and Colorado Bar Associations.

CIVIL SERVICE COMMISSIONERS **(CONTINUED)**

Anna Flores, Commissioner

As a City Council appointee, Anna Flores was first appointed to the Commission in October 2003. Commissioner Flores is a life long Denver resident. She attended Fairview Elementary School, Lake Jr. High School, West High School, and Metropolitan State College with a double major in Political Science and Spanish. Former Mayor Federico Pena appointed her as the Director for the Denver Commission on Aging from 1983 to 1989. Commissioner Flores previously narrated for the Colorado Talking Library for the Blind. She is an accomplished author and has written four books.



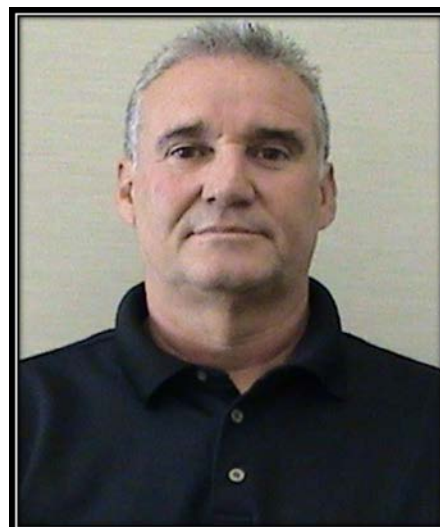
Joseph G. Sandoval, Esq., Commissioner

Beginning as a police officer for the City of Arvada in 1967, retired Professor Joseph G. Sandoval has worked in the area of public safety throughout his professional career. He worked as an attorney for approximately 20 years. Working in the area of police-community relations for over 45 years, he was involved in the process for establishing the Public Safety Review Commission and the Citizen Oversight Board, as well as the Office of Independent Monitor. He served as Chair of the Public Safety Review Commission and was the first Chair of the Citizen Oversight Board. He has made presentations on review of police and police-community relations at national conferences. He is a retired faculty member, after 42 years with the Criminal Justice and Criminology Department, at Metropolitan State University of Denver. He writes weekly faith-based commentaries; he also writes on family history with articles published in the Colorado Hispanic Genealogical Journal. Mayor Michael Hancock appointed Commissioner Sandoval in 2015.

CIVIL SERVICE COMMISSIONERS (CONTINUED)

Larry D. Trujillo, Commissioner

In August 2003, Mr. Trujillo was appointed by Mayor John Hickenlooper, to the position of Chief of the Denver Fire Department, responsible for one of the largest fire departments in the country. After 9/11, Mr. Trujillo assisted in raising over \$2 million for the New York Firefighters Emergency Relief Fund. He was also a very active member of the Firefighters Incorporated for Racial Equality (F.I.R.E). In August 2007, after 25 years of service, Mr. Trujillo retired from the Denver Fire Department. Appointed as Director of Homeland Security in 2010 by Governor Ritter, he remained in that position for one more year with Governor Hickenlooper.



In addition to currently serving as a Eucharistic Minister for Guardian Angel Church, Mr. Trujillo has made significant community contributions. He is a board member and or committee member for the following organizations: Denver's Latino Commission, LAEF (Latin American Education Foundation), American Heart Association, La Clinica Tepeyac and La Escuela Tlatelolco, and the Mark Langvardt Memorial Tournament for Mount St. Vincent Home. Mr. Trujillo attended the University of Northern Colorado and Metropolitan State University. He is bilingual, and holds numerous certifications. He is a Real Estate Broker for Modern Real Estate, the owner of LDT Consulting, LLC, and Managing Partner of CovertCard, LLC. He was appointed Commissioner by Mayor Michael Hancock in 2015.

EXECUTIVE DIRECTOR



Earl E. Peterson

Earl E. Peterson has served as Executive Director since November 2000. Prior to this position he was in the private sector for over 19 years with Champion International Corporation, Nationwide Papers Division as Operations Manager, Administration Manager and Marketing Manager. Mr. Peterson is a graduate of the State University College of Arts and Science, Geneseo, NY, and holds a Bachelor of Science Degree in Management Science. Mr. Peterson is an active member of Eastern Hills Community Church. He currently serves on the architectural committee for the Prides Crossing HOA and was Vice President for seven years.

COMMISSION BUDGET

In 2016, the Commission was allocated a budget of \$1,746,738.00. The budget includes costs for a full-time staff of 9 employees, 19 on-call background investigators, and payment to contract independent hearing officers to conduct disciplinary appeal hearings. The budget also includes payment for entry-level and promotional test development and applicant processing.

The overall direct cost for the development and administration of the following four (4) promotional examinations was a total of \$78,500.00.

Assistant Fire Chief	\$ 19,966.00
Fire Captain	\$ 32,700.00
Fire Engineer	\$ 27,902.40
Police Lieutenant	\$ 43,479.20

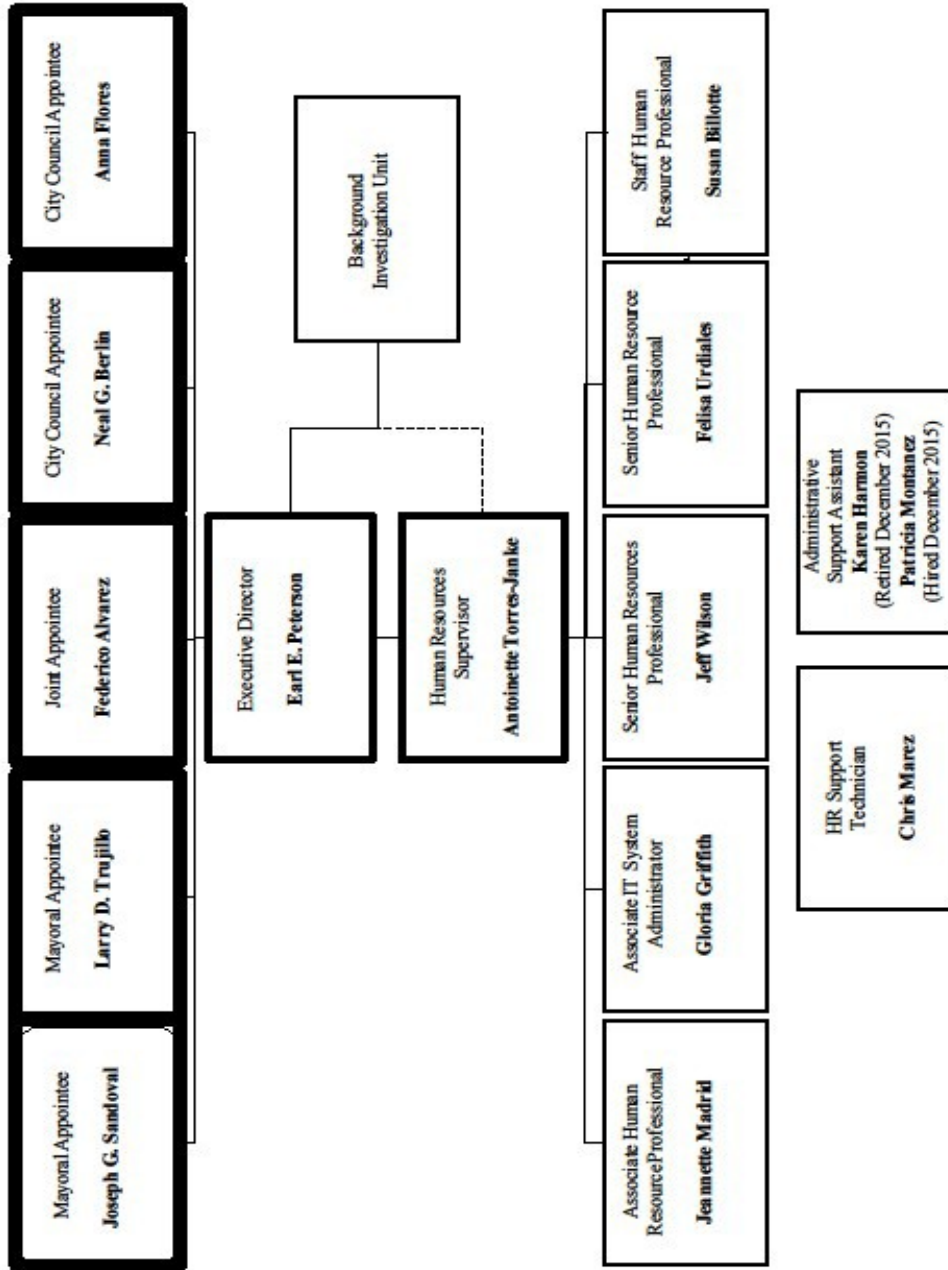
The processing of Fire and Police applicants, along with Denver Public Safety Cadets reflect the following line item expenditures for a total of \$442,198.00

Background Investigation Unit	
—Payroll and Social Security	\$216,125.00
Polygraph Exams	\$ 84,908.00
Suitability Assessments, and Psychological Exams	\$130,783.00
Pre-Employment Drug Screening	\$ 10,376.00

The Civil Service Commission returned \$257,187.00 of the planned operating budget for 2016 back to the general fund. This saving represents 14.72% of the overall Commission budget for 2016.

NOTE: Costs associated with the processing of both Fire and Police Department applicants, are subject to the size of academy classes, as well as the start dates of academy classes. Therefore, processing costs may overlap from one calendar year to the next.

Civil Service Commission Organizational Chart



DISQUALIFICATION & DISCIPLINARY APPEALS

The Appeal Process

The entire Appeal Process is outlined in City Charter §9.4.15 and Commission Rule 12 – Disqualification and Disciplinary Appeals, Hearings and Procedures. Except for the disqualification of any probationary member of the Classified Service, a member who is subject to disqualification and is being dismissed for a failure or inability to meet the qualifications necessary to perform the essential functions of the position, may also file an appeal for a hearing before a Hearing Officer.

Any final decision and order of a Hearing Officer may be appealed by the member, the executive Director of Safety, or by both, for a limited review by the Civil Service Commissioners. In lieu of an appeal to the Commissioners, a final decision at the Hearing Officer level may be appealed directly to Denver District Court. A final decision at the Commissioner level also may be appealed to District Court.

Hearing Officers

Hearing Officers are selected as established by City Charter §9.3.7 and Commission Rule 14. The following two individuals were selected in 2015 to serve as a Hearing Officer for the 2016-2019 contract period: Daniel C. Ferguson, Esq., and Carrie Klein, Esq.

2016 Disciplinary Appeals

Disciplinary and Disqualification Appeal decisions, listed by Year of appeal filing or by the Classified Member's Last Name can be found on the Commission's website at www.denvergov.org/civilservice.

ENTRY-LEVEL POLICE/FIRE TESTING 2016

The required qualifications for Original Appointment are set in Commission Rule 3, and Commission Rule 5 establishes the Examination and Screening phases. During the respective open application periods, applicants interested in testing for a Police Officer or Firefighter position first complete an application form and schedule a test date online through the Commission's web site at www.denvergov.org/civilservice. Upon an acceptable application being submitted, the Commission's testing center can accommodate up to 32 applicants per test session.

Police Officer Testing

The Commission tests for the position of Police Officer on an annual basis. Testing for Police Officer was conducted in October 2015 and February 2016 for applicant processing in 2016 and 2017. (2702) applications were accepted. *See the demographic breakdown.*

Police applicants who are currently employed as peace officers (with appropriate State certification), and who have a minimum of three years patrol experience, can be considered for lateral-entry placement. A benefit of the combined entry-level and lateral-entry academies allows lateral-entry applicants to complete the academy in 16 weeks (versus 25-28 weeks for entry-level applicants), if their previous training and experience warrants.

In 2016, two (2) Police academies were placed in July and November, from testing conducted in 2015 and 2016. A total of eighty-two (82) new Police recruits were hired in 2016. *See the demographic breakdown.*

Firefighter Testing

The Commission typically tests for the position of Firefighter every two (2) years, and testing was administered in December 2015 and 2016. (1775) applications were accepted. *See the demographic breakdown.*

One Fire academy was placed in 2016 from Firefighters tested in October/November 2013 and 2014. Twenty (20) Firefighters were hired. *See the demographic breakdown.*

One Fire academy was placed in 2016 from Firefighters tested in December 2015 and 2016. Twenty-five (25) Firefighters were hired. *See the demographic breakdown.*

SPECIALIZED FIRE TESTING

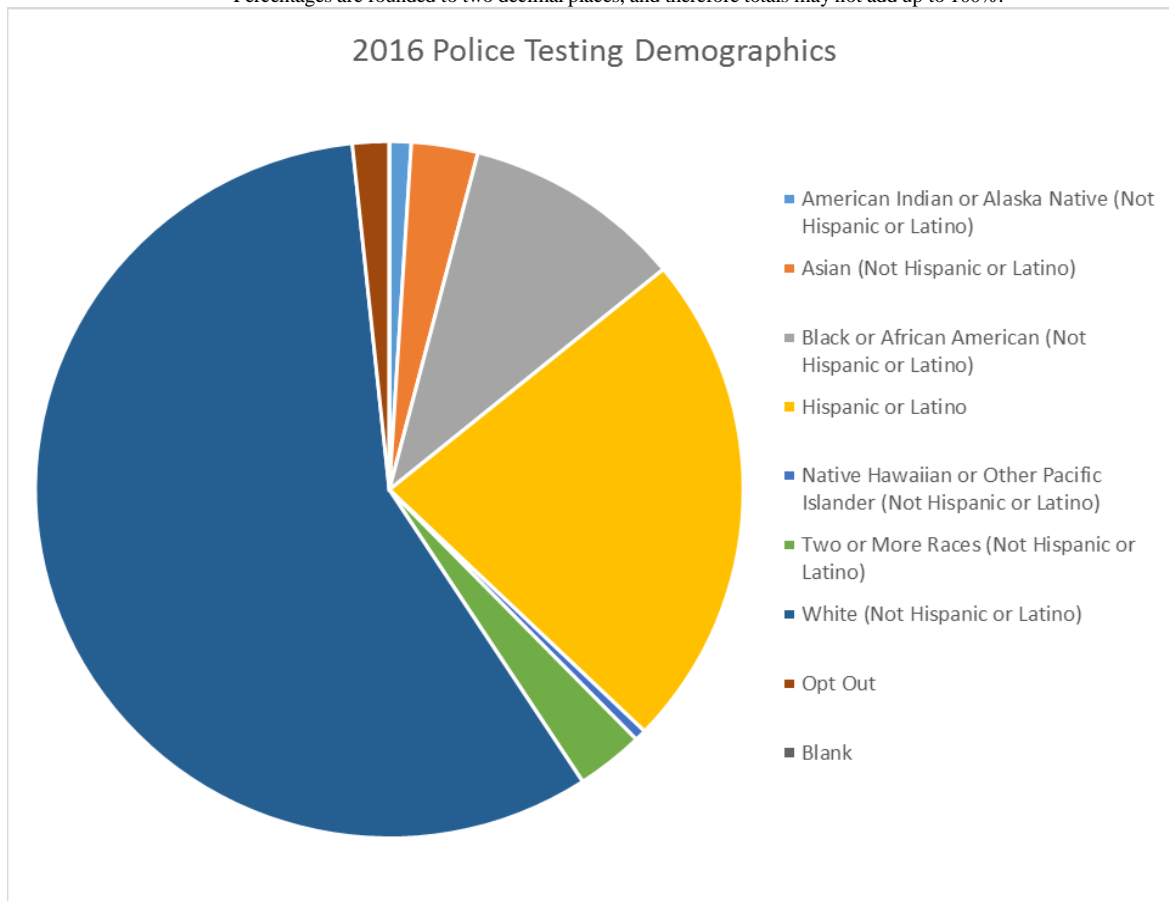
The Commission also tests for two specialized Fire entry-level positions in the Classified Service; Fire Mechanic and Fire Systems Technical Specialist (including Electricians and Electronic Technicians). Fire Mechanics perform skilled work in the maintenance and repair of automotive equipment, fire apparatus and fire suppression equipment. Fire Systems Technical Specialists (Electricians) design, install and maintain all electrical, heat, and power systems. Fire Systems Technical Specialists (Electronic Technicians) design, build, install, inspect and repair all division systems and equipment. Equipment maintained includes radio fire-box transmitters and receivers, microwave, two-way mobile radios and pagers, towers, antennas, etc. When a vacancy is anticipated in any of these specializations, the Commission will screen and test applicants as outlined in the respective Announcements of Examination and the respective Informational Booklets.

In 2016, one Fire Systems Technical Specialist (Electrician) was hired from testing conducted in 2016; one (1) White Male.

2016 # APPLYING FOR POLICE OFFICER TESTING (By Race/Ethnicity and Gender)

Race/ Ethnicity	Male	% of Total	Female	% of Total	Opt Out	% of Total	Blank	% of Blank	Total	% of Total
African American	192	7.11%	47	1.74%	0	0.00%	0	0.00%	239	8.85%
Hispanic	441	16.32%	147	5.44%	0	0.00%	0	0.00%	588	21.76%
White	1098	40.64%	200	7.40%	0	0.00%	0	0.00%	1298	48.04%
Asian	58	2.15%	13	0.48%	0	0.00%	0	0.00%	71	2.63%
Native American	19	0.70%	10	0.37%	0	0.00%	0	0.00%	29	1.07%
Pacific Islander	10	0.37%	4	0.15%	0	0.00%	0	0.00%	14	0.52%
Multi	59	2.18%	22	0.81%	0	0.00%	0	0.00%	81	3.00%
Opt Out	32	1.18%	8	0.30%	20	0.74%	0	0.00%	60	2.22%
Blank	0	0.00%	0	0.00%	0	0.00%	322	11.92%	322	11.92%
Total	1909	70.65%	451	16.69%	20	0.74%	322	11.92%	2702	100.00%

Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.



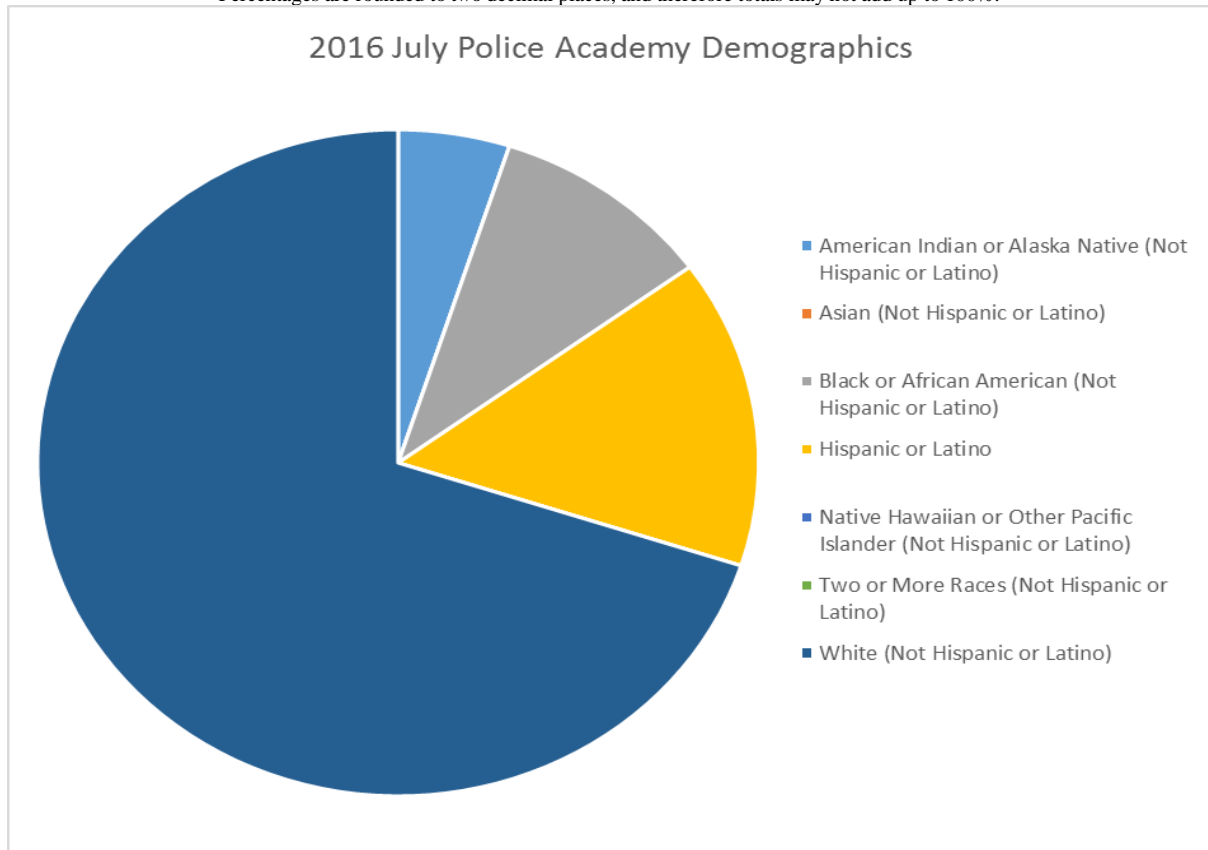
POLICE ACADEMY DEMOGRAPHICS

JULY 2016

(By Race/Ethnicity and Gender)

Race/ Ethnicity	Male	% of Total	Female	% of Total	Undeclared	% of Total	Total	% of Total
African American	2	4.00%	3	6.00%	0	0.00%	5	10.00%
Hispanic	11	22.00%	3	6.00%	0	0.00%	14	28.00%
White	20	40.00%	6	12.00%	0	0.00%	26	52.00%
Asian	4	8.00%	0	0.00%	0	0.00%	4	8.00%
Native American	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Pacific Islander	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Multi Declared	0	0.00%	1	2.00%	0	0.00%	1	2.00%
Undeclared	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total	37	74.00%	13	26.00%	0	0.00%	50	100.00%

Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.



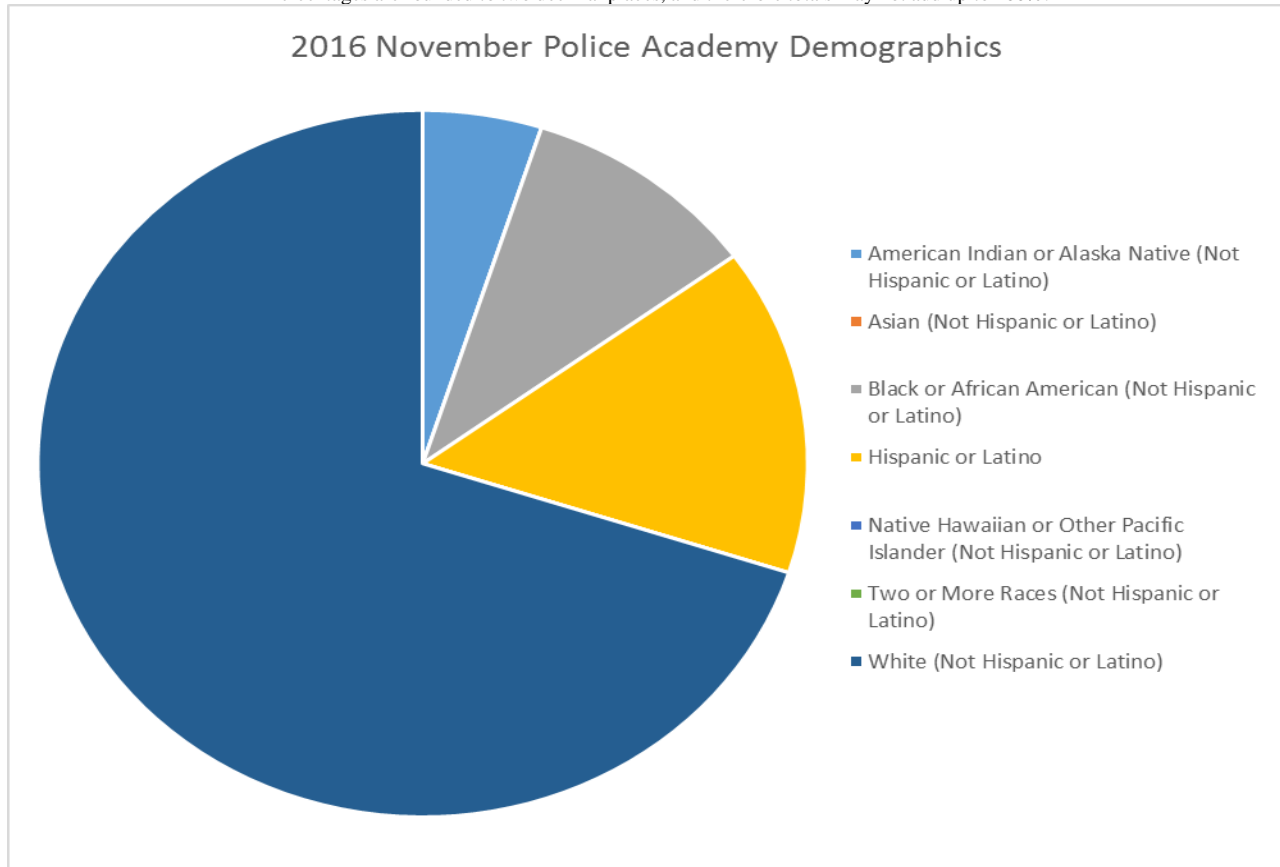
POLICE ACADEMY DEMOGRAPHICS

NOVEMBER 2016

(By Race/Ethnicity and Gender)

Race/ Ethnicity	Male	% of Total	Female	% of Total	Undeclared	% of Total	Total	% of Total
African American	1	3.00%	0	0.00%	0	0.00%	1	3.00%
Hispanic	3	9.00%	1	3.00%	0	0.00%	4	12.00%
White	19	59.00%	8	25.00%	0	0.00%	27	84.00%
Asian	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Native American	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Pacific Islander	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Multi Declared	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total	23	72.00%	9	28.00%	0	0.00%	32	100.00%

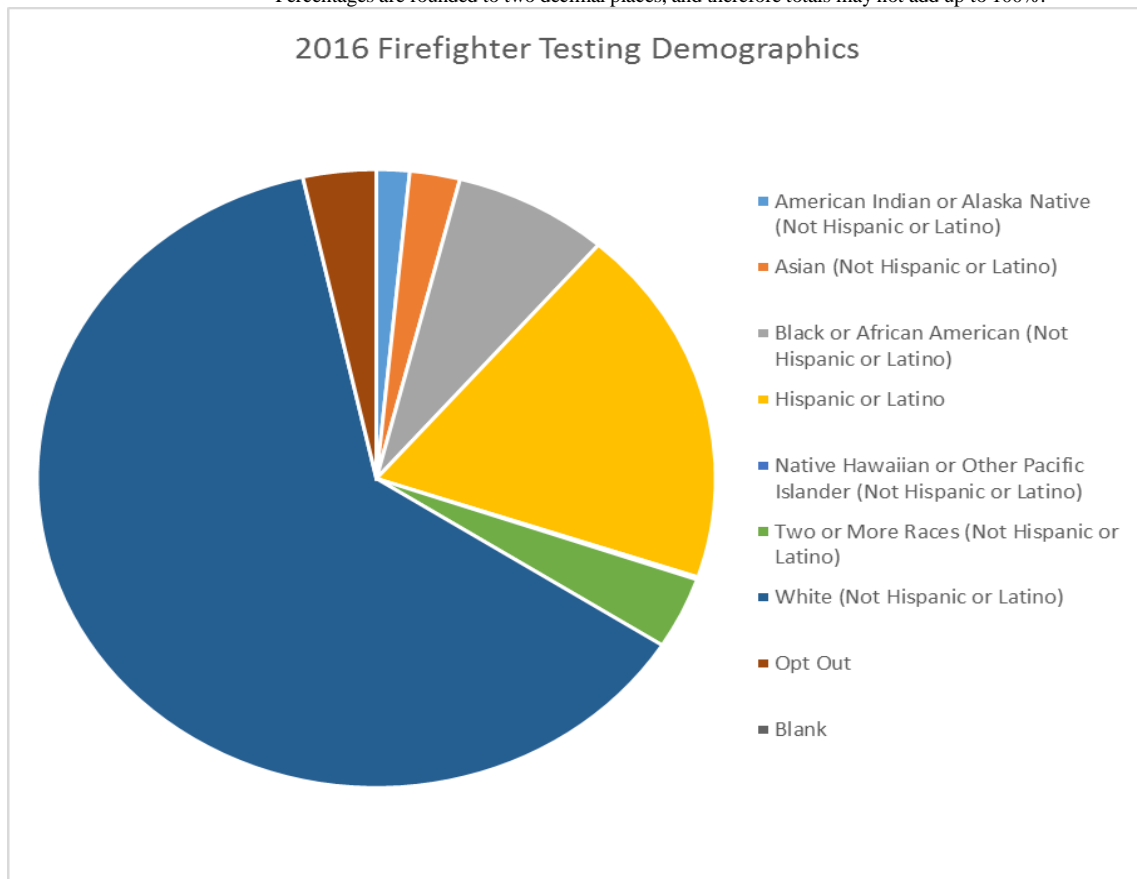
Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.



2016 # APPLYING FOR FIREFIGHTER TESTING (By Race/Ethnicity and Gender)

Race/ Ethnicity	Male	% of Total	Female	% of Total	Opt Out	% of Total	Blank	% of Blank	Total	% of Total
African American	108	6.08%	19	1.07%	0	0.00%	0	0.00%	127	7.15%
Hispanic	275	15.49%	38	2.14%	1	0.06%	0	0.00%	314	17.69%
White	913	51.44%	126	7.10%	0	0.00%	0	0.00%	1039	58.54%
Asian	35	1.97%	3	0.17%	0	0.00%	0	0.00%	38	2.14%
Native American	23	1.30%	2	0.11%	1	0.06%	0	0.00%	26	1.46%
Pacific Islander	2	0.11%	2	0.11%	0	0.00%	0	0.00%	4	0.23%
Multi	55	3.10%	7	0.39%	0	0.00%	0	0.00%	62	3.49%
Opt Out	51	2.87%	1	0.06%	11	0.62%	0	0.00%	63	3.55%
Blank	0	0.00%	0	0.00%	0	0.00%	102	5.75%	102	5.75%
Total	1462	82.37%	198	11.15%	13	0.73%	102	5.75%	1775	100.00%

Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.



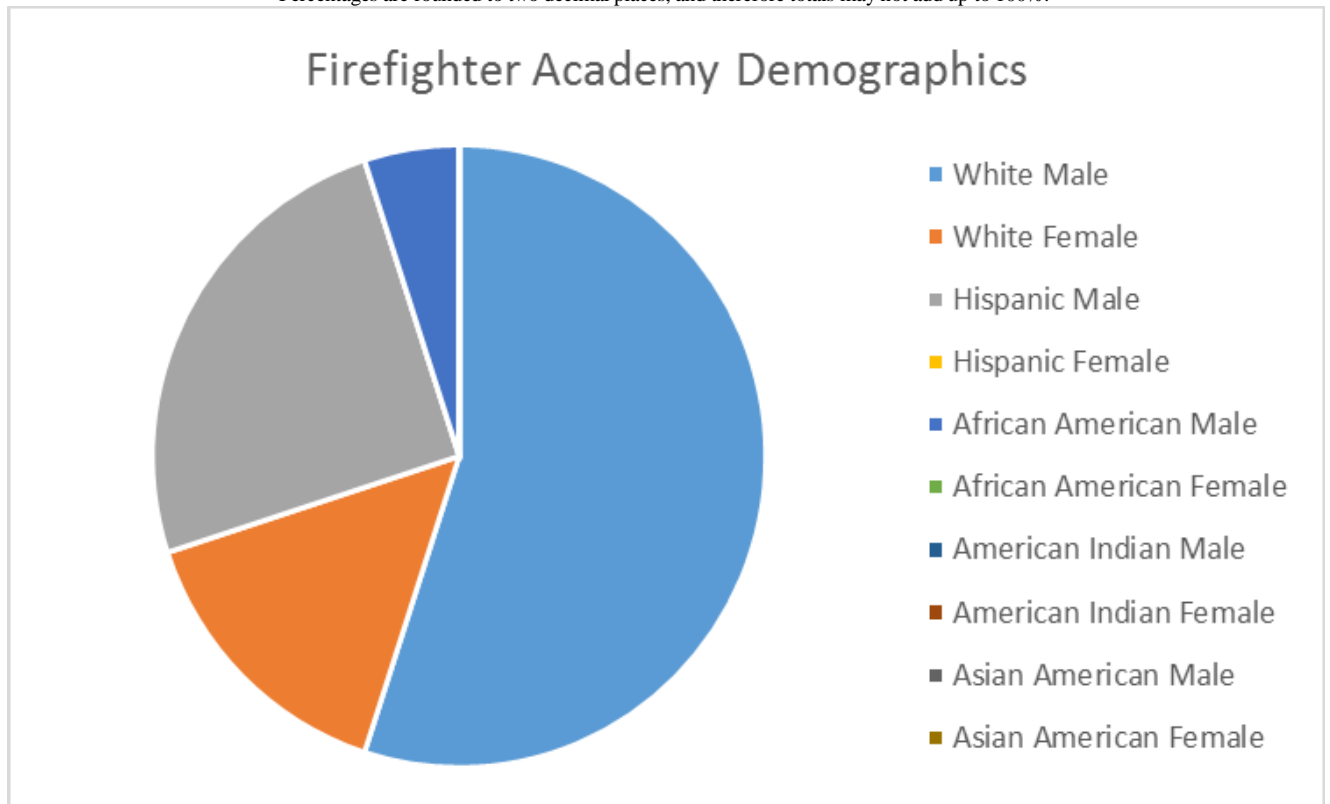
FIRE ACADEMY DEMOGRAPHICS

APRIL 2016

(By Race/Ethnicity and Gender)

Race/ Ethnicity	Male	% of Total	Female	% of Total	Undeclared	% of Total	Total	% of Total
African American	1	5.00%	0	0.00%	0	0.00%	1	5.00%
Hispanic	5	25.00%	0	0.00%	0	0.00%	5	25.00%
White	11	55.25%	3	15.00	0	0.00%	14	70.00%
Asian	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Native American	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Pacific Islander	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Multi Declared	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Undeclared	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total	17	85.00%	3	15.00	0	0.00%	20	100.00%

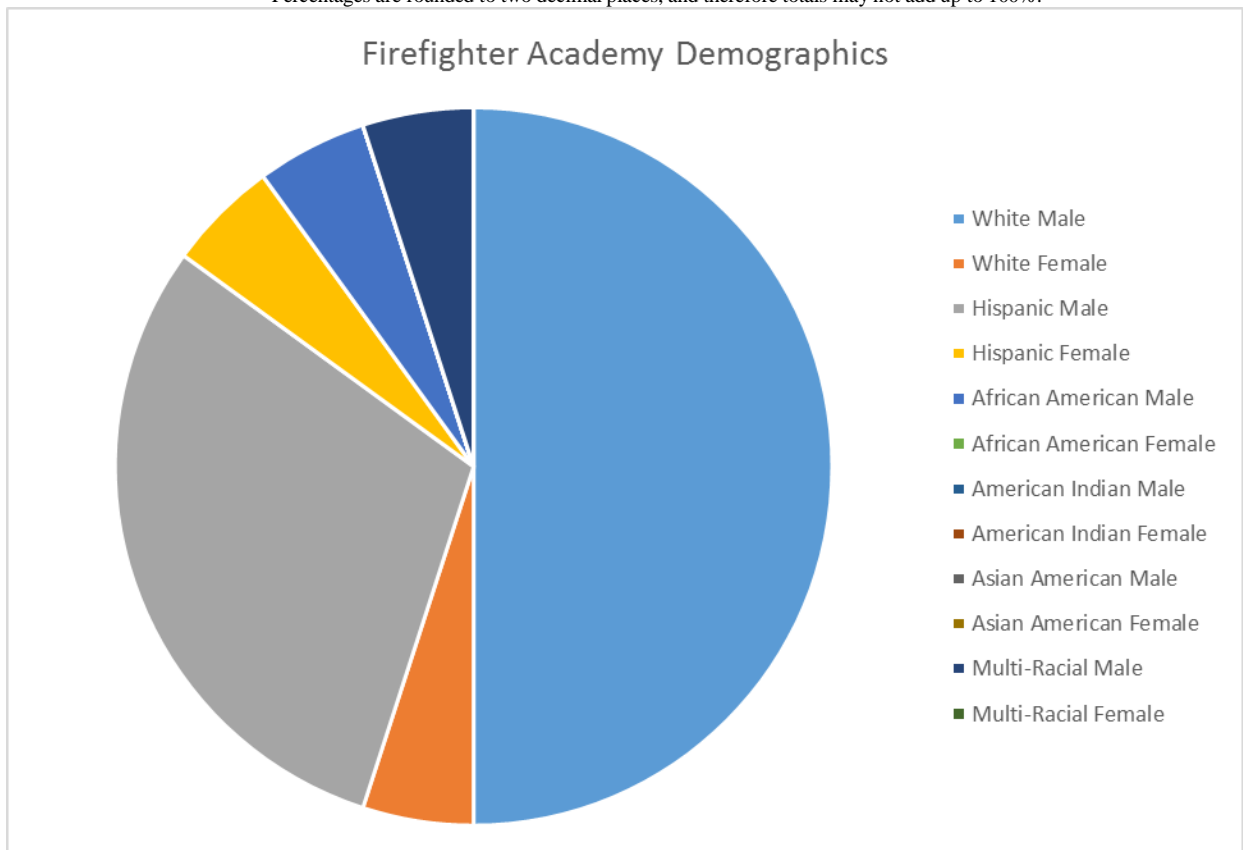
Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.



Fire Academy Demographics September 2016 (By Race/Ethnicity and Gender)

Race/ Ethnicity	Male	% of Total	Female	% of Total	Undeclared	% of Total	Total	% of Total
African American	2	8.00%	0	0.00%	0	0.00%	2	8.00%
Hispanic	8	32.00%	1	4.00%	0	0.00%	9	36.00%
White	12	48.00%	1	4.00%	0	0.00%	13	52.00%
Asian	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Native American	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Pacific Islander	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Multi Declared	1	4.00%	0	0.00%	0	0.00%	1	0.00%
Undeclared	0	0.00%	0	0.00%	0	0.00%	0	4.00%
Total	25	92.00%	2	8.00%	0	0.00%	25	100.00%

Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.



FIRE AND POLICE PROMOTIONAL EXAMINATIONS

Only those candidates who attained a passing score on the written test advanced to the Assessment Center (or for Fire Engineer the Practical Test). Candidates were then ranked by their total examination score. The total examination score is the sum of the points earned from the written test, the assessment center or practical test, and seniority.

The examination for Assistant Fire Chief only contained an assessment center. Candidates were then ranked by their total examination score. The total examination score is the sum of the points earned from the assessment center and seniority.

FIRE ENGINEER	
Number of Candidates Who Registered	92
Number of Candidates Passed Written Exam	42
Number of Candidates Who Attended the Assessment Center	40

FIRE CAPTAIN	
Number of Candidates Who Registered	53
Number of Candidates Passed Written Exam	22
Number of Candidates Who Attended the Assessment Center	22

ASSISTANT FIRE CHIEF	
Number of Candidates Who Registered	19
Number of Candidates Who Attended the Assessment Center	17

POLICE LIEUTENANT	
Number of Candidates Who Registered	72
Number of Candidates Passed Written Exam	28
Number of Candidates Who Attended the Assessment Center	28

The Commission greatly appreciates the cooperation and assistance from the Fire and Police Administrations, Department Subject Matter Experts and Employee Groups in the development of the promotional examinations.

FIRE AND POLICE PROMOTIONS IN 2016*

FIRE DEPARTMENT		POLICE DEPARTMENT	
Fire Lieutenant	14	Police Sergeant	20
Fire Captain	3	Police Lieutenant	3
Fire Engineer	20	Police Captain	0
Assistant Chief	5		

*Includes only those promotional ranks within the Classified Service. Promotional tests are administered every two years except in the case of Assistant Superintendent of Fire Alarm, and Assistant Master Mechanic, which are administered on an as-needed basis. Promotions can be made off of an eligible register that was created in the previous year.