

# GOALS & STRATEGIC PLANS



# STRATEGIC OUTLOOK

Our agency goals are tied to our agency values to provide direction, purpose, and motivation. This ensures everyone works cohesively toward the same vision, creating a strong, values-driven culture where our decisions and actions consistently reflect what the Civil Service Commission (CSC) stands for as an agency, leading to better performance and stronger identity. Our strategies and daily tasks must connect to the big picture so that our work remains meaningful.

- **Our Mission (how do we achieve our purpose):** 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.
- **Our Vision (where we are going):** To be a model CSC that embodies transparency, trust, and collaboration by delivering exemplary candidates for a safer Denver.
- **Our Purpose (why do we exist):** The Commission is responsible for administering the testing process for entry-level and promotional positions within the Denver Police and Fire Departments, policy administration, and hearing disciplinary appeals of classified members.
- **Our Values (what do we stand for):** Integrity, Collaboration, Transparency, Efficiency, and Equity.

In 2025, we worked hard and implemented most of our planned strategies. While we encountered some challenges and fell short on some of the goals, we remained steadfast in our commitment to be strategic in our decisions and actions. In the next two years, we will continue our journey for improvements.

**Gracie Perez**  
**Executive Director**



# CHARTING THE COURSE

## PROCESS 80% OF ENTRY-LEVEL APPLICATIONS BETWEEN RECEIPT AND UP TO COMMISSION DELIBERATION RESULT WITHIN 90 DAYS.

**Strategies:** Processing applications within 90 days sets a clear, measurable target for timely completion, reducing delays, improving stakeholder satisfaction and ensuring predictable workflows which are all hallmarks of an efficient system.

- **Set Measurable Goals:** The 90-day mark turns a vague "soon" into a concrete, trackable goal.
- **Reduce Bottlenecks:** Highlight areas causing delays, encourage streamlining processes, and implement process improvement changes.
- **Improve Experience:** Faster and streamlined processing reduces frustration, builds trust, and enhances the overall experience.
- **Allocate Resources:** Allocate resources better to meet demands without over- or under-staffing and remaining within budget.

1

Value: Efficiency



# CHARTING THE COURSE

2

Value: Transparency

## MAINTAIN 80% CANDIDATE EXPERIENCE SATISFACTION SCORE.

**Strategies:** Transparency is consistently identified as one of the most critical components for delivering a positive candidate experience.

- **Build Trust:** Open and honest communication throughout the hiring process, including clear expectations, timelines, and criteria, builds trust with candidates. Candidates who trust the process are more likely to report higher satisfaction scores.
- **Manage Expectations:** Set realistic expectations about timelines and steps in the process.
- **Promote Perception of Fairness:** Even if a candidate is disqualified, a transparent process makes them feel the evaluation was fair and objective, which improves their satisfaction score and perception of agency.
- **Communicate Clearly:** Clear communication reduces uncertainty, leading to a smoother and more positive experience.



# CHARTING THE COURSE



Value: Equity

## ACHIEVE AND DEMONSTRATE COMPLIANCE WITH ALL PROVISIONS SET FORTH IN THE MODIFIED HOGUE CONSENT DECREE, THEREBY SECURING A COURT ORDER FOR ITS TERMINATION BY 2028.

**Strategies:** Complying with the provisions of the Hogue consent decree promotes equity and increases representation of minorities in the applicant pool for entry-level Police and Fire positions.

- **Define Clear Goals:** Translate decree terms into concrete, measurable objectives with precise metrics for compliance.
- **Engage Stakeholders:** Involve staff, the community, and other relevant parties to ensure buy-in and gather valuable input.
- **Leverage Technology:** Use available software and systems for data collection to improve visibility and analysis, aiding compliance.
- **Measure Outcomes:** Demonstrate that changes lead to sustainable, fair, and compliant outcomes, moving towards equity.
- **Seek Partial Termination:** Advocate for terminating specific parts of the decree as compliance is achieved, as progress is incremental.

CONSENT DECREE

I hereby agree to this Modified Consent Decree for the August 27, 1975 decree because of the circumstances since the original Consent Decree. This agreement is intended to replace the August 27, 1975 decree. Like that decree, it is intended to preserve and further the goals of the City and County of Denver. It shall be provided to the court for its review and approval.



# CHARTING THE COURSE

4

Value: Integrity

**FOSTER AND ENFORCE A CULTURE OF HIGH ETHICAL STANDARDS AND ACCOUNTABILITY BY ACHIEVING 95% COMPLIANCE RATE ACROSS ALL CHARTER AND COMMISSION RULE REQUIREMENTS AND TIMELINES.**

**Strategies:** Integrity is the foundation that drives ethical culture, while compliance ensures minimum standards. Together they create a robust system where doing the right thing becomes a shared practice, supported by rules and leadership, boosting trust and reducing risk.

- **Integrate Ethics Everywhere:** Include ethical considerations in all decision makings and processes.
- **Tailor Training:** Provide ongoing, job-specific, and cross-training to develop awareness and familiarity of mandates, rules, and requirements.
- **Learn from Mistakes:** Treat mistakes as learning opportunities, fostering open discussion and continuous improvement.
- **Monitor Consistently:** Implement robust monitoring systems and procedures and regularly assess status of compliance.
- **Implement Fair Consequences:** Apply consistent, equitable consequences to non-compliance, regardless of level. Ensure rewards and performance systems don't inadvertently encourage unethical behavior.



# CHARTING THE COURSE

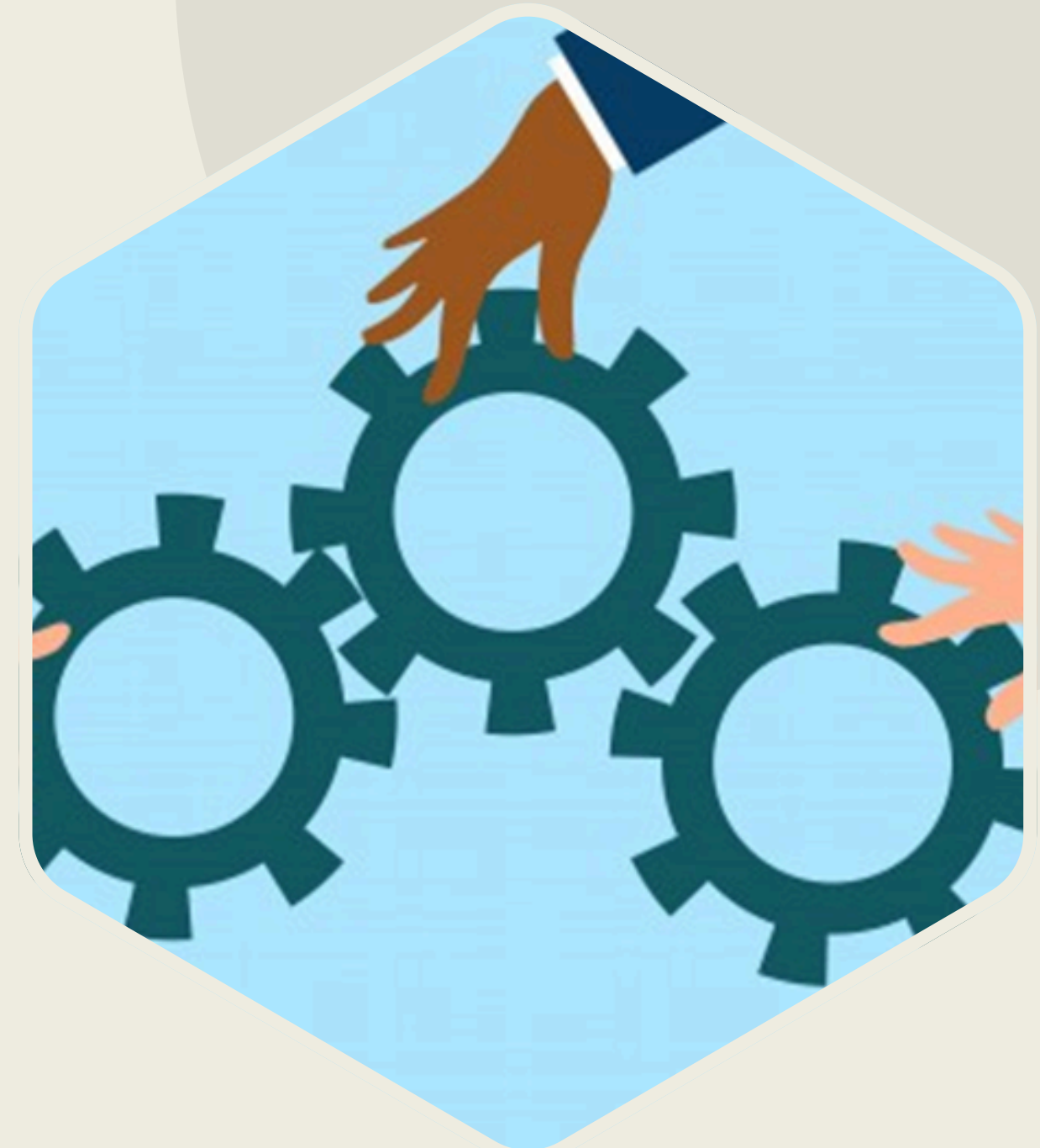
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Value: Collaboration

## DEVELOP AND IMPLEMENT EFFECTIVE, SHARED RECRUITMENT AND HIRING STRATEGIES THAT ENSURE QUALITY AND DIVERSE ENTRY-LEVEL RECRUITS INTO DENVER POLICE AND FIRE.

**Strategies:** Collaboration is crucial for innovation, efficiency, and achieving shared goals, focusing on clear roles, open communication, shared tools, and a culture that values diverse input, leading to better problem-solving, engagement, and productivity.

- **Define Shared Purpose:** Establish clear, collaborative goals and expectations that align the teams and provide common direction.
- **Promote Open Communication:** Establish clear communication channels, encourage active listening, and provide avenues for sharing feedback and ideas.
- **Optimize Resource Sharing:** Identify opportunities to share resources, knowledge, and best practices across departments to improve recruitment effectiveness.



# CHARTING THE COURSE

6

Value: Collaboration

## ACHIEVE 80% FAVORABILITY RATING IN THE ANNUAL CSC EMPLOYEE CULTURE & ENGAGEMENT SURVEY

**Strategies:** Employee favorability ratings strongly relate to collaboration; positive collaboration fosters higher engagement, satisfaction, and better performance, making employees feel more connected and motivated.

- **Recognize & Appreciate:** Implement frequent, specific, and personalized recognition (leader-to-employee, peer-to-peer). Celebrate milestones and link recognition to agency values.
- **Enhance Communication & Transparency:** Hold regular, meaningful conversations and 1:1s. Be transparent about agency goals and how individual roles contribute. Actively solicit and act on employee feedback.
- **Invest in Growth & Development:** Provide training and upskilling. Offer mentoring and coaching to build confidence.
- **Build Trust & Empower:** Lead with competence. Coach, not micromanage. Give employees autonomy and involve them in decisions. Foster positive workplace relationships and collaborative environments.
- **Clarify Purpose & Expectations:** Help employees see their impact and understand their role in the company's mission. Set realistic expectations and provide the right tools.



**THE  
NAVIGATORS**

**OUR COMMISSIONERS**



**Greg Moore**



**Steve Foster**



**Noah Stout**



**James Everett**



**Chantell Taylor**



# THE NAVIGATORS

# OUR STAFF



Gracie Perez  
Executive Director



Recruiting  
Manager



Tammy Lewis  
Senior Recruiter



Stephanie Rios  
Senior Recruiter



Alli Kehoe  
Sr. HR Data  
Analyst



Dylan Tomsey  
Sr. HR Data  
Analyst



Diana Aldapa-  
Fonseca  
Sr. Budget  
Analyst



Brandon Dorsey  
Recruitment &  
Admin Support



Janet Martinez  
Recruitment &  
Admin Support



Recruitment &  
Admin Support

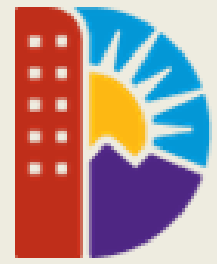
## Background Investigators:

- Andrea Bell
- Brett Bjork
- Robert Daly
- Michael Banks
- Michele Estrada-Guzman

- Mike Gargaro
- Paul Christinson
- Stephanie Goodall
- Melissa Hawkins
- Jad Lanigan

- John MacDonald
- Lynn Matesi
- Shawn Saunders
- Casey Williams
- Barbara Wimmer





**DENVER**  
CIVIL SERVICE COMMISSION



## REACH OUT TO US AT:



**Our Website :**

[www.denvergov.org/civilservice](http://www.denvergov.org/civilservice)



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