



**Civil Service Commission**  
 Police and Fire Classified Service  
 Wellington E. Webb Municipal Building  
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 Denver, CO 80202  
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**COMMISSIONERS**  
 Steven Foster  
 Gregory Moore  
 Noah Stout  
 James Everett  
 Chantell Taylor

**EXECUTIVE DIRECTOR**  
 Gracie Perez

**CIVIL SERVICE COMMISSION MEETING  
 DENVER, COLORADO – March 25, 2026**

The meeting was hybrid.

Virtual participants attended via MS Teams. In person participants attended at 201 W. Colfax Avenue, Denver, Colorado 80202 (Wellington E. Webb Municipal Building).

**Commissioners Present**

Commissioner Gregory Moore
Commissioner Noah Stout
Commissioner Steven Foster
Commissioner James Everett (Virtual)

**Staff Present**

Gracie Perez, Executive Director	Stephanie Rios, SR HR Recruiter
Tammy Lewis, SR HR Recruiter	Dylan Tomsey, SR HR Data Analyst
Alexandra Kehoe, SR HR Data Analyst (Virtual)	Diana Aldapa-Fonseca, SR Budget Analyst
Janet Martinez, Recruitment & Admin Support	Brandon Dorsey, Recruitment & Admin Support
John MacDonald, CSC Investigations Tech (Virtual)	Barbara Wimmer, CSC Investigations Tech (Virtual)
Melissa Hawkins, CSC Investigations Tech (Virtual)	Michael Gargaro, CSC Investigations Tech (Virtual)
Shawn Saunders, CSC Investigations Tech (Virtual)	Casey Williams, CSC Investigations Tech (Virtual)
Paul Christinson, CSC Investigations Tech (Virtual)	Michael Banks, CSC Investigations Tech (Virtual)

**Guests**

Ron Thompson, DPD Chief of Police	Desmond Fulton, DFD Chief of Fire
Chris Ferguson, DFD Firefighter (Local 858 President)	Andy Mast, DFD Engineer (Local 858)
Sean J. Lane, Attorney (PPA Attorney)	Eddie Meja, PPA
Tanna Cunningham, PPA	Brian Pancelco, PPA President

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Josh Vasconcellos, PPA Vice President	Joe Stadler, PPA
Brian Martin, CAO	Ashaun Drumgo, DFD Lieutenant (Local 858)
Nancy Calvo, DFD Lieutenant (Local 858)	Matt Conley, DPD Detective (PPA)
Todd Revious, DFD Lieutenant (Local 858)	Devin Hallock, DFD lieutenant (Local 858 Secretary Treasurer)
Liz Castle, OIM Monitor	David Hageman, DFD Division Chief
Aaron Sanchez, DPD Deput Chief	Maria C. Aldridge, DPD Lieutenant
Kevin Neito Estrada, Guest	Robin Jones, OSEI
Mihael Calderon-Felix, Candidate	Reginald, Guest
Guest, Guest	LH, Guest
Amanda Clark, Attorney for Local 858	Lezama Mariah, Guest
Sofia Zamani, Candidate	Gordon, Guest
Jio, Guest	Jake, Guest
Jay, Guest	., Guest
Guest, Guest	Guest, Guest
Daymeon, Guest	Miranda Acosta Lopex, DPD Police Recruit

## MINUTES

- Commissioner Foster presided over this meeting and introductions of the Commissioners started at 3:06 PM.

### Open Session

- The minutes from March 11, 2026, commission meeting was unanimously approved.
  - Motion: Commissioner Moore
  - Second: Commissioner Stout
  - Vote: All in favor
- Commissioner Foster asked if there were any comments from the public. There were none.
- The meeting moved to Commission Review of Candidates, led by SR HR Data analyst, Dylan Tomsey.
  - Pass – 27
  - Fail – 8
  - Hold – 3
  - Total – 38
- Executive Director, Gracie Perez, explained there were three candidates to be discussed in Executive Session. The board decided to discuss the 3 candidates in a future Commission meeting.
- The board voted on the Motion to Dismiss Appeal with Prejudice (Appeal Case No. 25CSC10A)
  - Motion: Commissioner Stout
  - Second: Commissioner Moore
  - Vote: All in Favor

## Rule 12 Dialogue

- The meeting moved into Rule 12 Dialogue (continued from November 12, 2025).
- Those in attendance for the dialogue introduced themselves.
- Chief of Police, Ron Thomas started off the dialogue passing out a diagram of the DPD Discipline Process. He then explained the process for better understanding.
- There were no questions or comments during this presentation.
- Chief of Fire, Desmond Fulton shared a presentation explaining the DFD Discipline Flow Chart. Chief Fulton explained this process in detail for those in attendance.
  - Chief Thomas shared after the fire discipline presentation that he liked his kind of summation statement at the end. He added that he understood why changes were made to Rule 12. The Chief is open to any changes that will make sense.
  - Commissioner Moore asked Chief Fulton about his comment on the Executive Directors of Safety's discipline report saying that he would also add some other things that aren't written.
  - Chief Fulton stated he needed to clarify his statement. Chief Fulton explained Everything is very specific and written throughout the report of what happened with that discipline. He said he does like to discuss at times that he may know that person, he may know their career, or what they've done, and sometimes that file doesn't display. How they've been a stellar member, what they've done to make the department better. Those little things that you know, I know, but maybe the Executive Director of Safety might not know doesn't know might think is relevant. Fulton shared an example for the approval for promotions, the department always sends over accommodations as well as discipline history, he views this is the same as it's easy to look at what's wrong, and sometimes that case is not indicative of who they are as an individual.
- Commissioner Foster commented that he'd like to understand historically about Rule 12. He spoke on how there was a change to rule 12 that he believes created a structural imbalance. He asked where in the process from the beginning do individuals believe there is an opportunity to present a proper change?
  - Assistant City Attorney, Bob Wolf answered that the amendments to Rule 12 had taken the disciplinary process out of the hands of management and placed in the hands of hearing officers. This process change would help the disciplinary process not be an employer to employee process but sort of like a court adversary.
- Commissioner Moore inquired, was there any aspect of due process for the employees sacrificed?
  - Assistant City Attorney, Bob Wolf, commented that it is a flexible concept, and due process generally is simply noticed in an opportunity to be heard. The issue of due process has been litigated. There have been due process challenges to Rule 12, and the courts have found that our current Rule 12 satisfies both the US Constitution as far as due process.
- Commissioner Moore wanted clarity saying that there was an assertion that facts that a police officer wanted to bring to the chief's hearing for further investigation by internal affairs sometimes does not happen. He asked if that was true.
  - Chief Thomas answered yes, that was true. He also shared that there is an opportunity to ask for an additional investigation to be considered. The determination of both the commander of internal affairs and the commander of contract to decide whether additional facts can be considered.
  - Vice President of PPA, Josh Vasconcellos commented that after the contemplation petition discipline has been issued. The commander of conduct review or the

commanding commander of general affairs can deny the investigation and say no, we're not going to try and bring up those facts.

- Attorney Sean J. Lane spoke on how he was in a chief's hearing and how a phase two investigation was denied. He mentioned how shocked he was at the denial. He stated that this is the process that's followed. But what we're talking about with respect to Rule 12 kind of happens off the paper. Rule 12 also talks about that hearing as being the pre-disciplinary meeting and I think that that's a better indication of what happens there. Mr. Lane said It's not truly a hearing. The officer is entitled to give some mitigation if they want to, but there aren't any witnesses. The officer can't present a case. So nowhere in this complaint process does the officer have an opportunity to challenge this process. The opportunity to challenge happens after the final decision from the executive director.
- Chief Thomas shared his comment that police officers and firefighters do think differently. He went on to say that a criminal hearing and the burden of proof is on the state or the or the city and not the defendant. He thinks that in this instance, what the union would say is that it feels like the burden of proof is on us, the accused. Chief also believes that it is a fundamental change to when the rule was changed.
- Firefighter, Chris Ferguson (Local 858), that himself as a representative can be in the chief hearing but does not get to say anything. When the time is allowed, he can take the individual being disciplined out for a break and that is it. Ferguson believes that as local 858 representatives they should have time to speak and share comments.
- Attorney for Local 858, Amanda Clark mentioned It is unusual to see firefighters being pulled into internal affairs investigations. Her concern is that they do not know what they are walking into going into those meetings. She shared that she believes the employee trying to prove the charges that the employer has brought against them is a backwards process. Dealing with other agencies is how and why she made this comment. Ms. Clark said she thinks if the employee appeals the discipline, the discipline can become worse. There are a lot of things baked into the system that weigh heavily against the employee, and it isn't a matter of doubting management's decision for discipline. It's a matter of the burden that should be on management to prove that they had the evidence.
  - Commissioner Moore asked Amanda Clark what her change would be to rule 12. Ms. Clark mentioned the employee needs a fair shot at being able to address the discipline. At the very least that can be in the appeal process where there is the hearing that the burden is not on the employee to prove to disprove the allegations with the presumption against them.
- Commissioner Foster asked were there any in-house statistics to bolster the topic being discussed about the rule 12 appeal process.
  - Attorney Sean J. Lane commented that at this time there is no statistics but that this can be created on a later date for review.
  - Commissioner Stout said he would also like to see information and even demographics on this matter. He asked My question is have you contemplated with this resource allocation would there need to be additional resources put towards this process.
  - Chief of Fire, Desmond Fulton spoke that his department would like to look into the changes also being that the department is short staffed in certain areas.
  - Commissioner Foster said one of the outcomes was that this is more administratively functioning.
  - Commissioner Foster asked when was the last time that the disciplinary matrix and review processes were reviewed? Chief Fulton replied that fire goes over their matrix

every two years. The last matrix was approved in 2023 and will be reviewed this year in 2026.

- Executive Director, Gracie Perez gave clarity for the public on rule 12 dialogue that it is to look at this topic as an ecosystem of support. It starts with training that the officers and the firefighters are getting to ensure that they are aware of the procedures and the policies. It goes into the disciplinary procedures; how robust they are and sometimes the best laid out plans have opportunities as well. She is curious to see because we're talking about changing the appeals process, but the appeals process is an avenue for people to appeal if something in this disciplinary procedure may or may not be working or as effectively as intended. Ms. Perez wanted those attending to understand if we are sort of discussing potential changes to the appeals process, let's step back and ask are there opportunities within the disciplinary procedures that we may have to look at. Changing the rule back to what it was originally changed from is not going to change the issues being discussed or felt.
- Commissioner Moore mentioned that together we need to try to identify together a particular problem that's contributing to this outcome that could be tweaked and create a fairer outcome that everybody could agree to. Agreeing with what the discipline matrix is so that there's no mis understandings or no built-in unfair nesses.
- Commissioner Foster made comments thanking those for attending online and in person. He said he appreciates the dialogue shared today. He also mentioned how great a job Chief Thomas and Chief Fulton are doing.
- Commissioner Stout closed his comments thanking attorney Sean Lane for sharing his comments. Commissioner Stout expresses interest in learning more about the long history of advocacy surrounding the issue, noting that they encountered strong opinions even when he first joined the Commission five years ago. He acknowledges that discussions and judicial review have been occurring for more than a decade and would like to see those records. Stout believes the people present have valuable insight but emphasizes that additional stakeholders who may be affected by any changes should also be involved. He recognized that earlier efforts to address the matter were complex and imperfect, and caution against assuming the current Commission can resolve it quickly. Commissioner Stout appreciates the high level of engagement in the meeting, noting it is not typical, and invites any further comments, including from virtual participants.
- Executive Director, Gracie Perez commented that data asks also that as we go through the some of the electronic conversation. if the employee groups could also maybe provide some case studies of appeals recently from the last 2-3 years that of Rule 12.
- Commissioner Foster asked if anyone in the meeting had any other comments at this time.
- DFD Lieutenant (Local 858), Todd Revious shared comments stating that one of the things that he is concerned about is the impartiality within the discipline of process of the Denver Fire Department. We have firefighters that are reviewing this situation. These are firefighters that aren't trained in any kind of HR. They don't have any kind of HR training. They don't have any legal training. So those opinions are going into the decision-making process at some level. The Denver Fire Department's 1200 people. Not without bias within the organization, so when we're talking about a demotion or a termination, I wonder if we can separate that bias out enough that that member gets everything is fair for them. The organization is not big enough to where you can pull that out and it could be completely fair. He wonders if the evaluation from the department, the limited number of people that are involved in that process and then the firefighters that are involved in that process are going to get a fair case.
  - Commissioner Moore asked does he know any other departments whose systems run the way he just described he would like?

- DFD Lieutenant (Local 858), Todd Revious responded that he doesn't know of any but maybe others have heard of departments that do.
- Commissioner Foster replied don't think you're always going to get it 100% right and he doesn't think you're ever going to get biased out of it. There's going to be biased and that's fortunate and unfortunate in some aspects. He thinks it's about intent counts a lot here and technique is what we're talking about. He went on to say if we could get the intent on the table the technique will mature or be enhanced in a way that we can all live with it.
- Executive Director, Gracie Perez shared that Civil Service Commission's commitment is obviously to document these conversations so that we have continuity in our discussions. Again, this is going to be a series of dialogue and for clarity, fact-finding is emphasized. So right now, the Commission is taking no position whatsoever currently. We are trying to get all the information that we can get so that the commissioners can have it at their disposal as they have more thoughtful conversations in the future. So if you have any information to share, don't worry, I have the opportunity to compile it, so send it my way and I will ensure that the commissioners have it in a timely fashion.

#### **Close of Meeting**

- Meeting was adjourned at 4:11 PM

**CIVIL SERVICE COMMISSION:**

/s/ Noah Stout

Noah Stout, Commissioner

/s/ Gracie Perez

Gracie Perez, Executive Director

/s/ Chantell Taylor

Chantell Taylor, Commissioner

/s/ Steve Foster

Steve Foster, Commissioner

/s/ Gregory Moore

Gregory Moore, Commissioner

/s/ James Everett

James Everett, Commissioner