

DIVERSITY IN THE FIRE SERVICE

City of Forest Park Fire Department

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An applied research project submitted to the Ohio Fire Executive Program

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ABSTRACT

The problem this applied research project addressed is the diversity of the suburban fire departments as it applies to F.P.F.D., Ohio (F.P.F.D.).

The purpose of this applied research project was to develop a program that would make training available to minorities so that they would be able to compete for firefighter positions in Hamilton County, Ohio.

The descriptive and evaluative methodology was utilized to answer the following research questions:

1. How do we change the diversity in F.P.F.D.?
2. Why are so few minorities in the fire service in southwest Ohio?
3. What can F.P.F.D. do to make a difference in diversity for the fire service?

The hypothesis was defined: Minorities do not have the same opportunities for employment in the local suburban public safety services. We are defining minorities as African-American, Hispanics, women and other under represented minority groups within the profession.

The procedures used included a literature search, statistical search, review of past practices in southwest Ohio, conducting written and phone surveys, and pursuing available funds.

The following recommendations were endorsed after an analysis of the data and information derived from the research:

1. Just writing a policy or setting up a plan with goals does not make anything happen.
There must be commitment from administration and the organization.
2. We must build a relationship with the recruit.
3. Try out new programs until you have a good combination of pro-active recruiting practices.

4. Market minority-based programs to other departments.
5. The goal of a diversity program should reflect as a cultural mirror of the community it serves.

The results of the research:

1. F.P.F.D. percentage of minorities increased from 6% in 1998 to 31% in 2002.
2. Affirmative Action, although painful in the early years, was effective and continues to have an impact on the fire service.

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Introduction

The problem this applied research addressed in F.P.F.D. was perceived that the fire department had not done anything to encourage diversity in the staffing. A Civil Rights Commission and an Equal Employment Opportunity Commission complaint to the fire department compounded this.

The purpose of this applied research project will address the development of a program that would make training available to minorities so they would be able to compete for firefighter positions in the City of Forest Park and Hamilton County, Ohio. The past practices of hiring in F.P.F.D. had not resulted in the employment of many minorities. The fire department must discover whether it could find minority recruits and attract them into the fire service. The most important purpose was to eliminate the prejudice and discrimination that had prevailed in the F.P.F.D. for years.

The methods used in the research were descriptive and evaluative. The following research questions were addressed:

1. How do we change the diversity in the F.P.F.D.?
2. Why are so few minorities in the fire service in southwest Ohio?
3. What can our fire department do to make a difference in diversity for the fire service?

The hypothesis was defined: “Minorities do not have the same opportunities for employment in the local suburban public safety services. We are defining minorities as African-Americans, Hispanics, Women and other under-represented minority groups within the profession. If we recruit and train minorities to certification level, then they will be able to compete for available full time positions in the City of Forest Park and within the fire service.”

(Appendix A)

Background and Significance

The Forest Park Volunteer Fire Department was formed in 1961. The community began to desegregate in the late 60s. The fire department hired its first woman in 1979 and its first African-American in 1986. By 1998, the statistics for fire department diversity in F.P.F.D. had not changed significantly.

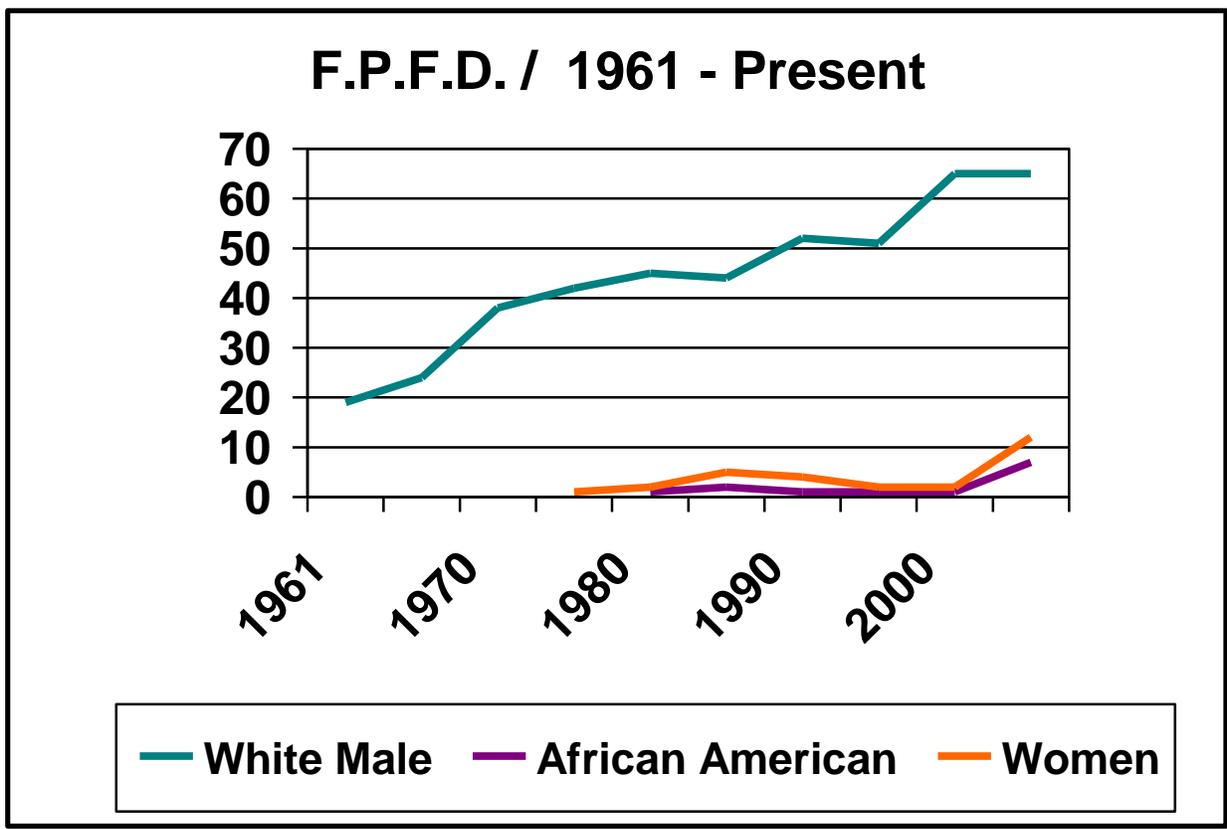


Figure 1

In 1995 Forest Park Fire Department had one African-American and two females. With the total roster of 51 employees, that was less than 6% minority. But in 2002, because of the recruitment and training project, there are seven African-Americans, one Asian American and 12 females. With the total roster of 65 employees, that is 31% minority. Figure 1.

The 1990, United States Census states that there were 218,763 firefighters in the United States with 19,148 (8.7%) African-Americans and 5,998 (2.7%) females. In the 2000 census, there were 280,000 firefighters with 27,000 (10.4%) African-American and 6,100 (2%) females.

Figure 2,3,4.

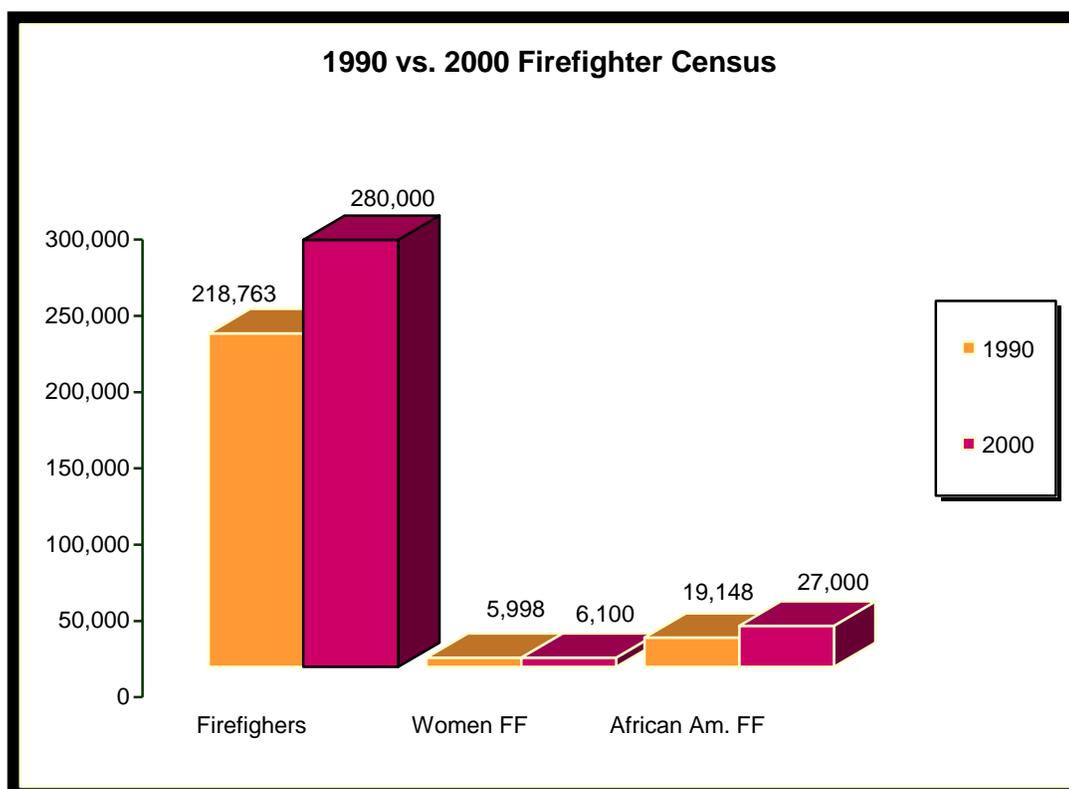


Figure 2

“Affirmative action was undertaken by the government to remedy the effects of past discrimination against such groups. It consists of policies, programs, and procedures that give preferences to minorities and women in job hiring, admission to institutions of higher education, the awarding of government contracts, and other allocations of social benefits. The main criteria for affirmative action are race, gender, ethnic origin, religion, and age...The federal government began to institute affirmative action policies under the landmark Civil Rights Act of 1964 and an executive order from President Lyndon Johnson in 1965.” ([www. Encyclopedia Britanica.com/ce6/history/A0858852.html](http://www.EncyclopediaBritanica.com/ce6/history/A0858852.html))

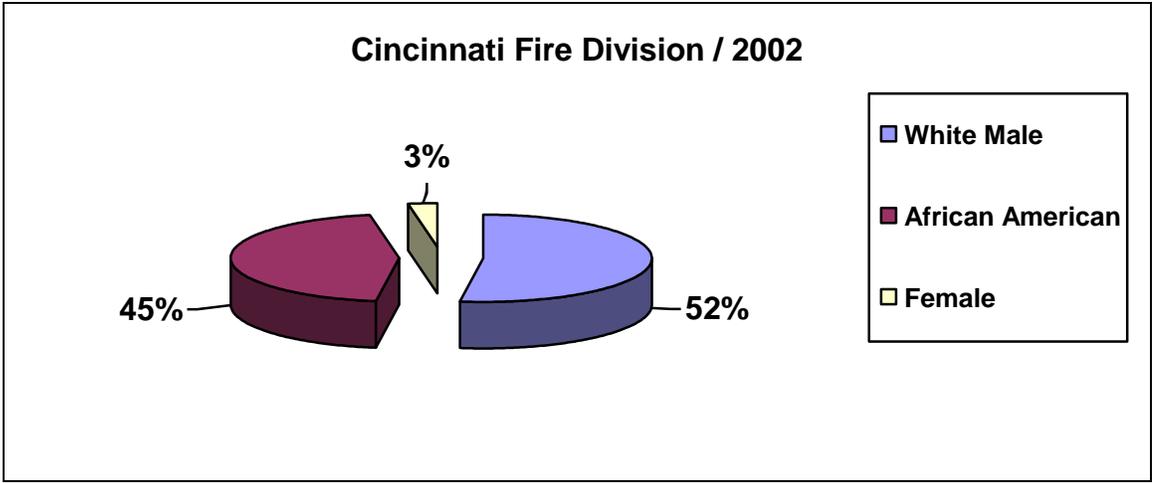


Figure 3

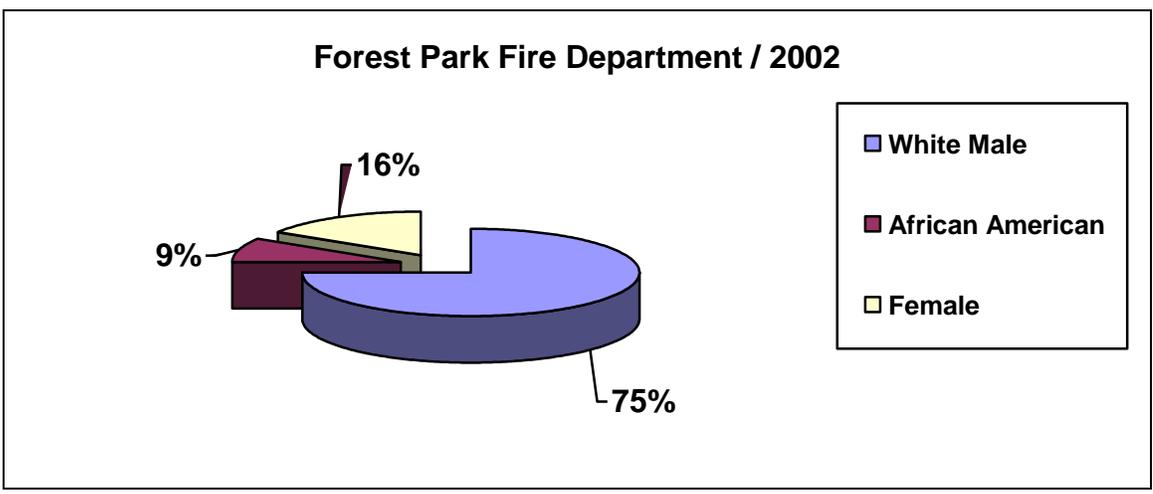


Figure 4

The Civil Rights Act of 1964 and the subsequent policies executed by President Lyndon Johnson were instrumental in placing minorities into career positions with municipal fire departments. In Hamilton County, Ohio, during the years of affirmative action, most of the smaller suburban fire departments were still volunteer and recruiting only from the community that was served. In the 1960s Hamilton County, Ohio had 42 local fire departments; only four departments had full time personnel, the remaining were volunteer. The City of Cincinnati, St. Bernard, Norwood, and Evendale were the only Communities hiring full time firemen. In the suburbs, if you lived in the community and knew someone who was already a member of the

local volunteer fire department, you could join and become a member. In a survey to local firemen, the most common reasons for joining the local fire departments were neighbors, friends and family. A survey of the local minority firefighters reflects different reasons. Figure 5.

(Appendix K)

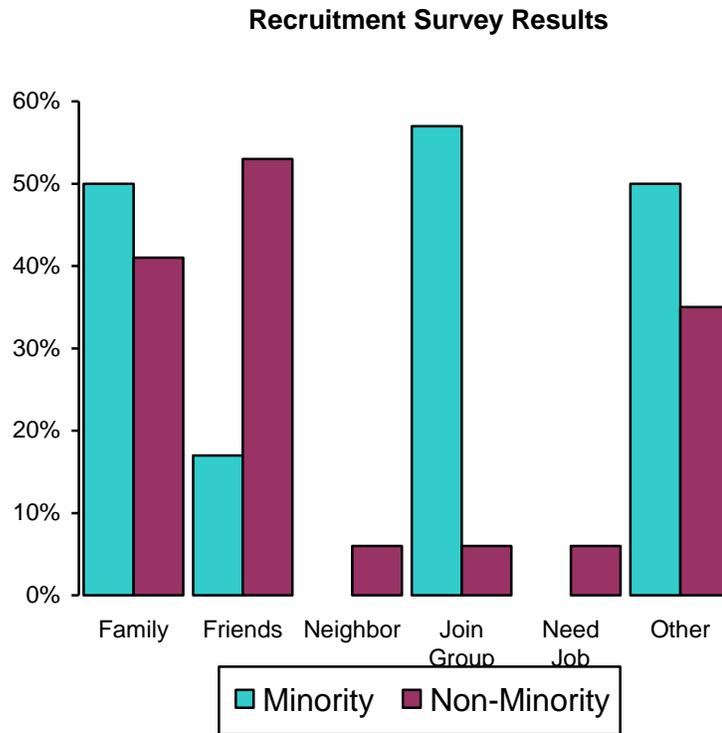


Figure 5

In Hamilton County today, out of the 42 departments, there are only four small communities that are still maintaining volunteer status. Most suburban fire departments have grown into combination full-time and part-time paid departments and with the natural absorption of the local volunteers or part paid personnel; the result has been a minimal number of minorities filling full-time positions.

The expense of certification is another problem facing departments. Even with the help of grant funding, the cost of hiring career firefighters and training to certification level can

impact a stressed budget. The long-term effects become rewards when they are compared to the anticipated return of an employee that is a loyal employee for 25 years.

The cost of training to certification level must be anticipated. The cost of the instruction is \$6,575. The career firefighter will spend up to 1,040 hours in class to complete the required training. The impact of overtime plus the expense of the class to the budget can be calculated at approximately \$35,645. Keep in mind that the cost benefit will vastly outweigh this cost if spread out over 15 to 25 years. (Appendix B)

In Hamilton County, Ohio, fire departments have traditionally hired only fully trained firefighters and EMT/Paramedics. There are only three fire departments in Hamilton County that have chosen to pursue recruits who are not fully trained. Of the 42 fire departments, the City of Cincinnati Fire Division, City of Springdale Fire Department and F.P.F.D. have made the commitment to hire first and train later. This decision does not come without sacrifice. When a recruit is hired, there is an expected period of time for orientation and acclimation to the system. When a new employee will spend hours in training and certifying, the learning curve is extended. Because of the strong possibility of hiring the minority recruit, spending the time and money to fully train him/her and then watch them leave your department and go elsewhere; the City of Forest Park decided to start a recruit program with no promise of employment. We did not have the funds to hire someone, pay for the training and then take the chance of losing him/her to another fire department. When looking for a way to fund our project, we found that the State EMS Grant had an area for research funding that could solve our problem. We were awarded \$72,920 along with other available funds for fire training through the Fire Marshals Firefighter Training Grant. (Appendix C)

Literature Review

In the search for literature on diversity in the fire service, I have found that many fire departments have made noble attempts at diversifying the fire service, but few have actually been successful. In my search, I have not found any type of standard to measure success or failure; therefore, I prefer to utilize what the City of Forest Park had been saying. “We want the fire department in Forest Park to reflect the ethnicity of the community.” I prefer to have the same opinion of an article in JEMS magazine (Journal of Emergency Medical Services), “If doing the best for our patients is the guiding principle that emergency responders use to evaluate our actions, then how can we do what is best if we are ignorant about the culture of the people we are called upon to serve?” (Honeycutt, 1997 p. 39) We approached this problem by recognizing that it was our moral duty to do what was best for the community. If the only reason for diversifying the fire service was to meet some decided upon percentages or because the politicians were holding our jobs accountable to their own standard, then we were going into this project for the wrong reasons. We had to focus on the reason for our devotion to the fire service, not on the numbers. We are devoted to what is best for the citizens of the City of Forest Park.

In 1984, the City of Dayton, Ohio adopted an Affirmative Action Plan. The basic premise, “*to be truly responsive to the community, municipal government must first affirmatively exercise the practice of equal employment opportunity in each of its agencies/departments throughout all levels of the organization.*”, (executive summary, Diversity: Opening Doors of Opportunity, Page ii) remained silent on how those goals should be met, according to the review paper written in August 2000. In a conversation with Administration Assistant Chief John Moore, Dayton Fire Department, on April 4, 2002, he states,

“Sporadic attempts at targeted recruiting have not had a significant impact on the number of African-Americans and women in the department. While the numbers of African-

Americans and women taking entry-level tests have increased dramatically, representation in the workplace has not appreciably changed. For example, in 1984, African-Americans – men and women – represented about 7% of the total composition of the Dayton Fire Department (uniformed and civilian) and women 5.3%. As of January 2000, African-Americans represented 8.2% of the department and women 10.2%. The situation is even worse when you look at the uniformed workforce. The Dayton Fire Department's uniformed strength consists of 5% African-American and 6% women. In a city with a 42% African-American representation, this is clearly an unsatisfactory situation.” In 1999, in response to these statistics, and feeling a “strong sense of urgency to positively address the situation immediately and to establish a solid foundation upon which to build a competent, responsive and diverse workforce in the future,” the City of Dayton began meeting with a large group of interested and diverse partners and formed committees to produce a comprehensive list of recommendations for developing solutions toward making “significant strides toward the diverse results identified as goals in the City of Dayton's Strategic Plan 1999-2003 and Vision 2003.”

In further conversation with Chief Moore, he states that the project in the City of Dayton Fire Department has not been successful. Their most recent graduating class of forty firefighters included four females and no minorities.

2001 Annual Report from The City of Rochester, New York concerning the firefighter trainee program by Lieutenant Paul K. Hanson, “The United States Department of Labor recognized the Rochester Fire Department on May 30, 2001 for its commitment, involvement with students, leadership of School to Career Initiatives and for showing the pathway from school to work within its organization.” The City of Rochester Firefighter Trainee Program also received the Year 2001 Cultural Diversity Award from the National Black Caucus of Local

Elected Officials at the National League of Cities Congressional City Conference in Washington, D.C. in March 2001. The program consists of recruiting from the local high school for candidates to enter the training program. They have been successful in hiring a number of students from high school into the Rochester Fire Department.

In an Executive Fire Officer paper received from the learning center by Fire Officer III, Lloyd Runnett, What Color is a Band-Aid? A look at Cultural Diversity in the Fire Service. A strategy for Improving Diversification, he highlights The Charlottesville Fire Department diversity program for their proactive approach to recruitment by developing relationships with local area churches, mentoring programs for children in the local schools, and dedicating a segment of their web site to diversity related issues. Officer Runnett further states, “Their marketing approach is stressing that their members are not just firefighters but are leaders and role models for the community.” He makes several recommendations including:

1. Forming a committee of diverse groups of employees to examine the issues of diversity. Incorporating diversity awareness in the department decisions.
2. Posting period for applications to become a firefighter focused on high school graduation.
3. Recruiting at the local colleges and universities, including predominately minority institutions.
4. The fire service benefit package must be competitive with other public agencies and the private sector.

Much of the research indicates that some reasons for diversifying the fire service has been litigious. In Dade County, Florida, for example, “an independent review panel urged Miami-Dade Fire Rescue officials to develop a race relations and ethnic sensitivity program to ease tensions among some firefighters – particularly those at the Liberty City station, the busiest

in the county. Allegations of abuse, hazing and unfair administration of discipline were among the charges leveled by the Progressive Firefighters Association, a black firefighters' advocacy group." Miami Herald News, March 22, 2002

In an Executive Fire Officer paper from the National Fire Academy, Emmitsburg, Maryland, in September, 1990, Abstract, Lecostel Hailey compares "progressive, pro-active plans versus court-ordered action plans and states that court-ordered decrees can be expensive, goals were difficult to achieve within specified time frames and met with departmental opposition".

The influence on the project from the findings and observations include direction for recruitment of minorities and suggestions for diversity training in F.P.F.D.

Procedures

In July 1999, F.P.F.D. had been awarded \$72,920 from the Ohio State EMS Grant. The fire department had been planning since March 1999, in preparation for the possibility of receiving grant funding for the recruitment of minorities. It was in August 1999, that we started planning which would lead to recruitment of minorities. Although we planned very carefully, there were unforeseen issues.

September 1, 1999

- Hire the Recruitment Alliance Network (R.A.N.) to recruit candidates.
- Create a new position of "Firefighter Recruit" through the Civil Service Commission

September 15, 1999

- Civil Service Commission will approve the new position of Fire Department Recruit.

- Meet with Civil Service Commission in order to approve a general education level test with the purpose of selecting a maximum of 15 candidates for training. They would also be asked to set the minimum standards for recruit status. The recruit will be required to meet satisfactory reading comprehension level as approved by the Career Development Office of The Great Oaks Joint Vocational School. The reading level will be a minimum reading comprehension of twelfth grade.
- Advertise the position in the newspaper and radio, along with other designated posting places. All candidates would be “minority” as spelled out in the EMS Grant application. “Minorities do not have the same opportunities for employment in the local suburban Public Safety Services. We are defining minorities as African American, Hispanics, Women and other under represented minority groups within the profession.” July 1, 1999-June 30,2000 Ohio EMS Grant Application, Forest Park Fire Department, Deputy Chief Trish Brooks, Category 6: Availability, Accessibility, Quality. (Appendix A)

October 4 – 8, 1999

- Test all possible candidates in order to form a recruit class. T.A.B.E. (Test of Adult Basic Education) administered by Career Development from Great Oaks Joint Vocational School at no charge to the department. Candidates would be selected on a pre-determined scale set by the Civil Service Commission.

October 11 – 15, 1999

- Interview Candidates and select between 12 / 15 students.

Note: Final number of students selected was 30.

- Have all students sign a letter of intent prior to starting training / education.

October 18, 1999

- Recruit Class starts EMS training

February 2000

- Preparation for hiring process.

April 2000

- Start firefighter training
- Hire first Recruit

The initial issues were:

1. City Manager was concerned that we could be setting an unfair standard by limiting the recruit class to minorities. According to the Fair Labor Standards Act and an opinion from the City of Forest Park Labor Attorney Paul Berninger, “The only way legally, that race based hiring decisions can be made is if it can be shown that discrimination has occurred in the past, which in our case it has not been proven.” Letter from Tye R. Smith, Human Resources Director to Ray H. Hodges, City Manager, August 19, 1999. (Appendix D)

Solution: The Ohio State EMS Board sent a letter confirming that “funding only minorities and women for the research project, . . . primary purpose of the research project is to evaluate the recruitment and retention of minorities into the EMS Service. Any non-minorities wishing to become a member of the EMS field have ample opportunity to do so through the portion of the EMS grant that is not part of the research project.” Letter from Ohio Department of Public Safety, EMS Division, Linda Ishler, Executive Administrator to Deputy Chief Trish Brooks, October 14, 1999, (Appendix E)

2. Would F.P.F.D. be reimbursed if the recruit did not complete their courses successfully?

Solution: The Ohio State EMS Board sent a letter confirming, “It is important to evaluate why these groups have not entered into the field and also why they do not stay within the field of EMS. Therefore the Division of EMS will reimburse those students who drop out or cannot pass the course successfully.” Letter from Ohio Department of Public Safety, Division of EMS, Delmar Huff, Grant Coordinator to Deputy Chief Trish Brooks, October 13, 1999. (Appendix F)

3. Could the grant funding be utilized for Hepatitis B vaccine, TB test, or T-shirts?

Solution: The Ohio State EMS Board sent a letter confirming, “Funds cannot be used for the Hepatitis B vaccine, TB test, or T-shirts. These items are not typically funded under the EMS grant program.” Letter from Ohio Department of Public Safety, Division of EMS, Delmar Huff, Grant Coordinator to Deputy Chief Trish Brooks, November 17, 1999.

4. The firefighters presently on the fire department were not looking forward to having untrained minorities going for jobs that they felt belonged to them.

Solution #1: This was the problem that has haunted us the most. We knew that there were going to be problems of this nature and we thought we were prepared, but we are still dealing with the problem.

Solution #2: Conduct diversity training for all firefighters with the Forest Park Fire Department. Also, now that the minorities have been in the station and we have hired several from the initial class, the prejudices are minimal. We recognize that it will take longer than just a few years.

5. The fire department administrator did not agree with this proposal.

Solution: There was no solution to this problem. The City Manager, City Council and Human Resources Director were forcing the fire department to complete this project.

6. Vocational School instruction was not accustomed to minority education.

Solution: That will take time. They did not feel that anyone, including minorities, should receive anything other than traditional treatment. Note: The cultural differences in education should be discussed under a different venue.

Limitations of the project have been the budget. Although grant funding has covered the majority of the funding, there have been funds that have come out of the budget. Coordination of the project was consuming. Because we did not have the staffing, one person did most of the work. The administrator of the fire department was not completely supportive of this project; therefore, no committee could be formed to do some of the planning and coordination.

Results

Since the inception in March 1999, to May 2002, there have been 102 candidates come to F.P.F.D. for training. We have received approximately \$130,000 from grant funding. The first minority from the class was hired full time in April 2000. Since that date F.P.F.D. has hired fifteen part and full time employees from those candidates. The initial class consisted of thirty students. Twenty-one finished and passed EMT-Basic, fourteen of those who passed EMT-Basic continued with their education in fire training. Eleven became firefighters and eight are working either full time or part time in Public Safety Services. Figure 6

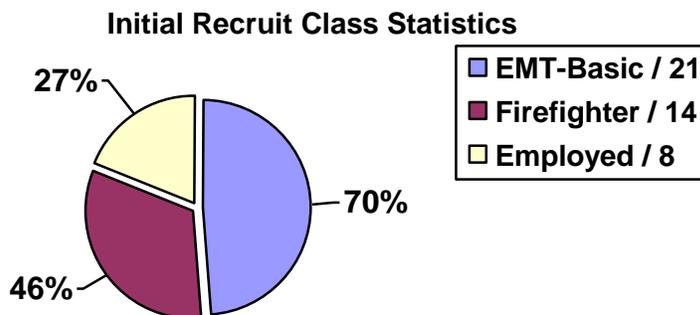


Figure 6

The initial questions asked were:

1. How do we change the diversity of F.P.F.D.?

The minority-base of full and part time employees has gone from 6% in 1995 to 31% in 2002.

2. Why are so few minorities in the fire service in Southwest Ohio?

Survey conducted to discover why minorities and non-minorities have chosen the fire service as a vocation. We cannot determine what the reasons that kept minorities out of the profession. After the initial class had finished the EMT-Basic class, we sent a survey to each student. Three were returned. That survey is attached and the following results were determined. (Appendix G)

- The program met the expectations of the students.
- The Forest Park Fire Department was supportive during the class time.
- Suggestion to have the Fire Chief more involved and the Forest Park Fire Department employees more involved in helping with the skill stations.
- One person felt that the issues regarding race had been overblown and that it was more of a gender issue than a racial issue.

- One person felt that the director of the vocational school had caused more problems by being a distraction to the majority of this class, which was made up of minorities.
 - They all felt that the program was flexible enough.
 - One person felt that the pre-testing was too easy and thought it should have been more challenging.
 - Yes, they would all recommend this program to others including minorities and non-minorities.
 - Two had passed; one had not passed the first time.
 - Comments were very appreciative of the opportunity to make a career change.
3. What can the City of Forest Park do to make a difference?

We have made a difference in the City of Forest Park. The programs that are continuing and the vision that the fire department has for the future is consistent with the values and mission of the current City of Forest Park Fire Department. (Appendix H, I, J)

Discussion

The minority recruitment project in F.P.F.D. has illuminated the issue of minorities in the fire service in the City of Forest Park. We started out with the predisposed notion that minorities have not been represented in the fire service as they should have been. The newspaper article by David Crary, Associated Press, New York on March 17, 2002, speaks to the awkward question of why there were no women among the 343 firefighters killed at the World Trade Center on September 11, 2001. The answer is, “women account for just 28 of 11,400 firefighters-less than 0.3%”. The article points out one of the reasons there are so few women in the fire service in New York City, “New York’s physical exam tasks include raising a two foot ladder and pulling a heavy hose...are among the toughest anywhere, with many men as well as women failing to meet the time limits.” But Berkman says more women could pass if the

city intensified recruiting, and then supported female applicants with mentoring and training. She goes on to say, “You don’t have to be an Olympic athlete to pass this test, but we have a long way to go in making people aware that this is a job women are successful at.” “In New York City, fewer than 6% of F.D.N.Y.’s 11,000 firefighters are men of color and women are 0.3% of the total. N.Y.C.’s overall population is 30% Hispanic, 25-30% African American, 10% Asian and 51% women.” <http://www.pbs.org/testofcourage/diversity3.html>.

In the Female Firefighters, 2001: A Status Report, there are only 11.7% females in leadership positions in the fire service. It is my opinion, that this is where we will be able to make a difference. When more women and African Americans step up to the plate and take leadership and mentoring roles, we will see a difference. Officer Runnett, E.F.O., 1999 states, “When I joined the Senior Department in 1979, the by-laws had just been changed from ‘being a free white male of 21 years of age’ to something a little more politically correct.” According to an applied research project, Lecostel Hailey says that recruitment of minorities has: “the following results: enhanced community support; did not lower hiring standards; could avert expensive discrimination lawsuits; provided a positive and economic means of enhancing a more qualified, diverse work force”. EFO Abstract, LeCostel Hailey, Kern County Fire Department, September 17, 1990.

My interpretations of the results are that F.P.F.D. is that we are only just beginning to make a difference. We get calls from minorities every week. They are looking for someone to help them achieve the needed training to be ready to apply for upcoming available positions in the fire service. Word of mouth is the best recruitment money can buy. We proved that if you work hard enough and are committed to the end result, you would be successful.

F.P.F.D. will reap the benefits of our program over the years. Many think, that it is time for us to sit back and relax, but we have really only started tapping into the resources available.

The increase in the trained minorities who can compete for fire jobs has increased. The understanding and appreciation that we have learned will be shared with other departments in hopes that they will take advantage of what we have learned and try to repeat the same results. We have made a difference in the way the citizens perceive the fire department. Three short years ago, the citizens of Forest Park were demanding that we diversify the fire department, and today they can see results. I believe we have benchmarked diversity in the fire service.

Recommendations

In researching other fire departments, the conclusion illustrates similar issues, such as the City of Dayton, Ohio, when they wrote their policy and set goals, but that was not enough. In order to make a difference, there must be commitment from many. We will not win over this issue by planning programs. We must plan on having relationships with individuals. In order to make a difference, we must introduce ourselves to each recruit and become involved with his or her learning experience as though they were our own family. "Our current generation of fire officers should reflect the contributions and the lessons learned by our predecessors. They were hard won in their time. We can't live in the past. Things will change and if we do not change with them we will lose our edge in facing the task we have been given." E.F.O. Abstract, 1989

In March 2001, F.P.F.D. conducted a "Can You Take The Heat" (C.Y.T.H.) program. We had eleven females come for a full day which introduced them to the fire service. Five of those candidates are presently working for F.P.F.D. as part time employees. C.Y.T.H. is a program designed specifically for women. It is run by women firefighters in the State of Ohio and reaches over 40 women each year in two separate programs. The candidates will get a feel for climbing ladders, searching through a dark building as though it were a smoke filled house, car demolition, and finally at the end of the day a live burn. Each candidate has a "buddy" who is experienced in the fire service and stays by her side all day. A relationship is built and questions

are answered. At the end of the long day, we have a panel for discussion about subjects such as strength and physical fitness, family life and children, facilities and accommodations at the firehouse, career opportunities, scheduling, and firehouse culture. One of the recommendations for future readers would be to take this program on the road. Go to different cities and conduct a program for the local fire departments while encouraging the local women and recruiting for the local fire departments.

“While discrimination and bias are widely prohibited, it is still very much in practice throughout the nation. Employers that are continually successful in hiring and retaining the best, use diversities to their advantage rather than discriminating against them. An organization’s ability to adjust to the changing work force, and take advantage of their interests and experience and work ethic will serve to strengthen not only the organization, it will also strengthen their standing within the community.” (Wendover, R. 1996)

Finally, I will quote Lamar Davis from Hollywood Fire Rescue and Beach Safety Department, “Perhaps the most overlooked issue in the whole concept of diversity is the notion of what the goal should really be. Should the goal be to end up with a fire department that merely reflects the community in a statistical sense; or should the department portray a cultural mirror of the community it serves? This research concluded that diversification should reflect a combination of all of the above. Can perfection realistically be expected in an imperfect society? No. But does that justify the lack of effort to strive for such? Again, the answer is no.” (Lamar Davis, Applied Research, Abstract, National Fire Academy, 1999)

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Appendix A

RECRUITMENT OF MINORITIES INTO PUBLIC SAFETY SERVICES

HYPOTHESIS

Minorities do not have the same opportunities for employment in the local suburban Public Safety Services. We are defining minorities as African American, Hispanics, Women and other under represented minority groups within the profession.

OBJECTIVE

1. Create a marketing approach in order to encourage minorities to become trained for future employment with a local suburban Public Safety Services.
2. Train the minority recruits by sending him/her to school in order to attain certifications for Professional Firefighter, EMT-Basic, EMT-Paramedic and Fire Safety Inspector.
3. Actively pursue opportunities for the minority to achieve employment.

PLAN

Strategic plan for recruiting minorities into a program which would prepare them for employment in the public safety services. As a recruit class, the recruits would be sent to school and while in training they would also be given an opportunity to work with the Forest Park Fire Department personnel as observers. The Forest Park Fire Department would commit the access to our service as an experience while the recruit is in training.

PURPOSE

Forest Park, Ohio is a city within Hamilton County which incorporated in 1961. Since the beginning, the community advertised that it was a "Planned Community" and a community that never asked questions about race or ethnic preference. The neighborhoods were successful because they were diverse. Children were able to grow up in an atmosphere where they felt safe from discrimination.

In an effort to eliminate the barriers of discrimination in the public safety services, the fire department plans to actively recruit minorities. We plan to recruit minorities and train them with the grant money from the Department of Public Safety. We believe that most minorities do not consider Public Safety Service a profession open to them because the profession has typically been a "white man's" profession. Because of budgetary limitations, the city can not afford the cost of recruitment in order to reflect the ethnicity of the community that it serves. Suburban fire department recruitment is virtually non-existent because most employees start with fire departments as part time employees. These part time jobs expect experience and certificates in place prior to being hired even as part time. Therefore, it is the intention of the city to pursue all options for the recruitment of minorities.

It is important to note that these recruits would not be promised a job with this department or any other department, but they would at least be able to compete on an even playing ground for the positions available in the local communities. We would commit to helping the recruits find opportunities.

Appendix B

Background and Significance

According to the Fair Labor Standards Act, any hours over two hundred twelve in a twenty-eight day cycle is considered overtime for a firefighter working a typical 48-52 hour week". (FLSA regulations chart. 29 CFR §553.230.) The impact to the budget should be analyzed.

Cost of Class and books:

EMT-Basic	\$ 595
Paramedic / Anatomy & Physiology	5,000
Firefighter II	<u>1,000</u>
TOTAL	\$6,595

	Hours	Overtime rate	Cost
EMT-Basic	110	\$25	\$2,750
Books			100
Fees			50
Firefighter II	240	\$25	\$6,000
Turnout Gear			1,200
SCBA (Self Contained Breathing)			1,200
Paramedic instruction	300	\$25	\$7,500
A&P Instruction	40	\$25	1,000
Clinicals	350	\$25	8,750
Books			250
Lab fees			100
Lab coat			50
Stethoscope			50
Parking			<u>50</u>
TOTALS	1,040		\$35,645

(Note: There are different costs in different areas of Hamilton County. These numbers reflect an average of what the schools in this area are currently charging.)

Appendix C

CAS Accept Date: _____ Address Code: _____ Commitment #: _____

LN # 01	Fund 83P	RESP CTR A765	SAC 6375	SPRC AEGA	PROG	GRANT	PROJ	SUB	MRU	OBJ 51D	SUB	FUT PER	RPT CAT	JOB
ACTV										+ / -				
DESCRIPTION										EMS TRNG and Equipment Grant				

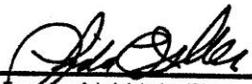
Agency ID #: 1352 Fiscal Program Year: 2000 Organization : FOREST PARK FIRE DEPARTMENT Address : 1201 WEST KEMPER ROAD FOREST PARK, OH 45240-0000 County: 31-Hamilton Tax ID # : 316014977 Medical Director: STEVEN HORN MD	<h2 style="margin: 0;">Ohio State Board of EMS</h2> <h3 style="margin: 0;">Notice of Grant Award</h3> <p style="margin: 0;">Wednesday, June 16 1999</p>
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------

# of Certified Personnel: EMT-A: <u>18</u> Urban Suburban <input checked="" type="checkbox"/> Rural EMT-Adv: <u>4</u> # of Transport Vehicles EMT-Adv E: <u>0</u> BLS <u>0</u> ALS: <u>3</u> EMT-Adv D: <u>0</u> # of Non-Transport Vehicles EMT-Paramedic: <u>21</u> BLS <u>0</u> ALS: <u>0</u> Drivers Only: <u>0</u>			Eligibility: <u>Governmental</u> Service Type: <u>Fire Department</u> Service Level: <u>Paramedic</u> Population: <u>30,000</u> Square Miles: <u>7</u>
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Category	Item Description	Quantity Approved	Award Amount
1	EMT Basic Refresher Course	9	\$1,350.00
1	EMT Paramedic Refresher Course	3	\$600.00
2	Initial Training EMT-Paramedic	2	\$4,000.00
3	IV Training Arm	1	\$175.00
4	Backboards	3	\$189.00
4	Oxygen Regulator (No Tank)	3	\$255.00
4	Intubation Kits	1	\$133.00
4	Thermometers	3	\$300.00
4	Backboard Straps	3	\$66.00
5	Advanced Cardiac Life Support	7	\$700.00
5	Basic Trauma Life Support	15	\$1,500.00
5	Pediatric Advanced Life Support	7	\$700.00
6	EMS Recruiting/Retention Project	1	\$72,920.00
Total:			\$82,888.00

- | | |
|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| Categories: 1 - Recertification
2 - Initial Training
3 - Training Equipment | 4 - Patient Care Equipment
5 - Specialty Courses
6 - Availability, Accessibility, & Quality |
|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|

Grant Application is complete. Award will be processed.


 Executive Administrator (Signature)

Ohio Department of Public Safety
 Grants Administration Office
 Division of Emergency Medical Services
 1970 West Broad St., P.O. Box 182073 Columbus, Ohio 43218-2073
 (800) 233-0785, (614) 466-9447

Appendix D
MEMORANDUM

TO: RAY H. HODGES, CITY MANAGER

FROM: TYE R. SMITH, HUMAN RESOURCES DIRECTOR

DATE: AUGUST 19, 1999

SUBJECT: DIVERSITY EMPLOYMENT PROGRAM

As you are aware, the intent of the City, in creating a Diversity Employment Program, is to increase the minority make-up of our Fire Department. Recognizing the fact that as soon as you talk about diversity issues, some people will immediately start talking about lowering standards, hiring unqualified people and the threat to public safety, etc. Poor minority representation in fire departments is not just a Forest Park problem, it is a historical problem throughout the country. However, I believe that we can begin addressing this issue as it relates to our fire department. I have spoken to our labor attorney to try and come up with a plan to address this issue that is fair, legal and financially feasible. The bottom line is that nowhere in this process can race based hiring decisions be made. The only way legally, that raced based hiring decisions can be made is if it can be shown that discrimination has occurred in the past, which in our case it has not been proven.

In light of the information above, I would propose that we do the following to increase the minority make up of our fire department:

1. Hire the Recruitment Alliance Network (RAN) to recruit interested candidates. By significantly increasing the number of minority applicants, we increase the possibility of being able to select and hire minority candidates.
2. Draft or purchase a Civil Service test for the position of Fire-Fighter Recruit.
3. Civil Service Commission abolishes existing eligibility list and approves new test, with minimum qualification being a high school diploma or GED. (Applicants on the current eligibility list would be notified of the list abolishment and notified of new test date and location information)
4. Advertise the position in the newspaper/and maybe radio, and our other designated posting places.
5. Give Civil Service test.
6. The Fire Department and I would interview the certified candidates.
7. Make a hiring recommendation.
8. Make a job offer, with the condition that the applicants attain EMT/Fire Fighter certifications within 6 months of employment and attain paramedic certification within 2 years of attaining fire fighter certification (grant money would be used to pay for training). Employees would sign our employment agreement. Offer would be contingent upon successful completion of a pre-employment physical, polygraph, background investigation, and possibly psychological exam.

We would anticipate that the recruits would start off at the reduced rate of \$25,000, and would move to the full salary once they are trained.

The total cost for a full-time position in 1999 is about \$40,900.

The cost for a 12-hour part-time position is about 15,000.

If we create 2 full-time positions (\$81,800), it will require the elimination of about 5 part-time positions (\$75,000), with the difference coming from the ALS increase, or from the general fund (vacant position)

By creating these two full-time positions, and eliminating 5 part-time position, it will take the fire departments staffing down to 6 people on duty. Our normal manning is 7 people on duty. We can maintain 7 people on duty at all time by utilizing the Deputy Chiefs in a 24/48 schedule, which would leave one 24- hour shift open. That one open shift could be filled with part-time employees.

I would anticipate starting the recruits in school beginning in January 2000.

September 1st - Hire RAN to do recruiting

October 13th - Civil Service to abolish current eligibility list for fire department and approve new test

October 18-22- Physical Agility Test to be held

October 25-29 - Civil Service test to be held

November 8-12- Interviews to be held

November 19th - Candidates selected

Nov 22- Dec 10 - Background Investigation, pre-employment physical, polygraph, etc. to be completed

December 27 New Employees start

January Start academy

Appendix E



Bob Taft, Governor

Maureen O'Connor, Lt. Governor/Director

Linda C. Ishler
 Executive Administrator
 Emergency Medical Services
 1970 W. Broad St., P.O. Box 182073
 Columbus, OH 43218-2073
 (614) 466-9447 • (800) 233-0785

OHIO DEPARTMENT OF PUBLIC SAFETY

- Administration
- Ohio State Highway Patrol
- Bureau of Motor Vehicles
- Emergency Medical Services Division
- Emergency Management Agency

October 14, 1999

Forest Park Fire Department
 Attn: Trish Brooks
 1201 West Kemper Rd
 Forest Park, OH 45240

Dear Ms. Brooks:

In reference to your concerns about funding only minorities and women for the research project, it must be noted that the primary purpose of the research project is to evaluate the recruitment and retention of minorities into the EMS Service. Any non-minorities wishing to become a member of the EMS field have ample opportunity to do so through the portion of the EMS grant that is not part of the research project. It would defeat the purpose of the research project to allow non-minorities to participate. If non-minorities are interested they can receive training under the EMS grant. If you have any questions concerning the EMS grant, please contact my office at (614)466-9447.

Sincerely,

A handwritten signature in black ink, appearing to read "Linda C. Ishler".

Linda C. Ishler
 Executive Administrator
 Division of Emergency Medical Services.

Mission Statement

"to save lives, reduce injuries and economic loss, to administer Ohio's motor vehicle laws and to preserve the safety and well being of all citizens with the most cost-effective and service-oriented methods available."

Appendix F



Bob Taft, Governor

Maureen O'Connor, Lt. Governor/Director

Linda C. Ishler
 Executive Administrator
 Emergency Medical Services
 1970 W. Broad St., P.O. Box 182073
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 (614) 466-9447 • (800) 233-0785

OHIO DEPARTMENT OF PUBLIC SAFETY

- Administration
- Ohio State Highway Patrol
- Bureau of Motor Vehicles
- Emergency Medical Services Division
- Emergency Management Agency

October 13, 1999

Forest Park Fire Department
 Attn: Trish Brooks
 1201 West Kemper Rd.
 Forest Park, Ohio 45240

Dear Ms. Brooks:

I am writing in reference to your question on October 7, 1999, concerning the reimbursement of EMT's and Paramedics if they do not complete their courses successfully. The primary purpose of the research grant is to evaluate the recruitment and retention of minorities and women into the EMS service. Since this is a research project it is important to evaluate why these groups have not entered into the field and also why they do not stay within the field of EMS. Therefore the Division of EMS will reimburse those students who drop out or cannot pass the course successfully. Although it is expected that only those candidates who show the aptitude for successful completion will be selected for this program. If you have any questions concerning this request, please contact me at (614)466-9447.

Sincerely,

A handwritten signature in cursive script that reads "Delmar Huff".

Delmar Huff
 Grant Coordinator
 Division of Emergency Medical Services

Mission Statement

"to save lives, reduce injuries and economic loss, to administer Ohio's motor vehicle laws and to preserve the safety and well being of all citizens with the most cost-effective and service-oriented methods available."

Appendix G

RECRUIT PROJECT SURVEY / 2000

Please answer the questions below. You are not required to sign your name.

Thank you.

1. Did the program meet your expectations? **Yes** **No**

 If yes, how did the program meet your expectations? _____

 If not, where did it fall short? _____

2. During the program (class portion), could the Forest Park Fire Department have been any more supportive? **Yes** **No**

 In what areas? _____

3. Are there any suggestions you may have for the next "recruit class"?

Fire Department: _____

School: _____

4. Were there any issues left unresolved? **Yes** **No**

If so, please explain. _____

5. How could either the city of Forest Park, Scarlet Oaks or RAN have been more helpful?

City of Forest Park: _____

Scarlet Oaks: _____

Recruit Alliance Network: _____

6. Was the program flexible enough?

City of Forest Park: _____

Scarlet Oaks: _____

7. Was the pre-test and interview process fair? _____

8. Would you recommend this program to anyone else? (Please explain why you would or would not.) _____

9. Have you passed the National Registry? **Yes** **No** If not, when do you expect to retake the test? ___/___/___ (please call us if you need help studying)

10. Comments on any portion of this program are appreciated: _____

Thank you for taking the time to fill out this survey. **Please keep in touch with us. !! Trish**

Appendix H

City of Forest Park Fire Department

MISSION STATEMENT

The Mission of the City of Forest Park Fire Department is to be the national leader in fire suppression, rescue, emergency medical service and foremost, serve our community by demonstrating to the citizens of Forest Park our courage, pride, loyalty and professionalism.

Appendix I

City of Forest Park Fire Department

VALUE STATEMENT

PURSUIT OF EXCELLENCE

The City of Forest Park Fire Department shall strive for excellence in the performance of our duty and in the service that we provide to all citizens. We shall be a diverse organization of men and women who hold devotion to duty above personal risk. We shall count sincerity of service above personal comfort and convenience. We shall strive to find better ways of protecting the lives, homes, and property of our community from the ravages of fire, medical emergencies and other disasters.

ETHICS AND VALUES

Knowing that fire fighters and emergency medical personnel are held to a higher standard of conduct, the members of the City of Forest Park Fire Department shall uphold the highest ethical ideals in both our public and private lives. We shall take an active role in maintaining a professional image of the fire service through promptness, efficiency and dedication to duty.

INTERACTION WITH THE COMMUNITY

We shall serve the public with courtesy and respect, providing assistance wherever our skills and talents are needed. We are committed to work together for the betterment of our community. We shall be ever vigilant in promoting awareness of personal safety by educating our citizens of all ages.

PRIDE OF TRADITION

We are dedicated to the long-standing tradition of the fire service and the history of the Forest Park Fire Department.

BECAUSE THEY PREVAILED WE SHALL SUCCEED

Appendix J

**City of Forest Park Fire Department
VISION STATEMENT**

Through a cohesive core of personnel, we shall strive to achieve this vision.

V: Versatility

I: Integrity

S: Sincerity

I: Impartiality

O: Optimism

N: Noble

***Continuing to change,
Adhering to a code of values,
Through honesty and compassion,
Making non-prejudicial judgments,
Ever maintaining a positive attitude,
Demonstrating ethical and moral standards.***

Appendix K

2002 / SURVEY

This survey is designed to discover the reasons for choosing the fire service as a profession. Please answer this survey honestly. Utilize the list for your initial reasons. If there were other reasons, please list them in the "other" list.

You do not need to sign. Thank you for your cooperation. Chief Brooks

- _____ Family
- _____ Friends
- _____ Neighbor
- _____ Hero
- _____ Be a part of an organization, group
- _____ Needed a job
- _____ Johnny and Roy
- _____ Other _____

