



SAN FRANCISCO FIRE DEPARTMENT

# Racial Equity Action Plan *2021-2023*

(REAP v.1)



## Letter from Chief Jeanine Nicholson,

In January of 1999, the San Francisco Fire Department emerged from over a decade of court supervision with the termination of its court-ordered consent decree. The purpose of this consent decree was to build a diverse and inclusive Department that represented all of San Francisco's Citizens. Part of that meant opening long closed doors for women and minorities. The San Francisco Fire Department has come a long way and is committed to furthering equity throughout the Department.

Today, I am excited to present the San Francisco Fire Department's first Racial Equity Action Plan (REAP). This effort was led by the Department's Diversity, Equity, and Inclusion Officer Brice Peoples.

The REAP was developed with input from members throughout the Department. It outlines goals and strategies in order to continue building a workforce that meets the Department's mission statement. The plan includes measurable goals and definitive time frames which will allow for regular progress evaluation and adjustment. The framework will help the SFFD continue to build on our inclusive culture that encourages, supports, and celebrates the diverse voices of our employees.

The REAP recognizes that diversity, equity, inclusion, and opportunity should be reflected in both inward and outward-facing programs and initiatives of the SFFD. Attention to these principles plays an essential role in tearing down any social or institutional barriers. Each of us brings our own talent, skills, and potential to the table. The Department's most important asset is the people in it, and diversity is its greatest strength.

With this roadmap, I am confident that we will continue to effectuate positive change both inside and outside the Department. I am grateful for your continued dedication to the SFFD and each other.

**Jeanine Nicholson**

*Chief of Department*

The background of the page is a photograph of a ship's mast and rigging against a sunset sky. The mast is on the left side, and the sky transitions from a deep blue at the top to a warm orange and yellow near the horizon. The rigging consists of various cables and metal structures.

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## OUR MISSION

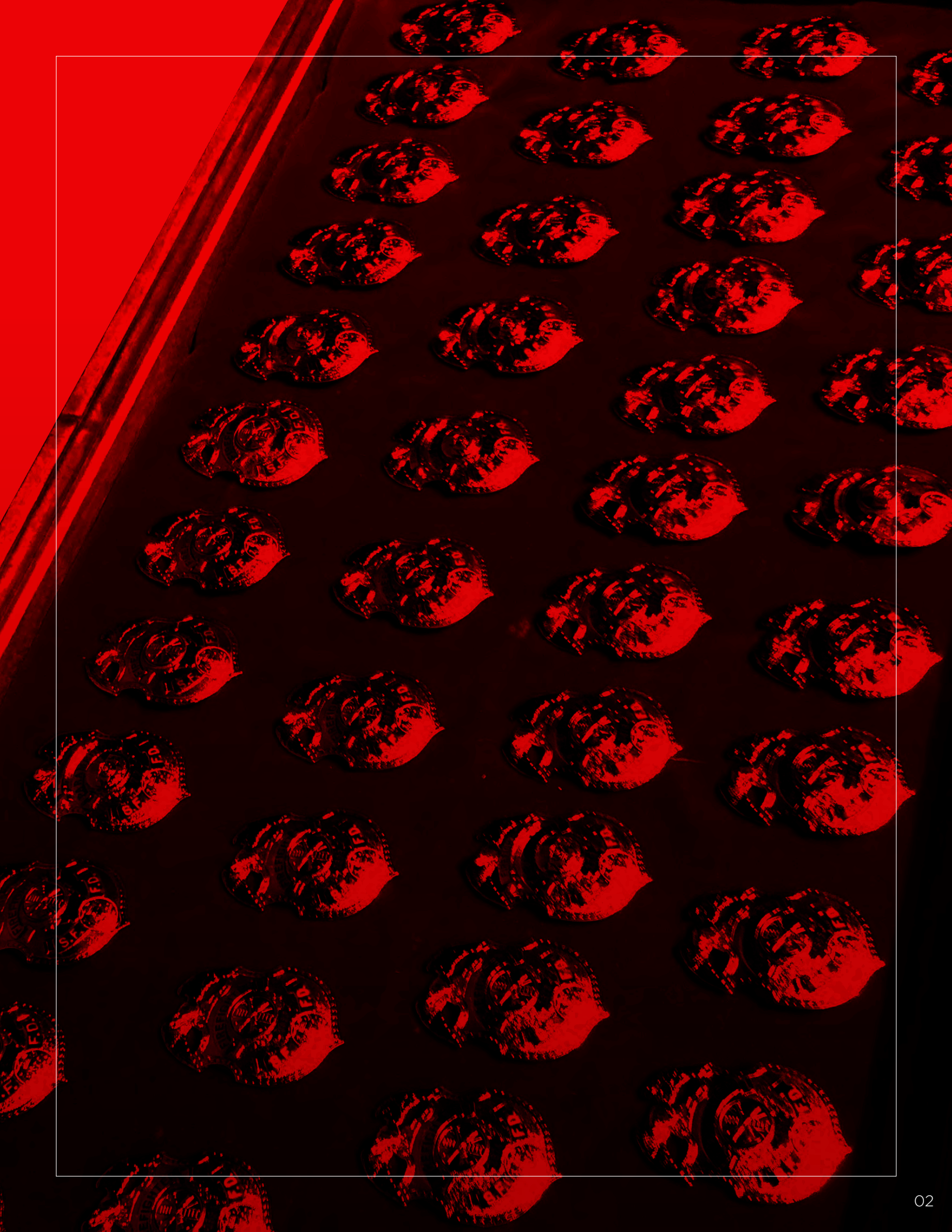
The Mission of the Fire Department is to protect the lives and property of the people of San Francisco from fires, natural disasters, and hazardous materials incidents; to save lives by providing emergency medical services; to prevent fires through prevention and education programs; and to provide a work environment that values health, wellness and cultural diversity and is free of harassment and discrimination.

## OUR VALUES

The public's trust and the opportunity to serve; A work environment that promotes health, wellness and harmony, respect for each person, and is free from harassment, discrimination, and retaliation; Leadership committed to the Department's Mission; A diverse work force that reflects the community it serves; A highly trained professional work force; and teamwork to effectively achieve the Department's Mission.

## OUR VISION

An organization providing a level of service that is viewed as a benchmark throughout the Nation. A Department positioned to be proactive to shifts in the industry in order to provide superior services to City residents and visitors, as well as, its employees.



## RESOURCES COMMITTED

The San Francisco Fire Department recognizes that there will be several robust programs developed from its Racial Equity Action Plan strategies. The Department has created a Diversity, Equity, and Inclusion Office (DEIO) that will be staffed with a senior-level manager, several program managers, and support staff to oversee its candidate and employee development programs and succession management strategy. This office will also screen for bias in the Department's disciplinary process and strengthen the training curriculum to reflect the action plan initiatives.

That office will coordinate with internal Human Resources, Management Information Services, Training Divisions, and several external partnerships to meet its Racial Equity Action Plan requirements.



## PROCESS

On August 4, 2020, the San Francisco Fire Department (SFFD) requested members from its seven divisions to become racial equity leaders (REL). This process was done in compliance with City Ordinance 188-19, which establishes the Office of Racial Equity and agency RELs. Though the SFFD is only required to provide seven RELs, 25 members applied and were appointed. Those 25 racial equity leaders are organized into a racial equity advisory committee (REAC<sup>1</sup>) and operate out of the SFFD's Diversity Equity and Inclusion Office.

The REAC was directed to develop the SFFD's first-ever Racial Equity Action Plan (REAP) on August 11, 2020. The governing document for that process is the Office of Racial Equity's Citywide Framework. Despite the unique challenges of 2020, the REAC embraced the assignment and developed a clear strategy for the Department based on three fundamental principles. (1) Transparency is a good thing. (2) Candidate and Employee Development through consistent and purposeful training and education. (3) Practical support where appropriate<sup>2</sup>.

The SFFD is committed to integrating the principles of the REAP into its strategic plan. The Department looks forward to working with the Mayor's office and the Board of Supervisors, and other stakeholders to obtain the resources required to implement the programs outlined in the REAP.

We see no end to the benefits of following a strategy that genuinely cares for the SFFD's most critical and effective resource, its members. When we achieve a diverse workforce that knows they are included and are made to feel whole, we are confident that those who truly stand to benefit are the residents, and visitors of San Francisco, who, from time to time, have to call 911.



<sup>1</sup> The SFFD Racial Equity Advisory Committee is made up of Racial Equity Leaders.

<sup>2</sup> That support could be in the form of internal promotional exam training or a pre-recruit mentoring program.

# A Look Back

In late 1987, The United States District court issued a Consent Decree in response to a suit brought against the City and County of San Francisco by minority firefighters, citing illegal hiring practices that violated Title VII of the Civil Rights Act of 1964. Plaintiffs alleged in the suit that the San Francisco Fire Department (SFFD) had maintained, perpetuated and failed to correct an atmosphere of racial hostility directed against minority firefighters.

The Consent Decree stated that the SFFD shall adopt and achieve the goal of recruiting, hiring and promoting qualified minorities and women in sufficient numbers so as to more nearly reflect the composition of the residents of the city. The goal was specific, raising the minority representation to 40 percent and the female representation to 10 percent. It was hoped that these goals would not be considered to be a maximum cap, but a starting point.

The Consent decree did not focus exclusively on diversity in hiring goals, but clearly outlined specific changes desired in minority promotions, training and support services, individual discrimination claims, resolution of disputes, monitoring, duty of cooperation and duration of the decree. It included stipulations regarding recruitment and training, as well as discussions on how the City shall maintain, fund and direct resources to insure these goals were addressed and the trainings implemented. In fact, the Consent Decree could not legally be terminated until the many mandates were met.

Understanding the history and relevance of San Francisco's Consent Decree will help to better explain the changing dynamics of the department's recruitment efforts, hiring practices, and workforce demographics. Its inception was in an era filled with controversy, conflict, and racial tension among the rank and file, Local 798 and the Administration. The Consent Decree became a catalyst for the profound

shift that ultimately changed the landscape and the face of our department, which began to mirror, more closely what we see in the faces of our brother and sister firefighters today.

How did the SFFD build a workforce that is currently one of the most diverse metropolitan fire departments in the nation?<sup>1</sup> It started with creating the Division of Management Services (DMS) that was tasked to decipher, develop and implement the demands set forth by the Consent Decree and its many stipulations. Throughout the intervening years from 1988-1998 the department's progress can be followed by review of published annual reports. Educational Programs were developed that included department-wide training

on racial and sexual harassment and Equal Employment Opportunity (EEO) laws training. Division and Battalion Chiefs were provided with in-depth training and given skills to address and properly investigate EEO complaints, while also learning to conduct EEO investigations. The training and programs were an attempt to address

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*“Know from whence you came. If you know whence you came, there are absolutely no limitations to where you can go.”*

**JAMES BALDWIN**

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and alleviate the atmosphere of racial tension through education and awareness.

A Firefighter Recruitment Unit was established under the DMS and approximately 60 firefighters and officers were trained as recruiters. A media consultant was hired to assist in developing recruitment materials that highlighted women and minority firefighters. Before long there were advertisements on the radio, billboards, city busses and even a few television commercials telling people that the SFFD was hiring. Firefighter recruitment teams were sent around to participate in career days, youth fairs, speak at community colleges, and community events in targeted areas. Retired Battalion Chief Ed Campbell recalls the excitement leading up to a scheduled test, “we were visiting community centers all around the city, talking about the job in Spanish and Cantonese,

<sup>6</sup> If you'd like to learn more about the Consent Decree and its effects, see; *Beyond the Consent Decree: Gender and Recruitment In the San Francisco Fire Department*, Aisha Kreiger Please visit the Learning Resource Center on the Web at <http://www.lrc.dhs.gov/> to learn how to obtain this report in its entirety through Interlibrary Loan.

explaining the pay and benefits and WOW, people were listening, people were lining up to fill out interest cards,” he said.

Pre-training events were also conducted to prepare candidates for the physical ability exam. As the date for the written exam neared, potential applicants who had submitted interest cards were contacted by mail and phone to be reminded of upcoming tests and training. Finally, a mentoring program was established to connect female candidates with female firefighters for encouragement, advice, and support.

By 1993-94 the annual report went on to list application statistics by race and gender, stating, “results showed the remarkable success of the Department’s recruitment efforts.” Of female applicants, 71% of 1,465 female applicants were ethnic minorities, and 69% of 4,721 male applicants were ethnic minorities. The report also found that 23% of all applications were from women. The retention results proved successful as 4,050 applicants went on to take the written exam that year, 29% of which were women, and 67% were of an ethnic or racial minority.

A decade later, in 1998, a review of the court-ordered and supervised Consent Decree and its effects, revealed a diverse fire department with approximately 1500 uniformed members boasting ratios for women of 8.75% and people of color now represented 37.5% of the SFFD. The enthusiastic and monumental commitment of a well-funded Division of Management Services (DMS), and the many hardworking firefighters, had met and exceeded the stipulations set forth, and the Consent Decree was lifted.

Sadly the forward momentum and excitement of the 1990’s was extinguished soon after the department was out from under the watchful eyes of court monitors and outreach efforts were drastically scaled back. The department shut down the DMS and any active recruitment fell upon the minority firefighter organizations. All recruitment efforts were effectively halted with few education or training programs remaining. The mentorship program for new female firefighters was terminated and civil service entry testing became infrequent. All these factors acted to deter effective recruitment. Consequently, applications from women and minorities plummeted while the commitment from the departments administration to foster integration waned.

Today in 2020, our group of Racial Equity Action members are asking many of the same questions as our brethren were in 1988. If we agree that we wish to create an equitable fire service, an objective and impartial SFFD, we must recognize the immense value and contributions of firefighters from diverse cultures, backgrounds and experiences. We must recognize our past, the strengths, successes and failures, to best know how to address and shape our future as a fire department. Through this overview of the Consent Decree we can identify what solutions were effective and successful and strive to avoid past mistakes.

The goals and intentions behind the Consent Decree were noble and the effects persist today. But without the funding for the programs and resources that made this progress possible, that progress will be lost. Without proper overhaul, that fire will rekindle.



# 1. HIRING & RECRUITMENT

OFFICE OF RACIAL EQUITY CONTEXT

**Identify, Attract, Retain and Invest in a Diverse City Workforce.** Racial homogeneity within hiring and recruiting networks reproduces historical inequities in access to family-sustaining, living-wage jobs. Therefore, cultivating an inclusive workforce requires intentional efforts in and with diverse, underrepresented, and underserved communities. Rather than waiting passively for diverse candidates and people with non-traditional backgrounds to apply, Departments should actively seek these individuals. This includes identifying and measuring the various barriers that challenge equitable access to SFFD employment and influence the City’s applicant pool. Further, partnering creatively within non-traditional outlets—such as community-based organizations, Black, Indigenous and People of Color (BIPOC) professional networks, re-entry programs, San Francisco Unified School District (SFUSD) and community college systems—will cultivate a rich pool of diverse candidates and aid in the development of a clear, intentional outreach strategy.

ORE CITY WIDE FRAMEWORK TEMPLATE PG. 2

DEPARTMENT GOAL

The San Francisco Fire Department’s (SFFD) talent acquisition goal is to ensure that a diverse pool of qualified, talented, and supported candidates are available to compete in our hiring process. The Department will provide a clear pipeline for our residents to successfully apply for all entry-level positions within our organization.





## 1.1. Develop a hiring and recruitment policy and procedure that aligns with the Citywide Racial Equity Framework and the Department's RE Action Plan

### 1.1.1. Assess current conditions and barriers that impede 1) potential applicants' ability to competitively apply to available positions, and 2) disallows current, competitive employees to apply

#### IMPLEMENTATION PLAN:

The Department will develop an evaluation process to stay informed of current and past candidates, hiring, and recruitment experiences. Additionally, the Department will survey applicants to gather various demographic data. Analysis from this voluntary and self-reported demographic information will be analyzed to inform the Department of trends within the Department's talent acquisition efforts.

TIMELINE: Q2 2021

### 1.1.2. Implement annual survey(s) to assess departmental diversity and inclusivity in order to inform hiring and recruitment goals, with particularly focus on the identification of diversity disparities, inequity patterns and barriers to inclusion. Annual survey data results will be disaggregated, analyzed, and included in the Department's annual review report.

#### IMPLEMENTATION PLAN:

The Department will develop a review and reporting process for all department positions for demographic diversity data. Diversity data will be aggregated by multiple variables such as job classification, the date range of application submission, testing results, interview, training results, probationary periods, and promotional status. Additionally, applicant failure indicators and data will be analyzed to identify inequitable trends to further the Department's analysis of ineffective, inappropriate, and discriminatory onboarding policies and procedures.

TIMELINE: Q1 2021

### 1.1.3. Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group.

#### IMPLEMENTATION PLAN:

The Department will provide a concise, objective, and transparent application process that will include, at applicant request, a testing failure or low score feedback review to ensure all applicants have the opportunity to improve their scores and equitably participate in this competitive employment process. Additionally, the Department will conduct a full assessment to determine the efficacy of currently written exams, tests, scoring processes, and test administrators.

TIMELINE: Q1 2022

## 1.2. Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the Department

### 1.2.1. Develop a clear and expansive recruitment process that addresses most basic barriers to access to employment opportunities and stretches beyond existing outreach protocols to non-traditional outlets and networks. Map and track outreach efforts

#### IMPLEMENTATION PLAN:

The Department will develop Talent Acquisition, Employee Development, Executive Development, and Succession Planning programs to further the equitable advancement of candidates by strengthening their hard and soft skills. These programs will operate in a formal collaboration with various internal and external organizations to ensure the availability of qualified and diverse candidates throughout all levels of the Department.

TIMELINE: Q3 2023

### 1.2.2. Foster relationships with non-traditional outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions (See Appendix A for community partnerlist and strategies)

#### IMPLEMENTATION PLAN:

The Department will collaborate with multiple community partners to develop strategies and activities to improve its dissemination of information. The Department recognizes that the challenges, barriers, and needs of its constituents, candidates, and local communities may change and will adapt and develop its talent acquisition plans to ensure relevance and effectiveness<sup>3</sup>.

TIMELINE: Q1 2019/2021

### 1.2.3. Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting diverse candidates and those with non-traditional backgrounds. Include multiple ways to apply to a position

#### IMPLEMENTATION PLAN:

The Department will explore strategies and methods to increase its ability to equitably promote inclusive recruitment and hiring opportunities with a diversity of candidates.

The following are a list of currently identified strategies the Department intends to initiate:

- Research and/or develop a pre-screening process that will allow the Department to assess candidates' eligibility into its hiring pipeline
- Evaluate the testing process<sup>4</sup> and entrance exam data to track trends with all potential candidates

### 1.2.4. Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment. Consider the option of learning on the job or relevance of transferable skills. Remove unnecessary/outdated MQs for certain classifications to expedite hiring and allow for greater equity.

#### IMPLEMENTATION PLAN:

The Department will evaluate the number of minimum required service hours needed to apply for positions<sup>5</sup>. Additionally, the Department will re-evaluate written and other testing format's accuracy and fairness. The Department will also consider on-the-job learning models and evaluate the acceptance of skill proficiency as secondary criteria.

TIMELINE: Q2 2022

### 1.2.5. Review the need for supplemental questions during the application process

#### IMPLEMENTATION PLAN:

The Department will review the need for supplemental questions that could be a barrier to applicants continuing in the onboarding process.

TIMELINE: Q2 2022

### 1.2.6. Reject the practice of "degree inflation" which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for jobs that previously did not

#### IMPLEMENTATION PLAN:

The Department will evaluate if four-year academic credentials are necessary for entry-level positions. The Department will also stay open to identifying four-year academic credential alternatives.

TIMELINE: Q2 2022

<sup>3</sup> A list of currently identified strategies can be found in the appendix. <sup>4</sup> Evaluate testing process for all candidates <sup>5</sup> H3 L1/2 classifications

**1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of diverse and qualified candidates. Work with outside recruiters who utilize an equity lens and culturally competent skills to their work.**

IMPLEMENTATION PLAN:

The Department will utilize its Talent Acquisition program to outreach to various vendors, local community colleges with EMS and Firefighting accreditation programs, and community organizations to ensure the availability of diverse, qualified, and supported candidates.

TIMELINE: Q3 2022

### **1.3. Invest in a diverse and equitable talent pool by formalizing robust internship, fellowship, pre-apprenticeship, and apprenticeship programs, and provide equal opportunity towards permanent employment**

**1.3.1. Create, maintain, and develop internship stipends and paid fellowship opportunities**

IMPLEMENTATION PLAN:

The Department will develop opportunities for resource sharing cohort programs that include: skills-based peer groups, internships, apprenticeship programs, and “wrap around” supportive services that will ensure a diverse, qualified, and supported applicant pool.

TIMELINE: Q2 2021

**1.3.2. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor’s “Opportunities for All” program**

IMPLEMENTATION PLAN:

The Department will continue to collaborate with “Opportunities for All” and is projecting to expand its participation by recruiting active-duty employees to work with program participants.

TIMELINE: Q2 2018

**1.3.3. Disrupt reliance on employment patterns relying on ‘feeder models’ that consistently pull candidates from elite institutions and universities and instead focus on strengthening strategies to target local community colleges, trade schools, training programs, re-entry programs, social service agencies, public high schools, etc.**

IMPLEMENTATION PLAN:

The Department will fortify its collaborative relationships with community-based organizations, social service agencies, and educational institutions serving the San Francisco Bay Area Region<sup>6</sup> to ensure its applicant and candidate pools are culturally diverse.<sup>7</sup>

TIMELINE: Q3 2022

**1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion**

IMPLEMENTATION PLAN:

The Department will collaborate with multiple City and County agencies, community-based organizations, and social media to expand the collective knowledge of DEI principles.

TIMELINE: Q2 2021

**1.3.5. Track and evaluate outcomes, including reviewing the application process and resulting hires by race/ethnicity to address any fallout due to racial bias. Collect constructive feedback of applicant/candidate, intern, and fellowship experiences. Adjust analysis perimeters as needed to ensure the identification of challenges and/or barriers occurring to meeting DEI goals and objectives.**

IMPLEMENTATION PLAN:

The Department will track voluntarily self-reported demographic data from applicants. The Department will also survey those who did not complete the onboarding process. Analysis regarding those outcomes will be used to determine if any bias/discrimination has occurred and to identify any unnecessary challenges.

TIMELINE: Q2 2022

<sup>6</sup> The nine counties that make up the San Francisco Bay Region include Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, Sonoma.

<sup>7</sup> Please refer to the Hiring and Recruitment section of the appendix to see a list of potential partners.



## 1.4. Commit to standardized, transparent, and participatory recruiting and onboarding

### 1.4.1. Maintain a standardized and holistic interview process with structured interview questions

#### IMPLEMENTATION PLAN:

The Department will identify and implement various training workshops and classes to ensure recruiters and employees involved in hiring processes have the knowledge to appropriately and competently conduct interviews that promote the principles and tenants of Diversity Equity and Inclusion.

TIMELINE: Q1 2020

### 1.4.2. Ensure a diverse pool of participants in hiring panels for each interview

#### IMPLEMENTATION PLAN:

The Department will develop a system to ensure that its hiring panel participants hail from diverse racial, cultural, and linguistic backgrounds.

TIMELINE: Q2 2022

### 1.4.3. Train staff on conducting successful, equitable interviews with applicants, candidates, interns, trainees, and fellows

#### IMPLEMENTATION PLAN:

The Department will provide its staff that serve on interview panels with professional communication and interview training. That training will incorporate DEI principles to prevent implicit bias.

TIMELINE: Q4 2022

### 1.4.4. Adopt a tool to track application progress, accessibility of resources, and applicant participation in support services/assistance through multiple approaches

#### IMPLEMENTATION PLAN:

The Department will develop a system to track and evaluate candidate/applicant progress. The Talent Acquisition Program will manage this system.

TIMELINE: Q4 2022

### 1.4.5. Share and post all job openings internally to promote internal leadership, advancement, and promotional opportunities. Abide by the Department's Racial Equity Action Plan goals to safeguard the advancement of DEI accessibility.

#### IMPLEMENTATION PLAN:

The Department will transparently communicate all job openings (including civilian) to members via internal communication platforms such as email, bulletin postings, and intranets.

TIMELINE: Q4 2022

### 1.4.6. Decrease unnecessary and preventable delays in hiring, interviewing, and onboarding processes that can result in the impediment of service provision and potential or renewed economic hardship for applicants/candidates

#### IMPLEMENTATION PLAN:

The Department will identify any redundant and unnecessary hiring, onboarding, and interviewing protocols and adjust or eliminate them as appropriate.

TIMELINE: Q2 2021

### 1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers

#### IMPLEMENTATION PLAN:

The Department will provide a formal and transparent pathway for all of the entry-level positions. This pathway will be readily communicated and easily accessible.

TIMELINE: Q2 2022

### 1.4.8. Review and evaluate the current "Default Certification Rule of Three Scores" hiring protocol

#### IMPLEMENTATION PLAN:

The Department will review, analyze, and evaluate the Department's current use of the "Rule of List" selection process. The DEI Office will make appropriate recommendations as necessary based on its findings.

TIMELINE: Q2 2021

## 1.5. Create a Pre-Probationary Firefighter and EMT position-specific Manual

**1.5.1. Create a pre-hire/new-hire document that clearly lays out departmental expectations, responsibilities, organizational values, and guidelines**

**IMPLEMENTATION PLAN:**

The Department will craft multiple manuals, guides that will outline core expectations and responsibilities. These support measures will provide hiring navigation resources and direction for firefighter and EMS recruits during the academy and probation. This document would be disseminated to applicants and available to the public for download before joining the academy.

TIMELINE: Q1 2021

**1.5.2. Create a fire and EMS pre-academy and a supportive mentoring system to assist applicants in qualifying**

**IMPLEMENTATION PLAN:**

The Department will seek to create a support system that will allow applicants to “ramp up” their skills paced to their needs.

TIMELINE: Q2 2022

**1.5.3. Monitor in real-time the progress of candidates during the fire academy and EMS onboarding evaluation process. Assist as needed while still honoring the competitive**

**IMPLEMENTATION PLAN:**

The Department will evaluate the fire academy’s testing process, EMS onboarding, and seek to develop a cadre of mentors from multiple employee affinity groups to work with recruits at risk of failing.

TIMELINE: Q4 2022





# *Black Firefighter's Association*

On August 29, 1955, the San Francisco Fire Department hired the first African American firefighter Earl James Gage Jr. Earl Gage, was the definition of a true pioneer. Throughout his career he had to navigate his way within the department much like Jackie Robinson did in the 40s with professional baseball. It was a difficult experience for him, something that he rarely spoke about. Racism was rampant in the San Francisco Fire Department, no fire station would accept him being assigned to their Firehouse. Finally, the Chief of Department made an agreement with the rank and file to allow him to work at each station for a period of two weeks. At which time, he would be transferred to another station for an additional two weeks and so forth. It was during these times that Earl endured some of the most unspeakable acts of discrimination one could imagine. For example, he had to carry his mattress from station to station because no one wanted to sleep where a black man had slept. His mattress was urinated on and feces were put in his boots. It was 12 long years before other Black Firefighters joined the Department. Some of them include, Retired Assistant Chief Audrey Lee, Retired Assistant Chief John Harris (deceased), Retired Captain Edgar Bryant, Retired Assistant Deputy Chief Frank Scales.

It was not until 1972 that the San Francisco Black Firefighters Association (SFBFA) organized their stand-alone chapter as part of the International Association of Black Professional Firefighters with the late Assistant Chief John Harris as our First President. This organization became the ground-

breaking organization of the San Francisco Fire Department under the leadership of Retired Chief of Department Robert Demmons, a Consent Decree was granted by the federal court in June of 1988. This consent decree paved the way for African Americans, Women, Asians, and Hispanics to come into the department in large numbers. This sweeping federal decree revolutionized the Department. For the first time in the history of the SFFD women and minorities had the opportunity to have careers in the fire service. Soon, other minority groups establish their own organizations within the department to address their concerns. Anne Young, one of the first women and Ernie Lee the first AFA President, were also members of the BFA.

Although opportunities for advancement through the Civil Service System were available, they were not without significant obstacles. Unfortunately, most of the obstacles exist today. Hiring, retention, and promotions have been constant barriers for people of color in the SFFD. While many other groups numbers are rising the numbers of Black Firefighters are regressing to a now 25 year low of 152. While we celebrate the renaming of Willow street to Earl Gage Jr. street this month. We must reflect on how far we as an organization and Department we have come. But, look at the data which shows lows in all ranks for representation of Black Firefighters to reveal work still needs to be done. We are stronger together!



## 2. RETENTION AND PROMOTION

### OFFICE OF RACIAL EQUITY CONTEXT

**Our workforce is our largest asset.** Retaining a strong workforce means supporting our employees holistically to ensure they are affirmed—both in and out of the workplace. A competitive salary, inclusive benefits, and opportunities for advancement ensure that our workforce can sustain themselves and their immediate family, and oftentimes, due to the wealth gap and the effects of systemic racism, their extended families and friends. A clear and intentional path to promotion addresses barriers that prevent underrepresented employees from engaging in upward mobility. Lastly, acknowledging and responding to any potential inequitable impacts of the COVID-19 pandemic on frontline City workers will be essential.

ORE CITY WIDE FRAMEWORK TEMPLATE PG. 11

### DEPARTMENT GOAL

The Department's overall retention and promotion goal seeks to ensure all members can access various career tracks. This will be accomplished through internal and external training, accessible resources, supportive programs, and transparency throughout the promotional process.



## 2.1. Ensure stronger protections for workers of color given anticipated COVID-19 related deployment, budget shortfalls, hiring freezes, layoffs, and furloughs (Not applicable to SFFD)

## 2.2. Ensure salaries and benefits meet or exceed industry standards while actively pursuing income equity, centering the experiences of women and people of color

### 2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity

#### IMPLEMENTATION PLAN:

The Department will develop a process in collaboration with the San Francisco Department of Human Resources to inform stakeholders<sup>8</sup> of potential, projected, or active salary discrepancies to ensure equity and transparency.

TIMELINE: Q2 2022

### 2.2.2. Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies. e.g. parental leave policy, short-term disability, etc.

#### IMPLEMENTATION PLAN:

The Department will collaborate with relevant stakeholders to ensure equity of salary and benefits standards.

TIMELINE: Q2 2022

### 2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural significant holidays

#### IMPLEMENTATION PLAN:

The Department will develop a proposal for stakeholder review and seek approval to allow staff to be awarded paid time off for annual celebrations that are culturally, ethnically, religiously-based<sup>9</sup> and currently do not fall under the current ten City paid holidays.

TIMELINE: Q2 2022

## 2.3. Create paths to salary and positional promotions that are transparent and work to advance equity

### 2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff

#### IMPLEMENTATION PLAN:

The Department will create a career development and succession planning program. That program will be introduced to all sworn and civilian staff during the onboarding process and available throughout their career. Also, the Department will continuously review its various educational and training programs to ensure DEI alignment.

TIMELINE: Q1 2022

### 2.3.2. Develop a formal and transparent process for raises and promotions to ensure organizational equity

#### IMPLEMENTATION PLAN:

The Department will develop a transparent promotion process to include:

- Equitable, inclusive, and accessible pre-training/testing opportunities (e.g., study cohorts) for candidates
- Promotional testing developed based on pre-training/testing analysis, evaluation, and candidate feedback
- A post-evaluation component or test review for all promotional tests to provide candidates with concrete feedback for future improvement
- Updated promotional testing modules developed based on “true response events” consistent with the Department’s leadership development program, not outdated manuals or historical concepts

TIMELINE: Q1 2022

### 2.3.3. Develop a process for limiting acting/interim role appointments to avoid staff working these roles for extended periods of time without compensation

#### IMPLEMENTATION PLAN:

The Department will continue to collaborate with the respective bargaining agents to ensure equability in all roles of the organization.

TIMELINE: Q1 2021

<sup>8</sup> Unions, employee affinity groups, oversight committees, fire commission, and active employees.

<sup>9</sup> Bodhi Day, Hannukah, Juneteenth, Saint Patrick’s Day, Cinco de Mayo, Chinese New Year, Indigenous Day

**2.3.4. Internally investigate key classifications with current “drop-offs” in employee diversity within civilian staff ranks such as Administrative Analyst Series (182X). Set forth strategies and training opportunities to support employee development to achieve mobility and advancement.**

**IMPLEMENTATION PLAN:**

The Department will improve its understanding of the city-wide promotional process and civilian staff opportunities. Civilian staff will have increased access to resources and supervisor guidance to ensure opportunities for advancement. (see Non-Uniform by Race and Gender Table 2.3).

TIMELINE: Q4 2021

**2.3.5. Review active classifications without clear promotional pathways for advancement and develop clear, equitable paths for continued promotional and/or classification advancement within the City**

**IMPLEMENTATION PLAN:**

The Department will collaborate with stakeholders to develop and promote transparent promotional criteria, equitable career pathways, employee burnout prevention<sup>10</sup>, and advancement opportunities for all fire, EMS, and civilian positions.

TIMELINE: Q2 2021



<sup>10</sup> With increased focus on EMS personnel.

## **2.4. Develop an internal “Promotional Testing Training Program” to ensure the equitable, inclusive, and diverse leadership within the SFFD**

### **2.4.1. Develop Exempt/Acting Promotional Hiring Test Trainings**

IMPLEMENTATION PLAN:

The Department will utilize qualified internal instructors to provide curriculum and training for Secondary Criteria used in the promotional selection process. Internal Promotional courses, which would provide an “SFFD Certificate of Completion,” will be weighted as part of the secondary criteria competitive selection process.

TIMELINE: Q2 2022

### **2.4.2. Promotional Hiring Secondary Criteria External Training**

IMPLEMENTATION PLAN:

The Department will seek to support staff to attend various external training by shifting to a policy to allow employees members two 24 hour shifts annually to attend courses related to career development and upward mobility.

TIMELINE: Q3 2022

### **2.4.3. Substitutions for bachelors degrees accepted for various promotional positions to ensure a diverse, inclusive and equitable leadership advancement pathway**

IMPLEMENTATION PLAN:

The Department will create an Executive Development program that Command Staff should complete upon their appointment. This program will be designed specifically for the Fire and EMS Service. Additionally, the Department will review the “City and County Leadership Program” to determine it would serve as a valid substitute for desired bachelor’s degrees listed as Secondary Criteria for promotional opportunities.

TIMELINE: Q3 2022

### **2.4.4. Streamline External Training Reimbursement Process**

IMPLEMENTATION PLAN:

The Department will evaluate the barriers and challenges to accessing and effectively utilizing available tuition reimbursement funds to take various professional courses (See Appendix B for tuition reimbursement strategies).

TIMELINE: Q2 2021

### **2.4.5. Panel Interviews for Promotional Hiring to ensure an equitable process**

IMPLEMENTATION PLAN:

The Department will implement a promotional interview panel process to advise the hiring officer of the candidates’ DEI fitness. The panel’s input should be considered as part of the candidates’ secondary criteria profile. That panel will include Employee groups and representation from the general membership.

TIMELINE: Q2 2021

## **2.5. Promotional Testing That Ensures Opportunity and Transparency**

### **2.5.1. Frequency of Promotional Testing and diverse make-up of assessors**

IMPLEMENTATION PLAN:

The Department will maintain a consistent two-year Civil Service eligible list cycle with no extensions barring budget matters. The Exam Unit will ensure that the volunteer assessors from other departments are diverse.

TIMELINE: Q2 2022

### **2.5.2. Maintain the transparency of Department Statistical data and analysis. To ensure operational integrity and the effectiveness of various DEI administrative strategies, and programs.**

IMPLEMENTATION PLAN:

The Department will ensure statistical data and analysis is publicly accessible by request to the SFFD Human Resources Division and/or retrievable or viewable via the Department’s website/social media for download.

TIMELINE: Q2 2022



# *Asian Firefighter's Association*

The Asian Firefighters Association was founded in the late 80's, coinciding with the Federal Consent Decree of 1987.

Wylie Low was the first Asian American firefighter in the San Francisco Fire Department. He joined the department in 1963 and was a firefighter at Station 35. He retired as an inspector. Carrying on his legacy are current firefighter Jon Low (Engine 09) and retired firefighter Greg Louie (Truck 17), both, his nephews.

The AFA is an employee group of SFFD firefighters, EMTs and Paramedics that is community based. Our main goal is to be a positive influence in the Asian American community and we accomplish this focus by having a presence and volunteering at various neighborhood events and festivals.

Our goal is to keep The City safe and secure by creating awareness with the public by teaching safety education at the many community events we attend.

The AFA continues to recruit Asian Americans for entry level firefighter, EMT and Paramedic positions in the SFFD. This is accomplished by our presence at The City's neighborhood festivals and individual mentoring.

We believe the faces of the fire department should reflect the diversity of The City they serve.







### 3. DISCIPLINE AND SEPARATION

#### OFFICE OF RACIAL EQUITY CONTEXT

**Decisions to discipline or terminate staff have the potential to be biased.** Managerial practices that surround employee evaluation, day-to-day treatment, monitoring, warnings, suspensions, and termination must be applied equally.

Officers and supervisors should be aware of their own biases and their lack of cultural differences. Educating oneself to such differences will ensure an understanding of how to address issues as they arise. Evaluations and reviews must be standardized and consistent in performance markers. Most importantly, managers should focus on the needs of employees. Job expectations should be reasonable, clear, and supplemented with opportunities for upskilling where possible. Each and every person in a supervisory role should be well-versed in the SFFD Rules and Regulations, Firefighter Bill of Rights, Managing Employee Performance practices, and the Policy Manual to ensure that an equitable workplace is made available to all.

#### ORE CITY WIDE FRAMEWORK TEMPLATE PG. 16

#### DEPARTMENT GOAL

The San Francisco Fire Department's goal is to ensure that its discipline and separation policies and individual treatment are unbiased and applied to all members fairly and equitably. This includes a regular review to make sure that no bias or disparate impacts are felt by staff.



### 3.1. Create a clear, equitable, and accountable protocol for disciplinary actions

**3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.**

IMPLEMENTATION PLAN:

The Department will collaborate with its Human Resource Division to obtain historical data for analysis and develop a plan to accurately collect and aggregate data for all disciplinary actions.

TIMELINE: Q1 2021

**3.1.2. Track separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.**

IMPLEMENTATION PLAN:

The Department will collaborate with its Human Resource Division to obtain historical data for analysis and develop a plan to accurately collect and aggregate data for all separation and disciplinary actions.

TIMELINE: Q1 2021

**3.1.3. Examine and investigate potential changes to the discipline and separation policies. Research alternative opportunities for discipline and sub-discipline actions (e.g., documented coaching) to resolve interpersonal issues and increase cooperation among personnel.**

IMPLEMENTATION PLAN:

The Department will appoint a team from its racial equity leaders that will investigate possible disparate impact (based on data from 3.1.1 and 3.1.2) the goal will be to develop ideas for revisions to policies and create a Disciplinary Procedures model for the Department.

TIMELINE: Q2 2021

**3.1.4. Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a “scaled back” discipline process.**

IMPLEMENTATION PLAN:

The Department will create and support a Human Relations process that resembles the International Association of Fire Fighters model. One of this

program’s functions will be to provide alternate solutions to the disciplinary process if warranted.

TIMELINE: Q2 2021

**3.1.5. Implement approved changes with a focus on transparency through strategic and scheduled communications to ensure members are not overwhelmed with system changes and have the opportunity to give feedback as appropriate**

IMPLEMENTATION PLAN:

The Department will develop a training and implementation plan in cooperation with all stakeholders. Additionally, certain stakeholders will be trained to provide supportive resources. The Department will seek and encourage buy-in from members, supervisors, and other relevant partners.

TIMELINE: Q2 2022

### 3.2. Review and revise the current disciplinary process for DEI alignment

**3.2.1. Develop proposed changes to current system to alleviate biases against staff of color. This will reduce the need for separation or traditional disciplinary measures.**

IMPLEMENTATION PLAN:

The Department will interview stakeholders to ensure all issues are addressed in our outline; then draft and circulate a plan. Additionally, the Department will investigate the impacts of San Francisco EMSA on members’ discipline and determine how to mitigate any bias from regulatory investigations.

TIMELINE: Q2-3 2021

**3.2.2. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy**

IMPLEMENTATION PLAN:

The Department will develop a policy to ensure consistent discipline and treatment for actionable offenses.

TIMELINE: Q2-3 2021

**3.2.3. Seek approval for changes in the disciplinary process from relevant stakeholders**

IMPLEMENTATION PLAN:

The Department will make presentations to all stakeholders for approval and/or input as needed.

TIMELINE: Q3-4 2021



**3.2.4. Train supervisors and officers on all changes, including a module on bias and equitable and compassionate discipline and separation. Also, include training on implicit bias and strategies to overcome bias for all interactions (staff and public).**

**IMPLEMENTATION PLAN:**

The Diversity, Equity, and Inclusion Office will collaborate with the Chief of Training, DHR, and Local 798 to conduct training for all officers in alignment with members' rights when conducting discipline. The Department will work with Local 798 to integrate best practices from IAFF<sup>11</sup> to assist with training (specifically the "Inclusion and Teamwork in the Workplace" module).

TIMELINE: 2022

### **3.3. Commitment to Using Best or Promising Practices**

**3.3.1. Ensure the Department is utilizing best practices to reach racial equity goals, objectives, and activity outcomes**

**IMPLEMENTATION PLAN:**

The Department will reach out to IAFF and other metropolitan cities to determine best practices to reach racial equity goals, objectives, and outcomes. Information gathered will also inform the Department of highly regarded training models that include culturally and linguistically inclusive formats.

TIMELINE: Q1 2022

<sup>11</sup> International Association of Fire Fighters.

# United Fire Service Women



The first female members of the SFFD joined the department in 1987. The 73rd recruit class started August 17, 1987 with Mary Carder, Frances Focha, Eileen McCrystle, and Anne Young, followed by the 74th class with Sara Coe, Victoria "Vic" Hayden and Shelia Hunter. Vic Hayden was the first LGBTQ person in the department, and Shelia was the first woman of color and African American female firefighter in the department. The first generation of women were longtime members of some of the busiest firehouses - Frances at Station 5, Mary at Station 3, Sara at Station 1. San Francisco was slower to hire women into the fire department, compared to other metropolitan fire departments in the nation (i.e Seattle, New York City, Los Angeles),

There were many barriers to hiring women, starting in 1976 when women were first allowed to take the entrance exam. In 1981, the SFFD began a recruitment effort and created a training program for a group of 30 women. In 1987, under the federally-mandated consent decree, the first women and minorities were hired in the SFFD. The IAFF also played a critical role in standardizing the department's entrance exam.

The integration of women and minorities into the department was an enormous cultural change, often times met with suspicion, anger and resentment by other firefighters. It has taken time, and newer generations of firefighters to welcome diversity and change.

The official organization was formed in the summer of 1997, originally as the SFFD Women, and then later as the United Fire Service Women (UFSW). There were about 100 women in the SFFD at the time. The organization helped to strengthen women's participation and voice within Local 798 and the Department. The UFSW joined the network of employee organizations within the Department, which included Los Bomberos (Latinos), The Asian Firefighters Association and the Black Firefighters Association.

Today, the UFSW is a 501(c)3 non-profit organization, with 220 members. The UFSW provides on-going training opportunities for all members of the SFFD, organizes and participates in girls fire camps that helps to inspire and empower young women, introducing them to the fire service, and engages in community outreach and recruitment efforts. Through the Women Firefighters Biomonitoring Collaborative, the UFSW is part of the effort to launch the first scientific research study nationwide of chemical exposures among women firefighters, continues to promote research and advocacy efforts, and has raised over \$100,000 for cancer prevention and advocacy organizations.

## 4. DIVERSE AND EQUITABLE LEADERSHIP

OFFICE OF RACIAL EQUITY CONTEXT

**An Equitable Workplace Starts with Diverse Leadership.** Fostering an organizational culture of inclusion and belonging means seeing oneself in every aspect of the workplace. When white men make up 85% of all senior executive and board members in America, it is difficult to imagine how women and people of color can see themselves in a leadership position. In general, a department's leadership determines multiple aspects of the workforce: who gets hired, where the money goes, what projects are greenlit. Thus, it is more likely that a diverse leadership carries shared values with their staff and will better uplift the staff. In fact, all employees, both white and people of color, benefit from a people of color-led Department. Even the community will benefit because a diverse leadership will be better connected with the community, thus being able to create far more robust and innovative ways to support them.

ORE CITY WIDE FRAMEWORK TEMPLATE PG. 19

DEPARTMENT GOAL

Working toward diverse, equitable, and inclusive leadership requires a review of our current practices<sup>12</sup> and taking consistent measures to address areas that need improvement. As a department, we will formalize leadership development within our organization to ensure diversity, equitably, and inclusivity in all ranks, positions, and leadership roles.

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<sup>12</sup> See current practice the appendix under Diverse and Equitable Leadership.



## 4.1. Commit to developing a diverse and equitable leadership that will foster a culture of inclusion and belonging

### 4.1.1. Adhere to a hiring and recruitment policy that generally aligns with the city-wide racial equity framework and the departmental Racial Equity Action Plan

#### IMPLEMENTATION PLAN:

The Department will provide continuous leadership and professional development training through an

“Officer Leadership Academy” to all ranks and all divisions, not just newly promoted officers. One of these training goals will be to prepare all eligible members to successfully compete in Civil Service promotional exams.

TIMELINE: Q2 2022

### 4.1.2. Commit to ongoing racial equity training and development for leadership

#### IMPLEMENTATION PLAN:

The Department will provide additional training for Battalion Chiefs to ensure integrity and equitability when conducting disciplinary investigations. The





Department will develop a rotational process of selecting chiefs to perform disciplinary investigations. Additionally, the Department will continue to provide and support a diverse staff at the Division of Training.

TIMELINE: Q2 2022

#### **4.1.3. Incorporate senior leadership demographics in the Department annual report**

IMPLEMENTATION PLAN:

The Department will provide and submit senior leadership demographics annually to incorporate in its reports (See Appendix C for Current Demographic Data and Analysis).

TIMELINE: Q2 2022

#### **4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input**

IMPLEMENTATION PLAN:

The Department will provide a secure, anonymous, and confidential channel to its membership.

TIMELINE: Q2 2022

## **4.2. Create opportunities to provide ongoing leadership training for all officers and supervisors**

### **4.2.1. Create opportunities to provide ongoing leadership training for all officers and supervisors**

IMPLEMENTATION PLAN:

The Department will provide training to all officers in all disciplines. This program may be coordinated through the Division of Training. (See Appendix D Historical Context of Current Practice).

TIMELINE: Q2 2022

### **4.2.2. Create a mentoring component of the Department's Employee Development program**

IMPLEMENTATION PLAN:

The Department will develop a mentorship program using existing leaders in the Department. The objective will be to provide a support system for members who will be taking promotional exams in the future. The Department will explore removing waivers for those who have taken a promotional test and are on an active list.

TIMELINE: Q2 2022

### **4.2.3. Monitor equity and diversity in promotional testing**

IMPLEMENTATION PLAN:

The Department will review current tests for any existing biases or relevant issues. The Department will also provide transparency in the testing process and test results. A study of "best practices" for scoring promotional tests and evaluating the answer key committee's relevance and effectiveness and how the exam administrators weight the answer key. The Department will strive for diversity among test assessors and interview panels.

TIMELINE: Q3 2022

### **4.2.4. Building and Developing Personnel**

IMPLEMENTATION PLAN:

The Department will provide and support personnel training to build leadership hard and soft skills. The Department will also support in-house and out-of-house leadership training that allows its personnel to grow and evolve.

TIMELINE: Q4 2022

### **4.2.5. Workplace harassment or workplace hostility training**

IMPLEMENTATION PLAN:

The Department will empower its members to speak up when another member's speech or behavior is inappropriate or offensive and provide opportunities for everyone to learn from these interactions.

TIMELINE: Q4 2022

# *San Francisco Firefighters Veterans Association*

The San Francisco Firefighters Veterans Association (SFFVA) represents the interests of fire service veterans. Military veterans of all branches have a long history in the fire service, most notably coming into public service after World War II. Those members of the greatest generation left a lasting impact on the fire service. America's relationship with its veterans hasn't always been a positive one. Many of the public mistreated the rank-and-file veterans at various parts of our history, based on the conflict and the politics involved (something the average veteran had nothing to do with). In conflicts where members were drafted, it was very unfair treatment for simply completing their mandated national service. For this reason, veterans have been named a protected class in our country. This was to honor their service and ensure equal treatment. Our group, the SFFVA, was brought

into existence in 2016 to ensure our recent nation's veterans were being properly advocated for, their rights and entitlements being protected and treated fairly. The opportunities to advance were inconsistent in our agency's history, which is why we took the initiative to address the problem ourselves. In 4 years of existence, we have taken care of veterans and raised thousands of dollars for veterans' charities. With Department support, we have hosted 3 leadership training symposiums in the city for over 500 fire service students. We look forward to the Department growing those leadership and tactical training opportunities. Our Department has assigned our association with the duties of Honor Guard details for our fallen members which we continue to perform with great pride.



## 5. MOBILITY AND PROFESSIONAL DEVELOPMENT

OFFICE OF RACIAL EQUITY CONTEXT

**When an employee's needs are met, so are the Department's needs.** Our City workforce should center on the needs of our employees. In order to do that, it is important to recognize having both the hard and soft skills needed to perform certain tasks is a form of privilege. It is equally important to realize that employees of color are more likely to repeatedly prove their capabilities rather than being evaluated by their expected potential. By intentionally investing in the specific professional development of each staff, the Department can uplift an employee's journey to developing new skills rather than scrutinizing for a lack of skills. In essence, professional development through mentorship, training and workshops create an internal pipeline retaining employees to one day fulfill leadership positions.

ORE CITY WIDE FRAMEWORK TEMPLATE PG. 21

DEPARTMENT GOAL

The Department will look to curate equity-centered mobility and professional development for all employees.



## 5.1. Offer professional and skill development opportunities that center on individual goals first, then organizational needs

### 5.1.1. Require formal training program for all staff regardless of full/part-time status or seniority

#### IMPLEMENTATION PLAN:

The Department will initiate a new professional development program<sup>13</sup> to require formal training for all staff regardless of full/part-time status or seniority.

TIMELINE: Q3 2022

### 5.1.2. Formalize a process for staff to attend conferences, lectures, and presentations. Make transparent processes and protocols for Reimbursement, stipends, and payments.

#### IMPLEMENTATION PLAN:

The Department will determine the allocated number of times/days a year an employee can take off to be reimbursed for conferences, lectures, and presentations. Additionally, the Department will develop a standard form or protocol to request days off for conferences, lectures, and classes.

TIMELINE: Q1 2022

### 5.1.3. Offer consistent and ongoing opportunities for continual and extended learning through strategic funding analysis and annual budget planning

#### IMPLEMENTATION PLAN:

The Department will offer continual and extended learning access and opportunities.<sup>14</sup>

TIMELINE: Q3 2022

### 5.1.4. Encourage participation in professional development by sharing external opportunities that are related to the Department's missions and goals

#### IMPLEMENTATION PLAN:

The Department will disseminate available training opportunities inside and outside the Department through its current Fire Bulletin listing. Additionally, the Department will identify funding streams to ensure departmental financial support for various learning opportunities.

TIMELINE: Q2 2022

### 5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color

#### PLAN IMPLEMENTATION:

The Department will implement the consistent use of a formal tracking system to identify any knowledge, skill, or ability gaps and monitor the professional and skill development of each employee.

TIMELINE: Q2 2022

### 5.1.6. Require formal retraining process for staff who do not meet training standards

#### PLAN IMPLEMENTATION:

The Department will develop and utilize a transparent process for retraining employees who have completed their probationary period and cannot meet performance standards.

TIMELINE: Q2 2022

### 5.1.7. Maintain a training environment that fosters trust and supportive relationships for all staff members

#### PLAN IMPLEMENTATION:

The Department will create an organizational program<sup>15</sup> that values diversity, equity, and inclusion.

TIMELINE: Q2 2022

### 5.1.8. Formalize the process for creating development and succession plans for all staff members

#### PLAN IMPLEMENTATION:

The Department will create Employee Development Action Plans to allow individual goal setting and the development of actionable objectives related to employee skills-building through training, mentoring, conferences, etc. The Employee Development<sup>16</sup> Action Planning process will be a component of the Department's Succession planning program (See appendix D for Employee Development Program strategies).

TIMELINE: Q2 2022

## 5.2. Encourage collaboration between staff and supervisors that are consistent and thoughtful

### 5.2.1. Develop an annual performance evaluation for all staff, part-time, and full time. Highlight advancement opportunities

<sup>13</sup> Please see the appendix for more regarding this program. <sup>14</sup> Please see the appendix for the analysis and implementation process

<sup>15</sup> Please see the appendix for details of this program. <sup>16</sup> Please see the appendix for details of this program

PLAN IMPLEMENTATION:

The Department will evaluate the current performance appraisal process and review its efficacy. The Department anticipates broadening its function to assist its employees' practical development and promotional consideration as secondary criteria.

TIMELINE: Q2 2022

### **5.2.2. Create a mentorship program between senior and junior level staff**

PLAN IMPLEMENTATION:

The Department will develop a mentorship program imbedded with DEI fundamental principles to:

- Promote equitable employee advancement
- Build up employee hard and soft skills
- Advance employee confidence
- Increase the number of employees qualified to apply for various advancement opportunities
- The DEIO staff will establish the selection criteria for mentors

TIMELINE: Q2 2022

## **5.3. Ensure staff needs are centered, and timely met to perform and excel at their jobs**

### **5.3.1. Create a process where staff can submit accommodation requests to the Department's administration. The overall timeline process should be transparent and easily accessible.**

PLAN IMPLEMENTATION:

The Department will develop processes and procedures to ensure staff needs are acknowledged and met. Processes and procedures will include but not limited to:

- An equitable accommodation request submission process to the Department's administration
- Anonymous organizational suggestion process ensuring feedback is recorded and reported to employees
- A minimum of two annual surveys to assess staff needs and determine the level of satisfaction with the Department's response

TIMELINE: Q2 2022

### **5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process**

PLAN IMPLEMENTATION:

The Department will develop a "staff needs" assessment component within current/future versions of a "staff performance evaluation." The assessment findings will be collected, analyzed, and reported (without staff identification) back to staff annually to ensure that collectively growing DEI issues, challenges, or barriers are identified and addressed.

TIMELINE: Q4 2022

### **5.3.3. Assign spaces for staff to take breaks, be in the community, acquire resources, and respect religious and cultural practices**

PLAN IMPLEMENTATION:

The Department will identify and designate accessible spaces that promote emotional safety, inclusivity, and respect for religious and cultural practices. These spaces are for all employees to take breaks, acquire resources, and engage with the community.

TIMELINE: Q3 2022

### **5.3.4. Assess staff needs outside of the workplace are addressed. Understanding that non-work-related needs contribute to overall work quality. Centering the most vulnerable individuals. E.g. transportation stipends, exercise stipends, childcare, etc.**

PLAN IMPLEMENTATION:

The Department, in collaboration with its health and wellness division, will implement staff assessments to determine the needs of staff outside of the workplace. The Department will work with staff to provide various resources, supports, and assistance as appropriate.

TIMELINE: Q2 2022

### **5.3.5. Assess employee engagement**

PLAN IMPLEMENTATION:

The Department will assess employee engagement through the following approaches:

- Develop several methods to measure the extent to which members feel passionate about their jobs, are committed to the Department, and put discretionary effort into their work
- Incorporate an employee engagement survey into the staff performance evaluation process with results to be communicated to members

TIMELINE: Q2 2022

# *History of IAFF San Francisco Local 798*

The first organization of San Francisco's professional firefighters was the David Scannell Club, formed in 1913 and named after a Chief from the volunteer era. The Club included working firefighters and veterans from the older volunteer organizations. In 1919, a newly organized union of San Francisco firefighters received a charter from the IAFF as Local 231, but the union was forced to disband during the wave of anti-labor repression that swept across the United States in the years immediately following World War I.

The David Scannell Club continued to advocate for a shorter workweek and benefits for the widows and orphans of firefighters who died in the line of duty throughout the 1920s and the Depression years of the 1930s. The Club also worked closely with the San Francisco Labor Council during the labor battles of the 30s.

On July 20, 1944, at the height of America's involvement in World War II, The IAFF issued a charter to San Francisco Local 798. San Francisco firefighters now had true union representation for the first time and the support of organized firefighters throughout the United States and Canada.

Local 798 began winning improvements in pay, working conditions, and retirement security for San Francisco firefighters. Most of these improvements had to be won at the ballot box, since public-sector unions did not have the right to negotiate on behalf of their members for most of the 20th century.

In 1952, San Francisco developed a pay scheme tying firefighter and police salaries to rates of pay in all California cities with populations of 100,000 or more. This formula created some stability in labor relations, and it held until 1975. That year, the city refused to match salary increases in Los Angeles, provoking a strike by Local 798 and the Police Officers Association.

By the early 1950s, Local 798 was able to win a 56-hour workweek for San Francisco firefighters. In 1983, the voters capped the workweek at 48.7 hours, the schedule we still work today. In 1990, San Francisco firefighters finally won the right to collective bargaining with binding arbitration. From this point forward, the city was forced to deal with the union in good faith and with all rights respected.

Local 798 worked with the community to protect neighborhood firehouses by passing proposition F in 2005. In 2006, the union supported Retired Captain Tony Stefani's initiative to launch the San Francisco Firefighters Cancer Prevention Foundation. In 2014, working with Supervisor David Chiu and supported by Firefighter Denise Elarms, the union was able to extend work-related cancer presumptions to firefighters forced into retirement by the disease and to the families of those who lost their battle with cancer.

The San Francisco Firefighters Toy Program, fully supported by Local 798, is one of the oldest and most successful toy programs in the United States. The program provides toys to tens of thousands of San Francisco children, even during this year of the coronavirus pandemic.

Local 798 was slow to recognize the importance of diversity in the SFFD. The department and the union placed obstacles in the path of integration, leading to the imposition of a federal consent decree in 1987. The long-term impact of that consent decree, however, fundamentally transformed both the department and the union.

The racial and gender diversity of Local 798, from the rank-and-file membership to the top officers of the union, is now the bedrock of its strength as a labor organization. It has made the union more effective as a member-driven organization, increased our political influence, and made it easier to work with the community on issues that relate to public safety.

Local 798's diversity has also helped the union work more closely with all the employee organizations in the SFFD. In 2015, Local 798 helped launch the United Employee Groups of the SFFD to tackle the issue of increased ambulance response times in the face of an unresponsive department administration.

The benefits of diversity also carry increased responsibilities for Local 798. To truly represent the membership, the union must look beyond bread-and-butter labor issues and recognize the unique challenges each member faces as an individual and as a member of the varied communities that make up our city and surrounding regions. Local 798 has to be ready to take on those challenges, as well as, the struggles we all face as firefighters.



## 6. ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

OFFICE OF RACIAL EQUITY CONTEXT

**Growing a Diverse Workforce is Just the First Step.** Employees must feel welcomed and included at every stage of their employment. Racial homogeneity is not only found in hiring and recruiting, but it also permeates throughout organizational culture, policies, and procedures. It also can take form as coded, traditional standards, such as “professionalism,” that ultimately centers whiteness<sup>17</sup>. This factor takes an immense mental health toll on underrepresented employees who do not feel like they belong.

ORE CITY WIDE FRAMEWORK TEMPLATE PG. 25

DEPARTMENT GOAL

Departments must actively work to create a culture of inclusion and commit to ongoing assessment to uncover gaps in policies and procedures that create a culture of othering<sup>18</sup>. Changes in organizational culture start and continue with the needs of the employee. These needs are discovered by fostering intentional relationships with underrepresented employees, specifically women, trans employees, Black employees, indigenous employees, employees of color, and employees living with disabilities.

<sup>17</sup> Aysa Gray, *The Bias of 'Professionalism' Standards*, *Stanford Social Innovation Review* (June 4, 2019) [https://ssir.org/articles/entry/the\\_bias\\_of\\_professionalism\\_standards](https://ssir.org/articles/entry/the_bias_of_professionalism_standards).

<sup>18</sup> View or treat (a person or group of people) as intrinsically different from and alien to oneself.







## 6.1. Foster an intentional organizational culture that is committed to inclusion and belonging

### 6.1.1. Ensure that the Department's mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging

#### PLAN IMPLEMENTATION:

The Departments Mission and Values statements are in line with DEI principles. The Department will review its current Policy and Procedure Manual to determine if DEI principle updates are needed.

TIMELINE: Q3 2022

### 6.1.2. Create a Racial Equity Team consisting of Racial Equity Leaders committed to keeping the Department accountable for reaching its RE Action Plan goals

#### PLAN IMPLEMENTATION:

The Department will develop an implementation accountability team from a REAC sub-group.

TIMELINE: Q1 2021

### 6.1.3. Develop a Racial Equity Action Plan (REAP) that is updated regularly and available to the public

#### PLAN IMPLEMENTATION:

The Departments Racial Equity Advisory Committee (REAC) will initially develop its Racial Equity Action Plan (REAP) and submit the finalized plan to the Fire Commission and City for approval. The REAP will be posted on the Department's website by 06/01/2021, and the plan will be reviewed regularly.

TIMELINE: Q3 2021

### 6.1.4. Regularly report to staff, board, and commissioners on REAP updates

#### PLAN IMPLEMENTATION:

The Department's REAC will submit a report to the Fire Administration and Commissioners twice a year and post any approved updates to the SFFD website.

TIMELINE: Q1 2021

### 6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples

#### PLAN IMPLEMENTATION:

The Department will facilitate the process for affinity groups and stakeholders to participate in REAC activities. The Department will foster a collaborative atmosphere and provide consistent communications with the affinity groups, stakeholders, and applicable associations to promote the sharing of resources, feedback, and participation.

TIMELINE: Q1 2021

### 6.1.6. Have staff participate in training, conferences, and discussions that promote a wider understanding of racial equity

#### PLAN IMPLEMENTATION:

The Department will research the best DEI practices and training and determine standard criteria to allow staff to easily assess the alignment of learning options to promote employee participation in a diversity of skills and professional development opportunities. Additionally, all training will be part of the probationary period task book and signed off by the Department Training Chief.

TIMELINE: Q1 2022

### 6.1.7. Conduct an annual staff survey that assesses the Department's commitment to an organizational culture of inclusion and belonging

#### PLAN IMPLEMENTATION:

The Department will develop and implement an annual online survey for dissemination to all staff. All data from the survey will be collected, analyzed, and utilized by the REAC to determine current/present initiatives' effectiveness and create future goals.

TIMELINE: Q1 2022

### 6.1.8. Ensure that all art, decor, and design where staff works daily reflect racial and social diversity

#### PLAN IMPLEMENTATION:

The Department will review its current procedures and adjust, as necessary.

TIMELINE: Q2 2021



## 6.2. Develop internal communication processes and procedures that promote equity

### 6.2.1. Regularly update departmental mailing lists to ensure that all staff receives communications

PLAN IMPLEMENTATION:

The Diversity Equity and Inclusion Office will manage this process.

TIMELINE: Q2 2021

### 6.2.2. Ensure that all staff meetings center on diverse speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics

PLAN IMPLEMENTATION:

The Department will announce meetings via email and sent out by the Secretary of the Deputy Chief of Administration to applicable staff. The Department will create a DEI speaker list where appropriate.

TIMELINE: Q2 2022

### 6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information

PLAN IMPLEMENTATION:

The Department has several physical spaces designated for training, classroom instruction, and meetings

throughout the City available for employees to utilize to share information. Additionally, the Department has expanded its online/digital options with online meeting alternatives.

TIMELINE: Q3 2021

## 6.3. Improve both physical and digital spaces to meet or exceed accessibility standards

### 6.3.1. Create an accessibility protocol that is utilized across all events, communications, and departmental functions

PLAN IMPLEMENTATION:

The Department will route all communications about events hosted by the Racial Equity Advisory Committee via the Chief of Department to disseminate to all stations. Additionally, a Diversity Equity and Inclusion page has been developed on the new Department's website to provide updated DEI program information.

TIMELINE: Q2 2021

### 6.3.2. Evaluate and improve on all physical spaces to meet or exceed accessibility standards considering staff and visitors with disabilities, seniors, and families, e.g., elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.

PLAN IMPLEMENTATION:

The Department will take immediate steps to identify and develop a plan to remedy as appropriate any physical spaces unable to meet accessibility standards or accommodate employees, visitors, and community stakeholders.

TIMELINE: Q2 2021

**6.3.3. Evaluate and improve all digital functions and communications to meet or exceed accessibility standards considering staff and visitors with disabilities, e.g., plain-text messages, recordings with captions, accommodations for people with vision impairment, accommodations for deaf people, etc.**

IMPLEMENTATION PLAN:

The Department, in collaboration with its Information Technology (IT) Division, will evaluate and improve all digital functions and communications platforms to create accessibility and meet current health and safety protocols.

TIMELINE: Q2 2021

**6.3.4. Invest in translation services**

PLAN IMPLEMENTATION:

The Department is currently undergoing a website upgrade to feature embedded translation services. Additionally, the Department has previously (and will continue) to seek funding for document translation services.

TIMELINE: Q2 2021

**6.3.5. Encourage individual forms of inclusive identity expression, e.g., honoring gender pronouns, relaxing or modifying dress code, etc.**

PLAN IMPLEMENTATION:

The Department will require all staff to undergo inclusion-focused training. Additionally, the Department will identify examples of “individual forms of inclusive identity expressions” and work towards all members’ compliance with City-wide protocols.

TIMELINE: Q2 2022

**6.3.6. Make accessibility information and accommodations easily accessible by bringing it to the forefront, rather than offering it upon request**

PLAN IMPLEMENTATION:

The Department will continue to increase its efforts to offer transparency of information, accessibility of accommodations, and inclusion of spaces through an evaluation process. The Department will be proactive in providing information and solutions.

TIMELINE: Q2 2022

**6.4. Expand the internal culture of belonging by fostering relationships with the external communities the Department serves**

**6.4.1. Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community**

PLAN IMPLEMENTATION:

Due to COVID-19, the Department will rely heavily on community feedback and input from online surveys, social media campaigns, and web-based events.

TIMELINE: Q2 2022

**6.4.2. Find opportunities to invest in and support the communities the Department serves**

PLAN IMPLEMENTATION:

Due to COVID-19, the Department will rely heavily on community feedback and input from online surveys, social media campaigns, and web-based events until in-person events and outreach measures are safely restored.

TIMELINE: Q2 2022

**6.4.3. Support the Departments members through a Human Relations process**

PLAN IMPLEMENTATION:

The Department will create and support a Human Relations process that resembles the International Association of Fire Fighters model. One of the functions of this program will be to provide a safe space for sharing and feedback.

TIMELINE: Q2 2022

# *San Francisco ResQ*



An advocacy and support group for current and past members of the SFFD LGBTQ community, as well as, our allies. More information to come.



## 7. BOARDS AND COMMISSIONS

OFFICE OF RACIAL EQUITY CONTEXT

**An Equitable Workforce Starts with Equitable Decision Making.** For many departments, an equitable and diverse leadership does not stop with senior leadership positions. Decisions are also being made in boards and commissions. These seats must represent the community that the Department serves. Bi-laws that contain policies and language that perpetuate implicit bias must be revised. Seats must be accessible and available to employees of color. Policies and budget decisions made by these advisory bodies must be assessed through a racial equity lens.

ORE CITY WIDE FRAMEWORK TEMPLATE PG. 30

DEPARTMENT GOAL

The Department will seek to ensure a Fire Commission that is diverse, accessible, and open to membership feedback outside of routine public commission meetings.





## **7.1. Ensure a diverse and equitable board and commission members that match the community being served**

### **7.1.1. Review and revise bi-laws to include inclusive language and align with the Department's RE Action Plan**

#### PLAN IMPLEMENTATION:

The Diversity Equity and Inclusion Office will make the Racial Equity Action Plan available to the commission secretary so the Fire Commission may review and revise its bi-laws for Racial Equity Action Plan alignment.

TIMELINE: Q1 2021

### **7.1.2. Collect current commission demographic data and include it in the Department annual report**

#### PLAN IMPLEMENTATION:

The Department's DEI Office will work with the Fire Commission's Secretary to obtain the Commissioners' demographics in a timely manner.

TIMELINE: Q2 2022

### **7.1.3. Reserve board and/or commission seats or create an advisory board with a zero or lesser give/get amount as a means to diversify participation**

#### PLAN IMPLEMENTATION:

The Department will explore and facilitate the process of creating an advisory board for the Mayor. That advisory board will have employee group representation. The advisory board may also investigate changes to the City Charter to codify the advisory board's existence and influence.

TIMELINE: Q2 2022

### **7.1.4. Adopt ORE racial equity assessment tools to inform the decision-making of Commissions**

#### PLAN IMPLEMENTATION:

The DEI Office will provide the Fire Commission's Secretary with the Office of Racial Equity's assessment tools when they become available.

TIMELINE: Q2 2022

## **7.2. Safeguard members, so they naturally feel welcomed and valued, not tokenized**

### **7.2.1. Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc. e.g., ASL interpretation, video conferencing, food during meetings, translations, etc.**

#### PLAN IMPLEMENTATION:

The Department will review current protocols and revise as necessary to ensure appropriate accommodations exist for all shareholders.

TIMELINE: Q2 2022

### **7.2.2. Commit to ongoing racial equity training, being mindful of ongoing and current issues**

#### PLAN IMPLEMENTATION:

The Department will review the current racial equity training program for the Fire Commission and make appropriate recommendations.

TIMELINE: Q2 2022

### **7.2.3. Develop a mentorship program between newer and more experienced board/commission members**

#### PLAN IMPLEMENTATION:

The Department will review the current mentoring program commissioners use and make appropriate recommendations, as necessary.

TIMELINE: Q2 2022

### **7.2.4. Create an advisory board to the Fire Commission to provide an additional information source for the Commission on issues of the rank and file firefighters**

#### PLAN IMPLEMENTATION:

The Department will provide an advisory board and process for additional membership DEI feedback.

TIMELINE: Q2 2022

# Los Bomberos

Los Bomberos was founded in 1986 by Latino members of the SFFD because they recognized the importance of creating a unified voice that would be heard. Recruitment, retention, and promotional concerns were the focus for these founding members. Yet as Los Bomberos membership grew, they reached out to assist the Spanish-speaking community in the neighborhoods of San Francisco where they worked. Members soon realized the importance of connecting to their community both inside and outside of the department.

Today Los Bomberos acts as a liaison between its members and the Department, but their priority continues to focus on assisting the Spanish-speaking community. With current membership at approximately 80 members, the community outreach is the backbone and heart of the organization.

Los Bomberos supports Mission Food bank, offers donations of support brother and sister FF's in need, and traveled to Nicaragua to provide auto extrication, confined space, swift water rescue and first-aid and CPR training to Nicaraguan bomberos. Member volunteers brought and donated jaws of life tools, rescue ropes, much-needed turnout gear and medical equipment during the trip. Members of Los Bomberos give Spanish interviews for the media and often use their bilingual skills to translate at fire scenes and wildland deployments. They attend many career day events at local schools in the Mission district, presenting to students in Spanish, and even offered a medical Spanish training to coworkers this past year.



# APPENDICES & REFERENCES

The following supplemental information, charts, and figures have been included in these appendix sections to allow the Department to share additional thought, pertinent historical context, vital data analysis and innovative strategy details.

## HIRING AND RECRUITMENT

### Multiple community partnership strategies

The following are a list of currently-identified strategies that the Department intends to initiate:

- Expand established youth program and SFFD Employee Affinity groups to expose more middle school, high school, and college students to information aimed at clarifying the application process, promoting multiple skill-building resources and programs and presenting the diversity of career options available within the SFFD and related public safety, health, and emergency service sectors. In addition, the Department will seek to establish a NERT high school program to increase participation.
- Strengthen relationships with Fire/Emergency Medical Service (EMS) skill-building entry programs to promote local program participation, cross-promotion of hiring processes, and open employment opportunities
- Establish SFFD coordinated youth Fire/EMS programs for 5th through 12th-grade students/schools using SFFD on-duty and off-duty firefighters and the SFFD Fire Reserve Volunteers. Collaborate with San Francisco Recreation & Parks and other summer-based youth recreational organizations to promote the implementation of a developmentally appropriate Fire/Emergency Medical Service (EMS) themed component into local summer camp programs.
- Renew hands-only CPR and ride-along programs in SFUSD high schools to promote life, health, and safety skills as well as to introduce youth to future career paths
- Formalize an outreach partnership with the Department's affinity groups

### Potential partners list

- San Francisco State University
- City College of San Francisco (City Build)
- Chabot-Las Positas Community College District
- Contra Costa Community College District
- Peralta Community College District
- Sonoma County Junior College District
- San Mateo County Community College District
- Solano Community College District,
- SFUSD (CTE, City Build and Career Pathways Program)
- San Francisco Fire Department Fire Reserve
- Trade schools (nonprofit, private, public)
- Veterans associations
- Collegiate sports teams
- Vocational programs (nonprofit, private, public)

## RETENTION AND PROMOTION

### Section 46. Employee Training and Reimbursement Programs

#### *Tuition Reimbursement Program*

**46.3** The City agrees to allocate \$3,000 per fiscal year during the term of this Agreement to the Tuition Reimbursement Program for the exclusive use of bargaining unit members. Any unused funds shall not be carried forward to the next fiscal year.

**46.4** Subject to the DHR Guidelines, a member may submit a request for reimbursement up to \$500.00 during each fiscal year until such funds are exhausted.

**46.5** At the discretion of the Chief, the City may provide non-mandatory courses and training that will further career development of members. Unless otherwise determined by the Chief, members choosing voluntarily to participate in these non-mandatory courses or training do so at their own expense and without compensation.

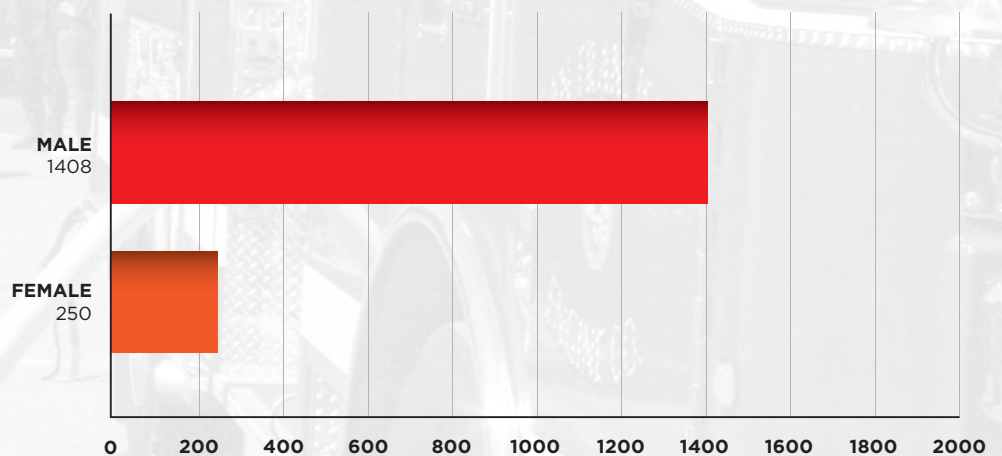
\*Excerpt from San Francisco Fire Fighters Union Local 798, Unit 2, IAFF, AFL-CIO, Memorandum of Understanding, July 1, 2018 - June 30, 2021

## BY THE NUMBERS

The SFFD's Diversity, Equity and Inclusion Office's working with both San Francisco Department of Human Resource and Internal Data Sources developed the following charts, graphs and figures featured in this appendix section to provide a more granular

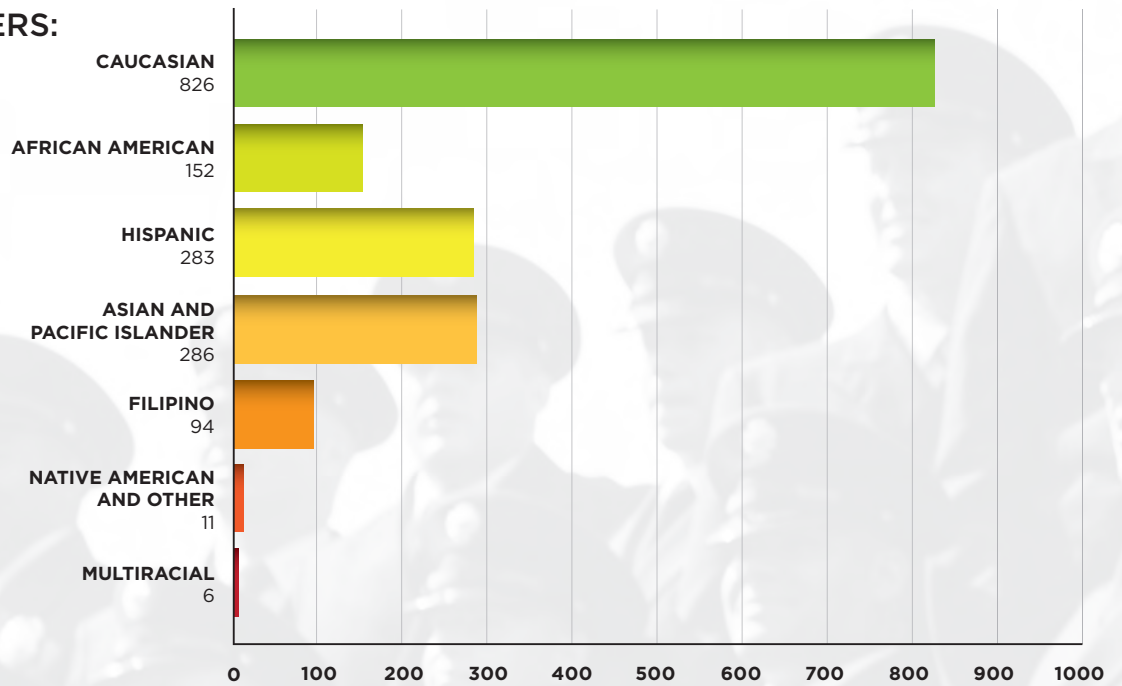
review of the intersection of department-specific employment decisions and race, as well as, gender, for hiring, promotions, professional development, terminations, and compensation decisions for Department employees.

### C-1 UNIFORM MEMBERS: CLASSIFICATION BY GENDER

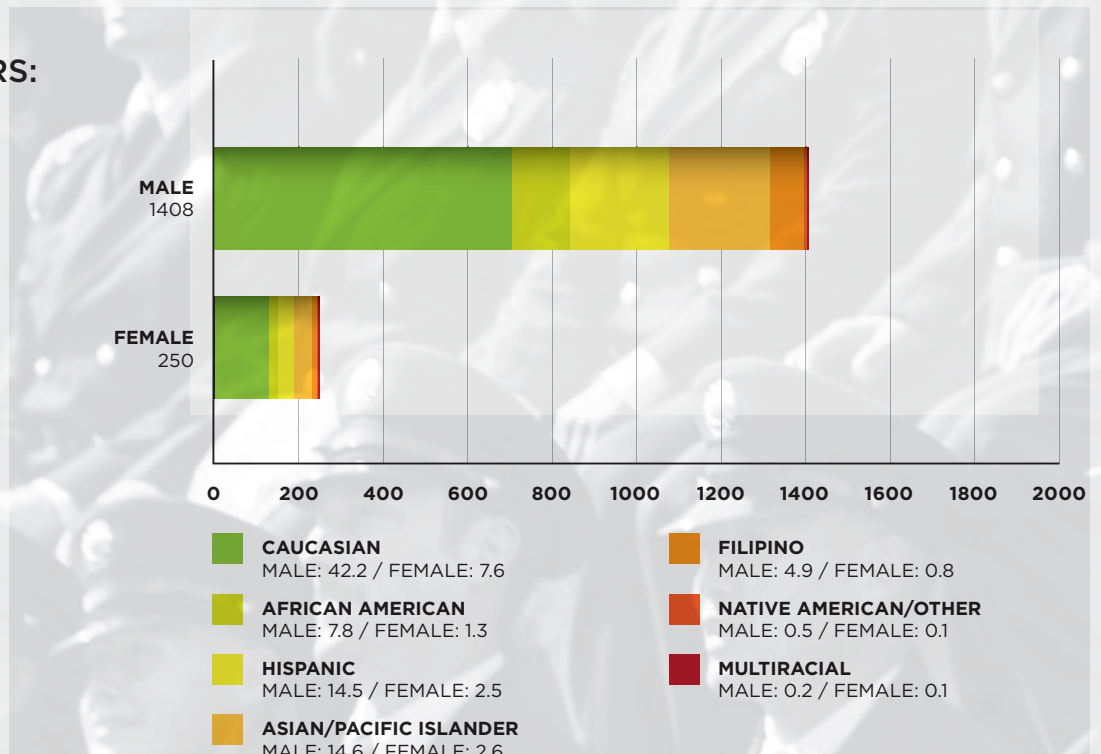


The SFFD’s Office of Diversity, Equity and Inclusion working with both San Francisco Department of Human Resource and Internal Data Sources developed the following charts, graphs and figures featured in this appendix section to provide a more granular review of the intersection of department-specific employment decisions and race as well as gender, for hiring, promotions, professional development, terminations, and compensation decisions for Department employees.

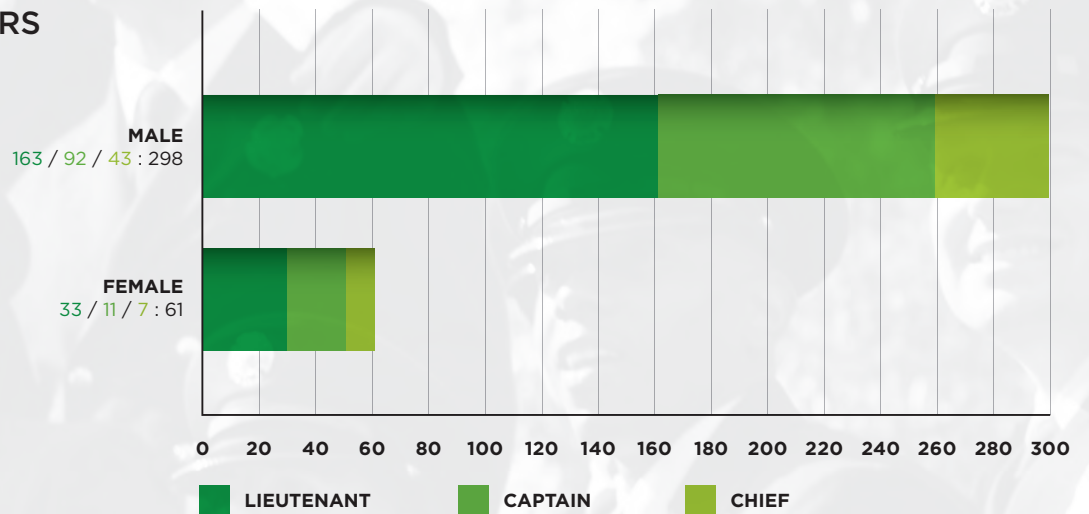
**C-2 UNIFORM MEMBERS:  
CLASSIFICATION  
BY RACE**



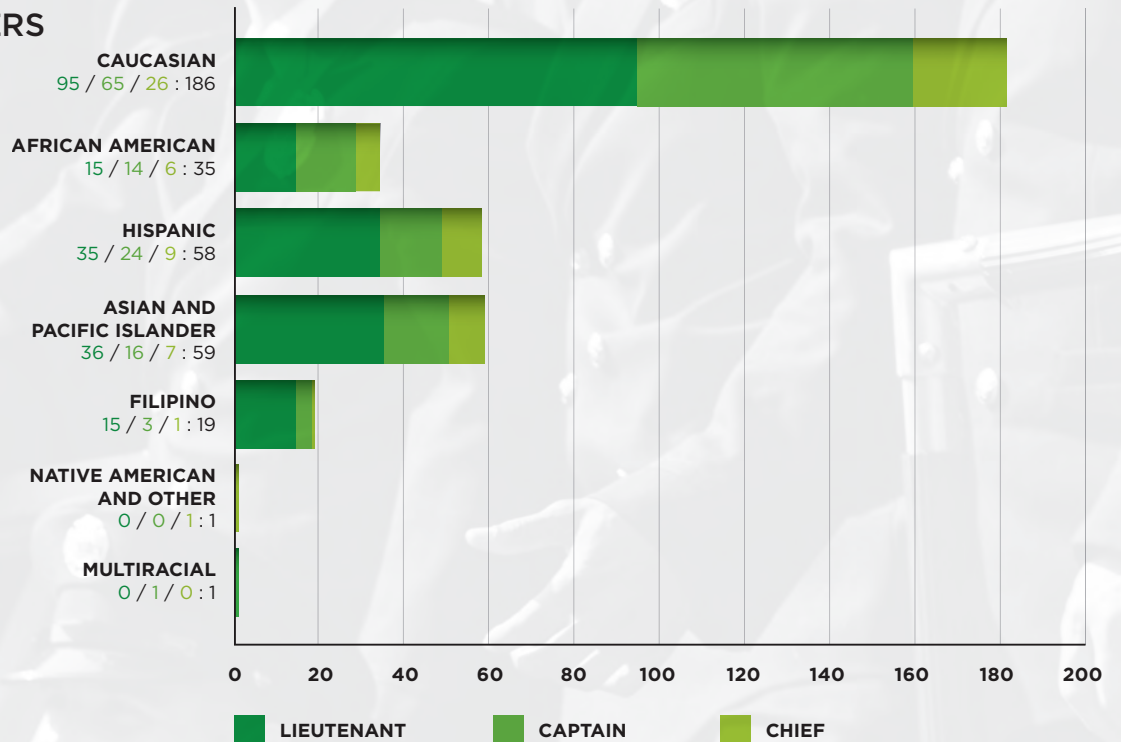
**C-3 UNIFORM MEMBERS:  
CLASSIFICATION BY  
RACE AND GENDER**



**C-4 UNIFORM MEMBERS  
LIEUTENANTS,  
CAPTAINS & CHIEFS:  
CLASSIFICATION BY  
GENDER**



**C-5 UNIFORM MEMBERS  
LIEUTENANTS,  
CAPTAINS & CHIEFS:  
CLASSIFICATION  
BY RACE**

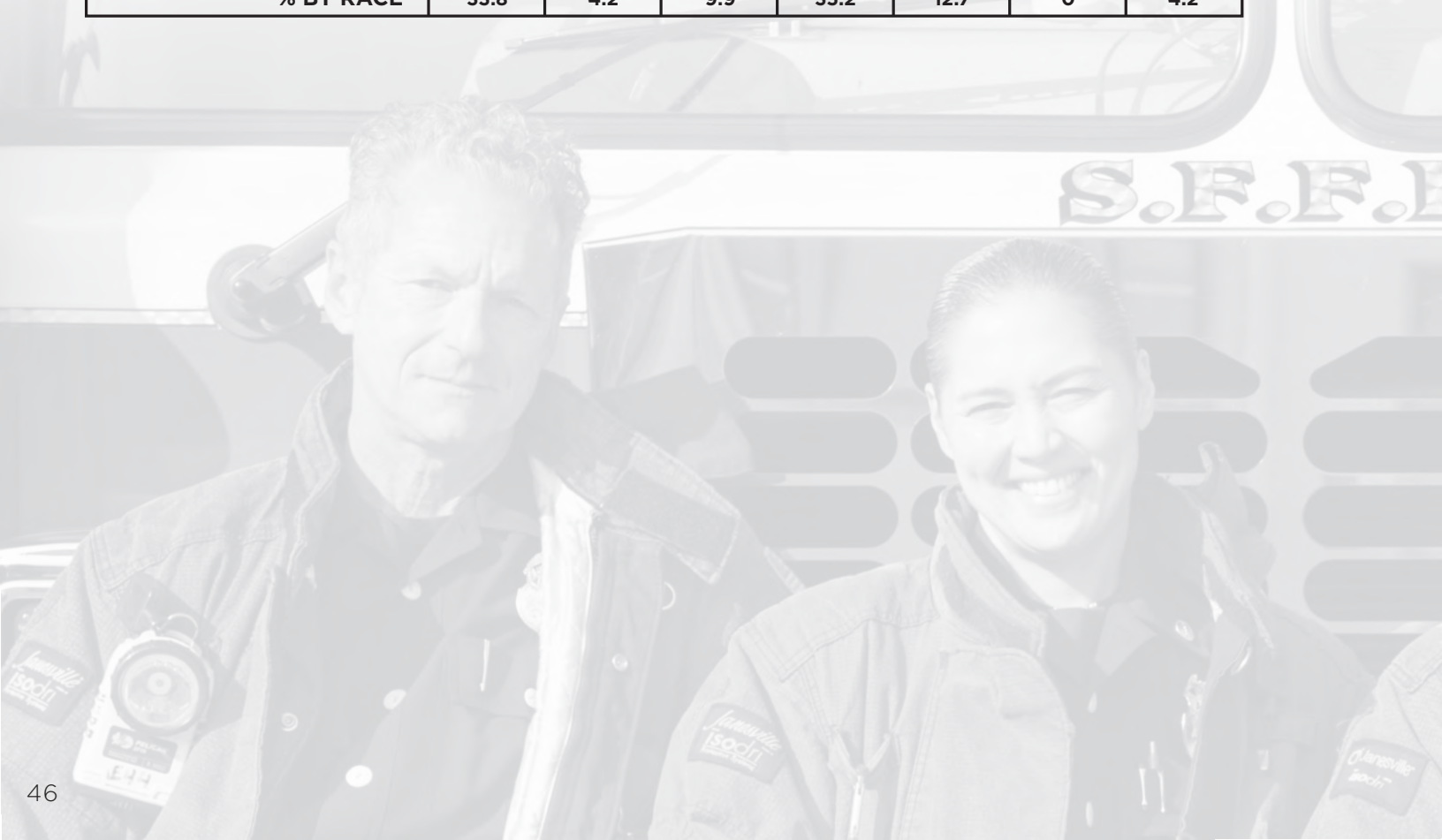


**C-6 NON-UNIFORM MEMBERS:  
CLASSIFICATION BY RACE AND GENDER**

This chart details the Fire Department’s civilian employee’s race and ethnicity breakdown.

These findings support the Department’s employee recruitment and community outreach strategies.

CLASS	CAUCASIAN		AFRICAN AMERICAN		HISPANIC		ASIAN/PACIFIC ISLANDER		FILIPINO		NATIVE AMERICAN/ OTHER		MULTIRACIAL		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
MCCP	1	3	0	0	1	0	0	0	0	1	0	0	0	0	2	4
IT/IS	2	1	1	0	0	0	3	1	2	0	0	0	0	0	8	2
Payroll/Personnel	0	1	0	0	0	0	0	6	0	0	0	0	0	0	7	0
Clerical/Secretarial	0	1	0	0	0	2	0	3	0	1	0	0	0	1	8	0
Accounting	0	0	0	0	0	0	0	3	0	0	0	0	0	3	0	0
Administrative	4	3	1	0	0	1	3	3	2	0	0	0	0	10	8	1
Purchasing/Storekeeping	2	0	1	0	2	1	2	0	1	0	0	0	0	8	1	0
Medical	0	2	0	0	0	0	0	0	0	0	0	0	1	3	0	0
Fire Inspection	4	0	0	0	0	0	1	0	2	0	0	0	0	7	0	0
<b>TOTAL</b>	<b>13</b>	<b>11</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>4</b>	<b>9</b>	<b>16</b>	<b>7</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>36</b>	<b>35</b>	
<b>% OF TOTAL APPOINTED</b>	<b>18.3</b>	<b>15.5</b>	<b>4.2</b>	<b>0</b>	<b>4.2</b>	<b>5.6</b>	<b>12.7</b>	<b>22.5</b>	<b>9.9</b>	<b>2.8</b>	<b>0</b>	<b>0</b>	<b>4.2</b>	<b>49.3</b>	<b>50.7</b>	
<b># BY RACE</b>	<b>24</b>		<b>3</b>		<b>7</b>		<b>25</b>		<b>9</b>		<b>0</b>		<b>3</b>		<b>71</b>	
<b>% BY RACE</b>	<b>33.8</b>		<b>4.2</b>		<b>9.9</b>		<b>35.2</b>		<b>12.7</b>		<b>0</b>		<b>4.2</b>			





## C-7 UNIFORM MEMBERS RETIREMENTS

FROM 07/01/2015 - 08/28/2020

This data shows the disparity of promotion by race and gender. Based on the data provided of the 110 white males who entered the fire department as firefighters 80 retired at a rank higher than

firefighter. The data clearly indicates a disproportional rate of White males 72% compared to 51% of African American males 51%, and 48% of Asian males.

TITLE	CAUCASIAN		AFRICAN AMERICAN		HISPANIC		ASIAN/PACIFIC ISLANDER		FILIPINO		NATIVE AMERICAN/ OTHER		MULTIRACIAL		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Uniformed Chiefs	8	2	7	2	3	1	3	0	1	0	1	0	0	0	23	5
Uniformed Captains	13	3	3	1	1	1	3	1	1	0	0	0	0	0	21	6
Uniformed Lieutenants	28	3	3	1	6	2	7	3	2	1	0	0	0	46	10	
Firefighter/Paramedic	23	2	2	0	2	0	3	0	0	0	1	0	0	31	2	
EMT/Paramedic	5	1	0	0	1	2	1	0	0	0	0	0	0	7	3	
Firefighter	30	7	17	3	15	1	29	1	9	1	1	0	0	101	13	
Fire Prevention/Investigation	3	2	1	0	3	2	1	2	3	0	0	0	0	11	6	
<b>TOTAL</b>	<b>110</b>	<b>20</b>	<b>33</b>	<b>7</b>	<b>31</b>	<b>9</b>	<b>47</b>	<b>7</b>	<b>16</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>240</b>	<b>45</b>	
<b>% OF TOTAL</b>	<b>38.6</b>	<b>7.02</b>	<b>11.58</b>	<b>2.46</b>	<b>10.88</b>	<b>3.16</b>	<b>16.49</b>	<b>2.46</b>	<b>5.61</b>	<b>0.7</b>	<b>1.05</b>	<b>0</b>	<b>0</b>	<b>84.21</b>	<b>15.79</b>	
<b>TOTAL BY RACE</b>	<b>130</b>		<b>40</b>		<b>40</b>		<b>54</b>		<b>18</b>		<b>3</b>		<b>0</b>		<b>285</b>	



**C-8 2020 WORKFORCE DEMOGRAPHIC DATA REPORT**  
 12/01/2019 - 12/02/2020: *PERCENTAGES*

EMPLOYMENT TYPE/ACTION	CAUCASIAN	AFRICAN AMERICAN	HISPANIC	ASIAN/PACIFIC ISLANDER	FILIPINO	NATIVE AMERICAN/OTHER	MULTIRACIAL	MALE	FEMALE
Permanent Civil Service (PCS)	49.6%	9%	16%	18.5%	5.3%	0.5%	1.1%	84.2%	15.8%
Permanent Exempt (PEX)	54.8%	9.5%	9.5%	9.5%	4.8%	4.8%	4.8%	54.8%	45.2%
Temporary Exempt (TEX)	59.7%	7.8%	22.1%	3.9%	2.6%	1.3%	2.6%	79.2%	20.8%
Employee Type # Totals per Race/Ethnicity <sup>1</sup>	50.1%	9%	16.1%	17.7%	5.2%	0.7%	1.2%	83.3%	16.7%
Average Hourly Wage <sup>2</sup>	62.3%	61%	60.6%	61.1%	60.3%	69.9%	56.6%	60.9%	63.2%
San Francisco Residency <sup>3</sup>	24.5%	25.3%	30.6%	41.3%	22.6%	16.7%	31.8%	28.7%	27.2%
New Hires <sup>4</sup>	41.3%	10.9%	13%	23.9%	2.2%	0%	8.7%	63%	37%
Promotions <sup>5</sup>	56.4%	8.5%	16%	14.9%	3.2%	0%	1.1%	73.4%	26.6%
Releases (Exempt)*	12%	0%	4%	0%	0%	0%	0%	16%	0%
Releases (All)*	41.7%	25%	16.7%	8.3%	8.3%	0%	0%	83.3%	16.7%
Resignations*	66.7%	0%	16.7%	16.7%	0%	0%	0%	75%	25%
Corrective Action/Discipline <sup>6</sup>	42%	8%	17%	33%	0%	0%	0%	75%	25%

\* Date range for all data 12/1/2019 - 12/2/2020  
<sup>1</sup> The totals by gender and ethnicity are based on internal SFFD "FIRE" Portal data. Employee Type information (PCS/PEX/TEX) are based on San Francisco Department of Human Resources eMerge data. Multiracial column also includes Decline to State. Fire Commissioners were not included in the analysis.  
<sup>2</sup> Average Hours Wage data is based on 40-hour rate equivalent for all staff as of 12/01/2020.  
<sup>3</sup> San Francisco Residency. Numbers are based on SFFD "Fire" Portal data.  
<sup>4</sup> New Hire numbers are based on SFFD "Fire" Portal data.  
<sup>5</sup> Promotions are based on Fire Portal data and comparing ranks before 12/01/2019 and ranks at 12/01/2020.  
\* Releases and resignations are based on San Francisco Department of Human Resources eMerge data and include all releases (as well as exempt releases).  
<sup>6</sup> Discipline data is based on the number of employees that have suspensions recorded in SFFD "Fire" Portal.

**C-9 2020 WORKFORCE DEMOGRAPHIC DATA REPORT**  
 12/01/2019 - 12/02/2020: *NUMBERS & AVERAGES*

EMPLOYMENT TYPE/ACTION	CAUCASIAN	AFRICAN AMERICAN	HISPANIC	ASIAN/PACIFIC ISLANDER	FILIPINO	NATIVE AMERICAN/OTHER	MULTIRACIAL	MALE	FEMALE	TOTAL/AVG
Permanent Civil Service (PCS)	836	152	270	312	89	9	18	1,420	266	1,686
Permanent Exempt (PEX)	23	4	4	5	2	2	2	23	19	42
Temporary Exempt (TEX)	46	6	17	3	2	1	2	61	16	77
Employee Type # Totals per Race/Ethnicity <sup>1</sup>	905	162	291	320	93	12	22	1,504	301	1,805
Average Hourly Wage <sup>2</sup>	62.3	61	60.6	61.1	60.3	69.9	56.6	60.9	63.2	61.3
San Francisco Residency <sup>3</sup>	222	41	89	132	21	2	7	432	82	514
New Hires <sup>4</sup>	19	5	6	11	1	0	4	29	17	46
Promotions <sup>5</sup>	53	8	15	14	3	0	1	69	25	94
Releases (Exempt)*	3	0	1	0	0	0	0	4	0	4
Releases (All)*	5	3	2	1	1	0	0	10	2	12
Resignations*	8	0	2	2	0	0	0	9	3	12
Corrective Action/Discipline <sup>6</sup>	5	1	2	4	0	0	0	9	3	12

\* Date range for all data 12/1/2019 - 12/2/2020  
<sup>1</sup> The totals by gender and ethnicity are based on internal SFFD "FIRE" Portal data. Employee Type information (PCS/PEX/TEX) are based on San Francisco Department of Human Resources eMerge data. Multiracial column also includes Decline to State. Fire Commissioners were not included in the analysis.  
<sup>2</sup> Average Hours Wage data is based on 40-hour rate equivalent for all staff as of 12/01/2020.  
<sup>3</sup> San Francisco Residency. Numbers are based on SFFD "Fire" Portal data.  
<sup>4</sup> New Hire numbers are based on SFFD "Fire" Portal data.  
<sup>5</sup> Promotions are based on Fire Portal data and comparing ranks before 12/01/2019 and ranks at 12/01/2020.  
\* Releases and resignations are based on San Francisco Department of Human Resources eMerge data and include all releases (as well as exempt releases).  
<sup>6</sup> Discipline data is based on the number of employees that have suspensions recorded in SFFD "Fire" Portal.

## Survey Data Graph

### All Staff: 2020 Racial Equity Survey Results

The SFFD surveyed all staff (confidentially and anonymously) to gather employee feedback and insight into staff experiences around incidents of racism and or exclusion within the Department. Of the almost 1800 employees invited to participate in the survey, 168 employees participated.

The results indicate that there is still much to do in protecting, developing, and providing opportunities for all of the Department's members. Much of the feedback participants provided reiterate the needs, themes and strategies detailed in the SFFD's Racial Equity Action Plan.

QUESTIONS	YES	NO
Have you experienced any incidents, issues or concerns, directed at you, related to interpersonal racism in the Department?	72.6%	27.3%
Have you witnessed any incidents, issues or concerns, directed at others, related to interpersonal racism in the Department?	67.9%	32.7%
Have you experienced the impact of any incidents, issues or concerns related to institutional racism within the Department?	73.2%	26.8%
Have you witnessed the impact of any incidents, issues or concerns related to institutional racism within the Department?	68.9%	31.1%
Do you believe you have regular access to training opportunities and professional development? If not, why not?	43.1%	57%
Do you believe all staff have regular access to training opportunities and professional development?	39.8%	59%
Do you feel safe and included at work?	13.1%	86.9%
Do you believe all staff feel safe and included at work?	46.4%	53.6%
Do you believe you have equal access to advancement and promotional opportunities?	36%	64.7%
Do you believe all employees have equal access to advancement and promotional opportunities?	43.4%	56.6%

## DIVERSE AND EQUITABLE LEADERSHIP

### Historical Context of Current Practice

Leadership is more than rank. It is developing skill sets to guide oneself and others' actions toward a common goal and ensure the organization's success. Investing in and developing personnel strengthens the organization. Leadership training and mentorship have historically been an informal process within the SFFD; it has not been developed within the organization's structure. Junior firefighters interested in developing their skills and knowledge of the job

learn from senior firefighters and officers with whom they work in their stations or districts. Anything beyond that is left to the junior firefighter to seek out their own mentors to help guide them. With the creation and implementation of more consistent, readily-available training, the future leaders of the SFFD will be better-equipped to succeed and overcome this historic pitfall.

## MOBILITY AND PROFESSIONAL DEVELOPMENT

### Employee Development Program Details

- Assessing the role requirements and the skills of a member's design
- Create a program that will develop hard and soft skills to become successful in their current and future roles
- Defining clear objectives and expectations for proficiency
- Obtaining employee feedback of training sessions and drills to assist in improving future versions of the program

### Continual and Extended Learning Access and Opportunities

#### *Analysis and implementation process*

- Use a formal tracking system to monitor the number and type of in-person/online training and drill completion of each employee monthly, quarterly, or yearly
- Assessment of employee skill sets
- Allocation to every employee a predetermined number of paid hours off per year to obtain extended learning
- Analysis of training cost payments/stipends/reimbursements
- Determination of current and future internal and external capacity to develop, acquire, and implement effective continual and extended learning offerings
- Standardization of the training time off and reimbursement request and approval process
- Development and maintenance of a page on Fire Bulletin that lists training opportunities available inside and outside of the Department

### Organizational Program

- Broaden applicant pool for training staff by updating the Division of Training staff hiring criteria to reflect the Department's goal of a more inclusive environment. Criteria may include the extent and favorability of one's experience working in multicultural settings, being supervised by a person of color, experience of collaborating in multicultural workgroups, fluency in a second language, and substantial college coursework in the study of multicultural perspectives
- Require the Division of Training staff to participate in ongoing diversity and antiracism training, to include: raising awareness about the existence of biases and their implications; changing biased behavior; employing mindsets and behaviors that enable more effective action towards racial justice; identifying and dismantling white supremacy culture; stereotype threats as they appear in the workplace and relate to employee performance within the training environment and how to minimize their effects and to learn about the history and present-day realities of systemic racism

### Employee Development Program

- Long-term and short-term goals within the Department
- Identification of necessary skills, knowledge, and competencies to support those objectives
- Discussion of challenges in current positions
- Resource lists for employees tailored to further their professional development goals
- Systems to track Employee Development Plan completion time, demographics, and resulting promotion and mobility rates

## E-1 VULNERABLE POPULATIONS ENGAGEMENT ASSESSMENT - DETAILS

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	\$ OF BUDGET	CRITICAL ISSUES	MEASURABLE ACTIVITIES
The San Francisco Fire Department serves all populations equally	Emergency Medical Services	70	250 Million	Homeless populations significantly impacted by behavioral health and substance abuse issues	EMS6, frequent callers and 911 abusers Street Crisis Intervention Response Teams, Mandated Elderly and Child neglect intervention reporting protocols
The San Francisco Fire Department serves all populations equally	Fire and Other Hazards Mitigation	20	150 Million	Homeless populations significantly impacted by behavioral health and substance abuse issues	EMS6, frequent callers and 911 abusers Street Crisis Intervention Response Teams, Mandated Elderly and Child neglect intervention reporting protocols
The San Francisco Fire Department serves all populations equally	Fire Prevention and Investigation	4	25 Million	COVID-19 social distancing impact on building maximum occupancy	Routine residential and commercial inspections. Inspections of temporary COVID-19 structures

SAN FRANCISCO FIRE DEPARTMENT | COMPLETED BY: ASSISTANT DEPUTY CHIEF VELO | DATE: 12/14/2020

