



REPORT TO COUNCIL

City of Sacramento

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915 I Street, Sacramento, CA 95814-2604
www. CityofSacramento.org

Staff Report
September 28, 2010

Honorable Mayor and
Members of the City Council

Title: Small Business Development and Employment Advisory Board
Employee Committee
Fire Department Equal Employment Opportunity (EEO) Analysis

Location/Council District: City-wide

Recommendation: Receive and File

Contact: Ken Fleming, Manager, Office of Civil Rights

Presenters: Susan Edmonson
Trina McKie

Department: Human Resources

Division: Office of Civil Rights

Organization No: 08000

Description/Analysis

Issue: An EEO Review of City Fire Department's diversity and recruitment policies and practices shows that the representation of minority employees within the Department workforce has decreased. The levels of employment for Blacks, Hispanics, Asian and women are below their representation in the labor-force. There are opportunities to show that the Department is committed to diversity and inclusion. This report proposes recommendations that will enhance the Department's ability to recruit and retain a diverse workforce and make its commitment to diversity and inclusion more visible.

Policy Considerations: City of Sacramento Equal Employment Opportunity Policies. The proposed recommendations are in-line with the "business imperatives" of the City's Inclusion Commitment.

Small Business Development and Employment Advisory Board

Employee Committee

Fire Department Equal Employment Opportunity Analysis

September 28, 2010

Environmental Considerations: California Environmental Quality Act (CEQA)
This activity is not subject to the CEQA because it does not constitute a "project"
as defined in Section 15378 of the CEQA Guidelines.

Sustainability Considerations: There are no sustainability considerations
applicable to this action.

Rationale for Recommendation: Disparities exists between the representations of
women and minorities within the Fire Department workforce in comparison to their
representation in the County Labor Force. Over the years the representation of
minorities and women within the Department's workforce has decreased. Existing
hiring criteria tends to create an unnecessary artificial barrier to recruiting a diverse
workforce and there are opportunities for the Department to show its commitment
to diversity and inclusion and not engage in any practice that shows a preference.
Some recommendations can be immediately implemented while others are phased
in when economic realities deem them appropriate.

Financial Considerations: No financial impact.

Emerging Small Business Development (ESBD): There are no ESBD considerations
as there are no goods being purchased.

Respectfully Submitted by:


Kenneth M. Fleming
Manager, Office of Civil Rights

Approved By:


Geri Hamby
Human Resources Director

Recommendation Approved By:


Gus Vina, Interim City Manager

Small Business Development and Employment Advisory Board

Employee Committee

Fire Department Equal Employment Opportunity Analysis

September 28, 2010

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**REPORT TO
Personnel and Public Employees Committee
City of Sacramento**

**915 I Street, Sacramento, CA 95814-2604
www.cityofsacramento.org**

**Discussion Calendar
August 17, 2010**

**Honorable Chair and Members of
The Personnel and Public Employees Committee**

Title: Small Business Development and Employment Advisory Board
Employment Committee
Fire Department Equal Employment Opportunity Analysis

Location/Council District: (Citywide)

Recommendation: Adopt Recommendations Outlined in the Employment
Committee's Report

Contact: Susan Edmonson, Equal Opportunity Specialist, Office of Civil Rights

Presenters: Susan Edmonson
Trina McKie

Department: Human Resources
Division: Office of Civil Rights
Organization No: 08001011

Description/Analysis:

Issue: An EEO Review of City Fire Department's diversity and recruitment policies and practices shows that the representation of minority employees within the Department workforce has decreased. The levels of employment for Blacks, Hispanics, Asian and women are below their representation in the labor-force. There are opportunities to show that the Department is committed to diversity and inclusion. This report proposes recommendation that will enhance the Departments ability to recruit and retain a diverse workforce and make its commitment to diversity and inclusion more visible.

Policy Considerations: City of Sacramento Equal Employment Opportunity Policies. The proposed recommendations are in-line with the "business imperatives" of the City's Inclusion Commitment.

Environmental Considerations:

California Environmental Quality Act (CEQA) This activity is not subject to the California Environmental Quality Act (CEQA) because it does not constitute a "project" as defined in section 15378 of the CEQA Guidelines.

Commission/Committee Action:

The Employment Committee (Committee) is a standing committee of the Small Business Development & Employment Advisory Board (SBDEA) tasked with the responsibility of reviewing employment issues.

As a result of a strategic planning session, SBDEA established a goal of reviewing the City's Police and Fire Departments. The Board tasked the Employment Committee to research the best practices of similar cities and to identify and recommend effective ways to recruit and retain a diverse workforce.

In October 2008, The Employment Committee set objectives to meet this goal. The Committee held several discussions with officials within the Fire Department and the Risk Management Division to gain information about the department's recruitment and hiring processes, conducted two surveys in an effort to learn about best practices of other municipalities in California, and conducted interviews with four recently hired firefighters, of varying ethnicities and gender, within the Fire Department. This analysis is a result of the Employment Committee's research efforts.

Rational for Recommendation: Disparities exist between the representations of women and minorities within the Fire Department workforce in comparison to their representation in the County Labor Force. Over the years the representation of minorities and women within the Department's workforce has decreased. Existing hiring criteria tends to create an unnecessary artificial barrier to recruiting a diverse workforce and there are opportunities for the Department to show its commitment to diversity and inclusion and not engage in any practice that shows a preference. Some recommendation can be immediately implemented while others phased in when economic realities deem them appropriate.

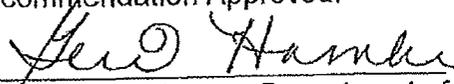
Financial Considerations: Required funding not determined at this time.

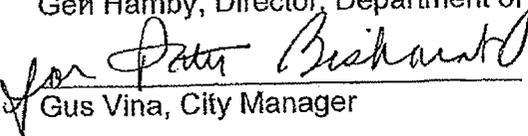
Emerging Small Business Development (ESBD): There are no ESBD considerations as there are no goods or services being purchased.

Respectfully Submitted by:


Kenneth M. Fleming
Manager, Office of Civil Rights

Recommendation Approved:


Geri Hamby, Director, Department of Human Resources


Gus Vina, City Manager

DATE

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CITY COUNCIL
SMALL BUSINESS DEVELOPMENT
AND EMPLOYMENT ADVISORY BOARD

CITY OF SACRAMENTO

CALIFORNIA

ECONOMIC DEVELOPMENT DEPARTMENT
915 I STREET, THIRD FLOOR
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June 2010

MEMORANDUM

TO: SMALL BUSINESS DEVELOPMENT & EMPLOYMENT ADVISORY BOARD
FROM: EMPLOYMENT COMMITTEE
SUBJECT: **Fire Department Equal Employment Opportunity Analysis**

The Small Business Development and Employment Advisory Board (SBDEA) was established by the Sacramento City Council on October 10, 2000, when it adopted Ordinance # 2000-040 which added Chapter 2.54, *et seq.* to Chapter 2 of the Sacramento City Code.

A purpose and function of the Board as set forth in §2.54.030 is, in pertinent part:

- (A) to provide advisory recommendations to the Mayor and City Council on strategies and policies designed to assure equitable and non-discriminatory practices in the areas of City employment; and
- (b) To monitor goals established by the City Council relating to equal opportunity in the City's employment....

The powers and duties of the SBDEA are outlined in §2.54.040:

- (a) To recommend to the Mayor and the City Council, and to the Personnel and Public Employee Committee, programs, practices, and strategies relating to the objectives set forth in §2.54.030; and
- (b) To review the achievements of the City's efforts to obtain equal opportunity in City employment for all citizens... (d) To recommend to the Mayor and City Council

educational and other activities which prevent and discourage discrimination and foster fair and equitable treatment in the areas of City employment.

EMPLOYMENT COMMITTEE

The Employment Committee (Committee) is a standing committee created by SBDEA to accomplish the powers and duties discussed above. The Committee is currently composed of five members who regularly meet every first Thursday of each month.

As a result of a strategic planning session, SBDEA established a goal for the Employment Committee to research the best practices of similar cities; specifically, to seek effective ways to recruit a more diverse workforce. The emphasis was placed on the Police and Fire Departments.

The Employment Committee began setting objectives to meet these goals in October 2008. Since that time, the Employment Committee held several discussions with management within the Fire Department and Human Resources Risk Management Division to gain information about the department's recruitment and hiring processes; conducted two surveys¹ in an effort to learn about best practices of other municipalities in California, and conducted an informal interview with four recently hired firefighters, of varying ethnicities and gender, within the department.

SACRAMENTO FIRE DEPARTMENT

The Committee began with the examination of the recruitment policies and practices of the City of Sacramento's Fire Department, as they relate to issues of equal opportunity, diversity and inclusion. This report is the result of that effort. Specifically, conclusions are based on the information obtained from various sources, as well as recommendations, which are believed to assist the Fire Department's efforts to recruit and retain a more diverse workforce.

The Sacramento Fire Department (Department) was originally formed in 1850 and was the first volunteer fire department in the western United States. In 1872, it was established as a paid fire department....² There are currently nine divisions and twenty three stations within the Department which serves 144 square miles.

¹ See Appendix A

² Got Time? Spotlight on Department Volunteering. (2009, Summer). *Sac Fire News: Sacramento Fire Department Community Newsletter*.

EVALUATION CRITERIA

The Employment Committee utilized four criteria in accessing the Fire Department's diversity performance. The first criterion is publicly accessible material and programs that relate to the Department's views on diversity and equal employment opportunity. The second criterion is workforce demographics as it compares to the demographics of the available labor pools. The third criterion is recruitment and promotion data as a predictor in determining the Department's likelihood of becoming more diverse in the future. The fourth and final criterion is the perspectives of the Department's employees regarding their experiences within the Department as it relates to diversity.

PUBLIC MATERIAL AND PROGRAMS

Publicly accessible material and programs as they relate to the Department's public Views on diversity and Equal Employment Opportunity.

Source of Information

The source for evaluating the City of Sacramento Fire Department's publicly accessible material and programs was the Department's website (www.sacfire.org).

Analysis/Conclusion

For the general public, the Fire Department's website lacked relevant content, details, or images that would provide the general public with information on the Department's views regarding diversity. Most of the information available on the website concerned public safety, and very little information was available about the department, its workforce, or its views on diversity. In reviewing the department's press releases and newsletters, the Committee found the information did not maximize their ability to outreach. The website provided helpful tips for staying safe, but did not provide any useful information that could assist the public in determining whether or not the organization valued diversity.

The Committee did not find the word "diversity" nor any mention of the Department's anti-discrimination policies in any of the public relations material we read. The statement, "Equal Opportunity/Affirmative Action Employer" is listed only once and was found at the bottom of the Fire Recruit Test Dates web page. Positive diversity initiatives found in the department's public material and programs focused primarily on its community-based programs. The Department offers a variety of safety-related programs that are open for everyone to

participate. Also, because fire stations are located throughout the community, the 3-5 monthly open houses sponsored by the Sacramento Fire Department are certain to attract attention from the diverse residents living in those communities.

Recommendations

The Committee recommends the Department post on their website initiatives that demonstrate its awareness of the diverse community it serves and ways in which the Department addresses those diversities. For people who desire to learn about the Department's diversity values, whether for general research or for employment matters, we recommend the Department include statements and images that clearly declare its views and policies. The Committee recommends the Department address the findings of an accessibility review of the department's website.³

Conclusion

Fire Department Management stated they will adopt this recommendation and incorporate the statement "Equal Opportunity/Affirmative Action Employer" on all their publications and policies. The Fire Department recently completed their 2009 annual report the EEO statement will be placed in the report.

WORKFORCE DEMOGRAPHICS

Source of Information

The sources for evaluating the City of Sacramento Fire Department's workforce demographics were year-end employment data obtained through the City's Human Resource Department and Sacramento County population information from the U.S. Census website.

Analysis/Conclusion

Disparities exist between the representations within the Sacramento County Labor Force and the diversity of the City of Sacramento Fire Department.

³ See Appendix B

ALL FIRE DEPT. PERSONNEL COMPARED TO SACRAMENTO CO. LABOR FORCE

2008	White	Black	Hispanic	Asian	Native American	Women
Sac Co ⁴	62.7%	8.3%	14.0%	8.0%	0.8%	47.8%
Fire Dept	75.0%	6.0%	9.7%	6.8%	2.0%	14.5%

With the exception of Native Americans the numbers of females and racial/ethnic minority groups are disproportionately under-represented in the City of Sacramento Fire Department compared to the demographic make-up of these groups within the County labor force. For instance, the total female population is 47.8%; however, females comprised only 14.5% of the Fire Department's workforce in 2008. Blacks make up 8.3% of the total population in Sacramento Co., but only 6.0% of the Fire Department's workforce is Black. Similarly, 8.0% of people living in Sacramento are Asian, while only 6.8% of people working in the Sacramento Fire Department are Asian.

Recommendations

The Committee recommends the Department broaden their outreach efforts and collaborate with community and employee groups that may serve to enhance the diversity of the applicant pool. If funding is available, the Committee recommends the Department post recruitment announcements in the Sacramento Observer, El Hispano, and other culturally diverse newspapers within Sacramento Region. Additionally, they should review the current employment process and consider modifying any stages and requirements that adversely impact their ability to recruit and maintain a diverse workforce.

RECRUITMENT

Source of Information

The source for evaluating the City of Sacramento Fire Department's recruitment procedures were discussions with and presentations by members of the City of Sacramento Fire Department to the Committee over the course of 2009.

⁴ U.S. Census Bureau. (2008). American Community Survey.

Analysis/Conclusion

In the past, the City of Sacramento Fire Department funded a firefighter recruitment officer whose primary role was to conduct outreach and recruitment activities in the local communities for the Department. This included programs making the department more visible to the general public, especially among teenagers. The Fire Department was a regular participant in local job fairs and career day events. In 2007, the recruiter position was eliminated and related activities were stopped due to budget cuts.

In order to be considered for employment as a firefighter with the City of Sacramento Fire Department, applicants must meet the minimum qualifications: which are to be at least 21 years of age, have a high school diploma or GED equivalent, have a current Emergency Medical Technician I (EMT-1) Certificate or higher, have twenty semester units or thirty quarter units from an accredited college or university, be a citizen of the United States, and pass a written examination.⁵

center level - should be the same

During the course of one conversation, a Fire Department staff person in a management role expressed the opinion that the minimum age requirement of 21 is one of a number of contributing factors that negatively affects the number of minorities actively seeking firefighting as a career choice. He remarked that since the age requirement changed from 18 to 21 in 1994, the Department has experienced a noticeable decrease in minority applicants. Teenagers belonging to minority race/ethnicity groups are more likely to become parents than white teenagers, thus by the age of 21, a proportionately higher number of minorities have already started working in a chosen field and have a family to support.⁶

During another discussion with four relatively new City of Sacramento Fire Department staff members, the Committee learned that navigating through the hiring process could be daunting and discouraging. Three of the four staff members commented that having a mentor to go to for guidance, support, and advice through the hiring process was very helpful. These three

⁵ See Attachments C and C2.

⁶ Center for Disease Control (1997) Morbidity and Mortality Weekly Report. "State-Specific Birth Rates for Teenagers -- United States, 1990-1996." 12 Sept 1997. Retrieved July 14, 2009 from Center for Disease Control <http://www.cdc.gov/mmwr/preview/mmwrhtml/00049290.htm>

employees also credit the mentorship relationship as a primary reason why they became interested in pursuing a career as a firefighter.

Recommendations

The Committee considers the educational requirements to be a barrier for racial/ethnic minorities. As of the year 2000, only 9.9% of Hispanics in the United States had college degrees and only 13.6% of Blacks had college degrees, compared to 25.3% of Whites with college degrees.⁷ Modifying the educational requirements should result in racial/ethnic minorities being more likely to meet qualifications that would be considered essential for potential candidates for firefighter positions.

The Committee recommends the department reduce its minimum age requirement to 18 in to make firefighting an attractive career choice for persons before other life circumstances steer them in a different direction. The Committee recommends the Department consider hosting workshops and practice tests aimed to prepare potential candidates with a general overview, educational, work experience, upper body strengthening, and interviewing skills required of successful candidates.

Finally, we recommend the Fire Department reinstate the recruitment officer position and implement a mentorship program for youth and young adults interested in becoming firefighters. These mentors could reach out during career days and job fairs to replace the time spent by a designated staff person in recruitment procedures.

EMPLOYEE PERSPECTIVES

The following information explores the perspectives of the Department's employees regarding their experiences within the Department as it relates to diversity and Equal Employment Opportunity.

Source of Information

The source for evaluating the Fire Department's employee perspectives was a more than one-hour informal interview with four racially and gender diverse, recently hired, firefighters within the Department. The committee members were encouraged by the employees' openness,

⁷ Le, C.N. (2009). "Socioeconomic Statistics & Demographics." Asian-Nation: The Landscape of Asian America. Retrieved on July 18, 2009 from <http://www.asian-nation.org/demographics.shtml>. (July 18, 2009).

honesty, and willingness to share first-hand knowledge and views about the Department's treatment of minorities and women, and overall workplace culture. Additionally, the Committee would like to note the perspective of the interview panel is their reality of their experiences.

Analysis/Conclusion

When employees were asked direct questions about whether or not the organization values diversity, overall their responses seemed to support the premise that employees perceive the organization to value diversity. None of the employees, all recently hired within the past few years, believed they had experienced work place harassment, discrimination or mistreatment. All had experienced behavior in the form of harmless jokes (which none found offensive) that are shared among colleagues working closely together. None had witnessed others within the Department being subjected to mistreatment, harassment or discrimination.

Although they expressed the above views, certain information gathered during the interviews suggest their hiring experience was different. For example, when asked about their experiences during the recruitment process, employees interviewed by the Committee shared having dramatically different experiences regarding their background checks.

The process of the background check for one employee was seamless and in his/her words "uneventful." The employee completed the paperwork and delivered it in person to a non-City agency. After the paperwork was submitted and reviewed, this employee was notified shortly thereafter they he/she had cleared the background check. Another employee remarked that his/her experience was very similar but that it was challenging for his friends.

In contrast, another employee described their experience as grueling and very stressful. The process took much longer (months) than what other employees in the Department had described as their experience. This employee recalled an interrogation-like interview process conducted by a City police officer. During the interview the officer made comments such as, "I know you're lying." The employee described being made to feel as if he/she was a criminal.

Another employee was required to undergo the background process a second time; two months after he/she was given clearance the first time. When the employee was informed that the process would be re-opened he/she had been working for the Department for several

months. The employee anguished over what to do. This person wanted to work for the City of Sacramento, but another agency had made an offer. Should they accept the new offer (where background had been passed) or stay with the City realizing that if the second background check was not successful, they would be out of a job. Ultimately, the employee decided to take the risk and wait out the background check a second time. Months went by again with no response. Finally, one of the employee's superiors intervened and decided to put an end to the process. Employees that had this type of experience shared a significant frustration is never being told what the issue is, or the status of completion of the background check.

While the Committee understands the necessity of a thorough background check for firefighters, there is concern that work performance, and ultimately, the success of the new employee may be impacted if background checks are permitted to be re-opened after an employee has received clearance. Further, the interviews revealed that the more grueling background checks existed for employees that come from racial/ethnic backgrounds that have historically been discriminated against in this area.

Finally, while the employees interviewed conveyed mostly affirmative responses when asked directly if the organization values diversity, a review of the workforce makeup data (admittedly only one indicator of whether an organization values diversity) does not reflect the amount of diversity within the City of Sacramento.

Prior to finalizing this report, Fire Department Management had an opportunity to review it and provide feedback. Management respects the panels' perception of their experiences as their realities, however stated it is not uncommon for Recruits to begin the Academy without clearing backgrounds; it is possible for Recruits to undergo a second interview with background staff due to information that is revealed during the background process.

Regarding another panel members remark during the background interview process, the investigator made them feel like a criminal, Management stated there are three investigators, two retired arson investigators and the other a retired police sergeant. He stated their job is to be skeptical, but not disrespectful and will relay the recruits concern to them.

Additionally, Management was not aware Recruits were not informed about the status of completion relative to their background checks and will further research this issue.

Recommendations

The Employment Committee recommends the Department review its current policies and procedures for conducting background checks and implement more consistent and uniform methods of conducting background checks on prospective new hires.

FINAL THOUGHTS

In conclusion, there are a number of reasons why a fire department should value and effectively manage diversity of gender and race. Doing so would be beneficial for both the organization and its employees in areas of cost, resource acquisition, marketing, creativity, problem solving, and system flexibility.⁸ There is a relationship between the traditional work of firefighting and the identity and culture constructed by those who do this work. This interaction amongst the firefighters is important in this highly dangerous and interdependent work culture.⁹ Efforts for inclusion of various racial groups are imperative. With that said, it is imperative that the City of Sacramento acknowledge the value of diversity, the obstacles, and develop a plan of action to maintain it. A failure to value and enforce such policies is a missed opportunity to encourage a broader understanding and acceptance of diversity among its workers, and the community it serves. In turn it may negatively affect the firefighters' performance and retention within and for the City of Sacramento and its residents.

Consequently, this affects each firefighter's treatment of others; detracts from the firefighters' ability to performance at their best and assimilate because of conflicts and discord. In turn, this compromises the public's perception and ability to trust and communicate effectively with the firefighters who protect and serve them. A diverse firefighting workforce is important, and Sacramento should lead by example, as it is the "most integrated city in America."¹⁰

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⁸ Cox, T., & Blake, S. (1991). Managing diversity: Implications for organizational competitiveness. *Academy of Management Executives*, 5(3), 45-56.

⁹ Chetkovich, Carol, (1997). *Real Heat, Gender and Race In the Urban Fire Service*. Rutgers University Press.

¹⁰ Stodghill, R. & Bower, A. (2002). Welcome to America's Most Diverse City 25 Aug. 2002. 13 Jul. 2009 *Time Magazine* <http://www.time.com/time/printout/0,8816,340694,00.html>

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Appendix A

Entry Firefighter Recruitment & Retention Survey

Surveyed 18 jurisdictions

- Primary Group: Anaheim, Fresno, Long Beach, Oakland, San Francisco, and Santa Ana
- Secondary Group: Sacramento County, State of California, West Sacramento, Woodland, Roseville, Folsom, Elk Grove, Citrus Heights, Davis, Stockton, Vallejo, Modesto

11 responded and 7 did not respond to survey

- Respondents were State of California, Anaheim, Davis, Consumnes Community Services District¹, Folsom, Long Beach, Oakland, San Francisco, Stockton, Vallejo, and Woodland
- Non-respondents were Citrus Heights², Fresno, Modesto, Roseville, Sacramento County, Santa Ana, and West Sacramento.

Recruitment Methodology

- 10 of the 11 jurisdictions replied to question #5. The common methodologies used were Unpaid internships, volunteer positions, recruitment fairs/events, college/high school events, open house, referrals/word of mouth, websites
- **Top five commonly used** were websites (90%); referrals/word of mouth (70%), recruitment fairs/events (60%), college/high school events (50%), volunteer positions (40%)

Survey Responses

1. Please provide the name of your organization:

- a) City of Anaheim
- b) Department of Human Resources City and County of San Francisco
- c) City of Woodland
- d) City of Vallejo
- e) Consumnes Community Services District (serves City of Elk Grove residents)
- f) City of Long Beach – Civil Service Department
- g) City of Stockton
- h) State of California Department of Personnel Administration
- i) City of Davis
- j) City of Oakland
- k) City of Folsom

2. What is your primary recruitment methodology for entry level firefighter positions?

- a) Use Fire & Police Selection, Inc. to conduct recruitment, testing
- b) Community groups employee groups web
- c) External recruitment with advertisements posted locally (Sacramento, Woodland, Davis)
- d) We use FIREHIRE to draw a list of those firefighters who passed the written test. The City of Vallejo then conducts an additional examination, which is an oral board. The

¹City of Elk Grove is part of Consumnes Community Services District.
²City of Citrus Heights is part of Sacramento Metro Fire.

written exam and the oral exam scores are combined to come up with the candidates' final scores on the Register of Eligibles.

- e) Advertising in local publications
- f) Use of recruiters- both Long Beach Fire Department and Civil Service; standard distribution to recruitment resources, schools, community group, websites.
- g) Traditional methods include advertising in local and diverse print and internet media
- h) State administered exams - Additional information is available via the California Department of Forestry and Fire Protection's website at http://www.fire.ca.gov/about/about_careers.php
- i) Open Recruitment - This type of recruitment is open to anyone who meets specified qualifications for the position, including, but not limited to, current City of Davis employees. An open recruitment shall be conducted when the needs of the service require, as determined by the City Manager.
- j) Recruit based on City's demographics (ie: language, ethnicity & gender)
- k) Written/physical/oral exam

3. Does your agency advertise as an EEO employer? Yes No

- a) Yes
- b) Yes
- c) Yes
- d) Yes
- e) Yes
- f) Yes
- g) Yes
- h) Yes
- i) Yes
- j) Yes
- k) Yes

4. What, if any, programs or strategies were utilized to create a diverse candidate pool?

- a) None
- b) Involvement of community and employee groups
- c) N/A
- d) We work with FIREHIRE on developing strategies.
- e) Posting job announcement in local publications. Sacramento Observer, El Hispano, National Urban League.
- f) Workshops; targeted recruitment; on-going recruitment
- g) Attendance at Recruitment Fairs, representatives from the Dept attended community events (diversity related events), school visits; ride along, created mentorship program with local high schools to encourage minority interest in Fire service.
- h) Please see our 2006 Survey of Total Compensation for Firefighters in California, beginning on page 14, found via the DPA website at <http://www.dpa.ca.gov/salaries/surveys/2006/firefighters/survey.htm>
- i) Distributed recruitment flyers as widely as possible to various public agencies, businesses, colleges, firefighter academies, associations and clubs.

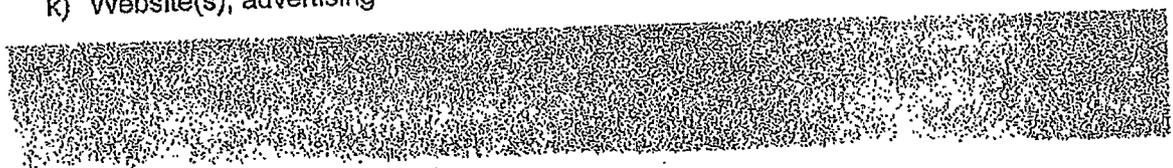
¹City of Elk Grove is part of Consumnes Community Services District.

²City of Citrus Heights is part of Sacramento Metro Fire.

- j) Advertized & marketed position in: local paper as well as bilingual publications, national web campaign, community organizations, other fire agencies, local colleges/universities, etc.
- k) Advertised in more diverse populations

5. What recruitment methodology does your agency utilize for entry level firefighter positions?

- a) College/High School Events; Website(s); Mail outs; board postings; word of mouth
- b) Volunteer positions; recruitment fairs/events; referrals/word of mouth; website(s)
- c) Volunteer positions
- d) FIREHIRE
- e) Unpaid internships; recruitment fairs/events; College/high school events; referrals/word of mouth; website(s)
- f) Recruitment fairs/events; college/high school events; referrals/word of mouth; website(s); candidate information workshops
- g) Volunteer positions; recruitment fairs/events; college/high school events; open house; referrals/word of mouth; website(s)
- h) Referrals/word of mouth; websites(s); see response to question #2
- i) Recruitment fairs/events; referrals/word of mouth; website(s); put ads in several newspapers, mailed recruitment flyer/announcement to various agencies
- j) Volunteer positions; recruitment fairs/events; college/high school events; open house; referrals/word of mouth; website(s); see answer to #4
- k) Website(s); advertising



6. What are the demographics of your current workforce within the fire department? Please provide the percentage of African-American, Asian-American/Pacific Islander, Hispanic-Latino, American Indian/Native American, other.

- a) African American - .02%; Asian American/Pacific Islander- .06%; Hispanic-Latino - 16.07%; American Indian/Native American - .009%
- b) African American - 10.2%; Asian American/Pacific Islander- 23.3%; Hispanic-Latino - 15.4%; American Indian/Native American - .7%
- c) No way of pulling this information for just Fire. We track Citywide only.
- d) Our current fire department workforce are as follows: Afrlcan American - 17.0%; Asian American/Pacific Islander- 12.0%; Hispanic-Latino - 12.0%; American Indian/Native American - 2.7%; White - 55%
- e) Asian American - 2.0%; American Indian/Native American - <1.0%; Hispanic-Latino - 6.0%; Pacific Islander - 2.0%; %; Other - 2.0%
- f) Current firefighter classification: African American - 5.6%; Asian-American - 8.9%; Hispanic - 21.0%; American Indian - .5%

¹City of Elk Grove is part of Consumnes Community Services District.
²City of Citrus Heights is part of Sacramento Metro Fire.

- g) African-American – 2.64%; Asian-American – 5.28%; Hispanic-Latino – 16.22%; American Indian/Native American - .76% (includes non-sworn classifications)
- h) Not available
- i) No response
- j) Fire Chief (0); Deputy Chief (2) - 2 Males, 1 White 50%, 1 Black 50%; Fire Marshall Battalion Chief (12) - 9 Males, 4 White 44.5%, 3 Females 2 White 67%, 4 Black 44.5%, 1 Hispanic 11%, 1 Hispanic 33%; Captain (49) - 45 Males, 19 White 42.2%, 4 Females, 2 White 50%, 18 Black 40%, 2 Black 50%, 6 Hispanic 13.3% 2 Asian 4.5% Lieutenant (56) 55 Males 26 White 47% 1 Females 16 Black 29% 1 Black 100% 8 Hispanic 15% 4 Asian 7.2% 1 Filipino 1.8% Engineer (81) 72 Males 22 White 31% 9 Females 6 White 67% 28 Black 39% 2 Black 22% 11 Hispanic 15% 1 Hispanic 11% 7 Asian 10% 1 Indian 1% 2 Filipino 3% 1 Other 1% Firefighter (247) 225 Males 92 White 41% 22 Females 12 White 54.5% 54 Black 24% 7 Black 32% 49 Hispanic 22% 1 Hispanic 4.5% 15 Asian 6.6% 1 Asian 4.5% 1 Indian .4% 13 Filipino 5.6% 1 Filipino 4.5% 1 Other .4% FireBoat Operator 1 Males 1 White 100% Fire Investigator 1 Male 1 Black 100% 3 Females 2 White 50% 1 Black 50% Grand Total 410 Males 42 Females 452 Sworn Personnel

Description	# Filled	Gender	White	Black	Hispanic	Asian	Indian	Filipino	Other	Total
Fire Chief	0									0
Deputy Chief	2	2 Male	1	1						2
Fire Marshall Battallion Chief	12	9 Male 3 Female	6	4	2					12
Captain	49	45 Male 4 Female	21	20	6	2				49
Lieutenant	56	55 Male 1 Female	26	17	8	4		1		56
Engineer	81	72 Male 9 Female	28	30	12	7	1	2	1	81
Firefighter	247	225 Male 22 Female	104	61	50	16	1	14	1	247
FireBoat Operator	1	1 Male	1							1
Fire Investigator	4	1 Male 3 Female	2	2						4
Total	452									452
Total Male	410									
Total Female	42									

k) Less than 10% total – diversity is a priority

7. Which recruitment methodology (responses for question #5) resulted in attaining the most diverse candidate pool?

a) College postings

¹City of Elk Grove is part of Consumnes Community Services District.
²City of Citrus Heights is part of Sacramento Metro Fire.

- b) Community and employee groups
- c) N/A
- d) FIREHIRE sends out the advertising to attract well-diverse and well-qualified candidates to apply for our firefighter recruitment.
- e) N/A – we do not track this information.
- f) In general, candidates most frequently indicate websites (unspecified sites) or contact with City employees.
- g) Unknown
- h) Not available
- i) Use of websites. 68% of applicants indicated that they learned of our Firefighter recruitment via the web. Of those who saw it online, half indicated the sources as our website, cityofdavis.org and the other half indicated websites like FireCareers.com and FireRecruit.com.
- j) All (see question #4)
- k) Advertising

8. How many candidates did you hire from the most diverse candidate pool?

- a) 10
- b) Anticipate 200 hires over the four year life of the list
- c) None, the recruitment was put on hold
- d) From our most previous round of hiring: 3 hired total – 2 whites; 1 Hispanic
- e) N/A – we do not track this information.
- f) 24 total selections including 4 Asian; 4 African-American; 7 Hispanic; 3 Female
- g) Unknown
- h) Not available
- i) No response
- j) Due to budget crisis we released candidates from most recent academy, therefore have not hired last three years.
- k) 7

9. What, if any, strategies are utilized to retain a qualified and diverse workforce?

- a) None
- b) Valid, reliable testing; and competitive compensation
- c) MQ's do not require prior experience however when screening applicants we do look for those who have prior related education or experience in the industry. No way of ensuring diverse workforce as our overall goal is to get the most qualified applicants.
- d) Incentive pays such as bilingual pay, educational incentive pay, etc.
- e) Every employee is given equal training, promotion, and educational opportunities.
- f) On-going training, internal promotional opportunities, compensation
- g) No response
- h) See our Survey of Total Compensation for Firefighters in California (2006) found on the DPA website at <http://www.dpa.ca.gov/salaries/surveys/2006/firefighters/survey.htm>

¹City of Elk Grove Is part of Consumnes Community Services District.
²City of Citrus Heights Is part of Sacramento Metro Fire.

- i) Per the City of Davis Personnel Rules & Regulations: In order to enhance career employment opportunities for men and women of all races and ethnic groups, the City commits itself to the following goals and objectives:
- A. Utilize trainee, intern, seasonal, and part-time positions as a means to recruit and develop potential career employees.
 - B. Utilize training opportunities provided by the City and the department budget as a means of qualifying employees for career promotions and transfers.
 - C. The "minimum qualifications" principle shall guide the establishment of requirements for all City class specifications. All requirements that cannot be demonstrated to be directly related to success on the job shall not be prerequisites for employment.
 - D. Develop recruitment sources for the purpose of seeking qualified applicants to promote diversity in the city workforce.
 - E. Provide and ensure that all City employees attend mandatory cultural awareness programs to improve understanding of minorities and women.
 - F. Include annual diversity review by the City Manager of Department Heads using the EEO report.
 - G. The Assistant City Manager or his/her designee will conduct exit interviews to identify reasons for employment turnover among underrepresented classes.
 - H. The Assistant City Manager or his/her designee will be responsible for submitting to the Personnel Board the EEO report for the purpose of reviewing city diversity.
 - I. Since all management employees are at-will, the City Manager has the discretion to act independently in all phases of the hiring process for management employees based on Chapter 29 of the City Code.
- j) In any of our outside recruitments, specifically for Firefighter Trainee the Department strives for a class that reflects the diversity of the City. During the process of selecting the class - ethnicity, language skills and Oakland residency are factors that are given consideration. Once hired sworn employees generally stay until retirement so we do not have any strategies to retain a diverse workforce.
- k) Core values, benefits & pay

¹City of Elk Grove is part of Consumnes Community Services District.

²City of Citrus Heights is part of Sacramento Metro Fire.

SurveyMonkey - Survey Results

survey title:
Recruitment & Retention

current report: Default Report

Displaying 1 of 11 respondents

Response Type: Normal Response
Custom Value: empty
Response Started: Fri, Sep 11, 2009 4:20:33 PM

Collector: New Link (Web Link)
IP Address: 209.234.149.2
Response Modified: Fri, Sep 11, 2009 4:51:00 PM

1. Please provide the name of your organization.
City of Anaheim

2. What is your primary recruitment methodology for entry level firefighter positions?
Use Fire & Police Selection, Inc. to conduct recruitment, testing

3. Does your agency advertise as an Equal Employment Opportunity (EEO) Employer?
Yes

4. What, if any, programs or strategies were utilized to create a diverse candidate pool?
None

5. What recruitment methodology does your agency utilize for entry level firefighter positions?
College/High School Events
Website(s)
Mail out; board postings; word of mouth

6. What are the demographics of your current workforce within the fire department. Please provide the percentage of African-American, Asian-American/Pacific Islander, Hispanic-Latino, American Indian/Native American, other?
.02% - African American, .08% - Asian-American/Pacific Islander, 16.07% Hispanic-Latino, .000% - American Indian/Native American

7. Which recruitment methodology (response for question #6) resulted in attaining the most diverse candidate pool?
College postings

8. How many candidates did you hire from the most diverse candidate pool?
10

9. What, if any, strategies are utilized to retain a qualified and diverse workforce?
none

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SurveyMonkey - Survey Results

survey title:
Recruitment & Retention

current report: Default Report

Displaying 2 of 11 respondents

Response Type: Normal Response	Collector: New Link (Web Link)
Custom Value: empty	IP Address: 208.121.70.181
Response Started: Mon, Sep 21, 2009 7:38:50 AM	Response Modified: Mon, Sep 21, 2009 7:43:16 AM

1. Please provide the name of your organization.
Department of Human Resources City and County of San Francisco

2. What is your primary recruitment methodology for entry level firefighter positions?
community groups employee groups web

3. Does your agency advertise as an Equal Employment Opportunity (EEO) Employer?
Yes

4. What, if any, programs or strategies were utilized to create a diverse candidate pool?
Involvement of community and employee groups

5. What recruitment methodology does your agency utilize for entry level firefighter positions?
Volunteer positions
Recruitment Fairs/Events
Referrals/Word of mouth
Website(s)

6. What are the demographics of your current workforce within the fire department: Please provide the percentage of African-American, Asian-American/Pacific Islander, Hispanic-Latino, American Indian/Native American, other?
African American - 10.2% Asian/Pacific Islander - 23.3% Hispanic - 15.4% Native American - 0.7%

7. Which recruitment methodology (response for question #5) resulted in attaining the most diverse candidate pool?
Community and employee groups

8. How many candidates did you hire from the most diverse candidate pool?
We anticipate 200 hires over the four-year life of the list.

9. What, if any, strategies are utilized to retain a qualified and diverse workforce?
Valid, reliable testing; and competitive compensation.

SurveyMonkey - Survey Results

survey title:
Recruitment & Retention

current report: Default Report

Displaying 3 of 11 respondents

Response Type: Normal Response
Collector: New Link (Web Link)
Custom Value: empty
IP Address: 76.14.169.1
Response Started: Mon, Sep 21, 2009 10:52:14 AM
Response Modified: Mon, Sep 21, 2009 10:56:43 AM

1. Please provide the name of your organization.
City of Woodland

2. What is your primary recruitment methodology for entry level firefighter positions?
External recruitment with advertisements posted locally (Sacramento, Woodland, Davis)

3. Does your agency advertise as an Equal Employment Opportunity (EEO) Employer?
Yes

4. What, if any, programs or strategies were utilized to create a diverse candidate pool?
N/A

5. What recruitment methodology does your agency utilize for entry level firefighter positions?
Volunteer positions

6. What are the demographics of your current workforce within the fire department? Please provide the percentage of African-American, Asian-American/Pacific Islander, Hispanic-Latino, American Indian/Native American, other?
I have no way of pulling this information for Just Fire. We track City Wide only.

7. Which recruitment methodology (response for question #5) resulted in attaining the most diverse candidate pool?
N/A

8. How many candidates did you hire from the most diverse candidate pool?
None, the recruitment was put on hold.

9. What, if any, strategies are utilized to retain a qualified and diverse workforce?
MQ's do not require prior experience however when screening applicants we do look for those who have prior related education or experience in the industry. No way of ensuring diverse workforce as our overall goal is to get the most qualified applicants.

SurveyMonkey - Survey Results

survey title:
Recruitment & Retention

current report: Default Report

Displaying 4 of 11 respondents

Response Type: Normal Response	Collector: New Link (Web Link)
Custom Value: empty	IP Address: 71.128.39.254
Response Started: Mon, Sep 21, 2009 4:31:46 PM	Response Modified: Mon, Sep 21, 2009 6:04:43 PM

1. Please provide the name of your organization.
City of Vallejo

2. What is your primary recruitment methodology for entry level firefighter positions?
We use FIREHIRE to draw a list of those Firefighters who passed the written test. The City of Vallejo then conducts an additional examination, which is an oral board. The written exam and the oral exam scores are combined to come up with the candidates' final scores on the Register of Eligibles.

3. Does your agency advertise as an Equal Employment Opportunity (EEO) Employer?
Yes

4. What, if any, programs or strategies were utilized to create a diverse candidate pool?
We work with FIREHIRE on developing strategies.

5. What recruitment methodology does your agency utilize for entry level firefighter positions?
FIREHIRE

6. What are the demographics of your current workforce within the fire department: Please provide the percentage of African-American, Asian-American/Pacific Islander, Hispanic-Latino, American Indian/Native American, other?
Our current fire department workforce are as follows: African-American - 17% Asian American/Pacific Islander - 12% Hispanic-Latino - 12% American Indian - 2.7% White - 55%

7. Which recruitment methodology (response for question #5) resulted in attaining the most diverse candidate pool?
FIREHIRE sends out the advertising to attract well-diversed and well-qualified candidates to apply for our firefighter recruitment.

8. How many candidates did you hire from the most diverse candidate pool?
From our most previous round of hiring: 3 hired total 2 Whites; 1 Hispanic

8. What, if any, strategies are utilized to retain a qualified and diverse workforce?
Incentive pays such as bilingual pay, educational incentive pay, etc.

SurveyMonkey - Survey Results

Displaying 5 of 11 respondents

Response Type: Normal Response	Collector: New Link (Web Link)
Custom Value: empty	IP Address: 70.100.35.198
Response Started: Mon, Sep 21, 2009 10:40:00 AM	Response Modified: Mon, Sep 21, 2009 6:19:21 PM

1. Please provide the name of your organization.
Cosumnes Community Services District → For City of Elk Grove

2. What is your primary recruitment methodology for entry level firefighter positions?
Advertising in local publications

3. Does your agency advertise as an Equal Employment Opportunity (EEO) Employer?
Yes

4. What, if any, programs or strategies were utilized to create a diverse candidate pool?
Posting job announcement in local publication. Sacramento Observer, El Hispano, National Urban League.

5. What recruitment methodology does your agency utilize for entry level firefighter positions?
Unpaid Internships
Recruitment Fairs/Events
College/High School Events
Referrals/Word of mouth
Website(s)

6. What are the demographics of your current workforce within the fire department: Please provide the percentage of African-American, Asian-American/Pacific Islander, Hispanic/Latino, American Indian/Native American, other?
Asian - 2% American Indian - <1% Hispanic - 6% Pacific Islander - 2% Other - 2%

7. Which recruitment methodology (response for question #5) resulted in attaining the most diverse candidate pool?
N/A - We do not track this information.

8. How many candidates did you hire from the most diverse candidate pool?
N/A - We do not track this information.

9. What, if any, strategies are utilized to retain a qualified and diverse workforce?
Every employee is given equal training, promotion, and educational opportunities.

Displaying 6 of 11 respondents

Response Type: Normal Response

Collector: New Link (Web Link)

Custom Value: empty

IP Address: 204.108.18.100

Response Started: Tue, Sep 22, 2009 1:11:41 PM

Response Modified: Tue, Sep 22, 2009 1:57:59 PM

1. Please provide the name of your organization.

City of Long Beach- Civil Service Department

2. What is your primary recruitment methodology for entry level firefighter positions?

Use of recruiters - both Long Beach Fire Department and Civil Service; standard distribution to recruitment resources, schools, community group, websites,

3. Does your agency advertise as an Equal Employment Opportunity (EEO) Employer?

Yes

4. What, if any, programs or strategies were utilized to create a diverse candidate pool?

Workshops; targeted recruitment; on-going recruitment;

5. What recruitment methodology does your agency utilize for entry level firefighter positions?

Recruitment Fairs/Events

College/High School Events

Referrals/Word of mouth

Website(s)

Candidate Information Workshops

6. What are the demographics of your current workforce within the fire department: Please provide the percentage of African-American, Asian-American/Pacific Islander, Hispanic-Latino, American Indian/Native American, other?

Current Firefighter Classification: African American -5.6%; Asian-American- 8.9%; Hispanic - 21.0%; American Indian - .5%

7. Which recruitment methodology (response for question #5) resulted in attaining the most diverse candidate pool?

In general, candidates most frequently indicate websites (unspecified sites) or contact with City employees.

8. How many candidates did you hire from the most diverse candidate pool?

24 total selections including 4 Asian; 4 African-American; 7 Hispanic; 3 Female

9. What, if any, strategies are utilized to retain a qualified and diverse workforce?

On-going training, Internal promotional opportunities, compensation

SurveyMonkey - Survey Results

<p>survey title: Recruitment & Retention</p>
<p>current report: Default Report</p>

Displaying 7 of 11 respondents

Response Type: Normal Response	Collector: New Link (Web Link)
Custom Value: empty	IP Address: 66.124.44.254
Response Started: Tue, Sep 22, 2009 3:35:09 PM	Response Modified: Tue, Sep 22, 2009 4:20:36 PM

1. Please provide the name of your organization.
City of Stockton

2. What is your primary recruitment methodology for entry level firefighter positions?
Traditional methods include advertising in local and diverse print and internet media.

3. Does your agency advertise as an Equal Employment Opportunity (EEO) Employer?
Yes

4. What, if any, programs or strategies were utilized to create a diverse candidate pool?
Attendance at Recruitment Fairs, Representatives from the Dept attended community events (diversity related events), school visits, ride alongs, created mentorship program with local high schools to encourage minority interest in Fire service.

5. What recruitment methodology does your agency utilize for entry level firefighter positions?

- Volunteer positions
- Recruitment Fairs/Events
- College/High School Events
- Open House
- Referrals/Word of mouth
- Website(s)

6. What are the demographics of your current workforce within the fire department: Please provide the percentage of African-American, Asian-American/Pacific Islander, Hispanic-Latino, American Indian/Native American, other?
African-American = 2.64% Asian-American = 5.28% Hispanic-Latino = 16.22% American Indian/Native American = .78% (Includes Non-Sworn classifications)

7. Which recruitment methodology (response for question #5) resulted in attaining the most diverse candidate pool?
Unknown

8. How many candidates did you hire from the most diverse candidate pool?
Unknown

25

9. What, if any, strategies are utilized to retain a qualified and diverse workforce?

No Response

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Displaying 8 of 11 respondents

Response Type: Normal Response

Collector: New Link (Web Link)

Custom Value: empty

IP Address: 198.187.6.201

Response Started: Wed, Sep 23, 2009 12:05:21 PM

Response Modified: Wed, Sep 23, 2009 12:19:50 PM

1. Please provide the name of your organization.

State of California Department of Personnel Administration

2. What is your primary recruitment methodology for entry level firefighter positions?

State administered exams - Additional information is available via the California Department of Forestry and Fire Protection's website at http://www.fire.ca.gov/about/about_careers.php

3. Does your agency advertise as an Equal Employment Opportunity (EEO) Employer?

Yes

4. What, if any, programs or strategies were utilized to create a diverse candidate pool?

Please see our 2006 Survey of Total Compensation for Firefighters in California, beginning on page 14, found via the DPA website at <http://www.dpa.ca.gov/salaries/surveys/2006/firefighters/survey.htm>

5. What recruitment methodology does your agency utilize for entry level firefighter positions?

Referrals/Word of mouth

Website(s)

See response to question #2

6. What are the demographics of your current workforce within the fire department: Please provide the percentage of African-American, Asian-American/Pacific Islander, Hispanic-Latino, American Indian/Native American, other?

Not available

7. Which recruitment methodology (response for question #5) resulted in attaining the most diverse candidate pool?

Not available

8. How many candidates did you hire from the most diverse candidate pool?

Not available

9. What, if any, strategies are utilized to retain a qualified and diverse workforce?

See our Survey of Total Compensation for Firefighters in California (2006) found on the DPA website at <http://www.dpa.ca.gov/salaries/surveys/2006/firefighters/survey.htm>

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SurveyMonkey - Survey Results

survey title: Recruitment & Retention
current report: Default Report

Displaying 9 of 11 respondents

Response Type: Normal Response	Collector: New Link (Web Link)
Custom Value: empty	IP Address: 168.150.104.109
Response Started: Thu, Sep 24, 2009 8:17:10 AM	Response Modified: Thu, Sep 24, 2009 8:47:59 AM

1. Please provide the name of your organization.

City of Davis

2. What is your primary recruitment methodology for entry level firefighter positions?

Open Recruitment - This type of recruitment is open to anyone who meets specified qualifications for the position, including, but not limited to, current City of Davis employees. An open recruitment shall be conducted when the needs of the service require, as determined by the City Manager.

3. Does your agency advertise as an Equal Employment Opportunity (EEO) Employer?

Yes

4. What, if any, programs or strategies were utilized to create a diverse candidate pool?

Distributed recruitment flyers as widely as possible to various public agencies, businesses, colleges, firefighter academies, associations and clubs.

5. What recruitment methodology does your agency utilize for entry level firefighter positions?

Recruitment Fairs/Events

Referrals/Word of mouth

Website(s)

Put ads in several newspapers, mailed recruitment flyer/announcement to various agencies.

6. What are the demographics of your current workforce within the fire department: Please provide the percentage of African-American, Asian-American/Pacific Islander, Hispanic-Latino, American Indian/Native American, other?

No Response

7. Which recruitment methodology (response for question #5) resulted in attaining the most diverse candidate pool?

Use of websites. 68% of applicants indicated that they learned of our Firefighter recruitment via the web. Of those who saw it online, half indicated the sources as our website, cityofdavis.org and the other half indicated websites like FireCareers.com and FireRecruit.com.

8. How many candidates did you hire from the most diverse candidate pool?

No Response

9. What, if any, strategies are utilized to retain a qualified and diverse workforce?

Per the City of Davis Personnel Rules & Regulations: In order to enhance career employment opportunities for men and women of all races and ethnic groups, the City commits itself to the following goals and objectives: A. Utilize trainee, Intern, seasonal, and part-time positions as a means to recruit and develop potential career employees. B. Utilize training opportunities provided by the City and the department budget as a means of qualifying employees for career promotions and transfers. C. The "minimum qualifications" principle shall guide the establishment of requirements for all City class specifications. All requirements that cannot be demonstrated to be directly related to success on the job shall not be prerequisites for employment. D. Develop recruitment sources for the purpose of seeking qualified applicants to promote diversity in the city workforce. E. Provide and ensure that all City employees attend mandatory cultural awareness programs to improve understanding of minorities and women. F. Include annual diversity review by the City Manager of Department Heads using the EEO report. G. The Assistant City Manager or his/her designee will conduct exit interviews to identify reasons for employment turnover among underrepresented classes. H. The Assistant City Manager or his/her designee will be responsible for submitting to the Personnel Board the EEO report for the purpose of reviewing city diversity. I. Since all management employees are at-will, the City Manager has the discretion to act independently in all phases of the hiring process for management employees based on Chapter 29 of the City Code.

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survey title:
Recruitment & Retention

current report: Default Report

Displaying 10 of 11 respondents

Response Type: Normal Response Collector: New Link (Web Link)
 Custom Value: empty IP Address: 209.232.103.108
 Response Started: Thu, Sep 24, 2009 10:11:47 AM Response Modified: Thu, Sep 24, 2009 10:37:27 AM

1. Please provide the name of your organization.
 City of Oakland

2. What is your primary recruitment methodology for entry level firefighter positions?
 Recruit based on City's demographics (i.e. language, ethnicity & gender).

3. Does your agency advertise as an Equal Employment Opportunity (EEO) Employer?
 Yes

4. What, if any, programs or strategies were utilized to create a diverse candidate pool?
 Advertized & marketed position in; local paper as well as bilingual publications, national web campaign, community organizations, other fire agencies, local colleges/universities, etc.

5. What recruitment methodology does your agency utilize for entry level firefighter positions?
 Volunteer positions
 Recruitment Fairs/Events
 College/High School Events
 Open House
 Referrals/Word of mouth
 Website(s)
 (see answer to q. 4)

6. What are the demographics of your current workforce within the fire department: Please provide the percentage of African-American, Asian-American/Pacific Islander, Hispanic-Latino, American Indian/Native American, other?
 Fire Chief (0) Deputy Chief (2) 2 Males 1 White 50% 1 Black 50% Fire Marshall Battalion Chief (12) 9 Males 4 White 44.5% 3 Females 2 White 67% 4 Black 44.5% 1 Hispanic 11% 1 Hispanic 33% Captain (49) 45 Males 19 White 42.2% 4 Females 2 White 50% 18 Black 40% 2 Black 50% 6 Hispanic 13.3% 2 Asian 4.6% Lieutenant (56) 55 Males 26 White 47% 1 Females 16 Black 28% 1 Black 100% 8 Hispanic 16% 4 Asian 7.2% 1 Filipino 1.8% Engineer (81) 72 Males 22 White 31% 9 Females 6 White 67% 28 Black 38% 2 Black 22% 11 Hispanic 15% 1 Hispanic 11% 7 Asian 10% 1 Indian 1% 2 Filipino 3% 1 Other 1% Firefighter (247) 226 Males 92 White 41% 22 Females 12 White 54.5% 54 Black 24% 7 Black 32% 49 Hispanic 22% 1 Hispanic 4.6% 16 Asian 6.8% 1 Asian 4.6% 1 Indian .4% 13 Filipino 5.8% 1 Filipino 4.5% 1 Other .4% FireBoat Operator 1 Males 1 White 100% Fire Investigator 1 Male 1 Black 100% 3 Females 2 White 50% 1 Black 50% Grand Total 410 Males 42 Females 462 Sworn Personnel

7. Which recruitment methodology (response for question #5) resulted in attaining the most diverse candidate pool?

all (see q. 4)

8. How many candidates did you hire from the most diverse candidate pool?
Due to budget crisis we released candidates from most recent academy, therefore have not hired last three years.

9. What, if any, strategies are utilized to retain a qualified and diverse workforce?
In any of our outside recruitments, specifically for Firefighter Trainee the Department strives for a class that reflects the diversity of the City. During the process of selecting the class - ethnicity, language skills and Oakland residency are factors that are given consideration. Once hired sworn employees generally stay until retirement so we do not have any strategies to retain a diverse workforce.

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SurveyMonkey - Survey Results

survey title:
Recruitment & Retention

current report: Default Report

Displaying 11 of 11 respondents

Response Type: Normal Response	Collector: New Link (Web Link)
Custom Value: empty	IP Address: 70.133.86.38
Response Started: Thu, Sep 24, 2009 11:10:18 AM	Response Modified: Thu, Sep 24, 2009 11:14:12 AM

1. Please provide the name of your organization.
City of Folsom

2. What is your primary recruitment methodology for entry level firefighter positions?
Written/physical/oral exam

3. Does your agency advertise as an Equal Employment Opportunity (EEO) Employer?
Yes

4. What, if any, programs or strategies were utilized to create a diverse candidate pool?
Advertised in more diverse populations

5. What recruitment methodology does your agency utilize for entry level firefighter positions?
Website(s)
Advertising

6. What are the demographics of your current workforce within the fire department? Please provide the percentage of African-American, Asian-American/Pacific Islander, Hispanic/Latino, American Indian/Native American, other?
Less than 10% total - diversity is a priority

7. Which recruitment methodology (response for question #5) resulted in attaining the most diverse candidate pool?
Advertising

8. How many candidates did you hire from the most diverse candidate pool?
7

9. What, if any, strategies are utilized to retain a qualified and diverse workforce?
Core values, benefits & pay

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Appendix B

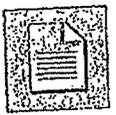
YAHOO! SMALL BUSINESS

Fwd: Neal's feedback for web accessibility and usability of the FD Website Wednesday, November 4, 2009 8:59 AM

From: "Ken Fleming" <KFleming@cityofsacramento.org>

To: "Trina McKie" <mckiet@bunusual.com>

1 File (151b)



Neal Albr...

I've got the updated figures for Fire. Incorporating and finishing up my suggested edits of your Committee's report. After completion I'll forward it to you and we can discuss. RE: web page in addition to the points you made, we can also encourage that photos and graphic be reflective of diversity. I asked Neal to look at the page and following is his feedback. Will try to finish my work this morning.

>>> Neal Albritton 11/3/2009 4:42 PM >>>

Hi Ken... I did a visual inspection and automated inspection of the website for accessibility and usability. Also includes inspecting the HTML code and Cascading Style Sheets that separate content from presentation ("look and feel"). I have handwritten notes that are reflected in the following synopsis that I'll also share with you:

Web URL: www.sacfire.org

INITIAL VISUAL INSPECTION:

1. This web page lacks a visible link at the top of the page that allows a user to skip redundant navigation links and go directly to the main content. This is commonly referred to as "Skip Navigation" or SkipNav". I suggest including the following features for a new visitor to have quick access to and be able to easily navigate the page:

Skip to: [Main Content](#) | [Accessibility Help](#) | [Footer](#)

2. The color contrast on the left side navigation between Text headers and background may not be accessible to individuals with low vision or color blindness. Suggest greater contrast. This should be done within the Cascading Style Sheets code.

3. Main content fonts use Times New Roman which is not preferred by people with low vision because of the serifs. It also is inconsistent with the rest of the "sans-serif" styles used throughout the web page. Suggest defaulting to a sans-serif font style like Arial or Verdana.

4. Usability Issue for non-English speaking visitors: The Image maps by the footer show multiple flags of various nations... below is a textual description of the language in English. This only benefits English speaking users or those who recognize the country by the flag... however, the textual description should be in the native language with a title attribute description in the native language and a language attribute description in the specific language so that foreign language screen reader technology can identify.

5. Also by the footer is text that identifies "Page last modified on..." The text is clearly too small and lacks contrast for someone with low vision to be able to read. Suggest increasing the font and changing the font color to black.

HTML CODE INSPECTION:

6. The page is coded to HTML 4.01 Transitional. Suggest coding by default all web content to XHTML 1.0 Strict (or Transitional - if strict is too difficult to achieve in some instances) so that content is accessible to older, new, and future assistive technologies like Refreshable Braille Readers and Screen Readers (just to name a few).

7. There are many redundant Alt+attribute descriptions used throughout the web page. This is a textual description

written in the HTML code to describe meaningful content that appears as an image. The web page has excessive use of single-pixel spacer images that all have the same (redundant) description: "Single pixel tall horizontal rule"... this issue occurs 21 times on the same web page! Note: as you read this without any visible point of reference, it makes no sense. Partially because it is describing an image that has no meaning to the user. Images like dotted lines, dashes, and single-pixel spacers should have Empty Alt+Attribute descriptions depicted as two adjacent quotation marks ("").

8. The Alt+Attribute description for the banner image has two issues: "City of Sacramento" appears twice as adjacent Alt+attribute descriptions. Also the banner, consisting of an image montage, has one of the images described as "Rendered Image"... this is a useless Alt+attribute description and should briefly and adequately describe the image.

9. The Alt+attribute for the drop-down menu "Click to go to page" should be more meaningful... this becomes important when screen reader-users navigate from link to link and bypass non-hyperlinked text. So without the frame of reference from surrounding text... this menu description is not very helpful.

10. Any acronyms or abbreviations should be defined using the "Definition" attribute. This makes such content universally usable to all.

11. All PDF and (Microsoft files - whenever applicable) that exist as downloadable files should include somewhere nearby - a link to an accessible free reader.

AUTOMATED TEST RESULTS USING WEBAIM WAVE TOOL FOR FIREFOX BROWSER AND CYNTHIA SAYS SECTION 508 COMPLIANCE TOOL.

It's important to note that there should be limited reliance on automated web accessibility tools since they do not capture but only a portion of the accessibility problems that exist.

- 12. Search engine form label is missing.
- 13. Dropdown Menu ("select an option") - form label is missing

Please let me know if you or anyone else have any questions relating to this that I can help answer.

Thank you, Neal

Neal E. Albritton
Citywide ADA Coordinator
City of Sacramento
915 I Street, Fourth Floor
Sacramento, CA 95814-2604
Phone: (916) 808-8795
Fax: (916) 808-7673
TTY: (916) 264-6707

>>> On 11/2/2009 at 4:47 PM, Ken Fleming <KFleming@cityofsacramento.org> wrote:
> Can you give me some feed back relative to the accessibility of this site:
> <http://www.sacfire.org/>
>

[Back to Table of Contents](#)

Appendix C

Fire Recruit

The Sacramento City Fire Department is responsible for the protection of life and property and for providing Emergency Medical Services to the community. Fire Recruits attend the Sacramento Fire Training Academy for 20 weeks and receive basic training in firefighting methods, equipment operation & maintenance, physical fitness, fire science concepts, and a variety of other subjects.

Candidates who satisfactorily complete the training and graduate from the Academy are given probationary status and assignments as firefighters. Some graduates who hold current certification as paramedics may be assigned as Firefighter/Paramedics. In addition, all candidates must pass a background investigation, fingerprinting, medical examination, and drug testing prior to becoming a Firefighter.

What do we require?

In order to qualify for entrance into the Recruit Academy, you must:

- Be at least 21 years of age.
- Have a high school diploma or GED equivalent.
- Have a current Emergency Medical Technician I (EMT-1) Certificate or higher.
- Have twenty semester units or thirty quarter units from an accredited college or university. Three years as a paid professional firefighter may be substituted for the above required college units.
- Be a citizen of the United States.
- Pass a written examination.

The City of Sacramento will test quarterly. The tentative year 2008 testing dates are:

- February 9, 2008. Cut off for filing for this test is January 4, 2008.
- April 26, 2008. Cut off for filing for this test is March 21, 2008.
- July 26, 2008. Cut off for filing for this test is June 13, 2008.
- October 25, 2008. Cut off for filing for this test is September 12, 2008.

Cut-off deadlines and test dates are tentative and are subject to change without prior notification.

Special Qualifications:

- Not smoke or use any tobacco products during the twelve months prior to testing.
- Possess a valid California Class C driver's license at the time of appointment.
- Ability to obtain a Class B driver license with appropriate endorsements during the Sacramento Fire Training Academy. Failure to obtain the license will be cause for termination.
- Wear respiratory protective equipment at times. When assigned to such work, facial hair must be shaved when it interferes with the safe fitting of such equipment.
- Reside within a 35 air mile radius from the freeway interchange at W-X Streets and 29th-30th Streets within one year following appointment as a firefighter.
- Pass the physical ability test each year as a condition of employment.

In addition you must:

Pass a physical agility test which includes the following events:

- Hose Drag.
- Hose Carry/Stair Climb.
- Hose Hoist.
- Smoke Ejector.
- Citizen Rescue.
- Dry Hose Lead.

A videotape of the physical agility test is available at the following locations:

- Any branch of the Sacramento City or County Library System.
- American River College Library, 4700 College Oak Drive, Sacramento, CA 95841.
- Consumnes River College Library, 8401 Center Parkway, Sacramento, CA 95823.

For more information you may contact:

- Sacramento City Personnel Dept: (916) 808-5726.
- The Fire Recruit Hotline: (916) 808-8306.
- The City 24-hour Jobline: (916) 808-8568.

- **The City Online Job Application System**

Equal Opportunity/Affirmative Action Employer

The provisions in this bulletin do not constitute a contract, expressed or implied, and any provisions contained in this bulletin may be modified or revoked without notice.

Appendix C2

Dean:	Richard W. McKee	Degree:	A.A. - Fire Technology
Director:	Albert Iannone	Certificate:	Fire Technology
Phone:	(916) 570-5000		
Counseling:	(916) 484-8572		

Fire Technology Degree and Certificate

The Fire Technology A.A. degree or certificate focuses on preparation for a career in the fire service. It includes educational opportunities for those currently employed within the fire service, and those within volunteer fire agencies. Courses include those required for transfer to four-year colleges, those required to meet eligibility requirements for employment, and those required for incentive salary increases.

Firefighting is a public safety profession that requires special knowledge of safety, rescue, emergency medical operations, and hazardous materials. A grade of "C" or better is required in each fire technology course for progression in the program.

Student Learning Outcomes

Upon completion of this program, the student will be able to:

- Complete the duties of an entry level firefighter
- Perform as an EMT at a scene of an incident or emergency
- Identify the fundamentals of the Incident Command System and assess how it is used by fire departments at emergencies
- Compare and contrast the make up of a moderate size fire department with a large fire department and a fully paid department with a volunteer fire department
- Describe the components of Firefighting Personnel Protective Equipment (PPE)
- Compare and contrast modern PPE with antiquated PPE
- Analyze simulated fire situations for indicators of flashover versus backdraft potential and prescribe mitigation measures to prevent them from occurring
- Assess the fundamentals of physical science as they relate to the fire services: measurements; energy and work theories; power and transfer of heat principals; the laws of matter and the conservation of energy; and the chemical reaction called fire
- Classify and compare the various types of municipal water systems
- Describe the fundamentals of building construction and apply this knowledge to fire situations where forcible entry and overhaul evolutions may weaken the already fire-weakened structure
- Compare and contrast fire prevention versus fire suppression efforts
- Draft a pre-fire plan
- Evaluate and analyze the rate of fire spread in a structure fire
- Explain the physical and chemical properties of fire

Career Opportunities

A great variety of career opportunities is open to students who successfully complete specific portions of this program of study. There is an urgent demand for trained personnel in such areas as firefighter-paramedic, fire investigation, fire prevention, hazardous materials, public education, and firefighter. Financially and professionally rewarding employment in these areas may be found on the local, state, federal and private levels.

Requirements for Degree or Certificate 35 Units

FT 200	Emergency Medical Technician I (5)	5
or PMED 100	Emergency Medical Technician - Basic (5)	
FT 300	Fire Protection Organization	3
FT 301	Fire Prevention Technology	3
FT 302	Fire Protection Equipment and Systems	3
FT 303	Building Construction for Fire Protection	3
FT 304	Fire Behavior and Combustion	3
And a minimum of 15 units from the following:		
FT 110	Fire Apparatus (3)	
FT 130	Fire Company Organization and Management (3)	
FT 132	Fire Service Records and Reports (3)	
FT 140	Related Codes and Ordinances (3)	
FT 170	Fire Investigation (3)	
FT 180	Rescue Practices (3)	
FT 190	Fire Tactics and Strategy (3)	
FT 192	Wildland Fire Control (3)	
FT 310	Fire Service Hydraulics (3)	
FT 320	Hazardous Materials (3)	

Associate Degree Requirements: The Fire Technology Associate in Arts (A.A.) Degree may be obtained by completion of the required program, plus general education requirements, plus sufficient electives to meet a 60-unit total. See ARC graduation requirements.

FT 110 Fire Apparatus 3 Units

Advisory: FT 300
Hours: 54 hours LEC
 This course covers various aspects of fire apparatus. Topics include design, typing, specifications, construction, performance capabilities, and maintenance. Also included are warning devices and the utilization of apparatus in fire service emergencies.

FT 130 Fire Company Organization and Management 3 Units

Advisory: FT 300 or FIRE 1090.
Hours: 54 hours LEC
 This course provides a review of fire department organization, planning, organizing and supervising to meet the needs of the fire department, with emphasis on the company officer's role.

FT 132 Fire Service Records and Reports 3 Units

Advisory: FT 300 or FIRE 1090.
Hours: 54 hours LEC
 This course covers fire department records systems, principles of report writing, applications in the area of pre-fire survey, and post-fire reporting.

FT 140 Related Codes and Ordinances 3 Units

Advisory: FT 300 or FIRE 1090.
Hours: 54 hours LEC
 This course includes familiarization and interpretation of national, state and local codes, ordinances and laws which influence the field of fire prevention.

FT 170 Fire Investigation 3 Units

Advisory: FT 300
Hours: 54 hours LEC
This course introduces the general practices involved in fire investigation. Topics include determining the cause of fires (accidental, suspicious and incendiary); types of fires; related laws; introduction to incendiary fires; motives for starting fires; recognizing and preserving evidence; interviewing witnesses and suspects; arrest, detention, and court procedures.

FT 180 Rescue Practices 3 Units

Advisory: FT 300 or FIRE 1090.
Hours: 54 hours LEC
This course focuses on rescue problems and techniques, emergency rescue equipment; toxic gases, chemicals, diseases, and radiation hazards. Also included are the care of victims including emergency childbirth, respiration and resuscitation, extrication and other emergency conditions.

FT 190 Fire Tactics and Strategy 3 Units

Advisory: FT 300
Hours: 54 hours LEC
This course of instruction is a basic requirement of all fire suppression personnel. Topics include the principles of fire control, utilization of staffing, equipment and placement, extinguishing agents, and fire control methods on the fireground.

FT 192 Wildland Fire Control 3 Units

Advisory: FT 300
Hours: 54 hours LEC
This course covers all aspects of wildland fire fighting and introduces advances in technology for wildland fire suppression. Topics include fire behavior, weather conditions, topography factors, safety, prevention, extinguishing methods, initial attack, Incident Command System (ICS), communications, aircraft assistances, hand crews, and bulldozer operation.

FT 200 Emergency Medical Technician I 5 Units

Same As: PMED 100
Prerequisite: HEED 323 with a grade of "C" or better
Enrollment Limitation: Not open to students with a current EMT-Basic certificate.
Hours: 72 hours LEC; 72 hours LAB

This course is designed to provide instruction to the level of Emergency Medical Technician - Basic. Topics include skills necessary to provide emergency medical care at a basic life support level with a fire, ambulance, or other specialized service. This course is conducted in compliance with Title 22, Division 9, Chapter 2 of the California Code of Regulations and Emergency Medical Technician - Basic (EMT-I). A "C" or better is required for certification as Emergency Medical Technician - Basic. Field trips are required. This course may be taken four times for credit.

FT 209 Emergency Medical Technician IFS Refresher Course 1 Unit

Prerequisite: Valid EMT certificate.
Hours: 20 hours LEC; 4 hours LAB
Persons who hold a valid Emergency Medical Technician I certificate, or a certificate that has been expired for less than one year, shall be admitted. Consists of classroom instruction, simulation and supervised field instruction. May be taken four times for credit.

FT 300 Fire Protection Organization 3 Units

Course Transferable to CSU
Hours: 54 hours LEC
This course provides an introduction to fire protection, career opportunities and related fire service fields. Topics include philosophy and history of fire protection, fire loss analysis, organization and function

of public and private fire protection services, fire departments as part of local government, laws and regulations affecting the fire service, fire service nomenclature, specific fire protection functions, basic fire chemistry and physics, introduction to fire protection systems, and introduction to fire strategy and tactics.

FT 301 Fire Prevention Technology 3 Units

Corequisite: FIRE 1090 or FT 300.
Course Transferable to CSU
Hours: 54 hours LEC
This course provides fundamental information regarding the history and philosophy of fire prevention. Topics include organization and operation of a fire prevention bureau, use of fire and building codes, fire investigation, identification and correction of fire hazards, plan review, report and record keeping, and duties and responsibilities of a fire prevention officer.

FT 302 Fire Protection Equipment and Systems 3 Units

Corequisite: FIRE 1090 or FT 300.
Course Transferable to CSU
Hours: 54 hours LEC
This course provides information relating to sprinkler design and the operation of fire detection and alarm systems. Topics include fire cause and effect, heat and smoke control systems, special protection and sprinkler systems, water supply for fire protection, standpipe systems, and portable fire extinguishers.

FT 303 Building Construction for Fire Protection 3 Units

Corequisite: FIRE 1090 or FT 300.
Course Transferable to CSU
Hours: 54 hours LEC
This course is the study of the components of building construction that relate to fire safety. Specific focus is on elements of construction and the design of structures that are shown to be key factors when inspecting buildings, pre-planning fire operations and emergency operations at fires. Topics include wood, ordinary, steel, and concrete construction, principles of fire and smoke growth, and fire resistance construction.

FT 304 Fire Behavior and Combustion 3 Units

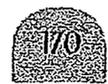
Corequisite: FIRE 1090 or FT 300.
Course Transferable to CSU
Hours: 54 hours LEC
This course provides the theories and fundamentals of how and why fires start, spread and are controlled. Topics include an in-depth study of fire chemistry and physics, fire characteristics of materials, extinguishing agents, and fire control techniques.

FT 310 Fire Service Hydraulics 3 Units

Advisory: FT 300 or FIRE 1090.
Course Transferable to CSU
Hours: 54 hours LEC
This course provides information on obtaining water from various sources of supply, properly routing it through the pump, and discharging it through various devices with the proper pressures for fire suppression.

FT 320 Hazardous Materials 3 Units

Advisory: FT 300 or FIRE 1090.
Course Transferable to CSU
Hours: 54 hours LEC
This course is an Introduction to the world of hazardous chemicals, including physical properties, uses in industry, and characteristics when involved in spills, fires, and accidents. This course also provides basic hazardous materials information regarding emergency procedures, legal requirements, and compliance to regulations.





SMALL BUSINESS DEVELOPMENT AND EMPLOYMENT ADVISORY BOARD

CONTACT: Office of Small Business Development
 Charlotte Broussard cBroussard@cityofsacramento.org
 Susan Edmondson sEdmondson@cityofsacramento.org
 Kenneth Fleming, EE Manager kfleming@cityofsacramento.org
 915 I Street, 2nd Floor - NCH
 Sacramento, CA 95814

Telephone: 808-6764 (OSBD) Mail code: 18000
 808-8174 (Charlotte)
 Fax: 808-6765

APPOINTMENT: Eleven (11) members appointed by the Mayor and confirmed by the City Council as follows:

- A. Four (4) members shall represent the small business sector and/or possess substantial knowledge and experience concerning the operation of small businesses in Sacramento area
- B. Four (4) members shall be actively involved in employment issues and/or possess substantial knowledge and experience concerning employment issues, and equal employment opportunity, in the Sacramento area
- C. One (1) member shall be a person who resides in the City
- D. One (1) member shall be a person between the ages of sixteen (16) and twenty (20) who resides in the City
- E. One (1) member shall be a current City Department or Division manager recommended for appointment by the Sacramento City Manager

TERM: Two (2) year term. Two term limit applies. The category "E" member shall serve a term of one year. A successor appointed to complete an unexpired term shall be eligible to serve up to two (2) consecutive terms in addition to the unexpired term.

MEETING INFO: Monthly on the third Thursday at 9:00 a.m., Room 1217, New City Hall, 915 I Street.

COMPENSATION: \$50.00 per meeting attended, not to exceed \$100.00 per month.

POWERS & DUTIES: The powers and duties of the board include:

1. Recommend to the Mayor and City Council, the Personnel and Public Employee Committee, programs, practices and strategies relating to the objectives of the Board;
2. Review the achievements of the City's efforts to obtain equal opportunity in City employment and provide an annual report to the Mayor and City Council containing comments and recommendations;
3. Review the achievements of the City's emerging and small business development program, and provide an annual report to the Mayor and City Council containing comments and recommendations;
4. Recommend to the Mayor and City council educational and other activities that prevent and discourage discrimination and foster fair and equitable treatment in the areas of City employment, contracting and purchasing

City Code Section 2.54
 Ordinance 2000-040
 City Residency Required For Seats C & D
 Conflict of Interest Statement Is Required; Filed With City Clerk

B&C_0820.doc
 Rev. 06/25/08



Table of Contents

Small Business Development and Employment Advisory Board

Member Name	Category	District	Current Appt. Dat	Term Expires	Term Limit / Seat Comment
Vacant	A			05/03/10	Salama res. 11-01-09
Elizabeth Cantu	A	6	06/10/09	05/03/11	1st Term
Edgar A. Calderon	A	CO	07/29/08	05/03/10	2nd Term
Phillip D. Thorne	A		03/03/09	01/22/11	1st Term
Ognian A. Gavrilov	B	1	05/25/10	05/03/12	1st Term
Anita R. Johnson	B	6	05/19/09	01/22/11	1st Term
Victoria Castaneda	B		03/23/10	01/22/12	1st Term
Trina M. McKie	B	CO	03/23/10	01/22/12	2nd Term
Debra Ichimura	C		04/25/10	05/03/12	1st Term
Vacant	D			05/03/09	Michael Duffy left
Tosha Cherry	E		03/31/09	01/22/10	City Manager Appt./1st Term