



AGENDA

WOMEN'S COMMISSION
MAY 10, 2021
5:30 PM
ATTEND VIRTUALLY

SPECIAL PROCEDURES FOR WOMEN'S COMMISSION MEETING

Attendance: In response to the State's declaration of a Public Health Emergency, the Mayor's Proclamation of Emergency, and the ban on public gatherings in excess of those permitted in the current Public Health Order, the Women's Commission meeting will be conducted virtually.

Viewing: Members of the public may join the Zoom meeting by internet or phone, as follows:

Internet: To join the Zoom meeting on the internet using a computer, laptop, smartphone, or tablet, use the following link: <https://santafenm-gov.zoom.us/j/92734518645?pwd=MGNzbDk4VGZkNm9VVjBPaWdIT3crQT09>.

Passcode: 038042

Attendees should use the "Raise Hand" function to be recognized by the Chair to speak at the appropriate time.

Phone: To join the Zoom meeting using a phone, use the following phone numbers and Webinar ID: **US: 1 (346) 248-7799 - Webinar ID: 927 3451 8645 - Passcode: 038042**

Phone attendees should press *9 to use the "Raise Hand" function to be recognized by the Chair to speak at the appropriate time.

The agenda and packet for the meeting will be posted at <https://santafe.primegov.com/public/portal>.

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **APPROVAL OF AGENDA**
4. **PRESENTATION**
 - a. Welcoming Remarks. Mayor Alan Webber



AGENDA

- b. Welcoming Remarks. Kyra Ochoa, Director of Community Health and Safety Department
- c. Strategic Planning: Foundation, Overview of Planning Framework, Data, Decision Making and Key Stakeholders. Valeria Alarcon, VIA Consulting

5. DISCUSSION ITEMS

- a. Data Working Group Session: Identify most comprehensive and relevant data resources for analysis and making data-informed, and data-driven recommendations and solutions. Valeria Alarcon, VIA Consulting
- b. Commission Resolution # 2019-24: Women and Girls and the broaderand inclusive context of gender equity, LGBTQ and non-conforming individuals-a discussion. Valeria Alarcon, VIA Consulting

6. MATTERS FROM STAFF

7. MATTERS FROM THE COMMITTEE

8. MATTERS FROM THE CHAIR

9. NEXT MEETING: Wednesday, May 26, 2021

10. ADJOURN

STRATEGIC PLANNING: Foundation, Overview of Planning Framework, Data, Decision Making and Key Stakeholders

- a. Land Acknowledgement
- b. Commission Introduction
- c. Commission's Resolution # 2019-24 (see attachment)
 - i. Page 1 line 22 regarding Gender
 - ii. Section 2: Purpose
- d. Overview: Strategic Planning Framework 1 and 2 (see attachments)
 - i. Equity Framework
 - ii. System's Thinking Approach
 - iii. Data Driven Solutions Approach
- e. Identify data needed to examine for the strategic process
 - i. Gender Imbalance Study 2020 – SF Fire Dept. (see attachment)
- f. Identify current decision making criteria and processes, specific to HR
- g. Identify key stakeholders internal and external

1 **CITY OF SANTA FE, NEW MEXICO**

2 **RESOLUTION NO. 2019-24**

3 **INTRODUCED BY:**

4
5 Mayor Alan M. Webber

6 Councilor Signe I. Lindell

Councilor Carol Romero-Wirth

7 Councilor JoAnne Vigil Coppler

Councilor Christopher M. Rivera

8 Councilor Peter N. Ives

Councilor Renee D. Villarreal

9
10 **A RESOLUTION**

11 **CREATING A WOMEN’S COMMISSION TO IDENTIFY OPPORTUNITIES TO**
12 **IMPROVE CITY OF SANTA FE PROGRAMS AND POLICIES AND TO STRENGTHEN**
13 **THE QUALITY OF LIFE OF WOMEN AND GIRLS IN SANTA FE SO THEY CAN**
14 **THRIVE, PERSONALLY AND PROFESSIONALLY.**

15
16 **WHEREAS**, women have historically contributed significantly to the cultural, spiritual,
17 economic, and social fabric of our communities and families, and still do today; and

18 **WHEREAS**, especially Native American, traditional Hispana women, and women of
19 color have contributed and continue to contribute a disproportionate share of benefits to our
20 community while at the same time bearing a disproportionate share of the hardships in our
21 community; and

22 **WHEREAS**, the definition of “women” or “women and girls” as it relates to this
23 resolution shall consistently include and refer to women and girls, transgender women, self-
24 identifying women and girls, and gender non-conforming individuals, including in the
25 composition and mission of the Commission established by this resolution; and

1 **WHEREAS**, women in Santa Fe throughout history and today have been notable but too
2 often unrecognized leaders in our community, whether they have been homemakers, workers,
3 educators, public officials, activists, entrepreneurs, students, and/or professionals; AND

4 **WHEREAS**, women have made and do make significant contributions to the cultural and
5 economic success and positive growth of Santa Fe; and

6 **WHEREAS**, in 2015, Forbes magazine cited the City of Santa Fe (“City”) as the
7 friendliest climate for women-owned businesses in the United States, with women owning nearly
8 34% of local business; and

9 **WHEREAS**, the opportunities of local women, and their success and contributions is
10 offset by other, more alarming statistics in New Mexico, including the State having substantially
11 higher rates of domestic and sexual violence than the national rates; and

12 **WHEREAS**, there is a persistent pay gap between men and women throughout the
13 country and New Mexico that prevents many women from achieving their true earning potential,
14 including their purchasing power and quality-of-life potential; and

15 **WHEREAS**, according to the Women’s Law Center, the pay gap means that over the
16 course of a 40-year career, based on today’s wages, the average woman will lose \$430,480 in
17 pay; and

18 **WHEREAS**, according to the same source, the loss is greater for women of color:
19 Latinas on average will lose a total of \$1,007,080 and African American women will lose
20 \$877,480; and

21 **WHEREAS**, access to capital remains one of the greatest barriers for women who are
22 trying to launch, scale, and grow their businesses. According to a March 2018 report by the
23 National Women’s Business Council, despite all the evidence that women business owners make
24 significant contributions to the economy, men tend to start their businesses with nearly twice as
25 much capital as women; and

1 **WHEREAS**, limited access to maternity and parental leave, childcare options, and other
2 factors limit the ability of women to have an equitable work-life balance, achieve their full
3 potential, and contribute more fully to their families and our community; and

4 **WHEREAS**, according to a 2014 report from the Congressional Research Service,
5 poverty places a higher burden on women and children, in so much as two-thirds (66.7%) of all
6 poor children live in families headed by women; and

7 **WHEREAS**, according to a 2013 report from the National Women’s Law Center,
8 nationally more than half (56.9%) of Native American, female-headed families with children live
9 in poverty; and

10 **WHEREAS**, the same report stated early half of African American (46.7%) and Hispanic
11 (48.6%) female-headed families with children live in poverty, while about one-third of White
12 Non-Hispanic (33.1%) and foreign-born (30.0%) and more than one-quarter of Asian-American
13 (26.3%) female-headed families with children live in poverty; and

14 **WHEREAS**, according to 2017 data from CHRISTUS St. Vincent about 20% more
15 women than men in live in poverty in Santa Fe County; and

16 **WHEREAS**, the profound and ongoing income and wealth gap for women is a result of
17 structural inequalities and systemic denials of opportunity that have plagued women in our
18 communities for generations and continue to do so today; and

19 **WHEREAS**, women face challenges to their health and well-being that are unjust and
20 unacceptable and that need to be addressed by and for the benefit of the women who are most
21 affected, as well as for the good of our entire community.

22 **NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF THE**
23 **CITY OF SANTA FE** that the Women’s Commission is created.

24 **Section 1. NAME:** The Commission shall be called the “Santa Fe Women’s
25 Commission”.

1 **Section 2. PURPOSE:** The purpose of the Santa Fe Women’s Commission is to
2 advance the causes of gender equity and opportunity for all women and girls in Santa Fe, as
3 defined above.

4 **Section 3. DUTIES AND RESPONSIBILITIES:**

5 A. The Santa Fe Women’s Commission shall provide a gender equity policy lens
6 through which to view the City’s programs, policies, services, ordinances, budget, and practices,
7 as they relate to and affect women and girls; recommend changes to improve the lives of women
8 and girls; and explore broader community issues of gender equity and opportunity on behalf of
9 the women and girls of Santa Fe. The recommendations of the Santa Fe Women’s Commission
10 shall include, but are not limited to the following topics:

11 1. The impact of existing or proposed ordinances and/or City policies or
12 practices on women and girls in the City and surrounding communities;

13 2. The impact of the structure, policies, and/or practices of City
14 departments on women and girls working for the City;

15 3. The impact of the City’s public statements, advertising, messaging,
16 and/or marketing on women and girls;

17 4. Ways the City can use evidence- and data-driven decision-making to
18 align its programs, policies, and practices with larger aims of social justice and human
19 rights, including issues of equity and opportunity; and

20 5. Ensuring that diverse voices of women in the community at large are
21 being represented and heard.

22 B. The Women’s Commission shall also research and recommend policies and
23 actions related to the following considerations:

24 1. Representation of women and girls on other advisory bodies associated
25 with the City;

1 2. City policies affecting women in the workplace, including, but not
2 limited to: recruitment, compensation, advancement, maternity and parental leave,
3 FMLA, public breastfeeding, gender-based violence, childcare, sexual harassment,
4 discrimination, and misogyny;

5 3. Existing internal and external barriers that make it difficult for women
6 and girls to thrive personally and professionally in the City;

7 4. Opportunities to partner with other organizations, community members,
8 and agencies to ensure women and girls have equal opportunity and representation in
9 decision-making roles;

10 5. The many factors that impact women’s quality of life including, but not
11 limited to:

- 12 a. Employment, pay, and advancement;
- 13 b. Education;
- 14 c. Health and child care
- 15 d. Housing;
- 16 e. Parks and recreation
- 17 f. Public transportation
- 18 g. Sexual harassment and assault;
- 19 h. Public safety and domestic violence;
- 20 i. Immigration status; and
- 21 j. City services.

22 **Section 4. MEMBERSHIP; OFFICERS; TERMS; VACANCIES:**

23 A. *Membership.* The Women’s Commission shall consist of seven (7) members
24 appointed by the Mayor with the approval of the Governing Body. Each district shall be
25 represented by one (1) member, with three (3) members selected at-large. In addition, the Mayor

1 shall appoint two (2) alternates with the approval of the Governing Body. Alternates may only
2 vote in the absence of a permanent member, and alternates shall rotate the order in which they fill
3 in for permanent members. The Santa Fe Women's Commission shall be comprised solely of
4 women as defined above. Special attention shall be made to ensure that women of color are
5 represented to reflect our City's demographic makeup and ample consideration shall be given to
6 assure the membership includes a range of ages and professional and community backgrounds.
7 Members must reside within the municipal boundaries of the City. Additionally, advisory
8 members from the community may be consulted as needed for local expertise on topics of equity,
9 opportunity, and/or gender justice.

10 B. *Officers.* The Mayor shall name a chairperson from the membership, who shall
11 serve for a period of one year. Following one (1) year of service, the Mayor shall appoint (or re-
12 appoint) the Chair. The Commission members shall select the vice chair.

13 C. *Terms.* Of the initial appointments, the members appointed to represent the
14 districts shall serve for a period of one (1) year. The at-large members shall serve for a period of
15 two (2) years. Subsequent terms for members and alternates will retain staggered, two-year terms.
16 After three (3) consecutive unexcused absences, a Commission member shall be automatically
17 removed and notified thereof by the chairperson.


18 D. *Vacancies.* Vacancies on the Women's Commission shall be filled in the same
19 manner as initial appointments and shall last the remainder of the unexpired term. Any member of
20 the commission may be removed by the Mayor with the approval of the Governing Body, with or
21 without cause.

22 **Section 5. MEETINGS:** A quorum shall be a majority of the whole membership.
23 The Commission shall meet at least once per quarter or as determined by the majority of
24 Commission members and shall report its recommendations to the Governing Body in accordance
25 with the Open Meetings Act. The Governing Body shall review the work of the Women's

1 Commission three years from adoption of this Resolution.

2 **Section 6. STAFF LIAISON:** The Community Services Department Director, or
3 the Director's designee, shall serve as the primary liaison to the Women's Commission. The
4 Director may appoint another staff member as necessary to assist with the functions and operation
5 of the Women's Commission.

6 PASSED, APPROVED, AND ADOPTED this 8th day of May, 2019.

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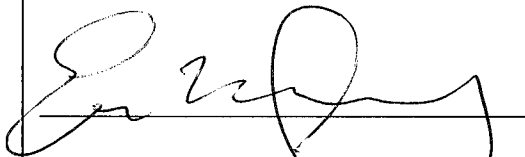
10 ALAN M. WEBBER, MAYOR

11 ATTEST:

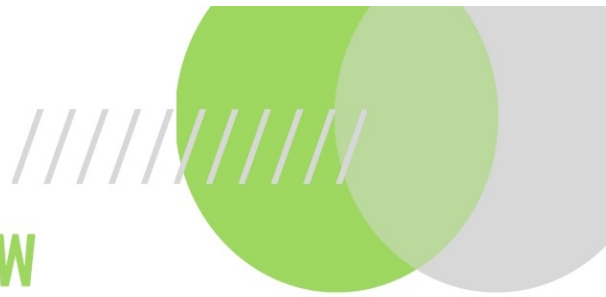
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14 YOLANDA Y. VIGIL, CITY CLERK

15 APPROVED AS TO FORM:

16
17 

18 ERIN K. McSHERRY, CITY ATTORNEY



PROJECT OVERVIEW

The City of Santa Fe Youth and Family Services Division is seeking facilitators, planners, or other professionals to provide multiple strategic planning sessions for the newly formed Women's Commission for the City of Santa Fe. The strategic planning sessions will focus on:

- Development of the Commission's mission/vision
- Short and long term goals, objectives and priorities
- Data evaluation, and internal/external policy review
- Development of Commission procedures

The candidate will have a broad view of the circumstances effecting women living and working within the City of Santa Fe, as well as a familiarity with data driven solutions, population level indicators, performance measurements and outcomes. The goal is to provide one formalized "mission-driven" and "goal-outcome" plan for that serves as a guide for the Women's Commission over the next 3-5 years focusing on the following:

- Impact of existing or proposed ordinances and/or City polices or practices on women and girls in the City and surrounding communities;
- Impact of the structure, policies, and/or practices of City departments on women and girls working for the City;
- Ways the City can use evidence and data driven decision making to align its programs, policies and practices with larger aims of social justice and human rights, including equity and opportunity; and
- Partnership opportunities with other organizations, community members, and agencies to ensure women and girls have equal opportunity and representation in decision making roles.

STRATEGIC PROCESS

- 01 VISION IN UNITY**
Mission + Impact Driven
Collaborative + Equitable
- 02 VISION IN ACTION**
Data Driven + SMART Goals
Relevant + Actionable
- 03 SOCIAL IMPACT**
Equitable Impact
Outcomes Measurement



STRATEGIC APPROACH

In addition to the standard strategic planning facilitation, VIA Consulting offers the following methodologies:

Equity and Impact Driven Approach: Keeping Santa Fe's cultural and historical awareness identify areas of strength and effective intervention or function, current/historical challenges and how these need to be addressed, creating equitable opportunities, cross-sector collaborations, and learned lessons.

KPI's: Identify key performance indicators, current best practices, feedback loops and how these inform the system and changes towards equity. Questions to consider:

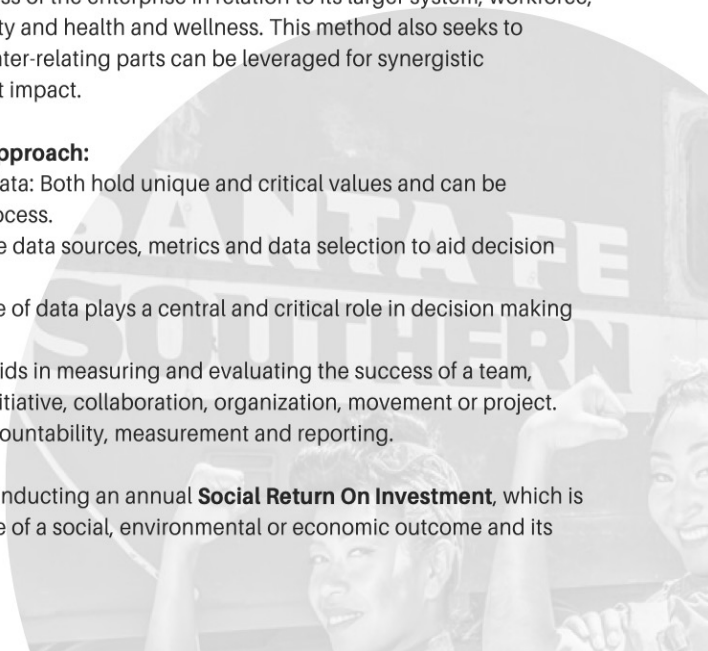
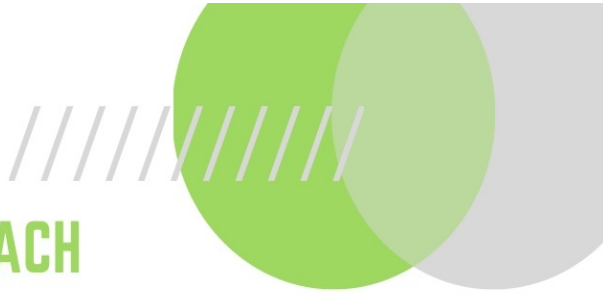
- How are girls and women being leveraged or hindered?
- How are diverse or marginalized voices centered in conversations to understand and capture the challenges /circumstances women face? How are they included in the decision making processes in relation to policies, practices, structures and ordinances?
- How is the larger system (City Departments) impacting girls and women's lives in Santa Fe?
- How are girls and women being engaged? What are their needs and how are these met?
- What constitutes direct impact (qualitative/quantitative)? What's the data saying?
- How are girls and women supported and leveraged for success? What does success mean?

System's Thinking Approach: A comprehensive process that captures the complexities and dynamics of the social enterprise services, programming, functions and activities, as well as the challenges and opportunities that exist both internally and externally. Works on identifying the interconnectedness of the enterprise in relation to its larger system, workforce, businesses/ industries, community and health and wellness. This method also seeks to explore how the system and its inter-relating parts can be leveraged for synergistic collaboration and ensuring direct impact.

Data Driven Solutions-Driven Approach:

- o Qualitative and Quantitative Data: Both hold unique and critical values and can be leveraged in decision making process.
- o Data Informed: Identify reliable data sources, metrics and data selection to aid decision making process.
- o Data Driven: Identify what type of data plays a central and critical role in decision making process, how and why.
- o Key Performance Indicators: Aids in measuring and evaluating the success of a team, strategic action plan, function, initiative, collaboration, organization, movement or project. Provides baseline metrics for accountability, measurement and reporting.

For future reference: Consider conducting an annual **Social Return On Investment**, which is a method for measuring the value of a social, environmental or economic outcome and its measurable impact.



Gender and Diversity Research and Recommendations

MIH-Paramedic Ramos Tsosie, July 2020.

For decades, fires were common and killed many people until safety standards and interventions were developed and put into place. Today, Covid-19 and opiate deaths are killing citizens at alarming rates. As public safety professionals, we aspire to continually improve, evolve and adapt, and to provide the best possible service to the community. It is widely accepted that with diversity comes improved service in any service or industry. Fire departments are able to respond to and address emergencies better with a diverse staff.

Santa Fe Fire Department (SFFD) does not currently reflect the community we serve, which should be a responsible staffing goal for any community agency. The most glaring imbalance of diversity is the representation of women in the field. SFFD has about 98.5% male representation, while the city is roughly 50% male and 50% female, with most data showing a slight majority of women in the community. SFFD is not unique in this imbalance but we are particularly severe in our imbalance; nationally, women represent between 4% and 6% of professional fire fighters, vs our 1-1.5%.

The following information is the result of an effort to provide recommendations to address diversity, as requested by Chief Babcock. I had expressed concern about our lack of female representation, and this project examined the issue in several ways. In a collaboration with Captain Applewhite, a survey was sent to 13 of the 16 women who had been employed by SFFD that we were able to locate. This report also includes information from a few follow up phone calls with women who completed the survey, a review of two Executive Fire Officer papers, a review of a Harvard Business Review article and a review of a Management Appraisal conducted in 2005 after “a confrontation that happened between a male and a female, that was not addressed timely by the Captain.” Chief Cliburn also contacted Human Resources in order to attain City demographics. This is still, however, a preliminary examination.

This limited body of research reveals the following operational concepts aimed at improving agency diversity:

- Establishing a taskforce to address diversity in SFFD, then address how our current structure, hiring practices and promotional practices effect diversity and recommend changes that would help SFFD better serve the needs of the community.
- Allow past and present employees to safely report their experiences while being employed with SFFD. This may take a facilitator that is prepared to address very difficult stories.
- Evaluate the culture of SFFD, and develop a plan to make changes to the negative aspects of the culture, an effort that must include an across-the-board support of diversity
- Hire providers that are primarily focused on the services that are being provided to the community. For example, hire employees with an EMS focus and other employees with a behavioral health focus while keeping some employees operating with a fire focus. Having some shared and overlapping skills will allow the employees to help and having the specified primary roles will allow for improved service to the community. The Firefighter/EMS structure can prevent significant skill-building and advanced education in the various and highly differentiated issues we address across our careers in the fire service.
- Develop Rules and Regulations that realistically support women as they build a family, including addressing issues such as Maternity leave and formalizing a Lactation policy.
- Having ONLY a 48/96 schedule for operations is prone to limiting diversity. If employees had options in scheduling they could navigate through pregnancy and early childhood development without putting their career at risk.

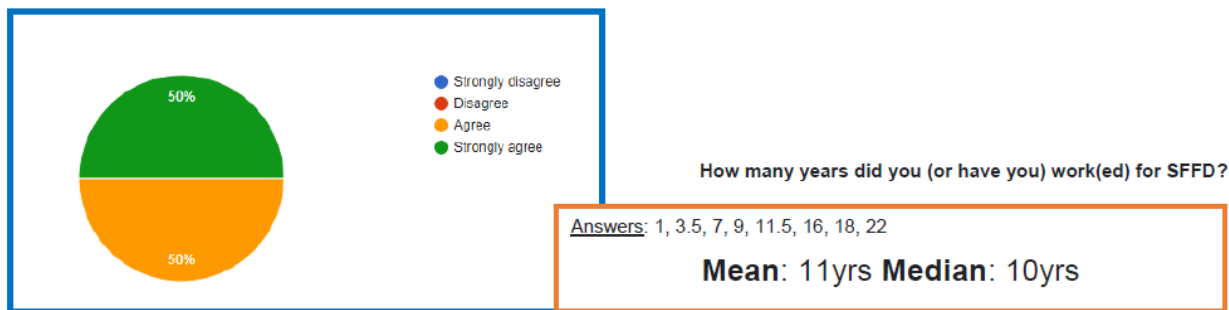
Survey

The survey revealed a diverse set of experiences. We received 8 responses out of the 13 people we were able to contact. The information that we received is too valuable and diverse to summarize fairly, so the full text is included as an appendix. The survey included multiple choice questions and questions with free text answers.

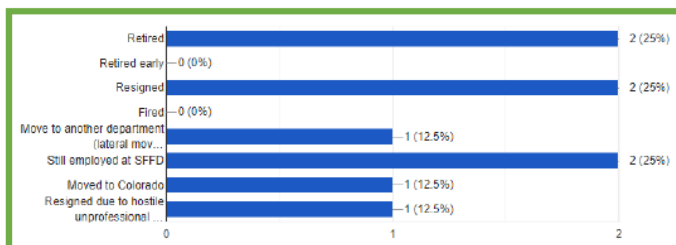
Notably, there was a glaring gap in the survey brought forward by the survey subjects, in that it did not ask specifically about harassment. In fact, it asked about "joking," but in a way that did not allow for people who have been harassed to share their experience in an equal way to those who have felt supported. It is clear that there are experiences that women had while employed by SFFD that this survey was completely insufficient to address. At minimum, the Chief should read the entire survey results and perhaps consider a sober, more comprehensive assessment of past experiences by female SFFD staff.

Here are some snapshots of the data:

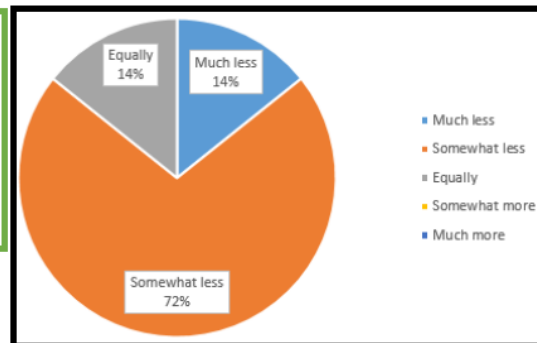
We are working on the belief that the services provided to the public by SFFD can be provided equally by both women and men.



How did you leave? (if applicable, select all that apply)



How do you feel like your opinion/experience/"voice" was valued in comparison to you male coworkers?



All respondents agreed that the services provided by SFFD can be provided equally by both women and men.

Some points that have particularly caught my attention are:

- A woman reported leaving because she did not see how she could stay while being pregnant.
- A woman reported joining SFFD because she saw the fire department respond to a woman who had been raped and thought she would be better served if the fire department included more women.
- There were stories of comradery, of the joy in serving as a team, and of inappropriate behavior, and that summarizing an entire career in a few words would be impossible.
- A woman reported that there were **"Specific experiences of harassment and abuse too sensitive and personal to share here"**

- As I tried to find a way to contact past female employees, I came across an article in the Santa Fe Reporter that detailed a story of a woman that worked for SFFD. She was a single mother and did not have family in town. This made working 24 hour shifts extremely difficult with regards to securing reliable childcare, and in this case resulted in an investigation by the state Child Protective Services. At that time this woman did not have the option to work a 40 hour week, which perhaps would have been much more family friendly for her.
- Looking back about 30 years, in total only 16 women have been employed by SFFD. I do not have a way to accurately find out how many people have been hired by SFFD. Between 1994 and 2020 about 247 people have participated in training academies. I would estimate that there were about 50 people that had been employed prior to 1994. This puts the overall hiring of women at about 5.5% which is closer to national trends. The concern is that we are currently at 1.5% and we have only hired one woman in the last 10 years. Unfortunately she left after about a year.

Harvard Business Review article

In an article written by Corinne Bendersky, December 07, 2018 “Making U.S. Fire Departments More Diverse and Inclusive” Bendersky quotes LA County Fire Chief Daryl Osby;

“Biases impact how we think and the decisions we make; we should be aware that they exist and how we manage them,”

In her research Bendersky looks at stereotypical trait of women and minorities. While I personally am wary of assigning certain traits to segments of the population, I do see that compassion is necessary to serve the public well, yet the culture does not support such traits as well as it supports physical strength.

Bendersky continues “In my forthcoming research with Felix Danbold, we find that reframing the professional prototype of what it means to be a firefighter to emphasize the importance of *legitimate*, stereotypically feminine traits, like compassion, has promising effects on creating a more inclusive environment for women.”

The article addresses how the culture of the fire service plays a key role in the gender imbalance and speaks to the importance of leadership in the effort to change the culture:

However, as L.A. Fire Commissioner Rebecca Ninberg notes, “changing the culture requires a long-term commitment to integrate it into the DNA of the department.” Thus, leadership training is only a first step; real change starts when leaders employ what they learned every single day. “Diversity goal messaging from the fire chief, consistent training, engagement of key department stakeholder groups, and the use of ongoing measurements of progress” are critical, says LAFD Fire Chief Terrazas. This helps the inclusive firefighter prototype spread through the ranks.

Most firefighters are probably unaware of how their status-quo perceptions about their profession reinforce bias and create unequal opportunities for peers from underrepresented groups

An informative part of the article is found in the comments section where the reader can get a feel for the resistance to addressing gender in the fire service:

Bob Green comments “This is what some people are worried about? Really? The RACE and GENDER of Fire Fighters? This article is no more than a hate speech against white people (discrimination/racism) and the hate against men (discrimination/sexist). Do you think everyday people are sitting around their tables thinking "you know what, why are all firefighters white? and male?" no.”

and Simon Glass says in jest “I completely agree with Professor Bendersky's intelligent and compassionate analysis. However, I would take it even further, the onus on patriarchal ableism is prejudicial and grossly offensive, negating the impact the differently abled can play in creating a tolerant and safe society. It's high time paraplegics be allowed to enter the fire service.”

While these are provocative, I think they alert SFFD to some of the thinking that may hinder efforts to address diversity.

Executive Fire Officer Papers

The U.S. Fire Administration describes their Executive Fire Officer (EFO) Program as “the flagship program of the National Fire Academy (NFA). It provides senior fire officers with a broad perspective on various facets of fire and emergency medical services (EMS) administration. The courses and accompanying research examine how to exercise leadership when dealing with difficult or unique problems within communities.” NFA students are required to write Applied Research Papers that allow students to “investigate a key issue or problem identified as being important to their fire service organization.”

I reviewed two papers that addressed gender in the fire service:

Susanna Schmitt Williams wrote her Executive Fire Officer (EFO) paper on how Carrboro Fire Department could address a lack of diversity in the department leadership. She wished to evaluate the current promotional process and look at how the process could be improved.

Her research found that that as diversity increases harassment decreases, that to maintain a diverse workforce there must be an inclusive culture and that leadership must embrace the culture of diversity and inclusion. In her paper she references another EFO paper (Bunanow, 2009) that discusses how the fire service has a difficult time relating the benefits of diversity to operational improvements, and that this is a barrier to cultural change. After conducting a survey that was sent to fire departments across the country, she concluded that external hiring can be a useful tool because “internal candidates have worn blinders and only know the party line way of doing things”.

Her paper recommends that culture change and improved cultural diversity is served by hiring externally and that when there are only internal promotional opportunities, the status quo is perpetuated. If there is a healthy culture that supports diversity, then the practice of internal promotions may be useful to preserve those healthy cultural practices. On the other hand, if culture change is needed and the current leadership is not diverse, then external hiring is a necessary strategy. She recommends opening ALL vacancies to internal and external candidates.

Jason N. Andrews worked for Cedar Rapids Fire Department and he states that “A review of data revealed that Cedar Rapids Fire Department (CRFD) is predominately white and male. The problem was that CRFD has not identified methods to recruit women and ethnic minorities.” His paper asks:

- (a) what are the negative impacts of a lack of diversity?
- (b) what efforts are being made to improve diversity?
- (c) What is being done by other departments?
- and (d) What obstacles are present for CRFD?

He describes CRFD as a department that is highly skilled and effective, but the employees do not represent the diversity in the community. His research found that much of the fire culture is adversarial to efforts that promote diversity.

Poignantly he also references research that finds that diversity improves a team's ability to respond to a crisis and come up with a solution. The Candidate Physical Ability Test (CPAT) was developed through a [Fire Service Joint Labor-Management Task Force](#) that included both the International Fire Chiefs Association (IAFC) and the International

Association of Fire Fighters (IAFF) and is recognized as being a validated test that allows for increased diversity while assessing a candidate's fitness.

His research found that an important aspect of a diverse fire department is that it improves the trust of the fire department in the community and he concludes that the importance of embracing diversity must be supported by the leadership.

He makes the following recommendations:

- First, establish a diverse recruitment committee made up of members of the community
- Second, begin active vs. passive recruiting efforts
- Third, reach out to local entities to make contact with members of the community that are diverse
- Fourth, monitor the process

City, SFFD and national demographic information and call stats

This data is from:

<https://www.census.gov/quickfacts/fact/table/santafecitynewmexico,santafecountynewmexico/PST045219>

- 2010 population 84,683
- 87.1% white
- 2.9% 2 or more races
- 2% Native American
- 1.1% African American
- 1.% Asian
- 55% Hispanic or Latino
- 39.9% White alone-Not Hispanic or Latino

And from: <https://www.towncharts.com/New-Mexico/Demographics/Santa-Fe-city-NM-Demographics-data.html>

- The City of Santa Fe male/female ratio is 48% male 52% female

SFFD data- None as yet. Assistant Chief Cliburn requested the information from HR on 6/16/20 and again on 7/7/20 with a response that HR will work on getting the information. What we do know is that there are only 3 women currently employed by SFFD, all three are captains, and the last one hired was hired over ten years ago.

A Management Proposal, February 2005

A City of Santa Fe Memo from February 3, 2005 from Julie C. Berman to Chief David Sperling states "When I was first tasked by the Human Resources (HR) Director to work with you last year, we were trying to determine if there were diversity/gender issues within the Fire Department. The incident that resulted in this assignment was a confrontation that happened between a male and female and that was not addressed timely by the Captain." After conducting interviews with the Chiefs, Battalion Chiefs and Captains she developed two reports; one that was given to the City Attorney and a different report given to the Chief. The proposal provided to the Chief is informative and many of the issues in the report have been addressed. Many of the recommendations in the proposal apply to an effort to make cultural change.

Perhaps one of the most interesting findings is that Berman reports only on “expressed concerns” and that “Early on in the interview process, it became apparent that your supervisors did not feel that there were diversity/gender issues.” But what findings and conclusions were made to the City Attorney regarding diversity and Gender?

Because this effort began with an incident between a female and male, and because Berman was tasked with looking at Diversity/Gender issues, it is strange that the report given to the Chief was both different than the one given to the City attorney and also does not address Diversity/Gender issues. It neither finds that there are issues, nor does it find that there are not issues, it oddly states that there were no “expressed” concerns, essentially, appearing to be an ineffectual effort.

Recommendations

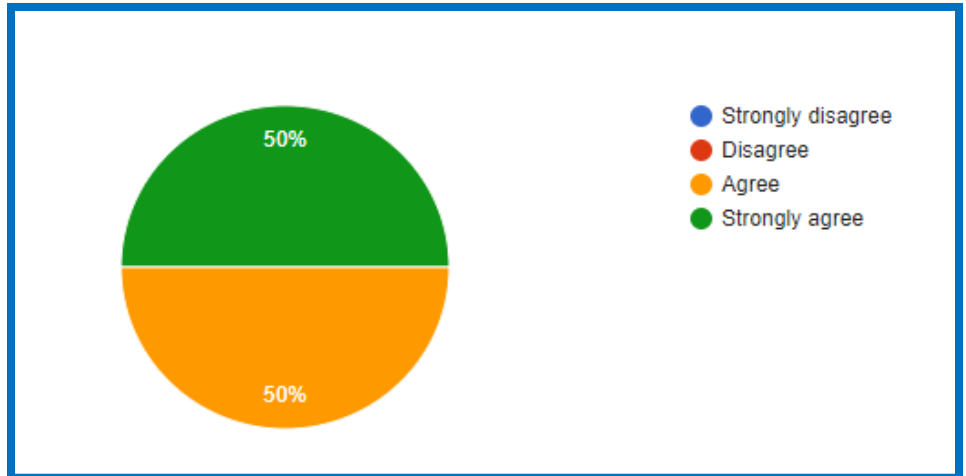
1. SFFD and City leadership must acknowledge that the gender imbalance is a problem; and that with increased diversity SFFD would provide better service to the city residents and visitors.
2. Create a structure and a culture wherein a more diverse group of employees can thrive and serve the needs of the community. This will require major structural and cultural changes and include taking steps such as:
 - Making a sober assessment of SFFD culture, keeping the healthy aspects and rooting out the barriers that will block acceptance of diverse people and ideas.
 - Look at past conflicts and incidents that have been reported by women and task HR with developing recommendations that will inform efforts to address cultural change. Gain access to the report that was given to the City Attorney by Julie Berman regarding Diversity/gender issues.
 - A “No Assumptions” assessment of what the community calls SFFD to do and make the adjustments needed to better serve the public. Structural changes such as adding 40-hour operational employees would improve both service and employee diversity and longevity. This particular example would serve at least these two purposes by allowing employees to work in an “operations” role, but not have to put their career at risk if their family dynamics make 24 hour shifts difficult. It would also allow for a more efficient response model with increased capacity at peak hours.
 - During a follow up call with a survey respondent, I was convinced that the position that is most influential in the culture of the fire department is the Training Officer. Therefore, if cultural change is to be attempted, the Training Officer must be both able and willing to take on cultural change and cultivate the change from the moment a new employee is hired until a veteran provider retires.
3. Create health focused (EMS, Behavioral health, Community Medicine and Prevention) positions, and create a health focused operational structure that has operational support. This would allow traditional fire operations to focus on fire-related emergencies, while increasing the SFFD cultural value of providing service that is health focused and better addressing the community’s modern-day needs. A woman who left SFFD is currently employed in a fire department that has made some of this type of change and she reports this to have increased diversity. Attached is a job posting for that position from her fire department.
4. Change hiring practices so that experienced health care providers can provide top level health care at an operational level, without also having to maintain training and skill development as a top-level firefighter. This would include:
 - Replacing the current physical test with the CPAT for firefighting positions and a physical test appropriate for health care providers and appropriate for the tasks that they would perform. Health care focused positions would provide support on fire calls but would not be firefighters as every SFFD employee is now.

- Hiring both internally and externally for positions, at all levels once the health focused structure is designed.
 - Create a position for a “Recruiter” who can increase the diversity of applicants and help the community understand what services are provided and who could join the team.
5. Immediately establish a task force to create policy that supports current female employees, including a clear Maternity leave Policy, a Lactation Policy, and an interim 40 hour Alternative Schedule Policy that will allow an employee the option to work a 40 hour week in an operational capacity until actual structural changes have been made to address a diversity of schedule options.

Results of gender diversity survey

16 women have been employed by SFFD. One is now deceased. Two were not able to be contacted (no contact information found despite best efforts). 13 were contacted. 8 responded. Here are the results:

We are working on the belief that the services provided to the public by SFFD can be provided equally by both women and men.

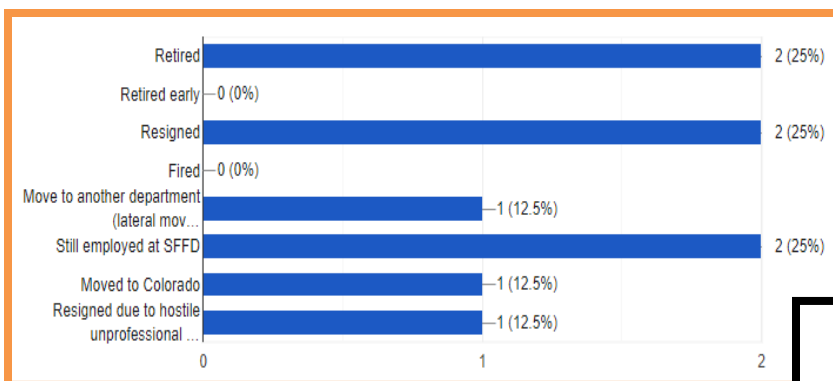


How many years did you (or have you) work(ed) for SFFD?

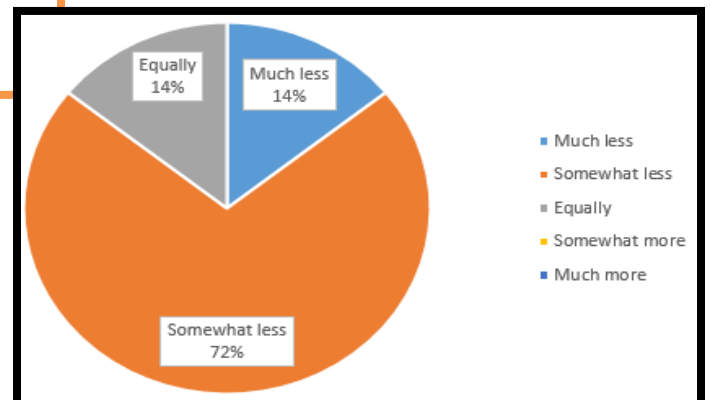
Answers: 1, 3.5, 7, 9, 11.5, 16, 18, 22

Average 11 years

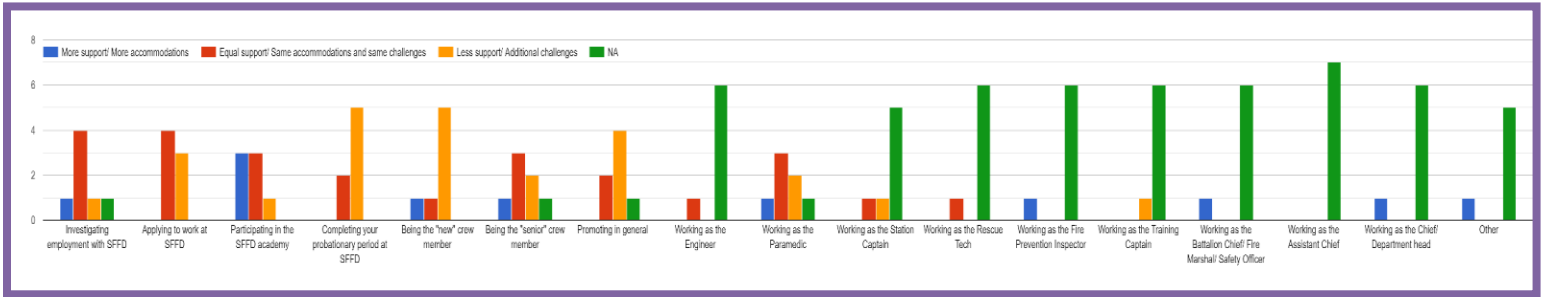
How did you leave? (if applicable, select all that apply)



How you feel like your opinion/experience/"voice" was valued in comparison to you male coworkers?

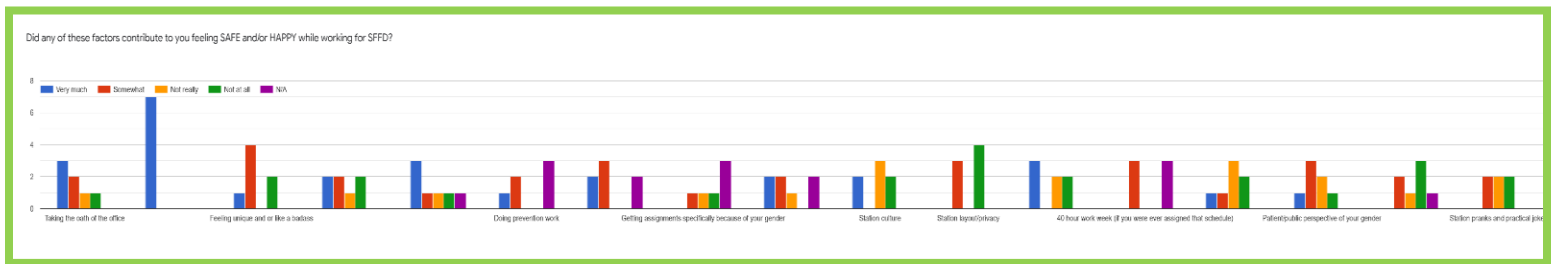


As you experienced each of these stages please share what your overall experience was/is regarding SUPPORT, as you perceived it, in relation to your male counterparts in each position.



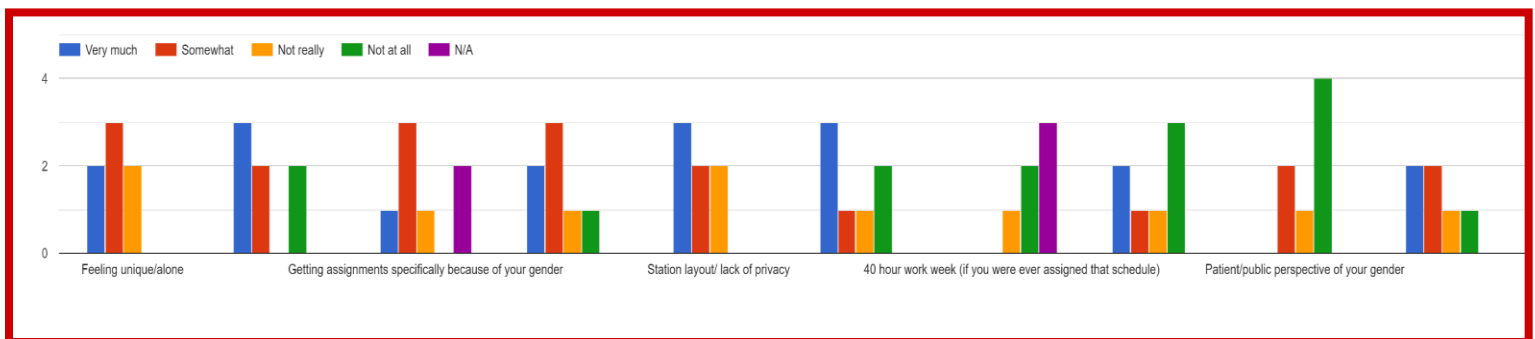
In general, respondents felt less supported than their male coworkers throughout the majority of their careers, save the beginnings (recruitment and academy) and end (in executive leadership).

Did any of these factors contribute to you feeling SAFE and/or HAPPY while working for SFFD?



In general, respondents feel most positively about responding to 911 calls, and additionally recognized taking the oath of office and teaching and attending trainings and conferences as positive experiences.

Did any of these factors contribute to you feeling UNSafe, UNhappy, alone, or like you didn't belong while working for SFFD?



In general, respondents were most likely to feel negatively about station culture, lack of clear protective policy language, and in seeming to be alone or unique.

Narrative Responses:

Life is full of ups and downs and we begin and end employment for many reasons. For the purposes of this survey, we're curious about what role your gender played in any of these decisions. If so and you don't mind sharing more, please do so here:

- Still here and happy about it :)
- None/ I moved to be closer to family
- My gender and stature have been questioned and criticized from the time I applied to the fire department to the day I retired.
- I felt my gender certainly placed me at a disadvantage. I recognize also that my personality is divergent. I'm non-competitive (which does not play well at the academy), I eat mostly vegetarian (which is unpopular at the station), I do my best to stay busy during traditional work hours (which hurts camaraderie when most folks are watching TV), and I really don't like doing plaza cruises with government equipment or accepting free food and drink from small business owners in town (which gives the impression I'm not a team player).
- In 1990, I was working as a waitress in downtown Santa Fe when a woman was raped in a parking lot across the street. I waited with her until the paramedics came and she kept looking at me. That is when I got the idea of wondering if there were any female paramedics. I tested for battalion chief but did not get the position. In retrospect now I am glad because 3-5 more years in that position would have probably left me depressed. I am proud that I ended my career as an active member of the field crew.
- I began employment with excitement and intent on a full career. In time, my life circumstances changed; I was married and became pregnant. I was concerned about my status within the department should I have stayed on during pregnancy/maternity leave. Working within the Fire Department was not guaranteed as I understood, only working within the City. In retrospect, now that I am a lot older, I should have voiced my concerns and gotten feedback from multiple sources. For some people this would have been natural, however, for some people this thinking comes with maturity.

If you'd like, please share an example of an experience you had while employed by SFFD that exemplifies a "GOOD"/SAFE/POSITIVE part of your employment:

- We regularly have fire ground trainings where everyone is treated as equals and valued. Everyone participates and no one is ridiculed. As a medic I was always treated as an equal. The only time my Captain made adjustments was when I first announced I was pregnant. I knew at that time that it was best I go on light duty so as not to make the crew uncomfortable and unsafe.
- I feel like I had to work harder to prove myself but I was for the most part surrounded by good people.
- As a new Paramedic, I was assigned to a supportive and friendly crew. We shared similar interests and enjoyed our shifts. We laughed a lot and actually got a complaint from the Chief stating that a member of the community had called to report that while driving emergency traffic we were seen laughing. The Captain was a Paramedic and was a constant non judgmental mentor. I learned a lot from that crew and truly enjoyed going to work.
- There were moments in 1-on-1 conversations, but those were few and far between.
- As a rookie, a prank was played on me almost every day for a year. I laughed right along with everyone. I instinctively felt it would have been much worse to be ignored. In many ways the fire department became my family because I was new in town and recently divorced.
- Much of my experience at the SFFD was rewarding, including the closeness to colleagues, working as a team facing challenges together, the sense of running towards what others need protection from. I truly loved the work itself; both fighting fires, and medical calls/patient care. Being a bike medic and

responding to calls quickly, with my equipment on my back was especially gratifying, as well as the knowing I was representing the department as a public servant. I feel deeply connected to our community here, and being a paramedic firefighter enhanced that.

- Everyone I worked with was supportive each day and under most all circumstances. I can honestly say that I was welcomed and treated well by my co-workers and the SFFD.
- Getting to respond to 911 calls was the highlight of my time in OPS. Being part of a crew appealed to me extroverted personality, and I really felt like I was “in the zone” when we were clicking, getting things done as a team.

If you'd like, please share an example of an experience you had while employed by SFFD that exemplifies a "BAD"/UNSAFE/NEGATIVE part of your employment:

- A random anonymous letter was printed out over night and taped to the entrances of all fire stations stating how “those fat bitches, Brittany and Sheila can’t even do a pull-up. They won’t run this place”.
- I was asked by an officer why I wasn’t home taking care of my family and children. And on countless occasions I would overhear people talking about wondering if they went down in a fire would I be able to drag them out.
- The first time I felt uncomfortable sleeping at the station was in 1998, three years after I started with the fire department. I was moved to a new station and crew with people I had never worked with before. At this time there was no separate accommodations. I shared a bathroom with the entire crew and the bedroom was one room with numerous beds. The crew was tough. The Captain would not let me ride the ambulance because he had heard I only rode the ambulance and he felt I needed to prove myself on the engine. They were not friendly and it made for uncomfortable shifts. On the first cleaning weekend, I was tasked with cleaning the bathrooms. During my cleaning, the engine crew was out. I found a pile of hard core pornography magazines on the bathroom shelf. At first I blew it off. Then I could not stop thinking about it and analyzing it. It continued to bother me and I called and asked the advice of a friend on how to deal with the situation. It began to occupy my thoughts. At night I could not sleep and began sleeping in my clothes and started planning an escape in the event that I was attacked in my sleep. I started sleeping with the radio, so I could hit the emergency button if the situation arose and I ran a narrative in my mind to explain to dispatch why I was calling in as few words as possible. I eventually felt more comfortable at the station as I got to know the crew and they got to know me. I never shared my concerns and worries with anyone in the fire department. I was not assigned to this station for very long, I was accepted into Paramedic School. This changed my schedule again and I was moved into a float pool.
- Racist remarks toward Oliphant during training, males monopolizing all the available restrooms (the women’s room is really for engineers), when my gear was thrown in the rafters at station 3, trying to sleep and worrying about what guys were talking about doing to scare me (as they said they would), Chief Babcock telling me I miss too much time for military service (essentially threatening my ability to advance in the department, which is also illegal).
- As a rookie, I was stationed at station 1 where there was only one bathroom. One day the engineer called me into the bathroom and pointed into the toilet where there was a drop of blood (I was on my period). "Never let this happen again" he said. Another firefighter had a problem with me nursing my baby and the captain sent us to EAP. The captain determined it was a personality conflict. As captain, one evening, we were having dinner when the chief came upstairs. I was talking about a sea kayak trip I took where we were all women. "I'm surprised no one was killed" he said. I was angry and followed him down stairs, I asked him if it would have been different if we were all African American. In a PADP with my battalion chief, I was docked for my voice on the radio. He told me to speak in a deeper voice. I tried and felt ridiculous.
- Specific experiences of harassment and abuse too sensitive and personal to share here

- The Academy was really tough on me. Even though I was probably perceived to be getting “more” “support” than the males in my class. I left feeling like my gender was an obstacle both on 911 calls (as in “I hope I can accomplish this task even though I’m female”) and at the station (as in “I hope I can be liked even though I’m female”). It took years of patients telling me “I’m so glad to see a woman here” and a few coworkers who told me that they valued my diverse demographic in order for me not to wish that I was the last female ever hired at SFFD. Seriously, probably the first 6 years I worked here I hoped every hiring that we wouldn’t hire another female. Now I feel like that was flawed thinking. Reflecting over the years, it feels like the academy really altered me, biologically, physically, and or neurologically. I used to fall asleep and stay asleep easily, and be a “deep sleeper.” When I worked private ambulance, I was one of those ones we all know about who would occasionally sleep through calls, only to have my partner pull the ambulance up to the bedroom window and wake me up. I was also known for being able to nap anywhere, including on the way to calls (if I wasn’t driving!). Since starting employment at SFFD, I could count on one hand the number of naps I’ve taken at work, not counting the unintentional times I fell asleep in the passenger’s seat of the ambulance with my hands on the keyboard writing charts. I never missed a call in the 8 years I was on the med, and in fact instead found myself waking at every small noise. It feels like I’m a different person, physically, now. I also haven’t been very open about the toll that “being a female firefighter” took on me physically. This manifested over the years in a few ways. I am naturally a medium frame person. When I started working at SFFD I realized that the best way for me to gain easy social capital was to work out as much as possible to add muscle and lose fat. About 5 years in, I got to the point I was only intermittently menstruating, and by the time I wanted to try to conceive (around that same time), I was also extremely hormonally imbalanced (incidentally, too much testosterone was one of my imbalances). Once my hormones were corrected and we were still unable to conceive, my doctor narrowed the problem down to poor quality ova, and as we investigated causes, he whittled it down to most likely because of an “exposure at work.” This is an example of something men don’t have to worry about.

Would you like to elaborate on any of your answers above, or fill in what we missed (when asking about happy or safe experiences)?

- I worked under Deluzio and Lardy and thought they did a pretty good job. Gender differences in the fire service is an on going issue . I’ve noticed there are two types of women that come in, ones that want to have people make accommodations for them and be treated differently and ones that just want to do the job and do it as much as they can with their male counterparts. I personally did not have that much trouble because I was very open with my crew
- I had an additional challenge of “outranking” most military members from the department while they outranked me in the fire hierarchy, so I think some used that as a point of contention/way of taking out frustrations from their time in service.
- With every new position I attained, I endured hazing. The only reason I attempted to promote to captain was that I witnessed what the men were doing and thought that I could do better. After working with a certain crew, I was able to be a part of the team or lead the team. This told me that even though the rest of the department openly criticized me, my crew was happy with me. This was very important to me.

Would you like to elaborate on any of your answers above, or fill in what we missed (when asking about unhappy or unsafe experiences)?

- This career he been good to me. I've always felt safe and 95% of the time I feel respected, though sometimes I can tell the guys are more likely to call me by my first name and see me as less of an authority figure (I'm a station captain). I've not had anyone disobey orders, but I do feel they treat me more casually than my male peers. Regarding lack of SOGs: I didn't like the lack of support that my fellow female firefighter came up against when trying to figure out how to nurse her new born baby while still being employed here. She did not have unreasonable requests, only that we follow federal law, yet in the end she somehow became painted as this highly demanding villain. That was NOT OK. One of the very few times I felt ashamed of SFFD.
- I was always the person that wanted to work harder to prove I could do the job but I was always open with my crew members their pictures were things in their locker did not bother me and I was very clear about things that might bother me and it seemed that we all respect each other, but I never asked to be treated differently or have special accommodations other than when I was breast-feeding which was very easy to do. As far as planking I heard horror stories from some of the women such as Linda, I did not have these types of pranks it was just joking around and I probably participated equally.
- Any job lasting 20+ years covers a big portion of your life and I look back and both cherish and cringe at my memories. I felt differently at different times because of different reasons. For example as a captain I had privacy, as a rookie I did not. I also remember the near constant spewing of sexual innuendos.
- Please see below
- I would say there were both positive and negative experiences with public and patient perspective of gender such as in life in general. People are going to be people wherever you are.

What would you like the Chief and governing body to hear?

- The Santa Fe fire Department is sick. It embraces misogyny, homophobia, bullying and laziness. The only avenue to strength is a gymnasium. People hear about what we do, the trauma we swim in and the sleep deprivation and are shocked to learn there is no support for our mental health, either on duty or with retirement. EAP is a joke whereas PTSD is not. People need sleep, if the night shifts rotated this would help. Talking about feelings should be mandatory and regular. The physical agility needs to be taken down a notch so women can do it. Because together we are stronger and the more diverse we are, the better we are able to mitigate all sorts of situations. We need a full spectrum of skills and individuals to handle our community's 911 needs-from house fires to rape victims.
- I was always having to prove I could do the job.
- I was always the person that wanted to work harder to prove I could do the job but I was always open with my crew members their pictures were things in their locker did not bother me and I was very clear about things that might bother me and it seemed that we all respect each other, but I never asked to be treated differently or have special accommodations other than when I was breast-feeding which was very easy to do. I think anyone that can meet all of the qualifications and testing should be allowed to work there regardless of gender or race. I do think the fire service in general needs to work harder to show that it is an inviting place to work for women. You should consider recruiting announcements by women either through the college or public television
- It's absolutely imperative that we improve our diversity in order to be an effective workforce. There are no two ways around it.
- I struggled with the survey as found questions and structure of answers biased, contained conflicting elements and not relevant, or representative of the challenges I experienced. For example, joking and pranks are fine, but cruelty, sexual harassment and a culture that is unaccountable more an issue. Accommodations weren't anything I expected or needed, but lack of respect, professionalism and having a toxic hostile environment more of impediment to my ability to get the job done. That included certain

men refusing my directives on medical calls, if they didn't feel the patient deserving enough. In terms of whether I felt safe or happy, my safety was related to trust in my crew and was compromised not by the situations I was put into, and had signed up for, but when certain crew members would intentionally put my safety at risk in order to attempt to drive me out of the department as they were uncomfortable working with women. A sense of happiness, is a great by product of doing a good job, but I was more concerned and focused on my effectiveness as a firefighter and medic and that patient care and public service wasn't the primary focus. I was disappointed and dismayed that leadership wasn't accountable or active in creating a positive service oriented culture, and would expect an environment of zero tolerance for racism, bullying, normalized sexism, harassment or cruelty. In addition to the hostility and aggression I sometimes experienced, I also witnessed a lot of overt abuse towards others due to their race, lgbt status in addition to gender, but it was clear that the environment would punish and ostracize those that spoke out. It was also made clear that as a woman, I should just be grateful to be there, and do my best to "be one of the guys" or there would be a price to pay. The prevailing philosophy being that a female firefighter should do the job as a male would, rather than as a competent female, to the degree that it was normalized by other women. There was nothing physically in the job that I found particularly hard, other than the sleep deprivation, but accepted that as an aspect of the work. In fact even though I was often underestimated as a woman, which really didn't bother me and expected to have to prove myself, I was much fitter and stronger than many of my counterparts. What I wasn't ok with, and drove me out was the cruelty, aggression, bullying, verbal attacks, and juvenile environment of some stations, with no clear accountability or leadership. The culture of the department impacts the ethos towards the community and patient care, and it was disappointingly lacking in some stations. I treasure much of the experience in the Santa Fe fire dept, was proud to wear the uniform and serve, and truly considered many of my colleagues my brothers and sisters and am close to them still, but believe with culture progress, adaptability to change and a leadership of excellence, the SFFD can truly achieve being the proud model institution it can be.

- I was hoping the fire department would have offered a place where teamwork and service went hand-in-hand. Instead, it felt like a college frat house, full of very unapologetic "Type A" personalities who spent decent proportions of their shifts cruising women they aren't married to. I witnessed some really frustrated people interacting inappropriately with those who might not have required emergent care, but who deserved to be treated with basic human dignity. I also made countless personal mistakes that only made my experience much, much more difficult. The guys were absolutely ruthless when I did stumble, and instead of offering any support, I was further ostracized, which was truly demoralizing. I was truly, truly miserable and isolated. There appeared to be a lack of leadership, oversight, or accountability during my entire probationary period. Not once did anyone from training engage with me and ask how things were going.
- This job takes a lady willing to make certain sacrifices. The physicality of this job should not be underestimated and one MUST be willing to spend an entire career not letting her foot off the gas. I will spend my entire career training twice as hard for half the strength gains and STILL have regular challenges completing the physical demands in bunker gear. That's the nature of the work. And I'm no weakling. Yes, we should encourage women to consider this line of work... but it no doubt deserves the right kind of candidate, no exceptions. I think it's valuable that we PREPARE interested candidates, so that they know HOW to prepare and become a good candidate. In some informal conversations with female SFFD retirees, nearly ALL of us struggled with fertility issues, hormonal imbalances and early menopause. That's perhaps something that should be talked about or studied. At least warn the new gals. I've had many calls where having a woman on scene brought a sense of calm to our patients under sensitive circumstances. Whether it was a teen girl who had been molested or a domestic violence victim, sometimes it's good to have a female medic who can respond, even if it's from another station, and by request. It makes me concerned that we don't have ANY upcoming females in the field to respond

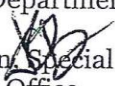
to these sensitive calls. I love this job, and I'm fortunate to feel safe every single day when I come to work. I know not everyone had that experience. I have had good crews and good leaders (except one early on in my career, but he was a harmless self absorbed knucklehead).

City of Santa Fe, New Mexico

memo

DATE: February 3, 2005


TO: Chief David Sperling
Santa Fe Fire Department

FROM: Julie C. Berman,  Special Projects Administrator
City Manager's Office

SUBJ: Santa Fe Fire Department

When I was first asked by the Human Resources (HR) Director to work with you last year, we were trying to determine if there were diversity/gender issues within the Fire Department. The incident that resulted in this assignment was a confrontation that happened between a male and female and, that was not addressed timely by the Captain assigned to their shift. The HR Director had already determined that an investigation was not needed, but she did not rule out the need for diversity training.

After meeting several times, we agreed upon a protocol for my involvement which focused on interviewing all of the Chiefs, Battalion Chiefs, and Captains and administering a questionnaire on diversity/gender.

Early on in the interview process, it became apparent that your supervisors did not feel there were diversity/gender issues, but rather they felt there were other issues in the department that were affecting the day-to-day operation. 

The original report submitted to the City Attorney did not differentiate between the original reason for the assessment as well as the other concerns raised by the 23 individuals interviewed. Rather, it was recommended that two different documents be created so as not to confuse diversity/gender issues and the findings related to management.

Because not every employee was interviewed, what is being presented as management concerns represent information that your department supervisors identified as being areas needing your attention. To assist you and your Assistant Chiefs, I have taken their concerns and have provided for your review, recommendations that you and the Assistant Chiefs might consider implementing.

Chief, the three of you have a great opportunity to address some of these issues and I know that if you choose to concentrate on making some changes, the department as a whole will be the benefactor. Please note as you review this report, that some of these issues have already been addressed. I know in particular your SOGs are in place and if they are being enforced by your supervisors, you should expect more consistency and accountability against these agreed upon standards.

Please know that I am available to meet with you and your Assistant Chiefs to discuss any of the recommendations set forth in this document.



EMS PARAMEDIC Position Description

POSITION TITLE: EMS Paramedic
AGENCY DIVISION: Operations
PAYGRADE: 1P-5P
FLSA STATUS: Non-exempt
EMPLOYMENT STATUS: At-Will
REPORTS TO: Shift Officer
DATE:

JOB SUMMARY:

Paramedics respond to emergency calls as a member of the Fire Department's emergency response team to perform first aid and transport services. Additionally, they assist the public with non-emergency requests or complaints, emergency medical education, and perform minor repairs and maintenance on facilities, apparatus and equipment.

Essential Duties and Responsibilities:

Essential functions are not intended to be an exhaustive list of all responsibilities, duties and skills. They are intended to be accurate summaries of what the job classification involves and what is required to perform it. Employees are responsible for all other duties as assigned.

- Provide first aid and life support needs for sick and injured persons. Administer, manage and control patient care, at the ALS level, on an emergency medical scene and during transport until patient care is transferred to someone of equal or higher medical certification.
- Required to transfer, lift and move patients while employing safety and lifting techniques.
- Respond to emergent and non-emergent requests for assistance concerning fire, accidents, hazardous materials, rescue, injury and illness, emergency medical prevention activities and firefighter support activities.
- Performs on fire ground consistent with training in non-immediate danger which may include; laying of hose lines, operating nozzle, connecting to hydrants, establishing rehab station, managing staging area, managing traffic, assisting command, utilizing fire extinguishers, utilizing hand tools, and performing other actions to assist fire ground operations as assigned.
- Participates in drills and training evolutions as directed.
- Takes proper safety precautions.
- Oversee medical equipment and ensure proper amounts of medical supplies, inventory, ordering, medications and development of related EMS policy/procedures. Accountability for controlled medications per EMS policy/procedures.
- Provide apparatus checks on ambulance.
- Provide budget oversight and input related to the current EMS service model.
- Maintain knowledge of compliance with all rules, policies and procedures of the District.

EXCELLENCE

INTEGRITY

LOYALTY

RESPECT

SERVICE



- Consistently promotes professional image with job performance.
- Interact and cooperate in a positive and professional manner with all personnel and customers of the Fire District.
- Functions as an integral component of a team.
- Understands and follow detailed oral and written instructions of superior officers.
- Clearly and concisely communicate, both verbally and in writing, information necessary to successfully conduct all duties and responsibilities.
- Develop and deliver EMS training to include continuing education.
- Participates in community outreach.
- Provide research and development for EMS related services.
- Establish and maintain EMS Quality Assurance/Quality Improvement for all EMS related functions including reporting and billing as assigned.
- Complete necessary forms, records and reports medical reports, equipment records, and others.
- Follows established district policies and procedures.
- Leads, guides or assists in the training of lower level technicians and/or students.
- Participate in fire training activities, including firefighting support in non-immediate danger life and health environments, disaster response, emergency medicine, and other related areas.
- Take proper safety precautions, anticipate unsafe circumstances, and act accordingly to prevent accidents. Responsible for safety of self, others, materials and equipment. Use all safety equipment.
- Operate a motor vehicle.
- Operates ambulance or other apparatus as assigned with due regard for crew, patient and public safety.
- Follows all motor vehicle laws for the state of Colorado.
- Drive assigned apparatus on emergency calls to level trained
- Perform routine building and grounds maintenance and custodial work at the fire station
- Maintain current required certifications.
- Subject to callback or holdover

SUPERVISION RECEIVED AND EXERCISED:

The Paramedic works under the guidance of the Company Officer and department Battalion/Division Chiefs.

EDUCATION AND EXPERIENCE REQUIREMENTS:

- High School Diploma or G.E.D.
- Hold and maintain a valid Colorado Driver's License.
- Hold and maintain a CDPHE EMT-Paramedic, ACLS, PALS, and CPR certification (minimum).
- Possess ICS-100, ICS-200 ICS 700, ICS 800, within 6 months of hire.

EXCELLENCE

INTEGRITY

LOYALTY

RESPECT

SERVICE



- Hold and maintain CDFPC Driver/Operator Utility or equivalent within 6 months of hire.

KNOWLEDGE, SKILLS AND ABILITIES:

- Thorough knowledge of emergency medical services, local ems protocols, record keeping and department administration.
- Proficiency in advanced life support procedures.
- Able to apply policies, rules, regulations and standards of guidelines of the District.
- Possess strong communication skills to include clear oral and written communications.
- Ability to read, write, speak and understand English language at a level adequate to perform the position.
- Ability to problem solve and practice conflict resolution.
- Perform ethical conduct
- Team work oriented.
- Strong public relations and customer service skills, to include interactions with other agencies, co-workers, and the public in both routine and emergency settings.
- Develop and maintain productive relationships with officials, community groups, advisory boards, the news media, and the public.
- Perform the technical aspects of assigned specialty.
- Provide instruction to civic groups, school children and others regarding emergency medical services and prevention.
- Prepare displays, teaching materials and make oral presentations.
- Operate assigned equipment required to perform specific tasks.
- Read, interpret, apply and explain rules, regulations, policies and procedures.
- Work independently with little or no supervision.
- Work courteously and tactfully with customers and employees.
- Take proper safety precautions, anticipate unsafe circumstances, and act accordingly to prevent accidents. Responsible for safety of self, others, materials and equipment. Use all safety equipment and wear appropriate Personal Protective Equipment.
- Identify potential medical hazards.
- Ability to read and convey directions from maps.
- Knowledge of district streets and boundaries.
- Knowledge of incident command system.
- Ability to operate within National Incident Management System and work in a command structure.
- Operate assigned equipment required to perform specific tasks to include wireless communication devices.
- Ability to mentally and emotionally cope with emergencies that may result in loss of human life, severe traumatic injuries and psychological crisis in a calm and empathetic manner.
- Ability to meet medical and physical requirements set forth by the District to perform full duties without restrictions.
- Maintain current required certifications.

EXCELLENCE INTEGRITY LOYALTY RESPECT SERVICE



PHYSICAL DEMANDS:

Duties may require an employee to work under extreme weather conditions and in environmental conditions of work site and may be exposed to hazardous work environments and personal danger during the day and night shifts. Exposures may include, but are not limited to extreme heat or cold, rain, snow, ice, pollutants, odors and fluids. Work may also be performed in an office setting. Individual is exposed to hearing alarms and hazards associated with fighting fires and rendering emergency medical assistance. Position requires the individual to work under various physically demanding conditions and requires the individual to maintain adequate conditioning and abilities. The physical demands and work environment described must be met by an employee to perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

-
- Employee required to work 48 hours and up to 72 hours.
- Employee will be expected to perform essential job functions despite fatigue resulting from shift work.
- This position requires work in a variety of locations and conditions, including but not limited to, the fire station and other similar work areas as well as emergency scenes of every type.
- Strenuous physical activity under extreme adverse conditions will be required periodically.
- Sufficient personal mobility and physical reflexes, with or without reasonable accommodations, which permits the employee to perform all duties involved in protecting life and property
- This position requires standing, balancing, running, walking, sitting, kneeling, stooping, bending, lifting, squatting, pushing, pulling, crawling, jumping, sliding, climbing, pinching, gripping, digging, spraying, reaching over head, reaching away from the body and repetitive motion.
- Requires operation of foot control while frequently driving.
- Requires assessing, moving victims of accident scenes(multiple times per response) while performing emergency medical procedures and combat duties.
- Requires ability to push, pull and drag gurneys, cots, hospital beds, hoses, debris at fire scene, vehicle doors, building doors and brooms.
- Sufficient vision and other powers of observation, with or without reasonable accommodation, which permits the employee to effectively operate at a fire or related emergency scene
- Vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception, and the ability to adjust focus.
- Sufficient manual dexterity with or without reasonable accommodation, which permits the employee to operate equipment.

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TRI-LAKES MONUMENT FIRE PROTECTION DISTRICT
16055 Old Forest Point, Suite 103
Monument, CO 80132
POSITION DESCRIPTION



- The employee may be required to push, pull, lift, and/or carry up to 100 pounds and drag excess of 200 lbs. for a 50 ft distance.
- Lifting and carrying ventilation kits, tactical uniform, life Pak, drug kits, drug ventilation kit for tactical assignments of a variety of weights to include dry hose, ladders, fire extinguishers.
- Amount of weight lifted vary per situation.
- Work may result in exposure to high noise levels requiring the wearing of hearing protection.
- Sufficient clarity of speech and hearing and other communication capabilities, with or without reasonable accommodation, which permits the employee to communicate effectively, including during emergency situations which may involve a high degree of noise
- This position demands frequent use of sensory activities such as talking, seeing, hearing, smelling, feeling (identifying objects by touch), depth perception and color vision.
- Must be able to recall, process and apply detailed and complex emergency response protocols and guidelines.
- Adapt quickly to changing priorities and tasks when time sensitive.
- Occasionally sitting for long periods of time while riding in vehicles, completing paperwork.
- The employee may be required to work in high, precarious places, near moving mechanical parts, near fumes, airborne particles, and/or toxic or caustic chemicals, near risk of electrical shock and/or vibration.
- Work may result in exposure to infectious diseases or illness, such as Hepatitis A, B, or C, HIV, tuberculosis, small pox, etc.
- This position demands frequent use of sensory activities such as talking, seeing, hearing, smelling, feeling (identifying objects by touch), depth perception and color vision.
- This position will involve periods of high physical, mental/or emotional stress in probable traumatic situations.

This position description does not constitute an employment agreement between the employer and the employee and is subject to change by the employer as the needs of the employer and requirements of the job change. Employee signature below constitutes employee's understanding of the requirements, essential functions, and duties of the position.

Employee Name: _____ Date: _____

Employee Signature

Approved by: _____ Date: _____

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EXCELLENCE INTEGRITY LOYALTY RESPECT SERVICE