



# SBStat | Fire

2022 Quarter 2 | July 25, 2022

City of South Bend



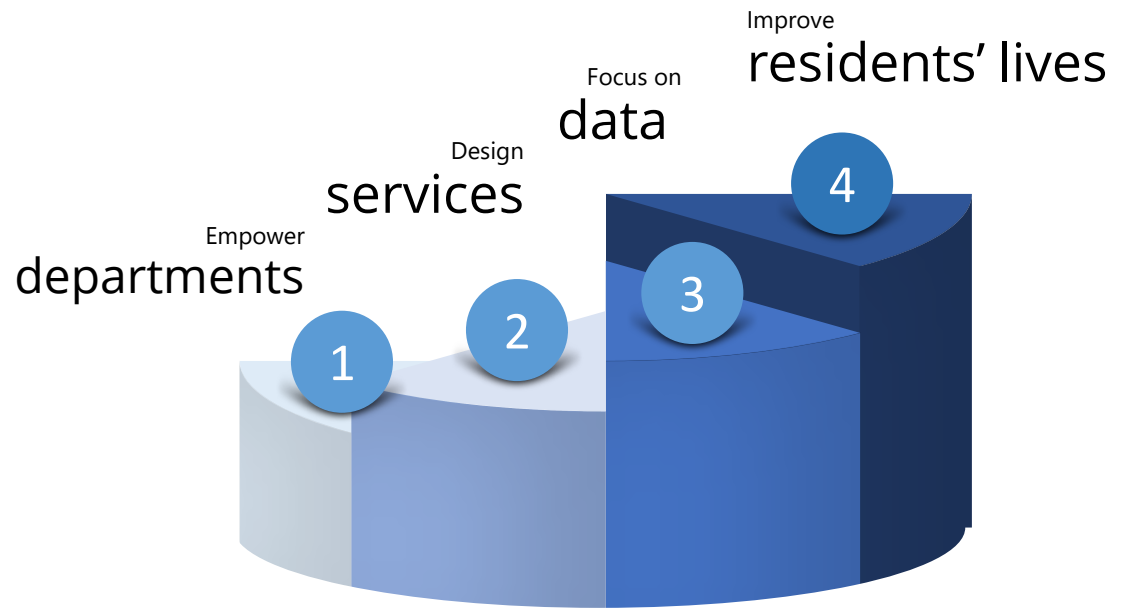
Why we're here

# Citywide Performance Management

## Our Goals:

1. Make the basics easy
2. Deliver good government
3. Invest in people and places

## Our Process:



# Today's Agenda

I. Data overview from previous Stat meeting

II. Deep-dive analysis & discussion

- Fire Recruitment Update + Performance Targets




III. Celebrating our values

# Our values at work in this meeting

Our Values	In the Administration	In the Community
EXCELLENCE	For each major area of service delivery, establish South Bend as the best in the state, and/or in the top 25% nationally, measuring and reporting progress.	Establish a path for major indicators of resident well-being to reach the status of best-in-state or top-25% nationally, including the means to measure progress.
ACCOUNTABILITY	Put residents first always, offering services at the greatest value to the taxpayer, with clear and transparent indications of how the government is using public resources.	Promote a culture of civic engagement in which we hold one another to a high standard of respect, stewardship, and support for our shared community.
INNOVATION	Deliver better services more efficiently by introducing creative approaches to government operations, questioning habit and using evidence to continually improve.	Foster a culture of innovation in South Bend's social and private sectors, seeking and developing the best ideas and practices from within and beyond our city limits.
INCLUSION	Ensure the city administration, as an employer and as a purchaser, reflects the community it serves and includes diverse voices in our decision-making and actions.	Develop a community in which everyone has an equal opportunity to thrive by expanding access and participation to all, incorporating diverse voices throughout the city.
EMPOWERMENT	Establish a work environment that enables employees to contribute richly to the administration and the community, taking pride and ownership in our work.	Support the ability of all residents to live a safe, healthy, meaningful life in South Bend, contributing as they are able and benefiting from all that our community offers.

# Fire Portfolio Summary

Status of SBStat projects in the queue for 2022

Project	Brief Description	Status
Improve diversity and culture of fire recruiting	Interventions at select stages of recruitment	
Baseline understanding of collective City opioid response	Establish baseline performance/problem definition with local opioid crisis and develop cadence on measuring progress	
Evaluate fire station infrastructure needs to improve firefighter health	Evaluate fire station infrastructure needs to improve firefighter health	

Legend



Project on schedule



Project delayed



Project cancelled



Project under consideration

# Data overview from previous Stat meeting

Summarizing data points and statistics from the past quarter related to core operations

# 2022 Q1 KPIs



## City of South Bend | Fire Operations Dashboard

Data on the Fire Department's operations, including response time and other incident-level detail

1/1/2022

3/31/2022

Data as of:  
March 31, 2022

Search by call type

All

3357

Total Incidents

6.1

Avg. Response Time

Incident Type Breakdown

Alarm

10

Fire

18

Medical

3319

Misc

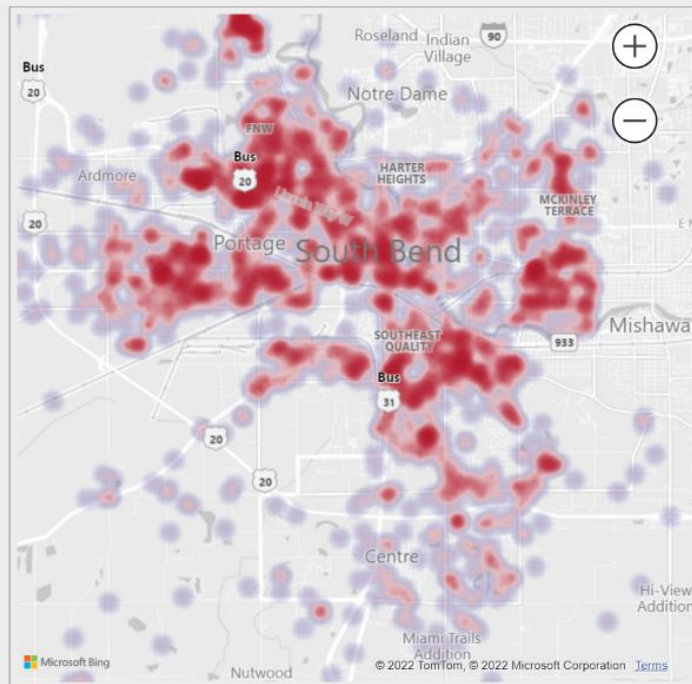
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Get data and share your feedback:

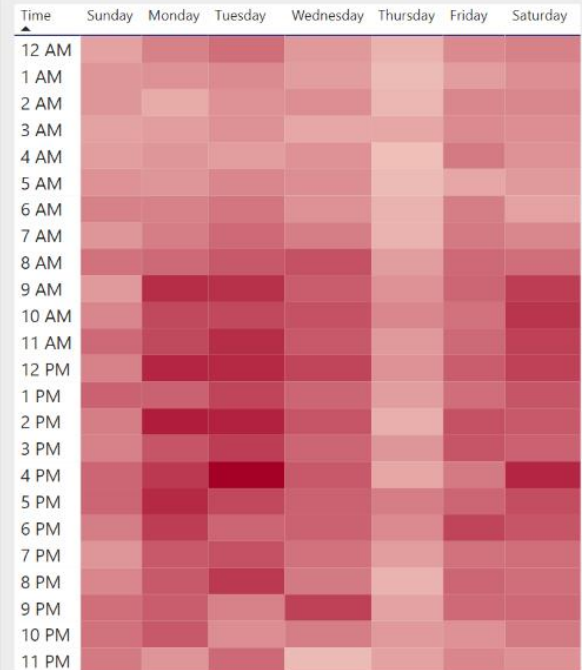
[Download the data from the City's Open Data Portal](#)

Have an idea to improve this tool? Let us know.

Incident Map



Response Hour & Weekday



# 2022 Q2 KPIs



## City of South Bend | Fire Operations Dashboard

Data on the Fire Department's operations, including response time and other incident-level detail

4/1/2022

6/30/2022

Data as of:

June 30, 2022

Search by call type

All

3197

Total Incidents

5.8

Avg. Response Time

Incident Type Breakdown

Alarm

18

Fire

29

Medical

3144

Misc

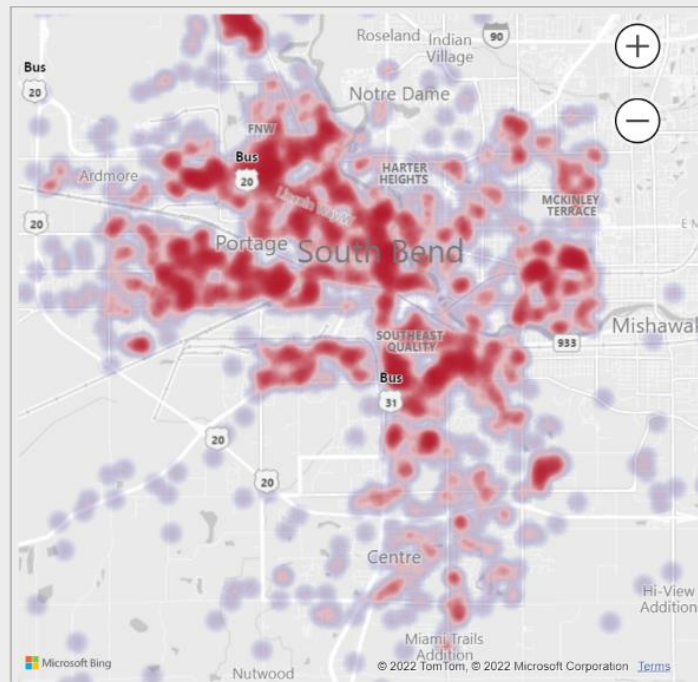
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Get data and share your feedback:

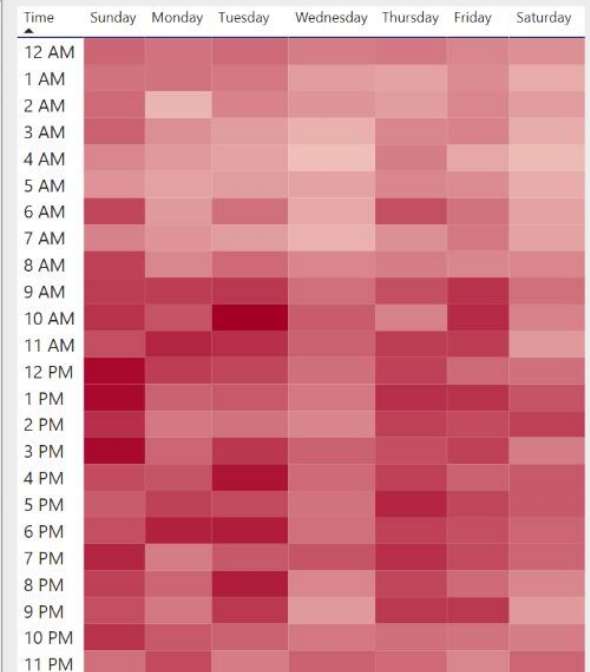
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[Have an idea to improve this tool? Let us know.](#)

Incident Map

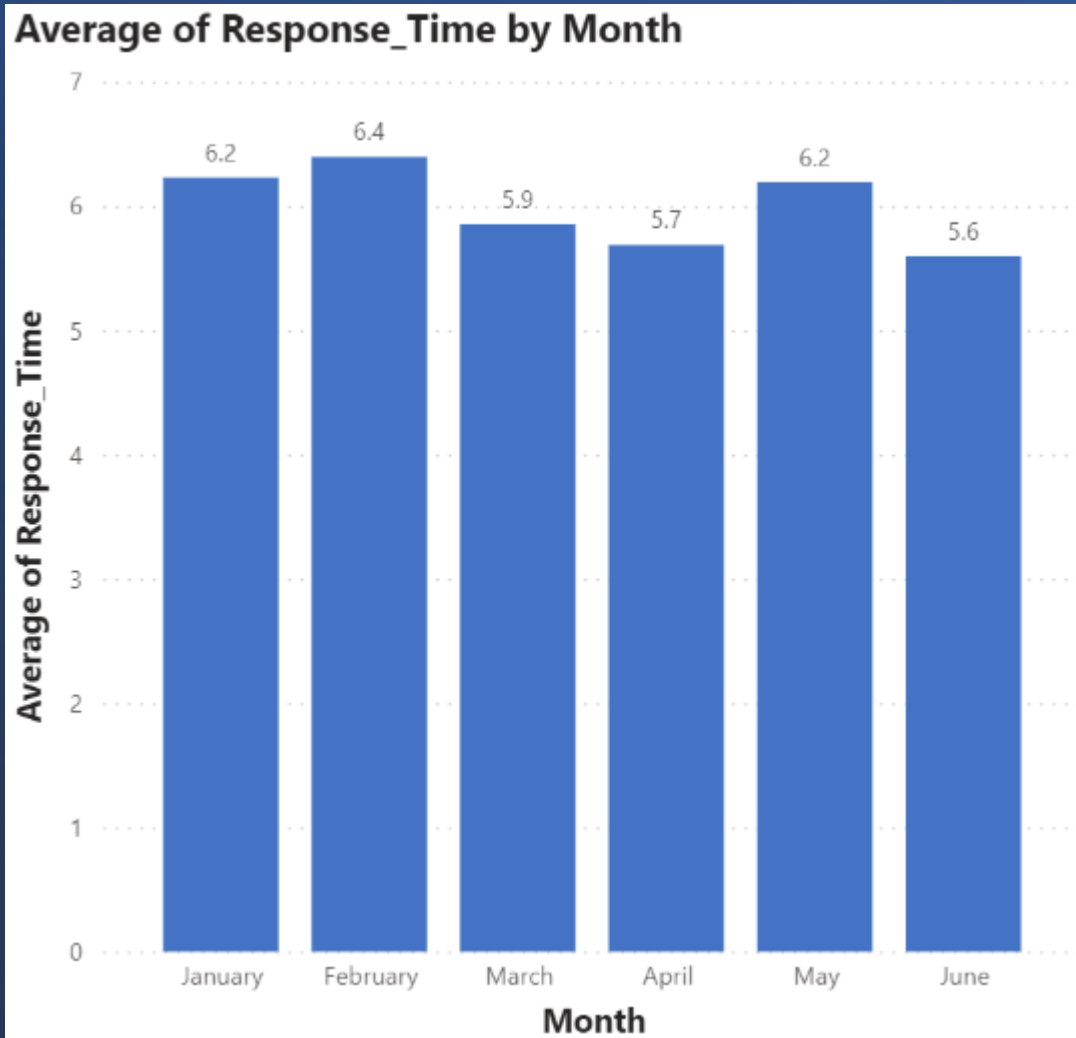


Response Hour & Weekday





# 2022 Monthly Response Time



# Deep-dive analysis & discussion

Diving deep into a few key initiatives being undertaken to improve city performance

- Fire Recruitment Update + Performance Targets



# Improving Fire Recruitment

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DEFINE THE PROBLEM AND  
ESTABLISH PERFORMANCE  
TARGETS



PROCESS IMPROVEMENT  
EFFORTS IN PROGRESS



INTERVENTIONS AND WAYS  
TO TRACK PROGRESS

## ***The Problem***

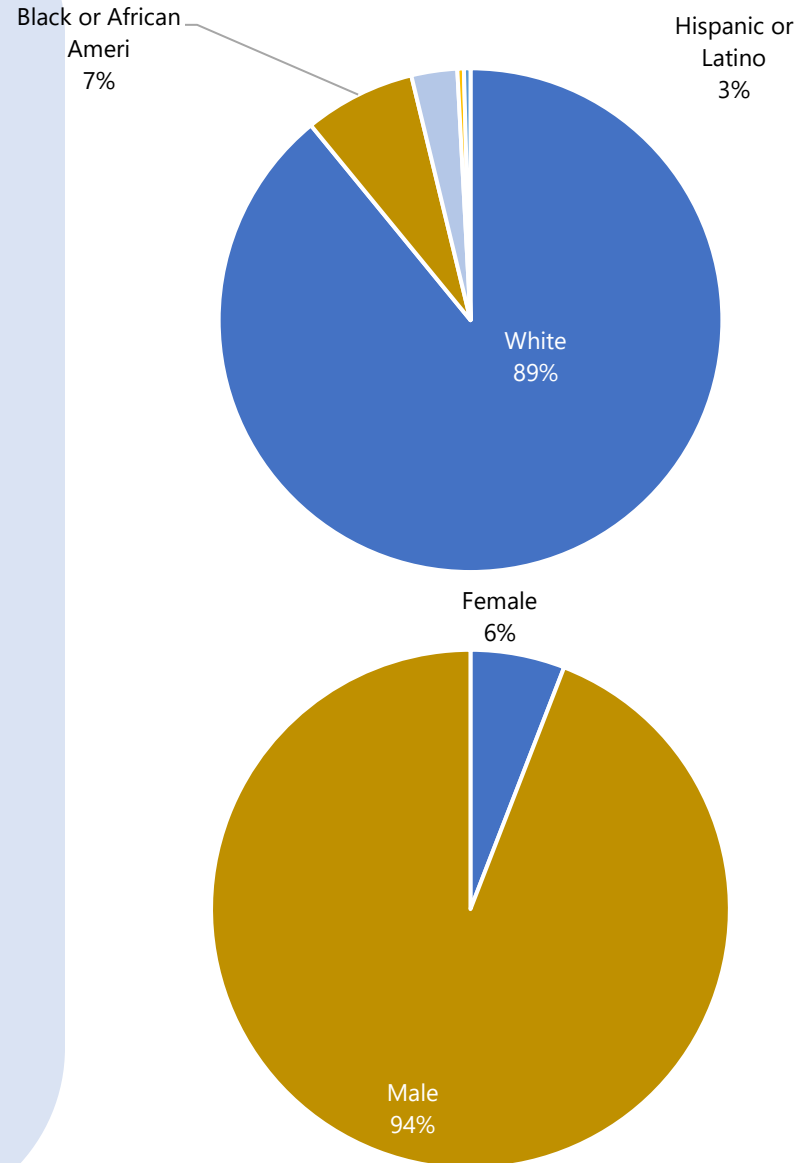
The South Bend Fire department does not match the diversity of the community.

In addition to a lack of diversity, applicants in the past have struggled with passing the written exam portion of the hiring process.

## ***Research questions***

1. How does South Bend Fire compare with other Fire departments on ethnicity? Are there minorities that we are particularly struggling with?
2. What process changes and/or strategies could be tested in South Bend to drive improvement in diversity?

South Bend Fire Department  
Ethnicity & Gender Breakdown (current)



# Improvements & possible interventions

## Already Underway

Text Reminders

Writing tutoring sessions

CTE internship Program

New testing process

Women's Fire Camp

## Basic Process Improvements

Outreach at community events

Building relationships with community; "Hometown Heroes"

Open application period + quarterly testing

Improve data pipeline for mystaffingpro

## Possible Interventions

Marketing initiative to increase minority applicant uptake

Application screening form + streamline application process

# Current State

# Current State

- **Application**

Application process occurs every other year

- **Written/behavioral assessment**

New vendor performing this part of the process (includes behavioral and situational questions)

- **Physical exam**

CPAT pass/fail timed test (stair climb, hose drag, equipment carry, ladder raise and extension, forcible entry, search, rescue, and ceiling breach and pull)

- **In-person Interview**

Conducted by the SBFDD (3 person panel consist of a chief officer, firefighter, and company officer)

- **Character background check**

This is led by Chief Roark to get additional background by searching applicants social media, group involvement, talking with neighbors, and talking with peers



**CITY OF SOUTH BEND  
FIRE DEPARTMENT**

**FIREFIGHTER  
LATERAL ENTRY**

**\$63,658/year**

**FIRST CLASS FIREFIGHTER  
STARTING SALARY**

Incentives for EMS Certification,  
Residency, Bi-lingual and Special  
Operations Assignments Available

**First Class Firefighter  
Top Step**

**\$80,608/year**

Plus excellent benefits and potential  
incentives

# Current State

- Voice Stress Analysis**

a pseudoscientific technology that aims to infer deception from stress measured in the voice conducted by SBPD

- Background check**

conducted by a third party within COSB Human Resources

- MMPI and Psychological exam**

written psychological assessment, or test, used to diagnose mental disorders

- Medical exam**

- Pension Board Approval**

- Fire recruit is accepted in academy**

- Board of Public Safety approval (sworn at the meeting by the Clerk)**

- Sworn SBFD fireman after graduating the academy**

- 1<sup>st</sup> year probation period**

SBFD requirement and must complete probation period



**CITY OF SOUTH BEND  
FIRE DEPARTMENT**

**FIREFIGHTER  
LATERAL ENTRY**

**\$63,658/year**

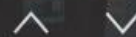
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1

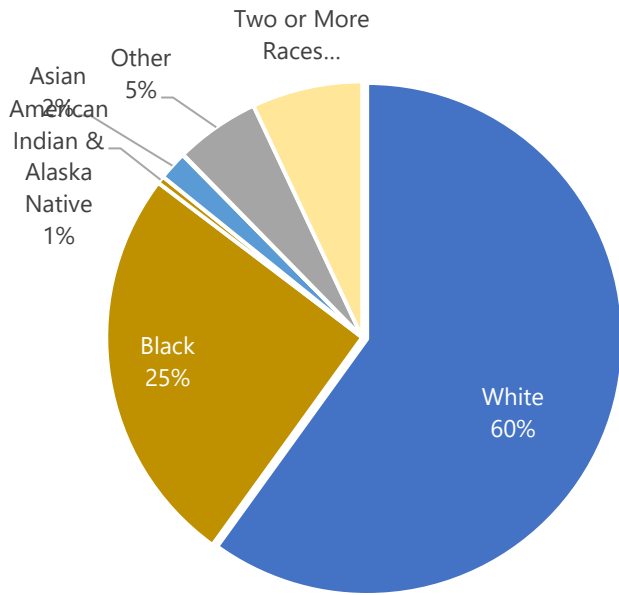
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Lat Firefighter Candidates will undergo an accelerated hiring process.

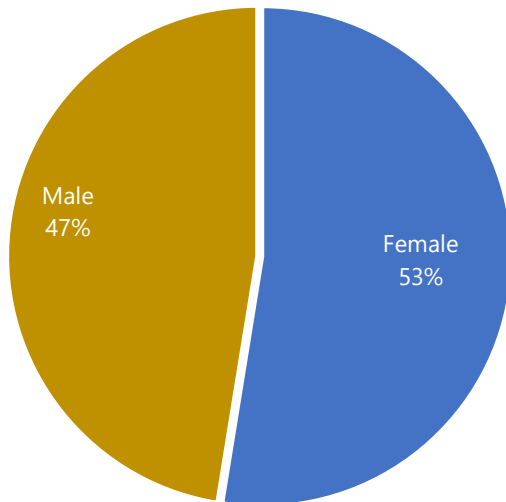


# City Demographics

## Ethnicity Breakdown (2020)

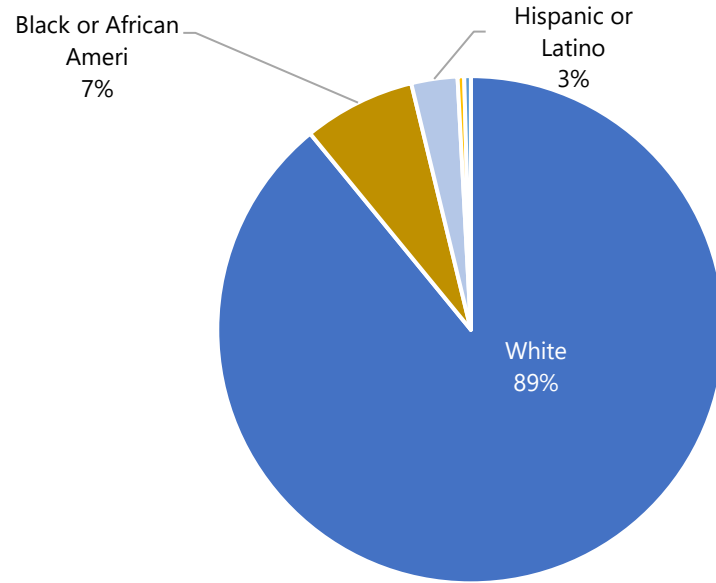


## Gender Breakdown (2020)

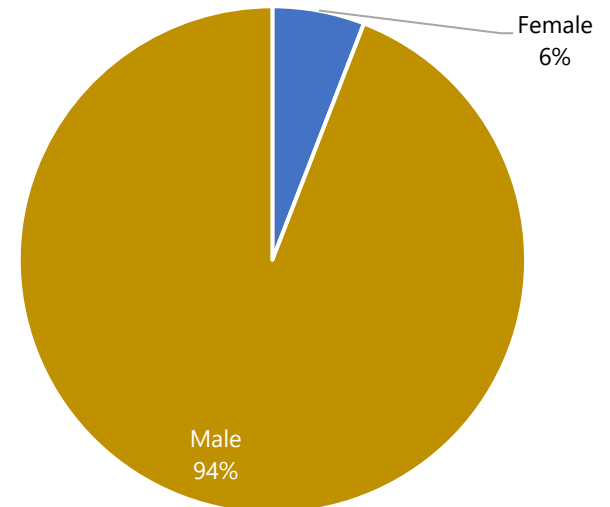


# SBFD Demographics

## Ethnicity Breakdown (2022)



## Gender Breakdown (2022)



# Performance Targets – “Match the City’s demographics”

Ethnicity	Current SBF Firefighters	City of South Bend	Performance Gap	Firefighters Needed to Close Gap
Black	7%	25%	(18%)	40
Hispanic or Latino	3%	6%	(3%)	14
Asian	1%	2%	(1%)	1
Two or More Races	1%	3%	(2%)	8

Gender	Current SBF Firefighters	City of South Bend	Performance Gap	Firefighters Needed to Close Gap
Female	6%	53%	(47%)	110

# Performance Targets – National Benchmarks

*Using national benchmarks and industry context, below are updated performance SBF D targets for the ethnicity and gender make up of the department. An area South Bend clearly trails national peers is how far behind it is in the percent of Black firefighters that make up the department.*

Ethnicity	SB Fire Gap Percentage	National Average Gap Percentage	Firefighters Needed to Close Gap
Black	(18%)	(6%)	30
Hispanic or Latino	(3%)	(5%)	-
Asian	(1%)	(5%)	-
Two or More Races	(2%)	(2%)	-

Gender	Current SBF D Firefighters	National Average	Firefighters Needed to Close Gap
Female	6%	4%	-

# Recruitment + Selection

# Applicant Trends - Ethnicity

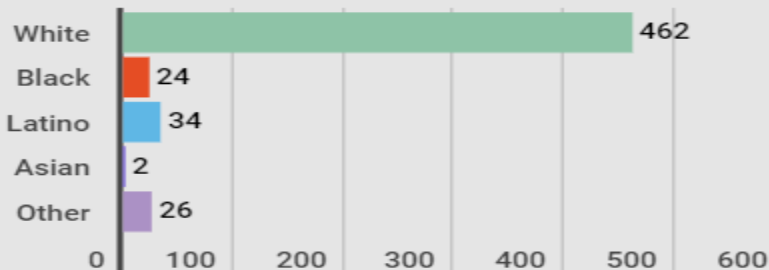
From 2012-2021

Data based on applicants who have completed the application, written exam, CPAT, and in-person interview

## Fire Recruitment Process Historical Applicant Trends With Race

From 2012-2021

Row Lables	Asian	Black	Hispanic or Latino	Other	White	Grand Total
Not Hired	2	24	34	26	462	548
Hired		7	8	4	91	110
Grand Total	2	31	42	30	553	658
% Hired	0	22%	19%	13%	16%	16%

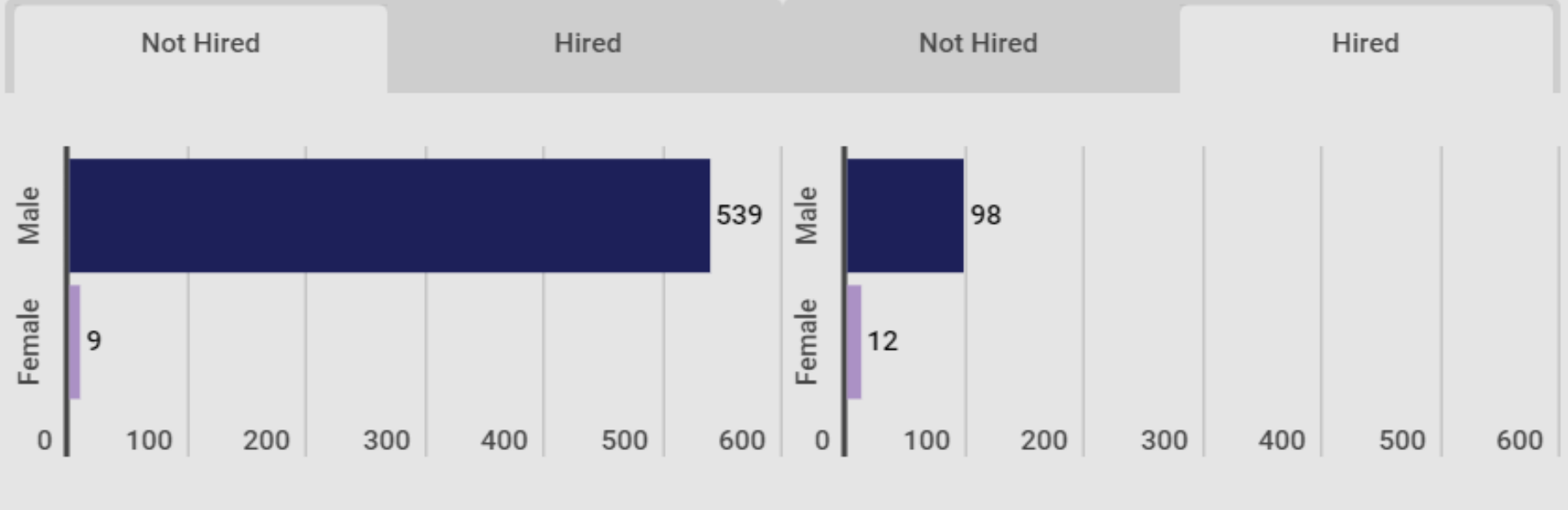


# Applicant Trends - Gender

From 2012-2021

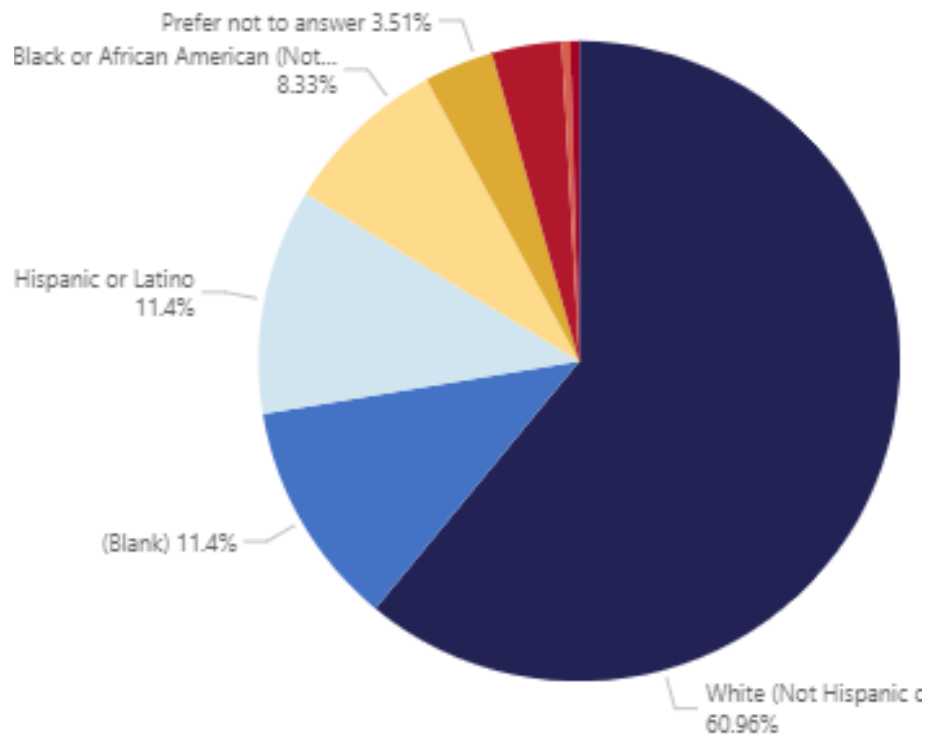
Data based on applicants who have completed the application, written exam, CPAT, and in-person interview

	Male	Female
Not Hired	539	9
Hired	98	12
Grand Total	637	21
% Hired	15%	57%

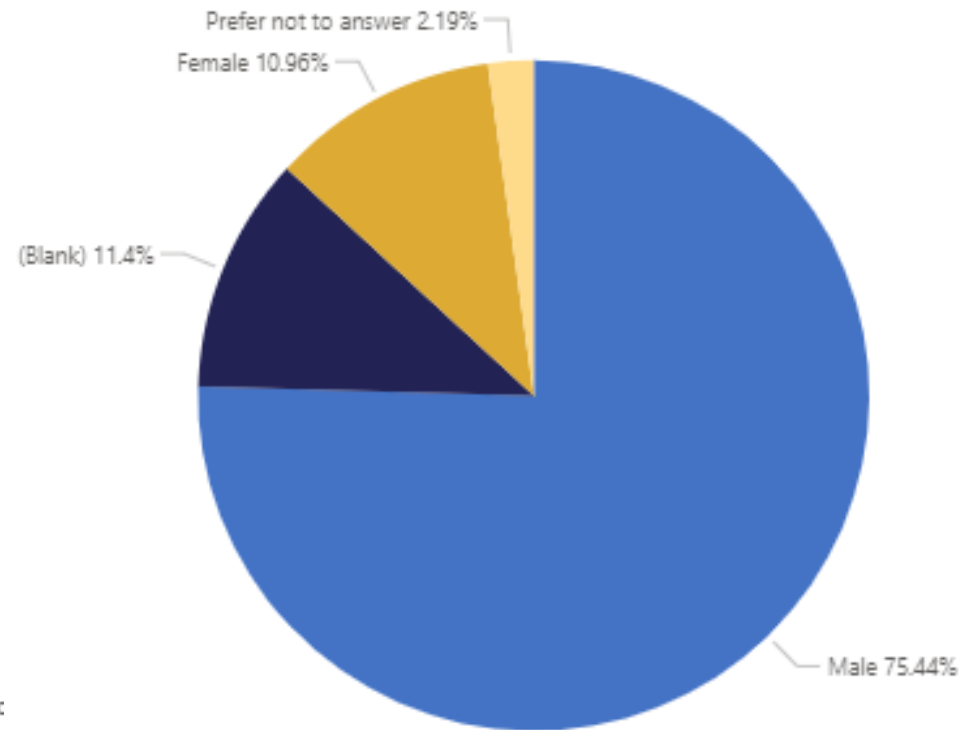


# 2022 Applicant Pool Breakdown

## Ethnicity



## Gender



## Black and Hispanic applicants have a higher rate of incomplete applications than White applicants

Ethnicity	AP - Incomplete	AP - Incomplete	Grand Total
White (Not Hispanic or Latino)	55	40%	139
Hispanic or Latino	14	54%	26
(blank)	23	96%	24
Black or African American (Not Hispanic or Latino)	16	84%	19
Two or More Races (Not Hispanic or Latino)	1	13%	8
Prefer not to answer	3	38%	8
American Indian or Alaska Native (Not Hispanic or Latino)		0%	1
Asian (Not Hispanic or Latino)		0%	1
Grand Total	112	50%	226



# Improvements & possible interventions

# Data-driven outreach at community events



## City of South Bend | Fire Recruitment Dashboard

Data on the Fire Department's operations, including response time and other incident-level detail

228

Applications Started

113

Applications Complete

### Application Method

Internet/Job Board

117

Word of Mouth

30

Employee Referral

26

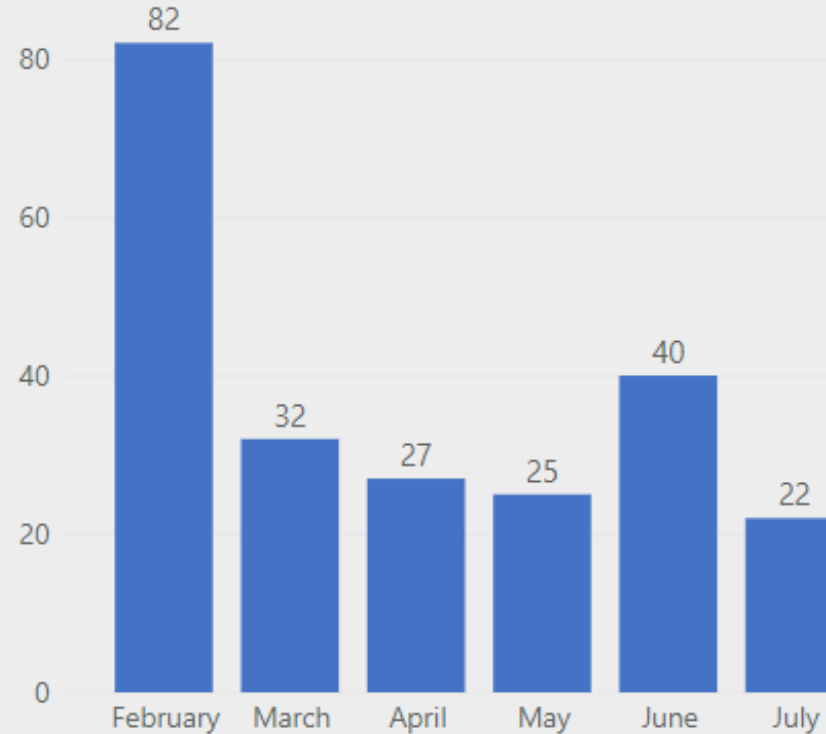
Other

23

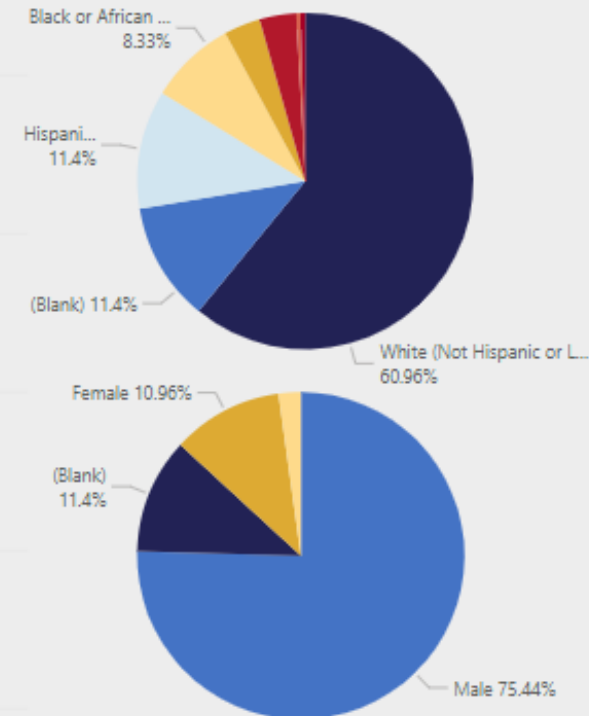
Company Website

21

### Applications over time



### Ethnicity & Gender Breakdown

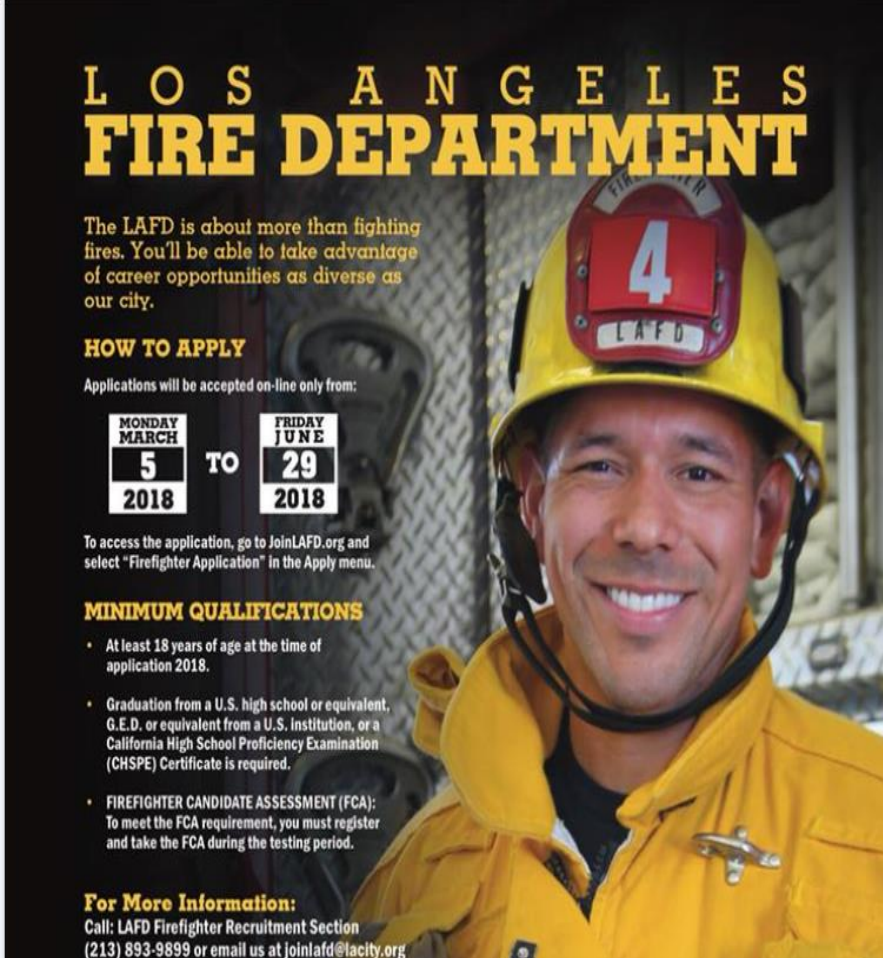


# Best Practices For Recruitment

*Los Angeles, CA Fire Department*

## Outreach to women, minorities, LGBTQ+

- Host events to help educate and prepare prospective female firefighters
- Attending women's sporting events to promote LAFD
- mentorship program for minorities throughout the hiring process
- Targets female athletes and minority valedictorians at local high schools for recruitment.



**LOS ANGELES  
FIRE DEPARTMENT**

The LAFD is about more than fighting fires. You'll be able to take advantage of career opportunities as diverse as our city.

**HOW TO APPLY**

Applications will be accepted on-line only from:

**MONDAY MARCH 5 2018** TO **FRIDAY JUNE 29 2018**

To access the application, go to [JoinLAFD.org](http://JoinLAFD.org) and select "Firefighter Application" in the Apply menu.

**MINIMUM QUALIFICATIONS**

- At least 18 years of age at the time of application 2018.
- Graduation from a U.S. high school or equivalent, G.E.D. or equivalent from a U.S. institution, or a California High School Proficiency Examination (CHSPE) Certificate is required.
- **FIREFIGHTER CANDIDATE ASSESSMENT (FCA):** To meet the FCA requirement, you must register and take the FCA during the testing period.

**For More Information:**  
Call: LAFD Firefighter Recruitment Section  
(213) 893-9899 or email us at [joinlafd@lacity.org](mailto:joinlafd@lacity.org)

# Best Practices For Recruitment

*Dayton, OH Fire Department*

- **Internal Recruiting Campaign**

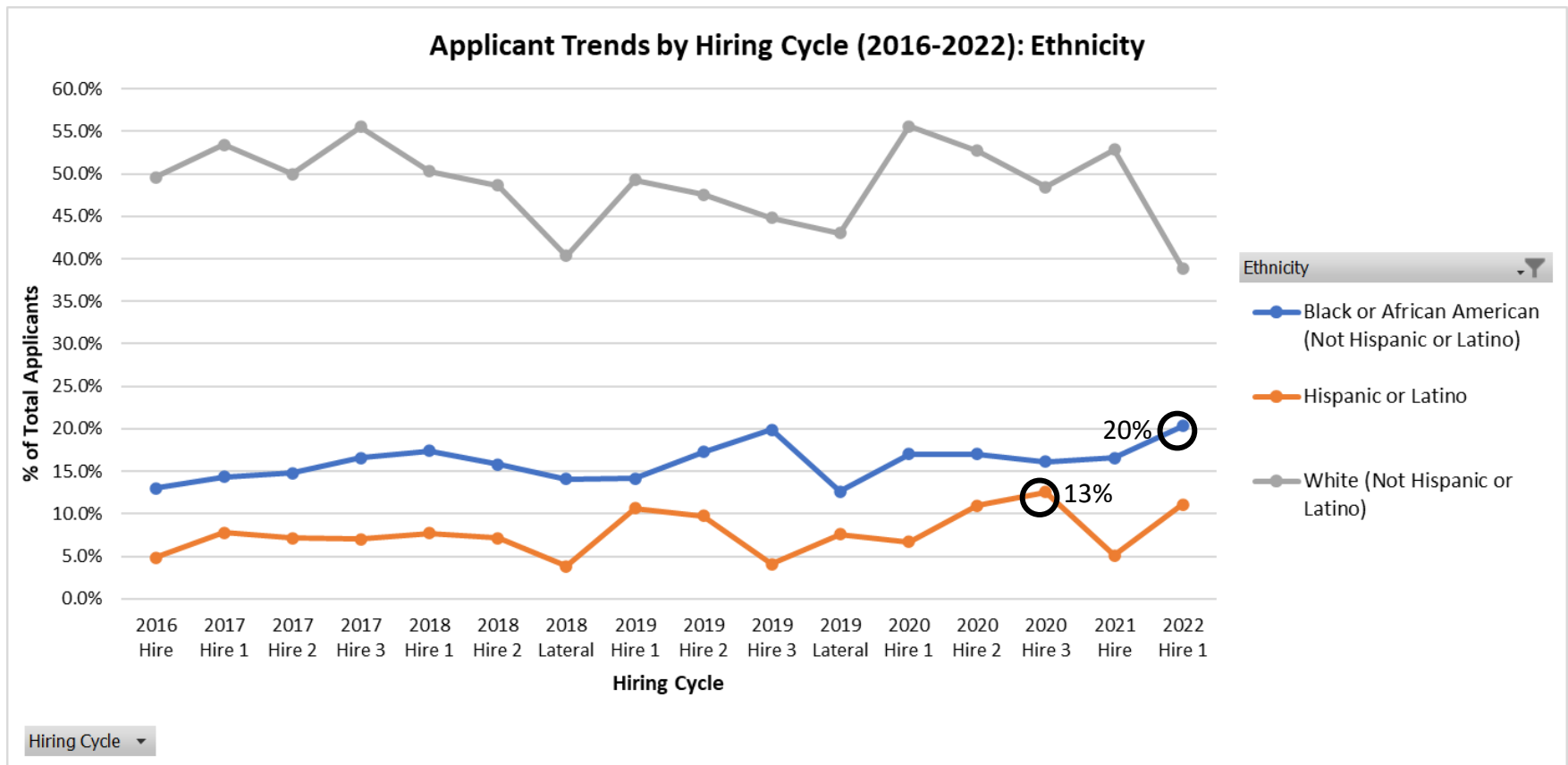
“Hometown Heroes” program is designed for city employees to pursue a career in public safety

- **Advertisement Campaign**

Billboards in minority communities.  
Radio ads on minority stations



# Some positive results seen in response to Police marketing push



# How might we make the application pool more diverse?

Observations



Actions

SBFD does not have the number of black firefighters expected based on national trends

Outreach at community events informed by recruitment dashboard

Marketing initiative to increase minority applicant uptake \*

City of Dayton Best Practice: COSB internal recruiting program

"Hometown Heroes" program is designed for city employees to pursue a career in public safety

\*Note: This initiative requires funds that are currently unavailable

# How might we increase the application completion rate for those who are in the application pool?

Observations



Actions

Applicants losing interest during 2 year hiring cycle

Open application period and quarterly testing

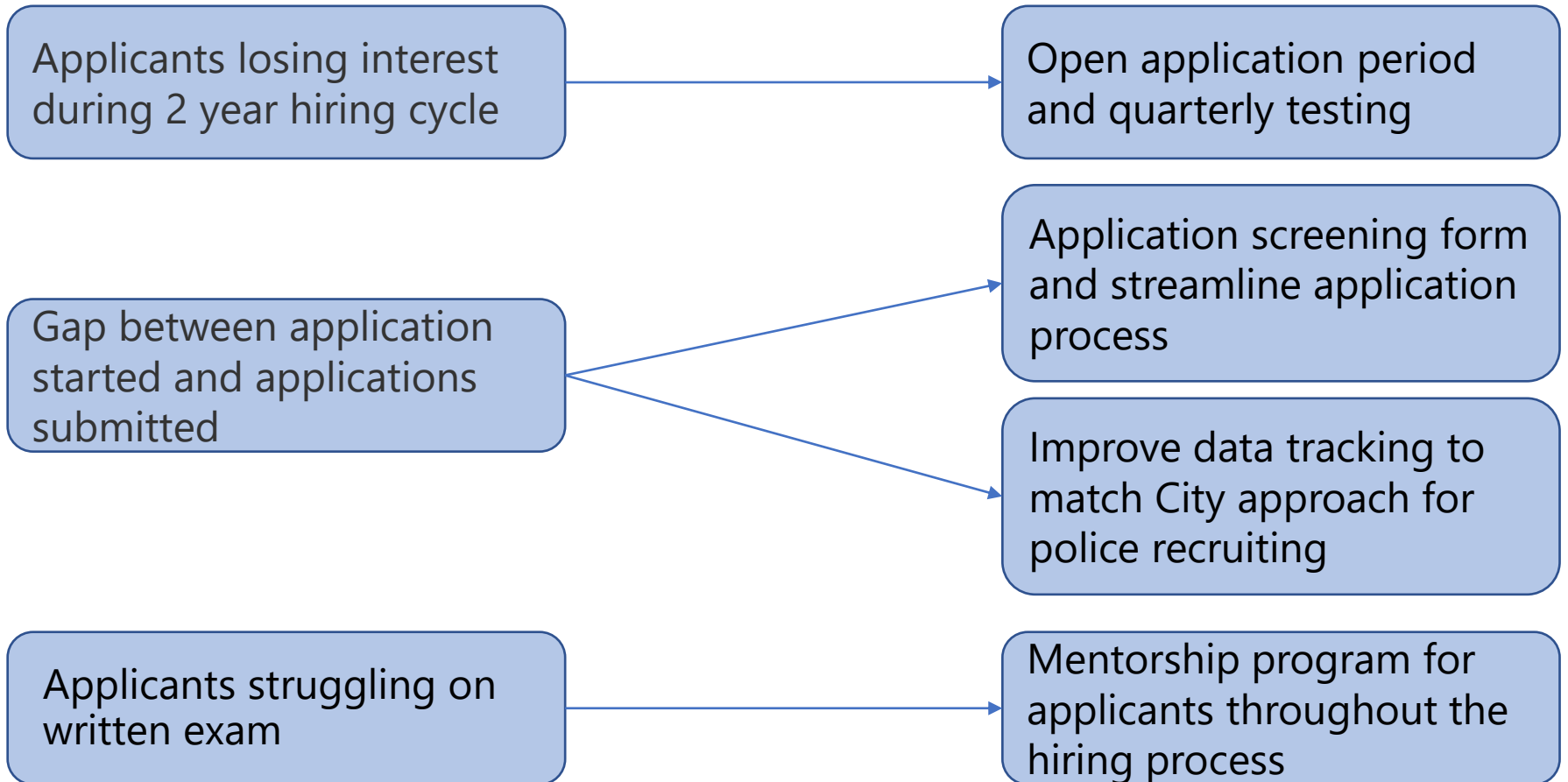
Gap between application started and applications submitted

Application screening form and streamline application process

Improve data tracking to match City approach for police recruiting

Applicants struggling on written exam

Mentorship program for applicants throughout the hiring process



# Improvements & possible interventions

## Already Underway

Text Reminders

Writing tutoring sessions

CTE internship Program

New testing process

Women's Fire Camp

## Basic Process Improvements

Outreach at community events

Building relationships with community; "Hometown Heroes"

Open application period + quarterly testing

Improve data pipeline for mystaffingpro

## Possible Interventions

Marketing initiative to increase minority applicant uptake

Application screening form + streamline application process



# Recommendations

## Do it now

Outreach at  
community events

## Do it next

Improve data  
pipeline for  
mystaffingpro

Application  
screening form  
+ streamline  
application  
process

## Do it when there's time

Open application  
period + quarterly  
testing

## Do it if there's time/interest

Building  
relationships with  
community;  
"Hometown  
Heroes"

Marketing  
initiative to  
increase minority  
applicant uptake

# Discussion questions before closing out the topic

1. How might we increase the number of minority applicants in the applicant pool?
2. What are next steps for improving data capacity in mystaffingpro?
3. Should the City consider funding a SBFD marketing campaign to minorities?

# Celebrating our values

This section highlights exemplary work happening in the City to improve performance that may otherwise go unnoticed

# Celebrating our Values





# SBStat | Fire

2022 Quarter 2 | July 25, 2022  
City of South Bend

# Appendix

# % male and female roughly the same across lateral and non-lateral

Gender	Firefighter - Lateral Entry	Firefighter Recruit	Firefighter - Lateral Entry	Firefighter Recruit	Grand Total
Female	8	16	13%	14%	24
Male	50	95	83%	83%	145
Prefer not to answer		2	0%	2%	2
(blank)	2	1	3%	1%	3
Grand Total	60	114	100%	100%	174

# Higher % of male incomplete apps than female

Gender	AP - Incomplete	AP - Incomplete	Grand Total
Female	9	36%	25
Male	77	45%	172
Prefer not to answer	3	60%	5
(blank)	23	96%	24
Grand Total	112	50%	226



Ethnicity	AP - Incomplete	AP - Not Qualified	AP - Qualified	AP - Qualified (Fire)	AP - Incomplete	AP - Not Qualified	AP - Qualified	AP - Qualified (Fire)	Grand Total
White (Not Hispanic or Latino)	55		1	83	40%	0%	1%	60%	139
Hispanic or Latino	14	1		11	54%	4%	0%	42%	26
(blank)	23		1		96%	0%	4%	0%	24
Black or African American (Not Hispanic or Latino)	16			3	84%	0%	0%	16%	19
Two or More Races (Not Hispanic or Latino)	1			7	13%	0%	0%	88%	8
Prefer not to answer	3			5	38%	0%	0%	63%	8
American Indian or Alaska Native (Not Hispanic or Latino)				1	0%	0%	0%	100%	1
Asian (Not Hispanic or Latino)				1	0%	0%	0%	100%	1
Grand Total	112	1	2	111	50%	0%	1%	49%	226

# Process Improvement Ideas

## *Chicago Fire Department Website*

- **Preparing for written exam**
  - Description of the exam with a test study provided
- **Emergency Medical Services**
  - Description of EMS training and requirements
- **Physical Exam (CPAT)**
  - Description of CPAT exam with test preparation guide include
- **Preparing for written exam**
  - Description of the exam with a test study provided
- **Chicago Fire Academy**
  - Description of the fire academy process

## Preparing to Join CFD



### Preparing for the Written Test

Candidates will need to pass a written test held by the City of Chicago prior to being hired as a member of the Chicago Fire Department. While candidates will be notified of specific topics prior to the written examination, the City of Chicago Department of Human Resources offers a preparation guide which is strongly recommended reading for any candidate:

[Preparing for City of Chicago Employment Tests: A Guide for Test-Takers](#)

### Emergency Medical Services (EMT and Paramedic) Training

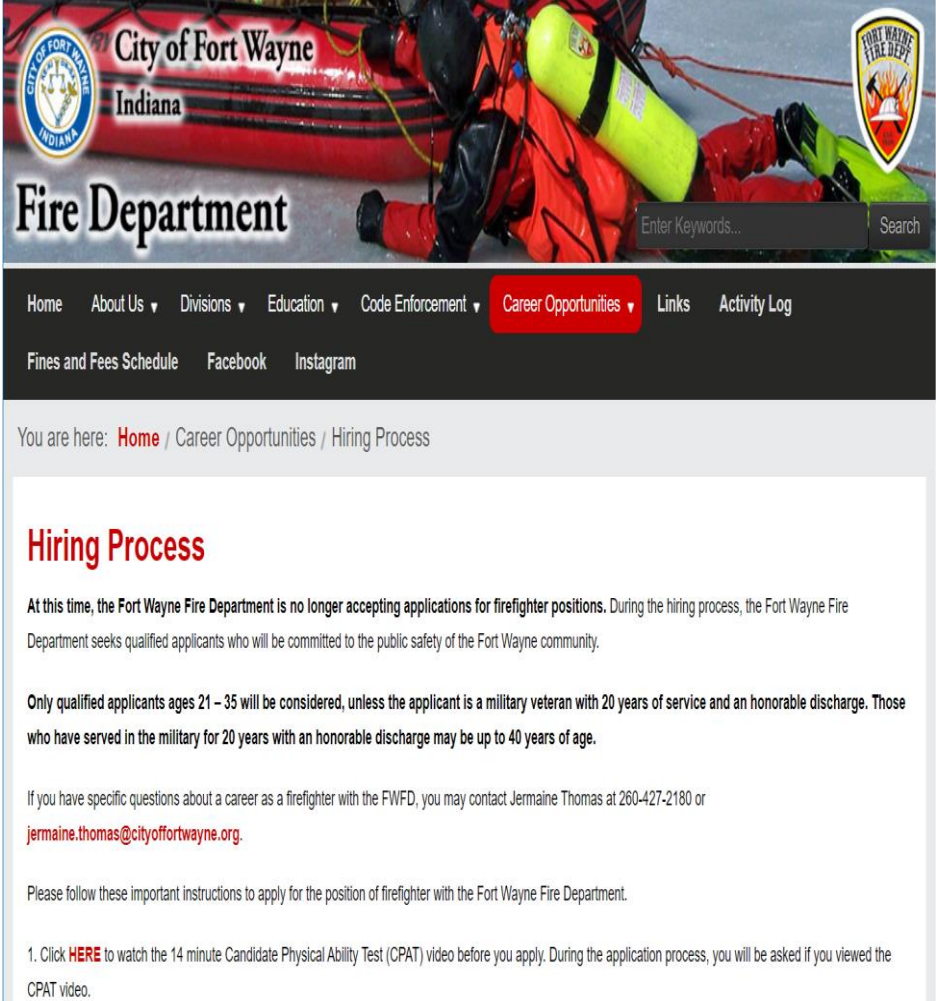
Emergency Medical Services (EMS) training includes of Emergency Medical Technician (EMT) and Paramedic and those who successfully complete the training are licensed by the Illinois Department of Public Health.

Firefighter/EMT candidates are **NOT** required to have any EMT or Paramedic training completed prior to applying or being hired. That said, candidates who are already EMTs and Paramedics when they enter the Fire Academy are typically better prepared to handle the academic challenges of the EMT curriculum. Candidates are **REQUIRED** to successfully complete EMT training, including becoming licensed by the State of Illinois during their time in the Fire Academy. While holding an EMT or Paramedic License does not increase a candidate's chances of being hired by the Chicago Fire Department, there are many career opportunities in health and public safety that can be accessed by completing EMS training.

# Process Improvement Ideas

## *Fort Wayne Fire Department Website*

- **Fireman Qualifications**
  - Description of qualifications of how to be FWFD fireman
- **Physical Exam (CPAT)**
  - Link to CPAT prep video and must watch before taking exam
- **Written Exam**
  - Link to video exam preparation and practice exam
- **FWFD Salary Information**
  - Link salary information for FWFD
- **FWFD Firefighter Job Description**
  - Link for FWFD job description
- **FWFD Hiring Process**
  - List of the FWFD hiring process checklist



The screenshot shows the website for the City of Fort Wayne Fire Department. The header features the department's logo and name, along with a search bar. The navigation menu includes links for Home, About Us, Divisions, Education, Code Enforcement, Career Opportunities (highlighted in red), Links, and Activity Log. Below the navigation, the breadcrumb trail reads: You are here: Home / Career Opportunities / Hiring Process. The main content area is titled "Hiring Process" and contains the following text:

At this time, the Fort Wayne Fire Department is no longer accepting applications for firefighter positions. During the hiring process, the Fort Wayne Fire Department seeks qualified applicants who will be committed to the public safety of the Fort Wayne community.

Only qualified applicants ages 21 – 35 will be considered, unless the applicant is a military veteran with 20 years of service and an honorable discharge. Those who have served in the military for 20 years with an honorable discharge may be up to 40 years of age.

If you have specific questions about a career as a firefighter with the FWFD, you may contact Jermaine Thomas at 260-427-2180 or [jermaine.thomas@cityoffortwayne.org](mailto:jermaine.thomas@cityoffortwayne.org).

Please follow these important instructions to apply for the position of firefighter with the Fort Wayne Fire Department.

1. Click [HERE](#) to watch the 14 minute Candidate Physical Ability Test (CPAT) video before you apply. During the application process, you will be asked if you viewed the CPAT video.