

Recruitment of Women into Police and Fire Departments

Erika Clesi, Policy Research Fellow Office of the City Clerk

Item # 210928

Policy Research Process

Phase 1: Research & Idea

Formulation

Commission and/or
Commissioner determines
problem to be solved and
where it aligns with the
strategic plan.

Policy staff may utilize Strategic Initiatives to help determine best match to strategic plan

Policy Staff research and refine ideas for GPC discussion.

Phase 2: GPC Consideration Commissioner presents research, idea, and alignment to the strategic plan for discussion at GPC.

Item further refined by GPC.
If GPC wishes to proceed,
item assigned to appropriate
Charter Officer.

Recruitment of Women Overview

- Existing Recruitment Initiatives at Gainesville Fire Rescue (GFR) and Gainesville Police Department (GPD)
- Women Recruitment Initiatives Across Florida
- Risks and Benefits

Women in Fire and Police Departments

- Nationally, women make up approximately 8% of career firefighters, and approximately 12% of sworn police officers.
- Gainesville Fire and Rescue has 18 women on staff, 5 of which are certified firefighters, and women make up just under 10% of full-time GFR staff.
- Approximately 20% of the sworn police officers at Gainesville Police
 Department are women, and 3 of the 8 highest levels of command are
 occupied by women.

Women Recruitment Initiatives in Gainesville

- GFR's Implementation of Candidate Physical Ability Test (CPAT)
 Training Academy
 - The CPAT deters many women from joining the fire rescue
 - To resolve this issue, GFR created a team that provides mentoring, trainings, and resources for new arrivals, including women
 - GFR's CPAT academy has helped increase the number of firefighters on the GFR force
- GPD's Women's Mentoring Group
 - Meets monthly and includes officers and civilians
 - Women mention topics they are interested in learning more about (e.g. resume building, work life balance, etc.)

Women Recruitment Initiatives in Gainesville

- GPD's Collaborative Reform Initiative Technical Assistance Center (CRI-TAC) Grant
 - Provides customized technical assistance solutions designed to meet the unique needs of communities throughout the United States
 - GPD has been awarded the IACP's CRI-TAC grant to specifically learn about recruitment and retention methods for women in the police force
 - Through CRI-TAC, GPD plans to survey officers on what motivates them to stay in the force.

Initiatives Across Florida

- Alachua County Fire and Rescue
- Jacksonville Sheriff's Office
- Jacksonville Fire and Rescue
- Orlando Fire Department

Women Recruitment Initiatives Across Florida: Alachua County

Alachua County Fire Rescue (ACFR)

- Implementation of the Firefighter Physical Ability Test (FPAT) from Orange County, Florida in lieu of the CPAT
- ACFR says CPAT has an adverse effect on women
- ACFR implemented FPAT at the beginning of 2021 and has put all current employees through the test to find the right cutoff time
- Since using FPAT, ACFR has had significantly higher pass rates, especially among women
- First time ACFR has had 3 female firefighters in one class

Jacksonville Sheriff's Office (JSO)

- JSO hosted Facebook Live broadcasts earlier in 2020 focused on women in the agency in different roles
- Broadcasts focused on attracting more females to the agency by showcasing the diversity in jobs in the agency and the ability of females to do all of them
- Involved in activities with the PACE Center for girls and Junior Achievement, a nonprofit youth organization
- 4 of 6 recruiters at the JSO are female
 - They help raise awareness of females in law enforcement roles

Position	Female	Male	
Civilian	364	340	
Corrections	198	521	
Police (Sworn)	299	1,502	
Total	861	2,363	

Figure 1. JSO Faculty Positions – Female and Male.

- Jacksonville Fire and Rescue Department (JFRD)
 - Apprentice program
 - Attracts females and helps with department diversity
 - JFRD also has private fundraiser promoted by the JFRD fire chief, Kevin Jones, where 1 female and 1 male student athlete are selected and awarded a scholarship/stipend to attend one of the 10 title one schools in the area
 - These athletes are mentored during their schooling/training

Year	Female Count	% Female	Male Count	% Male	Employe e Count
2021	192	11.0%	1561	89.0%	1753
2020	180	10.8%	1493	89.2%	1673
2019	177	11.4%	1378	88.6%	1555
2018	165	10.8%	1368	89.2%	1533
2017	135	9.9%	1233	90.1%	1368
2016	139	10.1%	1231	89.9%	1370
2015	142	10.3%	1243	89.7%	1385
2014	127	9.4%	1218	90.6%	1345
2013	115	9.0%	1156	91.0%	1271
2012	117	9.0%	1183	91.0%	1300
2011	119	8.9%	1219	91.1%	1338

Figure 2. JFRD Faculty Positions – Female and Male.

Women Recruitment Initiatives Across Florida: Orlando

Orlando Fire Department (OFD)

- New marketing campaign including recruitment methods targeted toward women
 - Campaign will include various images and video of women from the OFD department
- Outreach of women for the OFD is conducted at women organizations and associations
- Creation of an Inclusivity and Equity Plan in 2020 which discussed gender equity initiatives

Women Recruitment Initiatives Across Florida: Orlando

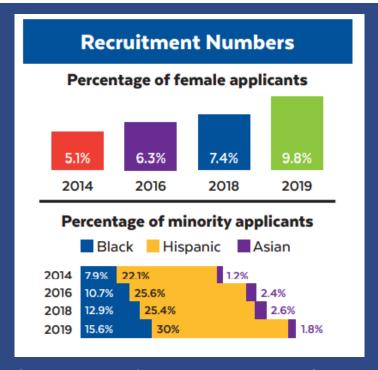


Figure 3. 2020 OFD Inclusivity and Equity Action Plan – Recruitment Numbers.

Risks/Benefits Analysis

Risks

- Require additional funding and/or reallocation of existing resources
- Require training/office space, staffing reassignment, and/or new full-time employees (FTEs) as well as part-time employees (PTEs) to assist in program and/or policy implementation
- There may be criticism over an emphasis of specifically recruiting women to the fire and police forces.

Benefits

- Increase the participation of women in the GPD and GFD
- Allow for the GFD and GPD to develop a more robust hiring effort
- Foster new creative ideas to solve problems, increase efficiency, raise cultural awareness, and increase customer satisfaction
- Allow for a more equitable alignment of resources for training programming
- Allow for additional staff to cultivate programs and community partnerships

Policy Research Process

Phase 3: Timeline Development Lead Charter convenes cross departmental working group.*

Charter Officer determines time/resources required to evaluate proposal and creates community engagement plan.

Lead Charter submits timeline as outlined by working group.

Phase 4:

Full Staff Analysis and Proposal Development Lead Charter continues to convene working group.*

Charter officer and staff assess GPC directive for impacts (operational, fiscal, etc.) and requirements.

Office of Equity & Inclusion conducts an Equity Analysis. Management conducts an Operational Risk Assessment.

The City Attorney conducts Legal Review.

Phase 5: Proposal Returns to GPC Policy Staff Coordinates final presentation to ensure the idea has been passed to each Charter.

Charter staff presents final operation recommendations and community engagement to full Commission at GPC.

City Commission decides whether to augment, implement, table, or archive the proposal.

Phase 6: Implementation Policy implemented and metrics gathered for KPIs.

