



**Baltimore City Council – Labor Committee
Legislative Oversight Series:
Fire Department Staffing and Succession Planning**



**Creating a Roadmap for a more Equitable and Inclusive
Fire Department**

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Legislative Oversight Series: Fire Department Staffing and Succession Planning

Creating a Roadmap for a more Equitable and Inclusive
Fire Department

Baltimore City Council – Labor Committee

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Executive Summary

On July 18, 2019 the Labor committee of the Baltimore City Council started a series of Legislative Oversight hearings to discuss and evaluate the fire department's staffing and succession planning. These hearings were broken down into three separate but distinct categories: Promotions, Recruitment and Hiring, and Station Demographics. The scope of these oversight hearings was to conduct an introspective analysis into the disparity gaps that still exist within the fire department, and to offer recommendations on how to close them.

On June 19, 1953 the Board of Fire Commissioners voted to allow blacks into the Baltimore City Fire Department. Since that landmark decision, strides have been made to hire more African American firefighters, but even with all of the work that has been done more work is needed. African American firefighters still only make up about 31% of uniformed fire department personnel in a city that is 63% African American. Closing this disparity gap has become a reoccurring issue as the fire department has systematically created barriers in the hiring process that purposely eliminated minority candidates from being hired. This was visibly seen in 2004, when the dark and segregated history of the fire department resurfaced as an all-white recruit class entered the fire academy, the first time that had been allowed to happen since the historic vote of 1953 by the Board of Fire Commissioners.

Two even more troubling issues that have often gone unnoticed is the lack of local hiring that has been done, and the lack of upward mobility that women within the fire department have experienced. When it comes to local hiring, 64% of the fire department's approximately 1,700 employees live outside of the city limits, costing the City of Baltimore approximately \$2 million per year in loss income taxes.

When it comes to women in the Baltimore City Fire Department, they make up approximately 14% of the uniformed members in the organization, with 142 assigned to the Emergency Medical Services Division, and 61 assigned to Fire Suppression. Research conducted by the National Fire Protection Association showed that this is a national trend as only 4% or 15,200 women in this country work as career firefighters. Those numbers start to reduce dramatically when it comes to women and promotions in fire and emergency services. Out of 314 promotional positions in fire suppression and emergency medical services, women occupy 27 of those seats. Recently, the current Fire Chief, Mr. Niles Ford promoted the first internal female to serve as a member of the Baltimore City Fire Department's executive-level command staff. While this hurdle has finally been crossed, the department still has a long way to go to be on par with other local fire departments across the country.

This report provides a comprehensive analysis of the disparity gaps that are still active today as it relates to the hiring, promotions, and disciplinary practices of the Baltimore City Fire Department. The data will also spotlight the internal segregation that occurs as it relates to the demographics of each of the neighborhood fire stations across the city. At the conclusion of each section of this report there will be recommendations made on how to close some of the disparity gaps that still exist within the fire department.

Background and History of Race and Gender Relations in the Baltimore City Fire Department

In 1973 Mr. Louis R. Harper and three other black employees filed individual lawsuits against the Mayor and City Council of Baltimore. Each of the plaintiffs were seeking relief from what they described as a pattern and practice of racial discrimination that they claimed was perpetuated by the Mayor and City Council of Baltimore, the members of the Board of Fire Commissioners and the Civil Service Commission. In their testimony they spoke of the overt discrimination that they faced through a long-standing process where blacks were refused employment as firefighters in the department, and once they were hired they experienced persistent segregation and harassment. In addition, they expressed how discrimination was allowed to continue in more covert ways through the maintenance of hiring procedures designed to minimize the entry of blacks into the department, and promotional procedures designed to hinder the progress of those blacks who were afforded the opportunity to join the fire department.

On June 19, 1953, a new Board of Fire Commissioner's voted to open the fire department's entry-level application process to black candidates. The historic votes were cast by Reverend Marion Bascom and attorney Konstantine J. "Gus" Prevas. This decision came after the organization had remained an all-white male department for 94 years after it was officially established in 1859. It was in October of 1953 that the first ten black men who passed the civil service exam were chosen to enter the fire department's training program. Throughout the department's history of segregation, it was the Board of Fire Commissioners that had served prior to 1953, and members of the Civil Service Commission that for decades had refused to appoint black applicants into the fire department. Those blacks who had applied, had their names conveniently designated in red ink by the Civil Service Commission, and skipped over on the list of eligible applicants.

When blacks were allowed into the fire department they experienced widespread segregation of firehouse facilities and were exposed to an atmosphere of harassment and bullying. In 1956, the Board of Fire Commissioners ordered the removal of all of the "Reserved" signs that designated the separation of facilities. These signs were put on beds in the bunk room, on toilets and sinks, and any other property within the firehouse that segregated black firefighters to one location. These signs were also used as a signal that the property had been used by a black so that no white would then want to use it. These behaviors were common throughout the fire department and were allowed to persist from first-line supervisors through the Fire Chief.

For women, discrimination in hiring lasted for another 25 years after the first blacks were appointed into the department. On December 29, 1978 Bertha Butler broke the gender barrier when she became the first female paramedic hired by the fire department. Nine years later Andrea McFarland was hired as the first female firefighter in the department.

Since their appointments into the Baltimore City Fire Department, blacks and women have made some progress in climbing through the ranks of the organization. In 1992, Herman Williams Jr., a member of the third recruit class of blacks to enter the segregated fire department became the first black fire chief in Baltimore City. He would go on to serve in that position for nine years. In 2007, Laura Shiloh became the first female battalion chief in the history of the department, she

has gone on to become the first internal female member to ever become a member of the fire department's command staff.

Now, while strides have been made throughout the years much more needs to be done to close the disparity gap seen in the department, as only one other black has served as fire chief since Herman Williams Jr., and only four other women have been promoted through the ranks to hold the position of battalion chief since 2007. The issue of women within the Baltimore City Fire Department hitting a glass ceiling raises a cause for concern as our neighbors in Anne Arundel, Baltimore, Howard, and Prince George's Counties have all recently appointed female fire chiefs to lead their departments.

Promotional Tracks and Processes

In the first hearing held on July 19, 2019 the Labor committee was briefed on the current internal promotional tracks, the promotional testing process, and the requirements needed to get promoted within the fire department.

Federal Government's Uniform Guidelines on Employee Selection Procedures

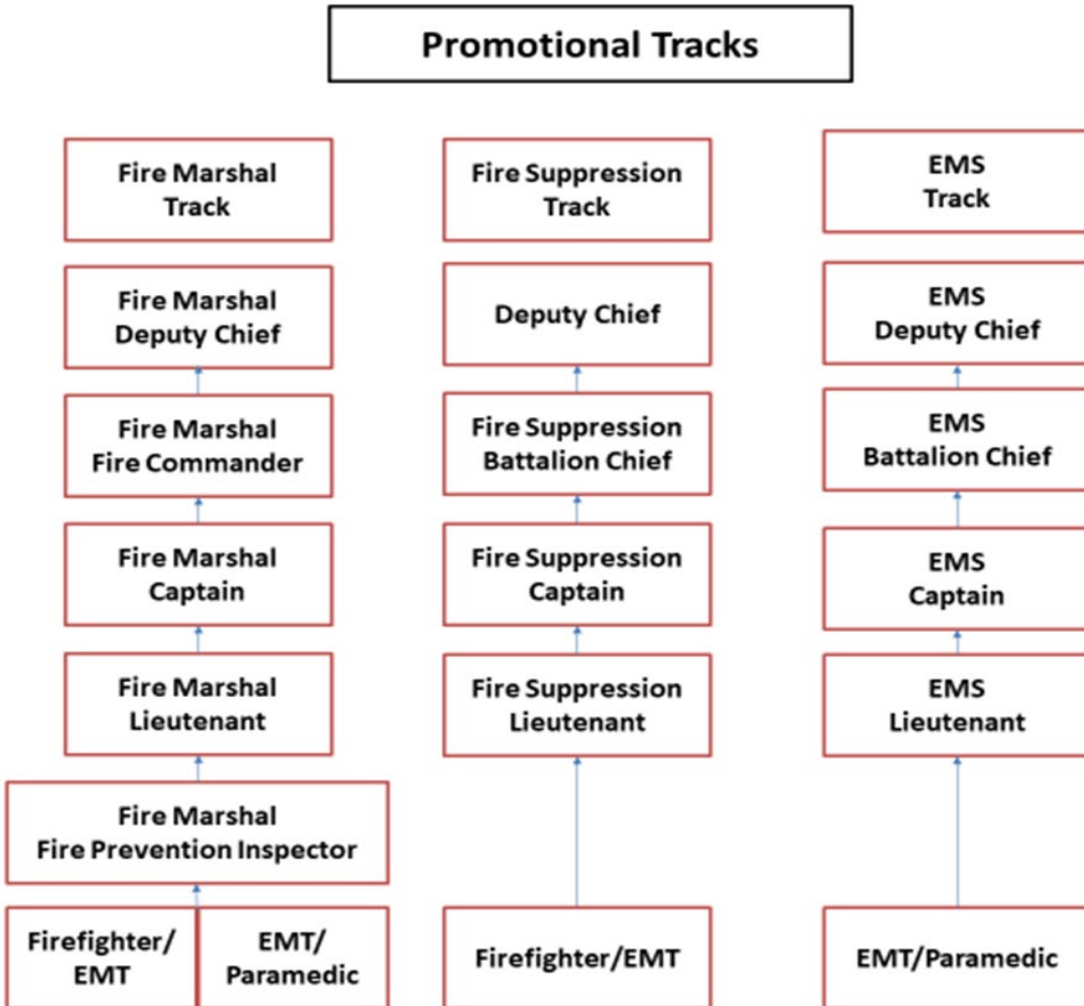
The Uniform Guidelines on Employee Selection Procedures apply to all selection procedures used to make employment decisions, including interviews, review of experience or education from application forms, work samples, physical requirements, and evaluations of performance. These guidelines are federally mandated through Title VII of the Civil Rights Act of 1964 and were designed to prohibit employers from discriminating against employees on the basis of sex, race, color, national origin, or religion. The basic principle of these guidelines state that a selection process which has an adverse or disparate impact on the employment opportunities of members of the aforementioned protected groups and thus disproportionately screens them out is unlawfully discriminatory unless the process or its component procedures have been validated in accordance with federal guidelines.

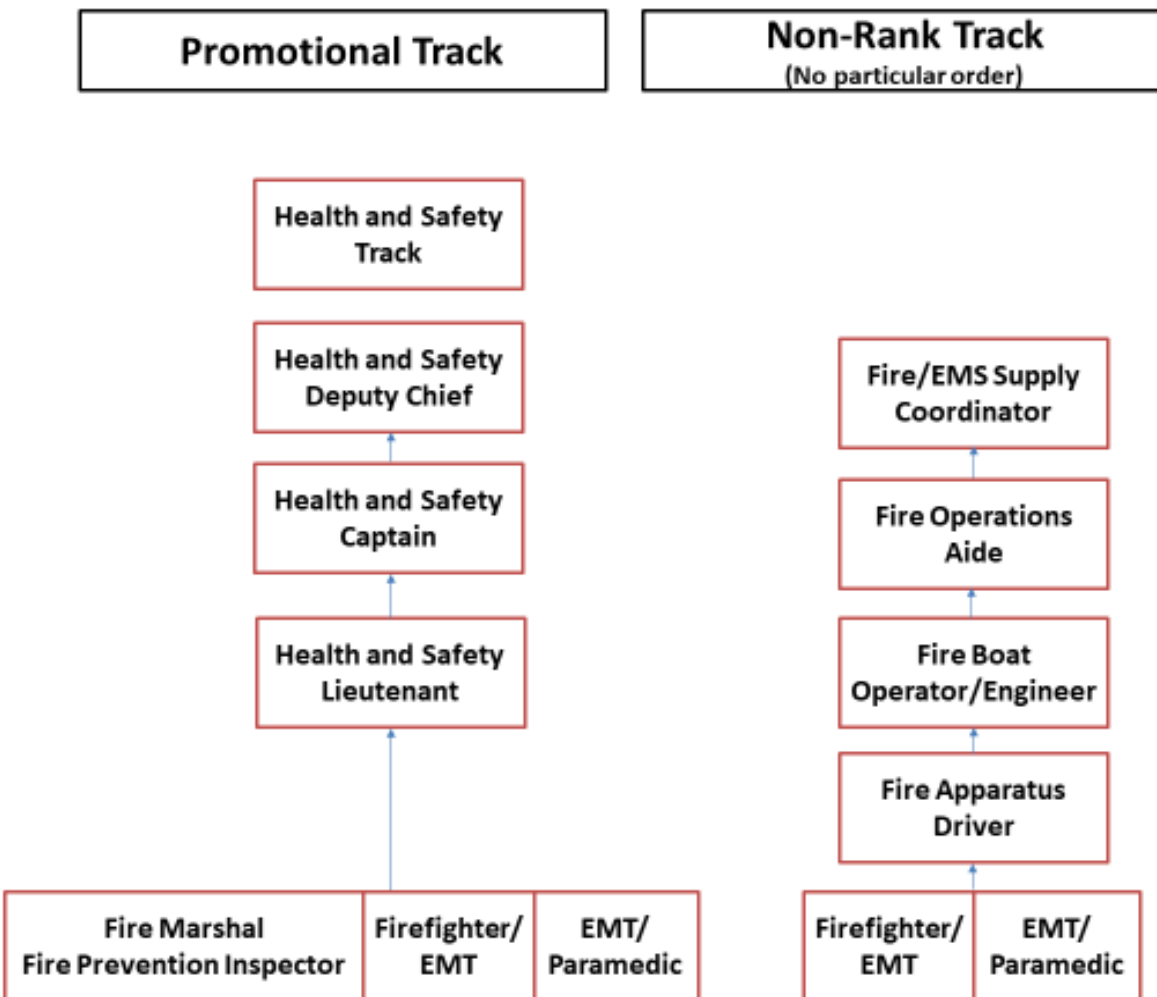
According to federal labor law statues, an adverse or disparate impact occurs when policies, practices, rules or other systems applied by the employer which appear to be neutral result in a disproportionate impact on a protected group. These actions are most visible when there is a substantially different rate of selection in hiring, promotion or other employment decisions which works to the disadvantage of members of a protected group. An impact determination should be made for any employment decision when the protected group constitutes 2% or more of the labor force in the relevant labor area. Federal EEOC enforcement agencies use the four-fifths or eighty percent rule to determine if the selection rate has discriminatory effects on protected classes. When any protected group is less than four-fifths of the group with the highest rate, that information will constitute as evidence of an adverse or disparate impact. This adverse or disparate impact is determined through a four-step process:

1. Calculate the rate of selection for each group (divide the number of persons selected from a group by the number of applicants from that group).
2. Observe which group has the highest selection rate.
3. Calculate the impact ratios, by comparing the selection rate for each group with that of the highest group (divide the selection rate for a group by the selection rate for the highest group).
4. Observe whether the selection rate for any group is substantially less (usually less than the four fifths or eighty percent) than the selection rate for the highest group. If it is, adverse or disparate impact is indicated in most circumstances.

Understanding the Baltimore City Fire Department's Supervisory and Specialty Promotions

The emergency medical services and fire suppression bureaus are the two most visible services that the fire department provides to the residents of Baltimore City. They account for 1,400 of the agencies 1,700 personnel.





To be promoted in the **fire suppression division** an individual must meet the following requirements:

1. Lieutenant:

- Must have 3 years of service at the time of the testing announcement;
- Must meet all of the requirements identified in the Baltimore City Fire Department Manual of Procedure 110-3;
- Must meet any other requirements specified in the job announcement;
- Must successfully pass a multiple choice test;
- Must successfully pass an oral board interview;
- Candidates are then placed in rank order based on the cumulative score that they receive after each phase of the testing process is complete.

2. **Captain:**

- Must have 1 year of service as a fire suppression Lieutenant at the time of the testing announcement;
- Must meet the same requirements that are outlined in the Lieutenant's process.

3. **Battalion Chief:**

- Must have 1 year of service as a fire suppression Captain at the time of the testing announcement;
- Must meet the same requirements that are outlined in the Lieutenant's process.

To be promoted in the **Emergency Medical Services division** an individual must meet the following requirements:

1. **Lieutenant:**

- Must have 3 years of experience in the class of Paramedic and is currently assigned to the EMS division;
- Must meet all of the requirements identified in the Baltimore City Fire Department Manual of Procedure 110-3;
- Must meet any other requirements specified in the job announcement;
- Must successfully pass a multiple choice test;
- Must successfully pass an oral board interview;
- Candidates are then placed in rank order based on the cumulative score that they receive after each phase of the testing process is complete.

2. **Captain:**

- Must have 1 year of service as a EMS Lieutenant at the time of the testing announcement;
- Must meet the same requirements that are outlined in the Lieutenant's process.

3. **Battalion Chief:**

- Must have 1 year of service as a EMS Captain at the time of the testing announcement;
- Must meet the same requirements that are outlined in the Lieutenant's process.

To be promoted in the **Office of the Fire Marshal** an individual must meet the following requirements:

1. **Fire Inspector:**

- Must have two years of experience as a uniformed member in the Baltimore City Fire Department and currently be assigned to one of the following division: Fire Administration, Fire Suppression, Fire Training, Fire Prevention, Fire Investigation or Emergency Medical Services.
- Must successfully pass a multiple choice test designed by the Office of the Fire Marshal;
- Candidates are then placed in rank order based on the cumulative score that they receive after the testing process is complete;

- Must obtain and maintain Fire Inspector certifications through the Maryland Fire and Rescue Institute.

2. Lieutenant:

- Must have three years of experience as a uniform member in the Baltimore City Fire Department, including two years of experience in the Fire Prevention Bureau in the class of Fire Prevention Inspector.
- Must meet all of the requirements identified in the Baltimore City Fire Department Manual of Procedure 110-3;
- Must meet any other requirements specified in the job announcement;
- Must successfully pass a multiple choice test designed by the Office of the Fire Marshal;
- Candidates are then placed in rank order based on the cumulative score that they receive after the testing process is complete;
- Must obtain and maintain Fire Inspector certifications through the Maryland Fire and Rescue Institute.

3. Captain:

- Must have one year of experience in the class of Fire Lieutenant, or Fire Lieutenant – Investigation and Prevention Services, and is currently assigned to the Office of the Fire Marshal.
- Must meet all of the requirements identified in the Baltimore City Fire Department Manual of Procedure 110-3;
- Must meet any other requirements specified in the job announcement;
- Must successfully pass a multiple choice test designed by the Office of the Fire Marshal;
- Candidates are then placed in rank order based on the cumulative score that they receive after the testing process is complete;
- Must obtain and maintain Fire Inspector certifications through the Maryland Fire and Rescue Institute.

To be promoted in the **Office of Safety and Risk Management** an individual must meet the following requirements:

1. Lieutenant:

- Must have three years of experience as a uniformed member of the Baltimore City Fire Department;
- Must meet all of the requirements identified in the Baltimore City Fire Department Manual of Procedure 110-3;
- Must meet any other requirements specified in the job announcement;
- Must successfully pass a multiple choice test designed by the Office of Safety and Risk Management;
- Candidates are then placed in rank order based on the cumulative score that they receive after the testing process is complete;

- Must obtain and maintain Fire Department Safety Officer certification through the Maryland Fire and Rescue Institute.

2. Captain:

- Must have three years of experience as a Fire Lieutenant in the Office of Safety and Risk Management of the Baltimore City Fire Department and is currently assigned to the Office of Safety and Risk Management.
- Must meet all of the requirements identified in the Baltimore City Fire Department Manual of Procedure 110-3;
- Must meet any other requirements specified in the job announcement;
- Must successfully pass a multiple choice test designed by the Office of Safety and Risk Management;
- Candidates are then placed in rank order based on the cumulative score that they receive after the testing process is complete;
- Must obtain and maintain Fire Department Safety Officer certification through the Maryland Fire and Rescue Institute.

Baltimore City Fire Department Manual of Procedure 110-3

In 2014, in anticipation of preparing rank and file personnel to matriculate through the promotional process and to be better prepared to assume executive-level promotional opportunities, the Baltimore City Fire Department developed and implemented new promotional standards. These promotional requirements were implemented in three phases that coincided with the promotional testing year. The original policy went into effect on August 17, 2014, and the requirements can be seen below:

Rank	2015 Phase 1	2017 Phase 2	2019 Phase 3
Lieutenant	Fire Officer II Instructor I Incident Command Systems (ICS) 100, 200, 700, 800		
Captain	All above and ICS 300 and 400	15 Credits Fire Officer II	30 Credits
Battalion Chief	All above and ICS 300 and 400	30 Credits Fire Officer III	60 Credits (AA Degree)
Deputy Chief and Above	All above and ICS 300 and 400	60 Credits (AA Degree)	120 Credits (BS/BA Degree)

Recently, the fire department revised Manual of Procedure 110-3 and eliminated the educational requirements for the rank of Deputy Chief and above, but those requirements are still in place for Lieutenants, Captains, and Battalion Chiefs to participate in test for promotional examinations. This revised policy conflicts with Manual of Procedure 110-1 and 110-2 which still states that Deputy Chief and Assistant Chief candidates must possess a Bachelor’s degree. The revised policy in Manual of Procedure 110-3 went into effect on August 3, 2018, and the requirements can be seen in the chart below:

Rank	2015 Phase 1	2017 Phase 2	2019 Phase 3
Lieutenant	Fire Officer II Instructor I Incident Command Systems (ICS) 100, 200, 700, 800		
Captain	All above and ICS 300 and 400	15 Credits Fire Officer II	30 Credits
Battalion Chief	All above and ICS 300 and 400	30 Credits Fire Officer III	60 Credits (AA Degree)

Currently, the department faces a significant disparity gap when it comes to promotions based on gender and race within the fire suppression and emergency medical services divisions. The following chart will highlight that data from 2019 in comparison to 2020.

2019 Promotional Data

Fire Suppression

RANK	Total Number	Females	White or Caucasian	Black or African American	Asian	Hispanic or Latino
Battalion Chief	31	1	27	4	0	0
Captain	63	2	55	8	0	0
Lieutenant	167	6	129	36	0	1 (1 OTHER)

Emergency Medical Services

RANK	Total Number	Females	White or Caucasian	Black or African American	Asian	Hispanic or Latino
Battalion Chief	6	3	5	1	0	0
Captain	12	7	10	2	0	0
Lieutenant	21	6	17	4	0	0

2020 Promotional Data

Fire Suppression

RANK	Total Number	Females	White or Caucasian	Black or African American	Asian	Hispanic or Latino
Battalion Chief	31	1	27	4	0	0
Captain	63	2	53	10	0	0
Lieutenant	167	6	125	40	0	1 (1 OTHER)

Emergency Medical Services

RANK	Total Number	Females	White or Caucasian	Black or African American	Asian	Hispanic or Latino
Battalion Chief	6	2	5	1	0	0
Captain	12	9	10	2	0	0
Lieutenant	21	6	16	5	0	0

Succession Planning - Education and Residency Requirement

In 2008 and 2014, the City of Baltimore hired its first and second fire chief’s from outside of the department’s ranks. This year marks the 12th straight year that the fire department has been led by an outsider. The intention of the recently implemented educational requirements were to ensure that internal candidates had the requisite credentials to assume executive-level positions within the agency, and to ensure that they would be able to compete for the top jobs in the department against outside candidates.

Recent legislation was passed, which made city residency a requirement for supervisory personnel that report to each departments respective agency head. A review of the Baltimore City Fire Department’s uniformed executive-level staff (Deputy and Assistant Fire Chief’s) showed that in 2019 approximately 78% of those individuals live outside of Baltimore City. When it comes to educational standards only 35.8% of command staff members have completed a Bachelor’s or advanced level degree, and approximately 0% of the Deputy Chief appointments made since January 1, 2019 meet the educational requirements outlined in Manual of Procedure 110-2. That information can be seen in the following chart below:

2019 Command Staff Data

Position Title	Employee Name	Race/Gender	Assignment	Zip Code/State	Highest Level of Education
Fire Chief	Niles R. Ford	AA/M	Headquarters	21224/MD	Doctorate
Chief of Staff	Amy Beth Leasure	C/F	Headquarters	21211/MD	Juris Doctorate
Assistant Chief	Tavon Claggett	AA/M	Headquarters	20707/MD	Master’s Degree
Assistant Chief	Mark Wagner	C/M	Headquarters	21060/MD	Associates Degree
Assistant Chief (Acting)	Joe Wade	AA/M	Headquarters	21237/MD	Bachelor Degree
Deputy Chief	Thomas Tosh	C/M	Shift Commanders Office	21237/MD	69 College Credits
Deputy Chief	James Wallace	C/M	Shift Commanders Office	17331/PA	81 College Credits
Deputy Chief	Dante Stewart	AA/M	Shift Commanders Office	17406/PA	22 College Credits
Deputy Chief (Acting)	Arlen Doles	AA/M	Shift Commanders Office	21223/MD	90 College Credits
Deputy Chief	Derrick Ready	AA/M	Office of the Fire Marshal’s	21213/MD	Bachelor Degree
Deputy Chief	Christopher Caisse	C/M	Logistics	21146/MD	Bachelor Degree
Deputy Chief	Charles Svehla	C/M	Fire Academy	21030/MD	61 College Credits
Deputy Chief	Kyle Caldwell	AA/M	Headquarters	21244/MD	90 College Credits
Deputy Chief	Mark Fletcher	C/M	Emergency Medical Services	21220/MD	96 College Credits
Deputy Chief	James Potteiger	C/M	Fire Information Technology	17313/PA	Greater than 100 College Credits

In comparison to the 2019 data, approximately 75% of the fire department’s uniformed executive-level staff (Deputy and Assistant Fire Chief’s) still live outside of the city limits. That gap continues to widen as you go down into the Battalion Chief ranks as 87% of those individuals aren’t city residents.

When it comes to educational standards the department saw an approximate 6% increase between 2019 and 2020 as it went from 35.8% to 41.6% of command staff members having completed a Bachelor’s or advanced level degree. Now, while the educational requirement has been removed from the department’s policy for promotion to executive-level positions, every major city in America still has a Bachelor’s degree as a minimum requirement for Fire Chief positions, making the majority of Baltimore City Fire Department commanders ineligible of obtaining the top job in any municipal fire department.

2020 Command Staff Data

Position Title	Employee Name	Race/Gender	Assignment	Zip Code/State	Highest Level of Education
Fire Chief	Niles R. Ford	AA/M	Headquarters	21224/MD	Doctorate
Chief of Staff	Amy Beth Leasure	C/F	Headquarters	21211/MD	Juris Doctorate
Assistant Chief	Charles Svehla	C/M	Headquarters	21120/MD	61 College Credits
Assistant Chief	Christopher Caisse	C/M	Headquarters	21113/MD	Bachelor Degree
Assistant Chief (Acting CAO)	Lisa Wood	C/F	Headquarters	21204/MD	Master of Business Administration
Deputy Chief	Thomas Tosh	C/M	Shift Commanders Office	17331/PA	69 College Credits
Deputy Chief	James Wallace	C/M	Shift Commanders Office	17331/PA	96 College Credits
Deputy Chief	Dante Stewart	AA/M	Shift Commanders Office	17406/PA	22 College Credits
Deputy Chief	Arlen Doles	AA/M	Shift Commanders Office	21223/MD	90 College Credits
Deputy Chief	Derrick Ready	AA/M	Office of the Fire Marshal’s	21213/MD	Bachelor Degree
Deputy Chief	Kyle Caldwell	AA/M	Safety and Risk Management	21244/MD	Bachelor Degree
Deputy Chief	James Matz	C/M	Emergency Medical Services	17402/PA	30 College Credits
Deputy Chief	James Potteiger	C/M	Fire Information Technology	17313/PA	130 College Credits
Deputy Chief	Laura Shiloh	C/F	Fire Academy	21050/MD	Bachelor Degree
Deputy Chief (Acting)	Charles Grantland	C/M	Logistics	21154/MD	114 College Credits
Director (Acting)	Tenea Reddick	AA/F	Emergency Communications	21213/MD	Bachelor Degree

2020 – Battalion Chief Residency Data

Name	Assignment	City Resident	Zip Code	Hire Date	Promotion Date
Kevin Hook	EMS	No	19707	3/28/2001	4/15/2020
Timothy Cullen	EMS	No	21015	6/18/2003	4/15/2020
Raymond Bartock	EMS	No	21085	3/28/2001	6/12/2019
Jalonda Johnson	EMS	No	21220	7/12/1999	7/1/2017
William McCarren	EMS	No	21227	1/18/1988	10/21/2015
Theresa Harp	EMS	No	33990	5/20/1991	6/24/2009
Richard Parker	Suppression	No	17313	2/22/1994	9/4/2019
William Britcher	Suppression	No	17327	4/22/1985	10/5/2016
Harry Lancellotti	Suppression	No	17331	10/29/1997	12/11/2019
John Ellis	Suppression	No	19966	2/22/1994	7/1/2015
Kenneth Haag	Suppression	No	21009	8/9/1982	7/7/1999
Louis Lago	Suppression	No	21009	12/9/1985	3/7/2007
John Eid	Suppression	No	21014	2/19/1998	12/16/2015
Frank Farrell	Suppression	No	21015	8/25/1986	10/10/2012
David Goldman	Suppression	No	21015	12/29/1986	3/30/2011
Joshua Fannon	Suppression	No	21040	12/13/2004	12/17/2014
Sherman Braxton	Suppression	No	21044	8/13/2003	3/4/2020
Charles Browning	Suppression	No	21047	7/20/1970	6/30/2004
Michael Rudasill	Suppression	No	21047	5/4/1998	9/1/2010
Stephen Canter	Suppression	No	21050	11/11/1974	5/30/1990
Chris Hutson	Suppression	No	21053	5/4/1998	7/27/2016
William Hoffman	Suppression	No	21061	5/5/1980	10/9/2002
Jacob Van Gelder	Suppression	No	21087	5/4/1998	5/29/2019
Glenn Kukucka	Suppression	No	21131	9/30/1985	7/16/2014
Charles Grantland	Suppression	No	21154	11/13/2006	5/29/2019
Jason Goodwin	Suppression	No	21160	1/15/2003	8/23/2017
Ronald Hudgins	Suppression	No	21161	2/22/1994	3/14/2012
James Beebe	Suppression	Yes	21211	7/20/1987	4/13/2011
Jarrett Stafford	Suppression	Yes	21215	2/22/1994	7/27/2016
Kensington White	Suppression	Yes	21218	11/15/2004	7/1/2017
Aaron Wodka	Suppression	Yes	21223	1/17/2001	7/8/2020
Ronald Brown	Suppression	No	21227	8/9/1982	6/23/2010
John Macken	Suppression	Yes	21230	1/7/2002	2/5/2020
John Gregory	Suppression	No	21234	3/31/1997	2/5/2020
Earl Taft	Suppression	No	21244	3/26/1990	11/6/2013
Kirk Thomas	Suppression	No	21658	9/18/1995	11/5/2014
Mya McConnell	Suppression	No	21666	2/18/2005	12/13/2017
Mark Ruff	Suppression	No	21921	9/3/1993	8/23/2006

2020 - Lieutenant and Captain Residency Data

Fire Suppression

	Total Number	City Residents	Non-City Residents
Lieutenants	167	49	118
Captains	63	16	47

Emergency Medical Services

	Total Number	City Residents	Non-City Residents
Lieutenants	21	3	18
Captains	12	3	9

January 2019 – Baltimore City Fire Department – Residency Status

Rank	Residency Status	Total	Percentage
Department	Nonresident	1,081	64%
Department	Resident	618	36%
Department	In-state	1,500	88%
Department	Out-of-state	199	12%
Assistant Chief	Nonresident	3	100%
Deputy Chief	Nonresident	9	90%
Deputy Chief	Resident	1	10%
Battalion Chief	Nonresident	30	77%
Battalion Chief	Resident	9	23%
Captain	Nonresident	63	77%
Captain	Resident	19	23%
Lieutenant	Nonresident	140	71%
Lieutenant	Resident	58	29%

Baltimore City Fire Department – Fiscal Impact of Non-Residency

Rank	Total Non-Resident	Total Payroll	Total OPC	Lost Income Tax
Total	1,081	\$95,308,078.58	\$31,451,669.86	\$2,287,393.89
Assistant Chief	3	\$472,319.90	\$155,865.84	\$11,335.68
Deputy Chief	9	\$1,304,255.68	\$430,404.78	\$31,302.14
Battalion Chief	30	\$4,504,579.04	\$1,486,511.52	\$108,109.90
Captain	63	\$8,101,806.70	\$2,673,596.38	\$194,443.36
Lieutenant	140	\$14,215,612.84	\$4,691,154.52	\$341,174.71

During the July 19, 2019 hearing, the below listed questions were asked in reference to promotions and the department provided the subsequent responses at the hearing or as a follow-up request.

Question and Responses:

1. How many different promotional testing tracks does the fire department have?
 - The fire department sent over information identifying that there are currently five defined promotional tracks for uniformed personnel. Those tracks are fire suppression, emergency medical services, health and safety, the office of the fire marshal and fire communications.
2. What are some of the barriers that prevent members of minority groups from promoting through the ranks of the fire department at the same rate as white males?
 - Chief Niles Ford stated that some of the barriers are the separation of the organization between Fire Suppression and Emergency Medical Services. He added that the fire department was a very generational organization where positions are passed down within a family, and through the hiring process.
3. In the spring of 2018 the residency requirement law was enacted, since then how many Assistant Chiefs have you appointed?
 - Chief Niles Ford stated that since 2018, he has appointed two Assistant Chief's. One has since left the agency and the other is currently within his 6-month period to find a home in the city.
4. When you are interviewing candidates for Deputy Chief positions do you take their residency into consideration, knowing that they could potentially become Assistant Chiefs in the future?
 - Chief Niles Ford stated that no he doesn't take that into consideration.
5. In the fire departments current Manual of Procedure 110-1 and 110-2 it states that Deputy Chiefs and Assistant Chiefs must have a Bachelor's Degree starting January 1, 2019.
 - In August of 2018 you eliminated the educational requirements for Deputy Chiefs and above in the Manual of Procedure, can you explain why that was done?
 - Chief Niles Ford stated that individuals appointed to executive-level positions are done at his discretion. There is an interview process, then the decision is made in consultation with the Assistant Chief of that bureau, and the person that they feel would be a good fit is then selected for promotion.
6. In your Manual of Procedure 110-2 it reads that a Captain with 5-years on can be promoted to the rank of Deputy Chief. Why hasn't any of your vacancy announcements allowed Captains to apply for Deputy Chief vacancies in the Shift Commanders Office?
 - Manual of Procedure 110-2 has not been revised since 2012 and is out of date. It will be revised to reflect that the position is an appointed position by the agency head, which means it is at-will and serves at the pleasure of the agency head. The

necessary KSA's needed for the position will be determined at the time of a vacancy so that any changes or new disciplines required for each Deputy Chief functional area, responsibilities, and/or particular operational needs of the Department at that time will be reflected.

7. Why is there no standardization of minimum qualifications amongst your Deputy Chief job announcements?
 - Chief Niles Ford stated that the qualifications for each of those positions is generated based on the position preference and the skills needed to operate within that specific job capacity.
8. What are your thoughts on using preference points for education, residency, and seniority to be calculated into a candidate's final score after the written and oral test?
 - Chief Niles Ford stated that he is willing to have a conversation about this being an option.
9. The fire department currently uses educational requirements as a prerequisite for civil service employees to sit for promotional exams.
 - Are there any other jurisdictions to your knowledge that use education and residency preference points for promotional exams? If so, can you explain how those models are structured?
 - Chief Niles Ford stated that other organizations do exercise this as an option, and it can be structured in various ways.
 - Are there any barriers that could stop the fire department from implementing promotional preference points for education and residency?
 - Director Quentin Herbert for the Department of Human Resources stated that Baltimore City's Administrative Manual 225-1 states that agency heads can use residency preference for promotions but an organizational assessment would have to be done to ensure that it wouldn't create a disparate impact.
10. How many women have applied, and been chosen to sit for Deputy Chief interviews since you've been the Fire Chief?
 - Chief Niles Ford stated that in the most recent interview processes there were 3 women who applied for the Shift Commander vacancy and none were interviewed.
 - Chief Niles Ford went on to share that there was 1 woman that applied, and was interviewed for the Information Technology vacancy.
11. Can you explain to us what the day to day responsibilities of a Shift Commander are, and how much of their day is focused on administrative versus operational functions?
 - Chief Niles Ford stated that 80% of the work they do is administrative and 20% is operational.

12. The committee requested information on the total number of multiple alarm fires that the Shift Commander is assigned to respond to per year.
 - The fire department sent over data from calendar year 2018 and 2019:
 - Calendar Year 2018 – 182 responses
 - Calendar Year 2019 – 109 responses as of July 30, 2019
13. Are Captains and Battalion Chiefs in EMS provided with the requisite training to become Shift Commanders?
 - Chief Niles Ford stated that they weren't provided with enough training to assume these positions.
14. If you were to put fire suppression Captain's in the Shift Commanders Office as aides, would you feel more comfortable about promoting someone from EMS to Deputy Chief in that office?
 - Chief Niles Ford stated that no he wouldn't feel more comfortable because the individual working as the Shift Commander would still be responsible for making all of the final decisions.

Recommendations for Promotions:

Short-Term

1. The Labor committee encourages the Fire Chief to draft and implement a policy where a minimum of at least one-third of the candidates interviewing for executive-level command staff positions are women, and are representative of an ethnic-minority group. Please track data for this process.
2. The Labor committee encourages the Fire Chief to delegate the task of assigning on-duty EMS Battalion Chief's to two and one training at the fire academy to get experience with handling fireground operations.
3. The Labor committee encourages the Fire Chief to draft and implement a policy to have EMS Battalion Chief's dispatched to working fire scenes and multiple alarms to serve as the Deputy Incident Commander, this will allow them to gain more experience on how to manage fireground operations.
4. The Labor committee encourages the Fire Chief to discuss and consider eliminating the current promotional testing requirements in Manual of Procedure 110-3, and replacing them with educational and residency preference points.
5. The Fire Chief will ensure that his agency is in compliance with Council Bill 17-0170 City Officials – Residency Requirements.
6. The Fire Chief will ensure that his agency is in compliance with Council Bill 18-0223 Equity Assessment Program.
7. The Labor committee encourages the Fire Chief to assign the full-time responsibilities, or create a new position for an Equity Coordinator to carry out the mandates of Council Bill 18-0223. This individual must be a direct report to the Fire Chief.

Long-Term

8. The Labor committee ask the Fire Chief to conduct a comprehensive analysis on how to reduce the number of rank (Lieutenant, Captain, Battalion Chief) promotional tracks within the department, and just limit civil service promotions to individuals on the fire suppression and emergency medical services eligibility list. This process will phase out all specialty rank promotions.
9. The Labor committee suggest that the Fire Chief work with the Department of Human Resources to do a feasibility study on converting the rank of Battalion Chief from a civil service rank to an at-will executive-level position. This will provide the Fire Chief with the authority to appoint more diverse talent to his/her executive team.

Recruitment and Hiring Processes

In the second hearing held on September 5, 2019 the Labor committee was briefed on the 2015 recruitment campaign and the subsequent hiring process for firefighter/EMT vacancies. Information was also reviewed on the EMT/Paramedic application and hiring process dating back to 2015. The hearing concluded with a discussion about the current status of the EMT school program and what the direction would be going forward.

Background on the 2009 Recruitment and Hiring Process

In 2009, the Baltimore City Fire Department opened their entry-level Firefighter/EMT application process to fill internal vacancies. The eligibility list that was generated from that 2009 testing process had a total of 2,173 applicants, of which 1,002 were Baltimore City residents. During that process there were 311 women that applied for the position. White males made up 40.6% of the applicant pool, black males accounted for 39.2% of the applicants, and women accounted for 14.3% of the applicants. At the conclusion of the testing process there were 894 applicants on the eligibility list of which 334 were Baltimore City residents, and 105 were women. White males accounted for 52% of the eligible candidates, black males accounted for 30%, and women made up 11.7%. The eligibility list that was created from that testing cycle lasted six (6) years until 2015 when the last group entered the fire academy.

Understanding the 2015 Recruitment and Hiring Process

In April of 2015 the Freddie Gray riots occurred in the City of Baltimore, and the resounding phrase heard throughout the city was that, “people in Baltimore need opportunities.” The Baltimore City Fire Department built their 2015 recruitment campaign on the foundation of providing opportunities to city residents. They intended on doing this by reducing barriers that were often faced by city residents and members of minority groups. As a result of their efforts the fire department produced the largest number of applicants (6,547) in the history of the organization.

The Application Process

1. The position announcement is posted on the City of Baltimore’s Department of Human Resources’ employment opportunities website, the Baltimore City Fire Department’s website and other commonly used external employment boards. Information about the position announcement is also posted in fire stations across the city.
 - a. During the 2015 firefighter/EMT recruitment campaign, the fire department was active in making public announcements regarding the position on the radio, as well as using their recruitment team to spread the word and sign people up in neighborhoods citywide.
2. During the recruitment phase, applicants submit their applications and any required documentation via the City of Baltimore’s on-line application system.
 - a. During this application period, the Baltimore City Fire Department set-up computers at each fire station in the city to provide applicants with the opportunity to apply throughout the community. Fire department personnel were available to help applicants access computers.

- b. The Department of Human Resources had computers and staff available at their headquarters to assist interested applicants in applying for the firefighter/EMT position.
 - c. The fire department also partnered with the Mayor's Office of Employment Development – One Stop Career Centers, and Enoch Pratt libraries across the city to provide computers, scanning capabilities and Wi-Fi access.
 3. When the application announcement is closed, the Department of Human Resources reviews and qualifies those applicants meeting the minimum requirements.
 - a. Applicants who do not meet the minimum qualifications set forth in the position announcement are disqualified and notified via email.
 4. Those applicants meeting the minimum qualifications are invited to sit for the written exam.
 - a. For the 2015 – 2016 firefighter/EMT recruitment process, the written exam was created by an outside consultant, Fire & Police Selection, Inc.
 - b. The written exam consisted of 110 multiple choice questions dealing with human relations (60 items) and reading comprehension (50 items). No questions were asked concerning firefighting skills or mathematics.
 - i. The reading comprehension section was set at a 10th grade level, and was validated by Fire & Police Selection, Inc., to ensure that candidates possessed the minimum levels of reading ability required to perform the job.
 - ii. The human relations section of the exam was set at an 8th grade level.
 - c. Applicants who do not show for the written exam are disqualified.
 - d. Applicants who score below the passing requirements are disqualified.
 5. Those applicants receiving a passing score on the written exam are invited to participate in the Physical Ability Test.
 - a. A video of the physical ability test was made available on the fire department's recruitment webpage for interested applicants to view prior to taking the physical ability test to assist with preparation.
 - b. Applicants who were invited to participate in the physical ability test also were provided a copy of the fire department's physical ability test preparation guide.
 - c. Applicants who fail any portion of the physical ability test, or who elect not to complete any portion of the physical ability test are disqualified.
 - d. Applicants who fail to show for the physical ability test are disqualified.
 6. Those applicants who pass the physical ability test are then invited to participate in the oral board interview process.
 - a. Applicants who do not show for the interview are disqualified.
 - b. Applicants who are not successful in the interview process are disqualified.
 7. Those applicants who successfully passed the written exam, physical ability test, and oral board interview are given a final score based on their performance in each testing section, with added preference points for city residency, veteran's status, and disability in accordance with Civil Service rule 23.
 - a. These applicants comprise the final eligibility list for hire.

8. Applicants are selected from the eligibility list and sent conditional offers of employment.
9. Applicants who accept the conditional offer of employment then move on to the post-conditional offer hiring process. Specifically, those applicants must complete and pass the City of Baltimore criminal background check, a driving record check, a medical evaluation in accordance with National Fire Protection Association standard 1582, and the City of Baltimore's drug/alcohol analysis.
 - a. Applicants are disqualified as a result of not passing the background check.
 - b. Applicants are disqualified as a result of not passing the medical evaluation.
 - c. Applicants are disqualified as a result of not passing the drug/alcohol analysis.
 - d. Applicants must submit copies of their driving record and cannot have more than three (3) points on their record. Applicants are disqualified if their driving record does not meet this standard.
 - e. Some applicants decline further processing for various reasons, including the length of time that it takes to get to people's name on the list.
10. Applicants that successfully complete each of the aforementioned hiring phases are provided a hire date to attend the fire department training academy class.

Barriers that Applicants Encountered During the 2015 – 2016 Application Process

Uploading Driver's License

Prior to the application going live on the Department of Human Resources (DHR) website, the agency reached out to the fire department's Assistant Chief of Administration and asked that individual if the fire department wanted applicants to upload their driver's license when completing the application. That individual elected to make this a requirement for applicants. The NeoGov online application system that the Department of Human Resources uses still allowed applicants to complete the application despite hundreds of potential candidates having trouble uploading their driver's license or not uploading it at all.

When the application process closed the Department of Human Resources sent out emails to those individuals whose driver's license weren't uploaded into the system at the time they submitted their applications. They were given two weeks to hand deliver, fax or email the Department of Human Resources a copy of their driver's license or be eliminated from the process. Hundreds of people never received those emails because they went to their emails spam folder, and subsequently after a month or two of not hearing anything they called the fire departments human resources section only to learn that they were too late to continue in the process.

Those who did receive the email contacted the Department of Human Resources and were instructed that if they were going to email a copy of their driver's license then they should send it to a designated city employees email address, that email address crashed after receiving hundreds of emails from applicants. Applicants then received an error message because the email address was no longer active, at that point they were instructed to send their driver's license information to another designated city employees email address which also crashed due to the high volume of emails.

Directing applicants to upload their driver's license at the time of application was completely optional, and was not a necessary component in this phase of the process. Driver's license verification could have been completed by staff working at the testing site when candidates checked-in to take the written test. Also, the first class wasn't hired until 2017, almost 18 months after applications were filed which would have given any applicant enough time to get a valid driver's license.

As a result of the driver's license requirement and the online application submission, the fire department went from 6,547 applications filed to somewhere between 3,883 – 3,903 applicants that were invited to take the written test.

Scheduling of the Written Examination

The next phase of the application process was the written test which was given at the Baltimore City Convention Center. The test was given during the week because weekday rates were cheaper than weekend rates. Applicants were notified of the date and time that they were to report for the test and they were not allowed to reschedule their appointments. Because of the decision to host the test during the week only 2,626 applicants appeared for the written test. From those that did attend 2,164 passed.

Physical Ability Test

From the 2,164 applicants that passed the written test, 1,866 were scheduled to participate in the Physical Ability Test.

Under Fire Chief James Clack, the fire department became a certified and licensed site of the Candidate Physical Ability Test (CPAT). The CPAT course is certified through the International Association of Firefighters and International Association of Fire Chiefs Joint Labor Management Wellness-Fitness Task Force. **A fire department's CPAT license mandates that eligible candidates have a minimum of eight weeks to familiarize themselves with the CPAT events and physically prepare for the test.** The CPAT course was located indoors at the fire departments Key Highway location.

Fire Chief Niles Ford elected to no longer use the CPAT course and went with the Physical Ability Test created by Fire & Police Selection, Incorporated. Candidates were given a packet that described each of the stations on the test, and a list of exercises that they could perform to prepare for the test. The first time that any of the candidates got a chance to physically see the course or touch any of the equipment was on the day of the test, during a 3-minute walkthrough prior to them taking it.

Due to the skills that were being tested, the course had to be built outside, so the fire department used its fire academy to host the test. Because the test was to be performed outside, the fire department had to wait until the spring/summer months to host the test. Weather conditions had to be the same for each candidate (i.e. temperature ranges, sunny, etc.) or the testing process would be invalidated. So on the days that weather conditions were outside of the prescribed targets, testing was canceled and candidates were given a make-up day that was decided upon by the fire department's testing staff. These rescheduled dates couldn't be changed by candidates, even if the new date presented a hardship on the individual.

At the conclusion of the Physical Ability Testing phase there were 1,093 applicants invited to participate in the Oral Board Interview.

Oral Board Interview

There were 2,425 city residents and 1,304 women that applied for this job announcement. By the time the oral board interviews were scheduled to start, there were 358 city residents and 55 women left in the process.

The oral board interviews were held at Maritime Industries Academy in northeast Baltimore. The interview panels are made up completely of Baltimore City residents. They receive a morning briefing on the interview process and how to score the applicants. In some cases, there are no human resource professionals on the panels, and the ones that work for the fire department float in and out of the rooms as they assign people to panels.

By the Numbers

Listed below are the expenditures made by the Baltimore City Fire Department during the 2015 – 2016 recruitment and hiring process. The fire department makes the qualification that this may not include the full universe of expenditures made during the recruitment process because a number of the individuals who managed and led the recruitment and hiring process are no longer current fire department employees.

EXPENDITURE CATEGORY	COST
Recruitment Team	\$37,055
Test Monitors (Written)	\$52,092
Radio One Ads	\$14,895
VMS Signage	\$2,340
Monitors (Interviews)	
<i>Straight Time</i>	\$14,400
<i>Comp Time</i>	\$1,260
<i>Overtime</i>	\$11,610
FPSI Contracts	
<i>Initial</i>	\$85,000
<i>Addendum</i>	\$25,000
	\$243,653

Baltimore City Fire Department 2009 Recruitment Data Totals

EMT/Firefighter	Demographics
City Residents	1,002
Non-City Residents	1,171
Total:	2,173

Baltimore City Fire Department 2015 Recruitment Data Totals

EMT/Firefighter	Demographics
City Residents	2,425
Maryland Residents	4,720
Out of State/Country	1,827
Total:	6,547

Baltimore City Fire Department 2009 Recruitment Data Applicant Demographics

Male	Am Indian	Asian	Black	Hispanic	Nat Hawaiian	White	Unknown
Female	0	5	241	3	0	54	8
Male	0	34	851	34	0	882	61
Total	0	39	1,092	37	0	936	69

Baltimore City Fire Department 2015 Recruitment Data Applicant Demographics

Male	Am Indian	Asian	Black	Hispanic	Nat Hawaiian	White	Unknown
Female	8	5	1,052	28	1	200	10
Male	44	43	2,084	194	12	2,412	94
Total	52	48	3,136	222	13	2,612	104

Baltimore City Fire Department 2009 Final Hiring Process Data

Total Applicant Pool	2,173
Number of Applicants that showed up to the Written Test	1,497
Number of Applicants who passed the Written Test	1,257
Number of Applicants scheduled for the Physical Agility Test	Unknown
Number of Applicants scheduled for the Oral Board Interview	1,019
Number of City Residents Invited to the Oral Board Interview	385
Number of Women Invited to the Oral Board Interview	118

Baltimore City Fire Department 2015 Final Hiring Process Data

Total Applicant Pool	6,547
Number of Applicants that were invited to the Written Test	3,883 – 3,903
Number of Applicants that showed up to the Written Test	2,626
Number of Applicants who passed the Written Test	2,164
Number of Applicants scheduled for the Physical Agility Test	1,866
Number of Applicants scheduled for the Oral Board Interview	1,093
Number of City Residents Invited to the Oral Board Interview	358
Number of Women Invited to the Oral Board Interview	55

Baltimore City Fire Department 2009 Written Test Applicant Demographics

Written Exam	Total Pool	Passed	Pass Rate
White Male	662	616	49%
White Female	42	41	3.3%
White Unknown	0	0	
White Total	704	657	52.3%
Black Male	553	408	32.5%
Black Female	137	103	8.2%
Black Unknown	0	0	
Black Total	690	511	40.7%
Hispanic Male	26	23	1.8%
Hispanic Female	1	1	0.1%
Hispanic Unknown	0	0	
Hispanic Total	27	24	1.9%
Asian Male	26	22	1.8%
Asian Female	4	4	0.3%
Asian Unknown	0	0	
Asian Total	30	26	2.1%
Native Indian Male	0	0	
Native Indian Female	0	0	
Native Indian Unknown	0	0	
Native Indian Total	0	0	0%
Other Male	0	0	
Other Female	0	0	
Other Unknown	0	0	
Other Total	0	0	0%
Unknown Male	43	37	2.9%
Unknown Female	3	2	0.2%
Other Unknown	0	0	
Unknown Total	46	39	3.1%
All Attendees (Gender)	Total Pool	Passed	Pass Rate
Male	1,310	1,106	88%
Female	187	151	12%
Unknown	0	0	0
Totals	1,497	1,257	100%

Baltimore City Fire Department 2015 Written Test Applicant Demographics

Written Exam	Total Pool	Passed	Pass Rate
White Male		684	
White Female		69	
White Unknown		8	
White Total	805	761	95%
Black Male		549	
Black Female		250	
Black Unknown		7	
Black Total	1138	806	71%
Hispanic Male		56	
Hispanic Female		6	
Hispanic Unknown		1	
Hispanic Total	76	63	83%
Asian Male		19	
Asian Female		3	
Asian Unknown		0	
Asian Total	26	22	85%
Native Indian Male		15	
Native Indian Female		1	
Native Indian Unknown		0	
Native Indian Total	16	16	100%
Other Male		15	
Other Female		13	
Other Unknown		2	
Other Total	38	30	79%
Unknown Male		110	
Unknown Female		26	
Other Unknown		330	
Unknown Total	527	466	88%
All Attendees (Gender)	Total Pool	Passed	Pass Rate Average
Male	1,742	1,448	83%
Female	500	368	74%
Unknown	384	348	91%
Totals	2,626	2,164	82%

Baltimore City Fire Department 2009 Physical Ability Test Applicant Demographics

In 2009 the fire department did not capture any data for the number of applicants that participated in their physical ability test.

Baltimore City Fire Department 2015 Physical Ability Test Applicant Demographics

Physical Ability Test	Total Pool	Passed	Pass Rate
White Male		561	
White Female		12	
White Unknown			
White Total		573	75%
Black Male		435	
Black Female		42	
Black Unknown			
Black Total		477	59%
Hispanic Male		25	
Hispanic Female		1	
Hispanic Unknown			
Hispanic Total		26	41%
Asian Male		8	
Asian Female		1	
Asian Unknown			
Asian Total		9	41%
Native Indian Male		7	
Native Indian Female		0	
Native Indian Unknown			
Native Indian Total		7	44%
Other Male		10	
Other Female		0	
Other Unknown			
Other Total		12	40%
Unknown Male		0	
Unknown Female		0	
Other Unknown		0	
Unknown Total		0	
All Attendees (Gender)	Total Pool	Passed	Pass Rate
Male	1,085	1,035	95%
Female	200	55	28%
Unknown			
Totals	1,285	1,090	85%
City Residents		385	35%

Baltimore City Fire Department 2009 Oral Board Interview Applicant Demographics

Oral Interview	Total Pool	Passed	Pass Rate
White Male	531	466	
White Female	37	33	
White Unknown	0	0	
White Total	568	499	
Black Male	312	270	
Black Female	74	65	
Black Unknown	0	0	
Black Total	386	335	
Hispanic Male	17	16	
Hispanic Female	1	1	
Hispanic Unknown	0	0	
Hispanic Total	18	17	
Asian Male	15	13	
Asian Female	4	4	
Asian Unknown	0	0	
Asian Total	19	17	
Native Indian Male	0	0	
Native Indian Female	0	0	
Native Indian Unknown	0	0	
Native Indian Total	0	0	
Other Male	26	24	
Other Female	2	2	
Other Unknown	0	0	
Other Total	28	26	
Unknown Male	0	0	
Unknown Female	0	0	
Other Unknown	0	0	
Unknown Total	0	0	
All Attendees (Gender)	Invited	Attended	Final List Rate
Male	901	789	
Female	118	105	
Unknown	0	0	
Totals	1,019	894	
City Residents	385	334	

Baltimore City Fire Department 2015 Oral Board Interview Applicant Demographics

Oral Interview	Total Pool	Passed	Pass Rate
White Male		321	
White Female		9	
White Unknown		1	
White Total		331	
Black Male		301	
Black Female		29	
Black Unknown		2	
Black Total		332	
Hispanic Male		21	
Hispanic Female		1	
Hispanic Unknown		0	
Hispanic Total		22	
Asian Male		8	
Asian Female		1	
Asian Unknown		0	
Asian Total		9	
Native Indian Male		7	
Native Indian Female		0	
Native Indian Unknown		0	
Native Indian Total		7	
Other Male		10	
Other Female		2	
Other Unknown		0	
Other Total		12	
Unknown Male		71	
Unknown Female		2	
Other Unknown		144	
Unknown Total		217	
All Attendees (Gender)	Invited	Attended	Final List Rate
Male	1,035	980	75%
Female	55	50	88%
Unknown			
Totals	1,090	1,030	94%
City Residents		272	29%

Baltimore City Fire Dept. EMT/Firefighter Hiring

Class Number	Total Number Recruits	Total Number City Residents	Women	White or Caucasian	Black or African American	Asian	Hispanic or Latino
17-01 EMT/ Firefighter	54	30	7	29	23	0	2
Number Graduated	47	24	6	29	16	0	2
17-03 EMT/ Firefighter	32	14	6	17	12	1	2
Number Graduated	24	13	2	16	5	1	2
17-04 EMT/ Firefighter	26	8	4	10	15	1	0
Number Graduated	22	4	5	7	14	1	0
18-02 EMT/ Firefighter	25	17	6	6	17	2	0
Number Graduated	19	12	4	6	11	2	0
19-01 EMT/ Firefighter	46	17	3	30	15	1	0
Number Graduated	39	14	2	25	13	1	0
19-02 EMT/Firefighter	40	18	5	19	19	1	1
Number Graduated	32	14	3	16	14	1	0
Total Hired	223	104	31	111	101	6	5
Total Graduate	183	81	22	99	73	6	4

Baltimore City Fire Dept. EMT/Paramedic Hiring

Class Number	Total Number Recruits	Total Number City Residents	Women	White or Caucasian	Black or African American	Asian	Hispanic or Latino
15-01 & 02: EMT/PM	61	10	17	39	18	2	NS-2
Number Graduated	45	6	11	29	12	2	NS-2
15-03 EMT	31	8	11	24	6	0	1
Number Graduated	29	7	9	22	6	0	1
16-01 & 02 EMT/PM	30	11	13	19	8	1	2
Number Graduated	26	3	10	17	6	1	2
16-03 & 04 EMT/PM	23	8	6	17	5	0	1
Number Graduated	17	8	5	12	4	0	1
17-02 EMT/PM	34	17	14	18	15	0	1
Number Graduated	30	15	13	17	12	0	1
18-01 Paramedic	9	2	3	6	3	0	0
Number Graduated	8	2	3	5	3	0	0
18-03 EMT	33	8	15	20	12	0	1
Number Graduated	27	7	10	15	11	0	1
19-03 EMT/PM	34	15	8	20	13	0	1
Number Graduated	23	12	4	16	6	0	1

Total Hired	255	79	87	163	80	3	9
Total Graduate	205	60	65	133	60	3	9

EMT School Program

The current Fire Chief started the EMT school program during the 2014 – 2015 school year at Vivian T. Thomas and Frederick Douglass high schools. The program expanded to Dunbar and Patterson high schools during the 2016 – 2017 school year. Since the program was created, 25 Baltimore City Public School students have been hired into the fire department, and 18 are currently still employed. This program is a great pathway for Baltimore City youth interested in the public service. In the past, the program recruited students citywide. Listed below are charts highlighting the total number of youth that the fire department has engaged in this program over four school years. Also, the charts will show the number of students hired and terminated per year.

Baltimore City Fire Department EMT School Program Engagement

Name of the School	Total Number of Youth in Program between 2015 – 2018
Dunbar H.S.	55
Douglas H.S.	26
Patterson H.S	16
V.T. Thomas H.S	69
Total	166

	Females	Male
Black or African American	102	56
White or Caucasian	1	4
Hispanic or Latino	3	0
Asian	0	0
Total	106	60

Baltimore City Fire Department EMT School Program Hiring and Retention

Name of the School	School Year	Total Number of Youth	Females	White or Caucasian	Black or African American	Asian	Hispanic or Latino
Dunbar H.S.	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Douglas H.S.	2015	0	0	0	0	0	0
Patterson H.S	N/A	N/A	N/A	N/A	N/A	N/A	N/A
V.T. Thomas H.S	2015	4	3	1	3	0	0
Number Hired	2015	4	3	1	3	0	0
Number Terminated	2015	1	1	0	1	0	0

Name of the School	School Year	Total Number of Youth	Females	White or Caucasian	Black or African American	Asian	Hispanic or Latino
Dunbar H.S.	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Douglas H.S.	2016	2	2	0	2	0	0
Patterson H.S	N/A	N/A	N/A	N/A	N/A	N/A	N/A
V.T. Thomas H.S	2016	0	0	0	0	0	0
Number Hired	2016	2	2	0	2	0	0

Name of the School	School Year	Total Number of Youth	Females	White or Caucasian	Black or African American	Asian	Hispanic or Latino
Dunbar H.S.	2017	5	2	0	5	0	0
Douglas H.S.	2017	0	0	0	0	0	0
Patterson H.S	2017	0	0	0	0	0	0
V.T. Thomas H.S	2017	2	2	1	0	0	1
Number Hired	2017	7	4	1	5	0	1
Number Terminated	2017	1	1	0	1	0	0

Name of the School	School Year	Total Number of Youth	Females	White or Caucasian	Black or African American	Asian	Hispanic or Latino
Dunbar H.S.	2018	7	5	0	7	0	0
Douglas H.S.	2018	0	0	0	0	0	0
Patterson H.S	2018	0	0	0	0	0	0
V.T. Thomas H.S	2018	5	3	1	4	0	0
Number Hired	2018	12	8	1	11	0	0
Number Terminated	2018	5	2	0	5	0	0

During the September 5, 2019 hearing, the below listed questions were asked in reference to recruitment, hiring and the EMT school program, and the department provided the subsequent responses at the hearing or as a follow-up request.

Question and Responses:

1. When is the next application process scheduled to start?
 - Chief Niles Ford stated that the next application process is scheduled to start in January.
2. With this switch in hiring, are you going to completely abandon the EMT and Paramedic hiring processes?
 - Chief Niles Ford stated that yes this will eliminate the current processes and streamline it to only one process.
3. From the 2015 – 2016 hiring process, you have hired 23 women into the firefighter/EMT position, 17 of those women have graduated from the training academy. How will a switch in hiring solely for this all-hazards position impact the total number of women entering the fire department?
 - Chief Niles Ford stated that changing the process would affect the total number of women coming into the fire department.
4. You had 2,425 city residents apply for this position, 358 were left in the process going into the oral interview, and only 80 have been hired. Can you explain why more city residents haven't been hired?
 - Chief Niles Ford stated that the test is not segmented by city residents and non-city residents we just conduct the test and hire off the list.
5. Has the fire department thought about restructuring the testing process to occur on a rolling basis similar to the police departments process?
 - Chief Niles Ford stated that the current process is common within the fire service.
6. In 2009 the fire department accepted paper applications for the firefighter/EMT position, why did the submission of applications go completely online in 2015?
 - Chief Niles Ford stated that this is a better way of tracking data throughout the process, and this is the format that the Department of Human Resources uses.
7. If 6,547 people applied and were invited to take the written test, what do you believe were some of the reasons why 3,922 applicants decided not to show up and take the test?
 - Chief Niles Ford stated that he didn't know why this occurred.
8. What prompted your decision to switch the physical ability test?
 - Chief Niles Ford stated that the Candidate Physical Ability Test created a disparate impact on women and that prompted him to go to the new test.
9. How many weeks in advance did candidates have to familiarize themselves with the equipment being used on the Physical Ability Test that you instituted?
 - Chief Niles Ford stated that there was an online video made available for the candidates but that they didn't have access to the actual course.

10. What is the current status of the fire department's EMT school program?
 - Chief Niles Ford stated that the program is currently at Dunbar, Douglas, Vivian Thomas, and Patterson.
11. Can you explain to the committee the structure of the program? Specifically, the criteria used for selecting students, the curriculum, how students matriculate through the program, and what the requirements are to be hired?
 - Chief Niles Ford stated that the program is currently being restructured to include entrance criteria.
12. How many positions does the fire department have budgeted each fiscal year specifically to hire the students in this program?
 - Chief Niles Ford stated that currently the fire department has been using money from their training budget to fund these positions.
13. Will this council see a dedicated line item in your 2021 budget for fire cadet positions?
 - Chief Niles Ford stated that the fire department is going to allocate funds in the upcoming budget specifically for this program.
14. Approximately 70% of the women who currently work in the fire department are assigned to the EMS division, and since 2015, 78 women have graduated from your training academy, of which 61 have been hired as EMT/Paramedics.
 - How will your proposed change in hiring affect the number of women that come into the department?
 - Chief Niles Ford stated that he has formed a committee to discuss the impact that this decision would have on the agency.
15. How many academy classes are you scheduled to host this year, and how many women are anticipating in each of those classes?
 - Chief Niles Ford stated that he did not have that information available but noted that there are currently two classes in the training academy, one just started yesterday, and the other is scheduled to start in October.

Recommendations for Recruitment, Application Process and EMT School Program

1. Before the Fire Chief changes the hiring process, the Labor committee encourages them to conduct a comprehensive analysis on the impact that creating one entry-level hiring process will have on the fire department, city residents, females, and members of minority groups.
2. The Labor committee encourages the fire department to conduct the same structured recruitment campaign in all future hiring processes that they implemented in 2015. (See information in Attachment A of this report)
3. The Labor committee would like to see the fire department eliminate the requirement for applicants to upload their driver's license at the time of application submission.
4. The Labor committee would like to see the fire department send out paper notifications or post cards via the United States mail inviting applicants to the written test.

5. The fire department should consider adopting the Physical Ability Testing exercises and minimum standards used by the Baltimore Police Department for entrance-level applicants. The exercises and standards are: Sit-ups – 29 in 1 minute; Push-ups – 20 for Males and 10 for Females in 1 Minute; and a 1.5 Mile Run – 16 minutes and 28 seconds. These are standard exercises used by the United States military and professional police departments across the country.
6. If the fire department elects to keep the current Physical Ability Test, then the Labor committee is encouraging the Fire Chief to implement an 8 – 10 week mentorship program so that applicants can familiarize themselves with the equipment on the Physical Ability Test.
7. The Labor committee would like for the fire department to conduct a comprehensive analysis prior to the start of the Physical Ability Testing phase of the application process to determine if the ladder carry exercise disproportionately affects female candidates, and if so, consider removing it from the test.
8. The fire department should consider working to have at least one internal or external human resources professional available to sit on every interview panel.
9. The Labor committee ask that the fire department provide a detailed outline of the structure of the EMT School Program/Youth Cadet Program; plans to expand it citywide, the criteria used for selecting students, the curriculum, how students will matriculate through the program, and the requirements for students to be hired. The program should be in partnership with the Baltimore City Public School System.
10. The Labor committee would like to see the fire department allocate funds in their budget to create no less than 20 positions for youth participating in the EMT School/Youth Cadet Program (to include a full benefit package).

Fire Station Demographics and Discipline

In the third hearing held on September 19, 2019 the Labor committee was briefed on the 2015 recruitment campaign and the subsequent hiring process for firefighter/EMT vacancies. Information was also reviewed on the EMT/Paramedic application and hiring process dating back to 2015. The hearing concluded with a discussion about the current status of the EMT school program and what the direction would be going forward.

The Baltimore City Fire Department has been plagued by a long history of segregation and inequality within their organization. These practices have been seen through the hiring and promotional processes, and through the unfair disciplinary actions that affect minority personnel at a higher rate than it does their white counterparts. But one of the most visible signs of the continued segregation within the Baltimore City Fire Department that often goes unmentioned is in the composition of personnel assigned to neighborhood fire stations.

On September 11, 2019, the Baltimore Sun ran an article entitled, “Across the board, Baltimore area police departments are much whiter than the people they serve.” The article was prompted by a federal lawsuit by the Department of Justice into the Baltimore County Police Department’s written test for entry-level applicants. The lawsuit claims that African-Americans failed this test at a higher rate than their white counterparts, leading to fewer African-Americans being hired into the department.

The article continued on to talk about the overwhelming disparity gap as it relates to race in the largest police departments across the state, until it profiled the diversity numbers within the Baltimore City Police Department. The article states, “Baltimore City’s police force is the most diverse in the region, at 45% white, 40% black and 12% Hispanic. But whites are still overrepresented compared with the city population, which is just 28% white and 63% black.”

In comparison to their public safety colleagues in the Baltimore City Fire Department, whites make up 65% of the organizations 1,700 personnel, while blacks account for approximately 31%, Hispanics, Asians, and American Indians while represented within the organization, make up less than 1% of the total number of uniformed employees in the department.

From the numbers that you see throughout this report, the fire department’s administration has failed to consciously desegregate neighborhood fire stations by assigning and/or transferring personnel so that there is an adequate balance of gender and race represented on each company across the city. In the Baltimore City Fire Department’s Manual of Procedure – 311 Transfer of Assignment it explicitly states, ***“The Chief of Fire Department shall, at his discretion, assign, and detail or transfer any member of the Fire Department for the good of the Fire Department.”*** Many would agree that the desegregation of neighborhood fire stations would be for the good of the fire department, and is well within the Fire Chief’s authority to institute this change.

If we are ever going to close the disparity gap when it comes to gender and race equity in the Baltimore City Fire Department then we have to be intentional in our efforts to reverse the barriers that have disproportionately isolated African-Americans and women as candidates for these positions. The Baltimore City Police Department, an organization that once resembled the Baltimore City Fire Department is proof that it can be done.

2019 Fire Station Demographic Data

Fire Department Operations Bureau Demographics

Operations Bureau	Total	Male	Female	White	Black	Hispanic	Asian	Am. Indian	Not Specified
EMS Division	304	162	142	164	126	8	5	0	1
Battalion 1	162	153	9	137	24	0	0	1	0
Battalion 2	152	147	5	126	21	1	3	1	0
Battalion 3	197	188	9	135	56	3	0	1	2
Battalion 4	197	183	14	123	68	3	0	1	2
Battalion 5	180	169	11	80	96	2	2	0	0
Battalion 6	213	200	13	161	46	3	2	0	1
Total	1,405	1,202	203	926	437	20	12	4	6
Total Percentage	100%	85%	14%	65%	31%	0.01%	0.01%	0.00%	0.00%

Fire Department Emergency Medical Services Division Demographics

EMS Division	Total	Male	Female	White	Black	Hispanic	Asian	Am. Indian	Not Specified
EMS Administration	23	13	10	14	7	1	1	0	0
EMS Battalion 1	48	24	24	32	15	1	0	0	0
EMS Battalion 2	50	28	22	28	20	0	2	0	0
EMS Battalion 3	46	26	20	26	19	1	0	0	0
EMS Battalion 4	44	24	20	19	23	2	0	0	0
EMS Battalion 5	46	24	21	20	23	1	0	0	1
EMS Battalion 6	48	23	25	25	19	2	2	0	0
Total	304	162	142	164	126	8	5	0	1
Total Percentage	100%	53%	45%	54%	41%	3%	2%	0%	0%

Baltimore City Fire Department – 1st Battalion Demographics

Battalion 1	Total	Male	Female	White	Black	Hispanic	Asian	Am. Indian	Not Specified
Engine Co. 5	20	19	1	17	2	0	0	1	0
Truck Co. 3	20	20	0	19	1	0	0	0	0
Engine Co. 41	26	24	2	23	3	0	0	0	0
Engine Co. 50	20	19	1	16	4	0	0	0	0
Truck Co. 20	20	19	1	17	3	0	0	0	0
Engine Co. 51	18	15	3	17	1	0	0	0	0
Engine Co. 27	18	17	1	13	5	0	0	0	0
Truck Co. 26	20	20	0	15	5	0	0	0	0
Total	162	153	9	137	24	0	0	1	0
Total Percentage	100%	94%	5%	85%	15%	0%	0%	0%	0%

Baltimore City Fire Department – 2nd Battalion Demographics

Battalion 2	Total	Male	Female	White	Black	Hispanic	Asian	Am. Indian	Not Specified
Engine Co. 6	29	27	2	24	5	0	0	0	0
Truck Co. 1	24	24	0	20	4	0	0	0	0
Engine Co. 33	19	19	0	17	1	0	0	1	0
Truck Co. 5	19	19	0	16	3	0	0	0	0
Engine Co. 13	20	19	1	18	1	0	1	0	0
Truck Co. 16	20	20	0	17	0	1	2	0	0
Engine Co. 31	21	19	2	14	7	0	0	0	0
Total	152	147	5	126	21	1	3	1	0
Total Percentage	100%	97%	3%	83%	14%	0%	2%	0%	0

Baltimore City Fire Department – 3rd Battalion Demographics

Battalion 3	Total	Male	Female	White	Black	Hispanic	Asian	Am. Indian	Not Specified
Engine Co. 8	24	24	0	22	2	0	0	0	0
Truck Co. 10	23	23	0	20	1	1	0	0	1
Engine Co. 14	20	19	1	16	3	1	0	0	0
Engine Co. 30	17	15	2	7	10	0	0	0	0
Truck Co. 8	20	19	1	12	7	0	0	1	0
Engine Co. 36	20	20	0	17	3	0	0	0	0
Engine Co. 47	19	17	2	8	11	0	0	0	0
Engine Co. 53	15	13	2	2	11	1	0	0	1
Engine Co. 55	19	18	1	15	4	0	0	0	0
Truck Co. 23	20	20	0	16	4	0	0	0	0
Total	197	188	9	135	56	3	0	1	2
Total Percentage	100%	95%	5%	69%	28%	2%	0	0%	0%

Baltimore City Fire Department – 4th Battalion Demographics

Battalion 4	Total	Male	Female	White	Black	Hispanic	Asian	Am. Indian	Not Specified
Engine Co. 42	22	20	2	19	3	0	0	0	0
Engine Co. 4	19	16	3	7	11	0	0	0	1
Truck Co. 29	19	19	0	14	4	0	0	0	1
Engine Co. 21	18	18	0	15	1	2	0	0	0
Truck Co. 25	23	23	0	19	4	0	0	0	0
Engine Co. 43	17	14	3	6	9	1	0	1	0
Engine Co. 44	19	19	0	8	11	0	0	0	0
Engine Co. 54	18	15	3	13	5	0	0	0	0
Truck Co. 30	24	24	0	17	7	0	0	0	0
Engine Co. 56	18	15	3	5	13	0	0	0	0
Total	197	183	14	123	68	3	0	1	2
Total Percentage	100%	93%	7%	62%	35%	2%	0%	0%	1%

Baltimore City Fire Department – 5th Battalion Demographics

Battalion 5	Total	Male	Female	White	Black	Hispanic	Asian	Am. Indian	Not Specified
Engine Co. 40	26	25	1	11	13	1	1	0	0
Truck Co. 12	20	20	0	12	8	0	0	0	0
Engine Co. 46	19	16	3	2	17	0	0	0	0
Truck Co. 27	20	20	0	11	9	0	0	0	0
Engine Co. 20	18	17	1	8	10	0	0	0	0
Truck Co. 18	20	20	0	13	7	0	0	0	0
Engine Co. 29	18	17	1	12	5	0	1	0	0
Engine Co. 45	20	16	4	7	13	0	0	0	0
Engine Co. 52	19	18	1	4	14	1	0	0	0
Total	180	169	11	80	96	2	2	0	0
Total Percentage	100%	94%	6%	44%	53%	1%	1%	0%	0%

Baltimore City Fire Department – 6th Battalion Demographics

Battalion 6	Total	Male	Female	White	Black	Hispanic	Asian	Am. Indian	Not Specified
Engine Co. 23	30	28	2	24	5	0	1	0	0
Engine Co. 2	18	18	0	16	2	0	0	0	0
Engine Co. 26	19	19	0	15	3	1	0	0	0
Truck Co. 6	19	19	0	19	0	0	0	0	0
Engine Co. 35	19	15	4	8	10	1	0	0	0
Truck Co. 21	21	21	0	14	7	0	0	0	0
Engine Co. 57	19	17	2	13	4	0	1	0	1
Engine Co. 58	18	14	4	6	11	1	0	0	0
Fire Boat	27	26	1	24	3	0	0	0	0
Rescue 1	23	23	0	22	1	0	0	0	0
Total	213	200	13	161	46	3	2	0	1
Total Percentage	100%	94%	6%	76%	22%	1%	1%	0%	0%

Baltimore City Fire Department – Calendar Year 2018 Disciplinary Cases

	Total Number Charged	Unfounded	Not Sustained	Sustained	Exonerated
White or Caucasian	427	N/A	30	397	N/A
Black or African American	275	N/A	18	257	N/A
Other	24	N/A	4	20	N/A
Total	726	N/A	52	674	N/A

During the September 19, 2019 hearing, the below listed questions were asked in reference to the disciplinary process, equity assessments, and station demographics, and the department provided the subsequent responses at the hearing or as a follow-up request.

Question and Responses:

1. In the data that you submitted, 726 administrative charges have been filed against members of your department, of which 93% were sustained.
 - Who is responsible for conducting these disciplinary investigations, and determining the outcomes of these cases?
 - Assistant Chief Tavon Claggett explained the process to the committee and stated that Battalion Chiefs are responsible for conducting those investigations and they forward the findings up the chain of command.
2. Since you've been the Chief, has there been any conversation about creating an independent Internal Investigation Section?
 - Chief Niles Ford stated that yes the fire department has been in conversation around this topic.
3. Do you think that independent investigations need to be conducted to ensure the integrity of the cases and their outcomes?
 - Chief Niles Ford explained that during the last three budget cycles the fire department has included a staffing request for the creation of this position, but other budgetary priorities took precedent.
4. As a part of Council President Brandon Scott's Equity Assessment Program, each agency was supposed to hire or assign someone with the full-time responsibility of being the Equity Coordinator. Where is your department with fulfilling this requirement?
 - The fire department's Chief of Staff Amy Beth Leasure stated that the Mayor's Office is coordinating a training program with a toolkit to provide those individuals identified as Equity Coordinators with the materials that they need to conduct equity assessments.
5. When you look at the composition of the fire companies across the city do you believe that they represent equity and inclusion?
 - Chief Niles Ford stated that no he doesn't believe that they represent equity, and went on to say that when a unit arrives it shouldn't have all of any race.
6. The 1st, 2nd, and 6th Battalions all have a significantly low number of African-Americans assigned to the companies in those battalions, can you explain to us why the representation of minorities is so low in those stations?
 - Chief Niles Ford stated that this happens because people in the organization tend to self-segregate.
 - Chief Niles Ford added that he has moved all transfer request to the Office of the Fire Chief so that he will have oversight of this process. These request will only be honored on a quarterly basis.

- The Chief went on to say that he is looking to develop an Officer's Symposium and bring in people from different industries to expose them to various leadership styles.
7. Currently you have 8 African-American Captains assigned to fire suppression out of 63 in the entire department, why are 6 of them assigned to the 5th Battalion?
 - Chief Niles Ford stated they all transferred to be in that Battalion.
 8. Following that same line of questions, you have 4 African-American Battalion Chiefs in fire suppression out of 31 in the entire department, are all of those Battalion Chief's assigned to the 5th Battalion as well?
 - Chief Niles Ford stated that yes all of them are assigned to the 5th Battalion.
 9. As a result of the fatal fire that occurred in January of 2017 that took the lives of six children in the 4200 block of Springwood Avenue, recommendations were made for the fire department to get an arson dog.
 - The fire department recently spent \$3,000 to purchase and have an arson dog trained, what is the status of the dog's arrival here with the department?
 - Chief Niles Ford stated that he stepped away from obtaining the dog at this time as it would be too much of a requirement for the organization to take on. He added that the money that was spent was non-refundable.

Recommendations to Address the Fire Department's Station Demographics

1. The Labor committee ask that the Fire Chief put together a plan to assign an equal number of minority (race and gender) supervisors (Lieutenant, Captain and Battalion Chief's) to each of the six Battalions on different shifts so that there is diverse representation citywide.
2. The Labor committee ask that the fire department conduct a comprehensive plan on how they will close the diversity gap by increasing the number of minorities assigned to the 1st, 2nd and 6th Battalions.
3. The committee encourages the Fire Chief to have his administration draft a transfer policy that states that recruits most stay at the companies that they are assigned to after graduation for a minimum of 3-years. Newly promoted supervisors must stay at the companies that they are permanently assigned to for 2 years after promotion. Veteran fire and EMS personnel must stay at the companies that they elect to transfer to for a minimum of 2-years upon approval of request. These stipulations should only be voided for disciplinary reasons.

Recommendations on Resource Allocation for Calls for Service

1. The Fire Chief should consider collaborating with local stakeholders to develop and implement a public education campaign aimed at educating residents on the use of 9-1-1 and when to use it.
2. The Labor committee encourages the Fire Chief to develop a multi-year report to assess the need to increase the number of medic units based on call volume, and encompassed in that report should be staffing recommendations for those units.

Recommendations to Address Equity in Discipline

1. The Labor committee encourages the fire department to conduct an assessment on the creation of an independent internal investigation unit within the fire department tasked with conducting investigations into employee misconduct, rendering unbiased outcomes, and recommending fair and impartial penalties in accordance with departmental policies.

ATTACHMENT A

Baltimore City Fire Department

2015 Recruitment Schedule Guidebook

2015 Recruitment Information

Information: EMT/Firefighter

Salary: \$36,222 - \$57,884 Grade:313

Posting Date: September 28, 2015

Closing Date: October 12, 2015

BCFD Recruiter	Demographics
Paramedic Daniel Benitez	Latino – Male
Paramedic Senecca Frazier	Black – Female
Firefighter Connie Thompson	Black – Female
Paramedic Jaron Carter Sr.	Black – Male
Julie Torres – Human Resources	Black/Latino – Female
Firefighter Eugene VonBerger	White – Male
Fire Inspector Khalilah Yancey	Black – Female
Firefighter Derrick Manning	Black – Male
Firefighter Vernon Stephens	Black – Male
Firefighter Lori Underwood	White – Female

BCFD Management	Demographics
Samuel Johnson	Black – Male
Steve Nutting	White – Male

Morning Briefings: These meetings were held every morning at Baltimore City Fire Department Headquarters from 9:00a.m. – 9:30a.m. Recruiters were given their daily schedules and assigned locations for the day.

Media/Communication Recruitment Campaign:

- Radio One Advertisements:
 - WERQ 92.3
 - WWIN 95.9
 - Praise 106.1
- Use of the Baltimore City Email Blast to spread the word that we are now hiring.
- Press Releases were sent to all of the local news stations announcing the opening of the application process.
 - WMAR 2 News
 - WBAL 11 News
 - WJZ 13 News
 - WBFF 45 News
- Secured live interviews with all news stations to promote the annual Thrill Show as a location where applicants could apply in-person

Wednesday, September 30, 2015

Schedule

9:00am – 9:30am Morning Briefing at Headquarters

**10:00am – 1:00pm Group One: Baltimore City Community College
2901 Liberty Heights Ave. 21215**

Contact Person: Marilyn Hendricks

Contact Number: 410-462-8492

Please go to the Main Building room 110 to check-in and Ms. Hendricks will direct you to your assigned location.

Vernese Hilton

Eugene VonBerger

Daniel Benitz

Julie Torres

Terrell Taylor

Deidre Weems

**Group Two: Northwest One-Stop Career Center
2401 Liberty Heights Ave. 21215**

Contact Person: Gerald Grimes

Contact Number: 410-523-1060

Jarron Carter

Seneca Frazier

Khalilah Yancey

Kensington White

**Group Three: My Brother's Keeper Community Job Hub
4207 Frederick Ave. 21229**

Contact Person: Adrian Muldrow

Contact Number: 410-644-3194

Antoyn Redditt

Derrick Manning

Vernon Stephens

1:00pm – 2:00pm Lunch

2:15pm – 3:30pm Pop-Up Recruitment
Coppin State University
2500 W. North Avenue 21216

Antoyn Redditt	Jarron Carter
Derrick Manning	Seneca Frazier
Vernon Stephens	

2:15pm – 3:30pm Follow-Up with Latino Community

Vernese Hilton
Eugene VonBerger
Daniel Benitz
Julie Torres

4:00pm – 5:00pm Pop-Up Recruitment

1500 – 1800 E. Monument St.

400 – 600 N. Broadway

Johns Hopkins
Hospital
Campus

400 – 600 N. Washington St.

1500 – 1800 Orleans St.

5:00pm – 6:00pm Break

6:00pm – 8:30pm Cabinet in the Community

All available members report to 2100 Ashland Ave Baltimore, Maryland 21205

Vernese Hilton
Jarron Carter
Daniel Benitz
Eugene VonBerger

Wednesday, September 30, 2015

SCHEDULE

9:00am – 9:30am Morning Briefing at HQ's

10:00am – 1:00pm Group One: Baltimore City Community College
2901 Liberty Heights Ave. 21215
Contact Person: Marilyn Hendricks
Contact Number: 410-462-8492

Group Two: Northwest One-Stop Career Center
2401 Liberty Heights Ave. 21215
Contact Person: Gerald Grimes
Contact Number: 410-523-1060

Group Three: My Brother's Keeper Community Job Hub
4207 Frederick Ave. 21229
Contact Person: Adrian Muldrow
Contact Number: 410-644-3194

1:00pm – 2:00pm LUNCH

2:15pm – 3:30pm Pop-Up Recruitment
Coppin State University
2500 W. North Avenue 21216

4:00pm – 5:00pm Pop-Up Recruitment

1500 – 1800 E. Monument St.

**Johns Hopkins
Campus**

400 – 600 N. Broadway

400 – 600 N. Washington St.

1500 – 1800 Orleans St.

6:00pm – 6:30pm Cabinet in the Community

All available members report to 2100 Ashland Ave

Wednesday, October 1, 2015

Schedule

9:00am – 9:30am Morning Briefing at Headquarters

10:00 – 11:00 Pop-Up Recruitment @ Baltimore City Community College Harbor Campus

Vernese Hilton
Eugene VonBerger
Daniel Benitz
Julie Torres

10:00 – 11:00 Pop-Up Recruitment @ New Psalmist Baptist Church

Jarron Carter	Antoyn Redditt
Seneca Frazier	Derrick Manning
	Vernon Stephens

11:00am – 12:00pm Visit churches (see below)

12:00pm – 1pm Lunch

1pm – 3:30pm Visit churches (see below)

3:30pm – 4:45pm Pop-Up Recruitment @ the intersection of Mt. Royal Ave and Charles Street

Vernese Hilton
Eugene VonBerger
Daniel Benitz
Julie Torres

3:30pm – 4:45pm Pop-Up Recruitment @ the intersection of Market Place and Lombard Street

Antoyn Redditt
Derrick Manning
Vernon Stephens

Group One: Responsible for visiting the below listed churches.

Vernese Hilton
Eugene VonBerger
Daniel Benitz
Julie Torres

Holy Rosary 408 South Chester Street Baltimore MD 21231 Phone: (410) 732-3960	St. Patrick (Broadway) Broadway and Bank Streets Baltimore MD 21202 Phone: (410) 276-1646	St. Elizabeth of Hungary 2638 E. Baltimore Street Baltimore MD 21224 Phone: (410) 675-8260
St. Leo 227 South Exeter Street Baltimore MD 21202 Phone: (410) 675-7275	St. Casimir 2736 O'Donnell Street Baltimore MD 21224 Phone: (410) 276-1981	Sacred Heart of Jesus/Sagrado Corazón de Jesús 600 South Conkling Street Baltimore MD 21224 Phone: (410) 342-4336
Our Lady of Pompei 3600 Claremont Street Baltimore MD 21224 Phone: (410) 675-7790	St. Wenceslaus 2111 Ashland Avenue Baltimore MD 21205 Phone: (410) 675-7304	St. Matthew 5401 Loch Raven Boulevard Baltimore MD 21239 Phone: (410) 433-2300
St. Mary of the Assumption (Govans) 5502 York Road Baltimore MD 21212 Phone: (410) 435-5900	Shrine of the Little Flower 2854 Brendan Avenue Baltimore MD 21213 Phone: (410) 483-1700	St. Anthony of Padua 4414 Frankford Avenue Baltimore MD 21206 Phone: (410) 488-0400
St. Dominic 5302 Harford Road Baltimore MD 21214 Phone: (410) 426-0360	St. Francis of Assisi (Baltimore) 3615 Harford Road Baltimore MD 21218 Phone: (410) 235-5136	Mount Pleasant Church and Ministries 6000 Radecke Ave. Baltimore MD 21206 Phone: 410-325-3080
Greater Grace World Outreach 6025 Moravia Park Drive Baltimore MD 21206 Phone: 410-483-3700	Southern Baptist Church 1701 N. Chester Street Baltimore MD 21213 Phone: 410-732-8566	

Group Two: Responsible for visiting the below listed churches.

Antoyn Redditt
Derrick Manning
Vernon Stephens

St. William of York 600 Cooks Lane Baltimore MD 21229 Phone: (410) 566-2140	St. Edward 901 Poplar Grove Street Baltimore MD 21216 Phone: (410) 362-2000	St. Cecilia 3300 Clifton Avenue Baltimore MD 21216 Phone: (410) 624-3600
St. Bernardine 3812 Edmondson Avenue Baltimore MD 21229 Phone: (410) 362-8664	St. Benedict 2612 Wilkens Avenue Baltimore MD 21223 Phone: (410) 947-4988	Holy Cross 110 East West Street Baltimore MD 21230 Phone: (410) 752-8498
Transfiguration Roman Catholic Congregation 775 W. Hamburg Street Baltimore MD 21230 Phone: (410) 685-5044	St. Athanasius 4708 Prudence Street Baltimore MD 21226 Phone: (410) 355-5740	

Group Three: Responsible for visiting the below listed churches.

Jarron Carter
Seneca Frazier

St. Ambrose 4502 Park Heights Avenue Baltimore MD 21215 Phone: (410) 367-9918	Cathedral of Mary Our Queen 5200 North Charles Street Baltimore MD 21210 Phone: (410) 464-4000	St. Gregory the Great 1542 North Gilmor Street Baltimore MD 21217 Phone: (410) 523-0061
St. Peter Claver 1546 North Fremont Avenue Baltimore MD 21217 Phone: (410) 669-0512	The Church of the Redeemed of the Lord 4321 Old York Road Baltimore MD 21212 Phone: 410-433-0426	New Shiloh Baptist Church 2100 N. Monroe Street Baltimore MD 21217 Phone: 410-523-5306
Bethel AME Church 1300 Druid Hill Ave Baltimore MD 21217 Phone: 410-523-4273	New Psalmist Baptist Church 6020 Marian Drive Baltimore MD 21215 Phone: 410-945-3000	Empowerment Temple 4217 Primrose Ave Baltimore MD 21215 Phone: 410-225-3493

Friday, October 2, 2015

Schedule

9:00am – 9:30am Morning Briefing at Headquarters

9:30am – 10:30am Bon Secours Community Works Career Visibility Day
26 N. Fulton Avenue
Baltimore, MD 21223
410-362-3656

Khalilah Yancey
Jaron Carter

10:00am – 4:30pm East Baltimore Churches/Retail Businesses

Vernese Hilton
Eugene VonBerger
Julie Torres

10:00am – 4:30pm South and Southwest Baltimore Churches/Retail Businesses

Antoyn Redditt
Connie Thompson
Vernon Stephens

10:00am -4:30pm North and Northwest Baltimore Churches/Retail Businesses

Jaron Carter
Seneca Frazier
Derrick Manning
Khalilah Yancey

11:30am – 1:00pm: (Time can be extended or shortened if needed)
Pop-Up Recruitment in the lobby of 401 E. Fayette Street

Julie Torres

Group One: Responsible for visiting the below listed churches.

Vernese Hilton
Eugene VonBerger
Daniel Benitz
Julie Torres

Holy Rosary 408 South Chester Street Baltimore MD 21231 Phone: (410) 732-3960	St. Patrick (Broadway) Broadway and Bank Streets Baltimore MD 21202 Phone: (410) 276-1646	St. Elizabeth of Hungary 2638 E. Baltimore Street Baltimore MD 21224 Phone: (410) 675-8260
St. Leo 227 South Exeter Street Baltimore MD 21202 Phone: (410) 675-7275	St. Casimir 2736 O'Donnell Street Baltimore MD 21224 Phone: (410) 276-1981	Sacred Heart of Jesus/Sagrado Corazón de Jesús 600 South Conkling Street Baltimore MD 21224 Phone: (410) 342-4336
Our Lady of Pompei 3600 Claremont Street Baltimore MD 21224 Phone: (410) 675-7790	St. Wenceslaus 2111 Ashland Avenue Baltimore MD 21205 Phone: (410) 675-7304	St. Matthew 5401 Loch Raven Boulevard Baltimore MD 21239 Phone: (410) 433-2300
St. Mary of the Assumption (Govans) 5502 York Road Baltimore MD 21212 Phone: (410) 435-5900	Shrine of the Little Flower 2854 Brendan Avenue Baltimore MD 21213 Phone: (410) 483-1700	St. Anthony of Padua 4414 Frankford Avenue Baltimore MD 21206 Phone: (410) 488-0400
St. Dominic 5302 Harford Road Baltimore MD 21214 Phone: (410) 426-0360	St. Francis of Assisi (Baltimore) 3615 Harford Road Baltimore MD 21218 Phone: (410) 235-5136	Mount Pleasant Church and Ministries 6000 Radecke Ave. Baltimore MD 21206 Phone: 410-325-3080
Greater Grace World Outreach 6025 Moravia Park Drive Baltimore MD 21206 Phone: 410-483-3700	Southern Baptist Church 1701 N. Chester Street Baltimore MD 21213 Phone: 410-732-8566	

Group Two: Responsible for visiting the below listed churches.

Antoyn Redditt
Derrick Manning
Vernon Stephens

St. William of York 600 Cooks Lane Baltimore MD 21229 Phone: (410) 566-2140	St. Edward 901 Poplar Grove Street Baltimore MD 21216 Phone: (410) 362-2000	St. Cecilia 3300 Clifton Avenue Baltimore MD 21216 Phone: (410) 624-3600
St. Bernardine 3812 Edmondson Avenue Baltimore MD 21229 Phone: (410) 362-8664	St. Benedict 2612 Wilkens Avenue Baltimore MD 21223 Phone: (410) 947-4988	Holy Cross 110 East West Street Baltimore MD 21230 Phone: (410) 752-8498
Transfiguration Roman Catholic Congregation 775 W. Hamburg Street Baltimore MD 21230 Phone: (410) 685-5044	St. Athanasius 4708 Prudence Street Baltimore MD 21226 Phone: (410) 355-5740	

Group Three: Responsible for visiting the below listed churches.

Jarron Carter
Seneca Frazier

St. Ambrose 4502 Park Heights Avenue Baltimore MD 21215 Phone: (410) 367-9918	Cathedral of Mary Our Queen 5200 North Charles Street Baltimore MD 21210 Phone: (410) 464-4000	St. Gregory the Great 1542 North Gilmor Street Baltimore MD 21217 Phone: (410) 523-0061
St. Peter Claver 1546 North Fremont Avenue Baltimore MD 21217 Phone: (410) 669-0512	The Church of the Redeemed of the Lord 4321 Old York Road Baltimore MD 21212 Phone: 410-433-0426	New Shiloh Baptist Church 2100 N. Monroe Street Baltimore MD 21217 Phone: 410-523-5306
Bethel AME Church 1300 Druid Hill Ave Baltimore MD 21217 Phone: 410-523-4273	New Psalmist Baptist Church 6020 Marian Drive Baltimore MD 21215 Phone: 410-945-3000	Empowerment Temple 4217 Primrose Ave Baltimore MD 21215 Phone: 410-225-3493

Monday, October 5, 2015

Schedule

9:00am – 9:30am Morning Briefing at Headquarters

**10:00am – 11:30am Pop-Up Recruitment @ Johns Hopkins Hospital Bayview
Campus 4940 Eastern Ave Baltimore MD 21224**

Vernese Hilton
Eugene VonBerger
Daniel Benitez
Julie Torres

**11:45pm – 12:30pm Pop-Up Recruitment @ The Shops at Canton Crossings 3501
Boston St Baltimore MD 21224**

Vernese Hilton
Eugene VonBerger
Daniel Benitez
Julie Torres

**10:00am – 11:15am Pop-Up Recruitment @ Mercy Medical Center 345 Saint Paul
St Baltimore MD 21202**

Antoyn Redditt
Vernon Stephens
Connie Thompson

**11:30am – 12:30pm Pop-Up Recruitment @ University of Maryland Medical
Center 22 South Greene Street Baltimore MD 21201**

Antoyn Redditt
Vernon Stephens
Connie Thompson

**10:00am – 11:15am Pop-Up Recruitment @ University of Maryland Midtown
Medical Center 827 Linden Ave Baltimore MD 21201**

Jaron Carter
Seneca Frazier
Derrick Manning

11:30am – 12:30pm Pop-Up @ Mondawmin Mall @ 2401 Liberty Heights Ave
Baltimore MD 21215... Target, Ross, Marshalls, and Shoppers

Jaron Carter
Seneca Frazier
Derrick Manning

12:30pm – 1:30pm Lunch

1:30pm – 2:15pm Pop-Up Recruitment @ Med Star Good Samaritan Hospital 5601
Loch Raven Blvd Baltimore MD 21239

Antoyn Redditt
Vernon Stephens
Connie Thompson

~~2:30pm – 3:45pm Pop-Up Recruitment @ Northeast Middle School 5001 Moravia
Rd. Baltimore MD 21206~~

*2:25 Dismissal
Montebello Elem/Middle
2040 E. 32nd Street.*

Antoyn Redditt
Vernon Stephens
Connie Thompson

*E. 33rd St. & Hillen Rd.
E-29*

3:45pm – 5:00pm Pop-Up Recruitment @ Sinclair Lane & Moravia Rd.

Antoyn Redditt
Vernon Stephens
Connie Thompson

1:30pm – 2:15pm Pop-Up Recruitment @ 600 – 700 President St. and 700 – 900
Alicenna St. Baltimore MD 21202

Vernese Hilton
Eugene VonBerger
Daniel Benitez
Julie Torres

2:30pm – 3:30pm Pop-Up Recruitment @ Monarch Academy Public Charter School 2525 Kirk Ave. Baltimore MD 21213

Vernese Hilton
Eugene VonBerger
Daniel Benitez
Julie Torres

3:45pm – 5:00pm Pop-Up Recruitment @ North Ave & Harford Road

Vernese Hilton
Eugene VonBerger
Daniel Benitz
Julie Torres

1:45pm – 2:40pm Pop-Up Recruitment @ Sinai Hospital 2401 W. Belvedere Ave Baltimore MD 21215

Jaron Carter
Seneca Frazier
Derrick Manning

2:45pm – 3:45pm Pop-Up Recruitment @ Cross Country Elementary School 6100 Cross Country Blvd Baltimore MD 21215

Jaron Carter
Seneca Frazier
Derrick Manning

4:00pm – 5:00pm Pop-Up Recruitment @ University of Baltimore campus in the intersection of Charles St. & Mt. Royal Ave

Jaron Carter
Seneca Frazier
Derrick Manning

5:00pm – 6:00pm Break

6:00pm – 9:00pm Mayor's Public Safety Forum

Carver Vocational Technical High School
220 W. Prestman St. 21216

Tuesday, October 6, 2015

Schedule

9:00am – 9:30am Morning Briefing at Headquarters

10:00am – 12:00pm Pop-Up Recruitment in Westport

Vernese Hilton
Eugene VonBerger
Daniel Benitez

10:00am – 12:00pm Pop-Up Recruitment in Brooklyn

Antoyn Redditt
Vernon Stephens
Connie Thompson

10:00am – 12:00pm Pop-Up Recruitment in Cherry Hill

Jaron Carter
Seneca Frazier
Derrick Manning

12:00pm – 1:00pm Lunch

1:00pm – 3:00pm Pop-Up Recruitment in Edmondson Village

Antoyn Redditt
Vernon Stephens
Connie Thompson

1:00pm – 3:00pm Pop-Up Recruitment in Sandtown/Winchester

Jaron Carter
Seneca Frazier
Derrick Manning

1:00pm – 3:00pm Pop-Up Recruitment in Morrell Park

Vernese Hilton
Eugene VonBerger
Daniel Benitez

3:00pm – 4:00pm Pop-Up Recruitment @ University of Baltimore/Intersection of N. Charles St & Mount Royal Ave.

Vernese Hilton
Antoyn Redditt
Eugene VonBerger
Daniel Benitez
Jaron Carter
Seneca Frazier
Vernon Stevens

4:00pm – 6:00pm Pop-Up Recruitment with 92Q @ 1201 E. Cold Spring Lane

Vernese Hilton
Antoyn Redditt
Eugene VonBerger
Daniel Benitez
Jaron Carter
Seneca Frazier
Vernon Stevens

6:30pm – 8:00pm Pop-Up Recruitment @ Belair-Edison Community Association Meeting 3801 Erdman Ave Library

Wednesday, October 7, 2015

Schedule

9:00am – 9:30am Morning Briefing at Headquarters

9:40am – 10:25am Pop-Up Recruitment @ the following locations:

2 people @ Dolphin St. and McCulloh St.

2 people @ Eutaw St. and Preston St.

2 people @ Madison St. and Martin Luther King Jr.

Vernese Hilton	Antoyn Redditt
Eugene VonBerger	Vernon Stephens
Daniel Benitez	Connie Thompson

10:30am – 12:00pm Dept. of Licensing Labor and Regulations

Baltimore One Stop Job Center

1100 Eutaw Street

Contact Person: Lisa Nash 410-767-2158

Vernese Hilton	Antoyn Redditt
Eugene VonBerger	Vernon Stephens
Daniel Benitez	Connie Thompson

10:00am – 12:00pm and 1:00pm – 2:00pm

Goodwill Industries of the Chesapeake

222 E. Redwood Street

Contact Number: 410-837-1800

Jaron Carter
Seneca Frazier
Derrick Manning
Khalilah Yancey

12:00pm – 1:00pm Lunch

1:00pm – 3:00pm 41st St. & Falls Rd. Area

Vernese Hilton
Eugene VonBerger
Daniel Benitez

1:00pm – 3:00pm Greenmount St. & 33rd St. Area

Antoyn Redditt
Vernon Stephens
Connie Thompson

2:00pm – 3:00pm Park Heights Ave. & Belvedere Ave. Area

Jaron Carter
Seneca Frazier
Derrick Manning
Khalilah Yancey

3:30pm – 4:30pm Pop-Up Recruitment @ Liberty Heights Ave & Garrison Ave

Vernese Hilton
Eugene VonBerger
Daniel Benitez

3:30pm – 4:30pm Pop-Up Recruitment @ Northern Parkway & York Rd

Antoyn Redditt
Vernon Stephens
Connie Thompson

3:30pm – 4:30pm Pop-Up Recruitment @ Liberty Heights & Hillsdale Ave

Jaron Carter
Seneca Frazier
Derrick Manning
Khalilah Yancey

Thursday, October 8, 2015

Schedule

9:00am – 10:30am Morning Briefing at Headquarters

10:30am – 5:00pm Group One Pop-Up Recruitment @ the following locations:

Conkling St. & Eastern Ave.

Kane St. & Eastern Ave.

Bel Air Rd. & Frankfurt St.

North Ave & Greenmount Ave

Charles St / Cross Street (Cross Street Market Area)

857 E. Fort Ave. (Southside Shopping Center)

Vernese Hilton
Eugene VonBerger
Daniel Benitez
Derrick Manning

10:30am – 5:00pm Group Two Pop-Up Recruitment @ the following locations:

Wabash Ave & Northern Parkway

Westside Shopping Center

Poplar Grove St. & Edmondson Ave

North Ave & Bloomingdale St.

Clifton St. & Garrison Ave (Walbrook Junction)

Martin Luther King Jr. & Pennsylvania Ave.

Antoyn Redditt
Vernon Stephens
Jaron Carter
Seneca Frazier

12:00pm – 1:00pm Holiday St. & Lombard St. Inner Harbor Area

Friday, October 9, 2015

Schedule

3:45am – 7:00am **Eugene Von Berger**
210 Guilford Ave
Contact Person & Number: Yolanda Cason – 410-545-6942
Presentation Times: 4:00am
6:30am

8:00am – 9:00am **Eugene Von Berger**
6400 Pulaski Highway
Contact Person & Number: William Fair - 410-396-5948
Presentation Time: 8:30am

8:00am – 9:00am **Lt. Vernese Hilton**
2601 Falls Road
Contact Person & Number: Paul Trojan - 410-396-4934
Presentation Time: 8:30am

8:00am – 9:00am **Khalilah Yancey**
2339 Nevada Street
Contact Person & Number: Luther Booze - 410-396-8418
Presentation Time: 8:30am

9:30am

Vernese Hilton
Eugene VonBerger
Julie Torres

Please call the below listed City agencies, tell them who you are and let them know that a representative from the fire department spoke with their department head about visiting their work site to handout literature about our current recruitment campaign and we would like permission to stop by and speak with their employees. Ask for the best time during the day.

<u>6210 Pulaski Highway</u> Street Lighting Contact: Kevin Greenfield Superintendent 443-984-1110 8:00 am – 4:00 pm	<u>6400 Pulaski Highway</u> Landscaping – City Wide Contact: Cynthia Weisel Superintendent 410-396-5913 8:00 am – 4:00 pm	<u>6201 E. Lombard Street</u> Signs and Markings Contact: Dana D’Amico Superintendent 410-396-9288 8:00 am – 4:00 pm
<u>6201 E. Lombard Street</u> Special Events Contact: Marlon Walton Event Coordinator 410-396-7576 8:00 am – 4:00 pm		

9:30am – 10:30am Vivian T. Thomas High School
100 North Calhoun St
Contact Person & Number: LaCoya Mitz – 443-271-3199

Jaron Carter
Seneca Frazier
Khalilah Yancey

10:30am – 11:45am 1825 – 1829 Edison Highway
Contact Person & Number: Tonya Simmons – 410-396-1023

Jaron Carter
Seneca Frazier

Please call the below listed City agencies, tell them who you are and let them know that a representative from the fire department spoke with their department head about visiting their work site to handout literature about our current recruitment campaign and we would like permission to stop by and speak with their employees. Ask for the best time during the day.

Sweeper Operation – NW Yard 2840 Sisson St. 410-396-7250 Tarah Beck – Superintendent	<u>560 W. North Avenue</u> Facility Maintenance Contact: Ronald Hunter Superintendent 410- 396-7880 _____ 8:00am – 4:00pm
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9:45am – 10:15am 210 Guilford Ave

Contact Person & Number: Yolanda Cason – 410-545-6942

Presentation Time: 10:00am (Roll Call)

Antoyn Redditt
Derrick Manning

10:45am – 11:15am 210 Guilford Ave

Contact Person & Number: Yolanda Cason – 410-545-6942

Presentation Time: 10:00am (Roll Call)

Antoyn Redditt
Derrick Manning

Please call the below listed City agencies, tell them who you are and let them know that a representative from the fire department spoke with their department head about visiting their work site to handout literature about our current recruitment campaign and we would like permission to stop by and speak with their employees. Ask for the best time during the day.

6101 Bowleys Lane 410-396-9950 / 410-396-9952 Jerome Ragsdale - Superintendent	<u>1400 Leadenhall Street</u> Conduit Maintenance Contact: John Habicht Acting Superintendent 396-1263 8:00 am - 4:00 pm	Western Yard 701 Reedbird Ave 410-396-3367 Billy Nadolny – Superintendent
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2:00pm – 4:00pm Saint Ignatius Academy of Loyola located

300 Gittings Street

Contact Person & Number: Michael Hineyline – 443-278-4822

Jaron Carter
Seneca Frazier
Khalilah Yancey

3:15pm – 4:00pm 6400 Pulaski Highway

Contact Person & Number: Steven Henderson - 410-396-5949

Presentation Time: 3:30pm

Vernese Hilton
Eugene VonBerger
Julie Torres

3:30pm – 4:30pm 6200 Pulaski Highway

Contact Person & Number: Terry Chenoweth – 410-396-9966

Presentation Time: 3:45pm

Antoyn Redditt
Derrick Manning