Commissioner / Staff Retreat

Date | *time* 7/28/2021 9:00 AM| *Location* 68's

Agenda Items

	Topic	Presenter	Time allotted	
	Retreat Opening			
☐	▪ 2020 Review ▪ Current Strategic Plan Closeout/Review	Chief Pennington	@9:00	30 Mins
	Strategic Planning Process - 2022			
	Accreditation			
☐	▪ Self-Evaluation ▪ Community Outreach and Risk Reduction ▪ Strategic Plan ▪ District Policies	Chief Pennington Chief Crossen	@9:30	45 Mins
	First Rung Initiative			
☐	▪ Diversity, Equity, Inclusion, Hiring & Retention	Director Lee, Director Stevens Captain John Captain Chaney	@10:15	30 Mins
☐	***Break***		***@10:45***	*15 Mins*
☐	**Legislative Update**	Anthony Hemstad	@11:00	15 Mins
☐	**Financial Outlook**	Exec. Director Ganem	@11:15	30 Mins
	Working Lunch			
☐	OPM Info & Commissioner Guidelines	Quinn Law Firm	**@11:45**	45 Mins

Finance Cont'd

- Cash flow Analysis & Reserve Funds
- Capital Improvement Plan
  - Emergency Apparatus Replacement Cycles
  - Facility Assessment
- 2022 Budget Process
- Future Funding Needs

☐ Exec. Director Ganem @12:30 60-90 Mins

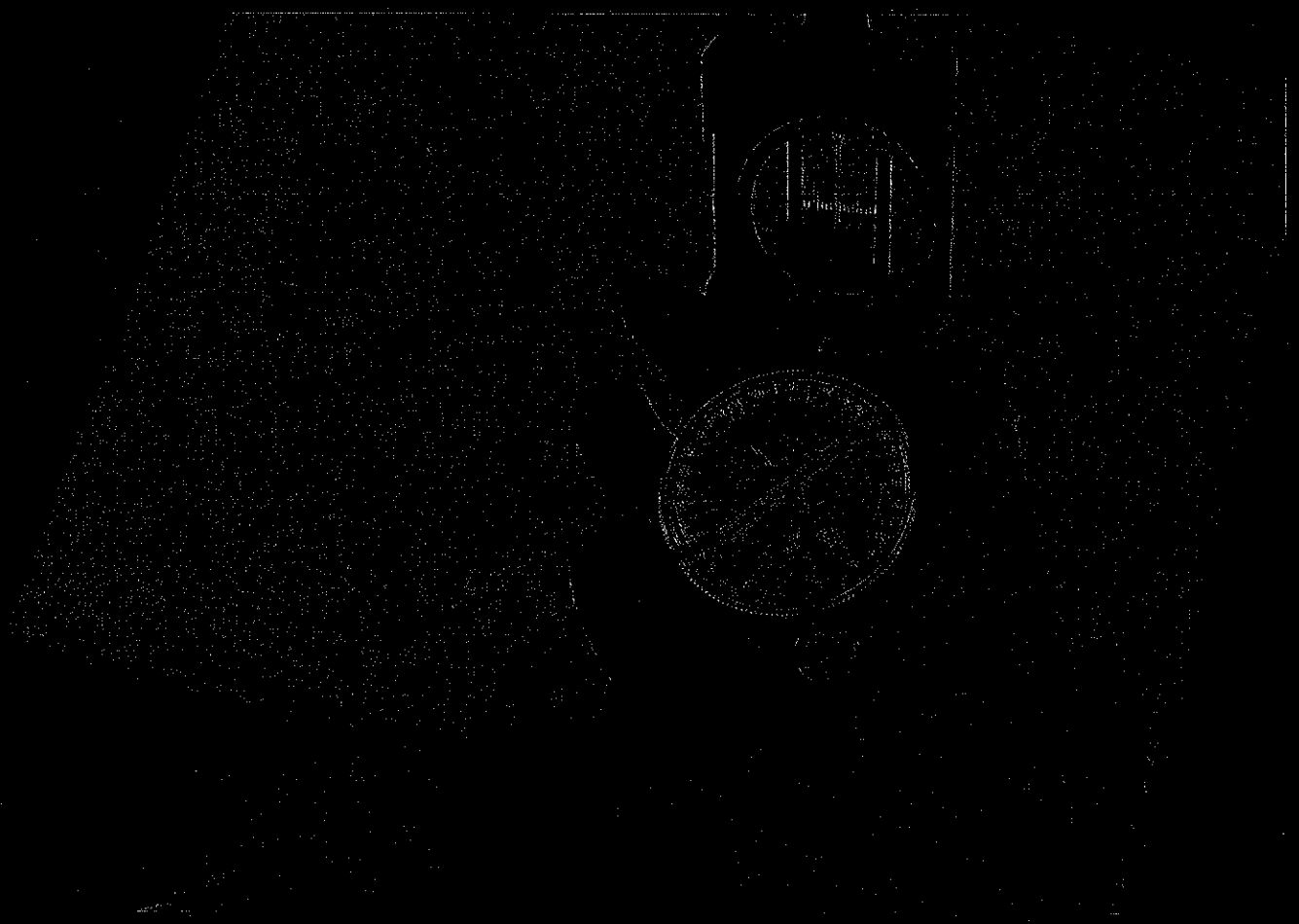
Conclude Retreat @2:00

Other Information

South King Fire & Rescue

DEI REPORT

July 2021



Eight Twenty Eight Consulting

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EIGHT TWENTY EIGHT

BACKGROUND & APPROACH

The Districts DEI "Team", hereby known as the team, is developing a Diversity, Equity, and Inclusion (DEI) program called the First Rung Initiative. Utilizing a leadership modality, this initiative is designed to introduce cultural responsibility and DEI to South King Fire & Rescue (SKFR). This is a 4-phased feasibility program that introduces DEI through initial assessing, coaching, training, recruitment, and ongoing continuous improvement. This 1-year pilot program is intended to determine the efficacy of introducing DEI and diversity-based recruitment and retention into the fire service, as well as to identify inter-organizational impacts post-implementation.

Duration: January 1st 2021-July 1st 2021

SKFR Team:

Mitchell Lee, Project Sponsor
Yolanda Morgan, Project Lead
Anthony John, Recruitment Officer
Brad Chaney, Community Engagement Officer

Eight Twenty-Eight Team:

Lawrence Garrett, Lead Consultant
Chenoa Musillo, Trainer/Facilitator

The Eight Twenty-Eight approach:

We believe effective work around DEI is that which is sustainable and to enable that, we take each client through a 4-phase process:

Assess: Identify organizational 'current state' as it relates to equitable policies, practices, and people, in support of and/or that may undermine equity.

Develop: Create a systemic & sustainable learning process, with culturally responsive strategies and outcomes.

Grow: Scale learning and coaching across the organization to institutionalize priorities intended to create a more equitable environment.

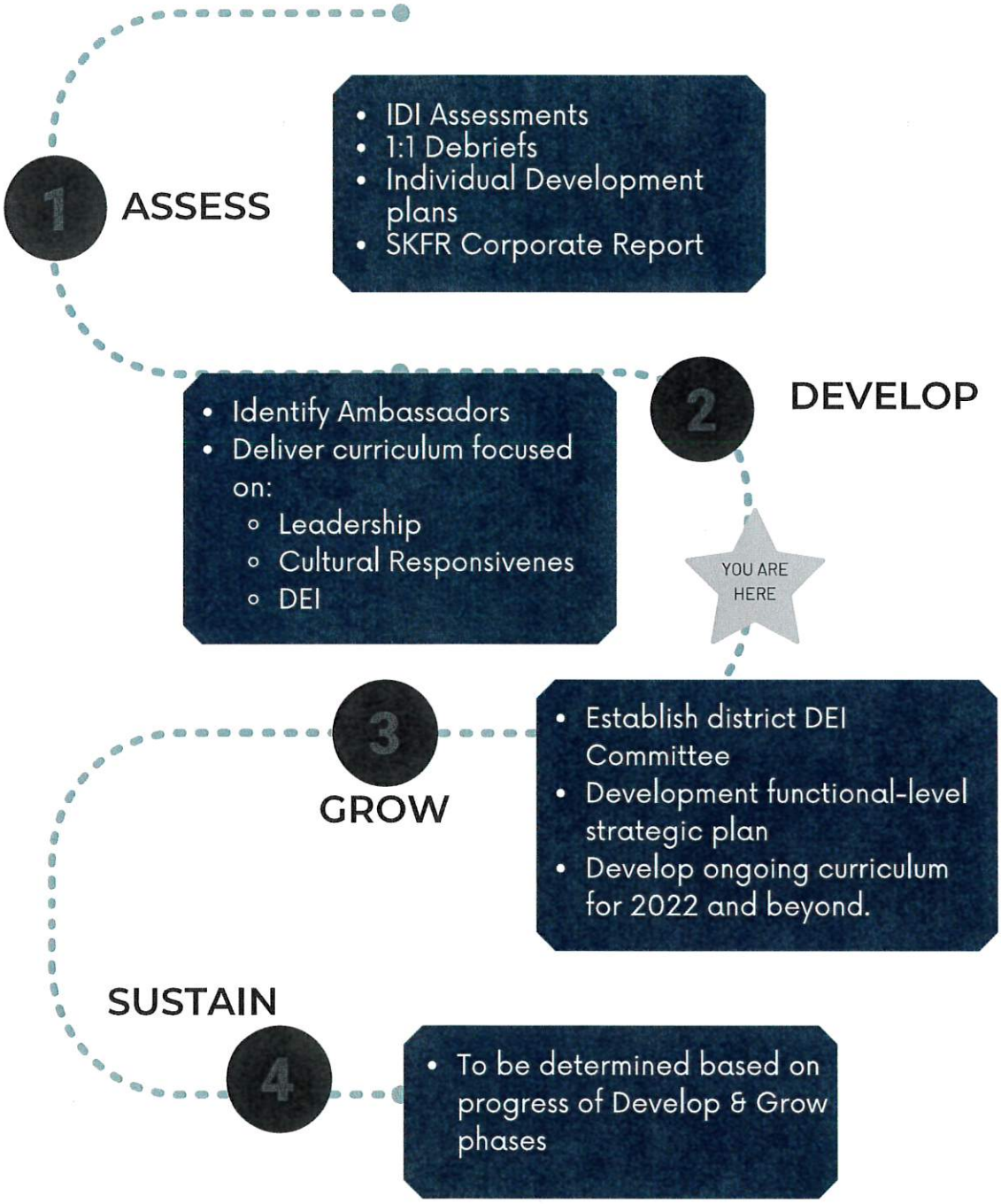
Sustain: Maintain and strengthen the DEI progress by committing to measuring outcomes and closing gaps.

PROGRAM OBJECTIVES

To lead SKFR through a human-centered design to create an environment in which the culture, team, and leadership demonstrate and promote behaviors conducive to creating a more diverse, equitable, and inclusive place to work. Specifically, the Team intends to address the following areas:

- Promote leadership training from a civic and community-based perspective.
- Develop culturally responsible employees to respect, protect and promote cultural, sexual orientation, and gender diversity in the workplace.
- Improve racial, sexual, and gender representation within the workforce in comparison to the community we serve.
- Provide adequate access, education, and advocacy to entering the workforce for historically marginalized populations.
- Create a workforce climate conducive for historically marginalized populations to thrive.

SKFR DEI JOURNEY



EIGHT TWENTY EIGHT

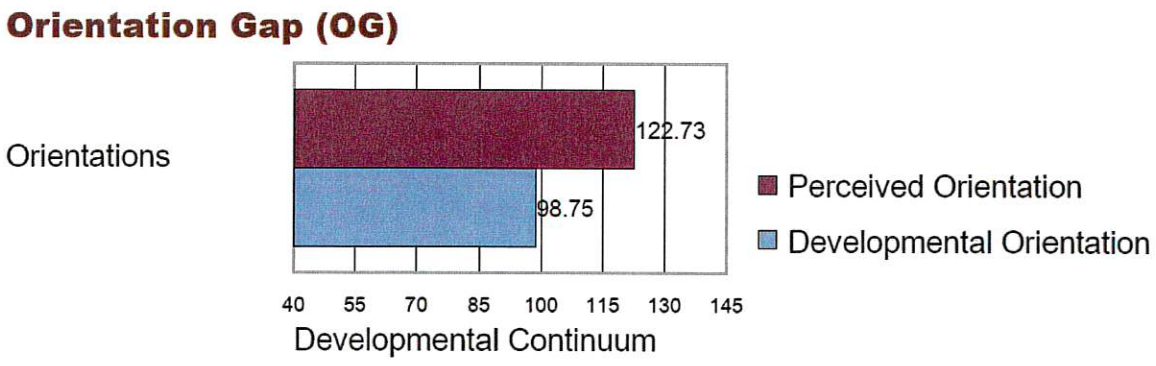
ASSESS PHASE

From January 2021 through April 2021, we assessed the organization's readiness by conducting the Intercultural Development Inventory (IDI) Assessment for an employee sample size of 30. The assessment consisted of an in-depth IDI questionnaire, a 1-hour debrief session, and an individual development plan to help improve cultural responsiveness and agility where applicable. These were the initial steps to becoming culturally responsive and ready for introductory education and training. Once all participants completed both the assessment and debrief, we generated a corporate report for the key stakeholders, highlighting the organizations' collective strengths and opportunities based on this sample size. This allowed us to create a customized plan forward for the unique needs of SKFR.

SKFR Report Summary:
As an organization, there is an orientation gap of 23.98, with a perceived orientation greater than the developmental orientation, indicating an overestimation of cultural competence.

In this case, SKFR has the perception of being in the *acceptance* orientation, but in practice behaves in the *minimization* orientation. This informs us that there is a strong interest to be more culturally responsive and adaptive, however, the participants in the pilot program lack the necessary tools and strategies to meet their desired intent.

In the minimization orientation, the group may struggle to bridge across diverse communities when differences need to be more deeply understood and acted upon. Our task will be to develop a deeper understanding of each individuals' own culture—cultural self-awareness—and an increased understanding of culture general and culture-specific frameworks for making sense of and more fully attending to cultural differences. Following are my recommendations on how to move forward.



EIGHT TWENTY EIGHT

ASSESS PHASE, CONT'D

In addition to the organizational outcomes, we also identified four categories of placement for each individual participant. The categories represent those who are ready to lead, ready to learn, ready to live, and ready to leave. The willingness, motivation, and commitment of each category is detailed below.

Ready to Lead	**"I'm ready to strategize and execute"** **Willingness:** Willing to take on the responsibility & initiative to establishing and organizing an equity team. **Motivation**: Motivated to continue their own learning journey and help lead others through their learning journeys. **Commitment:** Committed and accountable to ensuring culturally responsive practices and principles are being imbedded within the organization.
Ready to Learn	**"I'm ready to listen and understand"** **Willingness**: Willing to seek out additional learning and/or coaching. **Motivation**: Motivated to share learnings and experiences. **Commitment**: Committed to continuous learning and preparing to lead, if desired.
Ready to Live	**"I'm ready to explore and discover"** **Willingness**: Willing to dive deeper into my story. **Motivation**: Motivated to understand the impact of my experiences and how they have shaped my world views. **Commitment**: Committed to growing a stronger sense of self-awareness and understating.
Ready to Leave	**"I'm too uncomfortable"** Doesn't see a fit or desire to be in any other readiness level.

CLOSING THE GAP

To close the orientation gap, there are three aspects I recommend focusing on:

1	**EXPOSURE** The average South King Firefighter know little about the community they serve, in terms of: a. Knowing the cultural customs of various ethnic and racial groups within their service area. b. Identifying the pivotal service providers in the community to help navigate resources. c. Having the skills to apply various conflict resolution techniques accordingly to culture.
2	**EDUCATION** Firefighters are at a disadvantage because there is no current expectation to understand different cultures nor have any readily available training to better understand the community they serve. Going forward, Eight Twenty-Eight recommends SKFR consider the following: a. Create an online Equity, Diversity, and Inclusion resource center for SKFR employees to learn through either mandatory/required training or asynchronous/self-paced learning. b. Create community listening sessions to learn about the hopes and pains within the communities they serve. c. Continue to participate in ongoing DEI training.
3	**ENGAGEMENT** In order for South King Firefighters to become more culturally responsive and agile, they need more opportunities for engagement with the community outside of responding to service calls. Engagement opportunities could look like the following: a. Participation in community educational events hosted by local and regional non-profits. b. Participation in various cultural celebration events hosted by local schools and neighboring community-based organizations. c. Participation in town hall meetings, civic, religious, and service groups, and/or joining service projects within the community.

CONTINUING THE JOURNEY

To successfully continue in the develop phase and begin the grow phase, the following is needed:

1. Increase the number of SKFR employees to take the IDI assessment, focusing on those who oversee the largest teams within the organization.
2. Expand the culturally responsive and DEI work, training, and support for all SKFR employees.
3. Review current hiring process through an equity lens to widen access and pathway to becoming a Firefighters.
4. Determine key performance indicators (KPI's) for equity and inclusion goals for SKFR to accomplish within a 12-18 month time frame.

Additional recommendations to enable SKFR's success in becoming and culturally responsive organization:

1. Expand the training and support of your current social workers.
2. Expand the training and support for your current Community Affairs and Public Education office.
3. Create pathways for both the Social Worker Team and Community Affairs team to provide education, training, and updates to the entire SKFR organization.