

Information Item

Date: January 11, 2021

To: Mayor, Mayor Pro Tempore, and Members of the City Council

From: Damon C. Dequenne, Assistant City Manager

Subject:

Report from WPR Consulting, LLC on Winston-Salem Fire Department Cultural / Climate Assessment

Strategic Focus Area: Safe and Secure Community

Strategic Objective: No

Strategic Plan Action Item: No

Key Work Item: Perform climate assessment of WSFD



A contract was executed in August of 2020, under the City Manager's authority, for a climate assessment and environmental evaluation of our Fire Department. WPR Consulting, LLC, a minority owned business, was chosen to perform this important work. A brief summary of the scope of work is provided below as well as the biographical and professional information of the consultants. Both of these men are highly respected and recognized within NC and nationally for this type of work. Ms. Francesca Adams, of the City's Office of Performance and Accountability – Internal Audit Division, assisted the consultants for the duration of the project.

Scope

- Perform a culture / climate assessment of the WSFD
- Gather information regarding diversity and inclusion issues from WSFD employees and others (race, ethnicity, gender, class, sexual orientation, and disability)
- Use a SWOT Analysis and/or an environmental scan to identify the fire department's strengths, weaknesses, opportunities, threats; and potential growth areas
- Develop and facilitate a comprehensive diversity and inclusion training module that can be used to improve the cultural competency of fire employees and all other city staff if needed
- Make recommendations as follows:
 - Needed resources and support the City and fire department require to build an inclusive environment for all City departments to include training, technical assistance, staff development, accountability, Community engagement sessions to receive and value resident voices and feedback on primary and related topics, etc.

The full scope of work for this project is attached.

The Consultants

Willie Ratchford is the President of WPR Consulting, LLC. Mr. Ratchford is responsible for developing, directing, and implementing programs and activities to maintain and improve community relations, directing and reviewing equal opportunity investigations and discrimination complaints, and recommending solutions for community problems, and providing training in anti-discrimination laws, ordinances, and regulations. He oversees strategic operations planning, business planning, and the development of goals and objectives for WPR Consulting, LLC.

He received his bachelor's degree in Sociology from Tufts University in Medford, Massachusetts and completed one year of study towards a master's in social work at UNC Chapel Hill. He is a graduate of the John F. Kennedy Leadership School at Harvard University (Leadership Certification), the Institute of Government at the University of North Carolina at Chapel Hill (Certificate of Municipal Administration), the Charlotte Chamber Leadership School and Focus on Leadership. He is also a certified trainer in mediation, diversity, fair housing and sexual harassment.

Ratchford has been active in civil rights for over 40 years and in 1998 he received the Charlotte Area Peace Corps Association's first "Peace Prize" for his work to reduce tensions and foster a spirit of harmony in the community. In 2005 he received the Individual Human Rights Award from the National Association of Human Rights Workers and the Nancy Susan Reynolds Award for Race Relations in 2006, presented by the Z. Smith Reynolds Foundation to recognize persons who have encouraged and motivated improved relationships among people of different racial and ethnic backgrounds. In 2008 he received the Spirit of Detroit Award in recognition of exceptional achievement, outstanding leadership, and dedication to improving the quality of life for everyone. In 2011 he received Mecklenburg Ministries' Annual Community Leader Award. In 2015 Charlotte Mayor Dan Clodfelter presented to Ratchford the Mayor Richard Vinroot Award for outstanding community service for his work to help calm community tensions in the wake of the trial of a police officer accused of killing a citizen. He is a Past President of the National Association of Human Rights Workers.

Anthony W. Wade, PhD, SHRM-CP, PHR is a human resources and diversity professional who provides organizational consulting services in the areas of human capital solutions. This includes, but not limited to, diversity-equity-inclusion, talent management, compensation administration, change management, employee relations, equal employment opportunity (EEO), adult education and training, and leadership development.

Wade holds a bachelor's degree in human resources administration from Saint Leo University in St. Leo, Florida and a master's degree in management from Webster University in St. Louis, Missouri. He also holds an earned doctorate of philosophy in education and human resource studies with a specialization in organizational performance and change from Colorado State University in Fort Collins, Colorado. A graduate of the Institute of Government at the University of North Carolina at Chapel Hill (Certificate in County Administration), Wade is also a graduate and past program chair of LEADERSHIP North Carolina. Additionally, he is a graduate of the Defense Equal Opportunity Management Institute at Patrick Air Force Base in Cocoa Beach,

Florida (Certificate of completion of the Equal Opportunity Advisor Program). He is nationally certified as a Department of the Army EEO Counselor by the U.S. Army's EEO Compliance and Complaints Review Division in Washington, D.C., a Professional in Human Resources (PHR) by the Human Resource Certification Institute in Alexandria, Virginia, and a Certified Professional in Human Resources (SHRM-CP) by the Society for Human Resource Management in Alexandria, Virginia.

An honorably retired U.S. Air Force (USAF) veteran, Wade's experience in diversity, fair employment and human relations spans nearly 40 years in the public, private, higher education and military sectors. In 1992 he was recognized as the top Equal Opportunity Treatment/Human Relations Program Manager for USAF Air Education and Training Command and the first runner-up for the same award Air Force worldwide. In 1999 the Wilmington City Council and the New Hanover County Commissioners in North Carolina presented him with "Resolutions of Appreciation" for outstanding excellence and service as the County's Human Relations Director. This included his work as the County's fair employment practices director from 1995 to 1999 in which Wade enforced the local fair employment ordinance in the public/private sectors and managed its work-sharing agreement with the U.S. Equal Employment Opportunity Commission. In 2004 he received the "Diversity Recognition Award" for his work in hosting and facilitating the City and County of Denver, Colorado's Diversity Committee's Professional Development Workshop/Forum, successfully educating elected/appointed officials, senior department heads and committee members on progressive diversity initiatives and strategies. He was recognized in 2015 by the U.S. Army's 71st Ordnance Group for providing professional development training for soldiers assigned as military equal opportunity officers and advisors across bases in five states. He is a charter member and was the first president of the Colorado state chapter of the National Association of African-Americans in Human Resources (NAAAHR) as well as a past regional vice president and life member. He is also a past president of the National Association of Human Rights Workers.