

August 16, 2016

LOS ANGELES FIRE DEPARTMENT



RALPH M. TERRAZAS
FIRE CHIEF

August 1, 2016

BOARD OF FIRE COMMISSIONERS
FILE NO. 16-092

TO: Board of Fire Commissioners

FROM: *RMT* Ralph M. Terrazas, Fire Chief

SUBJECT: UPDATE ON THE LOS ANGELES FIRE DEPARTMENT (LAFD)
RECRUITMENT PLAN

FINAL ACTION:	<input type="checkbox"/> Approved	<input type="checkbox"/> Approved w/Corrections	<input type="checkbox"/> Withdrawn
	<input type="checkbox"/> Denied	<input type="checkbox"/> Received & Filed	<input type="checkbox"/> Other

SUMMARY

The information in this report outlines annual performance from July 1, 2015 – June 30, 2016 of recruitment activities for the Firefighter Recruitment Section (FRS) as it relates to the 2015/2016 LAFD Recruitment Plan and the LAFD Strategic Plan "A Safer City" (Goal 8: Recruit, Develop and Retain a Professional and Diverse Workforce).

The FRS has collected data for the past 12 months and is reporting to the Fire Commission as requested to measure the Department's success specific to achieving the goals of the Recruitment Plan.

RECOMMENDATION

That the Board:
Receive and file.

DISCUSSION

By developing an ongoing data collection process utilizing the Google platform, the FRS has transitioned into a data driven Section. Capturing and tracking each contact with potential Firefighter Candidates has been the hallmark of efficiency to measure effectiveness.

These actions have provided the FRS the ability to plan, organize, evaluate, and adjust programs based on feedback collected from various sources. Marketing strategies are subsequently adjusted to enable the FRS to achieve optimal results toward the identified goals within the Recruitment Plan. The LAFD Strategic Plan, Goal 8, is "Recruit, Develop, and Retain a Professional and Diverse Workforce."

There are a total of 7 identified strategies, which guide the FRS toward achievement of the goals. The following 6 goals are 100% complete:

1. Budget/Staff the FRS to accomplish the goals of the Recruitment Plan.
2. Design Preparatory Programs to assist candidates through the process.
3. Establish a formal mentorship program with educational institutions.
4. Improve effort to recruit a workforce that reflects the community.
5. Partner with Los Angeles Unified School District (LAUSD) to develop a High School Magnet Program. Wilson and Banning High Schools are projected to begin in summer 2016 with Dorsey and Monroe projected to begin in 2017.
6. Ensure the effectiveness of our recruitment efforts.

The following goal is 50% complete and is currently being developed to include program parameters and budget proposal to be submitted for Fiscal Year 2017/2018.

7. Modify, standardize, and expand current Cadet Program, Crew 3, and other volunteer opportunities.

The following includes the Strategic Plan Benchmarks from the 2015/2016 LAFD Recruitment Plan. In just 1 year, the FRS has made great progress in achieving the identified benchmarks (see Attachment 1).

The Firefighter Recruitment Section Staff Development is 100% complete and includes the following:

- City Personnel Department to provide at least 2 in-service training sessions to the FRS and field cadre members during the fiscal year.
- City Personnel Department and FRS to provide at least 1 in-service training session to LAFD field members during the fiscal year.

Recruitment Outreach (Youth, Community, College, and Military) is 100% complete and includes the following:

- FRS to conduct 4 major Recruitment Expos during the fiscal year (total of 5).
 1. Operations Valley Bureau (OVb) – January 2016
 2. Operations South Bureau (OSB) – February 2016
 3. Operations Central Bureau (OCB) – March 2016
 4. Operations West Bureau (OWB) – May 2016
 5. Operations Central Bureau (OCB) – June 2016

- LAFD Youth Development Unit to conduct 3 high school magnet presentations this fiscal year (total of 9).
- Recruitment Unit to attend 8 college career fairs during the fiscal year.

Focused College and Military Outreach is 100% complete and includes the following:

- Recruitment Unit to attend 1 college student athlete career fair and/or recruitment presentation this fiscal year at targeted universities and junior colleges (18 local colleges).
- Recruitment Unit to attend 2 military career fairs or transition center job fairs this fiscal year per 5 military bases.
- Recruitment Unit to conduct 1 recruitment presentation for 3 trade schools this fiscal year.
- Recruitment Unit to conduct 1 recruitment presentation for each college fire academy this fiscal year.

Outreach and Mentoring Programs is 100% complete and includes the following:

- Each LAFD Recruiter to collect at least 12 new candidate contacts per month.
- Recruitment Unit to develop relationships with 2 houses of worship during the fiscal year.
- Recruitment Unit to develop relationships with 2 new community-based organizations and recruit 2 candidates from these organizations.
- LAFD Preparatory Unit to train and mentor at least 250 new candidates during the fiscal year.
- Each LAFD Mentor to contact each candidate in the database at least **3** times during the process. Candidates were contacted before each Career Expo via email, messaging through social media, telephonic contact, and in person at LAFD sponsored events.

Media Exposure/Advertising is 100% complete and includes the following:

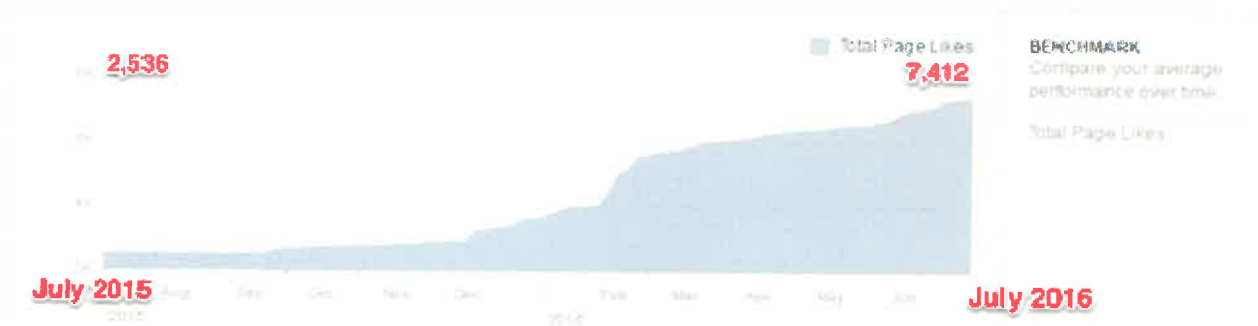
- Los Angeles City Personnel Department Recruitment to review/implement 2 new media outlets and promotional opportunities per month.

To highlight further the 2015/2016 marketing efforts we have included progress made through the use of social media (Facebook, Instagram, and Twitter), marketing and outreach efforts made during this recruitment campaign.

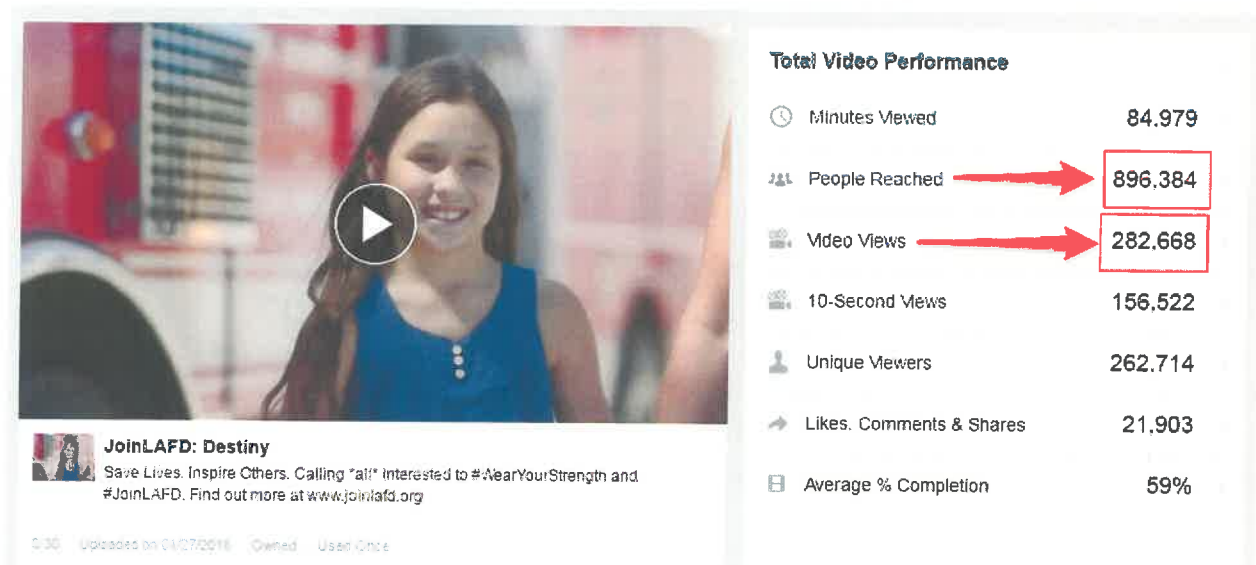
During the 2015/2016 recruitment campaign the professional marketing firm Quigley Simpson was contracted to assist the Los Angeles City Personnel Department and LAFD with the development of a marketing strategy, to complete creative work, and assist with advertising purchases (see Attachment 2).

Social media outreach proved to be a very useful strategy during the 2015/2016 recruitment campaign. When the FRS assumed responsibility to manage the Facebook account in September of 2015 there were 2,536 followers. After ten months of dedicated oversight of the account, there are now 7,412 followers and counting as identified below:

Total Page Likes as of Today 7,419



Fire Chief Ralph M. Terrazas committed \$17,000 to the creation of a modern public service announcement, for reach and impact of that effort see graphic below.

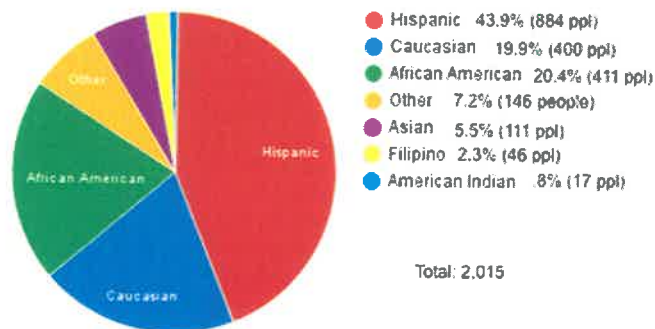


On October 13, 2015, the FRS began using several new and improved technologies (Google Forms, Eventbrite, and Survey Monkey) to collect contacts made with Firefighter Candidates. Currently, the two main data collection systems are the LAFD Applicant Intake Form used at recruitment events, and the electronic registration at our Department sponsored preparatory programs. For this report both written and electronic data is combined (July 1, 2015 to June 30, 2016). Annual recruitment contacts are 2,153. The Preparatory Program contacts for this same period is 2720.

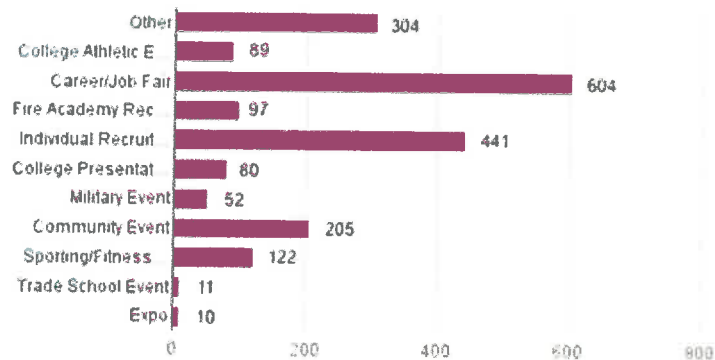
The graphs below illustrate Recruitment Contacts made in Fiscal Year 2015/2016 (July 1, 2015 – June 30, 2016) in the following categories:

1. Ethnicity
2. Event type
3. Gender

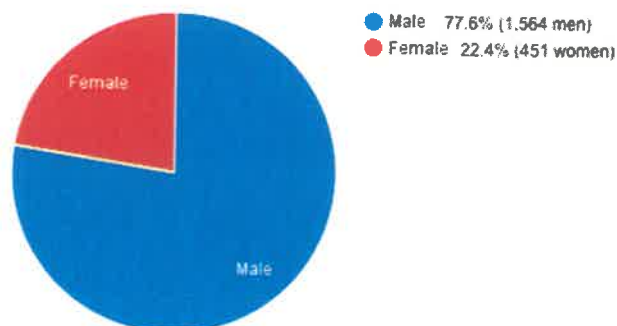
Ethnicity



Count of Event or personal contact that generated the completion of this form

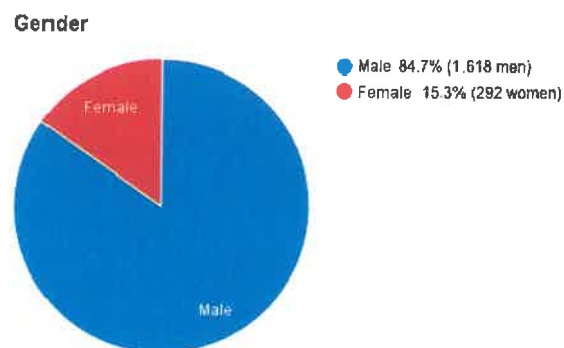
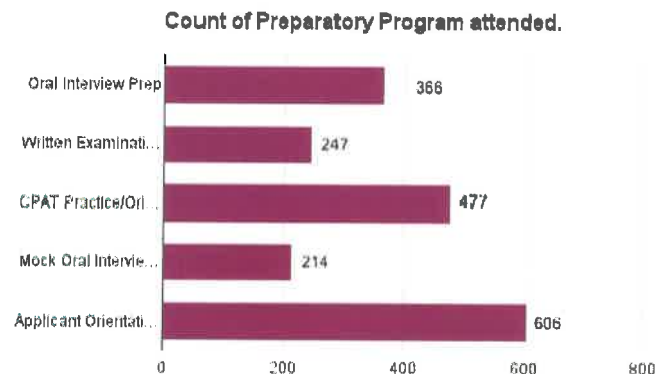
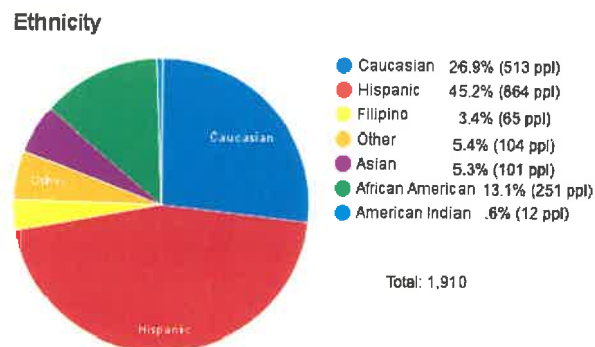


Gender



The graphs below illustrate Preparatory Program Contacts made in fiscal year 2015/2016 (July 1, 2015 – June 30, 2016) in the following categories:

1. Ethnicity
2. Preparatory program type
3. Gender



Note: 810 candidates accessed LAFD preparatory programs in the months of July, August and September prior to the creation of the electronic data collection and should be added to the total number of preparatory contacts for the year.

There are three ways to identify conversion rates as a candidate moves through the recruitment process and into the selection process:

1. Candidates apply online for the entry level Firefighter position
2. Candidates register for the Firefighter Candidate Assessment (FCA)
3. Candidates are administered the FCA

Since the online application process did not begin until May 1, 2016, and does not close until December 16, 2016, the FRS cannot effectively measure the conversion rate accurately at this time. However, we can see how many candidates have registered for and taken the FCA, and applied for the job. We can also compare the 2016 testing process to the 2014 testing process to measure our effectiveness (see Attachment 3).

CONCLUSION

Through the efforts of the FRS, the City Personnel Department, and Stakeholder partnerships (i.e., Quigley Simpson, AEG, LA Sparks, Los Angeles Convention Center, LAFD Employee Organizations and bargaining units, the Departments of Transportation and Recreation and Parks, Emergency Operations, and the Board of Fire Commissioners) we have aggressively transformed recruitment and outreach for the Los Angeles Fire Department within the City of Los Angeles. The central recruitment goals stated in the LAFD's Strategic Plan and the LAFD 2015/2016 Recruitment Plan were to recruit, develop, and retain a professional and diverse workforce. This annual report to Chief Ralph M. Terrazas and the Board of Fire Commissioners concludes that the Firefighter Recruitment Section has met or exceeded the defined goals, strategies and benchmarks that were set. In Fiscal Year 2016/2017, the Firefighter Recruitment Section will direct focused attention toward youth development programs including the Cadet, High School Magnets, and Youth Fire Academies.

Board Report prepared by Alicia Welch, Battalion Chief, Firefighter Recruitment Section.

Attachments

LAFD Strategic Plan – Benchmarks

The following includes specific information relative to the Strategic Plan Benchmarks from the 2015/2016 LAFD Recruitment Plan including recruitment locations, advertisement costs, ads, and media outreach.

- **Military career fairs or transition center job fairs:** Marine Corps Base Camp Pendleton, Marine Corps Air Station Miramar, Joint Forces Training Base Los Alamitos, Port Hueneme Naval Station, Twentynine Palms Marine Corps Air Ground Combat Center
- **Trade schools:** East Los Angeles Skills Center and Los Angeles Trade Technical College, 4 visits.
- **College fire academy:** Mount San Antonio, El Camino, Oxnard, Verdugo, Rio Hondo, Crafton Hills, Santa Ana College, and Metro Fire Academies.
- **High school magnet presentations:** El Sereno, Luther Burbank, Nightingale, Irving, Hollenbeck, Belvedere, Stevenson, Wilmington, Harry Bridges, Dodson, Fleming, Carnegie, and Animo James B. Taylor Middle Schools.
- **Career fairs:** Cal Poly Pomona, University of Riverside, L.A. Harbor College, College of the Canyons, East Los Angeles College, El Camino College, Los Angeles Southwest College, Los Angeles Valley College, Mount Saint Mary's University, UCLA, Norco College, Pasadena City College, USC, Baldwin Park College, Cal State University Northridge, Cal State University Los Angeles, and Cal State University Long Beach.
- **College student athlete career fair and/or recruitment presentation:** Cal Poly Pomona, University of Riverside, L.A. Harbor College, College of the Canyons, East Los Angeles College, El Camino College, Los Angeles Southwest College, Los Angeles Valley College, Mount Saint Mary's University, UCLA, Norco College, Pasadena City College, USC, Baldwin Park College, Cal State University Northridge, Cal State University Los Angeles, and Cal State University Long Beach.
- **Houses of worship:** Crenshaw Christian Center, First African Methodist Episcopal Church of Los Angeles, YoungNak Presbyterian Korean Church of Los Angeles, and City of Refuge.
- **Community-based organizations:** Empower LA, Veterans Affairs, Friday Night Lights, City of Los Angeles Department of Recreation and Parks, City of Los Angeles Economic and Workforce Development Department, LEGACY LA, Watts Labor Community Action. Committee, UNITE LA, Ameri Corps Vista College Advisors, Long Beach Business Council, Archdiocesan Youth Employment Services, City Year, Girls Today Women Tomorrow, and Camp Blaze.

Media and Advertising

- **Media outlets and promotional opportunities:** San Gabriel Valley Tribune, Whittier Daily News, Pasadena Star News, Los Angeles Daily News, Torrance Daily Breeze, Long Beach Press Telegram, San Bernardino Sun, Redlands Daily Facts, Inland Valley Daily Bulletin, The Sentinel, LA Focus, Broadly Magazine, La Opinion, Telemundo, KABC, KCAL, Time Warner Cable, City View, Univision, AEG, Recreation and Parks, Greek Theatre, Staples Center and the Los Angeles Sparks, Dodger Stadium, Metro Transit Authority, Department of Transportation, Outfront Media, Facebook, Instagram, Twitter, Los Angeles Convention Center, AMP, KPWR, KTWV, KRRL, and iHeart Radio.

Outdoor Advertisement

Type of Display	Size	Quantity	Time Frame	Cost
Bulletins	14'h x 48'w	5 units	2/22/16–6/12/16	\$40,000
Posters	10.5'h x 22.8'	40 units	2/22/16–6/12/16	\$48,000
Bus Tail Displays	21" x 72"	50 units	2/22/16–6/12/16	\$47,000
Total Outfront Media Cost:				\$135,000

Intersection (Dash Bus) Media buys:

Type of Display	Size	Quantity	Time Frame	Cost
Bus Tail	21" x 72"	51 units	2/1/16-6/30/16	\$803.25
Bus Interior Cards	11" x 28"	300 units	2/1/16-6/30/16	\$735.00
Total Intersection Media Cost with tax:				\$1,676.69

AMP Radio:

Quantity	Time of Radio Ad	Date	Display	Cost
29	30 second spot run	2/17/16 - 2/19/16	2 Digital Banners	\$5000
240	30 second spot run	2/22/16 - 5/1/16		\$17,247
223	30 second and 10 second spot run	4/25/16 - 6/26/16		\$15,800
29	30 second spot run	6/21/16 - 6/24/16		\$4,500
Total AMP Cost:				\$42,547

AAA Flag and Banner:

Conference Displays	Cost
Canopies, Table Covers, Apparatus Decals, Fire Station Banners	
Total Cost:	\$35,441.35

KTWV Radio:

Quantity	Time of Radio Ad	Date	Cost
240	30 second and 10 second spot run	4/25/16 – 6/26/16	\$13,027
Total KTWV Cost:			\$13,027

KPWR Radio:

Quantity	Time of Radio Ad	Date	Display	Cost
29	30 second spot run	2/16/16 - 2/19/16	Digital Banners	\$ 5,000
30	30 second spot run and 30, 10 second spot run	2/15/16 - 4/3/16		\$ 5,950
10	30 second spot run and 20, 10 second spot run	2/19/16 - 2/28/16		\$ 1,700
18	30 second spot run and 39, 10 second spot run	2/29/16 - 3/27/16		\$ 2,995
29	30 second spot run	6/22/16 - 6/24/16	2 Digital Banners	\$ 4,500
Total KPWR Cost:				\$20,145

KRRL (iHeart) Radio:

Quantity	Time of Radio Ad	Date	Cost
150	30 second spot run	3/21/16 - 5/23/16	\$ 7,000
40	15 second spot run	3/21/16 - 5/23/16	\$ 2,000
70	10 second spot run	3/21/16 - 5/23/16	Added value
100	5 second spot run	3/21/16 - 5/23/16	\$ 500
75	30 second spots, 20, 15 second spots, and 50, 5 second spot run	4/25/16 - 5/29/16	\$ 4,040
75	30 second spots, 20, 15 second Spots and 50. 5 second spot run	3/21/16 - 4/24/16	\$ 4,040
Total KRRL Cost:			\$17,580

Facebook Ads:

Social Media Ads Prior to Career Expos	Cost
Total Cost:	\$20,000

Los Angeles Sparks:

Quantity	Time of Ad	Date	Display	Cost
12 games	30 second increments throughout game	5/15/16 -7/10/16	Logo Inclusion on 360 LED Ribbon Board	
10 games, 3 per game	30 second increments throughout game	5/15/16 - 7/10/16	Courtside Rotational	
10 games	3 minute per game	5/15/16 - 7/10/16	LED Basket Stanchion Signage	
10 games	30 second promotional spot per game	5/15/16 - 7/10/16	Logo is displayed on Video Board	
Social Media: Campaign featuring images of two (2) Sparks Players with the LAFD Patch on her arm Six (6) social media posts of the image on official Sparks social media accounts – Facebook, Twitter, and Instagram.				
Total Cost in Game and Social Media Advertising:				\$39,500

Firefighter Candidate Assessment Report

2014 PROCESS		
2014 FIREFIGHTER APPLICANTS		
RACE	Count	%
American Indian or Alaska Native	151	1.50%
Asian	472	4.69%
African American	1039	10.33%
Hispanic	3550	35.29%
Caucasian	3806	37.84%
Filipino	238	2.37%
Unknown	803	7.98%
Total	10059	100.00%
SEX	Count	%
Male	9210	91.56%
Female	522	5.19%
Unidentified	327	3.25%
Total	10059	100.00%

2016 PROCESS		
2016 FIREFIGHTER CITY APPLICANTS AS OF 7/6/16		
RACE	Count	%
American Indian or Alaska Native	80	1.72%
Asian	233	5.00%
African American	633	13.57%
Hispanic	1661	35.61%
Caucasian	1764	37.82%
Filipino	121	2.59%
Unknown	172	3.69%
Total	4654	100.00%
SEX	Count	%
Male	4271	91.57%
Female	350	7.50%
Unidentified	43	0.92%
Total	4654	100%

Increase from last update, 6/28/16 = 263 applicants

2014 WRITTEN TEST INVITED		
RACE	Count	%
American Indian or Alaska Native	103	1.49%
Asian/Filipino*	484	7.01%
African American	720	10.42%
Hispanic	2434	35.23%
Caucasian	2680	38.79%
Unknown	488	7.06%
Total	6909	100.00%
SEX	Count	%
Male	6361	92.07%
Female	362	5.24%
Unidentified	186	2.69%
Total	6909	100.00%

*Asian/Filipino combined

FCA REGISTRANTS 1/25/16 TO 7/5/16		
RACE	Count	%
American Indian or Alaska Native	75	1.46%
Asian	258	5.02%
Black or African American	461	8.98%
Hispanic or Latino	1528	29.75%
White	2012	39.17%
Native Hawaiian or Other Pacific Islander	76	1.48%
Prefer not to say	244	4.75%
Two or more races	482	9.38%
Total	5136	100%
SEX	Count	%
Male	4702	91.55%
Female	395	7.69%
Prefer not to say	39	0.76%
Total	5136	100%

**"Hispanic or Latino" option was not captured 1/25/16 through 1/29/16.

Increase from last update, 6/28/16 = 118 registrants

2014 WRITTEN TEST APPEARED		
RACE	Count	%
American Indian or Alaska Native	39	0.97%
Asian/Filipino*	289	7.17%
African American	388	9.62%
Hispanic	1531	37.97%
Caucasian	1605	39.81%
Unknown	180	4.46%
Total	4032	100.00%
SEX	Count	%
Male	3788	93.95%
Female	196	4.86%
Unidentified	48	1.19%
Total	4032	100.00%

*Asian/Filipino combined

COMPLETED FCA TESTING 2/22/16 TO 7/5/16		
RACE	Count	%
American Indian or Alaska Native	58	1.45%
Asian	213	5.31%
Black or African American	331	8.26%
Hispanic or Latino	1188	29.63%
White	1573	39.24%
Native Hawaiian or Other Pacific Islander	65	1.62%
Prefer not to say	204	5.09%
Two or more races	377	9.40%
Total	4009	100%
SEX	Count	%
Male	3694	92.14%
Female	283	7.06%
Prefer not to say	32	0.80%
Total	4009	100%

Increase in number of test completers from last update,
6/28/16 = 119 test completers.