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FIRE CHIEF

September 3, 2021

BOARD OF FIRE COMMISSIONERS
FILE NO. 21-084

TO: Board of Fire Commissioners

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

SUBJECT: LOS ANGELES FIRE DEPARTMENT ORGANIZATIONAL AND TRAINING
ASSESSMENT

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 Withdrawn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

As directed by the Board of Fire Commissioners (BOFC), the Los Angeles Fire Department (LAFD) is providing a report back update on the Organizational and Training Assessment.

This update provides an overview of the Organizational and Training Assessment, which includes the LAFD project management team broken down by ethnicity and gender.

RECOMMENDATION

That the Board:
Receive and File.

DISCUSSION

In accordance with the BOFC's request relative to the status of the Organizational and Training Assessment, Deloitte Consulting LLP has successfully initiated the LAFD's Organization and Training Assessment on August 2, 2021.

Overview

As part of a continuous journey to create a more effective and equitable Department, the LAFD has partnered with Deloitte Consulting LLP, to conduct an objective Organizational and Training Assessment. The Assessment seeks to:

1. Strengthen the LAFD's organizational structure to meet the needs of today.
2. Prepare LAFD's organizational structure to meet the needs of tomorrow.
3. Build upon progress and focus action-oriented recommendations to continue the momentum.

Deloitte consultants have begun a project overview which encompasses a four-phase approach strategy. The strategy consists of the following:

- Initiate
- Assess
- Collect
- Design / Recommend

The Assessment will collect quantitative and qualitative data in the form of interviews, focus groups, and an all employee confidential survey. The study will benchmark the LAFD compared against two other fire departments of a similar size and/or with similar risk profiles and industry best practices.

At the end of the project, a detailed strategy and roadmap will be developed, outlining a clear set of actions and changes required for the LAFD to be a stronger organization.

Project Management Team

The Assessment project management team consists of Deloitte Consulting members, representatives from the Mayor’s Office of Public Safety, Board of Fire Commissioners, as well as representatives in a workgroup which is comprised of all Department stakeholder groups, to include; United Firefighter of Los Angeles (UFLAC), Chief Officers Association (COA), Los Angeles Women in the Fire Service (LAWFS), Stentorians, and Los Bomberos.

The management team’s objective is to serve as advocates to ensure transparency, equity and provide input to the Deloitte team.

Management Team Breakdown

The following table is a breakdown of assigned management team members broken down into civilian, sworn, gender and ethnicity.

Civilian	Sworn	Gender	Ethnicity
2		Female	Hispanic
	3	Female	Hispanic
	4	Male	Hispanic
2		Female	African American
	2	Male	African American
	1	Female	Caucasian
	1	Male	Caucasian
1		Female	Filipino
	1	Male	Asian

CONCLUSION

The LAFD is committed to its Core Values, Vision, Mission and Operating Principles as outlined in the Strategic Plan. The Organizational and Training Assessment will create a detailed strategy that will provide a roadmap to the LAFD with clear actions and changes required to become a stronger organization.

Board report prepared by Deputy Chief Stephen L. Gutierrez, Training and Support Bureau.