

# LOS ANGELES FIRE DEPARTMENT



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FIRE CHIEF

February 10, 2021

BOARD OF FIRE COMMISSIONERS  
FILE NO. 21-023

TO: Board of Fire Commissioners

FROM:  Ralph M. Terrazas, Fire Chief

SUBJECT: LOS ANGELES FIRE DEPARTMENT RACIAL EQUITY ACTION 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 Withdrawn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

As directed by the Board of Fire Commissioners, the Los Angeles Fire Department (LAFD) is providing an update relative to information specific to the LAFD Racial Equity Action Plan fiscal year 2020-2021.

## RECOMMENDATION

That the Board:  
Receive and file this report.

## DISCUSSION

In accordance with the City of Los Angeles' Racial Equity Vision to end systemic, institutional, and structural racism in the City of Los Angeles the LAFD has established a Racial Equity Action Plan, which at its core, is to ensure racial equity by focusing on providing equitable opportunities and access for people of all races.

The City of Los Angeles has identified three initial areas of focus or 'missions' to realize our Racial Equity Vision:

1. **City Workforce:** Provide access and opportunity for more workers from communities of color through recruitment, selection, and assignments to ensure racial equity in job roles that exist at all levels of government.
2. **City Operations:** Promote racial equity in all operational aspects of government, including contracting and volunteer opportunities, and strive to make opportunities equitably available and accessible.
3. **City Services:** Create and update City services and programs to ensure access and opportunity for all residents.

Transparency, accountability, and the ability to measure outcomes are critical for this Action Plan's success. For this reason, we are establishing standard metrics and methods for measuring racial equity progress.

The following is the LAFD action plan in accordance with the City of Los Angeles, Racial Equity Vision and Goal.

### **ACTION PLAN OVERVIEW**

The action plan is organized into seven sections:

1. **RETROSPCTIVE**
2. **FY 2019-2020 RACIAL EQUITY METRICS**
3. **GOALS AND PROGRAMS**
4. **KEY CONTACTS**
5. **RACIAL EQUITY SUPORT**
6. **CLASSIFAIVCATION BY MANAGEMENT**
7. **PLANNING FOR THE FUTURE**

### **ANALYSIS**

In the development of the LAFD Racial Equity Action Plan, the Department conducted several working group meetings involving all LAFD stakeholders to share information about existing equity initiatives to increase racial equity, lesson learned, and impacts to the Department and community served. Verification of Equal Opportunity data was provided, and specific program goals were established for future racial equity action planning.

### **CONCLUSION**

The LAFD continues to support the City of Los Angeles Racial Equity Vision and goals. To that end, the LAFD Racial Equity Action Plan provides the methods and goals for the Department to achieve the City of Los Angeles' Racial Equity Vision and goals.

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

Attachment

## City of Los Angeles Racial Equity Action Plan FY 2020-2021

### INTRODUCTION

Our city and country are at an inflection point, and our responsibility is clear: we have to act now to end structural racism and advance the cause of justice. Meeting that commitment requires us to live up to the aspiration and ideal we hold for our city as a place where everybody belongs and everyone is blessed with equal opportunity and a level playing field. And we will only get there by placing racial equity at the heart of our work across City Departments — in our policies, programs, and investments. You and your department are critical partners in this task, and this Action Plan should guide your efforts moving forward.

**The City of Los Angeles’ Racial Equity Vision** is to end systemic, institutional, and structural racism in the City of Los Angeles; to think broadly, deeply, and creatively to ensure that racial equity and inclusion are at the center of policymaking; and to remove the social, economic, and political barriers that result in a disparate and stratified society. At its core, racial equity is focused on providing equitable opportunities and access for people of all races while applying a lens of justice to systems that have been out of balance.

The City of Los Angeles has identified three initial areas of focus or ‘missions’ that will help us realize our Racial Equity Vision:

1. **City Workforce**: Provide access and opportunity for more workers from communities of color through recruitment, selection, and assignments to ensure racial equity in job roles that exist at all levels of government.
2. **City Operations**: Promote racial equity in all operational aspects of government, including contracting and volunteer opportunities, and strive to make opportunities equitably available and accessible.
3. **City Services**: Create and update City services and programs to ensure access and opportunity for all residents.

Transparency, accountability, and the ability to measure outcomes are critical for this Action Plan’s success. For this reason, we are establishing standard metrics and methods for measuring racial equity progress.

For any questions regarding the Mayor’s vision for racial equity or execution of this Action Plan, please e-mail Deputy Mayor and Chief Equity Officer Brenda Shockley at [Mayor.ChiefEquityOfficer@lacity.org](mailto:Mayor.ChiefEquityOfficer@lacity.org).

## **ACTION PLAN TEMPLATE OVERVIEW**

*The action plan template is organized into seven sections that require your input. On the following pages, please complete each section:*

	<b>To complete this section, we'd like you to:</b>
<b>1. RETROSPECTIVE</b>	Share information about existing equity initiatives to increase racial equity, lessons learned, and impacts to the department and community.
<b>2. FY 2019-2020 RACIAL EQUITY METRICS</b>	Verify the Equal Employment Opportunity data provided for your department. Indicate what, if any, adjustments are needed.
<b>3. GOALS AND PROGRAMS</b>	List specific goals (e.g. programs, focus areas, studies) and relevant target metrics that your department has planned between now and July 2021.
<b>4. KEY CONTACTS</b>	List the key contacts that are helping drive the racial equity efforts in your department
<b>5. RACIAL EQUITY SUPPORT</b>	List areas where your department needs support or resources to help implement racial equity programs.
<b>6. CLASSIFICATION BY MANAGEMENT LEVEL</b>	Provide a definition for each management level listed. Using the Personnel Department's Workforce Analysis Report, indicate the Job Category and Classification that comprise each management level in your department.
<b>7. PLANNING FOR THE FUTURE</b>	Describe how your department would apply affirmative action if Proposition 209 is repealed by California voters in November.

## SECTION 1: RACIAL EQUITY RETROSPECTIVE

*The prompts below are an opportunity for you to paint a succinct portrait of your department's racial equity progress. Provide specific examples and use data to illustrate this progress.*

### 1.1. Why is racial equity important to your department? How has this commitment to racial equity shaped your department's success?

The Los Angeles Fire Department (LAFD) is a progressive organization serving those who live, work and visits the City of Los Angeles. The Department's role in the community is very dynamic and service needs vary given the diverse communities and changing demographics throughout the City. Holding ourselves to the highest standards of performance, including racial equity and inclusion is a key part of our commitment to serve the community, enhance quality of life and nurture public trust which is inherent in the Core Values that guide our behavior and include the following:

- **SERVICE** - above all else, we realize that we are here to meet the needs of the public.
- **PROFESSIONALISM** - we conduct ourselves at all times in a manner befitting the oath we swore to uphold.
- **INTEGRITY** - we live according to our Code of Conduct that governs our behavior both on and off the job.
- **RESPECT** - we always treat others, as they desire to be treated.
- **INNOVATION** - we inspire our employees to take risks that improve our organization and advance our profession.
- **TRUST** - we trust one another to prepare in such a way that puts the safety, effectiveness, and reputation of the team and the Department first.

Clearly the significance of an LAFD that reflects the diversity of the community can improve communications and foster cultural understandings that lead to both safer neighborhoods and stronger LAFD (public safety)-community relationships. Additionally, there is more opportunity for trust and transparency when the community sees and experiences Fire service professionals that include a diverse population of members from the community. The public trust which is paramount in importance to the LAFD and the Fire Service in general improves effectiveness; strengthens relationships and results in operational effectiveness.

Furthermore, racial equity and inclusion is extremely important to LAFD employees as a whole because it creates and helps to maintain a positive atmosphere and professional work environment for all members, sworn and civilian. As the majority of Fire Department sworn members work 24 hour platoon duty schedules, racial equity and inclusion becomes paramount in understanding and being empathetic to different perspectives, cultures and values which contribute to a team of Fire Service Professionals who are cohesive, talented and care about the members they work with and the embrace community they serve.

Racial equity has shaped portions of the LAFD's success in that the efforts have focused on a small group of policy priorities wherein the Department has been considerably more intentional to embed racial equity principles and strategies into its vision, goals, operations, programs, services and policies. In fact, the LAFD became integrated in 1956 when African American Firefighters were allowed the opportunity to work at other Fire Stations. Since then, there have been numerous directives, changes and policies regarding equity and inclusion in the workplace.

That is the reason we contend, whether it is LAFD Sworn or Civilian members, racial equity and inclusion is a sign of strength for the City of Los Angeles and for the Department. Racial equity is essential to the functions of the LAFD and has formed a more diverse organization that makes better decisions, in no small part because employees have the benefit of many different viewpoints at various decision-making levels. The LAFD members are also more cohesive and respond better to the needs of the internal and external customers served and are better able to effectively communicate with the diverse neighborhoods in which the department operates. The LAFD trust relationship with its communities is the critical element of fulfilling its mission and operating successfully.

The LAFD's relative success relative to racial equity and inclusion has not been achieved simply through written policies or training alone. This effort has required active leadership up and down the Department's chain-of-command with leaders who have faced this challenge.

The strength of any organization rests in its greatest resource—its people; and LAFD leadership cannot accomplish any of the racial equity and inclusion goals without the employees to accomplish the work and embrace the vision while being guided by competent leadership. It has been concluded and realized that the more talent, skills, perspectives, insight, knowledge, and abilities acquired through racial equity and inclusion, the stronger and more effective and competitive the organization has become. In our multicultural society, positively integrating racial equity and inclusion plans, policies and objectives is necessary and is the right thing to do in creating a diverse workforce (sworn and civilian). Although the LAFD has taken many steps to ensure racial equity, inclusion and an increasingly diverse Department, there is still work to do. The LAFD is dedicated to continue this effort and to meet these inherent challenges which are the duties of leadership.

Department: FIRE

**1.2. Share up to three successes your department has had regarding racial equity. How does your department promote fairness in the workplace? What equity initiatives have you implemented or advocated for? Please include relevant data.**

*For example: Since July 2019, the department has hired and retained 53 new full-time and 21 new part-time employees. Twenty percent of new employees, both full- and part-time, identify with more than one race. This represents an overall increase of 33 percent compared to FY 2018.*

Success No. 1:

The LAFD has implemented several training programs specific to diversity, racial equity and inclusion. In fact, within the last ten years, there has been a strong emphasis on this topic which includes the Leadership Academy, Implicit Bias Training, Leading with Compassion, Human Relations, and Annual EEO Training. All Department members have been trained to understand perceptions, prejudices and implicit bias. This training has been completed with qualified Department members, state-certified instructors and instructors that were independent of the Department. The ultimate goal and focus for this training has been to engage all employees for sustained effectiveness and link organizational priorities which include racial equity and inclusion.

(Optional) Success No. 2:

Since 2014, the LAFD has Developed and implemented Recruiting and Hiring Practices that promotes fairness in attracting and hiring well-qualified and diverse candidates. These milestones relative to racial equity and inclusion have been completed through several efforts including an exhaustive review of LAFD Recruiting and Hiring of Firefighters (by the RAND Corporation and Mayor Garcetti's Public Safety Innovation Team) along with the complete overhaul of the LAFD Firefighter Selection process and the development of a more robust recruitment plan. With regard to LAFD hiring, these efforts have increased the overall racial diversity by 22% compared to Fiscal Year 2015/2016.

(Optional) Success No. 3:

In 2008, the LAFD created the Professional Standards Division (PSD) along with a Complaint Tracking System (CTS). As with any organization utilizing thousands of employees, it is prudent that we take measures to ensure the mission of the Department meets the established fundamental requirements and expectations. As such, the PSD is responsible for the disciplinary system, litigation management, citizen complaints, personnel complaints, equal employment opportunity, and intervention training. The development of PSD and the CTS has provided consistent application of Department rules, regulations and policies to create greater accountability, fairness and inclusion at all levels within the organization.

Department: FIRE

**1.3. Share up to three specific stories of how the initiatives and programs your department has implemented or utilized have impacted the community you serve.**

*For example: Hire L.A.'s Youth is focused on keeping young people between the ages of 14 and 24 protected, healthy, and secure — especially across low-income communities of color. The program offers paid summer jobs across a range of sectors that can help young people learn about the workplace, find a mentor, and begin that journey toward meaningful employment. Through this program, the department was able to hire several exceptional young Angelenos at the conclusion of their internship.*

Story No. 1:

Fire Service Day has been a longstanding tradition with the LAFD and is a special celebration which has historically brought the community and firefighters together for a day of education, skill demonstrations and social interactions. Within the last ten years, community-based Fire Captains (Fire Stations 65, 94, 63, 64 and 34) operating in underserved communities in and around South Los Angeles have added car shows, pancake breakfasts, and concerts. Through the Captains initiative, this innovative expansion of Fire Service Day has strengthened relationships and built bridges between the LAFD and the community.

(Optional) Story No. 2:

The LAFD has implemented five Firefighter/Emergency Medical Services Magnet Schools (Dorsey, Banning, Wilson, Monroe and West Adams) which are geographically located throughout the City of Los Angeles and are a part of the Los Angeles Unified School District. This monumental effort and partnership with LAUSD which includes an executed Memorandum of Understanding has resulted in a significant impact on the youth of Los Angeles relative to education in public safety along with reframing the firefighter prototype into an attainable and realistic career goal for a very diverse school population and the community served by the LAFD.

(Optional) Story No. 3:

The LAFD Spark of Love / Toys for Needy Children program is focused all year around but when the Holiday Season approaches, we become more aware of the needs of family, friends, and underserved children and teens in the City of Los Angeles. The program begins collecting toys donated by the community at all 106 LAFD Fire Stations and various sites established by the LAFD in partnership with ABC7. As the Central toy/supply distribution for all participating southland Fire Departments, the ripple effect of the LAFD's efforts and support reaches communities within and beyond City limits which further impacts the residents and people of Los Angeles.



Department: FIRE

## SECTION 2: RACIAL EQUITY STAFF BREAKDOWN AND METRICS

Your department's progress will be measured using objective metrics enabling the entire City family to track progress and be aware of the staff breakdown in your department. To achieve that, please verify the below FY 2019-2020 data using the Personnel Department's Workforce Analysis Report No. 7 provided to you as a separate excel document for your department.

Department: \_\_\_\_\_

Job Category	Code	Class	White	Black	Hispanic	Asian	Filipino	American	White	Black	Hispanic	Asian	Filipino	American	Total
			Male	Male	Male	Male	Male	Male	Female	Female	Female	Female	Female	Female	
A. Officials/Administrators	xxxxx	GEN MGR													
	xxxxx	ASST GM													
	<b>TOTAL</b>		0	0	0	0	0	0	0	0	0	0	0	0	0
B. Professionals	15130	ACCOUNTANT													
	15171	AUDITOR													
	91711	SR MGMT ANALYST I													
	91840	MANAGEMENT ANALYST													
<b>TOTAL</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	
C. Technicians	<b>TOTAL</b>		0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>TOTAL</b>		0	0	0	0	0	0	0	0	0	0	0	0	0
D. Protective Services	<b>TOTAL</b>		0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>TOTAL</b>		0	0	0	0	0	0	0	0	0	0	0	0	0
E. Paraprofessionals	<b>TOTAL</b>		0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>TOTAL</b>		0	0	0	0	0	0	0	0	0	0	0	0	0
F. Administrative Support	11173	EXEC ADMIN ASST III													
	12230	ACCOUNTING CLERK													
	<b>TOTAL</b>		0	0	0	0	0	0	0	0	0	0	0	0	0
G. Skilled Craft	<b>TOTAL</b>		0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>TOTAL</b>		0	0	0	0	0	0	0	0	0	0	0	0	0
H. Service/Maintenance	<b>TOTAL</b>		0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>TOTAL</b>		0	0	0	0	0	0	0	0	0	0	0	0	0
I. Not Available/Unknown	<b>TOTAL</b>		0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>TOTAL</b>		0	0	0	0	0	0	0	0	0	0	0	0	0
<b>DEPARTMENT TOTALS</b>			0	0	0	0	0	0	0	0	0	0	0	0	0

### 2.1. Is your department's Workforce Analysis Report, as shown above, accurate? If not, what is incorrect?

LAFD employment and demographic data has been reviewed and the following information includes changes and/or inconsistencies: LAFD no longer employs a 1101-X Office Trainee (removed from the report), LAFD now employs three 651-0 Physician I's (added to the report), Column "Other" was split into "Other Male" and "Other Female", And added Columns "Two or More Races Male" and "Two or More Races Female". The updated table is accurate to the LAFD as of August 3, 2020.

**SECTION 3: GOALS AND PROGRAMS**

**3.1. Complete the chart below, by listing up to three goals (e.g., programs, focus areas, studies, etc.) to aid in the completion of each mission.**

*Please list in order of priority. Should you have more than three goals, please add additional rows. Each department will be required to provide the Mayor’s Office with status updates regarding each goal.*

MISSION	OBJECTIVE	#	GOAL (What program, initiative, etc. will you start or change?)	GOAL DESCRIPTION (Why is this important to advancing racial equity?)	RELEVANT METRICS FROM SECTION 2 (Which metrics does this goal address?)	LAUNCH DATE	TARGET COMPLETION	RESOURCES OR SUPPORT NEEDED
<b>1. Equitable Workforce</b>	Ensure the City hires and retains an equitable workforce	G-1.1	Fire Cadet/EMS Apprenticeship Program	Hire Fire Department Cadets to work as a third person on an ambulance. This is a part of a long-term strategy to provide opportunities, recruit and hire diverse candidates.	Protective Services: Hiring metrics. Creating a new position (Ambulance Operator – Emergency Medical Technician). Pool of applicants. Develop a pathway into LAFD hiring.	Ongoing	Fiscal Year 23/24	Funding for Positions. City Personnel. LAFD Human Resources Division. Training and Support Bureau.

		G-1-2	<p>Professional Development Program/ Formalized Mentorship/ Employee Individual Development Plan</p>	<p>Produce / implement a Professional development program. Direct, guide and mentor members seeking professional development. Institutionalize employee knowledge.</p> <p>To set members up for success in their current positions and in those they may take on in the future.</p>	<p>Track/report Dept-wide sworn demographics. Consider education fund. Promote Training opportunities. Outline/ make qualifications known. Update Job descriptions: include requisite skills, education and inclusive language. Core Values included in every Job Description. Promotional interview panels to include members from diverse backgrounds. Ensure easy accessibility to information. Conduct annual Survey. Professional development plans are aligned with the LAFD vision, mission, values, and strategic goals.</p>	Ongoing	Fiscal Year 23/24	<p>Administration Bureau. Funding-Educational benefit. UFLAC-COA ERO CAO Training and Support Bureau. Administrative Operations.</p>
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		G-1-3	Reinvent the LAFD Performance Review-evaluation Process/System	Produce / update and implement a Performance review system. The purpose of standardized performance reviews is to ensure consistency in rating and evaluating members.	Performance reviews are aligned with LAFD vision, mission, values, and strategic goals. Conduct annual Survey for improvement. i.e. perception of procedural fairness in LAFD processes. Performance Review Process in alignment with Professional/ Individual development program.	Ongoing	Fiscal Year 23/24	LAFD Human Resources Division. Administration Bureau Administrative Operations. Training and Support Bureau. Emergency Operations. Planning Section
		G-1-4	LAFD Staff Diversity in all Sworn and Civilian Ranks and Positions. A part of a long-term strategy.	Build and maintain staff and leadership that reflect the diversity of the community. Increase diversity in administrative and field assignments. Improve Training Academy Staff diversity.	Track and report organization-wide demographics. All Sworn and civilian hiring and workforce data. Track promotional transfers. Annual Report- Training Academy retention rates. Include Training Academy Staff Diversity in Annual Report.	Ongoing	Fiscal Year 23/24	City Personnel. LAFD Human Resources Division. Fire-Stat. Administration Bureau- FireStat. Administrative Operations. Training and Support Bureau. Emergency Operations. Planning Section

		G-1-5	LAFD hiring background checks	Diversity in the employees that perform background checks on future LAFD sworn employees. Provides greater insight into candidate background checks which will cast a wider net to hire and retain a diverse workforce.	A representative pool of background investigators from diverse groups. Explore LAFD members (Captain and above, Retired LAFD members as force multipliers) conducting complete background checks or a portion thereof. Track Background pass rate.	Fiscal Year 20/21	Fiscal Year 22/23	City Personnel. LAFD Human Resources Division. Funding for positions. Training and Support Bureau. Administrative Operations.
<b>2. Equitable Operations</b>	Promote racial equity in all City operations, including contracting and volunteer opportunities.	G-2.1	Implement an Organizational Study.	Determine the overall effectiveness of the LAFD. Overall analysis of the LAFD work environment.	Obtain funding. RFP Process. Obtain/approve Vendor to begin. The consultant will provide clear recommendations regarding how to operationalize improvements that align with LAFD goals/workforce needs to inspire productivity, respect and equity within the work environment.	Fiscal Year 20/21	Fiscal Year 22/23	Funding. Administrative Operations. Training and Support Bureau. Administration Bureau. Administrative Services Bureau. Emergency Operations.

Department: FIRE

		G-2-2	<p>Department Culture. Training; Staff Capacity Building and Core Competencies. Positive work environment and leadership training.</p>	<p>Institutionalize equity and inclusion. Embody it as a Department value and proficiency. Build and maintain a culture of competency around issues of race and equity.</p> <p>Build awareness of the consequences and impact of individual actions/decisions in relation to the LAFD/Community.</p>	<p>Add Inclusion/ equity to Mission, Values, Principles and Vision statements (Include Stakeholders). Adopt an equity guiding statement. Distribute info. Post prominently. Feature on recruitment materials. Import equity/inclusion into programs and systems. Identify/ conduct annual training which aligns with LAFD mission, vision, values, principles and strategic goals. Includes member/leader training to enable them to create and maintain an inclusive and equitable work environment. Consider PFF Work Environment Surveys.</p>	Fiscal Year 20/21	Fiscal Year 22/23	<p>Funding. Administrative Operations. Training and Support Bureau. Geographic Bureaus. Emergency Operations. Administration Bureau- FireStat.</p>
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Department: FIRE

		G-2-3	Establish and develop a Library Cadre and information updating process. .	<p>Establish a cycle for LAFD library updates.</p> <p>Prioritize and Implement changes and add language that leads to more equitable outcomes and results. Revised through an equity and inclusion/ diversity lens.</p>	<p>Establish a Library Review Cadre.</p> <p>Annual review of Library.</p> <p>Review by FireStat. – Determine type of documents and a realistic number to be reviewed/ updated on an ongoing basis (annual, biennial, every five years etc.) Identify LAFD policies and procedures. that need review and prioritize.</p>	Fiscal Year 20/21	Fiscal Year 22/23	Administration Bureau-FireStat Administrative Operations. Training and Support Bureau. Emergency Operations. Planning Section
		G-2-4	Fire Commission Meeting Agenda	Establish the REAP as an ongoing, Commission meeting agenda item.	<p>Adopt the REAP. Roll out and implementation of the plan. i.e. press release, social media, LAFD Intranet etc.</p> <p>Annual written report and placed on the Fire Commission Agenda.</p>	When approved to release the information.	Fiscal Year 22/23	Fire Chief Administration Bureau. Administrative Operations. Racial Equity Officer.

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		G-2-5	Authority - Racial Equity Action Team.	<p>Establish the Racial Equity Action Team.</p> <p>Will be a sub-committee of the existing Labor Management Work Env. Committee.</p> <p>Will be charged with ensuring the LAFD REAP is realized.</p>	<p>Explicit and clear authorization from the Fire Chief to oversee the project. Identify and establish members of the Racial Equity Action Team which will represent the demographic diversity of the LAFD. Implement basic Racial Equity Team training. Quarterly meeting with the Fire Chief.</p>	Ongoing	Fiscal Year 21/22	<p>Fire Chief Administration Bureau. Administrative Operations. Racial Equity Officer</p>
		G-2-6	Central access point for information.	<p>Equity, Inclusion, Diversity and Access Information readily available.</p>	<p>Establish a prominent Equity, Inclusion and Diversity tab/location on the LAFD Intranet. Include background information, training materials, frequently asked questions, defining common terms etc.</p>	Ongoing	Fiscal Year 22/23	<p>Fire Chief Administration Bureau. Racial Equity Officer. Administrative Operations.</p>



Department: FIRE

<p><b>Mission 3: Equitable Services</b></p>	<p>Create and update city services and programs to ensure equitable access and opportunity</p>	<p>G-3.1</p>	<p>Fire Station Adoption and education Program.</p>	<p>Start with one Fire Station per Battalion. Adopt a local organization. e.g. Church, Boys/Girls Club, Community Chaplain, College, High School, High school team etc. Add one Fire Station per Battalion each quarter until all Fire Stations are participating in the program. Strengthen public outreach and engagement.</p>	<p>Track at FireStat meetings. Number and type of organizations adopted. Events Attended with organization. Survey organizations adopted for feedback and program improvement.</p>	<p>Fiscal Year 21/22</p>	<p>Fiscal Year 23/24</p>	<p>Administration. Emergency Operations Bureau. Geographic Bureaus. Funding for developing materials etc.</p>
		<p>G-3-2</p>	<p>Volunteer Programs #1 Crew 3</p>	<p>Modify and expand current Crew 3 program. Explore partnerships to provide stipends.</p>	<p>Track volunteer program (Crew 3) demographics and expansion. Require diverse gender/racial representation on hiring panels.</p>	<p>Fiscal Year 21/22</p>	<p>Fiscal Year 22/23</p>	<p>Staffing Funding LAFD Human Resources Division. City Personnel. Emergency Operations. Administrative Operations. Administration Bureau.</p>

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		G-3-2	Volunteer Programs #2 Community Emergency Response Team	Modify and expand other volunteer opportunities i.e. CERT, Support Service Volunteers. Explore partnerships to provide stipends.	Track volunteer program Community Emergency Response Team (CERT). Build Community resilience and sustainability which would aid in increasing community self-sufficiency during a disaster.	Fiscal Year 21/22	Fiscal Year 22/23	Staffing Funding LAFD Human Resources Division. City Personnel. Emergency Operations. Administrative Operations. Administration Bureau.
		G-3-4	Communications and Community Engagement.	Convene and/or collaborate in having community conversations, with a focus on connecting with residents from all backgrounds, from all areas, to obtain input on policies and practices. Purpose: to listen openly to residents' experiences, identify policies and practices that can improve, and implement changes where needed.	FireStat on an Annual basis. Number of events per Bureau/ Battalion (Different demographics). Monitor/document new changes. Communicate mission, vision, values, principles and goals to the community (in person) and social media as appropriate.	Fiscal Year 20/21	Fiscal Year 22/23	Emergency Operations. Geographic Bureaus. Administration Bureau. Administrative Operations.

#### SECTION 4: CLASSIFICATIONS BY MANAGEMENT LEVEL

*Below we have provided a definition of each management level. Please use this to guide your responses to section 4.1 and 4.2 which require you to first define your departments management levels, if they do not match those below, and then provide a list of the jobs that fall into each management level.*

#### SUGGESTED MANAGEMENT LEVELS

**Executive-level managers** have overall responsibility for an organization. Examples of executive-level titles include general manager (GM), assistant general manager (AGM), chief executive officer (CEO), chief operations officer (COO), chief marketing officer (CMO), chief technology officer (CTO), and chief financial officer (CFO). Executive-level managers are responsible for the long-term success of the organization. They set long-term goals and define strategies to achieve them; pay careful attention to the external environment of the organization; make the decisions that affect the whole company such as financial investments, strategic alliances, and changes to the brand or services of the organization.

**Middle managers** have titles like division manager, director, and chief supervisor. Middle managers are links between the executive-level managers and the first-line managers and usually have one or two levels of employees under their supervision. Middle managers receive broad strategic plans from executive managers and turn them into operational blueprints with specific objectives and programs for first-line managers. Middle managers also encourage and support employees within the organization. An important function of middle managers is providing leadership, both in implementing executive-level manager directives and in enabling first-line managers to support teams and effectively report both positive performances and obstacles to meeting objectives.

**First-line managers** are the entry level of management — the individuals who are in the closest contact with the front-line employees. First-line managers are directly responsible for making sure that organizational objectives and plans are implemented effectively. They may be called assistant managers, section managers, or office managers. First-line managers are focused almost exclusively on the internal issues of the organization and are the first to see problems with the operation of the business, such as employee performance, poor quality materials, breakdown in processes, or new procedures that slow down production. It is essential that the front-line managers communicate regularly with middle management.

**Non-management** which includes staff who support the organization and perform jobs on the front lines and/or are support focused.

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**4.1. Using the suggested definitions above, please describe your own department’s management levels. You are encouraged to use what has been provided if it aligns.**

<b>DEPARTMENT MANAGEMENT LEVELS</b>			
<p>Please input your description here.</p> <p><b>The LAFD Executive level managers align as described above.</b></p>	<p>Please input your description here.</p> <p><b>The LAFD Middle managers align as described above.</b></p>	<p>Please input your description here.</p> <p><b>The LAFD First-line managers align as described above.</b></p>	<p>Please input your description here.</p> <p><b>The LAFD Non-management personnel align as described above.</b></p>

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4.2. Please use the Personnel Department's Workforce Analysis Report and align job classifications to your department Management Levels.

Please indicate the Job Category and Job Classification that comprise each management level in your department, as you have defined above. The total number of employees should match your department's cross total number on the Workforce Analysis Report.

MANAGEMENT LEVEL	DESCRIPTION	EEO JOB CATEGORY	JOB CLASSIFICATION	TOTAL NUMBER OF EMPLOYEES
<b>Executive level</b>	THE LAFD LEVEL MANAGERS ALIGN AS DESCRIBED ABOVE	Officials/Administrators	9339-0 FIRE CHIEF	1
			2176-0 DEPUTY CHIEF	9
			2334-0 CHIEF PHYSICIAN	1
			9182-0 CH MGMT ANALYST	1
			9197-0 FIRE ADMINISTRATOR	2
			605-0 INDEPENDENT ASSESSOR FIRE COMMISSION	1
			9374-0 CHIEF INFORMATION OFFICER	1
<b>Middle Management</b>	THE LAFD MIDDLE MANAGERS ALIGN AS DESCRIBED ABOVE	Officials/Administrators	1409-2 INFO SYSTEM MGR II	1
			1593-3 DEPT CHIEF ACCOUNTANT III	1
			1714-2 PERSONNEL DIRECTOR II	1
			2166-0 ASSISTANT CHIEF	17
			7976-0 PUBLIC SAFETY RISK MANAGER	1
			7982-0 RISK MGT/PREV PROG MGR	1
			9375-0 DIRECTOR OF SYSTEMS	1
		Professionals	604-0 CHIEF SPECIAL INVESTIGATOR	1
			1525-2 PR ACCOUNTANT II	2
			2152-0 BATTALION CHIEF	69
			7981-0 SR FIRE PROT ENGRG	1
			9167-T SR PERSONNEL ANALYST II	2
		Skilled Craft	9171-2 SR MGMT ANALYST II	3
			3750-0 EQUIP SUPERINTNDNT	1

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<b>First-line Management</b>	THE LAFD FIRST-LINE MANAGERS ALIGN AS DESCRIBED ABOVE	Professionals	651-0 PHYSICIAN I	3
			1431-5 PROGRAMMER ANALYST V	4
			1455-2 SYSTEMS PROGRAMMER II	4
			1455-3 SYSTEMS PROGRAMMER III	1
			1513-0 ACCOUNTANT	4
			1518-0 SENIOR AUDITOR	1
			1523-2 SR ACCOUNTANT II	3
			1555-2 FISCAL SYSTEMS SPECIALIST II	1
			1597-1 SR SYSTEMS ANALYST I	6
			1597-2 SR SYSTEMS ANALYST II	5
			2142-1 FIRE CAPTAIN I (SD)	397
			2142-2 FIRE CAPTAIN II (SD)	169
			2142-3 FIRE CAPTAIN I (SD) - 3	8
			2379-0 FIRE PSYCHOLOGIST I	2
			3563-2 FIRE HELICOPTER PILOT II	4
			3563-3 FIRE HELICOPTER PILOT III	6
			3563-4 FIRE HELICOPTER PILOT IV	4
			3563-5 FIRE HELICOPTER PILOT V	1
			9167-1 SR PERSONNEL ANALYST I	3
		9167-O SR PERSONNEL ANALYST I	1	
		Skilled Craft	9171-1 SR MGMT ANALYST I	13
			3706-2 AUTO BDY REPR SUPVR II	1
			3714-0 AUTOMOTIVE SUPERVSR	1
			3716-0 SR AUTOMOTIVE SUPVR	1
			3746-0 EQUIP REPAIR SUPVR	5
		Technicians	7214-1 GEOG INFO SYS SUPVR I	2
		Administrative Support	1129-0 PERSONNEL RECORDS SUPERVISOR	1
1170-0 PAYROLL SUPERVISOR	2			

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<b>Non-Management</b>	THE LAFD NON-MANAGEMENT ALIGN AS DESCRIBED ABOVE	Officials/Administrators	1201-0 PR CLERK	2
			1638-0 FIRE STATISTICAL MGR	1
		Professionals	1639-0 SR FIRE STATISTICAL ANALYST	2
			602-2 SPECIAL INVESTIGATOR II	1
			1431-3 PROGRAMMER ANALYST III	5
			1431-4 PROGRAMMER ANALYST IV	6
			1455-1 SYSTEMS PROGRAMMER I	2
			1470-0 DATA BASE ARCHITECT	2
			1508-0 MANAGEMENT AIDE	2
			1517-1 AUDITOR II (AUDITOR I IN-LIEU)	1
			1538-0 SR PROJECT COORDINATOR	2
			1539-0 MANAGEMENT ASSISTANT	9
			1555-1 FISCAL SYSTEMS SPECIALIST I	1
			1596-0 SYSTEMS ANALYST	6
			1632-0 FIRE SPECIAL INVESTIGATOR	9
			2128-1 FIRE INSPECTOR I	107
			2128-2 FIRE INSPECTOR II	36
			2322-0 EMER MED SERVS EDUCATOR	5
			2330-0 INDUSTRIAL HYGIENIST	1
			2344-1 PHARMACIST	1
			7253-4 ENGINEER GEOLOGIST ASSC IV	1
			7978-1 FIRE PROT ENGRG AC I	1
		7978-2 FIRE PROT ENGRG AC II	4	
		7978-3 FIRE PROT ENGRG AC III	1	
		Protective Services	7978-4 FIRE PROT ENGRG AC IV	2
			7980-0 RISK MGT/PRV PRG SPEC	2
			9184-0 MANAGEMENT ANALYST	15
2112-1 FIREFIGHTER I	69			

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		2112-2 FIREFIGHTER II	161
		2112-3 FIREFIGHTER III-3	1707
		2112-4 FIREFIGHTER III-4	1
		2112-5 FIREFIGHTER III-5	8
		2112-6 FIREFIGHTER III-6	5
		2341-0 EMS ADVANCED PROVIDER	4
		3563-1 FIRE HELICOPTER PILOT I	2
		1121-2 DELIVERY DRIVER II	1
		1832-2 WAREHOUSE & T/R WKR II	1
		1835-2 STOREKEEPER II	5
		1837-0 SENIOR STOREKEEPER	1
	Skilled Craft	2340-0 EMS ADVANCED PROVIDER SUPERVISOR	1
		3531-0 GARAGE ATTENDANT	1
		3538-0 GARAGE ASSISTANT	1
		3583-0 TRUCK OPERATOR	1
		3344-0 CARPENTER	1
		3345-0 SR CARPENTER	1
		3638-0 SR COMM ELECTRICIAN	4
		3686-0 COMM ELECTRICIAN	7
		3704-5 AUTO BDY BLDR/REPAIR	5
		3711-5 EQUIP MECHANIC	19
		3712-5 SR EQUIP MECHANIC	1
		3721-5 AUTOPAINTER	3
		3727-6 TIRE REPAIRER	1
		3734-2 EQUIP SPECIALIST II	1
		3743-0 HVY DUTY EQUIP MECH	30
		3745-0 SR HVY DUTY EQUIP MECH	3
	Technicians	3771-0 MECH HELPER	9



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			3773-0 MECH REPAIRER	2
			3775-0 SHEET METAL WORKER	1
			3796-0 WELDER	1
			1793-2 PHOTOGRAPHER II	1
			2121-0 APPARATUS OPERATOR(HM)	147
			2131-0 ENGINEER	436
			5125-0 FIREBOAT MATE	15
			5127-0 FIREBOAT PILOT	5
			7213-0 GEOG INFO SYS SPECIALIST	4
		Administrative Support	1116-0 SECRETARY	12
			1117-2 EXECUTIVE ADMIN ASSISTANT II	3
			1117-3 EXECUTIVE ADMIN ASSISTANT III	1
			1223-0 ACCOUNTING CLERK	20
			1358-0 ADMINISTRATIVE CLERK	27
			1360-0 OFFICE SVCS ASSISTANT	5
			1368-0 SR ADMINISTRATIVE CLERK	33
			9734-2 COMMISSION EXEC ASST II	1
			Total:	3766

## SECTION 5: PREPARING FOR THE FUTURE — AFFIRMATIVE ACTION CONTINGENCY PLAN

*Proposition 209 (1996) prohibits the state from discriminating against, or granting preferential treatment to, any individual or group on the basis of race, sex, color, ethnicity, or national origin in the operation of public employment, public education, or public contracting. Assembly Constitutional Amendment 5 (ACA 5) is a resolution to propose to the people of the State of California an amendment to the California Constitution repealing Prop. 209.*

**5.1.** In the event that the California State Senate and, ultimately, the California electorate, enacts ACA-5 to repeal Prop. 209, describe how your department would apply affirmative action as a tool to deliver racial equity across all departmental functions, including, but not limited to, recruitment, hiring, training, retention, promotions, and contracting. The plans should also identify any anticipated challenges, include a reporting and auditing component, and designate staff who will be charged with administering the proposed plan.

Proposition 209 was voted into law in 1996. Since then, the LAFD has steadfastly sought to increase diversity while keeping hiring race-neutral through robust efforts like extensive application review, expanded Recruitment efforts and partnership with LAUSD to implement Fire/EMS Magnet High Schools to target underrepresented communities. However, Proposition 209 has challenged the Departments ardent efforts to be equitable and inclusive as it seeks to attract the best, the brightest and the most talented firefighter candidates from all backgrounds, while ensuring equal opportunity for all.

Given that the LAFD has been a constant advocate for diversity and has overhauled and improved its Firefighter hiring process in 2014, the repeal of Proposition 209 does provide further opportunities for the organization to enhance its efforts with respect to racial equity and inclusion. The Department will be poised to develop and implement strategic and meaningful methods to restore affirmative action measures including providing early introductions to the Fire Service, mentoring, recruiting and targeting qualified underserved groups and communities relative to becoming a Los Angeles City Firefighter.

Additionally, the LAFD will review candidates' qualifications according to statistical data based on residency and ethnicity. With this information, the Department will analyze the impact of a residency bonus for Firefighter candidates who live within City limits and implement this strategy with the assistance of City Personnel and the City Attorney once determined the data is favorable towards racial equity and inclusion.

It makes complete sense to include some understanding, sensitivity and consideration of race in employment decision when the aim of the LAFD's holistic Firefighter selection process is to fully understand and evaluate each applicant through multiple dimensions and how that person can contribute to the organization.

Furthermore, the repeal of Proposition 209 provides an opportunity to produce new and reinforce current policy statements from LAFD administration, complete workforce analyses, measure the underutilization of protected groups, assess placement goals where necessary and implement action-oriented programs. Be advised that additional funding/positions may be required to fully realize this vision. With reference to contracts, the repeal of Proposition 209 would allow for the creation of quotas, minority specific programs and/or other measures to ensure that contractors from underrepresented groups have access to obtaining bids. Therefore, it is the LAFD's aim to continue taking positive steps to end discrimination, to prevent its recurrence, and to create new opportunities that were previously denied.

As recognized in LAFD policy, diversity is critical to numerous operational and strategic interests and goals of the Department. A diverse LAFD population broadens and deepens the Firefighter-Community experience for Department members and the public alike while furthering the LAFD's mission as a Class One public safety organization that continues to help strengthen the social fabric of the City of Los Angeles. The diversity of our Los Angeles Fire Department, should — and must — represent the rich diversity of the City of Los Angeles.

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**SECTION 6: OPPORTUNITY TO PROVIDE ADDITIONAL GUIDANCE OR REQUEST EXTRA SUPPORT**

*Your questions and feedback are critical as we work together to build an even more equitable city.*

**6.1. List your comments in the table below** if your department has additional information not covered in the Racial Equity Action Plan, or if you could use additional guidance or support.

#	COMMENTS: ADDITIONAL INFORMATION, GUIDANCE, OR SUPPORT
1	Additional positions and funding to be requested in the future as this plan is realized.
2	
3	
4	
5	

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**SECTION 7: KEY RACIAL EQUITY DEPARTMENT CONTACTS**

**7.1. Complete the chart below by listing the names and details for department staff that will manage racial equity work.**

*Please notify Deputy Mayor and Chief Equity Officer Brenda Shockley of any changes by contacting Zita Davis at [zita.davis@lacity.org](mailto:zita.davis@lacity.org).*

*Please note that each Department must designate an alternate Racial Equity Officer.*

EMPLOYEE NAME	TITLE	RACIAL EQUITY ROLE	RESPONSIBILITIES	PHONE	E-MAIL ADDRESS
Ralph M. Terrazas	General Manager	Racial Equity Sponsor	Maintain, update, and manage the racial equity action plan for the whole department; promote a culture that prioritizes racial equity; provide department updates at scheduled meetings	(213)978-3800	ralph.terrazas@lacity.org
Richard Rideout	Deputy Chief, Training and Support Bureau	Racial Equity Officer	Champions racial equity within department; looks for areas of improvement with support/feedback from colleagues; monitors metric targets	(213) 978-3550	richard.rideout@lacity.org
Steve Gutierrez	Assistant Chief, Professional Standards Division	Alternate Racial Equity Officer	Available if the Racial Equity Officer becomes unavailable	(213) 202-3141	stephen.gutierrez@lacity.org
Steve Hissong	Assistant Chief, Training Division	Mission 1 Manager	Implementation of Mission 1 objectives	(213) 893-9860	steve.hissong@lacity.org
Richard Rideout	Deputy Chief, Training and Support Bureau	Mission 2 Manager	Implementation of Mission 2 objectives	(213) 978-3550	richard.rideout@lacity.org
Kris Larson/ Jason Hing	Recruitment Section Batt. Chief/ Emergency Ops. Executive Officer	Mission 3 Manager	Implementation of Mission 3 objectives	(213) 893-9852 (213) 473-7716	kristine.larson@lacity.org jason.hing@lacity.org
David Perez/ Drew Steinberg	Battalion Chief , Planning Section/ FireStat Manager	Data Lead	Collects data and metrics; disseminates data and metrics to appropriate persons	(213) 978-3845 (213) 978-3833	david.perez@lacity.org drew.steinberg@lacity.org

**SECTION 8: ADDITIONAL INFORMATION REQUESTED**

- a) Does your department have a system to collect the racial and ethnic demographic data of the L.A. residents who receive department services? (yes or no)

Answer: Yes. The LAFD does have a system to collect the racial and ethnic demographic data.

- b) If yes, how is this information currently collected? What software, system, or process does your department use? (briefly describe)

Answer: The LAFD currently utilizes HealthEMS electronic Patient Care Record (ePCR) software. However, in the interest of maintaining the Public's Trust, the Department does not collect racial and ethnic demographic data.

- c) If no, does your department have a plan in place to begin collecting the demographic data of residents who receive department

Answer: No. In the interest of maintaining the Public's Trust, the Department does not collect racial and ethnic demographic data.