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FIRE DEPARTMENT

KRISTIN M. CROWLEY
FIRE CHIEF

200 NORTH MAIN STREET
ROOM 1800
LOS ANGELES, CA 90012

(213) 978-3800
FAX: (213) 978-3815

<http://www.lafd.org>

May 13, 2022

The Honorable Members of the City Council
200 N. Spring Street
Los Angeles, CA 90012

Council File 21-0980

Honorable Councilmembers:

In response to the City Council action on September 21, 2021, and the motion introduced by Council President Nury Martinez, Councilwomen Monica Rodriguez, and Nithya Raman, the Los Angeles Fire Department (LAFD) appreciates the opportunity to submit the following report regarding recommendations from the Department's Organizational and Training Assessment study conducted by Deloitte Consulting, LLP. This report is hereby transmitted to the City Council for consideration and approval.

Should you need additional information, please contact Deputy Chief Stephen Gutierrez, Training and Support Bureau at (213) 978-3551.

Sincerely,

Deputy Chief Stephen Gutierrez
Training and Support Bureau

Attachments

Overview

As part of a continuous journey to create a more effective and equitable Department, the LAFD partnered with Deloitte Consulting LLP to conduct an objective Organization and Training Assessment. The Assessment sought 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 on action-oriented recommendations to continue the momentum.

Deloitte consulting completed the Assessment and established a timeline implementation roadmap building process as follows:

- October 22, 2021 – Developed the Current State Assessment Report
- November 12, 2021 – Presented Current State Assessment to Stakeholders
- December 1, 2021 – Conducted Stakeholder Workshop
- December 10, 2021 – Built Implementation Roadmap
- February 17, 2022 – Presented Implementation Roadmap and Recommendations to Stakeholders

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

The Implementation Roadmap plotted and prioritized twenty-four recommendations into the following four initiatives:

- Leadership Development
- Talent Management
- Systemic Equity & Inclusion
- Organization Process & Systems

The identified initiatives have a detailed strategy that includes an overall Objective, Desired Outcomes, Capabilities Required, Dependencies, and High-Level Activities, as well as a suggested timeline for implementation.

As the recommendations will need a sufficient range of expertise in the areas identified in the Assessment Report, the Department has set forth a multi-year budget plan to meet the expected goals of the study. As such, the LAFD needs an organizational structure and staffing which will effectively mediate conflict, carry out a strategic diversity and inclusion plan, mitigate complaints, grievances, and lawsuits, and perform other essential functions that facilitate a positive working environment.

The first year's budget request is the first step to introducing an Equity Bureau within the LAFD. This is one of the twenty-four recommendations recommended by the Deloitte

LLP Assessment. The bureau will be independent and will directly report to the Fire Chief and accommodate all of the Department's Diversity, Equity, and Inclusion (DEI) functions. This includes a request for a Chief Diversity, Equity, and Inclusion Officer who will develop a strategic DEI plan with the overarching goal of creating a positive work environment and ensuring transparency, equitability, and accountability in all of the Department's human resources processes.

The establishment of the new bureau will bring unique knowledge and skills to more effectively guide the Department in the implementation of the Assessment recommendations.

Year one of a two-year staffing plan was requested in the FY 2022-2023 Budget to set the foundation of the Equity Bureau's dedication to DEI, adhere to Mayoral Executive Directive #27, and address current-day conflict-resolution challenges in consultation with the Assessment. This includes the following:

- Chief DEI Officer
- Assistant Chief
- Battalion Chief
- (2) Fire Captain I's
- Personnel Analyst
- Management Analyst

Year two of the proposed Equity Bureau staffing will expand the current organizational structure to enable the LAFD to implement DEI efforts and focus on improving internal employee partnerships among all Department members. This phase of the request includes the following:

- Deputy Chief
- Battalion Chief
- Captain II
- (2) Fire Captain I's
- Personnel Analyst
- Senior Administrative Clerk

One of the pillars of focus included in the Organization and Training Assessment is the relationship of the LAFD employee to the organization. Considerations presented by the study in this area are:

1. Increased connection between senior leadership and LAFD members
2. Systematic approach to diversity, equity, and inclusion
3. Adaptability to an expanding workforce demands

To fully support the Assessment recommendations and ensure the Department's success, these same pillars of focus are embedded within the budget staffing request.

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The multi-year funding plan provides a detailed breakdown and estimated cost of full implementation.

Year One: \$1,181,847

Year Two: \$1,275,722

Total: \$2,457,569

Currently, public safety partner, the Los Angeles Police Department (LAPD), has a similar program with positions and resources in place. The LAFD is requesting funding to obtain the goals identified within the Deloitte Assessment and to mimic what LAPD has created.

CONCLUSION

The LAFD Organization and Training Assessment Implementation Roadmap conducted by Deloitte Consulting LLP has outlined a clear set of actions and changes required for the LAFD to be a stronger organization. As such, the LAFD is committed to the Implementation Roadmap as it aligns with the Core Values, Vision, Mission, and Operating Principles of the LAFD.