



ERIC GARCETTI
MAYOR

July 24, 2014

Honorable Members of the City Council
c/o City Clerk
Room 395, City Hall

Re: Appointment of Ralph Terrazas as Permanent Fire Chief

Honorable Members:

Pursuant to City Charter Section 508 (b), I appoint Assistant Chief Ralph Terrazas as Fire Chief of the City of Los Angeles, effective as of the date of your confirmation of the appointment.

Attached please find a copy of Mr. Terrazas' resume, which provides greater detail about his experience. I look forward to your favorable consideration of my appointment.

Sincerely,

ERIC GARCETTI
Mayor

EG:mm

Attachment

cc: The Honorable Mitchell Englander, Chair, Public Safety Committee
Miguel Santana, CAO
David Luther, Personnel Department
Maritta Aspen, Office of the CAO
Heather Holt, Ethics Commission
Holly Wolcott, Interim City Clerk
Gerry Miller, CLA
Phyllis Lynes, Personnel Department
Errol Griffin, Office of the CAO
Shannon Prior, Ethics Commission
General Managers' Association

Ralph Morales Terrazas

E-MAIL: ralph.terrazas@lacity.org

FIRE SERVICE EXPERIENCE – 30 years

EMERGENCY SERVICES BUREAU
ASSISTANT CHIEF
South Division, "A" Platoon, Commander

2010 - Present

Responsible for leading, managing and training the approximately 500 members on duty at 54 fire stations through seven Battalion Commanders (Battalions 1,2,4,6,11,13,& 18.) Tasks included responding to major emergencies and taking command upon arrival onscene, implementation of Bureau policies and programs, evaluating Battalion and Company efficiency and results, assessing training needs, managing fire prevention, and supervising community and public relations activities.

Significant accomplishments:

- *Incident Commander of multiple large-scale emergency incidents*
- *Created Grant Funded LAFD Marine Firefighter Curriculum*
- *Implemented South Division Electronic Patient Care Record Compliance Program*
- *Developed and implemented Combustible Metal Inspection Program*
- *Completed 14th year of the Banning High School / LAFD Fire Academy*

PROFESSIONAL STANDARDS DIVISION
ASSISTANT CHIEF
Professional Standards Division Commander

2008 - 2010

Responsible for the coordinated development, management and training of all aspects of the new LAFD Disciplinary System. The system components include: the Internal Affairs Section, the Equal Employment Opportunity Unit, the Workforce Excellence Unit, and the electronic Complaint Tracking System. Significant duties include: advising the Fire Chief on disciplinary and litigation issues, regular interaction with Elected Officials, Fire Commissioners, the City Attorney's Office and multiple LAFD labor organizations on disciplinary matters. Other significant responsibilities include: the implementation of the new Disciplinary Guidelines, the development and implementation of new disciplinary policies, programs and procedures, compliance with new State legislation (Firefighter Bill of Rights,) and serving as the Skelly Officer for disciplinary hearings. The position also requires ensuring the completion of personnel investigations and the accurate and timely completion of associated reports, creation of an effective citizen complaint and commendation process and the generating of the monthly and annual disciplinary reports. The statistical reports require the analytical review of Complaint Tracking System data so as to identify recurring trends and assist in the development of effective policy modifications and training to address the identified issues.

Significant accomplishments:

- *Establishment of the Professional Standards Division (PSD)*
- *Interviewing, hiring and training of civilian PSD Staff*
- *Recruitment and training of sworn PSD Staff*
- *Implementation of the Disciplinary Guidelines*

- *Implementation of the Firefighter Bill of Rights*
- *Agreement with UFLAC & COA on new disciplinary investigation process*
- *Training of Officers (over 700 Officers) on newly created polices and procedures*
- *Development and implementation of the Complaint Tracking System*
- *Development and implementation of the Disciplinary Tracking System*
- *Creation of an effective citizen/member commendation process*
- *Completion of the first Annual PSD Statistical Report*
- *Completion of over 150 "Skelly" Disciplinary Hearings*
- *Rated "Outstanding" (highest rating) by the Fire Chief (2008-2009 Executive Appraisal)*
- *Two ratings of "Meets Target" by the Mayor's Performance Measurement Unit*

EMERGENCY SERVICES BUREAU
ASSISTANT CHIEF
Division I, "C" Platoon, Commander

2006 - 2008

Responsible for leading, managing and training the approximately 300 members on duty at 33 fire stations through six Battalion Commanders (Battalions 1,2,5,7,9,& 11). Tasks included: responding to major emergencies and taking command upon arrival onscene, implementation of Bureau policies and programs, evaluating Battalion and Company efficiency and results, assessing training needs, managing fire prevention, and supervising community and public relations activities.

Significant accomplishments:

- *Labor/Management Executive Committee – Audit Report response*
- *Mayor's Office Safer City Initiative – Fire Station 9 District*
- *Red Flag No Parking Program Committee Chairperson*
- *Chief Officer Executive Appraisal Committee Member*
- *Metropolitan Fire Chief Conference Co-Chair with LA County Fire Department*
- *Incident Commander of multiple large-scale emergency incidents*

EMERGENCY SERVICES BUREAU
ASSISTANT CHIEF
Division II, "C" Platoon, Commander

2005 - 2006

Responsible for leading, managing and training the approximately 300 members on duty at 30 fire stations through five Battalion Commanders (Battalions 3,4,6,13,& 18.) Tasks included responding to major emergencies and taking command upon arrival onscene, implementation of Bureau policies and programs, evaluating Battalion and Company efficiency and results, assessing training needs, managing fire prevention, and supervising community and public relations activities.

Significant accomplishments:

- *Traffic Accident Investigation Workgroup Chairperson*
- *Firefighter Festival of Hollywood Event Chairperson*
- *Battalion Chief Promotional Exam Committee Member*
- *Instructor for High Rise and In-Basket components of the Battalion Chief Promotional Exam*
- *Incident Commander of multiple large-scale emergency incidents*

ADMINISTRATION
BATTALION CHIEF
Community Liaison Officer

2003 - 2005

Responsible for managing the LAFD's Public Relations Program through the supervision of the Public Service Unit Staff. Other tasks included: daily participation as a member of the Fire Chief's Executive Staff, representing the Fire Chief before various community and business organizations, and responding to large-scale emergency incidents to act as the official LAFD spokesperson.

Significant accomplishments:

- *Developed an LAFD Public Service Announcement Program which received an "Emmy" Award for excellence*
- *Awarded a California Office of Traffic & Safety Grant (\$200,000) to support the "Pull to the Right" public safety campaign*
- *Established a Home Depot Public Safety Program Partnership for which Home Depot donated \$80,000*
- *Supervised the LAFD Firefighter Memorial Fundraising Project, which raised over \$300,000*
- *Updated the LAFD Adopt-A-Fire Station Program in cooperation with the California Community Foundation*
- *Instructor for High Rise and In-Basket components of the Battalion Chief Promotional Exam*
- *Acting Chief of Staff and Employee Relations Officer*

EMERGENCY SERVICES BUREAU
BATTALION CHIEF
Battalion 7, "C" Platoon, Commander

2002 - 2003

Responsible for leading, managing and training 44 members on duty at five fire stations through five Station Commanders (Fire Stations 1,2,16,25 & 47.) Tasks included: responding to emergencies and taking command upon arrival onscene, evaluating Company efficiency and results, assessing training needs, managing fire prevention, and supervising community and public relations activities.

Significant accomplishments:

- *Created Brush Fire Rate of Spread Tool as a member of the Wildland Interface Evacuation Ad Hoc Committee*
- *Received Patent for the Brush Fire Rate of Spread Tool - U.S. Patent #6973737*
- *Trained all Chief Officers on the proper use of the Brush Fire Rate of Spread Tool*
- *Designated as the LAFD's Fire Service Day Coordinator*
- *Completed extensive "Sleep Deprivation" Study*
- *Incident Commander of multiple emergency incidents*

EMERGENCY SERVICES BUREAU
BATTALION CHIEF
Battalion 18, "A" Platoon, Commander

2000 - 2002

Responsible for leading, managing and training 64 members on duty at six fire stations through six Station Commanders (Fire Stations 43, 58, 61, 68, 92, & 94.) Tasks included: responding to emergencies and taking command upon arrival onscene, evaluating Company efficiency and results, assessing training needs, managing fire prevention, and supervising community and public relations activities:

Significant accomplishments:

- *Passage of Proposition "F" Bond - \$532 million dollar bond utilized to replace 19 fire stations. Bond received 75.4% voter approval. Completed 2 years of staff work during bond development as a Planning Captain. As a Battalion Chief, served as the Bond Education Team Chairperson. Awarded Special Commendation from the Fire Chief*
- *Established partnership with Hatzolah (Hebrew for Rescue) of Los Angeles Program*
- *Incident Commander of multiple emergency incidents*

ADMINISTRATION
CAPTAIN II
Planning Section Officer

1998 - 2000

Responsible for conducting in-depth studies of Department objectives for use as an aid to the Fire Chief in his decision making, reviewing specific problems and providing advance planning studies in areas of importance to the LAFD, assisting in the management of the LAFD's Measurements of Effectiveness Program, serving as a liaison to other City and County Departments.

Significant accomplishments:

- *Conducted extensive staff work for Propositions "A" & "F"*
- *Developed the variable staffed Rescue Ambulance Program*
- *Established the Banning High School/LAFD Fire Academy*

EDUCATION

CALIFORNIA STATE UNIVERSITY AT LOS ANGELES - Los Angeles, CA Masters of Science Degree in Public Administration	June 1995
SAN DIEGO STATE UNIVERSITY – San Diego, CA Bachelor of Science Degree in Public Administration	June 1983
SAN DIEGO STATE UNIVERSITY – San Diego, CA Certificate in Fire Protection Administration	June 1987

SIGNIFICANT ACHIEVEMENTS

- *Establishment of the Professional Standards Division*
- *Passage of Proposition "F" Bond - \$532 million dollar bond utilized to replace 19 fire stations. Bond received 75.4% voter approval. Completed 2 years of staff work during bond development as a Planning Captain. As a Battalion Chief, served as the Bond Education Team Chairperson. Awarded Special Commendation from the Fire Chief*
- *Designed and obtained a U.S. Patent (# 6973737) for the Brush Fire Rate of Spread Tool as a member of the Wildland Interface Evacuation Ad Hoc Committee*
- *Development of an LAFD Public Service Announcement Program which received an "Emmy" Award for excellence*
- *Created Grant Funded LAFD Marine Firefighter Curriculum*
- *Establishment of the Banning High School/LAFD Fire Academy*

EXAMPLES OF EFFECTIVE DATA DRIVEN ANALYSIS

- *Professional Standards Division Annual Statistical Report - 2008 to Present*
 - *Created PSD Annual Statistical Report*
 - *Identified and measured critical types of complaints*
 - *Report used to train Officers on an annual basis*
 - *Instruction of Officer best practices to address complaints*
 - *Complaints have been reduced by approximately 50% since 2008*
- *Electronic Patient Care Report (ePCR) Compliance Program - 2013*
 - *New electronic patient care report replaced hard copy form (F-902M)*
 - *Data was analyzed and distributed to Battalions*
 - *Instruction of top performing Fire Station best practices*
 - *Initial incompleteness rate was 20% - 30% per day*
 - *Current incompleteness rate is 0% - 2% per day*
- *Safer City Initiative - 2007*
 - *Incident data was developed for Fire Station 9 District*
 - *Peak incident times were identified*
 - *Ambulances were moved to Fire Station 9 District at peak times*
 - *Response times were reduced*
- *Total Accountability Performance System (TAPS) Project - 2006*
 - *Proposed Chief Officer Annual Evaluation System*
 - *Identify management processes*
 - *Establish valid data*
 - *Benchmark data*
 - *Rate performance compared to benchmarks*