



KRISTIN M. CROWLEY  
FIRE CHIEF

January 5, 2023

BOARD OF FIRE COMMISSIONERS  
FILE NO. 23-005

TO: Board of Fire Commissioners  
FROM: *KMC* Kristin M. Crowley, Fire Chief  
SUBJECT: LAFD PAID WILDLAND HAND CREW PROGRAM

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 Withdrawn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 wildland fire environment in the City of Los Angeles has dramatically increased over the past few decades. From the effects of climate change, seasonal Santa Ana wind conditions, to the impact of increased construction in the high severity fire areas, the Los Angeles City Fire Department (LAFD) is facing a year round fire season. The LAFD has one of the most robust brush response capabilities in the Nation, over 100 Engine Companies with the ability to flex another 40 plus engines into service, a Fleet of helicopters, and an army of Dozers and heavy equipment all can make an immediate impact on controlling the spread of fire.

The one significant area of weakness in our arsenal is that of a regularly staffed wildland hand crew. The wildland hand crew is the make or break resource in ensuring fire lines are strong and secure. Without this resource methodically creating and supporting fire line on a wildland fire, weakness in the line can mean the difference in containment or out of control spread.

Currently, the LAFD relies on our Regional mutual aid partners including the Los Angeles County Fire Department (LACoFD) and the California Department of Forestry and Fire Protection (CAL FIRE). However, staffing shortages caused by changes in incarceration laws and COVID 19 policies have resulted in a significant reduction in these agencies' Crew resources. This reduction is causing a ripple effect in their ability to not only support their own fires, but also their inability to support our requests. <sup>1 2</sup>

<sup>1</sup> Smithsonian Magazine: The History of California's Inmate Firefighter Program by Francine Uenuma, History Correspondent, September 1, 2022

<sup>2</sup> Western Fires Outpace California Effort to Fill Inmate Crews, By Gabe Stern, Associated Press, Aug. 21, 2022, at 12:14 p.m.

The following plan identifies the steps needed to provide this valuable resource for the LAFD. It takes into account the great work that has been done in developing our Volunteer/Cadet Crew, Crew 3 and builds upon that success to develop a fully paid, consistently staffed Hand Crew Program.

### **RECOMMENDATION**

That the Board:  
Approve the report.

### **DISCUSSION**

The LAFD responds to an average of 804 Brush/Grass fires per year, with an average of 1725 acres burned, using the 2020 and 2021 Fire Seasons statistics. The majority of those incidents require or would benefit from having a Wildland Hand Crew on scene to assist with Control and Mop-up. On larger incidents, requests are made for assistance from our regional partners. Occasionally, there will be a delay or a conversation of their early release from our incident in the event a fire breaks out in their jurisdiction. This is becoming more frequent as resources have diminished and are stretched thin during peak season. In addition, with Crew 3 being a volunteer program, they are only staffed on most Tuesdays and Thursdays, reducing their capacity to provide relief and support on these incidents. During these same years, Crew 3 responded to an average of 31 of those incidents. Metro Fire Communications (MFC) staff has stated that many requests for Crew 3 go unfilled throughout the year due to the nature of their schedule.

The net result of this missing link is that our fire resources remain on scene longer to perform the tedious duty of Mop-up and Cold Trailing, leaving their districts vulnerable to longer response times

### **CURRENT LAFD WILDLAND HAND CREW PROGRAM – CREW 3**

Working under the Disaster Response Sections (DRS) Wildland Fuel Management Unit (WFMU), Crew 3 is a Volunteer Fire Suppression Type 2 Wildland Hand Crew (Crew) led by experienced Crew Bosses who are active LAFD Firefighters with an extensive background in wildland firefighting. Crew 3 will normally staff twice a week with a minimum of 10 crew members (1 Module – Crew 3 A) and a maximum of 26 (2 Modules Crew 3A and 3B).

Under supervision of sworn Firefighter personnel, the Crew performs a variety of tasks requiring arduous manual labor in fire suppression and other all-risk incidents.

The Crew will respond to brush fires to construct fire control lines with the use of hand-held tools and chainsaws to cut, chop and scrape away brush and other vegetation, and engage in Mop-up and Cold Trailing operations. Crew 3 also does fuel reduction, clears firebreaks, and maintains fire roads and trails. The Crew must exercise a working knowledge of fire suppression tools and techniques.

Crew 3 is not limited to just wildland fires, but is equipped to be utilized in a variety of emergency and non-emergency operations as listed below:

Emergency Operations:

- Fire Line Construction
- Cold Trail Operations
- Overhaul/Mop-up Operations
- Post Brush Fire Rehabilitation
- Hose Recovery
- Sand Bagging operations/Inclement Weather Support
- Tractor Company Support

Non-Emergency Operations

- Annual Helispot Maintenance
- Annual Fire Road Maintenance
- Hazard Reduction around City Infrastructure
- Vegetation Management Projects
- Specific Battalion Work Details
- FHMTTC Work Details
- Other City Agency Support
- Assisting In-Service Training Section with Annual Brush Training
- Assisting In-Service Training with Staff Ride Support
- Assisting LAFD Recruitment with Outreach Events Including Girls Camp and Recruitment Fairs

CREW 3 HISTORY

Crew 3 was established in July 2006 as a volunteer (18 years of age and over) Type 2 Hand Crew in an effort to provide training for individuals interested in becoming wildland firefighters and also enhance the LAFD's brush response capabilities. Originally associated with the LAFD Explorer Program, it has followed along with the Fire Department's redesign of the LAFD Youth Development Program and operates as a component of the Cadet program with administrative oversight from the Firefighter Recruitment Sections (FRS) within the Training and Support Bureau (TSB).

This program has the highest potential to operate as a "train to hire" program. Interested members are required to pass a physical fitness exam and participate in an eight weekend Wildland Academy in partnership with East LA College (ELAC) or through in-house LAFD instruction. With completion of the academy or the LAFD training, participants will earn California State Certification as a Type II Wildland Hand Crew Firefighter. Once certified, members of Crew 3 can be dispatched to wildland fires to participate in firefighting operations.

Crew 3 has proven itself to be a successful mentoring program. This success can be measured in the amount of members who have moved on to professional firefighter careers throughout the United States.

Operationally, Crew 3 has been instrumental in the successful outcome of numerous wildland fires over the years. They provide much needed perimeter line control as well as Mop-up and hose removal post incident. Utilization of the Crew allows the Incident Commander to free up Engine and Truck Companies from the overhaul phase, allowing them to go available from the incident to return to their districts to handle the day to day response needs of their first in.

### CREW 3 ADMINISTRATION

#### Recruitment and Testing

Persons interested in the Crew 3 Program can join in two ways. One, they can attend the Wildland Academy through ELAC, and upon completion will be qualified and assigned to the pool of Crew 3 Cadet Members.

The second and more popular method is to access [joinlafd.org](http://joinlafd.org) to sign up for the wait list for Crew 3 at any time. In December of each year, an email will be sent to those on the waitlist to invite them to a Crew 3 orientation. The orientation is normally scheduled in early February. The Recruitment Unit at FRS manages the invite process for the orientation.

The next step is the LAFD Crew 3 Two-Stage Physical Fitness Qualifier (PFQ). The LAFD Crew 2 PFQ is designed to measure the physical capacity of candidates without having to utilize additional equipment. The fitness tests consists of a Stage 1 assessment where four basic movements in sequential order: pull-up, push-up, air-squats, and burpee, followed by a 1.5 mile run. Upon successful completion of Stage 1, candidates are invited back on a later date for Stage 2, where a 3 mile hike is assessed while carrying a 45-lb backpack.

Upon successful completion of the PFQ, Candidates will move on to the in-house wildland training where upon completion, participants will earn California State certification as a Type II Wildland Hand Crew Firefighter and be assigned to the pool of Crew 3 Cadet Members.

### CREW ORGANIZATION

Crew 3 requires supervision that provides for the safety and welfare of its members. Uniformed Firefighters are utilized for oversight and leadership to the Crews and report to the Wildland Fuel Management Captain II.

To safely and effectively utilize and administer Crew 3, the Department ensures all member qualifications are in compliance with the National Wildfire Coordinating Group

(NWCG) standards in staffing the Type 2 Crews as found in the Standards Interagency Hotshot Crew Operations (SIHCO) Manual.

The following represents the NWCG compliant positions associated with Crew 3:

- Crew Boss – Foreman
  - Uniformed LAFD Member
  
- Crew # Squad Leader – Senior Wildland Firefighter – Wildland Firefighter Type 1
  - Crew 3 Member
  
- Crew Members – Wildland Firefighter Type 2
  - Crew 3 Member

#### SINGLE RESOURCE BOSS – CREW BOSS

The Crew Boss will be a Uniformed Member of the LAFD with sufficient fire experience to provide capable leadership to the Crew members. The Crew Boss is responsible for the overall safety and management of the Crew. The Crew Boss may serve as Incident Commander (IC) or fill other positions as needed on an incident. Desired qualifications are Incident Commander Type 4 (ICT4) and Firing Boss (FIRB).

Require training/certification:

- Crew Boss (S-230)
- Intermediate Fire Behavior (S-290) – In Person Course
- Annual Fireline Safety Refresher (RT-130)
- Ignition Operations (S-219)
- Wildland Urban Interface (s-215)

Additional training which supports development of knowledge and skills:

- Basic ICS (I-200)
- Followership to Leadership (L-280)
- Basic Air Operations (S-270)

#### Duties Include:

Responsible for providing a safe work environment

- Identify strategy and tactics to accomplish mission objectives
- Identify and mitigate risks associated with changing fire environments
- Communicate hazards, risks and mitigation using the chain of command
- Direct and lead crew operations
- Provide for crew safety and welfare
- Reward positive attitudes and behaviors; correct deficiencies
- Provide a positive learning experience for all trainees

SENIOR FIREFIGHTER (Crew 3 Squad Leader)

- Crew 3 Member
- Wildland Firefighter Type 1 (FFT1)

Required Training:

- Completed NWCG Firefighter 1 (Task Book)
- Firefighter Type 1 (S-131)
- Look Up, Look Down, Look Around (S-133)
- Wildland Fire Chainsaw (S-212)
- Portable Pumps (S-211)
- Annual Fireline Safety Refresher (RT-130)

**CREW MEMBER**

- Wildland Firefighter Type 2 (FFT2)

Required Training:

- ICS 100 – Basic Incident Command
- ICS 200 – Incident Command System
- S 130 – Wildland Firefighter Safety
- S 190 – Introduction to Wildland Fire Behavior
- L 180 – Human Factors in the Wildland Fire Service
- IS 700 – National Incident Management System

Minimum Requirements:

- Must be 18 years of age or older
- Must possess a High School Diploma or proof of passing General Education Development Test (GED) at the time of appointment
- Must possess and maintain a valid class “C” State of California Driver’s License
- Must provide an updated Live Scan (Cadet Program Requirement)
- Must pass Baseline Fitness Test
- Must pass required pack test consisting of 3 mile walk in 45 with a 45 lb pack

FITNESS STANDARD

All crew members are required to meet and/or exceed the LAFD Candidate Advancement Program (CAP) fitness standard within two (2) weeks of hire and maintain at least the base level throughout their employment. Members may be tested at any time during their employment. Members not meeting the fitness standard at any time will be given up to two weeks to meet the standard. If after two weeks, the member cannot meet the basic fitness standards they may be terminated.

WORK CAPACITY

Each member of the crew is required to undertake, and pass an annual work capacity test. Members will be tested according to current NWCG standards and only at the level for which they wish to qualify. Members not passing the work capacity test will be

placed on suspension from duty until the test is passed. If after two weeks the member still cannot pass the test, the member will be terminated.

### STAFFING MODEL

Crew 3 is broken down into 2 modules, Crew 3A and Crew 3B. Each module, when fully staffed, would have 1 Crew Boss and 13 Crew Members.

### APPARATUS

Current Crew 3 Fleet consists of:

- 1992 Crew Carrier donated by LACoFD (Crew 3B)
- 1997 Crew Carrier donated by LACoFD (Crew 3A)
- 2008 Crew Cab Pick-Up – 2 Wheel Drive
- 2017 Passenger Van

Pending Upgrades:

- (2) Crew Carries in MICLA process

### EQUIPMENT

The current Crew 3 inventory meets or exceeds the standardized equipment list located in the NWCG SIHCO Manual for a Type 2 Crew.

### SUCCESSSES

- Crew 3 work output allows the IC to return Fire Companies to their districts sooner. This applies in emergency and non-emergency operations
- Crew 3 has been utilized effectively for many non-emergency incident and event operations including Funerals, Annual Brush Training, Recruitment events, Fire Service Day, and maintenance at Department facilities to name a few
- Crew 3 works hand in hand with the WFMU Heavy Equipment Operators in assisting with fire road maintenance and infrastructure brush clearance as needed
- Relationships with Regional Response Partners
- Support from TSB
- Excellent recruitment rate with continuous turnover due to Crew Members being hired into paid Firefighter positions throughout the United States
- Support from Educational funds and the LAFD Fire Foundation on equipment needs

### CHALLENGES

- Continuous turnover due to Crew Members being hired into paid Firefighter positions throughout the United States
- No line item budget as referenced in Administrative Bulletin 12 (AB12)
- Fleet upgraded needed

## **FUTURE OF THE LAFD WILDLAND HAND CREW PROGRAM – CREW 3, 4 AND 5**

In looking to the future of the Wildland Fuel Management Unit, specifically the Wildland Hand Crew Program, the LAFD will need to expand staffing to meet the demands of a new normal, year-long fire season and a rapidly decreasing availability of mutual aid/auto aid Hand Crews State wide.

To meet these demands, the following represents the proposed improvements to this program. In researching the best possible model to fit the needs of the LAFD, numerous local agency programs were evaluated. The model below closely resembles the LACoFD Wildland Hand Crew Camp Program.

*This model represents the smallest staffing organization to effectively keep at least one paid Crew on duty 7 days per week. In order to accomplish that, the Department would need to staff two – Type 2 IA Hand Crews.*

### CREW 4 and 5

These new Crews would be identified as Crew 4 and 5. A staffing rotation would be developed to allow for 7 day a week coverage with members working 10 hour days. Each Crew would be on a 4/10 work schedule.

### TYPING

The Hand Crew model will meet or exceed the NWCG Type 2 Initial Attack (IA) with a future goal of reaching a NWCG Type 1 status.

### ORGANIZATION

Each Crew will have a Captain I providing oversight as a Crew Superintendent with appropriate California Incident Command Certification System (CICCS) qualifications.

In addition, two Firefighters will be assigned as Crew Bosses (CRWB) to provide oversight to what will become a Fire Suppression Aid (FSA) position.

Each Crew will be composed of 26 FSA's. The FSA position description will model the LACoFD current position description.

The Crew will be broken down into two modules of 13 Crew Members with a Crew Boss.

The total position addition is as follows:

Positions	Rank	Yearly Salary	Total Salaries
2	Captain 1 - SD	\$161,301.00	\$322,602.00
4	Firefighter III – SD	\$135,136.00	\$540,544.00
52	Fire Suppression Aid	\$60,000.00	\$3,120,000.00
Total Cost			\$3,983,146.00



### APPARATUS

Each Crew would require two Crew Carriers identified as Crew 4A and 4B, and Crew 5A and Crew B for Crew transport.

Each Crew Carrier would have a follow along four wheel drive crew cab pick-up truck support vehicle.

A four wheel drive crew cab pick-up truck with a utility truck body will also be required for each Captain I – Crew Superintendent.

One stake side truck with piggyback forklift would be utilized for project work and supply deliveries.

Total Fleet requirements are as follows:

Quantity	Vehicle Description	Cost	Total Cost
4	Crew Carrier	\$455,500.00	\$1,822,000.00
2	4 Wheel Drive Crew Cab Pick-up Truck	\$155,755.00	\$311,500.00
2	4 Wheel Drive Crew Cab Utility Body Truck	\$336,165.00	\$672,330.00
1	Stake Side Truck with Piggyback Forklift	\$385,000.00	\$385,000.00
Total Cost			\$3,190,830.00

### EQUIPMENT

Equipment needs will mirror the current inventory required as per the standardized equipment list located in the NWCG SIHCO Manual – Nearly identical to Crew 3 Inventory, estimated at approximately \$247,000.00 per Crew.

A recurring AB12 Account for equipment and maintenance under the Wildland Fuel Management Unit would need to be established and funded at \$80,000.00 per Crew.

- Total Equipment Cost: \$654,000.00

### UNIFORM / PPE

Each Crew Member would be supplied their uniform and safety equipment ensemble to include their backpack and Fire Shelter. The cost to outfit one member is approximately \$1,750.00.

- Total Uniform and PPE Cost: \$105,000.00

### TRAINING

Training requirements would meet or exceed the standardized training requirements located in the NWCG SIHCO Manual. This closely resembles the requirements listed for Crew 3 with enhancements to a Type 2 IA standard.

An eight week Academy program will be developed after the current training program for Crew 3, as well as the LACoFD, FSA Academy. Department Policy, Emergency Operations, Human Relations, and Fitness Modules will be the cornerstones of the program with an emphasis on the Core Values of Safety, Service, Character, Proficiency, Collaboration, and Personal Growth.

Once complete with the Training Academy, members will be assigned to the Crew and begin a six month probationary period. During this probationary period, members will complete documented training, building upon lessons from the training academy with enhanced emergency operations and fitness modules, while continuing to emphasize the Core Values listed above.

### HOUSING

Housing will need to be identified and budgeted for each Crew, strategically located in the brush areas of the City, to provide a rapid response to IA fires. These camp locations would also be ideally located in or near the wildland environment for which they would respond to. Griffith Park and the property adjacent to FS 109 have been identified as potential locations. Fire Facilities estimates the cost of building a facility to house the Crews at \$3.5 million.

### CREW 3

Crew 3 will remain in its current configuration as described previously. Crew 3 would be a feeder into the paid Crew organization while maintaining the goals of the LAFD Youth Development Program.

Fleet and equipment upgrades are in process, budgeted in FY 21/22 and FY 22/23 budgets.

### TOTAL PROGRAM COST – 2 CREWS (Crew 4 and 5)

Staffing:	\$3,983,146.00 – continuous (scalable - \$1,991,573.00*)
Fleet:	\$3,190,830.00 – 1 time funding (scalable - \$1,787,915.00*)
Equipment:	\$ 654,000.00 – 1 time funding (scalable - \$327,000.00*)
Uniform/PPE:	\$ 105,000.00 – 1 time funding (scalable - \$52,500.00*)
Facilities:	\$3,500,000.00 – 1 time funding

- Total for 2 Crews - \$11,432,976.00
- \*Total for 1 Crew - \$ 7,658,988.00

### POTENTIAL COST OFFSETS

Opportunities exist for potential generation of revenue to partially fund the Wildland Program. These opportunities have been identified and some initial research has been completed on the following possibilities:

- Contracts for Brush Clearance of select City owned property
- Cost recovery for services provided supporting utility easement and access on LAFD maintained Fire Roads

- Cost recovery from City Family for services supporting easement and access on LAFD maintained Fire Roads

### **CURRENT STATUS, BUDGET REQUESTS AND IMPLEMENTATION TIMELINE**

As of January 5, 2023, the development of the FSA Position with City Personnel is on hold as the LAFD Personnel Department works through issues associated with the new “Workday” Program.

However, we have gained clarity on the results of the FY 22/23 Budget as it pertains to this program.

- FY22/23 Budget Request – Total Request - \$3,065,677.00 – Submitted August 24, 2021
  - Funding requested for only one Crew
  - Did not include facility to house Crews
  - Reduced and approved at \$519,039.00 with verbiage in quotes below:
    - *“Create a new line item and set aside funding for the Wildland Fuel Management Paid Crew. Instruct the CAO and Personnel Department to report on the creation of a Fire Suppression Aide classification and add the classification of Fire Suppression Aide to the As-Needed list”*

On October 27, 2022, in a meeting with EOP’s Staff, DRS Staff and ASB’s Jenny Park, some clarity as to what was approved was provided as follows:

- Funding is for partial year with no uniform/supervisory authorities (CI or FFIII’s) approved
- Funding will be pushed to FY 23/24
- \$60,000 may be utilized to detail a Captain I to the WFMU for 4 months to begin development of Crew Program and developing logistics plan to implement program. To begin February 2023
- Updated FSA Position Description Summary has been sent to LAFD Personnel to create position with City Personnel

The following FY 23/24 Budget request was submitted on August 24, 2022 and has made it through the first round of deletions:

- FY/23/24 Budget Request – Total Request – \$7,001,415.00
  - Funding requested for only one Crew
  - Funding requested includes Facility to house Crew
  - Through the first round of cuts

If the FY 23/24 Budget request makes it through to final approval, the following proposed implementation timeline would be established. A separate Gantt Chart is also provided.

**Timeline for Implementation**

<b>Task</b>	<b>Date</b>
Budget Requests and all supporting documentation forwarded	FY 22/23 Budget – 8/26/21 FY 23/24 Budget – 8/26/22
Detail Captain to Unit	February 6, 2023
Develop Implantation Workgroup	February 27, 2023
Develop and Begin Implementing Logistics Plan	March 1, 2023
Solicitation of Unit CI and FF III Positions	July 10, 2023
Interview for CI and FF III Positions	August 1, 2023
Transfer CI and FF III Positions	September 4, 2023
Develop FSA Testing Program	September 4 – October 13, 2023
Develop FSA Training Program	September 4 – November 30, 2023
FSA Recruitment/Solicitation	December 4 - 29, 2023
FSA Orientation	January 9 - 11, 2024
FSA Testing Process	January 15 – March 15, 2024
FSA Training Academy	April 1 – May 24, 2024
<b>Crew in Service</b>	<b>May 27, 2024</b>

**CONCLUSION**

It is inevitable that the LAFD will face a time when Mutual Aid/Auto Aid Hand Crews will not be available to assist on a wildland incident threatening structures. This coupled with the increased intensity of fire behavior and the fact that the Southern California Fire Season is now year round, only strengthens the demand for a full time LAFD Wildland Hand Crew Program.

The model presented above has been validated for many years by several of our Regional Response Partners and in small part successfully implemented in managing Crew 3. By taking this next step in the wildland arena, we will again position ourselves as leaders in the industry, ensuring we are providing the best possible service to the residents of the City of Los Angeles.

Board report prepared by Craig White, Battalion Chief, Emergency Operations Bureau.

Attachments

## **LAFD WILDLAND HAND CREW PROGRAM**

### **MISSION**

The LAFD Wildland Hand Crew Program provides an effective work force capable of preserving life and property at wildland fires and other all-risk incidents as well as supporting brush clearance and other projects while maintaining the highest level of safety, professionalism, and teamwork.

### **CORE VALUES**

#### **Safety**

Always, In Every Operation, at Every Incident and work site

#### **Service**

Provide a multi-mission response capability, protecting our Citizens, Residents, and Communities

#### **Character**

Aligning Personal Values with Organizational Values

#### **Proficiency**

Commitment to excellence through a regimented training and currency program, with an emphasis on standardization

#### **Collaboration**

Partner with organizations in an effort to support and improve our Wildland Hand Crew Operations

#### **Personal Advancement**

Effect explicit recruitment, mentorship, education and upward mobility

### **VISION**

We envision the LAFD Wildland Hand Crew Program to be a preeminent leader in the Wildland Fire Community, providing exceptional service with a high standard of work ethic, while maintaining a positive work environment for all members.

# LAFD Wildland Hand Crew Unit Implementation Plan

LAFD Wildland Hand Crew Unit Implementation

2/6/2023

11/1/2024

1/4/2023

PROJECT NAME

START DATE

END DATE

LAST UPDATE DATE

Task ID	Task Name	Start Date	End Date	% Completed	2/6/2023	2/27/2023	3/1/2023	4/1/2023	5/1/2023	6/1/2023	7/10/2023	8/1/2023	9/4/2023	10/1/2023	11/1/2023	12/4/2023	1/9/2024	1/15/2024	3/1/2024	3/15/2024	4/1/2024	5/24/2024	5/27/2024	6/1/2024	7/1/2024	8/1/2024	9/1/2024	10/1/2024	11/1/2024	
1	Detail Captain I to WHCU	2/6/2023	TBD	0%	█																									
2	Develop Implementation WrKGrp	2/27/2023	TBD	0%		█																								
3	Logistic Plan Implementation	3/1/2023	5/1/2024	0%			█																							
4	Solicitation of Unit CI and FFIII's	7/10/2023	7/25/2023	0%						█																				
5	Interview CI and FF III's	8/1/2023	8/10/2023	0%							█																			
6	Transfer CI and FF III's to WHCU	9/4/2023	NA	0%								█																		
7	Develop FSA Testing Process	9/4/2023	10/13/2023	0%								█	█																	
8	FSA Testing Process Approvals	10/16/2023	11/17/2023	0%										█																
9	Develop FSA Academy Program	9/4/2023	11/30/2023	0%									█	█																
10	FSA Academy Program Approvals	12/1/2023	3/1/2024	0%											█	█	█													
11	Recruitment / FSA Solicitation	12/4/2023	12/29/2023	0%												█														
12	FSA Orientation	1/9/2024	1/11/2024	0%													█													
13	FSA Testing Process	1/15/2024	3/15/2024	0%														█	█	█										
14	FSA Training Academy #1	4/1/2024	5/24/2024	0%																		█	█							
15	Crew In Service	5/27/2024	NA	0%																				█	█	█	█	█	█	█
16	6 Month Program Review	11/1/2024	11/1/2024	0%																										█

Notes:

  
 PROJECT MANAGER 1/4/2023  
 DATE