



LOS ANGELES FIRE DEPARTMENT

RALPH M. TERRAZAS
FIRE CHIEF

October 31, 2016

BOARD OF FIRE COMMISSIONERS
FILE NO. 16-126

TO: Board of Fire Commissioners

FROM:  Ralph M. Terrazas, Fire Chief

SUBJECT: UPDATE ON REDESIGN OF LOS ANGELES FIRE DEPARTMENT
YOUTH PROGRAMS

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 Withdrawn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

In alignment with goal number 8, strategy 8.1.3 of the Los Angeles Fire Department (LAFD) Strategic Plan to "Modify, standardize and expand the current Cadet Program, Crew 3 and other volunteer opportunities," the Board of Fire Commissioners (BOFC) requested a redesign of the LAFD Youth Development Programs. Department staffing challenges and insufficient resources to support these Programs have led to a lack of organizational structure and consistency in the current Cadet Program.

In order to ensure the Cadet Program is successful and can be sustained long term, a formal plan was created with clearly defined goals, learning objectives and a standardized curriculum. This report is a response to the BOFC Report 16-104, "Review and Redesign of Los Angeles Fire Department Youth Programs."

RECOMMENDATION

1. That the Board:
Approve the placement of the LAFD Youth Development Programs under the leadership and supervision of the Firefighter Recruitment Section (FRS) within the Training and Support Bureau.

DISCUSSION

Due to a lack of organizational structure and committed resources, the LAFD Youth Development Programs have not met their full potential. L administration has relied on the passion and generosity of members who volunteered their time to develop, implement, and deliver these Programs. With the implementation of the LAFD Strategic Plan and expansion of the Recruitment Unit into the FRS, a more consistent, standardized, and sustainable structure has been created to provide program oversight and guidance. It is therefore recommended that all LAFD Youth Development Programs be placed under the leadership and supervision of the FRS within the Training and Support Bureau.

On August 31, 2016, the BOFC submitted BFC Report 16-104, Review and Redesign of Los Angeles Fire Department Youth Programs, which included nine recommendations, A through I. As directed by the motion, a Youth Program subcommittee was formed and met on October 17, 2016 to discuss progress. It was agreed that the Cadet Program would be developed first; as it is the core program from which all other Youth Programs are connected and established. The subcommittee consists of Fire Commissioners Andrew Glazier and Rebecca Ninburg, Deputy Chief Richard Rideout, Assistant Chief Steve Hissong, and Battalion Chiefs Alicia Welch and Dean Zipperman.

The Department has organized the Youth Development Program redesign into 4 phases. Phase 1 is the Cadet Program Redesign; Phase 2 is the Youth FIRE Academy Redesign; Phase 3 is the High School Magnet Redesign; and Phase 4 is the Crew 3 Redesign. The following is a status update on the recommendations directed by the BOFC regarding Phase 1, Cadet Program Redesign.

- A) "The LAFD should undertake a comprehensive review and redesign (where necessary) of all youth programs to ensure consistency with the intentions of this report, to be completed by June 30, 2017 with implementation in the 2017-2018 Fiscal Year."

The FRS organized a Cadet Program Redesign work group, which began meeting in September 2016. This work group consisting of current Cadet Post Advisors and members assigned to the FRS and the Recruit Services Section, have reviewed the current Cadet Program model and created a comprehensive and standardized curriculum for the new Program.

FRS formed a Cadet Program Work Group which was implemented in September 2016.

- B) "In order to more fully realize the potential of current and future LAFD youth programs, the BOFC establishes that the goals for all LAFD youth programs, including (but not limited to) the Cadet Program, Magnet programs, Youth Fire Academy, and Crew 3 are:
1. To invest in and develop the youth of the communities served by the LAFD by providing positive role models, career skills, physical fitness, and character development in a safe and caring environment;
 2. To provide service to our communities;
 3. To support Community Resiliency and Disaster Preparedness;
 4. To introduce the youth of Los Angeles to the Fire and Emergency Medical Services and offer a career pathway into the Fire and/or Emergency Medical Services."

The following goals have been identified as part of the Cadet Program Redesign Work Plan:

- Introduce young men and women ages 14 through 20 to the fire service as a possible career choice.
- Reflect the diversity of Los Angeles by recruiting within the geographic boundaries.
- Provide youth with a life skill component to prepare them to be productive citizens.
- Create accountability with a metric-based system.
- Improve Department community relations efforts by providing a successful Youth Development Program.
- Provide for the recruitment of quality male and female candidates into the fire service.
- Provide an opportunity for youth to develop positive relationships and further develop character and leadership qualities in a caring environment.
- Provide youth opportunities to serve their communities through volunteer service with the Department.

- C) "A formal recruitment plan and materials shall be developed for each youth program. The goals for recruitment and priority for outreach and participation within the LAFD youth programs will be (to the extent allowable by law):
1. Participants will reside within the geographic boundaries of the Los Angeles Unified School District
 2. At least 30% of participants will be female
 3. Participants will otherwise reflect the overall diversity of the City of Los Angeles"

A Cadet Program Work Plan was completed in September 2016 which includes outreach objectives in all areas of the City of Los Angeles.

- D) "Written, consistent and standardized curricula, learning objectives, assessments, testing materials, service expectations, training for staff, and any other critical aspects shall be established for each youth program with the goal of ensuring equal parts exposure to professional skills, character development, community service and Fire- and EMS-specific skills."

Each new Cadet will receive a Cadet Manual and Cadet Trainee Curriculum. The curriculum has been standardized and includes rules and regulations, a syllabus, and all training requirements to become ride-along certified.

The curriculum and learning objectives for the redesigned Cadet Program will be taught in four phases:

- Phase 1: Cadet Code of Conduct, Life Skills, Mission, and Core Values, Department Organization, Leadership, and CPR
- Phase 2: Goal Setting, Time Management, Engine Operations
- Phase 3: Communication Skills, Interview Preparation, Ladders Terminology and Maintenance
- Phase 4: Fiscal Responsibilities, Resume Building, Nutrition, Physical Fitness, Scene and Apparatus Safety

During each phase of training, Cadets will additionally be introduced to pertinent life skills. Some of these skills include public speaking, time management, goal setting, and resume building.

The FRS has completed a Draft Cadet Manual, budget proposal, Cadet Task Book, Cadet Trainee Curriculum, Four Bureau Cadet meeting schedule and training facilities assessment, uniform standards, and a sustainable staffing plan.

- E) “For relevant programs, specific and permanent locations shall be designated within the LAFD service area for programming, with support from area Bureau commands and appropriate staffing plans to ensure consistent available staffing for ongoing, functional programming.”

In order to ensure equal opportunity for all Los Angeles youth to participate in the Cadet Program the LAFD has identified four potential training facilities throughout the City, one in each geographical Bureau. The identified locations are:

- Operations Central Bureau – Frank Hotchkin Memorial Training Center
- Operations Valley Bureau – Drill Tower 81
- Operations West Bureau – Drill Tower 21
- Operations South Bureau – Drill Tower 59

These designated locations will allow for greater community outreach to ensure diversity in the Cadet Program as well as increased support at the Bureau level. A survey of the Four Bureau facilities assessment and staffing plan is complete.

- F) “In order for there to be ongoing, consistent leadership and organization of youth programs, the LAFD Chief should secure funding for a civilian coordinator of all youth programs at a minimum level of senior special projects coordinator, reporting to an individual with Battalion Chief rank or above within the Training Bureau and whose sole and primary function will be to oversee the development, support and coordination of all LAFD youth programs as an equal partner with the existing sworn staff assigned

full-time to youth programs, and with appropriate support from designated staff in both Training and the Emergency Operations Bureaus. This coordinator shall have a background and experience in education, youth development, or other related fields.”

The position description for the Senior Project Coordinator (SPC) of youth Development Programs has been completed and a temporary funding request was submitted to the LAFD Fire Foundation. A formal budget proposal for the Cadet Program Staffing Package has been submitted Through Channels for the SPC and a Captain I.

- G) “Within 12 months, the LAFD should provide a feasibility analysis of a “Train to Hire” program in compliance with the Mayor’s Executive Directive 15 in collaboration with our labor partners, the City Attorney, and the Development of Personnel, that provides an expedited pathway for eligible cadets into the LAFD, with a goal for implementation during Fiscal Year 2018-2019.”

A formal action plan is pending.

- H) “The Fire Chief should provide a work plan in 30 days for implementation of recommendations in this report and develop budget requirements to be included in the budget for Fiscal Year 2017-18. Reports should be provided to the BOFC as to the progress toward meeting the recommendations contained in this report every 60 days until implementation of all recommendations is complete.”

The Cadet Program Redesign Work Plan has been submitted Through Channels, along with a Cadet Program Budget Proposal for the 2017-2018 Fiscal Year.

- I) “A subcommittee of 2 members of the BOFC should be established to meet monthly with relevant staff to support implementation of the recommendations in this report. After implementation of all recommendations in this report, department staff should present at least semi-annually on the department’s ongoing success in meeting the goals of this report.”

A subcommittee consisting of two members of the BOFC and the Training and Support Bureau has been formed and are scheduled to meet each 3rd Monday of the month. The Cadet Program Redesign Work Group has been formed and will meet each 2nd Wednesday of the month. Regular progress reports will be completed at the direction of the BOFC.

CONCLUSION

The FRS has collaborated with, and will continue to work with stakeholders to assess, review, and redesign all LAFD Youth Development Programs including the Cadet Program, Youth Fire Academies, High School Magnets, and Crew 3. Ongoing meetings have been scheduled by FRS to ensure that involved parties remain focused and committed to the standardization, coordination, and overall redesign of the various Youth Development Programs. This will ensure the youth of Los Angeles have the highest quality programs available to them while working with LAFD role models to develop life skills and character development in a caring and safe environment.

Board Report prepared by Alicia Welch, Battalion Chief, Firefighter Recruitment Section.