



# LOS ANGELES FIRE DEPARTMENT

RALPH M. TERRAZAS  
FIRE CHIEF

January 23, 2017

BOARD OF FIRE COMMISSIONERS FILE NO. 17-013
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TO: Board of Fire Commissioners

FROM: *RMT* Ralph M. Terrazas, Fire Chief

SUBJECT: LOS ANGELES FIRE DEPARTMENT (LAFD) RECRUITMENT PLAN  
2016 ANNUAL REPORT

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 Withdrawn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 information in this report outlines annual performance from January 1 – December 31, 2016 of recruitment and youth program development activities for the Firefighter Recruitment Section (FRS) as it relates to the 2015/2016 LAFD Recruitment Plan and the Los Angeles Fire Department: A Safer City Strategic Plan (Goal 8).

The FRS is reporting to the Fire Commission for the fourth time as a Recruitment Section, and has collected data for the past twelve months to measure performance against our goals.

## RECOMMENDATION

That the Board:  
Receive and file this report.

## DISCUSSION

By utilizing an ongoing data collection process created in Google, the FRS has become a data driven Section. We have captured and tracked each contact with potential Firefighter Candidates and youth of Los Angeles in an effort to measure our effectiveness as recruiters. These actions have provided the FRS the ability to plan, organize, evaluate and adjust both candidate and youth programs based on stakeholder collaboration and feedback collected. Marketing strategies were then adjusted to enable the FRS to achieve optimal results toward identified goals. Considerable focus has been dedicated to the assessment of youth programs in 2016. This report will discuss program goals and achievements.

The Los Angeles Fire Department: A Safer City Strategic Plan Goal 8 is "Recruit, develop, and retain a professional and diverse workforce." There are 7 identified

strategies which guide the FRS towards achievement of the goals. The following 6 goals are 100% complete:

1. Budget/Staff the FRS to accomplish the goals of the Recruitment Plan.
2. Design Preparatory Programs to assist candidates through the process.
3. Establish a formal mentorship program with educational institutions.
4. Improve efforts to recruit a workforce that reflects the community.
5. Partner with Los Angeles Unified School District (LAUSD) to develop a Firefighter High School Magnet Program. (The Magnet Programs started at Wilson and Banning High Schools in August 2016. Dorsey and Monroe High Schools are projected to begin in summer of 2017.)
6. Ensure the effectiveness of recruitment efforts.

The following goal is 75% complete.

7. Modify, standardize and expand current Cadet Program, Crew 3 and other volunteer opportunities. (The Cadet Four Bureau Model has been redesigned including a budget proposal submitted for Fiscal Year 2017/2018. The new cadet model is projected to begin a pilot program in Operations Valley Bureau on January 19, 2017. The Youth FIRE Academy Program has been redesigned with standardized curriculum and programming and is set to launch in the spring of 2017.)

The following includes the Strategic Plan Benchmarks from the 2015/2016 LAFD Recruitment Plan. The FRS has made great progress in achieving the identified benchmarks this calendar year (see Attachment 1).

The FRS Staff Development is 100% complete and includes the following:

- City Personnel Department to provide at least two in-service training sessions to LAFD FRS and field cadre members this year (completed in August and November 2016).
- City Personnel Department and FRS to provide at least one in-service training session to LAFD field members this year. Target Solutions Training in February 2016, Recruitment Cadre Training in March 2016.

Recruitment Outreach (Youth, Community, College, and Military) is 100% complete and includes the following:

- FRS to conduct four major Recruitment Expos during the year (a total of five were delivered.)
  1. Operations Valley Bureau (OVB) – January 2016
  2. Operations South Bureau (OSB) – February 2016
  3. Operations Central Bureau (OCB) – March 2016
  4. Operations West Bureau (OWB) – May 2016
  5. Operations Central Bureau (OCB) – June 2016
- LAFD Youth Development Unit to conduct high school magnet presentations this year for a total of nine.
- Recruitment Unit to attend college career fairs during the year.

Focused College and Military Outreach is 100% complete and includes the following:

- Recruitment Unit to attend college student athlete career fair and/or recruitment presentation in 2016 at targeted universities and junior colleges for a total of 18 local colleges.
- Recruitment Unit to attend military career fairs or transition center job fairs in 2016 (total of five).
- Recruitment Unit to conduct recruitment presentation for trade schools in 2016.
- Recruitment Unit to conduct recruitment presentation for each college fire academy in 2016.

Outreach and Mentoring Programs is 100% complete and includes the following:

- Each LAFD Recruiter to collect at least 12 new candidate contacts per month.
- Recruitment Unit to develop relationships with two houses of worship during 2016.
- Recruitment Unit to develop relationships with two new community-based organizations and recruit candidates from these organizations.
- LAFD Preparatory Unit to train and mentor at least 250 new candidates in 2016.
- Each LAFD Mentor to contact each candidate in the database at least three times during the process. Candidates were contacted before each Career Expo

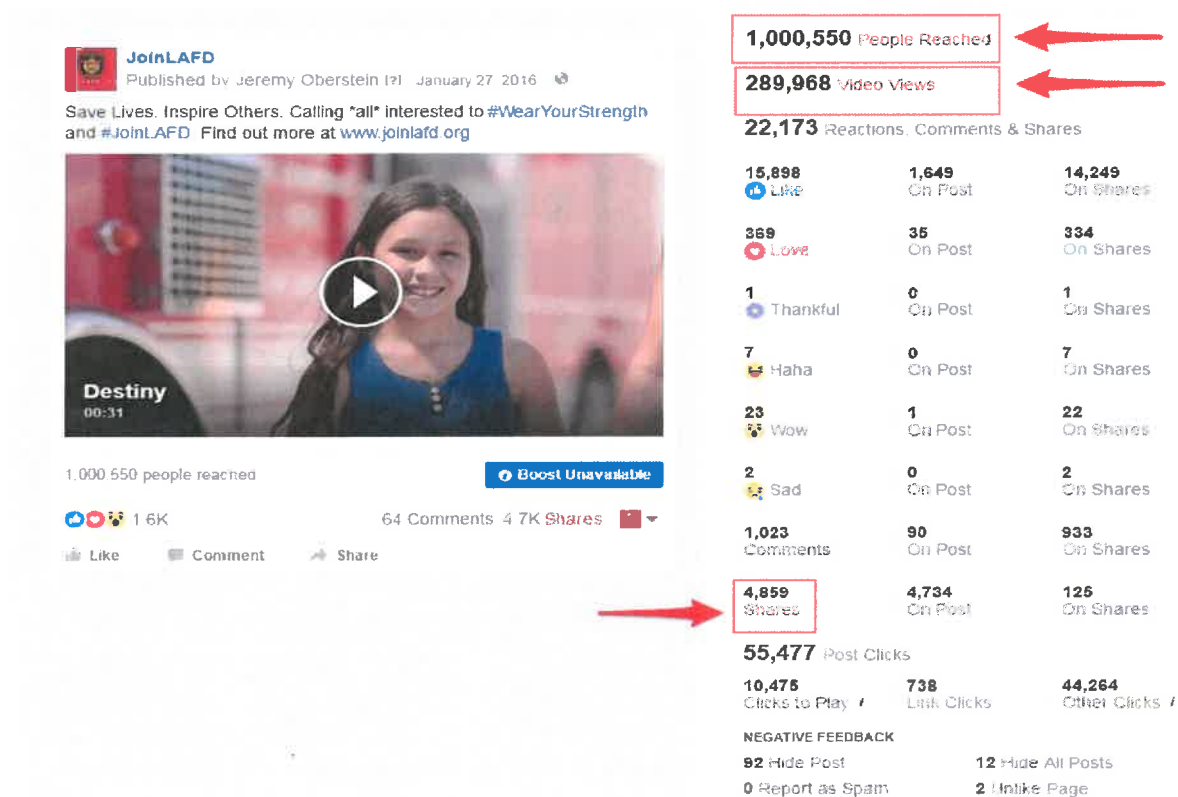
via email, messaging done through social media, telephonic contact two times before test close and in person at LAFD sponsored events.

Media Exposure/Advertising is 100% complete and includes the following:

- Los Angeles City Personnel Department Recruitment to review/implement two new media outlets and promotional opportunities per month.

During the 2016 recruitment campaign the professional marketing firm Quigley Simpson was contracted to assist the City Personnel Department and LAFD with the development of a marketing strategy, to complete creative work and assist with advertising purchases. Additionally, Tucker Hess Productions and My Safe LA provided advertising components as well. See Attachment 2 for the range of advertising purchases that were made using the \$350,000 recruitment budget allocation.

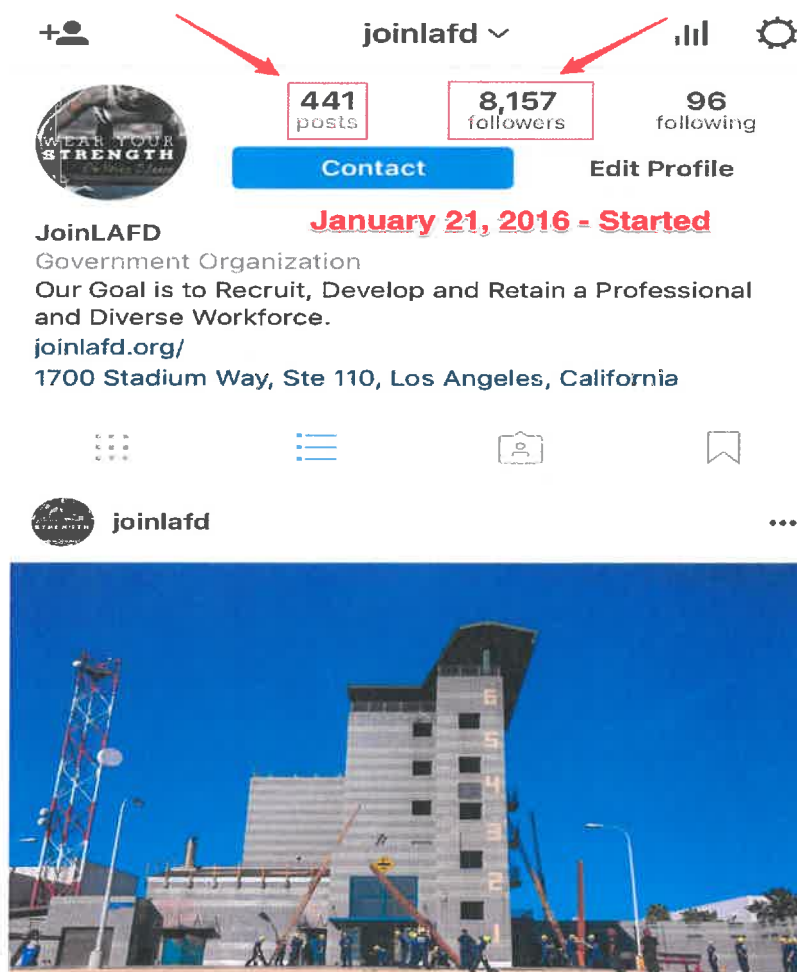
Fire Chief Ralph M. Terrazas committed \$17,000 to the creation of a modern public service announcement. For reach and impact of that effort, see graphic below.



Social media outreach proved to be a very useful strategy during the 2016 recruitment campaign. FRS prompted significant growth in the social media outlets over the year. Facebook proved to be a widely used format with Firefighter Candidates.



Instagram was a new format used by the FRS this year. We have obtained a significant following in less than twelve months of use.



In an effort to reach Firefighter Candidates using every media outlet, Twitter was added to the FRS social media platform in 2016. A highlight on this platform was a Tweet from Chelsea Clinton praising the LAFD for their summer Girls Camp.

**Chelsea Clinton** Follow

The Los Angeles Fire Department hosted camp for girls who want to be firefighters in hopes of recruiting more women




**LAFD Holds First 'Girls Camp' To Inspire Teens To Become Firefighters, EMTs**  
The LA Fire Department is only 3% female. A camp designed to interest young women is a step toward change.  
losangeles.cbslocal.com

RETWEETS 335 LIKES 1,049

The LAFD hosted their first Girls Camp in August at Drill Tower 40. Seventy girls attended. The video that the FRS posted was viewed more than 29,000 times.

**JoinLAFD**  
Published by Jeremy Oberstein (7) · August 16, 2016

Last weekend, we were proud to host the first-ever #LAFD girls camp. Nearly 100 young women from throughout Southern California spent two inspiring days testing their strength, practicing drills and making new best friends. It was tough, but they ALL made it. As one camper said, "I didn't think I was strong enough until I put on the gear." Here's 60 seconds of their incredible journey. #JoinLAFD ^JO



**LAFD Girls Camp**  
00:56

76,002 people reacted

Boost Unavailable

364 Reactions 34 Comments 339 Shares

Like Comment Share

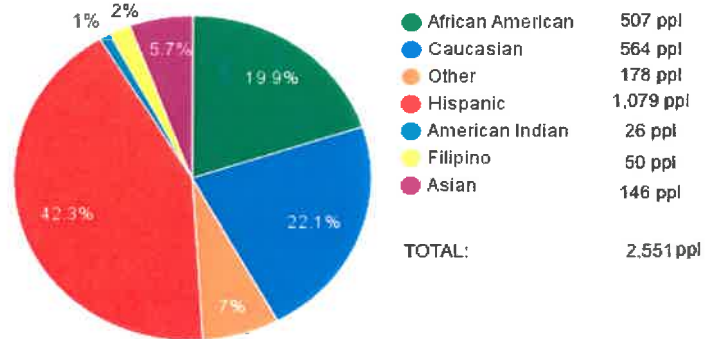
**76,002** People Reached  
**29,855** Video Views  
2,675 Reactions, Comments & Shares

1,948 Like	321 On Post	1,627 On Shares
218 Love	38 On Post	180 On Shares
3 Haha	0 On Post	3 On Shares
23 Wow	5 On Post	18 On Shares
1 Angry	0 On Post	1 On Shares
135 Comments	41 On Post	94 On Shares
349 Shares	339 On Post	10 On Shares
5,109 Post Clicks		
549 Clicks to Play	15 Link Clicks	4,545 Other Clicks

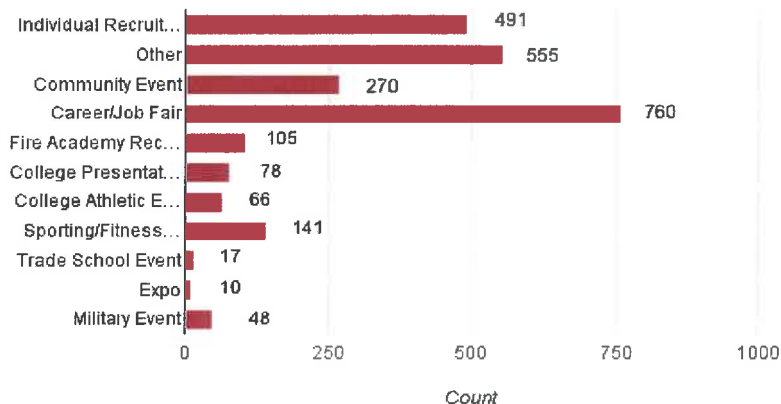
At the beginning of 2016, the FRS was using several new and improved technologies (i.e. Google Forms, Eventbrite, and Survey Monkey) to collect contacts made with Firefighter Candidates. Currently, the two main data collection systems are the LAFD Applicant Intake Form, used at recruitment events, and the electronic registration at our Department sponsored preparatory programs. For this report, we have taken electronic data from January 1, 2016 to December 31, 2016. Annual recruitment contacts are 2,551. Preparatory Contacts for this same period are 2,194.

The tables and graphs below indicate Ethnicity and Gender counts reached by the FRS within this 12 month performance period (from January 1 – December 31, 2016) at recruitment events.

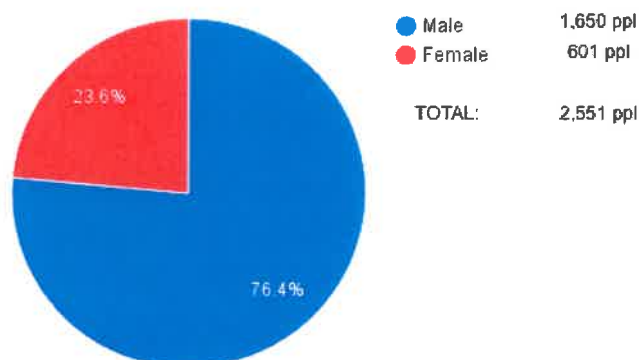
#### ETHNICITY



#### EVENT OR PERSONAL CONTACT THAT GENERATED THE COMPLETION OF THIS FORM

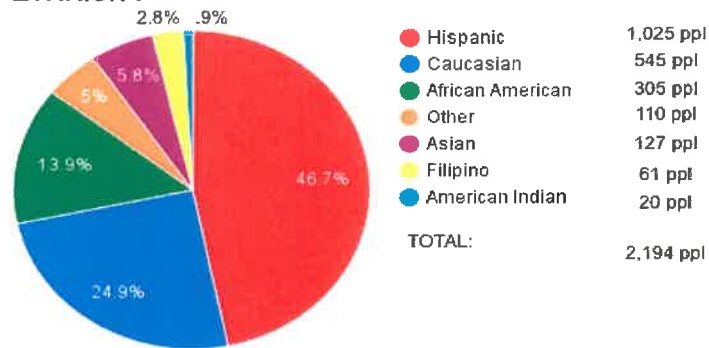


#### GENDER

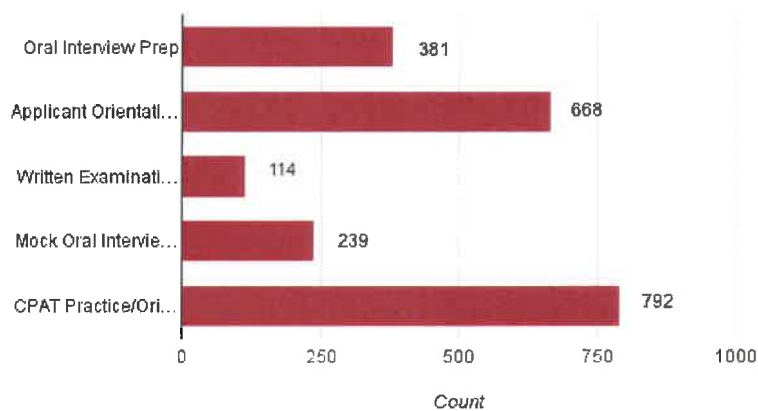


The graphs below illustrate Preparatory Program Contacts made in 2016 (from January 1 – December 31) in the following categories:

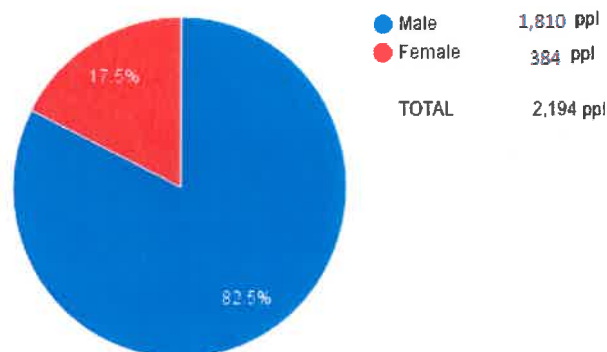
#### ETHNICITY



#### PREPARATORY PROGRAM ATTENDED



#### GENDER



In an effort to attract more diverse candidates for the position of Firefighter, the LAFD and City Personnel Department contracted with the vendor PSI to administer the entry



level Firefighter written exam, known as the Firefighter Candidate Assessment (FCA). Applicants were able to register for the exam in January, and take it starting in February 2016. This testing process was open until December 16, 2016. The online application process began May 1, 2016. The tables below (as compiled by the City Personnel Department) indicate the number of applicants, FCA registrants, and FCA test completions in the 2016 testing process:

2016 PROCESS		
2016 FIREFIGHTER CITY APPLICANTS AS OF 12/16/16		
RACE	Count	%
American Indian or Alaska Native	154	1.61%
Asian	468	4.90%
African American	1409	14.76%
Hispanic	3383	35.44%
Caucasian	3465	36.30%
Filipino	222	2.33%
Unknown	444	4.65%
<b>Total</b>	<b>9545</b>	<b>100.00%</b>
SEX	Count	%
Male	8691	91.05%
Female	731	7.66%
Unidentified	123	1.29%
<b>Total</b>	<b>9545</b>	<b>100%</b>

FCA REGISTRANTS 1/25/16 TO 12/16/16		
RACE	Count	%
American Indian or Alaska Native	103	1.29%
Asian	397	4.98%
Black or African American	826	10.36%
Hispanic or Latino	2462	30.87%
White	3018	37.84%
Native Hawaiian or Other Pacific Islander	120	1.50%
Prefer not to say	354	4.44%
Two or more races	696	8.73%
<b>Total</b>	<b>7976</b>	<b>100%</b>
SEX	Count	%
Male	7235	90.71%
Female	682	8.55%
Prefer not to say	59	0.74%
<b>Total</b>	<b>7976</b>	<b>100%</b>

COMPLETED FCA TESTING 2/22/16 TO 12/31/16		
RACE	Count	%
American Indian or Alaska Native	87	1.27%
Asian	348	5.10%
Black or African American	682	9.99%
Hispanic or Latino	2119	31.05%
White	2581	37.82%
Native Hawaiian or Other Pacific Islander	104	1.52%
Prefer not to say	312	4.57%
Two or more races	591	8.66%
<b>Total</b>	<b>6824</b>	<b>100%</b>
SEX	Count	%
Male	6206	90.94%
Female	565	8.28%
Prefer not to say	53	0.78%
<b>Total</b>	<b>6824</b>	<b>100%</b>

Increase in number of test completers from last update,  
12/26/16 = 170 test completers.

**\*\*\*Hispanic or Latino" option was not captured 1/25/16 through 1/29/16.**

**Note: The FCA records two categories different than City Personnel; 1) Prefer not to say, and 2) Two or more races**

As the 2016 Firefighter Candidate testing process came to a close, the FRS shifted their attention toward youth recruitment, thus redesigning the LAFD Youth Development Programs. Due to a lack of organizational structure and committed resources, the LAFD Youth Development Programs have not met their full potential. Department administration previously 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 creation of the FRS, a more consistent, standardized and sustainable structure has been created to provide program oversight and guidance.

On August 31, 2016, the Board of Fire Commissioners (BOFC) submitted BFC Report 16-104 Review and Redesign of Los Angeles Fire Department Youth Development Programs, which included nine recommendations, A through I. The Department has organized the Youth Development Program redesign into 4 phases:

- Phase 1 - Cadet Program Redesign
- Phase 2 - Youth FIRE Academy Redesign
- Phase 3 - High School Magnet Redesign
- Phase 4 - Crew 3 Redesign

The following is a status update on the recommendations directed by the BOFC regarding Phases 1 and 2, Cadet Program and Youth FIRE Academy 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 Cadet Program and Youth FIRE Academy Redesign work groups began meeting in September and December of 2016. These work groups consist of current Cadet Post Advisors, Youth FIRE Academy coordinators/instructors, and members assigned to the FRS and the Recruit Services Section.

They have reviewed the current Cadet Program and Youth FIRE Academy models and created comprehensive and standardized curriculum for the new programs. The FRS formed a Cadet Program Work Group which was implemented in September 2016. The Youth FIRE Academy Work Group began in December 2016.

- B) In order to more fully realize the potential of current and future LAFD youth programs, the Board of Fire Commissioners (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 and Youth FIRE Academy Redesign Work Plans:

- 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*

Cadet Program and Youth FIRE Academy Work Plans were completed in September and December 2016, which includes outreach objectives in all areas of the City.

*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 and youth academy student will receive a Cadet or Youth FIRE Academy Student Manual with standardized program lesson plans and instruction. The curriculum has been standardized and includes rules and regulations, syllabus and all training requirements to become ride-along certified along with information on how to join another youth program.

The curriculum and learning objectives for the redesigned Cadet Program will be taught in 4 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. Evolutions, Terminology and Maintenance.
- Phase 4: Fiscal Responsibilities, Resume Building, Nutrition, Physical Fitness, Apparatus and Fire Scene Safety.

The curriculum and learning objectives for the redesigned Youth FIRE Academy will be taught in 3 phases:

- Phase 1: Student Code of Conduct, Life Skills, Mission and Core Values, Department Organization, Engine Company Operations, Physical Fitness, Self-contained Breathing Apparatus (SCBA), EMS and CPR.
- Phase 2: Goal Setting, Time Management, Truck Operations, Resume Building and Interview Techniques.
- Phase 3: Communication Skills, Interview Preparation, Teen CERT, Fiscal Responsibilities, Nutrition, Physical Fitness, Apparatus and Emergency Scene Safety.

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

The FRS has completed a Draft Student Manual, budget proposal, Task Book, Academy Curriculum, graduation ceremony schedule, training facilities assessment and equipment inventory, 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 youth programs, the Department has identified 4 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 59  
Operations South Bureau – Drill Tower 21

These designated locations will allow for greater community outreach to ensure diversity in the youth programs 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 SPC of Youth Development Programs has been completed and a temporary funding request was submitted to the LAFD Fire Foundation. The position description for a Firefighter III for additional Youth Development Unit staffing has been written and submitted. Formal budget proposals for the Cadet and Youth FIRE Academy Programs and Staffing Packages have been submitted through channels for the SPC and a Firefighter III.

- 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 Chief should provide a work plan in 30 days for implementation of the recommendations in this report and develop budget requirements to be included in the budget for Fiscal Year 2017-2018. 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 and Youth FIRE Academy Program Redesign Work Plans have been submitted through channels along with a Program Budget Proposals for the Fiscal Year 2017-2018.

- 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 2 members of the Board of Fire Commissioners and the TSB has been formed and are scheduled to meet each 3<sup>rd</sup> Monday of the month. The Youth Programs Redesign Work Group has been formed and meets the second Wednesday of the month. Regular progress reports will be completed at the direction of the BOFC.

### **CONCLUSION**

The Firefighter Recruitment Section has collaborated, 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 the FRS to ensure that involved parties remain focused and committed to the standardization, coordination and overall redesign of the various youth 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.

Through the efforts of the FRS, the City Personnel Department, and Stakeholder partnerships (i.e. Quigley Simpson, AEG, LA Sparks, Los Angeles Convention Center, LAFD Employee Organizations and bargaining units, the Departments of Transportation and Recreation and Parks, Emergency Operations Bureau, and the Board of Fire Commissioners) we have aggressively transformed recruitment and outreach for the Los Angeles Fire Department within the City of Los Angeles.

The central recruitment goals stated in the Los Angeles Fire Department: A Safer City Strategic Plan and the LAFD 2015/2016 Recruitment Plan were to recruit, develop and retain a professional and diverse workforce. This annual report to Fire Chief Terrazas and the Board of Fire Commissioners concludes that the Firefighter Recruitment Section has met or exceeded the defined goals, strategies and benchmarks that were set. In Fiscal Year 2016/2017, the FRS will direct focused attention toward Youth Development Programs including the Cadet, High School Magnets, and Youth FIRE Academies.

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

### **Attachments**

Attachment 1 – LAFD Strategic Plan Benchmarks

Attachment 2 – Media Advertising (January – June 2016)

Attachment 3 – Media Advertising (July – December 2016)

## LAFD Strategic Plan – Benchmarks

**Military career fairs or transition centers:** Marine Corps Base Camp Pendleton, Marine Corps Air Station Miramar, Joint Forces Training Base Los Alamitos, Port Hueneme Naval Station, and Twenty-nine Palms Marine Corps Air Ground Combat Center.

**Trade schools this year:** East Los Angeles Skills Center and Los Angeles Trade Technical College, 4 visits.

**College fire academy:** Mount San Antonio, El Camino, Oxnard, Verdugo, Rio Hondo, Crafton Hills, Santa Ana College, and Metro Fire Academies.

**High school magnet presentations:** El Sereno, Luther Burbank, Nightingale, Irving, Hollenbeck, Belvedere, Stevenson, Wilmington, Harry Bridges, Dodson, Fleming, Carnegie, and Animo James B. Taylor Middle Schools.

**Career fairs:** Cal Poly Pomona, University of Riverside, L.A. Harbor College, College of the Canyons, East Los Angeles College, El Camino College, Los Angeles Southwest College, Los Angeles Valley College, Mount Saint Mary's College, UCLA, Norco College, Pasadena City College, USC, Baldwin Park College, Cal State University Northridge, Cal State University Los Angeles, and Cal State University Long Beach, El Camino-Compton C.C., Cal State San Bernardino, Riverside C.C., West L.A. C.C., Cal State Dominguez Hills, Mt. San Antonio C.C., Pierce College, L.A. Community College, Cerritos C.C., L.A. Mission College, and Long Beach C.C.

**College student athlete career fair and/or recruitment presentation:** Cal Poly Pomona, University of Riverside, L.A. Harbor College, College of the Canyons, East Los Angeles College, El Camino College, Los Angeles Southwest College, Los Angeles Valley College, Mount Saint Mary's College, UCLA, Norco College, Pasadena City College, USC, Baldwin Park College, Cal State University Northridge, Cal State University Los Angeles, and Cal State University Long Beach, Cal State Fullerton, UC Irvine, Santa Ana College, and Rio Hondo College.

**Houses of worship:** Crenshaw Christian Center, First African Methodist Episcopal Church of Los Angeles, YoungNak Presbyterian Korean Church of Los Angeles, City of Refuge, Chino Valley Community Church, Tabernacle of Faith B.C., Greater Bethel B.C., Christ First B.C., Abundant Living Family Church, and Mt. Zion B.C.

**Community-based organizations:** Empower LA, Veterans Affairs, Friday Night Lights, City of LA Department of Recreation and Parks, City of LA Economic and Workforce Development Department, LEGACY LA, Watts Labor Community Action Committee, UNITE LA, Ameri Corps Vista College Advisors, Long Beach Business Council, Archdiocesan Youth Employment Services, City Year, Girls Today Women Tomorrow, Women In Non-traditional Roles (WINTER), Los Angeles Women's Commission, First In Fire Foundation, Camp Blaze, Goodwill, One-Stop Career Center, L.A. Urban League, Work-Source, Inc., Job Corp, and Concerned Black Men of Los Angeles.



**Media and Advertising  
(January – June/2016)**

**Outdoor:**

Bulletins - size 14'h x 48'w (5 units); from 2/22 - 6/12; cost \$40,000  
Posters - size 10.5' x 22.8' (40 units); from 2/22 - 6/12; cost \$48,000  
Bus Tails Displays - size 21" x 72" (50 units); from 2/22 - 6/12; cost \$47,000  
Total Out-front media buy cost: \$135,000

**Intersection (Dash Bus) media buys:**

Bus Tail - size 21" x 72" (51 units); from 2/1 - 6/30; cost \$803.25  
Bus Interior Cards - size 11" x 28" (300 units); from 2/1 - 6/30; cost \$735.00  
Total Intersection media buy cost with tax: \$1,676.69

**AMP Radio:**

(29) 30 sec spot run; from 2/17 - 2/19; 2 digital banners "added value (free)"; cost \$5,000  
(240) 30 sec spot run; from 2/22 - 5/1; cost \$17,247  
(223) 30 sec & 10 sec spot run; from 4/25 - 6/26; cost \$15,800  
(29) 30 sec spot run; from 6/21 - 6/24; 2 digital banners "added value (free)"; cost \$4,500  
Total AMP is \$42,547

**KPWR Radio:**

(29) 30 sec spot run; from 2/16 - 2/19; 2 digital banners "added value"; cost \$5,000  
(30) 30 sec spot run and 30, 10 sec spot run; from 2/15 - 4/3; cost \$5,950  
(10) 30 sec spot run and (20) 10 sec spot run; from 2/19 - 2/28; cost \$1,700  
(18) 30 sec spot run and (39) 10 sec spot run; from 2/29 - 3/27; cost \$2,995  
(29) 30 sec spot run; from 6/22 - 6/24; 2 digital banners "added value"; cost \$4,500  
Total KPWR is \$20,145

**KRRL (iHeart) Radio:**

(150) 30 sec spot run; from 3/21 - 5/23; cost \$7,000  
(40) 15 sec spot run; from 3/21 - 5/23; cost \$2,000  
(70) 10 sec spot run; from 3/21 - 5/23; cost "added value"  
(100) 5 sec spot run; from 3/21 - 5/23; cost \$500  
(75) 30 sec spots, (20) 15 sec spots, and (50) 5 sec spot run; from 4/25 - 5/29; cost \$4,040  
(75) 30 sec spots, (20) 15 sec spots, and (50) 5 sec spot run; from 3/21 - 4/24; cost \$4,040  
Total KRRL buy cost: \$17,580

**KTWV Radio:**

(240) 30 sec & 10 sec spot run; from 4/25 - 6/26  
Total KTWV buy cost: \$13,027

**Los Angeles Sparks:**

Total \$39,500 in game and social media advertising from 5/14 – 7/10

**AAA Flag and Banner:**

Total \$35,441.35

**Facebook ads:**

Total \$20,000

**Media and Advertising**  
**(July – December/2016)**

- Media outlets and promotional opportunities: Yaba TV and Radio, Kore.Am , Asian Journal, Los Angeles Newspaper Group (LANG), Spotify, Competitor, The Box, LA Focus, Instagram, Facebook, Pandora, San Diego Union-Tribune, La Opinión, HOY, Impacto, Immigrant Magazine, Glorified Christian Times, Time Warner Cable, KPWR (Power 106), Native American Media
- Banners featuring images from QS campaign placed at the following locations:
  - Expo Center - Roy A. Anderson Recreation Center - 3980 Bill Robertson Lane, Los Angeles, CA 90037
  - Normandie Recreation Center - 1550 S. Normandie Ave., Los Angeles, CA 90006
  - Highland Park Recreation Center - 6150 Piedmont Ave., Los Angeles, CA 90042
  - Rose Hill Recreation Center - 4530 Mercury Ave., Los Angeles, CA 90032
  - Ross Snyder Recreation Center - 1501 East 41st St., Los Angeles, CA 90011
  - Bellevue Recreation Center - 826 Lucile Ave., Los Angeles, CA 90026
  - Ramon Garcia Recreation Center - 1016 S. Fresno St., Los Angeles, CA 90023
  - Lou Costello Recreation Center - 141 East Olympic Boulevard, Los Angeles, CA 90023
  - Loren Miller Recreation Center 2717 Halldale Ave., Los Angeles, CA 90018
  - Algin Sutton Recreation Center 8800 South Hoover St., Los Angeles, CA 90044
  - Rosecrans Recreation Center 840 W. 149th St., Gardena, CA 90247
  - Wilmington Recreation Center 325 N. Neptune Ave., Wilmington, CA 90744
  - Queen Anne Recreation Center 1240 West Blvd., Los Angeles, CA 90019
  - Pecan Recreation Center 145 S. Pecan St., Los Angeles, CA 90033
  - Baldwin Hills Recreation Center 5401 Highlight Pl., Los Angeles, CA 90016
  - Central Park Recreation Center 1357 E. 22nd St., Los Angeles, CA 90011

**Events**

- 9/17/16 Hispanic Heritage Festival
- 9/18/16 Mexican Independence Day Festival
- 9/18/16 Thai Community Arts & Cultural Center Festival

Events Continued

- 9/22 – 9/25/16 Korean Festival
- 10/15/16 Taste of Soul
- 11/3/16 STEAM Fair
- 11/5 – 11/6/16 Palm Springs Pride
- 11/25/16 FAME College Career Fair

**AAA Flag and Banner:**

Promotional Items/Displays	Cost
Banners, Silicone Bracelets, Pencils, Headbands, T-Shirts QS Design, Wristbands	
<b>Total Cost:</b>	<b>\$13,741.80</b>

**Social Media Advertising:**

Social Media	Timeframe	Cost
Facebook	9/1/16 – 9/30/16	\$12,000
Pandora	9/15 – 9/24/16; 10/15 – 10/24/16; 11/10 – 11/26/16	\$18,000
Spotify	9/7/16 – 9/16/16	\$30,000
<b>Total Cost</b>		<b>\$60,000</b>

**Web Advertising:**

Source	Timeframe	Cost
Kore.Am	August – December 2016	\$5,000
Asian Journal	8/13, 8/20, 8/27, 11/12 & 11/26/16	\$600
Immigrant Magazine	October/November 2016	\$5200
Competitor	August 2016	\$4005
Yaba	August – November 2016	\$2500
Oxygen (Women's Fitness Mag)	8/31/16	\$2500
ESPN	10/1/16 – 11/21/16	\$10,750
LANG	August – November 2016	\$2010
Time Warner	10/3/16 – 10/11/16	\$13,999
Metrosource	October/November 2016	\$1430
Employment Guide	July – November 2016	\$955
Essential Gay & Lesbian Directory	July 2016 – June 2017	\$2,000
<b>Total Cost</b>		<b>\$50,949</b>

**Print Advertising:**

Source	Timeframe	Cost
LA Focus	8/14, 8/28, 10/14/16	\$2000
La Opinión	9/12, 9/14 & 9/16/16	\$5650
Impacto	9/15/16	\$529
Glorified Christian Times	10/14 & 10/28/16	\$1200
Asian Journal	8/13, 8/20, 8/27, 11/12 – 11/15; 11/26 – 11/29/16	\$3445
LANG	9/11/16	\$8040
San Diego Union Tribune - Hoy	9/12/16 – 9/30/16	\$9382
LA Pride Guide	June 2016	\$2000
Native American Media	November 2016	\$3,000
Metrosource	October/November 2016	\$1,430
<b>Total Cost</b>		<b>\$36,676</b>

**Video and Radio:**

Source	Timeframe	Cost
Kore.AM (7 videos)	9/21/16 – 11/3/16	\$7,000
KPWR	10/1/16 – 11/30/16	\$12,000
Yaba	August 2016	\$5,000
<b>Total Cost</b>		<b>\$24,000</b>

**Los Angeles Sparks:**

	Timeframe	Cost
Agreement Extension	8/26/16 – 9/16/16	\$7,500