

September 5, 2017

LOS ANGELES FIRE DEPARTMENT



RALPH M. TERRAZAS
FIRE CHIEF

August 21, 2017

BOARD OF FIRE COMMISSIONERS
FILE NO. 17-094

TO: Board of Fire Commissioners

FROM: Ralph M. Terrazas, Fire Chief *R.T.*

SUBJECT: LOS ANGELES FIRE DEPARTMENT (LAFD) RECRUIT TRAINING
ACADEMY OVERVIEW

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 Withdrawn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

As directed by the LAFD Board of Fire Commissioners (Commission), the Fire Department is providing an update relative to information specific to the diversity and retention rates within the Recruit Training Academy (Academy). A report was requested that reflects the data from the time Recruit Firefighters enter the Academy through the end of probation.

Utilizing the data parameters, specific terminology and timelines as requested by the Commission, the Fire Department organized, assessed, and analyzed the information along with the outcomes.

RECOMMENDATION

That the Board:
Receive and file this report.

DISCUSSION

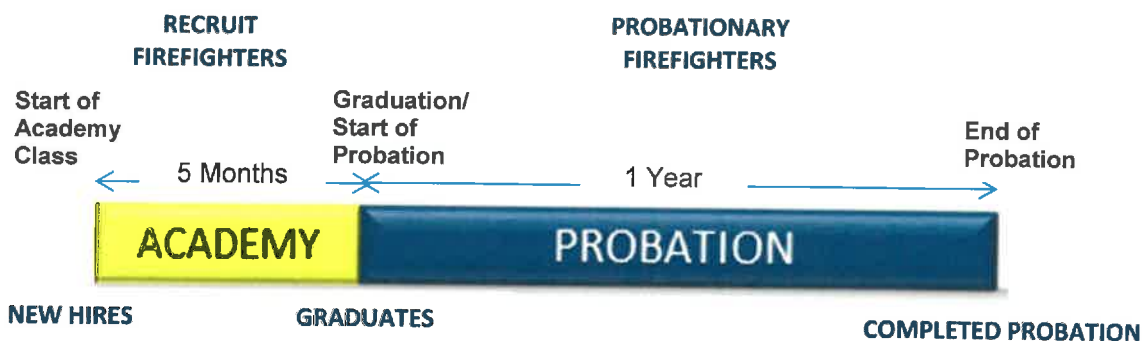
In accordance with the Commission's request for data from the start of the Academy through the end of probation, the ethnic/gender composition and retention rates that met these criteria were measured and analyzed. This report is designed to provide detailed information relative to the various stages of the LAFD's newest Firefighters along with relevant data and analysis.

The data timelines are being presented in three specific areas as requested and are defined below to ensure full understanding, consistency, and uniform application throughout the report. Additionally, the data fields are being presented for future Academy Classes to ensure the expectation is clear relative to data maturation timelines for future reports.

The data parameters include the following:

- **New Hires** – The number of brand new Recruit Firefighters (Recruits) for an Academy.
- **Graduates** – Refers to Recruits who successfully completed the Academy curriculum.
- **Completed Probation** – Refers to Probationary Firefighters (PFF) who have successfully completed 365 days of probation and their field internship.

The timeline to obtain a full data set from one Academy Class which includes all three of the aforementioned categories as requested by the Commission takes approximately one year and five months for the data to mature. Presently, the duration of the Academy from start to finish is five months and the field probationary period for Recruit Firefighters that successfully complete the Academy is one full year, 365 days. The following chart demonstrates the timeline of one year Probation and five-month Academy as it relates to the defined terminology and the stages of a newly hired Firefighter.



This report has been divided into three segments of data to provide context and a baseline for the success of the current process. Each segment contains all or a portion of the data fields as requested by the Commission and are defined as follows:

- **End Status of Academy Classes (End Status)** – Includes all data fields as requested by the Commission. New Hires, Graduates, and Completed Probation.
- **Ongoing Recruit Status of Academy Classes on Probation (Ongoing Status)** - Includes two data fields. New Hires and Graduates. These classes/probationary Firefighters are on probation in the field and have not Completed Probation.
- **Current Recruit Academy Class Status (Current Class Status)** - Includes one data field. The New Hires are currently assigned to the Academy and have not graduated.

1. END STATUS OF ACADEMY CLASSES

At the time the Commission originally requested this report, it would have only yielded two Academy Classes that met the requested criteria. With the additional time that has passed and keeping in context that it takes one year and five months to obtain the data, a more robust and complete representation of these criteria are being provided and contains information for six Academy Classes. The inclusive and relevant dates are included below for each Academy Class to clearly identify the overlapping timeline and critical areas of measurement.

Academy Class	Academy Start Date	Graduation Date	Probation End Date	Fiscal Year
2014-1	12/29/2014	05/14/2015	05/16/2016	FY 14/15
2014-2	04/06/2015	08/20/2015	08/22/2016	FY 14/15
2015-1	07/13/2015	11/24/2015	11/28/2016	FY 15/16
2015-2	09/21/2015	02/04/2016	02/06/2017	FY 15/16
2015-3	12/14/2015	04/28/2016	05/01/2017	FY 15/16
2015-4A	02/08/2016	06/09/2016	06/12/2017	FY 15/16

The following tables and pie charts contain New Hires for each of the six Academy Classes, retention rates at graduation and the retention rates for probationary Firefighters that have successfully completed the one year probationary period. Additionally, included are Gender and Ethnicity retention rates for the data identifiers requested by the Commission and are specific to the six Academy Classes to ensure consistency in presentation and analysis throughout the report.

Academy Class	New Hires*	Academy Retention	Graduates*	Probationary Retention	Completed Probation*
2014-1	40	73%	29	100%	29
2014-2	52	83%	43	98%	42
2015-1	60	87%	52	98%	51
2015-2	51	88%	45	98%	44
2015-3	67	72%	48	98%	47
2015-4A	52	87%	45	100%	45
Totals	322	81% avg**	262	98% avg***	258

*Requested Data Parameters

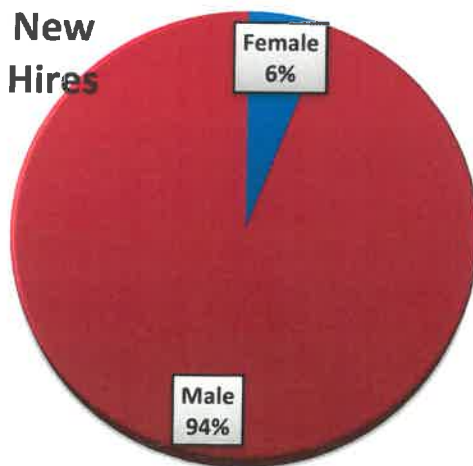
**Average Attrition in the Academy – 19%

***Average Attrition during Probation – 2%

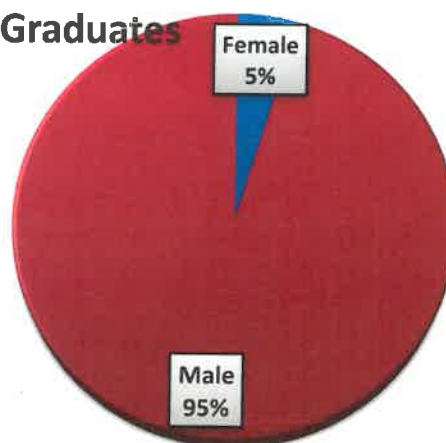
1.1 Gender – End Status of Academy Classes

Gender	New Hires*	Academy Retention	Graduates*	Probationary Retention	Completed Probation*
Female	21	57%	12	100%	12
Male	301	83%	250	98%	246
Total	322	81%	262	98%	258

New Hires



Graduates



Completed Probation

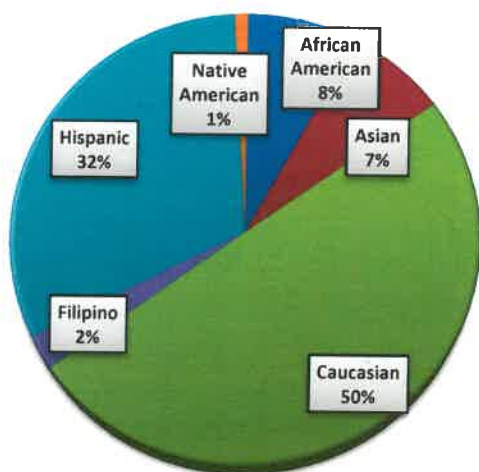


*Requested Data Parameters

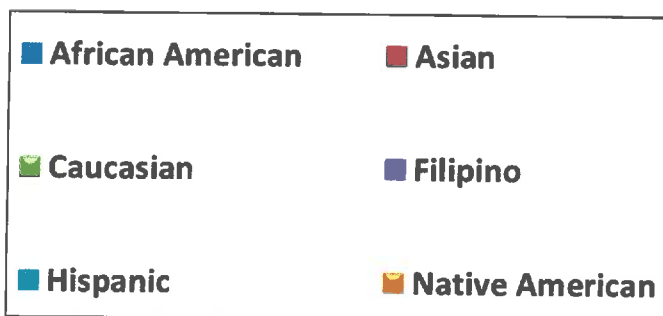
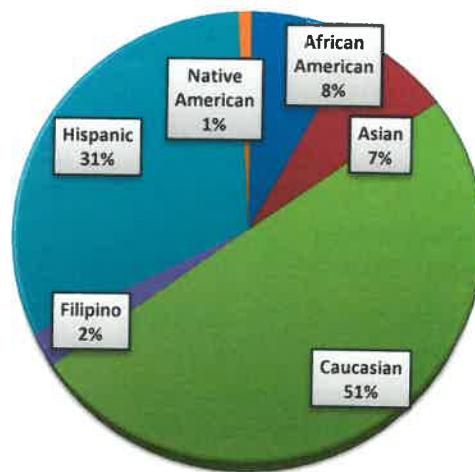
1.2 Ethnicity – End Status of Academy Classes

Ethnicity	New Hires*	Academy Retention	Graduates*	Probationary Retention	Completed Probation*
African American	25	84%	21	100%	21
Asian	22	77%	17	94%	16
Caucasian	161	83%	133	98%	131
Filipino	8	63%	5	100%	5
Hispanic	101	82%	83	99%	82
Native American	3	100%	3	100%	3
Total	322	81% avg	262	98% avg	258

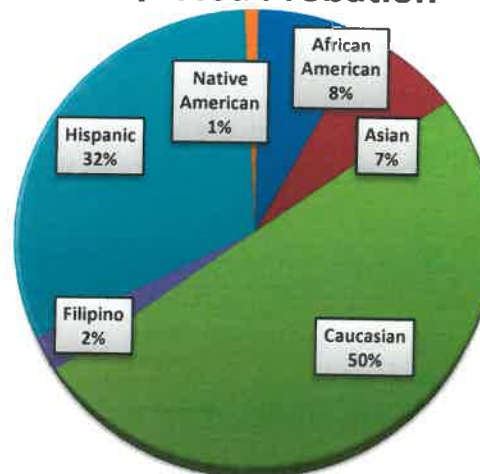
New Hires



Graduates



Completed Probation



*Requested Data Parameters

1.3 Analysis – End Status of Academy Classes

The End Status Report includes all data fields as requested by the Commission.

The End Status Report indicates a 81% Academy retention rate and the Ongoing Status report in the next section for retention in the same category increased by 3% to 84%. This is a very positive outcome of the mentorship efforts, preparation programs and Academy instruction that have assisted Firefighter candidates through the selection process and to properly prepare for the Academy and ultimately a career in the fire service.

In further segmenting the Academy retention rates into gender, it was found that male recruits (83%) graduate at a rate of 26% higher than female recruits (57%). Despite the lower pass rate, women were 6% of the total New Hire population. Although this fact is encouraging, a plan to increase the female Recruit Firefighter retention rate has been developed and will be addressed further in this report.

The Probationary Retention rate is better than 98% which indicates that the Academy is executing the mission at a very high level of proficiency. There have been incremental improvements to the Academy based on data and analysis over time which has made the training of our Firefighters among the best in the Nation.

Out of 262 LAFD Firefighter Academy graduates, there are only four probationary Firefighters that did not complete their probationary period. The Academy can be considered even more successful in that the reasons the four PFF did not complete their probation was not due to their performance as identified below:

Probationary Firefighters	Class	Resign/Terminate	Reason
Male Asian	2014-2	Resigned	Health Issues
Male Caucasian	2015-1	Resigned	Personal/Family issues
Male Caucasian	2015-2	Resigned	Personal/Family issues
Male Hispanic	2015-3	Resigned	Left for Other Employment - Federal Fire Department

This is a clear indicator that when a Recruit Graduates from the Academy, they are prepared and ready for the rigors and demands of the Firefighter position in the field.

It should be noted that all female PFF's successfully completed their probationary Firefighter period which is a 100% retention rate.

2. ONGOING STATUS OF ACADEMY CLASSES ON PROBATION

The Ongoing Status report includes two of the three data fields as requested by the Commission, New Hires and Graduates. The Ongoing Status is inclusive of four Academy Classes/probationary Firefighters that meet these criteria. They have graduated from the Academy and are still progressing through their probationary period. The full data set for each Academy Class will not be available until each group reaches the Probation End Date identified below. There is a span of just over six months for the data to mature for all the Academy Classes which provides a timeline and a clear expectation for data availability.

Academy Class	Academy Start Date	Graduation Date	Probation End Date	Fiscal Year
2015-5	05/16/2016	09/28/2016	10/02/2017	FY 15/16
2015-6	06/27/2016	11/09/2016	11/13/2017	FY 15/16
2016-1	10/17/2016	03/02/2017	03/05/2018	FY 16/17
2016-2	11/28/2016	04/13/2017	04/16/2018	FY 16/17

The following tables and pie charts contain New Hires for each of the four Academy Classes and retention rates at graduation. Gender and Ethnicity retention rates are also included for the same two data fields which provide a more refined pathway to analysis and comparison.

Academy Class	New Hires*	Academy Retention	Graduates*	Probationary Retention	Completed Probation*
2015-5	60	82%	49	TBD	10/02/2017
2015-6	43	98%	42	TBD	11/13/2017
2016-1	65	69%	45	TBD	03/05/2018
2016-2	49	94%	46	TBD	04/16/2018
Totals	217	84% avg**	182	TBD	

*Requested Data Parameters

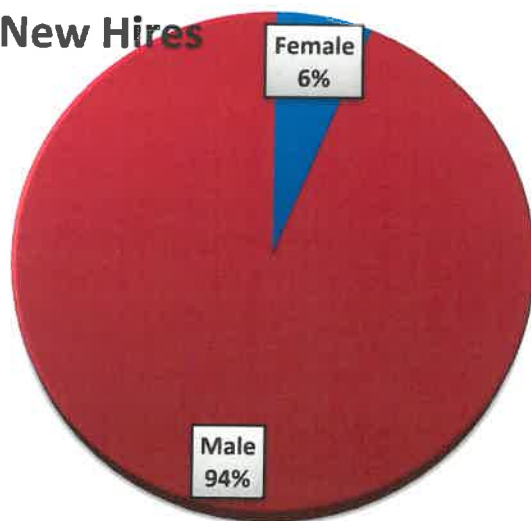
**Average attrition in the Academy – 16%

TBD – To be Determined

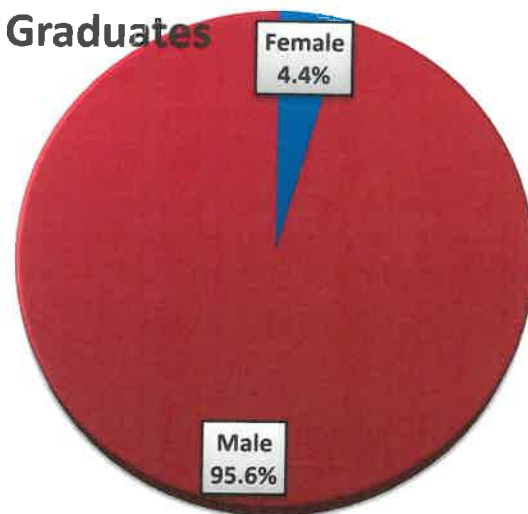
2.1 Gender – Ongoing Academy Status

Gender	New Hires*	Academy Retention	Graduates*	Probationary Retention	Completed Probation*
Female	13	62%	8	TBD	Various Dates
Male	204	85%	174	TBD	Various Dates
Total	217	84%	182	TBD	

New Hires



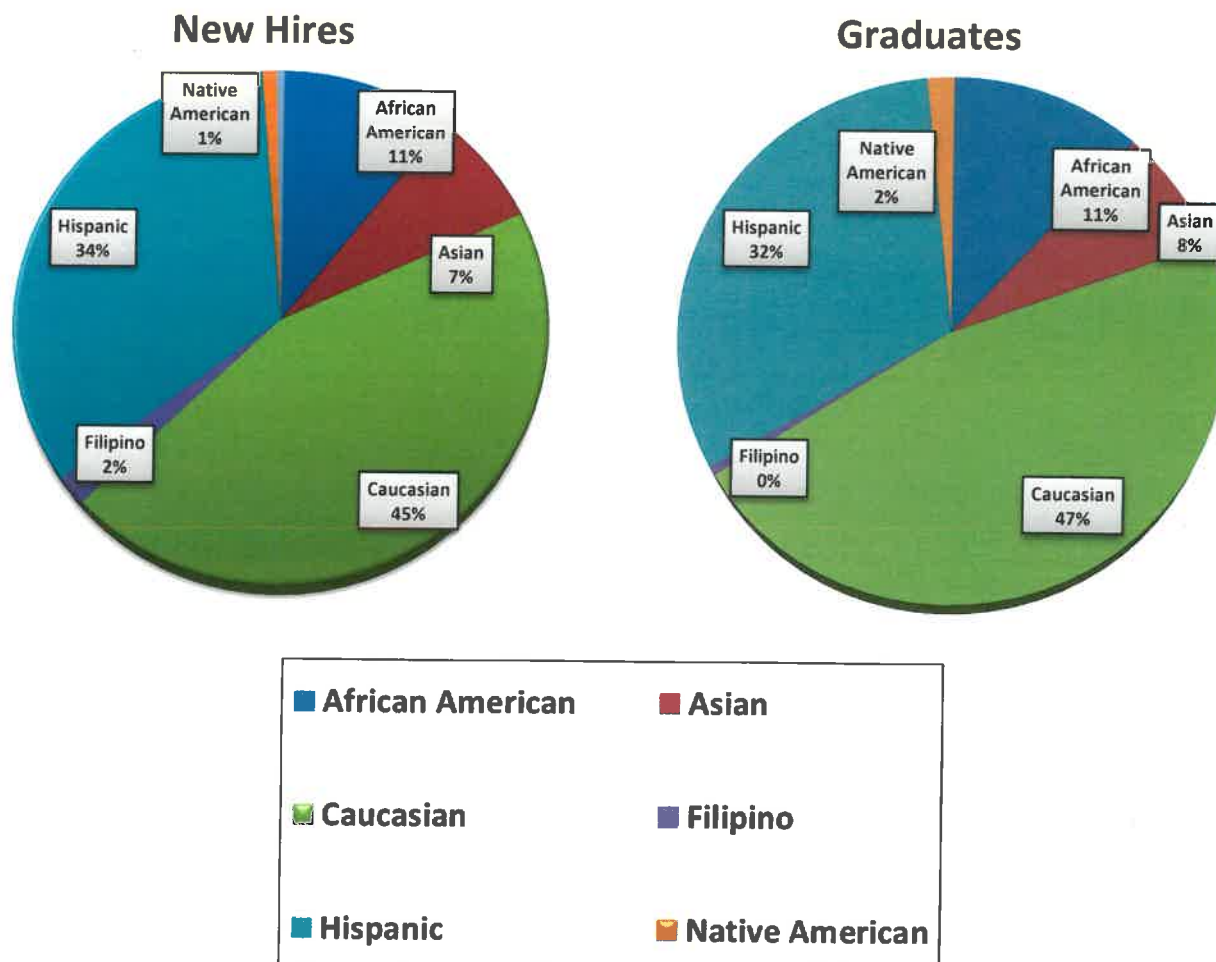
Graduates



*Requested Data Parameters
TBD – To be Determined

2.2 Ethnicity – Ongoing Academy Status

Ethnicity	New Hires*	Academy Retention	Graduates*	Probationary Retention	Completed Probation*
African American	22	95%	21	TBD	Various Dates
Asian	17	82%	14	TBD	Various Dates
Caucasian	97	88%	85	TBD	Various Dates
Filipino	3	33%	1	TBD	Various Dates
Hispanic	75	77%	58	TBD	Various Dates
Native American	3	100%	3	TBD	Various Dates
Total	217	84%	182	TBD	Various Dates



*Requested Data Parameters

2.3 Analysis – Ongoing Status

The Ongoing Status report includes New Hires and Graduates from the Academy only. There are a total of four Academy Classes that fit into this category or 217 PFF's completing their probationary period in the field.

The Ongoing Status report overall retention within the Academy is 84% which indicates a reduction in the attrition rate to 16% for this population. Native American and African American Recruit Firefighters were among the highest in terms of retention at Graduation from the Academy with 100% and 95% respectively.

Female Recruit Firefighters were 6% of the total New Hire population and the Academy retention rate for women improved by 5%, raising it from 57% to 62%. This increase has been attributed to encouraging participants to attend the Candidate Assistance Program (CAP) sessions and mentorship throughout the Academy. Although there has been a 5% increase in the retention rate, the Department continues to embrace innovation through the CAP program which will be discussed further in this report.

3. CURRENT ACADEMY STATUS

The Current Academy Status includes New Hires only that are currently assigned to the Academy and have not graduated.

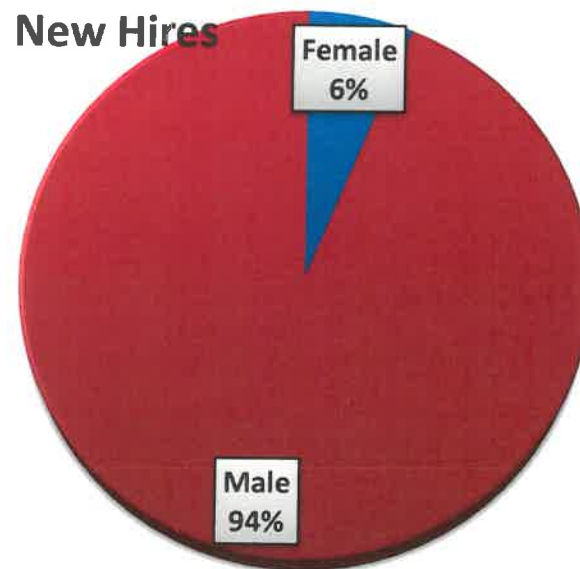
Academy Class	Academy Start Date	Graduation Date	Probation End Date	Fiscal Year
2016-3	03/20/2017	08/03/2017	08/06/2018	FY 16/17
2016-4	05/01/2017	09/14/2017	09/17/2018	FY 16/17

Academy Class	New Hires*	Academy Retention	Graduates*	Probationary Retention	Completed Probation*
2016-3	63	TBD	TBD	TBD	TBD
2016-4	53	TBD	TBD	TBD	TBD
Totals	114	TBD	TBD	TBD	TBD

*Requested Data Parameters
TBD – To be Determined

3.1 Gender – Current Academy Status

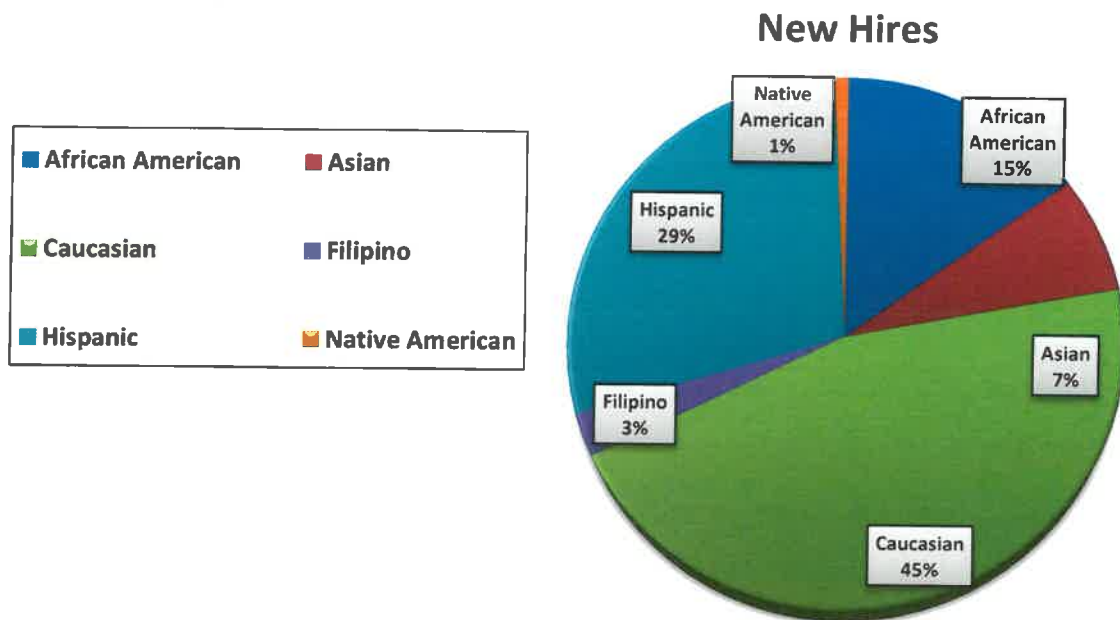
Gender	New Hires*	Academy Retention	Graduates*	Probationary Retention	Completed Probation*
Female	7	TBD	TBD	TBD	Various Dates
Male	107	TBD	TBD	TBD	Various Dates
Total	114	TBD	TBD	TBD	TBD



*Requested Data Parameters
TBD – To be Determined

3.2 Ethnicity – Current Academy Status

Ethnicity	New Hires*	Academy Retention	Graduates*	Probationary Retention	Completed Probation*
African American	17	TBD	TBD	TBD	Various Dates
Asian	8	TBD	TBD	TBD	Various Dates
Caucasian	52	TBD	TBD	TBD	Various Dates
Filipino	3	TBD	TBD	TBD	Various Dates
Hispanic	33	TBD	TBD	TBD	Various Dates
Native American	1	TBD	TBD	TBD	Various Dates
Total	114	TBD	TBD	TBD	TBD



*Requested Data Parameters
TBD – To be Determined

3.3 Analysis – Current Academy Status

The data for each Academy Class will continue to be collected as each class reaches the Graduation and Probation End Dates. As of the writing of this board report both Academy Classes are progressing well and are in alignment with the incremental improvements demonstrated by the data presented from previous classes.

Overall Analysis

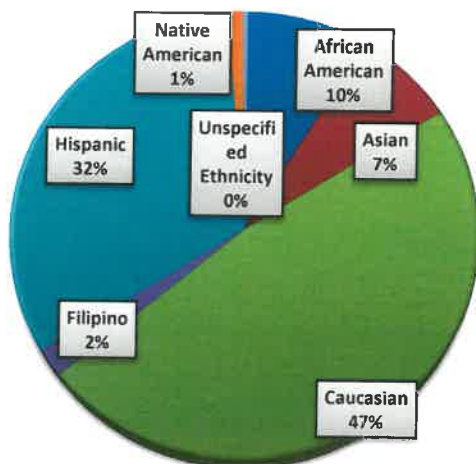
From Fiscal Year 2014-2015 to the date of this report, 12 Academy Classes were initiated. The Academy Classes range from 2014-1 to 2016-4 and the Academy Class Start Dates span approximately 2 ½ years: December 29, 2014 to May 1, 2017. The Fire Department has hired a total of 653 new members since 2014. The average gender ratio of New Hires is four females and 51 males per Academy Class, which aggregately equates to 6.3% of the Recruits being female and 93.7% male.

According to the Board Report (BFC 17-056) "Quarterly Fire Department Diversity Reports," dated April 26, 2017, the female population of the LAFD comprises 2.98% of uniform members. Based upon this report, it can be surmised that the LAFD is currently hiring at a percentage rate that is double in ratio or proportion of the current LAFD population at 6.3% female Recruit Firefighters.

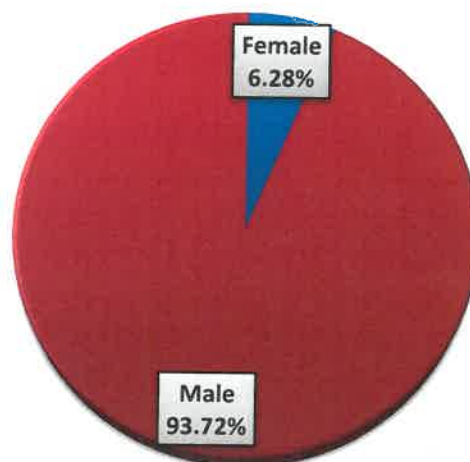
Academy Class 2014-1 to 2016-4 Aggregate New Hires for 12 Academy Classes: Ethnicity	
African American	66
Asian	47
Caucasian	310
Filipino	14
Hispanic	209
Native American	7
Total	653

Academy Class 2014-1 to 2016-4 Aggregate New Hires for 12 Academy Classes: Gender	
Female	41
Male	612
Total	653

**New Hires - 12 Classes
Ethnicity**



**New Hires - 12 Classes
Gender**



In reviewing and analyzing the data, it was evident that retention rates were lower for Asians, Filipinos and female Recruits which can be attributed to a smaller sample size i.e., four females enter an Academy Class and one is unsuccessful: 75% retention rate, two unsuccessful 50% retention rate and so on. Conversely, Caucasians and Hispanics are among the highest in retention rates, but have the largest sample sizes wherein if one or two Recruit Firefighters in these categories are unsuccessful, the change in the retention rate is not as significant as in a smaller sample size.

Additionally, the entire population of 12 Academy Classes (2014-1 to 2016-4) which only have data for New Hires was analyzed. It should be noted that these groups are segmented into overlapping tiers depending on their status within the timeline.

It has been concluded that the distribution of ethnicity groups in New Hires or the 12 Academy Classes has increased or become more diverse since 2014.

The Academy is one of sixteen Accredited Local Academy's (ALA) as established by the California Office of State Fire Marshal. The ALA status allows the Department to certify its newest members as Firefighter I's which is in educational and training alignment with the State of California along with national organizations; International Fire Service Accreditation Congress (IFSAC) and Pro-Board Fire Service Professional Qualifications System (Pro Board). To date, the Department has certified over 600 graduates from the Academy as Firefighter I.

The Academy currently is comprised of 20 weeks of academic and manipulative instruction. The program is divided in two parts which include Basic Instruction and Advanced Application Training. The Basic Instruction (week 1-12) teaches the Recruits the basic skills of personal protective equipment, ladders, hose lays, tools and equipment and emergency medical skills.

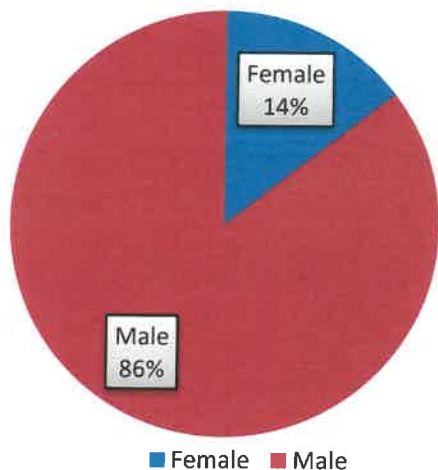
The Advanced Training (week 13-20) mirrors field activities in scope and intensity to challenge the Recruits thought process in coalescing the single layer activities learned in the Basic Instruction portion and utilizing these skills under simulated fire ground conditions. During the Advanced Training there is also a significant demonstration of a Recruits strength and stamina which is necessary to perform at a basic Firefighter level in the field.

An analysis of Academy non-graduates (Class 2014-1 to 2016-2, 10 Academy Classes) was performed specific to the reasons a Recruit did not complete the Academy and it was established that there are three areas of measurement which include; performance, injured, and personal.

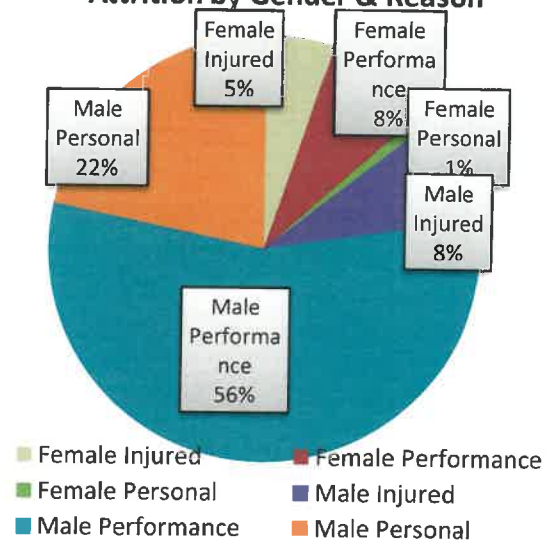
The resulting tables and pie charts contain the aggregate of all Recruits (gender and ethnicity) that did not complete the Academy with all general segments represented.

Academy Attrition (Class 2014-1 to 2016-2) Aggregate for Injuries, Performance and Personal Reasons								
Gender	Injured	Injured % of Total	Performance	Performance % of Total	Personal	Personal % of Total	Grand Total	
Female	5	5%	8	8%	1	1%	14	14%
Male	8	8%	54	56%	21	22%	83	86%
Total	13	13%	62	64%	22	23%	97	100%

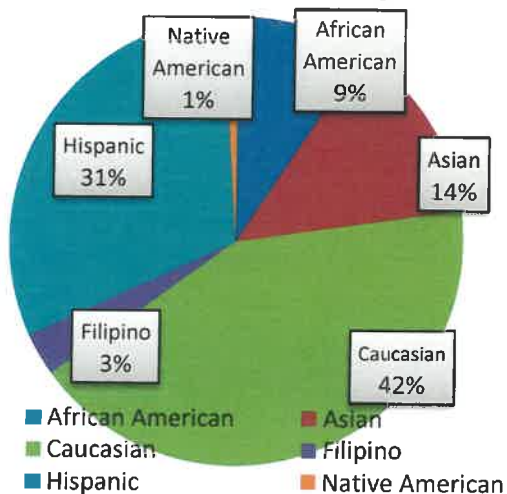
Attrition by Gender



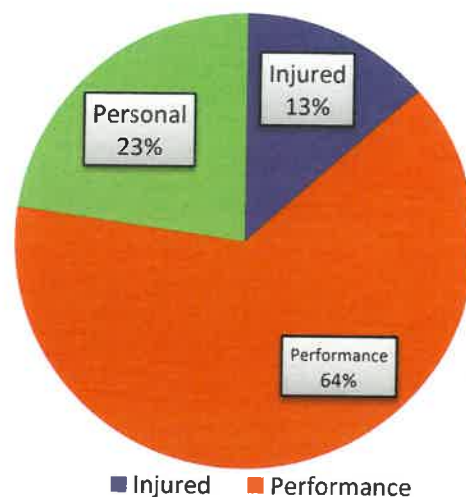
Attrition by Gender & Reason



Attrition by Ethnicity



Attrition by Reason

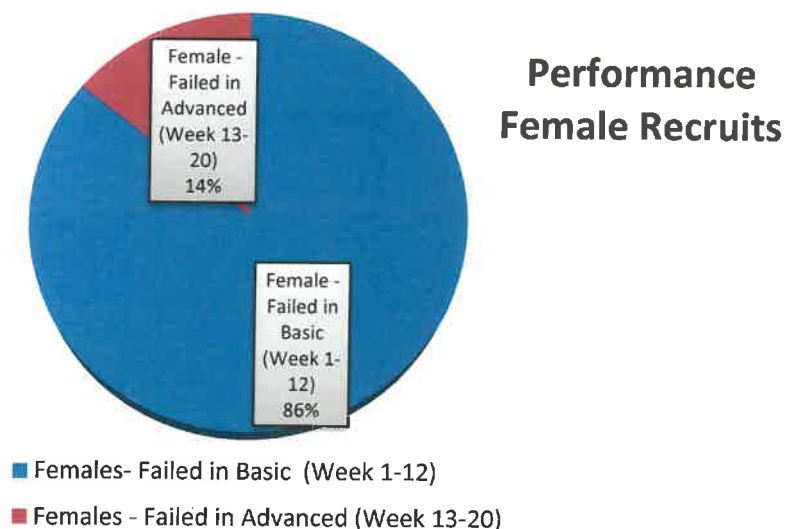


The analysis concluded that the attrition distribution among each ethnic category was consistent relative to new hires and there was no significant impact on any one group. However, the research revealed that the most challenging and impactful segment of data involves the Basic portion of the Academy in relation to performance and injuries. As seen in the chart below, it is conclusive that 100% of the injuries that caused a Recruit, either female or male, to not complete the Academy occurred within the Basic portion of the Academy. The injuries within the Academy will be addressed within the Action Plan portion of this report.

Injured Academy Attrition (Class 2014-1 to 2016-2)		
Gender	Basic (Week 1-12)	Advanced (Week 13-20)
Female	5	0
Male	8	0
Total	13	0

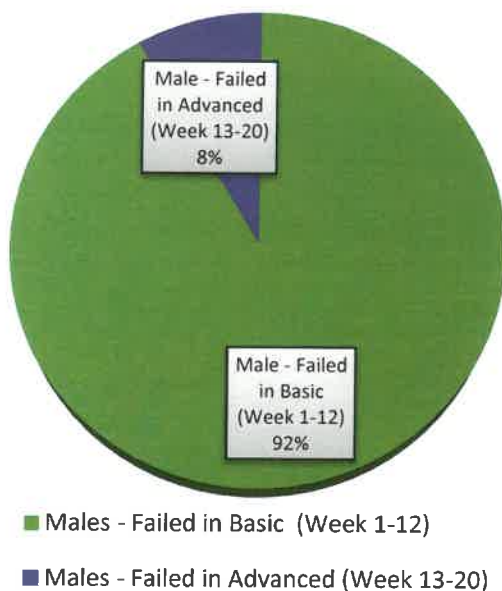
Additionally, in considering female and male Recruit performance in the aggregate and segmenting each group that did not complete the Academy, 86% of females and 92% of males were unsuccessful during the Basic Instruction portion. This is a significant finding and indicator of a Recruits ability to understand a concept and operate one piece of equipment at a time which occurs in the basic portion of the Academy. The tables and charts specific to these findings are included below.

Performance Academy Phase	Total	% of Total
Female - Failed in Basic (Week 1-12)	12	86%
Female - Failed in Advanced (Week 13-20)	2	14%
Total	14	100%



Performance Academy Phase	Total	% of Total
Male - Failed in Basic (Week 1-12)	76	92%
Male - Failed in Advanced (Week 13-20)	7	8%
Total	83	100%

Performance Male Recruits



The physical requirements for these skills during Basic Instruction are unambiguous in muscle memory and functional movement, which Recruit Firefighters may find difficult to develop throughout the five-month period during the Academy while simultaneously learning and performing parallel activities.

It is a well-known fact among LAFD training staff that to be successful in the Academy, Firefighter candidates must be physically fit and possess the manual dexterity to perform the job duties and responsibilities. With the research, data and trend analysis performed, the aforementioned anecdotal understanding by the training staff has been established.

Action Plan

Proper preparation for the Academy is key for Firefighter candidate success in the Academy. Through this assessment, the conclusive evidence indicates that there is room for improvement specific to candidate preparation in the areas of physical fitness and tools and equipment. Knowledge and preparation related to the fitness requirements are designed to reduce injuries, confirm fitness requirements for success and increase the ability to perform all firefighting activities. A basic understanding and knowledge of Department tools and equipment will prepare candidates for the basic portion of the Academy and will ensure a fundamental understanding prior to beginning the Academy.

From Academy Class 2014-1 thru 2015-4A (6 Academy Classes), there have been four Recruit Firefighters who did not complete Probation, all of which are Male, thus supporting the fact that reductions in the female retention rate occurs during the Academy. To date, all female Recruit Firefighters who complete and graduate from the Academy, enter the Probationary Period and complete it successfully.

Through the research performed, it was found that both female and male candidate retention rates are inextricably linked to fitness preparation and the foreknowledge of tools and equipment. It is clearly evident through the assessment of the Academy records that most of the injured Recruits who did not complete the Academy were not in a physical conditioned state to prevent injury or enhance their chances for success in the Academy. Through analysis and recommendations by Academy staff, the Department implemented the CAP and now includes an introduction to Functional Movement Screening (FMS) for Firefighter candidates which is a simple method to assess basic movement. FMS and physical fitness of CAP are integral components in the Academy to maintain strength, stamina and reduce injuries.

This type of assessment is invaluable to a comprehensive health-and-wellness program throughout the Academy. By having a preventive system, the Department's Training Staff is able to identify and properly prescribe better corrective strategies that will help reduce the chances of injury. Several members of the Academy staff are trained and certified in FMS. Fitness is important, but knowing what exercises to prescribe or not prescribe only enhances the program and makes it specific to the needs of the Department and the Firefighter candidates who will eventually become Recruit Firefighters.

Until recently, the CAP program had a specific focus on Physical Fitness as well as to provide an opportunity for hopeful Firefighter candidates to better prepare and increase their chances for success. Through the analysis specific to the Basic portion of the Academy, it was concluded that there is a high percentage of Recruits that are not successful in that portion of the Academy which indicates a lack of familiarity with Department tools and equipment.

As generations change and enter the workforce, the fire service, including the LAFD, needs to be prepared to adapt and be able to fully train, equip and mentor the future members that may not necessarily have a background involving the utilization of power tools and equipment and military or construction experience.

During the original CAP sessions, specific information is already provided to Firefighter candidates concerning the physical expectations and demands of the Academy which include the following training techniques; Firefighter specific, emphasize movements not muscles, body weight movements before external resistance, multi-plane movements, how to reduce injuries, increase balance and proprioception, improve strength to weight ratio and improve timing and coordination.

As a part of the CAP program, the Department has further engaged its operational capacity and implemented a plan to address the aforementioned identified gap relative to the Basic Instruction of the Academy and is specific to a rudimentary understanding of tools, equipment, and hose and ladders for Firefighter candidates that are in the hiring process. The additional information that is now being provided to the candidates includes the following:

- Identifying various tools, equipment, and hose and ladders used by the LAFD.
- Interactive session in handling relevant pieces of equipment.
- Information for the Practical Application portion of the Academy.
- Visual aids and handouts as appropriate.
- Review of the Academy curriculum and schedule.

The CAP Instructors emphasize the necessity of a workout program as well as developing and maintaining the ability to know and utilize tools and equipment. This portion of the program provides candidates with an opportunity to gain hands-on experience with Department tools and equipment. They will also have a chance to feel the weight of turnout clothing, ladders, hose packs and power tools and learn about basic safety and maintenance.

The CAP program is held two sessions per week on Tuesdays and Thursdays. In addition, four Saturday sessions are conducted prior to the beginning of each Academy Class and during each training session there is an introduction and review of tools and equipment including identification and manipulation. The targeted audience includes candidates that are currently in the LAFD hiring process.

As a part of the Departments outreach relative to preparing firefighter candidates, the CAP Firefighter Fitness and Nutrition Guides are available electronically at joinlafd.org. The Department has partnered with the City Personnel Department and is developing an on-line platform to make the CAP workouts available to candidates that live out of the state and/or are unable to attend the live sessions on a regular basis.

The newly incorporated eighteen month pilot program which is integrated into the existing CAP program has been in place for approximately one month and will assist in providing candidates with a better, well-rounded understanding of the job of a Firefighter for the LAFD.

Female candidates that attend the sessions will start the Academy with a basic knowledge of tools and equipment which is expected to positively impact graduation retention rates. Furthermore, it is anticipated that the enhanced CAP program will benefit all sects of the Firefighter candidate population.

The Department's 2018 -2019 annual performance targets or benchmarks associated with the enhancement of the CAP program include the following:

- Increase female Recruit Firefighter retention at graduation by 5%.
- Increase overall Recruit Firefighter retention at graduation by 2%.
- Increase CAP attendance by 5%.
- Reduce injury rate by 5%.

These strategic choices have been selected by Department leadership as an organizational commitment to measure future performance against current data trends in the Academy. The data outcomes for the performance targets will be available as the Academy Classes progress and are scheduled to graduate.

The Fiscal Year 2017/2018 Academy graduation dates are included in the chart below which provides a timeline and multi-layer target dates to produce metrics and data analysis:

Academy Class	Academy Start Date	Graduation Date	Probation End Date	Fiscal Year
2017-1	08/21/2017	01/04/2018	01/07/2019	FY 17/18
2017-2	01/22/2018	06/07/2018	06/10/2019	FY 17/18
2017-3	06/25/2018	11/08/2018	11/11/2019	FY 17/18

The Academy dates for Fiscal Year 2018/2019 have not yet been scheduled; however, they will be identified in alignment with preparation for the development of the 2018/2019 Department budget.

The CAP action plan coordinates the actions of Department members, Firefighter candidates, training cadre and stakeholders in supporting a common action plan to ensure that there is unity of effort.

The success of the plan is only as good as its execution and it is equally important that all members involved understand the Department's direction in regards to proper recordkeeping, assessments, surveys analysis, and feedback whereby the plan can be evaluated and improved in the future.

The Department maintains a database of CAP participants to correlate successes in the Academy which in turn will provide accurate information in requesting additional monetary and staff support during the budget season.

The addition of the equipment and tool review portion of the CAP program is in line with the ongoing fundamental attributes and training targets of the Academy which include, but are not limited to the following:

- Maintain a firm and fair “standard of performance.”
- Maintain and improve the order and sequencing of the training as needed.
- Train a more capable probationary Firefighter as LAFD processes are incrementally refined.
- Improve the training environment for Recruit Firefighters.
- Reduce or eliminate training environment risk factors.
- Apply best practices and lessons from past training experiences.
- Ensure the Physical Fitness/Strength and Stamina of Recruit Firefighters.
- Nutrition Guidance for candidates and future Recruit Firefighters to meet the high physical demands.

To leverage technology relative to physical fitness, the Department is also performing an assessment of Athlete Management Software platforms and programs with the assistance of the Information Technology Bureau which will provide precise data monitoring, measurement and analysis of Recruit Firefighters during the Academy.

Members of the Training and Support Bureau, Training Division, Recruit Services Section, In-Service Training Section, Quality Assurance Unit, and Recruit Training Academies proudly share a sense of why the team exists and are invested in accomplishing its mission and goals.

CONCLUSION

The LAFD is recognized for leadership excellence and proficiency in operations throughout the Nation and around the world. To continue to be a world-renowned leader development institution, we must ensure that the Academy continues to evolve and adapts to changes in the generational, educational and real world environment.

Additionally, the CAP program has the unique potential to inspire young women and men prior to the Academy and contribute in re-conceptualizing traditional male dominated fields such as becoming a Firefighter.

The vision is to maintain consistency and continuity in program delivery of the Academy curriculum, which standardizes operations and creates synergy whereby the staff and Recruit Firefighters are operating effectively and efficiently.

The mission is to provide professionally trained, competent and ethical Firefighters and maintain consistent Academy practices that reflect high standards, is dedicated to public service and safety, and inspires confidence in the quality of the diverse candidates that it trains.

Board report prepared by Richard F. Rideout, Deputy Chief, Training and Support Bureau.