

December 19, 2017

# LOS ANGELES FIRE DEPARTMENT



RALPH M. TERRAZAS  
FIRE CHIEF

December 5, 2017

BOARD OF FIRE COMMISSIONERS  
FILE NO. 17-130

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 Withdrawn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 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. Several recommendations have been made and are currently being addressed by the Firefighter Recruitment Section staff and other Department members participating in a robust work group.

In order to ensure organizational structure, consistency and long-term sustainment of all LAFD Youth Programs, the Firefighter Recruitment Section (FRS) has undergone a staffing model change which has allowed for the development of an innovative plan with clearly defined goals, learning objectives and a standardized curriculum. This report is an update to the BOFC motion 16-104, "Review and Redesign of Los Angeles Fire Department Youth Programs."

## RECOMMENDATION

That the Board:  
Receive and file this report.

## DISCUSSION

In order to provide a more consistent, standardized and sustainable structure for LAFD Youth Development Programs, it was recommended that all programs be placed under the leadership and supervision of the FRS within the Training and Support Bureau. This would also allow for consistent oversight and guidance by a newly hired Senior Project Coordinator, assigned to the FRS, responsible for managing the youth programs. The Senior Project Coordinator was hired in June 2017. In August 2017, the Cadet Program

was officially transferred from Emergency Operations to 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 Development Programs, which included nine recommendations. The Department has organized the Youth Development Program redesign into four phases. Phase I is the Cadet Program Redesign; Phase II is the Youth FIRE Academy Redesign; Phase III is the High School Magnet Redesign; and Phase IV is the Crew 3 Redesign. The following is a status update on the recommendations by the BOFC for all youth programs.

#### Phase I – Cadet Program Redesign

Based on the recommendations of the work group, composed of current cadet advisors, staff assigned to the Firefighter Recruitment Section and members of the Recruit Services Section; the re-designed LAFD Cadet Program and standardized training program was implemented in January 2017. The following areas have been standardized and curriculum completed:

##### A. Cadet Orientation

- Consists of a one-day orientation
- Signing of medical and liability waivers by the youth and parent/guardian
- A physical fitness “tryout” to determine baseline fitness level and ensure the safety of the youth when working with tools and equipment at the fire station
- Instruction of the rules, policies and procedures for the LAFD Cadet Program
- Cadet Trainee Curriculum Manual distributed to all cadets

##### B. Cadet Training

- Consists of a four-session training program
- Department mission, core values, chain of command and organization
- Safety and professionalism while working at a fire station
- Instruction on public speaking, code of conduct, expectations, grooming and uniform standards
- A basic overview of firefighting tools and equipment
- Life Skills component - goal setting, time management, communication, interview preparation and resume building
- Upon completion of the training program, the level I Cadet will be assigned to a fire station Cadet Post where they will have the understanding and knowledge of how to work safely and effectively at a fire station

##### C. Cadet Bureau Meetings

- Cadet Bureau Coordinator, Cadet Post Advisor and Cadet Post Fire Station expectations and requirements established
- Cadet Bureau Coordinators identified for each Bureau
- Monthly meetings and curriculum established to cover one meeting in each Bureau per month

D. Cadet Academy

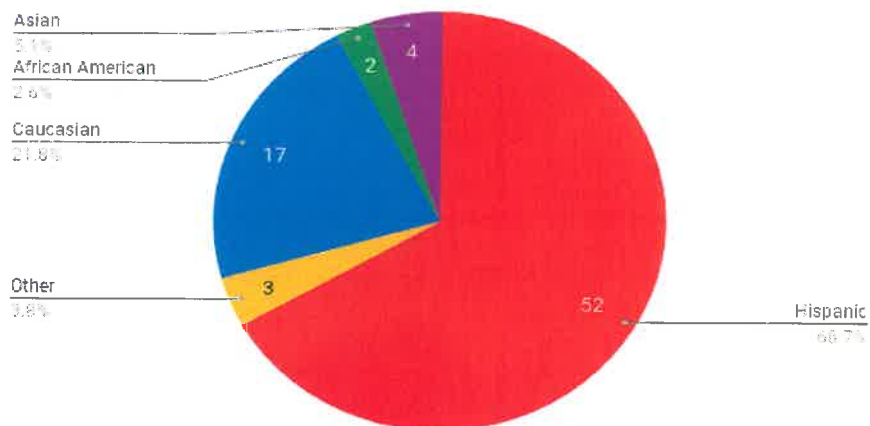
- A 10-week academy where qualified cadets are placed in a Recruit Training Academy environment to prepare for a career with the LAFD
- Cadets who complete required tasks and skills in the Cadet Task Book will be given the opportunity to attend the once-a-year Cadet Academy
- The academy requires completion of activities that are expected of an LAFD firefighter including: EMS, hose lays, ladder evolutions, physical fitness, power tool recognition and application, life skills, interview techniques and leadership

E. Cadet Task Book

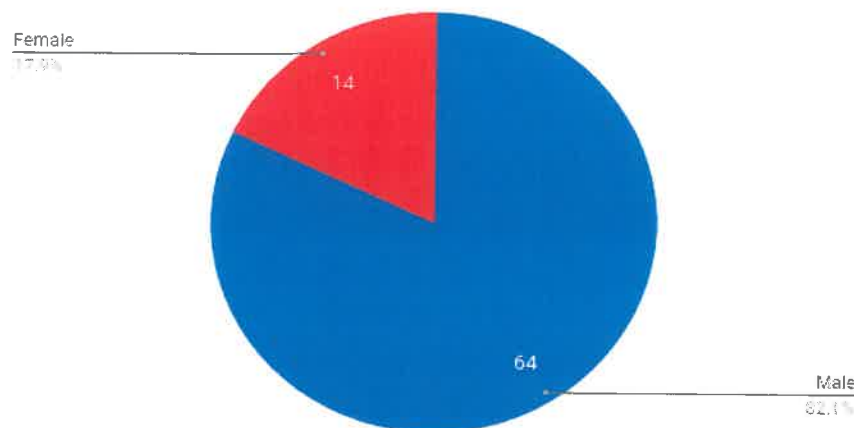
- Developed with standardized certification levels for becoming Level I, II, III and Academy Qualified Cadets
- Tasks and benchmarks created for standardized certification levels and used to track continued progress of Cadets

2017 Total Participants (Cadet Orientation/Training): 79

Cadet Ethnicity



Cadet Gender



## **Cadet Program Goals**

### **2017/18- Completed**

- Currently 13 Cadet Posts - 130 Cadets
- Cadet Orientation, Phase I Training and Cadet Academy Pilot implemented
- Two Cadet Orientation/Phase I trainings completed
  - January 2017 - 74 cadets started; 31 completed training
  - September - 65 cadets started; 42 completed training
- 10-week Cadet Academy
  - June 2017 - 71 cadets started; 65 graduated

### **2018/19**

- Add three new Posts (for a total of 16) - one Post in each Battalion
- Three Cadet Orientations/trainings
  - South/West Bureau - Spring
  - Valley Bureau - Summer
  - Central Bureau - Fall
- 45 students to complete each session - 135 new cadet trainees
- One Cadet Academy - 65 graduates
- Youth Advisor training delivered to all cadet advisors
- Electronic application implementation and initial CIA youth tracking system developed
- Task book used by all cadet posts
- Monthly bureau meetings held at identified Bureau location

### **2019/20**

- Four Cadet Orientations/trainings - one in each Bureau
- 40 students to complete each session - 160 new cadet trainees
- One Cadet Academy - 65 graduates
- Monthly bureau meetings held at identified Bureau location
- Annual Youth Advisor/Cadet Post training

### **2020/21**

- Four Cadet Orientations/trainings - one in each bureau
- 45 students to complete each session - 180 new cadet trainees
- One Cadet Academy - 70 graduates
- Monthly bureau meetings held at identified Bureau location
- Annual Youth Advisor/Cadet Post training

Phase II – Youth Fire Instruction Recruitment and Education (F.I.R.E.) Academy Redesign

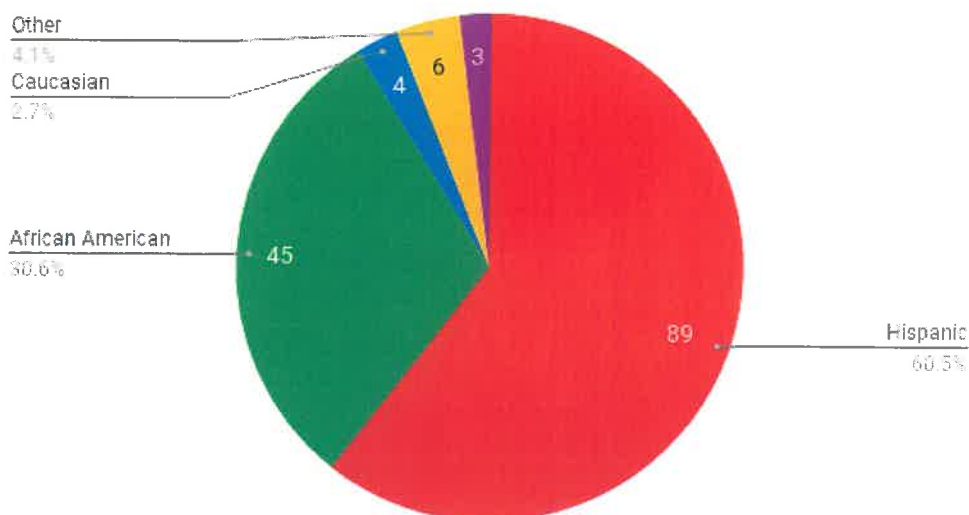
The FRS, in conjunction with the youth redesign workgroup, are in the process of creating a standardized curriculum for all four youth academy programs and ensuring equitable opportunities for youth throughout the City.

The primary objective is to build a curriculum based on past “Youth F.I.R.E. Academy” lesson plans in addition to incorporating introductory firefighting activities, life skills and mentorship, using the fire service as a platform. Additionally, this can create a pathway for interested members to participate in the Cadet Program. The following objectives have been completed:

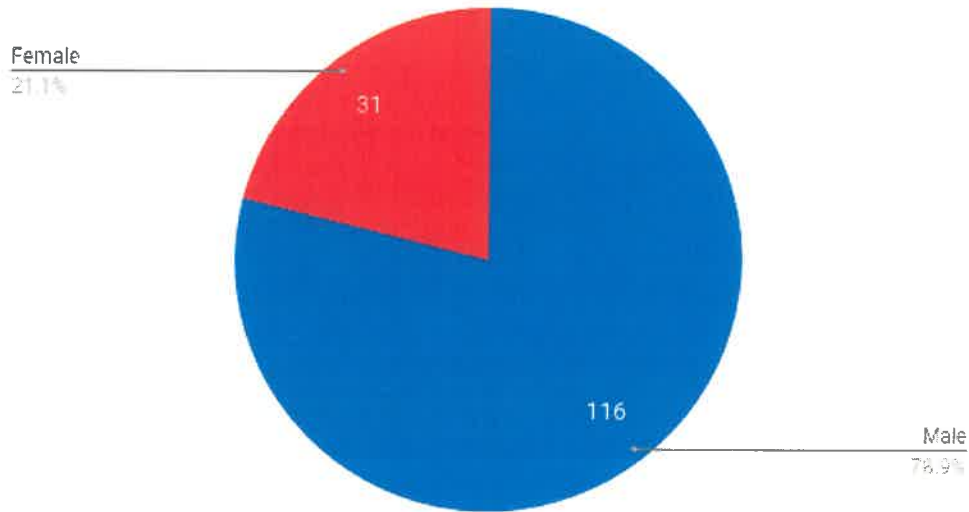
- Revised title of the program to Youth F.I.R.E. Program (YFP)
- Re-scheduled fall Youth Programs to work on redesign and standardization of curriculum for all four programs (Metro, Valley, Harbor, East LA College)
- Established objectives to effectively coincide with youth program goals which include:
  - Discipline, teamwork, leadership skills
  - Physical fitness
  - Morals, ethics, and values
  - First Aid/CPR/AED
  - Basic introduction to firefighting equipment and safety equipment
  - Career readiness- resume writing and interview techniques
  - Public Speaking
  - Disaster preparedness
- Identified YFP Lead Advisors for each Bureau
- Collaborating with East LA College to offer the Youth F.I.R.E. Program to junior and senior students in the High School Magnet Programs
- Graduated approximately 80 youth last spring in a combined Metro and ELAC Youth Academy graduation

2017 Total Participants: 147

Youth F.I.R.E Ethnicity



Youth F.I.R.E Gender



### Youth F.I.R.E. Program (YFP) Goals

#### 2017/18

- Spring Youth F.I.R.E. Program postponed until 2018 to provide standardization of curriculum and restructuring to ensure youth program progressive pathways

#### 2018/19

- Recruitment of youth through High School Magnet Program, Girls Camp participants, inner city schools and neighborhoods as next step through youth development pathway
- Four YFPs to be offered
  - Fall – Valley and Metro
  - Spring – Harbor and East Los Angeles College
- Pilot program proposing East LA College YFP be offered to juniors and seniors enrolled in the LAFD High School Magnet programs
- 40 students enrolled per program - 160 total participants

#### 2019/20

- Ongoing recruitment efforts and outreach to increase diversity
- 45 students enrolled per YFP - 180 total participants

#### 2020/21

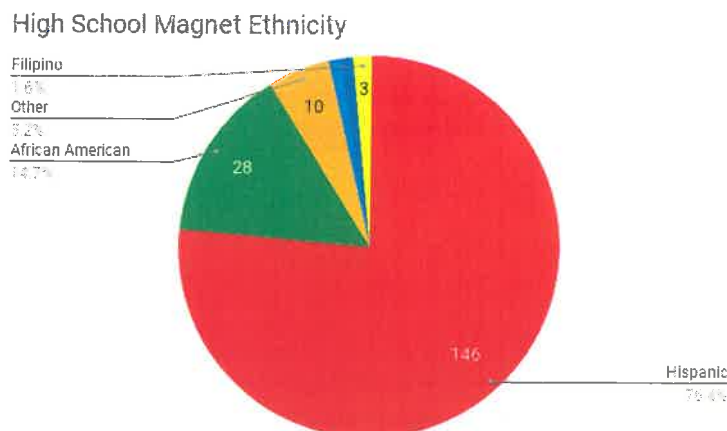
- Ongoing recruitment efforts and outreach to increase diversity
- 50 students enrolled per YFP - 200 total participants

### Phase III – High School Magnet Program Redesign

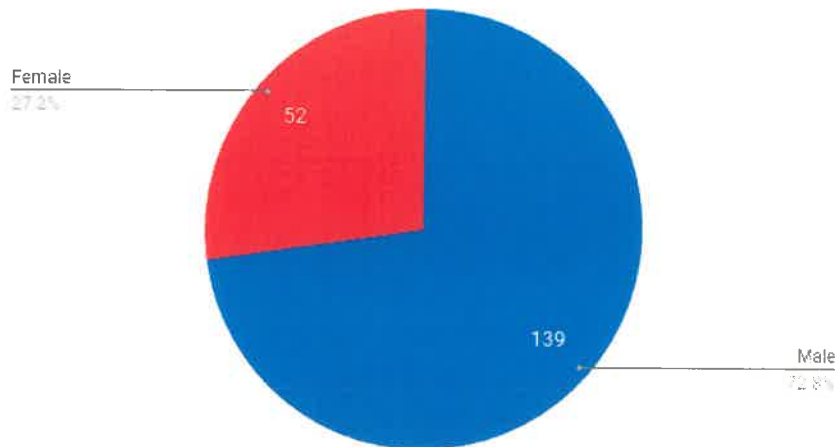
FRS staff has had several meetings with high school magnet program coordinators and school principals at Phineas Banning High School (Banning), Woodrow Wilson High School (Wilson), Dorsey High School (Dorsey) and James Monroe High School (Monroe). Additionally, the FRS has met with the Los Angeles Unified School District (LAUSD) Magnet Directors to determine the roles, responsibilities and expectations for a successful magnet program. Based on information gathered from our focused outreach and research, the following tasks have been implemented into the LAFD High School Magnet Programs:

- Partnered with current magnet program coordinators and instructors to build curriculum and lesson plans for 9th and 10th grade students. The curriculum includes:
  - Semi-militaristic training - discipline, line up, uniform inspections, formation and marching
  - Teen Cert
  - Anti-bullying Campaign
  - First Aid/CPR/AED
  - Physical Fitness training program
  - Great Shakeout Earthquake triage drill
- Established annual field trips to the Firefighter Historical Museum, Metropolitan Fire Communications, local fire stations, and a Frank Hotchkin Memorial Training Center visit for Candidate Physical Agility Test introduction and familiarization
- Established a cadre of firefighters to assist the FRS staff in facilitating the magnet Physical Education classes
- Fitness Equipment purchased and delivered to high schools
- Standardization of a four-year curriculum for all schools which includes the progression from 9th-12th grades
  - First Aid/CPR (9th grade)
  - Teen Cert (10th grade)
  - College-bound Fire Technology programs (11th grade)
  - CPAT specificity training (12th grade)
- Established West Adams potential start-up modeled like Monroe for limited resources

2017 Total Participants: 191



High School Magnet Gender



### High School Magnet Program Goals

#### 2017/18

- Three High School Programs – 189 students total
  - Banning - 9<sup>th</sup> through 11<sup>th</sup> graders - 110 students
  - Wilson - 9<sup>th</sup> and 10<sup>th</sup> graders - 52 students
  - Dorsey - 9<sup>th</sup> graders - 27 students
- Banning and Wilson have one firefighter present twice a week during the physical education (P.E.) period
- Dorsey has one firefighter present once a week during the P.E.

#### 2018/19

- Four High School Programs – 260 students total
  - Banning and Monroe - 9<sup>th</sup> through 12<sup>th</sup> graders
  - Wilson - 9<sup>th</sup> through 11<sup>th</sup> graders
  - Dorsey - 9<sup>th</sup> and 10<sup>th</sup> graders
- One firefighter present twice a week at all schools for P.E.
- One Consulting Teacher designated at each school
- Curriculum developed for 11<sup>th</sup> and 12<sup>th</sup> grades

#### 2019/20

- Five High School Programs – 300 students total
- Banning, Monroe and Wilson - 9<sup>th</sup> through 12<sup>th</sup> graders
- Dorsey - 9<sup>th</sup> through 11<sup>th</sup> graders
- West Adams - 9<sup>th</sup> graders
- One firefighter present twice a week at all schools for P.E.

#### 2020/21

- Five High School Programs - 325 students
- Banning, Monroe, Wilson and Dorsey - 9<sup>th</sup> through 12<sup>th</sup> graders
- West Adams 9<sup>th</sup> and 10<sup>th</sup> graders
- One firefighter present twice a week at all schools for P.E.

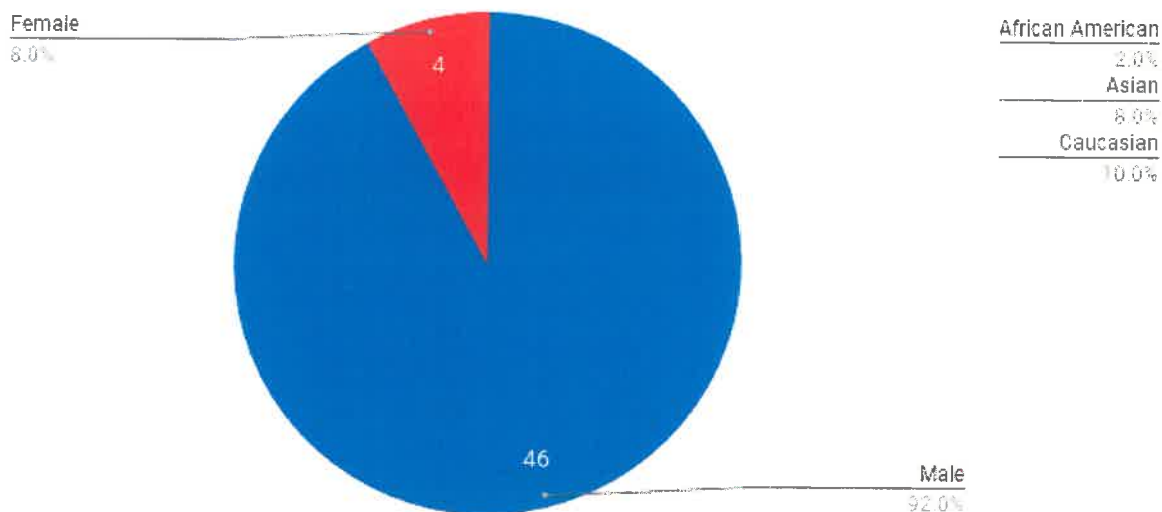


#### Phase IV – Crew 3 Redesign

The LAFD Crew 3 program is a volunteer training program (18 and over) that offers instruction for individuals interested in wildland firefighting. This program currently 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-week, 56-hour, Wildland Academy in partnership with East LA College. With completion of the academy, 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. This program is an additional pathway to a career with the LAFD.

2017 Total Participants: 50

Crew 3 Gender



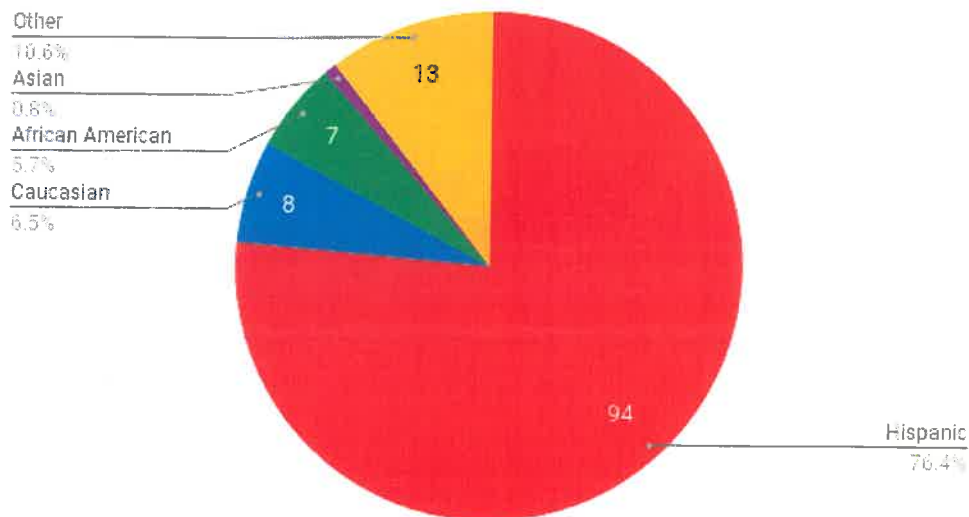
#### Girls Camp

In addition to the above recommendations, the FRS has been working in partnership with the Mayor's Office, City Councilmembers and the Los Angeles Fire Department Foundation to standardize and fund the LAFD Girls Camp. The LAFD Girls Camp is a two-day introductory fire camp for girls age 14-18 with a goal of instilling confidence, leadership and courage in young women while providing awareness of a potential career in the fire service. The curriculum includes interactive training exercises with power tools, ladders, hose lines and extinguishers; basic training in first aid and CPR; and physical fitness and team building activities.

In 2017, the LAFD hosted two Girls Camps; one in the San Fernando Valley and one in West Los Angeles. The LAFD will continue to offer this program twice a year at various locations throughout the City. The FRS has completed an implementation budget and is currently acquiring equipment for the camp tools and equipment to be stored in one general location with capability of mobile transport.

2017 Total Participants: 123

Girl's Camp Ethnicity



### Girls Camp Goals

2017/18

- Two Girls Camps completed
  - April - 120 registered; 62 participated
  - July - 100 registered; 61 participated
- Eleven girls participated in other LAFD Youth Programs prior to the camp
- Six participants completed the September Cadet Orientation/Phase I Training and have been assigned to cadet posts

2018/19

- Two Girls Camps offered
  - Spring - 100 registered; 65 participants
  - Fall - 100 registered; 70 participants
- 10% participants from other LAFD Youth Programs
- 10% to continue through youth program pathway (YFP or cadet program)
- Work with Council Districts to recruit young women in local schools, camps and after-school activities for specific Bureau location

2019/20

- Two Girls Camps offered
  - Spring - 100 registered; 75 participants
  - Fall - 100 registered; 75 participants
- 12% participants from other LAFD Youth Programs
- 12% to continue through youth program pathway (YFP or cadet program)
- Work with Council Districts to recruit young women in local schools, camps and after-school activities for specific Bureau location

2020/21

- Two Girls Camps offered
  - Spring - 100 registered; 80 participants
  - Fall - 100 registered; 85 participants
- 15% participants from other LAFD Youth Programs
- 15% to continue through youth program pathway (YFP or cadet program)
- Work with Council Districts to recruit young women in local schools, camps and after-school activities for specific Bureau location

**Goals for all LAFD Youth Programs**

2017/18

- 580 youth served in LAFD programs
- 58 youth attended multiple LAFD programs (10%)
- Current diversity break down:
  - Hispanic- 63%
  - African American- 14%
  - Caucasian- 8%
  - Asian- 2%
  - Other- 13%

2018/19

- 12% youth to participate in multiple programs
- Increase diversity of participants by 3%
- 15% female participation throughout all youth programs

2019/20

- 15% youth to participate in multiple programs
- Increase diversity of participants by 5%
- 20% female participation throughout all youth programs

2020/21

- 17% youth to participate in multiple programs
- Increase diversity of participants by 7%
- 30% female participation throughout all youth programs

In addition to the short- and long-term goals described above, the following objectives are currently being developed for the overall success of all youth programs:

- Standardization of liability waivers for all youth programs
- Code of conduct for LAFD members working with youth
- Training for all youth advisors and potential sworn facilitators working with youth
- Electronic applications for effective tracking of youth through the various programs offered
- Tracking system for cadets, current and incoming, for safety and accountability
- Updating of LAFD Cadet website
- Development of an Memorandum Of Agreement for each Magnet school establishing expectations for staffing, uniforms and curriculums
- Youth Program containers and equipment being purchased to house all needed equipment for efficiency
- Collaboration with LAPD Cadet Coordinator and High School Magnet Coordinator to enhance policies and to develop training for members working with youth
- Approval of cadet manual and driving certification process

The FRS will continue to evaluate effectiveness and redirect efforts where necessary to improve the delivery of all LAFD Youth Programs. Currently, the biggest challenge to ensuring effective, standardized programs for youth participating in these programs is staffing. Additional staffing has been pre-approved in the Fiscal Year 2018/2019 budget to include one Captain I and one Firefighter in the Youth Development Unit for facilitation and delivery of the LAFD Youth Programs. However, an increased staffing level of three additional firefighters will be requested through the budget process to meet the needs of these developing programs.

## **CONCLUSION**

The Firefighter Recruitment Section continues efforts towards a comprehensive review and redesign of all LAFD Youth Programs to ensure consistency and the highest level of opportunity for the youth of Los Angeles. Pathways into each of the programs have been established by offering various levels of instruction. From introductory camps and orientations to more focused firefighting instruction and training, all LAFD Youth Programs provide an opportunity to develop leadership skills, gain confidence, serve their communities and possibly obtain a career as a Los Angeles Firefighter.

Board Report prepared by Kristina Kepner, Battalion Chief, Firefighter Recruitment Section.