



RALPH M. TERRAZAS
FIRE CHIEF

March 15, 2022

BOARD OF FIRE COMMISSIONERS
FILE NO. 22-019R

TO: Board of Fire Commissioners

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

SUBJECT: TRAINING ACADEMY REASSIGNMENT DATA ADDENDUM FOR REPORT 22-012

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 Withdrawn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 following table is a breakdown of reassigned members from each academy class from 2019-1 to 2021-2. Per the request of the Commission the original report 22-012 has been added as an attachment to the addendum.

RECOMMENDATION

That the Board:
Receive and file this report.

DISCUSSION

The following table is broken down into gender/ethnicity, recruit first academy class, week and reason for reassignment, class reassigned to and graduation status:

	Recruit FF	Recruit Class	Week/Reason	Reassigned to Class	Status
1	Female Caucasian	19-1	Week 11/Injured (2/18/20)	19-2	Graduated
2	Female Hispanic	19-1	Week 14/Phases (3/9/20)	19-2	Graduated
3	Male Hispanic	19-1	Week 14/Phases (3/9/20)	19-2	Graduated
4	Male Hispanic	19-1	Week 14/Phases (3/13/20)	19-2	Graduated
5	Male Asian	19-1	Week 14/Phases (3/13/20)	19-2	Graduated
6	Male Asian	19-1	Week 14/Phases (3/9/20)	19-2	Graduated
7	Male	19-1	Week 14/Phases	19-2	Graduated

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	Caucasian		(3/9/20)		
8	Female Caucasian	19-1	Week 15/Phases (3/17/20)	19-2	Graduated
9	Female Filipino	19-1	Week 6/Injured (1/16/20)	20-1 Week 10	Resigned (LA County FD)
10	Female Hispanic	19-2	Week 10/Injured (7/30/20)	20-1	Graduated
11	Male African American	19-2	Week 13/Ladders (8/19/20)	20-1	Graduated
12	Male African American	19-2	Week 13/Ladders (8/19/20)	20-1	Graduated
13	Male Hispanic	19-2	Week 13/Ladders (8/19/20)	20-1	Graduated
14	Male Caucasian	19-2	Week 13/Ladders (8/19/20)	20-1	Graduated
15	Male African American	19-2	Week13/Ladders (8/19/20)	20-1	Graduated
16	Female African American	19-2	Week 13/Injured (8/19/20)	20-1	Graduated
17	Male American Indian	19-2	Week 16/Phases (9/5/20)	20-1	Graduated
18	Female Caucasian	19-2	Week 16/Phases (9/5/20)	20-1	Graduated
19	Male Hispanic	19-2	Week 16/Phases (9/5/20)	20-1	Graduated
20	Female Hispanic	19-2	Week 12/Injured (8/13/20)	20-1 Week 14	Resigned (Phases)
21	Male Asian	19-2	Week 13/Ladders (8/19/20)	20-1 Week 13	Resigned (Ladders)
22	Male Hispanic	20-1	Week 13/Hose Lays 3/18/21	21-1	Graduated
23	Male African American	20-1	Week 16/Phases 4/5/21	21-1	Graduated
24	Male Caucasian	20-1	Week 16/Phases 4/5/21	21-1	Graduated
25	Male Hispanic	20-1	Week 16/Phases 4/5/21	21-1	Graduated
26	Male Hispanic	20-1	Week 13/Hose Lays (3/18/21)	21-1	Graduated
27	Male Hispanic	20-1	Week 12 Injured (3/9/21)	NA	Resigned Injury
28	Male Caucasian	20-1	Week 13 Injured (3/18/21)	21-1 Week 6	Terminated Injury
29	Male Asian	20-1	Week 12 Injured (3/11/21)	21-1 Week12	Resigned Ladders
30	Male African	21-1	Week 15 Ladders	21-2	Graduate

	American		(10/14/21)		2/10/22
31	Female Caucasian	21-1	Week 14 Ladders (10/4/21)	21-2	Graduate 2/10/22
32	Male Hispanic	21-1	Week 16 Phases (10/18/21)	21-2	Graduate 2/10/22
33	Male Caucasian	21-1	Week 14 Ladders (10/4/21)	NA	Resigned "Not for Me"
34	Male Hispanic	21-1	Week 3 Injured (7/22/21)	NA	Pending Off IOD
35	Male Not Listed	21-1	Week 14 Hose Lays (10/4/21)	21-2	Graduate 2/10/22
36	Male African American	21-1	Week 14 Ladders (10/4/21)	21-2	Graduate 2/10/22
37	Male Hispanic	21-1	Week 14 Ladders (10/4/21)	21-2	Graduate 2/10/22
38	Male Hispanic	21-1	Week 14 Hose Lays (10/4/21)	21-2	Graduate 2/10/22
39	Male Hispanic	21-1	Week 16 Phases (10/16/21)	21-2 Week 15	Resignation (Phases)
40	Male African American	21-1	Week 14 Hose Lays (10/4/21)	21-2	Graduate 2/10/22

CONCLUSION

It is the Department's objective to ensure that the Training Academy continues to evolve and adapt to changes in the generational, educational and real-world environment.

Preparation and knowledge of what it takes to be a Firefighter is key for the success of a candidate in any demographic. As such, the Department strives to provide adequate, accessible, and equitable teaching and educational curriculum.

Board report prepared by RSS staff under the direction of Battalion Chief Steven A. Skelly.

Attachment



RALPH M. TERRAZAS
FIRE CHIEF

January 14, 2022

BOARD OF FIRE COMMISSIONERS
FILE NO. 22-012

TO: Board of Fire Commissioners

FROM:  Ralph M. Terrazas, Fire Chief

SUBJECT: LOS ANGELES FIRE DEPARTMENT (LAFD) ANNUAL RECRUIT TRAINING
ACADEMY OVERVIEW – RECRUIT CLASSES 2019-1 THROUGH 2021-1

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 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 and the 2020 LAFD Recruit Training Academy Overview Report, ethnic/gender composition and retention rates from the start of the Academy through the end of probation were measured and analyzed.

The data timelines are being presented in three specific areas as requested and are defined to ensure 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.

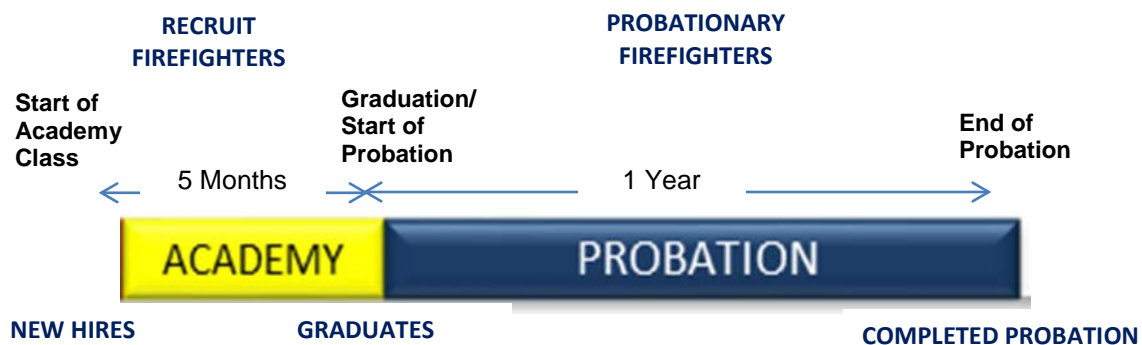
The data parameters include the following:

- **New Hires** - The number of brand-new Recruit Firefighters (Recruits) for an Academy.
- **Reassigned** - Refers to Recruits who were reassigned into subsequent Academy.

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- **New Hires** - The number of brand-new Recruit Firefighters (Recruits) for an Academy.
- **Reassigned** - Refers to Recruits who were reassigned into subsequent 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 their probationary 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, is approximately one year and five months for the data to mature. The subsequent field probationary period required for Recruit Firefighters to successfully complete the Academy remains at one full year, or 365 days. The following chart demonstrates the timeline as it relates to the defined terminology and the stages of a newly hired Firefighter.



This report has been divided into five sections. Three segments provide context and a baseline for the success of the current process and are defined as follows:

- **End Status of Academy Classes (End Status)** -Includes all data fields; 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 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.
- **Overview** of the Recruit Reassignment Program.
- **Overall Analysis** of the new information including an appraisal and examination of the 2021/2022 Action Plan Goals from the 2020 Academy Report.

This section assesses Academy Class statistics which contains mature data from the time the Recruits entered the Academy through the end of probation. The corresponding Start, Graduation, and Probationary End dates for each Academy Class are included below. Two additional Academy Classes (highlighted light blue below) have completed the probationary period since the 2020 Academy Report.

	Academy Class	Academy Start Date	Graduation Date	Probation End Date	Fiscal Year
1	2014-1	12/29/2014	05/14/2015	05/16/2016	FY 14/15
2	2014-2	04/06/2015	08/20/2015	08/22/2016	FY 14/15
3	2015-1	07/13/2015	11/24/2015	11/28/2016	FY 15/16
4	2015-2	09/21/2015	02/04/2016	02/06/2017	FY 15/16
5	2015-3	12/14/2015	04/28/2016	05/01/2017	FY 15/16
6	2015-4A	02/08/2016	06/09/2016	06/12/2017	FY 15/16
7	2015-5	05/16/2016	09/28/2016	10/02/2017	FY 15/16
8	2015-6	06/27/2016	11/09/2016	11/13/2017	FY 15/16
9	2016-1	10/17/2016	03/02/2017	03/05/2018	FY 16/17
10	2016-2	11/28/2016	04/13/2017	04/16/2018	FY 16/17
11	2016-3	03/20/2017	08/03/2017	08/06/2018	FY 16/17
12	2016-4	05/01/2017	09/14/2017	09/17/2018	FY 16/17
13	2017-1	08/21/2017	01/04/2018	01/06/2019	FY 17/18
14	2017-2S (Safer)	01/22/2018	06/07/2018	06/09/2019	FY 17/18
15	2017-3	02/15/2018	07/19/2018	07/21/2019	FY 17/18
16	2018-1	07/23/2018	12/20/2018	12/23/2019	FY 18/19
17	2018-2	01/07/2019	06/06/2019	06/09/2020	FY 18/19
18	2018-3	06/24/2019	11/21/2019	11/24/2020	FY 18/19
19	2019-1	12/09/2019	04/09/2020	04/12/2021	FY 19/20
20	2019-2	05/26/2020	10/22/2020	10/25/2021	FY 19/20

The following tables and charts list the number of New Hires, Graduates, and Probationary members that Completed Probation, and corresponding retention rates for each stage assessed by gender, ethnicity, and as a whole.

End Status Recruit Classes Fiscal Year 19/20							
Academy Class	New Hires	Reassigns /Graduated	Reassign Retention	Academy Retention	Graduates	Probationary Retention	Completed Probation
2019-1	58	8/7	88%	84%	49	100%	49
2019-2	56	13/10	77%	89%	50	96%	48
Total	114	21/17	83%	87%	99	98%	97
Average Retention in the Academy – 87%							
Average Retention for Reassigned recruits – 83%							
Average Retention during Probation – 98%							

1.1 Gender – End Status of Academy Classes

End Status Recruit Classes 2020: 2 Classes from 2019-1 to 2019-2

Gender	New Hires	Academy Retention	Graduates	Probationary Retention	Completed Probation
Female	17	59%	10	100%	10
Male	97	92%	89	98%	87
Total	114	87%	99	98%	97

1.2 Ethnicity – End Status of Academy Classes

End Status Academy Classes 2020: 2 Classes from 2019-1 to 2019-2

Ethnicity	New Hires	Academy Retention	Graduates	Probationary Retention	Completed Probation
African American	27	74%	20	100%	20
Asian	15	80%	12	92%	11
Caucasian	34	97%	33	97%	32
Filipino	4	75%	3	100%	3
Hispanic	30	93%	28	100%	28
Native American	3	66%	2	100%	2
Ethnicity not listed	1	100%	1	100%	1
Total	114	87%	99	98%	97

Analysis – End Status of Academy Classes

The End Status Report includes all data fields as requested by the Commission which allow for the tracking of Recruits from entry into the Academy through the end of probation.

Probationary retention rate has remained high at an average of 98%. Additionally, the Academy retention rate from the last three reporting periods have averaged 86%. This stable trend is attributed to continued front-end recruitment phase, increased education during the selection process, and ensuring the physical requirements to be successful in the Academy are well known by candidates. In addition the Candidate Assistance Program (CAP) continues to be very successful, both in lowering the amount of injuries in the Academy as well as developing strength, basic skills and metabolic conditioning for future recruits.

In analyzing ethnic representation, the diversity of Recruits who graduated and completed probation do not deviate largely from the composition of Recruits who were initially hired. The general consistency in ethnic representation from the point of entry into the training process through the end of Probation reflects well on new hire diversity.

Of the 99 Graduates who advanced to probation, two Probationary Firefighters (PFF), 2%, did not complete the probationary period for both Classes. The overall Probationary Retention rate has slightly increased. The reasons a PFF does not complete probation vary and are listed in this section. The probationary retention rate is 98% for the current reporting period. The Department considers this measure to be favorable and indicates that the Academy continues to execute the Recruit training mission at a very high level of proficiency. However, it should be noted that none of the probationary separations was due to performance issues.

As can be ascertained by the table below two PFF's did not complete probation. All probationary separations were due to personal issues.

End Status – Probationary Separations Recruit Classes 2020				
	Probationary Firefighters	Recruit Class	Resign/ Terminated	Reason
1	Male Caucasian	2019-2	Resigned	Personal Reasons (Hired Ventura County Fire)
2	Male Asian	2019-2	Resigned	Personal Reasons

2. ONGOING STATUS OF ACADEMY CLASSES ON PROBATION

This section discusses Academy Classes for which two of the three data fields, New Hires and Graduates, are available. A total of two (2) classes have graduated since the last reporting period and are still progressing through the probationary period. The full data set for these Academy Classes will not be available until each class reaches the Probation End Dates identified below:

No. of Classes	Academy Class	Academy Start Date	Graduation Date	Probation End Date	Fiscal Year
1	2020-1	12/21/2020	05/20/2021	05/23/2022	FY 20/21
2	2021-1	07/06/2021	11/19/2021	11/22/2022	FY 21/22

The following tables and charts provide the number of Hires, Graduates, and corresponding retention rates for each of the two Academy Classes broken down by gender and ethnicity 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
2020-1 (2nd Assignment)	35	88%	31
2021-1 (1st Assignment)	64	84%	54
Total	99	86%	85

2.1 Gender – Ongoing Academy Status

Graduated Classes: 2020-1 to 2021-1

Gender	New Hires	Academy Retention	Graduates
Female	9	55%	5
Male	90	89%	80
Total	99	86%	85

2.2 Ethnicity – Ongoing Academy Status

Graduated Classes: 2020-1 to 2021-1

Ethnicity	New Hires	Academy Retention	Graduates
African American	14	100%	14
Asian	7	86%	6
Caucasian	26	81%	21
Filipino	7	100%	7
Hispanic	43	84%	36
Native American	0	0%	1*
Ethnicity not specified	2	0%	0
Total	99	86%	85

*Denotes reassign from previous class

3. CURRENT ACADEMY CLASSES

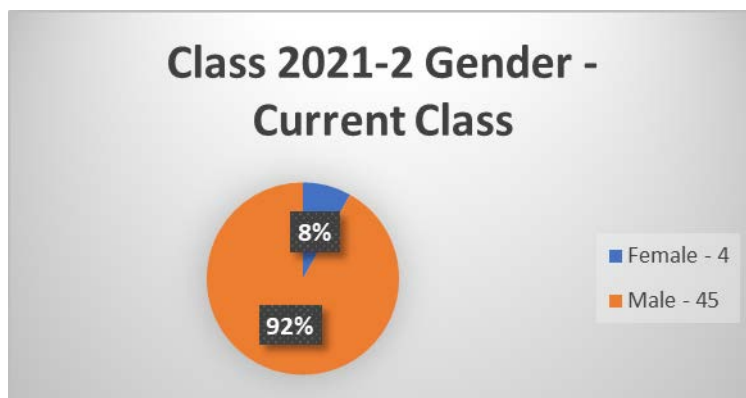
There is currently one Academy Class in session, Class 2021-2. The data for this Class is scheduled to fully mature in January 2023. Graduation is scheduled for February 10, 2022 and retention statistics will be reported in the 2021 Academy Overview Report.

Academy Class	Academy Start Date	Graduation Date	Probation End Date	Fiscal Year
2021-2	10/25/21	02/10/2022	01/29/23	FY 21/22

The current class is made up of fifty-eight recruits. Forty-Nine are new hires and nine are reassigned recruits from previous classes. There are currently five total females in class 2021-2, which reflects 8% of the class.

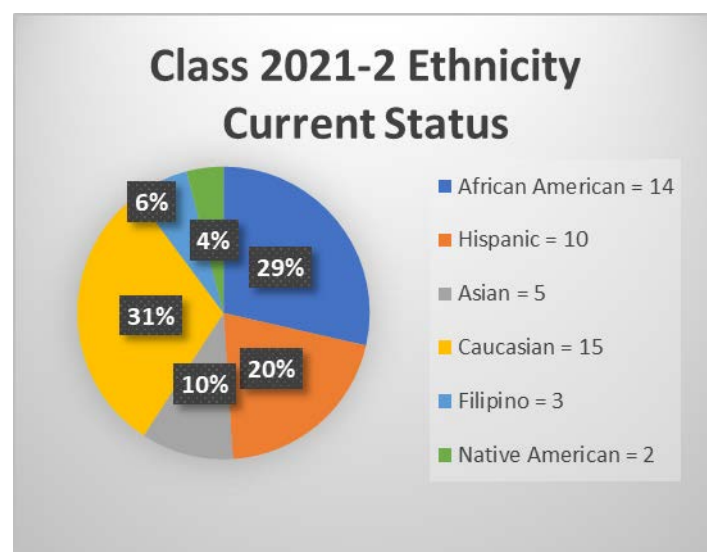
3.1 Gender – Current Status

Gender	New Hires
Female	4
Male	45
Total	49



3.2 Ethnicity – Current Status

Ethnicity	New Hires	Percentage
African American	14	29%
Asian	5	10%
Caucasian	15	31%
Hispanic	10	20%
Filipino	3	6%
Native American	2	4%
Total	49	100%



Analysis – Current Status

This section provides a snapshot of one Recruit Class currently in session. The Class is progressing well and is in alignment with the incremental improvements demonstrated by the data presented in this report.

4. RECRUIT REASSIGNMENTS

During this reporting, the recruit reassignment program has successfully graduated 56 members, and the analysis indicates that the success rate of the recruit reassignment program during this reporting period is 79%.

Injury/Illness

If a recruit misses four consecutive days or more than five individual days of instruction due to injury/illness, when returned to full-duty, the Section Commander may recommend reassignment to a subsequent class.

Fundamental Firefighting Skills (Basic Hose/Ladders)

Basic Engine Company Operations (Hose Lays) and Basic Truck Company Operations (Ladders) are the bulk of basic academy instruction and evaluation. The recruit must score 70% or above in both categories to graduate. If a recruit has a score greater than 70% in one category and is between 65% - 69% in the other, the Section Commander may recommend reassignment to a subsequent class.

Practical Application Skills (Phase Evaluations)

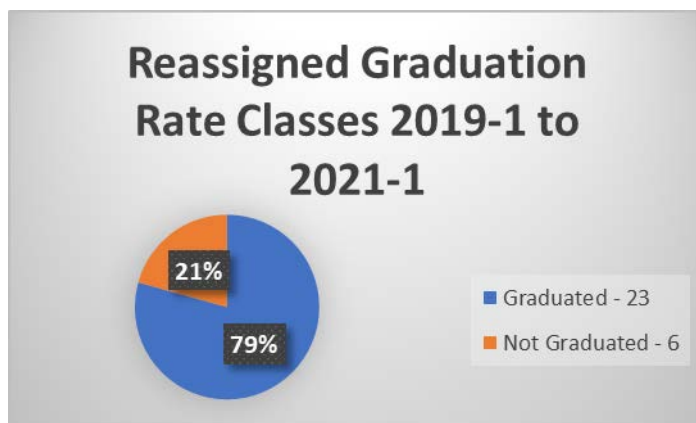
There are three phase evaluations that simulate what is expected of an entry level firefighter at a working structure fire. The recruit firefighter must pass all three evaluations in order to graduate from the Training Academy. If the Recruit Firefighter is successful in only two of the three evaluations, the Section Commander may recommend reassignment to a subsequent class.

There may be other unforeseen circumstances that may require a recruit reassignment however, no matter how a recruit gets reassigned into a subsequent academy, the recruit only has two attempts at passing the academy per the City of Los Angeles hiring process. Furthermore, the recruit must start their second academy within 365 days of first.

Class Breakdown

The following is the aggregate of reassigned members from academy classes 2019-1 to 2021-1.

Overall Reassigned Graduation Classes 2019-1 to 2021-1 (4 Classes)	
Graduated	23
Resigned	6
Total	29



5. OVERALL ANALYSIS

The Academy is one of sixteen Accredited Local Academies (ALA) as established by the Office of State Fire Marshal in California. 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 1,330 members as Firefighter I. This achievement is in alignment with the LAFD Strategic Plan, Goal 5, Strategy 4; Align Drill Tower Academy with State Firefighter I Certification. The accomplishment also provides a pathway to achieving Strategic Plan Benchmark Strategy 4; Align LAFD training programs with California State Firefighter Certification tracks, which will help provide pathways for higher education and professional development.

The Academy is currently comprised of 22 weeks of academic and manipulative instruction. The program is divided in two parts which include Basic Instruction and Advanced Practical Application Training. The Basic Instruction (week 1-13) teaches the Recruits the basic skills of personal protective equipment, ladders, hose lays, tools and equipment, and emergency medical skills.

The Practical Training - SFT (week 14-22) mirrors field activities in scope and intensity to challenge the Recruits' thought process in combining 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 demonstration of skills that are necessary for Recruits to perform at a basic Firefighter level in the field. The last two weeks of the Academy focuses on the comprehensive examinations for State Certification.

ENHANCEMENTS

In an effort to continue to be proactive and to increase recruit retention rates, the Recruit Services Section (RSS) has made significant enhancements to our training program. In August of 2021, the department asked RSS to explore ways to maximize the amount of Recruit Firefighters that can be trained and graduate each fiscal year. The RSS developed a "Pipeline" system that will increase recruit output to the field nearly double, however only increase the staff 30%. This will be accomplished by maximizing the yard space at the Departments' three training facilities (Frank Hotchkin Memorial Training Center, Valley Recruit Training Academy and Harbor Recruit Training Academy). It is anticipated that the Department will be able to graduate over 50 recruits every three months. Class 2021-3 (Starts January 18, 2022) is the second class under the new model. Note that due to extreme staffing shortages and the possibility of a significant increase in vacancies, the RSS has been working on ways to deliver the training curriculum at an accelerated pace, without compromising firefighter/Public safety (14-week Training Academy).

Covid-19 has had a tremendous impact on the Training Academy. During this reporting period, Class 2021-1 graduated two weeks early in an effort to relieve staffing shortages. Covid-19 procedures continue to be implemented and followed to reduce the risk of transmitting the virus. The procedures include, but are not limited to, twice daily temperature checks, Covid-19 testing, twice daily housework routine with surface decontamination and offering remote learning for isolated recruits. Vaccines are now mandated to the recruit prior to the start of class.

In an effort to retain recruit firefighters, RSS and Injury Prevention Unit (IPU) continue to cooperate on injury prevention. The IPU is available to Recruit Firefighters on their day off to gain professional assistance to prevent injury, enhance nutrition, and receive a personalized strength and flexibility exercise program.

CONCLUSION

The LAFD is recognized for innovative excellence and continues to be a world-renowned leader development institution.

It is the Department's objective to ensure that the Training Academy continues to evolve and adapt to changes in the generational, educational and real-world environment.

Preparation and knowledge of what it takes to be a Firefighter is key for the success of a candidate in any demographic. As such, the Department strives to provide adequate, accessible, and equitable teaching and educational curriculum such as the CAP program, State Firefighter I and II and beginner Functional Movement Screening (FMS) for Firefighter candidates.

All Department staff of the Training and Support Bureau share a profound sense of why the team exists and are invested in accomplishing its mission and goals.

Board report prepared by RSS staff under the direction of Battalion Chief Steven A. Skelly.