

November 1, 2022

# LOS ANGELES FIRE DEPARTMENT



KRISTIN M. CROWLEY  
FIRE CHIEF

October 17, 2022

BOARD OF FIRE COMMISSIONERS  
FILE NO. 22-106

TO: Board of Fire Commissioners

FROM: *vc* Kristin M. Crowley, Fire Chief

SUBJECT: LOS ANGELES FIRE DEPARTMENT (LAFD) ANNUAL RECRUIT  
TRAINING ACADEMY OVERVIEW FISCAL YEAR (FY) 2021-2022

FINAL ACTION:  Approved  Approved w/Corrections  Withdrawn  
 Denied  Received & Filed  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. This report is organized into two fiscal years; FY 21-22 Recruit Firefighter Training Academy retention and FY 20-21 Probationary Firefighter Field Training retention.

## RECOMMENDATION

That the Board:  
Receive and file this report.

## DISCUSSION

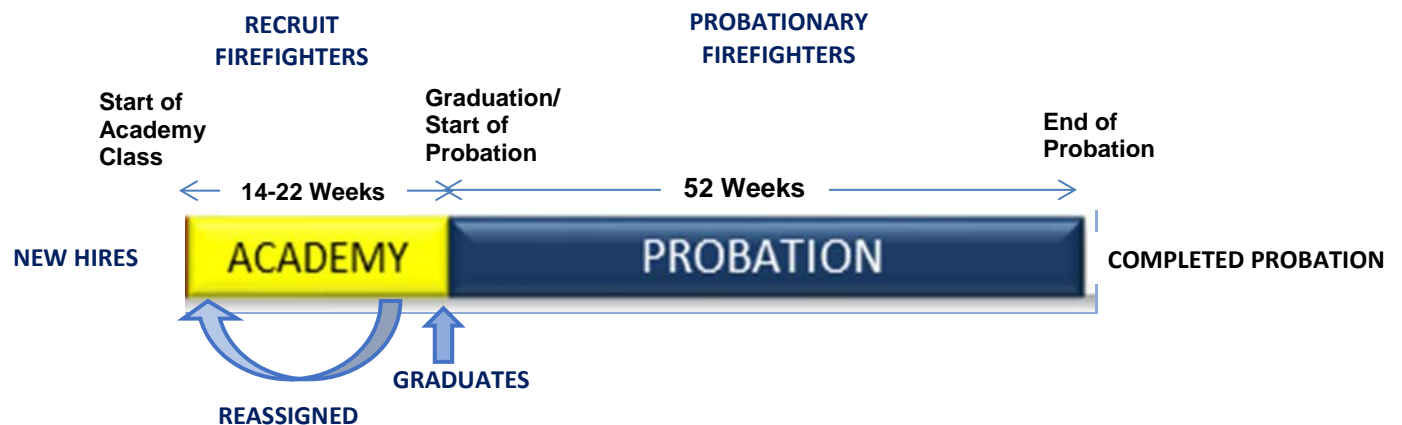
In accordance with the Commission's recurring request of a report of the LAFD Recruit Training Academy, provided is an overview of the ethnic and gender composition of recruit classes and associated retention rates in the Academy and associated retention rates for Probationary Firefighters.

The data timelines are being presented in four 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. Note that this an annual report to be prepared following the close of that fiscal year.

The data parameters include the following:

- **New Hires** – Refers to the 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 and have transitioned to Probationary Firefighters (PFF).
- **Completed Probation** – Refers to Probationary Firefighters 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 of the aforementioned categories as requested by the Commission, is approximately one year and four 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.



**History of Training Academy Classes Since Fiscal Year (FY) 2014/2015**

	Academy Class	Academy Start	Graduation Date	Probation End Date	Fiscal Year	New Hire	Grad	Retention
1	<b>2014-1</b>	12/29/2014	05/14/2015	05/16/2016	14/15	39	29	74.36%
2	<b>2014-2</b>	04/06/2015	08/20/2015	08/22/2016	14/15	53	43	81.13%
3	<b>2015-1</b>	07/13/2015	11/24/2015	11/28/2016	15/16	63	52	82.54%
4	<b>2015-2</b>	09/21/2015	02/04/2016	02/06/2017	15/16	48	45	93.75%
5	<b>2015-3</b>	12/14/2015	04/28/2016	05/01/2017	15/16	66	48	72.73%
6	<b>2015-4A</b>	02/08/2016	06/09/2016	06/12/2017	15/16	49	45	91.84%
7	<b>2015-5</b>	05/16/2016	09/28/2016	10/02/2017	15/16	60	49	81.67%
8	<b>2015-6</b>	06/27/2016	11/09/2016	11/13/2017	15/16	47	42	89.36%
9	<b>2016-1</b>	10/17/2016	03/02/2017	03/05/2018	16/17	65	45	69.23%
10	<b>2016-2</b>	11/28/2016	04/13/2017	04/16/2018	16/17	49	46	93.88%
11	<b>2016-3</b>	03/20/2017	08/03/2017	08/06/2018	16/17	63	54	85.71%
12	<b>2016-4</b>	05/01/2017	09/14/2017	09/17/2018	16/17	53	46	86.79%
13	<b>2017-1</b>	08/21/2017	01/04/2018	01/06/2019	17/18	59	52	88.14%
14	<b>2017-2S</b>	01/22/2018	06/07/2018	06/09/2019	17/18	48	47	97.92%
15	<b>2017-3</b>	02/15/2018	07/19/2018	07/21/2019	17/18	66	48	72.73%
16	<b>2018-1</b>	07/23/2018	12/20/2018	12/23/2019	18/19	62	51	82.26%
17	<b>2018-2</b>	01/07/2019	06/06/2019	06/09/2020	18/19	62	57	91.94%
18	<b>2018-3</b>	06/24/2019	11/21/2019	11/24/2020	18/19	67	51	76.12%
19	<b>2019-1</b>	12/09/2019	04/09/2020	04/12/2021	19/20	65	50	76.92%
20	<b>2019-2</b>	05/26/2020	10/22/2020	10/25/2021	19/20	58	50	86.21%
21	<b>2020-1</b>	12/21/2020	05/20/2021	05/23/2022	20/21	35	31	88.57%
22	<b>2021-1</b>	07/06/2021	11/19/2021	11/21/2022	21/22	66	54	81.82%
23	<b>2021-2</b>	10/25/2021	02/10/2022	02/13/2023	21/22	49	36	73.47%
24	<b>2021-3</b>	01/18/2022	04/21/2022	04/24/2023	21/22	64	46	71.88%
25	<b>2021-4</b>	03/28/2022	06/30/2022	07/03/2023	21/22	51	48	94.12%
						<b>1407</b>	<b>1165</b>	<b>82.80%</b>

**Summary of FY 21/22 Training Academy Classes (Pipeline Model)**

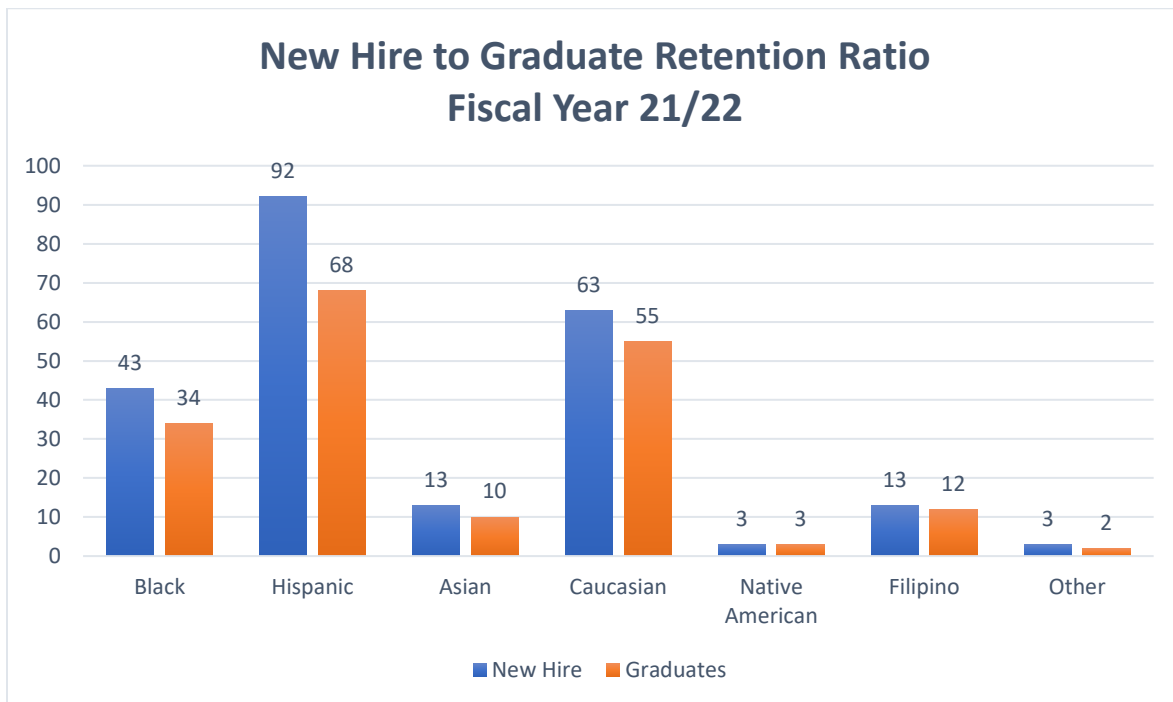
Class	Duration	Start	Graduation	Reassign In from previous DT	Reassign Out to Subsequent	New Hire	Grad	Retention
<b>2021-1</b>	20 Week	07/06/2021	12/02/2021	7	11	66	54	81.8%
<b>2021-2</b>	16 Week	10/25/2021	02/10/2022	9	16	49	36	73.4%
<b>2021-3</b>	14 Week	01/18/2022	04/21/2022	14	16	64	46	71.9%
<b>2021-4</b>	14 Week	03/28/2022	06/30/2022	11	8	51	48	94.1%
						<b>230</b>	<b>184</b>	<b>80.0%</b>

**Overall Retention of FY 21/22 Training Academy Classes (Pipeline Model)**

<b>Ethnicity</b>	<b>New Hire</b>	<b>Graduates</b>	<b>Retention</b>
Black	43	34	79%
Hispanic	92	68	74%
Asian	13	10	77%
Caucasian	63	55	87%
Native American	3	3	100%
Filipino	13	12	92%
Other	3	2	67%
<b>Total</b>	<b>230</b>	<b>184</b>	<b>80%</b>

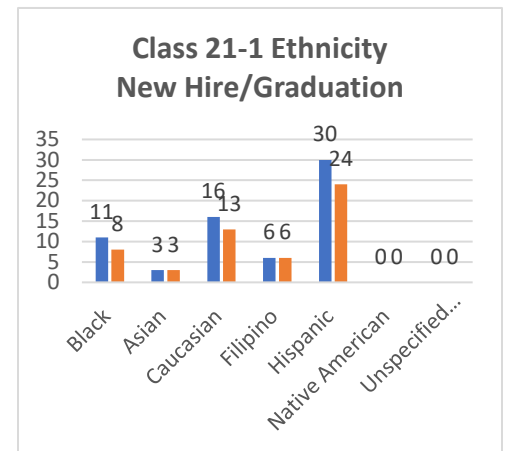
<b>Gender</b>	<b>New Hire</b>	<b>Graduates</b>	<b>Retention</b>
Male	211	177	84%
Female	19	7	37%
<b>Total</b>	<b>230</b>	<b>184</b>	<b>80%</b>

**New Hire to Graduate Retention Ratio by Ethnicity FY 21/22**



Recruit Class 2021-1							
New Hire	Reassign	Total	Separation Reassign	Separation Injury	Separation Resignation	Grad	Retention
66	7	73	9	3	7	54	81.82%

Ethnicity	New Hire	Graduates	Retention
Black	11	8	73%
Hispanic	30	24	80%
Asian	3	3	100%
Caucasian	16	13	81%
Native American	0	0	N/A
Filipino	6	6	100%
Other	0	0	N/A

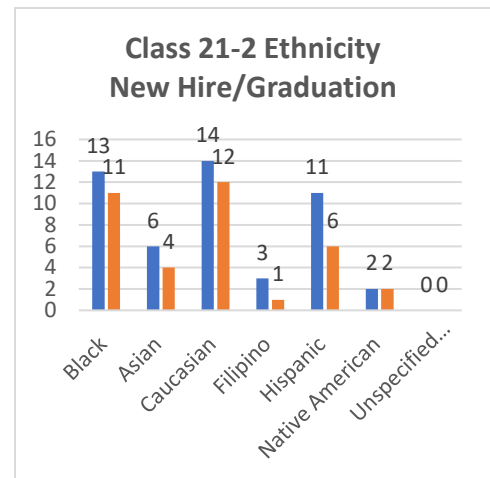


Gender	New Hires	Graduates	Retention
Male	59	52	88%
Female	7	2	29%

Gender/Ethnicity	Reason Reassigned	Status
Male Hispanic	Injured	Resigned (1-year IOD)
Female Caucasian	Ladders	Graduated 21-2
Male Black	Ladders	Graduated 21-2
Male Caucasian	Ladders	Graduated 21-2
Male Black	Hose lays	Graduated 21-2
Male Hispanic	Hose lays	Graduated 21-2
Male Caucasian	Hose lays	Graduated 21-2
Male Hispanic	Injured	Resigned (1-year IOD)
Male Black	Ladders	Graduated 21-2
Male Hispanic	Phase 1	Resigned (Unsuccessful Phase 2)
Male Hispanic	Phase 1	Graduated 21-2
Recruits reassigned out of Class 21-1 into a subsequent class		
11 Eligible for Reassignment, 9 reassigned, 0 status pending, 8 graduated 88.9%		

Recruit Class 2021-2							
New Hire	Reassign	Total	Separation Reassign	Separation Injury	Separation Resignation	Grad	Retention
49	9	58	11	5	6	36	73.47%

Ethnicity	New Hire	Graduates	Retention
Black	13	11	85%
Hispanic	11	6	55%
Asian	6	4	67%
Caucasian	14	12	86%
Native American	2	2	100%
Filipino	3	1	33%
Other	0	0	N/A



Gender	New Hires	Graduates	Retention
Male	45	34	75.5%
Female	4	2	50.0%

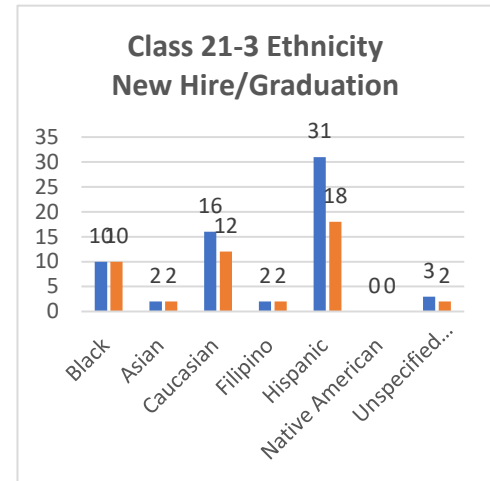
Gender/Ethnicity	Reason	Status
Female Hispanic	Injured	Resigned ("Not for me")
Male Hispanic	Injured	Pending (Current Class 22-2)
Male Caucasian	Injured	Graduated 21-3
Male Caucasian	Injured	Graduated 21-3
Male Hispanic	Hose lays	Graduated 21-3
Male Hispanic	Hose lays	Graduated 21-3
Male Hispanic	Hose lays	Graduated 21-3
Male Hispanic	Ladders	Graduated 21-3
Male Asian	Ladders	Graduated 21-3
Male Caucasian	Hose lays	Graduated 21-3
Male Black	Ladders	Graduated 21-3
Male Black	Hose lays	Graduated 21-3
Female Caucasian	Phase 2	Graduated 21-3
Male Other	Phase 2	Graduated 21-3
Male Asian	Phase 2	Graduated 21-3
Male Black	Phase 2	Graduated 21-3

Recruits reassigned out of Class 21-2 into a subsequent class

16 Eligible for Reassignment, 15 Reassigned, 1 status pending, 14 graduated 93.3%

Recruit Class 2021-3							
New Hire	Reassign	Total	Separation Reassign	Separation Injury	Separation Resignation	Grad	Retention
64	14	78	10	6	16	46	71.9%

Ethnicity	New Hire	Graduates	Retention
Black	10	10	100%
Hispanic	31	18	58%
Asian	2	2	100%
Caucasian	16	12	75%
Native American	0	0	N/A
Filipino	2	2	100%
Other	3	2	67%

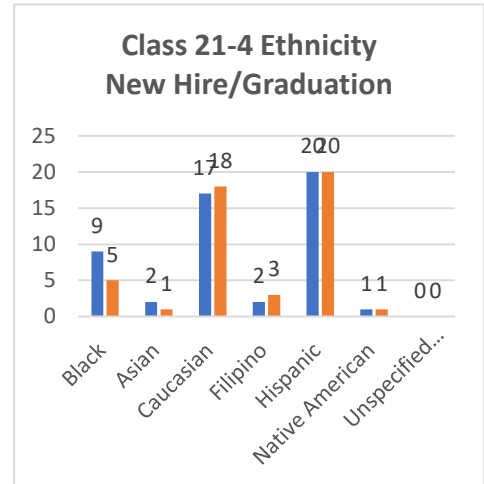


Gender	New Hires	Graduates	Retention
Male	59	45	76%
Female	5	1	20%

Gender/Ethnicity	Reason	Status
Male Hispanic	Injured	Graduated 21-4
Male Black	Illness	Resigned (Ladders)
Female Caucasian	Illness	Resigned (Went to alternate FD, No 2 <sup>nd</sup> attempt)
Male Hispanic	Illness	Pending (Needs to start 22-3)
Male Hispanic	Injured	Resigned (Personal, No 2 <sup>nd</sup> attempt)
Male Caucasian	Injured	Pending (Current Class 22-2)
Male Black	Hose lays	Graduated 21-4
Male Hispanic	Ladders	Graduated 21-4
Male Hispanic	Ladders	Graduated 21-4
Male Hispanic	Ladders	Graduated 21-4
Male Other	Ladders	Graduated 21-4
Male Caucasian	Ladders	Graduated 21-4
Male Caucasian	Ladders	Graduated 21-4
Male Hispanic	Phase 1	Graduated 21-4
Male Hispanic	Phase 1	Graduated 21-4
Female Hispanic	Phase 2	Graduated 21-4
Recruits reassigned out of Class 21-3 into a subsequent class		
16 Eligible for Reassignment, 12 Reassigned, 2 status pending, 11 graduated 91.7%		

Recruit Class 2021-4							
New Hire	Reassign	Total	Separation Reassign	Separation Injury	Separation Resignation	Grad	Retention
51	11	62	6	2	6	48	94.1%

Ethnicity	New Hire	Graduates	Retention
Black	9	5	56%
Hispanic	20	20	100%
Asian	2	1	50%
Caucasian	17	18	106%
Native American	1	1	100%
Filipino	2	3	150%
Other	0	0	N/A



Gender	New Hires	Graduates	Retention
Male	48	46	95.8%
Female	3	2	66.7%

Gender/Ethnicity	Reason	Status
Male Hispanic	Injured	Pending (Current Class 22-2)
Female Black	Injured	Pending (Current Class 22-2)
Male Hispanic	Ladders	Graduated 22-1
Male Hispanic	Hose lays	Graduated 22-1
Male Asian	Phase 2	Graduated 22-1
Male Black	Phase 1	Graduated 22-1
Male Black	Phase 1	Graduated 22-1
Male Hispanic	Phase 1	Graduated 22-1
Recruits reassigned out of Class 21-4 into a subsequent class		
8 Eligible for Reassignment, 6 Reassigned, 2 status pending, 6 graduated 100%		



## **Reassignment Program**

During this reporting period a total 51 recruit firefighters were eligible for reassignment.

- A total of 41 have completed their second attempt at the drill tower.
  - 39 have graduated resulting in a 95% success rate.
  - Two (2) resigned (unsuccessful with 2nd attempt)
- Of the remaining ten (10) eligible for reassignment:
  - Four (4) are currently in class 22-2.
  - One (1) is recovering from illness.
  - Two (2) resigned because they could not return to duty in 365 days.
  - Two (2) resigned for personal reasons.
  - One (1) accepted a position with another fire department.

Per the Ethics and Procedure Manual, the following are reasons why a recruit firefighter may be reassigned into a subsequent Academy.

### **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 recommends 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 recommends 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 recommends 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 due to performance or injury per the City of Los Angeles hiring process. Furthermore, the recruit must start their second academy within 365 days of first.

## **Training Academy**

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 has increased recruit output to the field nearly double, however only increased the staff by 30%. This was 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). All four classes in FY 21/22 have been conducted using the pipeline model and have graduated an aggregate total of 184 new members.

Due to extreme staffing shortages the Fire Chief requested the RSS develop a system to deliver the training curriculum at an accelerated pace without compromising firefighter/public safety. Therefore, the initial training was reduced to a 14-week Academy.

The 14-week academy continues to be 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 California State Fire Firefighter I's which is in educational and training alignment with the State of California, along with other national organizations; International Fire Service Accreditation Congress (IFSAC) and Pro-Board Fire Service Professional Qualifications System (Pro Board). The Department has been certifying new members as California State Fire 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 14 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 1-9) teaches the Recruits the basic skills of personal protective equipment, ladders, hose lays, tools and equipment, and leadership.

The Practical Training / State Fire Testing (week 10-14) 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, State and Department Courses.

The following is a brief summary of the training that is delivered in the 14-week academy:

- Weeks 1 through 9: Basic firefighter training. Includes Personal Protective Equipment (PPE), Self-Contained Breathing Apparatus (SCBA), Ladders and hose lays are taught and evaluated. Recruits are introduced to forcible entry, vertical and horizontal ventilation, automobile fires, life fire training and tools and equipment. No changes from the 22-week syllabus.
- Weeks 10 through 11: Practical Application training and evaluations. Recruits are trained and evaluated on three Practical Application Phases that include. Light Force Ventilation, Engine Drop Bag, and 800 Rescue Ambulance (Phase 3). No changes from the 22-week syllabus.
- Weeks 12 through 14: The final weeks of the academy focus on State and Department mandated training such as; Wildland (Brush), Hazardous Material Response, Confined Space Awareness, Auto Extrication, Firefighter Survival, Mayday procedures and State Firefighter I and Firefighter II Testing. Additional training includes: Ride Along, 2-Line Rope System and Rescue Air Cushion.

The following training was removed, changed or deferred to the 4, 9 or 12-Month Probationary Field Training:

- Emergency Medical Technician (EMT): EMT is a prerequisite for hire to the LAFD. EMT recertification is being delivered via Target Solutions with a skills day in week 13 of the academy. EMT training and scenarios are delivered throughout the academy and an EMS evaluation has been included in Phase 3.
- International Public Safety leadership and Ethical Institute (IPSLEI): During the 22-week syllabus, the entire first week was dedicated to classroom instruction of IPSLEI. This training continues for the 14-week duration of the academy as the Drill Tower Staff are certified instructors.
- Driver/Operator 1A: This 40-hour training class has been moved from the Academy to the Probationary time period near the end of probation. This is in alignment with when a Probationary Firefighter is preparing for their Class B license.
- 24-Hour Ride along: The recruits will no longer have a 24-hour ride along during the academy. They will continue to have a 12-hour ride along.
- Off Site Training: In the 22-week version of the Academy, recruits may have received up to four (4) off site days of training. The recruits will still receive off site training in the 14-week syllabus, however will be reduced to only one day. If opportunities arise the class can work remedial hours on a class by class basis.

- Graduation Demonstration: The Graduation demonstration has been removed from the syllabus. Graduation preparation has been reduced from three days to six hours.

Recruit firefighters are ready to safely undergo 12 months of on the job training. The drill tower continues to meet and or exceed the number of hours required by the State, as well as provide mandatory courses required by OSHA.

**Probationary Firefighter Field Training**

Fiscal Year 20/21 was at the peak of the pandemic. The Department anticipated a significant budgetary shortfall and the decision was made to cut one recruit class in half and cancel the second. There was only one recruit class that graduated in FY 20/21. Class 20-1 began on December 21, 2020 and Graduated on May 20, 2021. The entire class has completed probation.

Academy Class	New Hires	Graduated	Academy Retention	Probationary Retention	Retention Rate
2020-1	35	31	88.6%	28	90.3%
2020-2	Class Canceled Due to Budgetary Constraints (COVID-19)				
<b>Total</b>	<b>35</b>	<b>31</b>	<b>88.6%</b>	<b>28</b>	<b>90.3%</b>

It can be ascertained by the table below that three (3) Probationary Firefighters did not complete probation. All probationary separations were due to personal issues and not related to performance.

Probationary Separations Recruit Class 2020-1			
Probationary Firefighter	Class	Separation Type	Reason
Male Hispanic	2020-1	Resigned	Personal Reasons Returned to Big Bear Fire Department
Female Hispanic	2020-1	Resigned	Personal Reasons
Male Caucasian	2020-1	Resigned	Personal Reasons

**Firefighter Candidate Advancement Program (FCAPs)**

The Firefighter Candidate Advancement Program was specifically designed for the firefighter candidate. The mission of the program is to prepare the candidate for the rigors of the training academy and a career with the LAFD. An introduction to skills such

as Ladders, Basic Operations and Personal Protective Equipment/Self Contained Breathing Apparatus are taught by the Academy's staff.

FCAPs has incorporated workouts built by certified fitness instructors with a focus on improving a candidate's strength, flexibility and ability to do the work that will be required of them during the training academy and beyond. Candidates who regularly attend the FCAPs sessions have been shown to have a high margin of success going through the Training Academy. Candidates who have been given Job Offers are invited to attend extended FCAPs sessions on the four Saturdays preceding the start of their academy. FCAPs is a voluntary program proven to increase a Recruit's success.

### **Injury Prevention Unit**

In an effort to retain recruit firefighters, RSS and the 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. During this reporting period the IPU has made significant enhancements to the program delivery for recruit firefighters. Examples of these cooperative programs are listed below.

- The IPU has created and presents an OSHA compliant education on preventing heat illness/injuries such as heat stroke and rhabdomyolysis. The IPU has provided specific recommendations regarding hydration and proper heat acclimatization.
- The IPU provides on-site Athletic Trainer, Sports Medicine and injury consultation at least one (1) day per week with telehealth availability seven (7) days a week.
- The IPU staff has developed a three month long comprehensive workout program for the FCAPs program using technology (Wodify App). Wodify allows the candidates to track progress as well as perform essential exercises that improve drill tower success.
- The IPU has trained the FCAPs staff to administer a Functional Movement Screening (FMS) test during the pre-employment baseline test. Developed a four-tier system to predict the likelihood of getting hurt in the drill tower. The lower performing candidates are offered individual consultation to increase injury resilience before starting the Academy.
- The IPU helped several Recruits to manage minor injuries. Injury management prevented minor injuries in becoming major.
- The IPU developed several educational pieces which are included in the recruit curriculum: Maximizing Recovery, Tips and Guidelines for Massage Guns, Keys to Preventing Injuries, Managing Shin Splints, Foam Rolling.

### **CONCLUSION**

The LAFD is recognized for innovative excellence and continues to be a world-renowned leader in the fire service. The RSS is continually looking for ways to improve the instruction and evaluation process and to make changes that emulate how operations

are done in a field setting. 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 will continue to strive to provide adequate, accessible, and equitable teaching and educational curriculum such as the FCAP program, State Firefighter I and II and Functional Movement Screening for Firefighter candidates as well as Probationary Firefighters.

All 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.