




LOS ANGELES FIRE DEPARTMENT

KRISTIN M. CROWLEY
FIRE CHIEF

November 6, 2023

BOARD OF FIRE COMMISSIONERS
FILE NO. 23-121

TO: Board of Fire Commissioners

FROM:  Kristin M. Crowley, Fire Chief

SUBJECT: LOS ANGELES FIRE DEPARTMENT (LAFD) ANNUAL RECRUIT
TRAINING ACADEMY OVERVIEW FISCAL YEAR (FY) 2022-2023

FINAL ACTION: ☐ Approved
☐ Denied

☐ Approved w/Corrections
☐ Received & Filed

☐ Withdrawn
☐ Other

SUMMARY

As directed by the Los Angeles Fire Department (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). This report is organized through fiscal year FY 22-23, illustrating the Academy retention.

RECOMMENDATION

That the Board:
Receive and file this report.

DISCUSSION

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

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. Note that this is 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 a subsequent Academy.
- **Graduates** – Refers to Recruits who successfully completed the Academy curriculum and have transitioned to Probationary Firefighters (PFF).

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 four months for the data to mature. 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	2014-1	12/29/2014	05/14/2015	05/16/2016	14/15	39	29	74.36%
2	2014-2	04/06/2015	08/20/2015	08/22/2016	14/15	53	43	81.13%
3	2015-1	07/13/2015	11/24/2015	11/28/2016	15/16	63	52	82.54%
4	2015-2	09/21/2015	02/04/2016	02/06/2017	15/16	48	45	93.75%
5	2015-3	12/14/2015	04/28/2016	05/01/2017	15/16	66	48	72.73%
6	2015-4A	02/08/2016	06/09/2016	06/12/2017	15/16	49	45	91.84%
7	2015-5	05/16/2016	09/28/2016	10/02/2017	15/16	60	49	81.67%
8	2015-6	06/27/2016	11/09/2016	11/13/2017	15/16	47	42	89.36%
9	2016-1	10/17/2016	03/02/2017	03/05/2018	16/17	65	45	69.23%
10	2016-2	11/28/2016	04/13/2017	04/16/2018	16/17	49	46	93.88%
11	2016-3	03/20/2017	08/03/2017	08/06/2018	16/17	63	54	85.71%
12	2016-4	05/01/2017	09/14/2017	09/17/2018	16/17	53	46	86.79%
13	2017-1	08/21/2017	01/04/2018	01/06/2019	17/18	59	52	88.14%
14	2017-2S	01/22/2018	06/07/2018	06/09/2019	17/18	48	47	97.92%
15	2017-3	02/15/2018	07/19/2018	07/21/2019	17/18	66	48	72.73%
16	2018-1	07/23/2018	12/20/2018	12/23/2019	18/19	62	51	82.26%
17	2018-2	01/07/2019	06/06/2019	06/09/2020	18/19	62	57	91.94%
18	2018-3	06/24/2019	11/21/2019	11/24/2020	18/19	67	51	76.12%
19	2019-1	12/09/2019	04/09/2020	04/12/2021	19/20	65	50	76.92%
20	2019-2	05/26/2020	10/22/2020	10/25/2021	19/20	58	50	86.21%
21	2020-1	12/21/2020	05/20/2021	05/23/2022	20/21	35	31	88.57%
22	2021-1	07/06/2021	11/19/2021	11/21/2022	21/22	66	54	81.82%
23	2021-2	10/25/2021	02/10/2022	02/13/2023	21/22	49	36	73.47%
24	2021-3	01/18/2022	04/21/2022	04/24/2023	21/22	64	46	71.88%
25	2021-4	03/28/2022	06/30/2022	07/03/2023	21/22	51	48	94.12%
26	2022-1	07/05/2022	10/06/2022	10/08/2023	22/23	59	40	67.8%
27	2022-2	09/12/2022	12/15/2022	12/18/2023	22/23	57	48	84.2%
28	2022-3	11/21/2022	03/09/2023	03/11/2023	22/23	57	47	82.5%
29	2022-4	02/13/2023	06/15/2023	06/17/2023	22/23	57	51	89.5%
30	2022-5	04/24/2023	08/24/2023	08/27/2023	22/23	45	42	93.3%
31	2022-A*	04/25/2023	06/29/2023	N/A	22/23	8	8	100%

*Emergency Appointment Paramedic (EAP)

Summary of FY 22/23 Training Academy Classes (Pipeline Model)

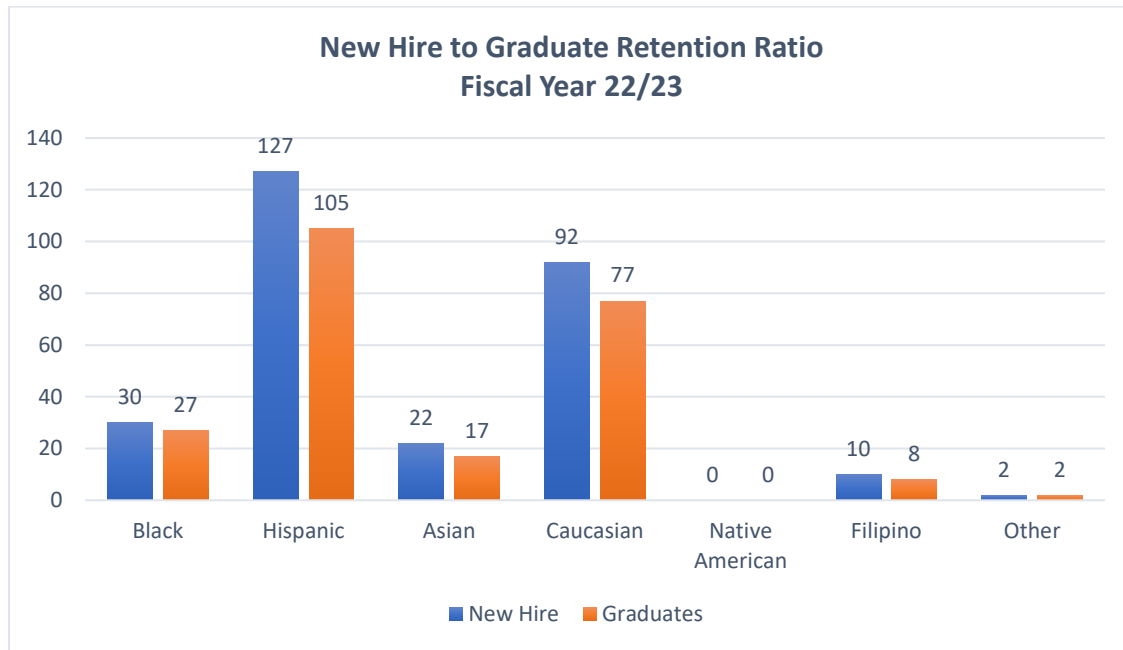
Class	Duration	Start	Graduation	Reassign In from previous DT	Reassign Out to Subsequent	New Hire	Grad	Retention
2022-1	14 Week	07/05/2022	10/06/2022	7	15	59	40	67.8%
2022-2	14 Week	09/12/2022	12/15/2022	15	17	57	48	84.2%
2022-3	16 Week	11/21/2022	03/09/2023	9	11	57	47	82.5%
2022-4	18 Week	02/13/2023	06/15/2023	12	11	57	51	89.5%
2022-5	18 Week	04/24/2023	08/24/2023	11	11	45	42	93.3%
2022-A	8 Week	04/25/2023	06/29/2023	0	0	8	8	100%
						283	236	83.4%

Overall Retention of FY 22/23 Training Academy Classes (Pipeline Model)

Ethnicity	New Hire	Graduates	Retention
Black	30	27	90%
Hispanic	127	105	83%
Asian	22	17	77%
Caucasian	92	77	84%
Native American	0	0	N/A
Filipino	10	8	80%
Other	2	2	100%
Total	283	236	83%

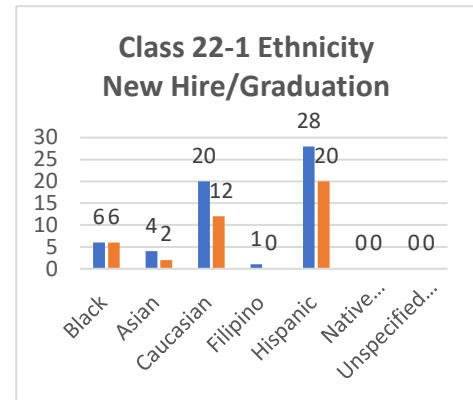
Gender	New Hire	Graduates	Retention
Male	263	229	87%
Female	20	7	35%
Total	283	236	83%

New Hire to Graduate Retention Ratio by Ethnicity FY 22/23



Recruit Class 2022-1							
New Hire	Reassign	Total	Separation Reassign	Separation Injury	Separation Resignation	Grad	Retention
59	7	66	11	4	11	40	67.8%

Ethnicity	New Hire	Graduates	Retention
Black	6	6	100%
Hispanic	28	20	71%
Asian	4	2	50%
Caucasian	20	12	60%
Native American	0	0	N/A
Filipino	1	0	0%
Other	0	0	N/A



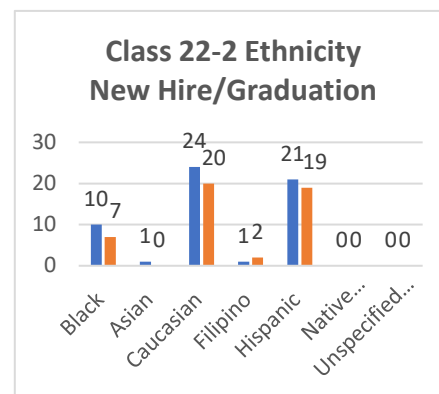
Gender	New Hire	Graduates	Retention
Male	56	39	70%
Female	3	1	33%

Reassigns (Out of Class 22-1)

Gender/Ethnicity	Reason	Status
1. Male Black	Ladders	Graduated 22-2
2. Male Black	Ladders	Graduated 22-2
3. Female Caucasian	Injured	Pending (return TBD)
4. Male Caucasian	Injured	Resigned prior to Reassignment (Returned to S&M)
5. Male Caucasian	Injured	Graduated 22-3
6. Male Caucasian	Ladders	Graduated 22-2
7. Male Caucasian	Ladders	Graduated 22-2
8. Male Caucasian	Phase 1	Graduated 22-2
9. Male Filipino	Ladders	Graduated 22-2
10. Male Hispanic	Injured	Graduated 22-3
11. Male Hispanic	Ladders	Graduated 22-2
12. Male Hispanic	Ladders	Graduated 22-2
13. Male Hispanic	Ladders	Graduated 22-2
14. Male Hispanic	Phase 1	Graduated 22-2
15. Male Hispanic	Phase 1	Graduated 22-2
15 Recruits were eligible for reassignment from Class 22-1 to a subsequent class		
13 reassigned and graduated (100%), 1 status pending, 1 resigned prior to reassignment		

Recruit Class 2022-2							
New Hire	Reassign	Total	Separation Reassign	Separation Injury	Separation Resignation	Grad	Retention
57	15	72	11	6	7	48	84.2%

Ethnicity	New Hire	Graduates	Retention
Black	10	7	70%
Hispanic	21	19	91%
Asian	1	0	0%
Caucasian	24	20	83%
Native American	0	0	N/A
Filipino	1	2	200%
Other	0	0	N/A



Gender	New Hire	Graduates	Retention
Male	51	47	92%
Female	6	1	17%

Reassigns (Out of Class 22-2)

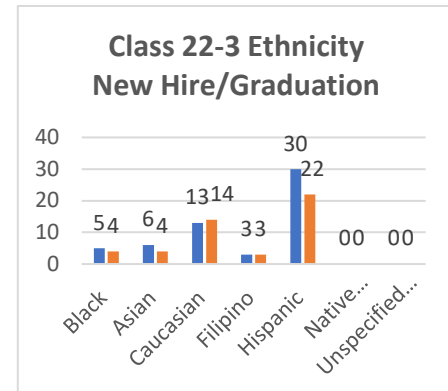
Gender/Ethnicity	Reason	Status
1. Male Asian	Injured	Graduation 11/02/2023 (Reassigned, 23-1)
2. Female Black	Ladders	Graduated 22-4
3. Male Black	Injured	Pending (Reassigned 23-2)
4. Male Black	Phase 1	Graduated 22-3
5. Male Black	Phase 2	Graduated 22-3
6. Female Caucasian	Ladders	Resigned prior to reassignment (365-rule)
7. Male Caucasian	Injured	Reassigned 22-3, Resigned (OCFA)
8. Male Caucasian	Injured	Graduated 22-5
9. Male Caucasian	Ladders	Graduated 22-4
10. Male Caucasian	Phase 1	Graduated 22-3
11. Male Caucasian	Phase 1	Graduated 22-3
12. Female Hispanic	Injured	Pending (Reassigned 23-2)
13. Female Hispanic	Ladders	Reassigned 22-4, Resigned (Personal Reasons)
14. Male Hispanic	Illness	Graduated 22-3
15. Male Hispanic	Ladders	Graduated 22-4
16. Male Hispanic	Ladders	Graduated 22-3
17. Male Hispanic	Ladders	Resigned (eligible for reassignment, declined)

17 Recruits were eligible for reassignment from Class 22-2 to a subsequent class.

15 reassigned and 11 graduated (73%), 2 resigned at second attempt, 1 resigned prior to second attempt, 1 resigned b/c they could not return to work within one year, 2 status pending

Recruit Class 2022-3							
New Hire	Reassign	Total	Separation Reassign	Separation Injury	Separation Resignation	Grad	Retention
57	9	66	9	2	8	47	82.5%

Ethnicity	New Hire	Graduates	Retention
Black	5	4	80%
Hispanic	30	22	73%
Asian	6	4	67%
Caucasian	13	14	108%
Native American	0	0	N/A
Filipino	3	3	100%
Other	0	0	N/A



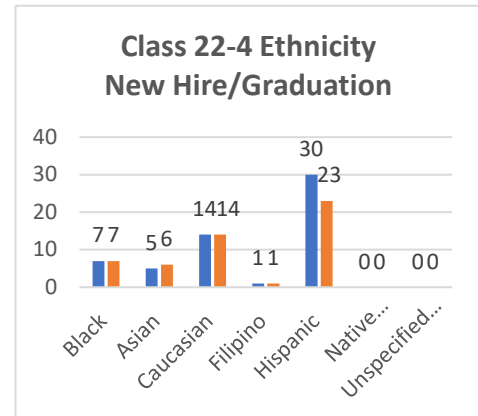
Gender	New Hire	Graduates	Retention
Male	53	47	89%
Female	4	0	0%

Reassigns (Out of Class 22-3)

Gender/Ethnicity	Reason	Status
1. Male Asian	Basic	Graduated 22-4
2. Male Asian	Basic	Graduated 22-4
3. Male Black	Phase 2	Graduated 22-4
4. Female Black	Phase 2	Graduated 22-4
5. Male Caucasian	Basic	Graduated 22-4
6. Male Caucasian	Injured	Pending (return TBD)
7. Male Hispanic	Injured	Graduated 22-5
8. Male Hispanic	Basic	Graduated 22-4
9. Male Hispanic	Phase 1	Graduated 22-4
10. Male Hispanic	Phase 1	Graduated 22-4
11. Male Hispanic	Phase 2	Graduated 22-4
11 Recruits were eligible for reassignment from Class 22-3 to a subsequent class.		
11 reassigned and 10 graduated (91%), 1 status pending		

Recruit Class 2022-4							
New Hire	Reassign	Total	Separation Reassign	Separation Injury	Separation Resignation	Grad	Retention
57	12	69	10	1	7	51	89.5%

Ethnicity	New Hire	Graduates	Retention
Black	7	7	100%
Hispanic	30	23	77%
Asian	5	6	120%
Caucasian	14	14	100%
Native American	0	0	N/A
Filipino	1	1	100%
Other	0	0	N/A



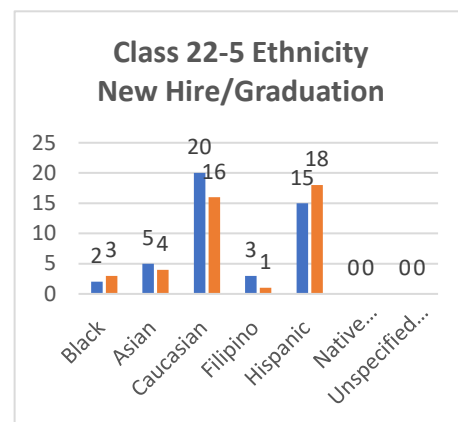
Gender	New Hire	Graduates	Retention
Male	55	48	87%
Female	2	3	150%

Reassigns (Out of Class 22-4)

Gender/Ethnicity	Reason	Status
1. Male Black	Ladders	Graduated 22-5
2. Male Caucasian	Ladders	Reassigned 22-5, Resigned (Unsuccessful Phase 2)
3. Female Hispanic	Injured	Pending (Reassigned, 23-2)
4. Male Hispanic	Injured	Pending (Reassigned, 23-2)
5. Male Hispanic	Ladders	Graduated 22-5
6. Male Hispanic	Ladders	Graduated 22-5
7. Male Hispanic	Ladders	Graduated 22-5
8. Male Hispanic	Ladders	Graduated 22-5
9. Male Hispanic	Ladders	Graduated 22-5
10. Male Hispanic	Ladders	Graduated 22-5
11. Male Hispanic	Phase 1	Graduated 22-5
11 Recruits were eligible for reassignment from Class 22-4 to a subsequent class.		
11 reassigned and 8 graduated (73%), 1 resigned at second attempt, 2 status pending		

Recruit Class 2022-5							
New Hire	Reassign	Total	Separation Reassign	Separation Injury	Separation Resignation	Grad	Retention
45	11	56	9	2	3	42	93.3%

Ethnicity	New Hire	Graduates	Retention
Black	2	3	150%
Hispanic	15	18	120%
Asian	5	4	80%
Caucasian	20	16	80%
Native American	0	0	N/A
Filipino	3	1	33%
Other	0	0	N/A



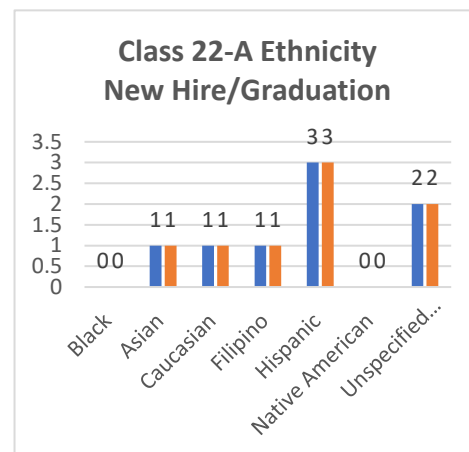
Gender	New Hire	Graduates	Retention
Male	40	40	100%
Female	5	2	40%

Reassigns (Out of Class 22-5)

Gender/Ethnicity	Reason	Status
1. Female Asian	Family Illness	Resigned prior to reassignment (Ill mother)
2. Female Caucasian	Injured	Pending (return TBD)
3. Male Caucasian	Ladders	Reassigned 23-1, Resigned (Unsuccessful Phase 1)
4. Male Caucasian	Hose Lays	Graduation 11/02/2023 (Reassigned, 23-1)
5. Male Caucasian	Phase 3	Graduation 11/02/2023 (Reassigned, 23-1)
6. Male Filipino	Phase 3	Graduation 11/02/2023 (Reassigned, 23-1)
7. Male Filipino	Phase 3	Graduation 11/02/2023 (Reassigned, 23-1)
8. Male Hispanic	Ladders	Graduation 11/02/2023 (Reassigned, 23-1)
9. Male Hispanic	Ladders	Graduation 11/02/2023 (Reassigned, 23-1)
10. Male Hispanic	Ladders	Graduation 11/02/2023 (Reassigned, 23-1)
11. Male Hispanic	Phase 3	Graduation 11/02/2023 (Reassigned, 23-1)
11 Recruits were eligible for reassignment from Class 22-5 to a subsequent class.		
11 reassigned and 8 will graduate on 11/02/2023 (73%), 1 resigned at second attempt, 1 resigned prior to second attempt, 1 status pending		

Recruit Class 2022-A *EAP Pilot Program							
New Hire	Reassign	Total	Separation Reassign	Separation Injury	Separation Resignation	Grad	Retention
8	0	8	0	0	0	8	100%

Ethnicity	New Hire	Graduates	Retention
Black	0	0	N/A
Hispanic	3	3	100%
Asian	1	1	100%
Caucasian	1	1	100%
Native American	0	0	N/A
Filipino	1	1	100%
Other	2	2	100%



Gender	New Hire	Graduates	Retention
Male	8	8	100%
Female	0	0	N/A

***Appointees are eligible for temporary emergency hiring, not to exceed 365 days.**

Reassignment Program

During this reporting period a total 65 Recruits were eligible for reassignment.

- A total of 52 have completed their second attempt at the drill tower.
 - 50 have graduated resulting in a 96% success rate.
 - Two (2) resigned (unsuccessful with 2nd attempt)
- Of the remaining 13 eligible for reassignment:
 - Four (4) are currently in class 23-2.
 - Three (3) are recovering from injury.
 - One (1) resigned because they could not return to duty in 365 days.
 - Three (3) resigned for personal reasons.
 - One (1) accepted a position with another fire department.
 - One (1) returned to Supply and Maintenance Division as a mechanic.

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 equal to or greater than 70% in one category and their overall manipulative average is between 65-69%, 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 must pass all three evaluations in order to graduate from the Academy. If the Recruit 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 Recruit reassignment. No matter how a Recruit gets reassigned, they only have 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 attempt within 365 days of beginning their first class.

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 Department's three training facilities: Frank Hotchkin Memorial Training Center (FHMTTC), Valley Recruit Training Academy and Harbor Recruit Training Academy. All five classes in FY 22/23 have been conducted using the pipeline model and have graduated an aggregate total of 236 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 first two Academy classes were reduced to a 14-week duration. However, to improve training and increase retention, the subsequent three classes were increased to 16, 18, and 18 weeks, respectively.

The 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). This achievement is in alignment with the LAFD Strategic Plan, Goal 5, "foster personal growth, professional development, and organizational succession".

The Academy is comprised of 18 weeks of academic and manipulative instruction. The program is divided in three parts which includes the "Pre-Academy", Basic Instruction, and Advanced Practical Application Training. The "Pre-Academy" (Week 1-4) focuses on enhancing physical fitness, and fundamental introduction to terminology and skills that will be taught and evaluated in the following 14 weeks of the Academy. Module Two, Basic Instruction (week 5-13), teaches the Recruits the skills of personal protective equipment, ladders, hose lays, tools and equipment, and Emergency Medical Technician (EMT) exercises.

The Practical Training / State Fire Testing (week 14-18) 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 an entry-level Firefighter 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 18-week Academy:

- Weeks 1 thru 4: "Pre-Academy" training. Includes an emphasis on strength and stamina enhancement, and identifying plans for improvement for Recruits that initially fail to meet Department standards in this category. In addition, the Recruits are introduced to their Personal Protective Equipment (PPE), Self-Contained Breathing Apparatus (SCBA), and hose and ladder evolution terminology and fundamentals.
- Weeks 5 thru 13: Basic firefighter training. Includes ladders and hose lay evolutions being taught and evaluated. Recruits are introduced to forcible entry, vertical and horizontal ventilation, automobile fires, live fire training and tools and equipment. In addition, there is an integration of their EMT skills into real world scenarios that they may face when they graduate. No changes from the 22-week syllabus.

- Weeks 14 thru 18: 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. 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. All Recruits receive a classroom EMT refresher at the end of Week 16.
- 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 18-week duration of the Academy as the staff are certified instructors on this topic.
- 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.
- Off Site Training. In the 22-week version of the Academy, Recruits have received up to four (4) off site days of training. The Recruits will still receive off site training in the 18-week syllabus, however it may be reduced. If opportunities arise the class can work remedial hours.
- Graduation Demonstration. The Graduation demonstration has been removed from the syllabus to accommodate the reduced Academy timeline.

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

Firefighter Candidate Advancement Program (FCAP)

The FCAP was specifically designed for the firefighter candidate. The mission of the program is to prepare the candidate for the rigors of the 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.

The FCAP 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 Academy and beyond. Candidates who regularly attend the FCAP sessions have been shown to have a high margin of success going through the Academy. Candidates who have been given formal job offers are invited to attend extended FCAP sessions preceding the start of their class. The FCAP is a voluntary program proven to increase a Recruit's success.

Injury Prevention Unit

In an effort to retain Recruits, RSS and the Injury Prevention Unit (IPU) continue to cooperate on injury prevention. In alignment with Goal 2, Strategy 2.3 of the LAFD's Strategic Plan, this collaboration helps to "increase recruit retention rates through candidate pre-screening, education, drill tower preparation, and injury management". The IPU is available to Recruits 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 Recruits. 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.
- Through a grant from the Los Angeles Fire Foundation, which ends this coming year, the IPU provides on-site Athletic Trainer at both Training Academy facilities (as well as FHMTTC), 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 FCAP using technology (Wodify App). The Wodify app allows the candidates to track progress as well as perform essential exercises that improve Academy success.
- The IPU has trained the FCAP staff to administer a Functional Movement Screening (FMS) test during the pre-employment baseline test. The IPU has developed a four-tier system to predict the likelihood of getting hurt in the Academy. 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 from becoming major ones.
- 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. The Department is committed to evolve in effort to achieve continuous improvement for success.

Preparation and knowledge of what it takes to be a Firefighter is key for success of all candidates. As such, the Department will continue to strive to provide adequate, accessible, and equitable teaching and educational curriculum such as the FCAP, State Firefighter I and II, and Functional Movement Screening for Firefighter candidates.

All staff of the Training and Support Bureau share a profound sense for 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
Timothy G. Lambert.