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LOS ANGELES FIRE DEPARTMENT

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Report from the

RALPH M. TERRAZAS
FIRE CHIEF

November 2, 2015

BOARD OF FIRE COMMISSIONERS
FILE NO. 15-125

*Los Angeles
Fire Dept*

TO: Board of Fire Commissioners

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

SUBJECT: LOS ANGELES FIRE DEPARTMENT RECRUITMENT PLAN FISCAL
YEAR 2015-2016

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 Withdrawn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 request from Mayor Garcetti and the Board of Fire Commissioners, the Fire Department is providing an overview of the LAFD Firefighter Recruitment Plan 2015-2016 to augment and enhance the current strategy to ensure and apply predictability, structure, and functionality to the Recruitment campaign efforts.

The detailed report is attached for the Board of Fire Commissioner's review and addresses Goal 8 (Recruit, Develop and Retain a Professional and Diverse Workforce) contained in the LAFD Strategic Plan. It is specifically designed and focused on increasing workforce diversity within the Los Angeles Fire Department.

RECOMMENDATION

That the Board:
Receive and file.

Board report prepared by Alicia Welch, Battalion Chief, Firefighter Recruitment Section.

Attachment

LOS ANGELES FIRE DEPARTMENT



RECRUITMENT PLAN 2015-2016



**FIREFIGHTER RECRUITMENT SECTION
RECRUITMENT PLAN
FISCAL YEAR 2015-2016**

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- Google Document Capturing all LAFD Applicant Contacts
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- Applicant Orientation Program Flyer

C. Targeted College and Military Recruitment

**FIREFIGHTER RECRUITMENT SECTION
RECRUITMENT PLAN
FISCAL YEAR 2015-2016**

INTRODUCTION

Firefighting is a highly desirable job that attracts many traditional applicants. The City of Los Angeles is seeking to enhance recruitment efforts so that the Los Angeles Fire Department (LAFD) reflects the workforce diversity of the City it serves. The key to Firefighter recruitment is conducting targeted outreach to attract non-traditional, diverse, qualified applicants.

According to the RAND Corporation, recruiting is a key element in fostering diversity in any organization. Proactive efforts to reach out to the community and generate interest in working for the LAFD, in addition to mentoring future candidates, are among the most effective means of improving the demographic diversity of the candidate pool entering into the selection and hiring process. Mayor Eric Garcetti has directed Fire Chief Ralph M. Terrazas to complete a new Recruitment Plan by January 2016 focused on increasing workforce diversity. Currently, the Los Angeles Fire Department workforce is composed of 3,191 employees with the following ethnic and gender backgrounds:

ETHNICITY	MALE	FEMALE	TOTAL
Black	11.09%	.25%	11.34%
Hispanic	31.28%	.31%	31.59%
Asian	5.36%	.19%	5.55%
Caucasian	47.23	2.01%	49.24%
Filipino	1.82%	.03%	1.85%
Native American	.44%	0.0%	.44%
TOTAL SWORN EMPLOYEEES	3102	89	3191

As a result of complaints of unfair hiring practices in 2014, Mayor Garcetti solicited the RAND Corporation to conduct a study of LAFD selection and hiring practices. The report was completed in 2015 and is titled *Recommendations for Improving the Recruiting and Hiring of Los Angeles Firefighters*. The report states:

“Diversity is argued to be a valuable goal because having employees with diverse perspectives and backgrounds can help broaden the perspectives of an organization. Fostering diversity is also a way to help address concerns about social justice and in many cases demonstrate that instances of discrimination are in the past. Even performance related reasons can support a desire to have a diverse workforce. For example, having a diverse workforce can help fire crews more easily communicate with non-English speakers during emergencies. Moreover, if the level of trust that the City’s residents have for the Fire Department is at all affected by perceptions of the Department’s sensitivity to diversity, then having a diverse workforce becomes a social justice goal and may also improve the Department’s ability to ensure public safety.”

The 2015 LAFD Recruitment Plan is directly aimed at improving the overall ethnic and gender makeup of the Los Angeles Fire Department so that more transparent and authentic public safety services are delivered to the residents and visitors of Los Angeles.

DEMOGRAPHICS

The Los Angeles Fire Department's Firefighter Recruitment Section (FRS) in conjunction with the City of Los Angeles Personnel Department (CPD) is responsible for the recruitment and selection of women and men for entry-level firefighter.

The LAFD and CPD Recruitment Sections work together with various stakeholder groups including the Mayor's Office, City Council, Empower LA, LAFD employee and labor organizations to develop and implement strategies to continuously attract and prepare potential quality candidates to enter the selection process. This includes marketing and advertising, development and implementation of preparatory programs, development and implementation of youth programs, and mentoring thousands of people to get to the relatively few that possess the talent, strength, versatility, and dedication necessary to become a Firefighter for the City of Los Angeles.

Los Angeles is one of the most diverse cities in the nation. The LAFD serves each and every resident, regardless of ethnicity, gender, race, background, economic status, or any other factor. As a public safety and service organization, the LAFD wants to better understand, communicate with, and enlist cooperation in our multi-cultural communities. According to the U.S. Census Bureau the Los Angeles County Population was made up of the following ethnicities in 2010:

- 9% Black
- 49% Hispanic
- 14% Asian
- 28% Caucasian
- 0% Native American

As a comparison, in July 2015 the LAFD workforce was made up of:

- 11.34% Black
- 31.39% Hispanic
- 7.40% Asian
- 49.24% Caucasian
- .44% Native American

RECRUITMENT STRATEGIC PLAN FOR LAFD

Guiding Principles

The mission of the FRS is to inform and educate potential firefighter applicants of the skills, knowledge, abilities and traits necessary to become a Firefighter for the City of Los Angeles. We will also ensure the LAFD applicant pool is a reflection of the communities we serve. In doing so, political, economic, and social influences are considered in our recruitment activities. Our efforts will target various community groups, faith based organizations, sports and athletic programs, schools/colleges, and

military services to help us identify qualified applicants. The FRS is guided by the LAFD Vision by being metric driven, technologically sophisticated and community focused while reflecting the people we serve.

In all interactions we have with potential applicants, stakeholders, and the public, members from the FRS will be guided by the LAFD Core Values:

Service - Dedication to our community

Professionalism - Honoring the Firefighter Oath

Integrity - Upholding moral and ethical conduct at all times

Respect - Embracing diversity and recognizing individual worth

Innovation - Taking creative risks to adapt and improve

Trust - Reliance on the integrity, strength and ability of our members

Our service commitment is to promote transparency, manage applicants' expectations, and help to identify and prepare viable and competitive applicants early on in the process so as to improve efficiency and save resources for the city as well as its applicants.

A SAFER CITY: LAFD STRATEGIC PLAN GOALS

In April 2015, Chief Terrazas presented the LAFD Strategic Plan: A Safer City. In it, Goal 8 states we will "Recruit, Develop and Retain a Professional and Diverse Workforce." This plan is the foundation of the LAFD Recruitment Plan. We view Goal 8 as our primary goal; while the specific strategies, tactics and benchmarks guide us to develop and implement a recruitment plan that promotes fairness in attracting and hiring well-qualified and diverse candidates. The seven specific strategies and benchmarks are:

- 1. Budget and staff the Recruitment Unit to meet the needs and requirements of the Recruitment Plan.**
 - Update Recruitment Plan in conjunction with City Personnel
 - Full implementation of the Recruitment Plan
- 2. Design preparatory programs to assist recruit candidates throughout the hiring process.**
 - Broaden scope by looking at candidate trends, emerging technologies and identify funding
 - Partner with stakeholders based on a needs assessment relative to staffing and timelines
 - Evaluate programs and improve as necessary (by 2017)
- 3. Establish a formal mentorship program with educational institutions.**
 - Develop study scope, identify funding and initiate study
 - Work with selected schools to scope and identify funding for a work plan addressing priorities
 - Secure funding and begin implementation (by 2017)

4. Modify, standardize and expand current Cadet Program, Crew 3 and other volunteer opportunities.

- Develop scope and detailed plan with guidelines
- Continue implementation along with program assessment and continuous improvement (by 2017)

5. Improve efforts to recruit a workforce reflective of the City's population.

- Update Recruitment Plan in conjunction with City Personnel
- Continue to recruit underrepresented groups of the available labor pool

6. Partner with LAUSD to develop a Firefighter high school magnet program.

- Create pilot partnership program with the Los Angeles Police Department (LAPD) and develop implementation strategy
- Broaden scope by looking at school trends and identify funding
- Secure funding and begin implementation (by 2017)

7. Ensure effectiveness of our recruitment efforts

- Develop metrics, collect data and analyze effectiveness of our recruitment efforts
- Implement automated system to initiate and track recruitment efforts

CPD and the LAFD will stay on track with the Recruitment Plan by following the Firefighting Hiring Timeline as follows:

Month	Operational Milestones
December 2015	Target to Open Firefighter Bulletin
January 2016	LAFD conducts written prep seminars until July and will advertise on joinlafd.org Recruitment Campaign begins Women Focused Fire Department Expo – Operations Valley Bureau at Fire Station 88 tentative
February 2016	TARGET WRITTEN TESTING BEGINS - including Saturday tests (written testing will be continuous until close of filing) African American Fire Department Expo – Operations South Bureau at Crenshaw Christian Center
March 2016	Fire Department Expo – Operations West Bureau, Fire Station 59 tentative Written Preparatory Seminars Continue
April 2016	Fire Department Expo – Operations Central Bureau tentative at Frank Hotchkin Memorial Training Center
May 2016	TARGET TO BEGIN ACCEPTING APPLICATIONS Fire Service Day – Recruitment at targeted community fire stations
June 2016	CONTINUE ACCEPTING APPLICATIONS Tentative Fire Department Expo – ongoing military and college athlete recruitment
July 2016	Oral Preparatory Seminars Begin – Candidate Physical Ability Test due by the end of Background Process – ongoing practice sessions TENTATIVE CLOSE OF APPLICATION FILING PERIOD TARGET FOR WRITTEN TESTING CLOSE
August 2016	TARGET Stratified Random Sample (SRS) 1 st Group-Civil Service TARGET Send interview notices via e-mail to SRS Group in the first week of August TARGET Oral Interviews/Pre-Investigative Questionnaire (PIQ) TARGET Field Investigation Begins
October 2016	TARGET LAFD Review Begins and Conditional Job Offers (CJO) Issued
November 2016	TARGET Medical and Psych Continue
December 2016	TARGET Certify List and Appoint TARGET ESTABLISH ELIGIBLE LIST

In order to accomplish the goals within the time schedule listed above, the workload of Firefighter Recruitment Section has been divided up and categorized into five main functions; are they are tied to the listed goal/s:

- Women's Recruitment and Mentoring (Goals 1, and 5)
- Social Media and Data Management (Goal 7)
- Preparatory Program Development and Implementation (Goal 2)
- Targeted Recruitment and Outreach (Goal 1, 3, and 4)
- Youth Development Programs (Goals 3, 4, and 6)

WOMEN'S RECRUITMENT AND MENTORING

As of this writing, women make up only 2.7 percent of the LAFD workforce (89 female firefighters). This number is nowhere near the city's population of women residents which is 50.7 percent. The Fire Chief has set a specific goal to increase the current number of female firefighters by 50 percent (or 178) by the year 2020. In order to accomplish this goal recruiting efforts must be centered on attracting and mentoring qualified female applicants. It is for this reason that a Captain II position has been requested in the 2016/2017 budget process. In the short term, each Captain, Firefighter, and Battalion Chief assigned to FRS will be focused on developing programs, scheduling events, and hosting orientation sessions that welcome and encourage, in every way, female applicants. Some areas the Women's Recruitment Officer will be responsible for are:

- Recruitment and marketing campaign development (see Appendix A)
- Analyzing, tracking, and assessing female applicant progress (see Appendix B)
- Developing a Girls Camp for the summer of 2016
- Liaison with stakeholder groups (Mayor, Council, Board of Fire Commissioners, Empower LA, Los Angeles Women in the Fire Service, etc.)
- Oversee the Applicant Orientation Program at Drill Tower 21

The Applicant Orientation Program (AOP) is designed as an introductory program to take individuals that are identified in the recruitment process as non-traditional candidates and introduce them to the tasks and skills taught in the fire academy. The participants will be given a thorough orientation to firefighter's duties and responsibilities, the 24-hour schedule, emergency activities and physical fitness requirements.

The program is designed to give potential candidates a look into the LAFD culture and provide them a true measure of the commitment, qualifications, skills, abilities and determination required to become a Los Angeles Firefighter. It is an excellent introductory program for those individuals who have never been exposed to a career in the fire service, or it can expand on the level of training for those who have participated in LAFD Youth Development Programs.

The LAFD AOP is proposed as an 8-week trial program (during the months of November and December). Should it prove successful in assisting non-traditional applicants, it will be recommended to continue as an ongoing preparatory program. This program will meet once a week on Wednesday nights from 1800 hours to 2100 hours. The program will be administered at Drill Tower 21. Class size will be limited to

50 students per session. Participants must be at least 18 years of age and sign a liability release. In the program, participants will learn about ladders, hose, personal protective equipment, EMS operations, firefighting tools, and Candidate Physical Ability Test and fitness requirements.

Additionally, candidates will be encouraged to participate in a voluntary physical fitness program. This fitness program is based on the duties, physical demands, and movements of a Firefighter-as well as exertion levels required when firefighting. The overall objective is for the candidates to receive hands-on training that will assist them with successful completion of the testing process with eventual selection into LAFD Training Academy.

At the conclusion of the program, participants will have a better grasp on what is expected of a Recruit Firefighter and will be better prepared which will increase retention rates among the diverse group of candidates the LAFD has recruited and mentored. Our goal is for these individuals to receive an invitation to this program well in advance of beginning the testing process and/or the training academy.

Additional funding and staffing in Fiscal Year 2016/2017 for the FRS will allow for complete implementation, development, and oversight of this program.

SOCIAL MEDIA / MARKETING / DATA MANAGEMENT

The LAFD and CPD understand the importance of appropriately advertising and promoting the LAFD in order to attract a diverse applicant pool. Through social media (Twitter, Facebook, Instagram, and others), a recruiter can reach every ethnic grouping, fitness and athletic aficionado, faith based group, and armed forces service member to promote the LAFD. Social media allows the recruiters to have a presence at multiple events, share news and information, and place a face and a reflection of the community in all we do. A Captain I position has been added to the section to handle all social media interactions; he/she works closely with the social media specialists from the Fire Chief's Office, CPD, and the Public Service Officer to ensure consistency of messaging.

The LAFD and Personnel Departments have solicited the help of the professional marketing firm Quigley Simpson to assist us with the development of a modern marketing campaign (see Appendix A). We are striving to develop the most effective messaging avenues to use. Print publications, television, radio, literature, and other social media outlets will be studied and analyzed for effectiveness. In order to get the most exposure for the money spent, our electronic media is targeted toward those groups that are under represented in the process. We will use the following to increase awareness:

- News feed static image link ads and carousel ads to drive clicks to a LAFD website for recruitment
- A tool to provide follow-up communications after events and during the recruitment cycle (Appendix C)
- Boosted video and photo post themes targeted to people who "like" and custom audiences of likely female prospects. <https://www.facebook.com/LosAngelesFireDepartment>
- Geographically and demographically target the audience's social likes

- Twitter retargeting via promoted content and social influencer tweets

CPD presently provides the FRS with a variety of literature and promotional items for distribution for recruitment events. CPD also owns the www.JoinLAFD.org website, but FRS staff provides social media content. CPD is currently revising the website to improve workflows and to provide easier maneuverability.

Measurements: Each month we will track social media activity and report the findings to the Board of Fire Commissioners, Fire Chief, Mayor's Office, and CPD.

DATA COLLECTION AND EVENT ANALYSIS

CPD and LAFD recruiters are a good source for determining if an event is meeting the recruitment goals of LAFD. Accordingly fire department members provide an After Action Report following every event or presentation to determine if resources should be allocated to future events. Analysis is then done to measure our effectiveness.

Effective recruiting is accomplished when FRS captures applicant information at each event, follow up contact is made the next day with each applicant, and an invitation is emailed to them for the Applicant Orientation Program at Drill Tower 21. These actions will help us to track and measure the effectiveness of our efforts (see Appendix C Applicant Form, Google Doc and FRS follow-up email, and AOP invitation).

Several data management tools and systems are currently being reviewed for use at FRS. The Personnel Department has developed a computer program that captures all firefighter interest cards and applications. They have developed an LAFD Mentor Report that allows FRS to analyze the candidate pool and status of each file. Due to staffing cuts at CPD, the dedicated Personnel Analyst position was eliminated. Event After Action Reports, contacts, and any supplemental information needed to assist in establishing the most effective recruitment plan is currently being done by a temporary staff member with data analysis and technology background. This function will require a Captain II position be allocated as the Women's Recruitment Officer. We currently have a Female Candidate Summary Report (Appendix B) that identifies the status of each female in the hiring process. In the future we will strive to create a candidate summary report for all underrepresented groups in the hiring process.

The following are data collection and analysis functions we will oversee in FRS:

- Monitoring of a database/s of recruitment contacts
- Monitors and maintains database/s of recruitment outreach events attended and after-action evaluation to determine viability of future attendance
- Provides reports to monitor new testers (women and minorities then prioritizes mentorship needs)
- Provides reports on the status of women and minorities in the selection process via Candidate Summary Reports (status provided to recruitment staff for mentoring purposes)
- The FRS has developed a Recruiter Tracking system to monitor the progress and productivity of each of its recruiters (see Appendix C for Google doc)

- CPD and FRS will work with MIS, RSS, ISTS, and academia to develop one tracking and monitoring system that is compatible with other recruit training programs

Measurements: Each week, month and quarter recruiting events, preparatory programs, and mentoring relationships will be analyzed and measured for their effectiveness. Targets and yields will be set for each recruiter to achieve (see Appendix D Military and College Targets).

PREPARATORY PROGRAM DEVELOPMENT AND IMPLEMENTATION

Before an applicant starts the testing process they may need support and familiarization into the profession. The CPD and FRS goal is to prepare them to be successful every step of the way. This is accomplished by providing information, education and training about the functions of a firefighter's job and exposing applicants to the requirements of the examination process, including minimum requirements, EMT certification, Candidate Physical Ability Test, written test, oral interview, and the background investigation process.

Preparation programs are provided to perspective candidates as informational opportunities. These preparation programs are offered to all interested candidates, but the FRS staff continuously mentors the underrepresented groups and encourages them to attend every program to increase their success rate. Seminars are provided to inform all perspective candidates of the 10 steps of the selection process.

Candidate Physical Ability Test (CPAT) Orientation and Practice Program

- The CPAT is a National standardized test that is not administered by the City of Los Angeles. Currently there are two locations in the Southern California area that administers the CPAT: CPAT Center at Oxnard College Regional Fire Academy and California Fire Fighter Joint Apprenticeship Committee CPAT Testing Center in Orange County, California. Each of these testing facilities charges a \$150.00 registration fee.
- LAFD has acquired the CPAT equipment (located at Frank Hotchkin Memorial Training Center) to provide candidates continuous practice opportunities to be successful on their CPAT.
- The CPAT is a pass/fail test that consists of eight separate events:
 1. Stair Climb
 2. Hose Drag
 3. Equipment Carry
 4. Ladder Raise and Extension
 5. Forcible Entry
 6. Search
 7. Rescue
 8. Ceiling Breach and Pull
- Candidates can also view the CPAT DVD at Drill Tower 21

- This has become a significant development tool allowing candidates to work with LAFD recruiters at no cost. Practice sessions are held the first and third Saturday of each month and are staffed by FRS staff members, including certified CPAT proctors utilizing variable staffing hours (V-Hours).

WRITTEN EXAM PREPARATION

- The written examination practice sessions are designed to provide candidates with an overview of the written test process and focus on reading comprehension, math, and mechanical aptitude.

ORAL INTERVIEW PREPARATION PROGRAM

- The interview preparation program provides an overview of the behavioral based interview culminating in practice interview sessions.
- Mock oral interview boards are comprised of two LAFD members. These members are trained by an Interview Cadre.

Measurements: Each participant is asked to complete an electronic survey on Survey Monkey so program content and delivery can be evaluated. Feedback is analyzed on a monthly basis and adjustments to programs are made as needed.

TARGETED RECRUITMENT AND OUTREACH

CPD and the FRS objective are to provide a sufficient applicant pool of well qualified individuals who represent the ethnic makeup of the City of Los Angeles. A technique that has been utilized to ensure this goal is achieved is "Targeted Recruitment" of underrepresented groups. Targeted recruitment is accomplished through event participation, outreach and mentoring programs, and media exposure toward groups least represented in the LAFD (women, Asians, African Americans, and Native Americans).

The FRS continues to participate in a variety of recruitment opportunities throughout the greater Los Angeles area. Section members are provided specific recruitment responsibilities and are responsible for scheduling events that will achieve city diversity goals. The following are examples of the types of events that the section and Recruitment Cadre members attend:

- Career Fairs
- Community Career Expos
- High Schools
- Junior Colleges and Universities including sporting events
- Trade Schools
- Women's Professional Sporting Events (LA Sparks)
- Military Bases
- Community/Neighborhood events as recommended by City elected officials and appointed leaders as appropriate

Community Recruiter Program

The development of a Community Recruiter Program using citizens within the targeted communities will greatly assist in locating potential candidates. Hundreds of community recruiters will routinely contact potential candidates during the course of their day. This will significantly increase our reach into targeted communities over the current stationary location recruiting event approach.

The FRS has developed a relationship with Empower LA who will connect us to community members, organizations, and local leaders from the 96 Neighborhood Councils and 14 Council Alliances. We will work with them to get the word out that LAFD is hiring, then let them reach into their constituencies to drive our message. They will post our programs and opportunities on their website. Interested groups can then contact FRS to meet with us on an individual basis for recruitment presentations to targeted community groups.

The primary tools of the Community Recruiter will be their passion and an easy to carry and hand out postcard. The recruiters will be trained to drive people to our www.JoinLAFD.org website and Facebook page.

Volunteers will initially be given a 2-hour training session that will include a PowerPoint presentation that will provide them with the basic information they will need to interact with candidates. The presentation will cover: objectives, hiring needs, strategies, requirements, the hiring process, background checks, medical and psychological evaluations, starting salary, benefits, probationary period, what firefighter's do, how they do it, physical training, academy training, and phone numbers for candidates to get additional information.

The FRS will establish a contact and tracking system to assist the Community Recruiters and track the program's effectiveness, so that adjustments and improvements can be made to assist us in achieving our goal of getting more women and underrepresented groups of people on the Department.

Roving Recruitment Contact Team Program

Another program that is different from our stationary recruiting location method is Roving Recruitment Contact Team Program. Teams of recruiters will move about the region, visiting key community or sporting events. The recruiters will be mobile and may have a fixed booth with a staff member available to answer questions. The Roving Recruiter will expand our opportunity to seek out and make more candidate contacts with people we who may not visit the booth. These teams will deploy at community events, like college sporting events, the LA Marathon, Taste of Soul, and any locations that draw a large gathering of active people who may be interested in the fire service as a career option.

FIREFIGHTER CANDIDATE MENTORING

As candidates express interest the process, FRS goals are to establish a one-on-one mentoring relationship with them in which a staff member must make regular follow-up contacts. FRS staff, employee organizations, and cadre members provide positive

reinforcement and direction to candidates that are interested in preparing for a career in the fire service. These contacts serve to update the candidates on the process and how they can improve their chances for success. In addition, they are directed to the various preparation programs that are provided. The tracking system and database allows LAFD to keep in touch with the many candidates, and prospective candidates throughout the process to provide important information, encouragement and direction. These contacts are made through various communications such as, email, recorded voice messages and personal phone calls.

The selection process incorporates 10 steps. It is the Recruitment's goal to contact each candidate in the database at least 1 time for each step of the process. By following-up with these candidates, LAFD will increase the quality of the candidate pool of underrepresented groups through the process and increase the success rate and candidates' level of preparedness for the Recruit Training Academy. The success of the mentoring program can be measured by the monitoring trend analysis and the number of non-traditional that attend preparatory programs, enter the selection process, and that are ultimately successful in entering and graduating from the fire academy.

Measurements: Monitor the trends in the number of candidates from "targeted groups" who attend preparatory programs, enter the selection process, and are ultimately successful in entering the fire academy.

YOUTH DEVELOPMENT PROGRAMS

The Youth Development Programs provide early education and orientation into a career within the LAFD. The programs are designed to enlighten junior high, high school, and college students about opportunities offered in the fire service. This early introduction exposes students to possibilities within the Department and initiates a relationship with the future candidate. An FRS Captain I and FF III support the programs where possible. The three programs are:

High School Magnet Program:

The goal of this program is to partner with high schools within the greater Los Angeles area to provide students with information about a career as a Los Angeles Firefighter. Through early contact the Department can direct them down a path that gives them a greater chance of success. This program acts as a feeder into Fire Preparation Programs. There are currently 3 participating magnet high schools including Banning, Wilson and Dorsey. The programs are 8 weeks in length, currently supported by program coordinators who are retirees or field officers with other duties and responsibilities.

F.I.R.E. Academy Program:

The Fire Instruction Recruitment and Education Program (F.I.R.E.) were initially developed at Roosevelt High School by members of the Department who recognized the need to expose high school students to the field of firefighting. Valley College also recognized the need and was the first college to offer this opportunity to high school students. The F.I.R.E. program has

grown to include four High School Fire Academies, including areas in East Los Angeles, West Los Angeles, San Pedro and the Valley. Each Academy meets on 7 to 8 consecutive Saturdays for six hours. Each session will culminate with an examination on material covered during that session's lecture, practical hands on and discipline. Students entering the program for the first time will be assigned to the beginning class which covers basic engine company operation and equipment. Returning students will be assigned to the advanced class and instructed on basic truck company operations, as well as familiarization with truck tools and equipment. The F.I.R.E. program provides a catalyst in the introduction to firefighting as a career option. The next step in the learning process is the Fire Cadet Program.

Cadet Program:

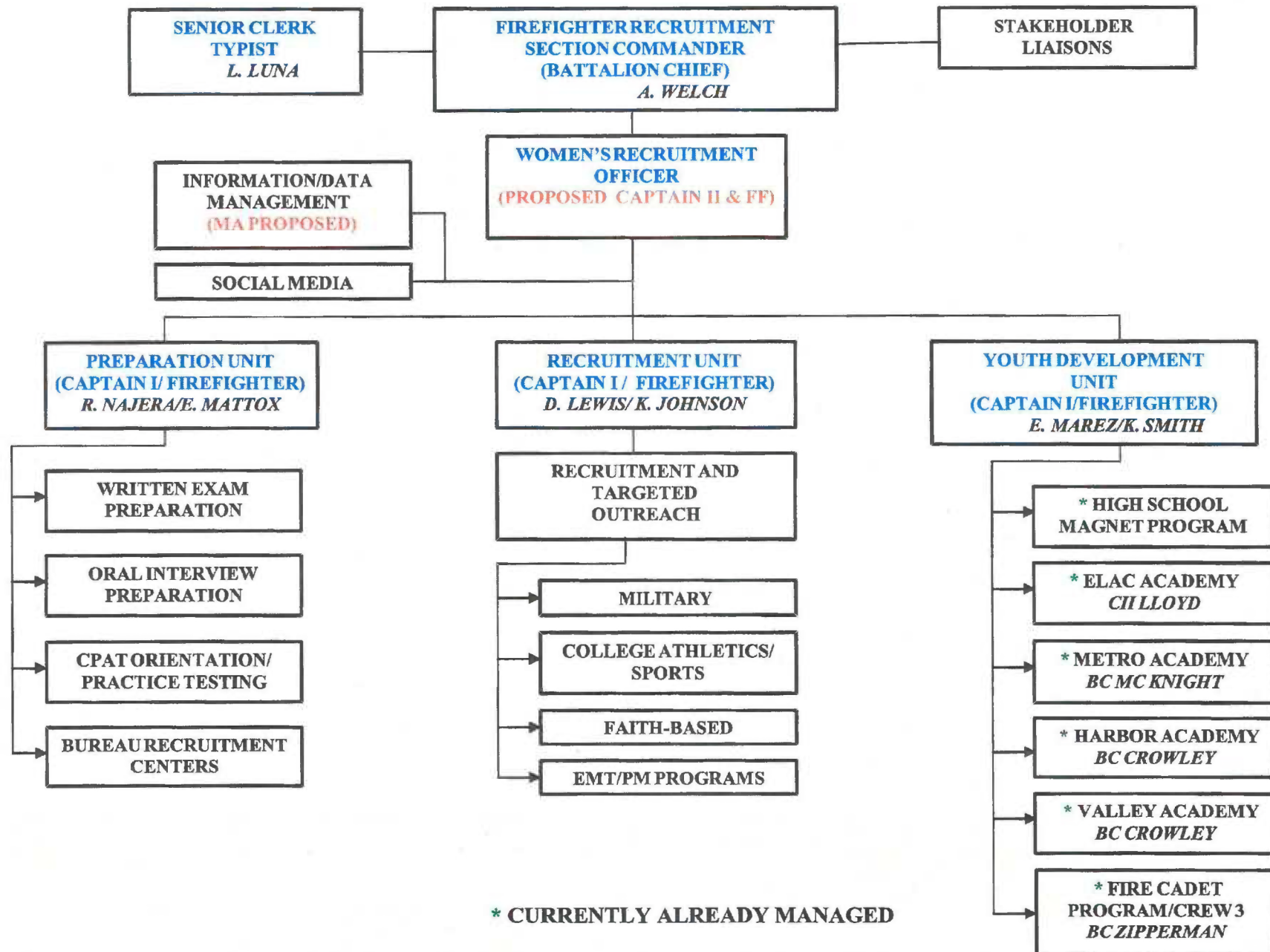
The Fire Cadet Program is designed for young men and women between 14 and 20 years old. In this program they learn first-hand how exciting the job of Firefighter is by working side-by-side with actual Los Angeles Firefighters. Following an introductory training program, Fire Cadets respond to real emergencies with firefighters and paramedics, and assist them by performing routine, supervised tasks. Fire Cadets assist with virtually all routine tasks around the fire station, including community relations, fire prevention, equipment and station maintenance, and training. Becoming a Fire Cadet is an excellent way to develop the needed skills and gain experience that will be helpful in nearly every field or endeavor. The Los Angeles Fire Department has 15 Cadet Posts currently in operation. Each post has an assigned post advisor. The present program coordinator is Battalion Chief Dean Zipperman who performs this function in addition to his normal duties and responsibilities.

All Youth Development Programs are a joint effort with neighboring City Council Districts to provide summertime and/or after school development training as well as recruitment opportunities for underrepresented high school and college age students within local communities.

The V-hours requested would be devoted directly towards our Youth Development Programs and would allow for instructors and the logistical support for three magnet high school programs, four community Fire Academies, and support fifteen Cadet Posts. For example, each F.I.R.E. Academy is eight weeks in duration and requires five (5) instructors for the span of control and hands-on instruction.

Measurements: Monitor the trends in the number of children from the magnet schools, F.I.R.E. Academies, and Cadet Posts who enter the selection process and are ultimately successful in entering the fire academy.

FIREFIGHTER RECRUITMENT SECTION



STRATEGIC PLAN BENCHMARKS

FIRE RECRUITMENT STAFF DEVELOPMENT

- CPD to provide at least 2 in-service training sessions to LAFD FRS and field cadre members this fiscal year.
- CPD and FRS to provide at least 1 in-service training session to LAFD field members this fiscal year.

RECRUITMENT OUTREACH (YOUTH, COMMUNITY, COLLEGE, AND MILITARY)

Community Participation:

- LAFD FRS to conduct 4 major Recruitment expos this fiscal year (1/Bureau and events on FSRD).
- LAFD Youth Development Unit to conduct 3 high school magnet presentations this fiscal year (total of 9).
- LAFD Recruitment Unit to attend 8 college career fairs this fiscal year.

Focused College and Military Outreach:

- LAFD Recruitment Unit to attend 1 college student athlete career fair and/or recruitment presentation this fiscal year (15 local colleges) at targeted universities and junior colleges.
- LAFD Recruitment Unit to attend 2 military career fairs or transition center job fairs this fiscal year per 5 military bases.
- LAFD Recruitment Unit to conduct 1 recruitment presentations for 3 trade schools this fiscal year.
- LAFD Recruitment Unit to conduct 1 recruitment presentations for each college fire academy this fiscal year.

Outreach and Mentoring Programs:

- Each LAFD Recruiter to collect at least 12 new candidate contacts per month.
- LAFD Recruitment Unit to develop relationships with 2 houses of worship this fiscal year through the regional faith-based coalitions.
- LAFD Recruitment Unit to develop relationships with 2 new community-based organizations and recruit 2 candidates from these organizations this fiscal year (i.e., Empower LA, Veterans Affairs, Friday Night Lights).
- LAFD Preparatory Unit to train and mentors at least 250 new candidates this fiscal year.
- Each LAFD Mentor to contact each candidate in the database at least 3 times during the process.

Media Exposure/Advertising:

- CPD Recruitment to review/implement 2 new media outlets and promotional opportunities per month.

APPENDIX A



LAFD | Schedule City of Los Angeles LAFD Print Campaign

Created:
09/25/15
Revised:
09/26/15

Creative Development Print			
Q-S	Brief creative teams	10/05	Mon
Q-S	Internal creative review	10/15	Thu
Q-S	Internal account creative review	10/19	Mon
Q-S	1st round creative to LAFD	10/20	Tue
LAFD	1st round creative comments due	10/22	Thu
Q-S	Revise per client comments	10/27	Tue
Q-S	2nd round creative to LAFD	10/28	Wed
LAFD	2nd round creative comments due	10/30	Fri
Q-S	Revise per client comments	11/03	Tue
Q-S	3rd round creative to LAFD/Legal	11/04	Wed
LAFD	3rd round creative comments due	11/11	Wed
Q-S	Revise per client comments	11/12	Thu
Q-S	Release art assets to client	11/13	Fri
Q-S	Final round creative to LAFD	11/16	Mon
LAFD	Client FINAL approval	11/18	Wed
Q-S	Begin Mechanicals	11/19	Thu
Vendor	Release files to vendor	11/23	Mon
Q-S	Proofs to route internally	11/25	Wed
Q-S	Final approval due	11/26	Thu
Q-S	Release Print files	11/30	Mon
Launch - Event Launch		01/05	Mon



**LAFD Recruiting Campaign
CREATIVE BRIEF
9/24/15**

Background/Situation

The Los Angeles Fire Department (LAFD) is preparing for a new season of recruitment efforts that begin in early January 2016. While there are far more applicants (10K) than available spots (250) in the Department, the challenge is in reaching diverse (ethnicity/gender) applicants to a department that is overrepresented by white males. This year the Department is instituting a new system that allows all prospects the chance to take the written test, and through "stratified" random sampling, provides an unbiased approach to choosing candidates that move into the training/testing cycle. In order to ensure a more diverse universe at the later stages of testing/training, it is critical to attract candidates in a proportion that is more reflective of the gender and ethnicity of the communities served (especially women). By bringing in more of these underrepresented individuals at the beginning of the process, we can help ensure that the graduating class at the end of the process has more diversity and specifically, more women in its ranks.

Assignment

Quigley-Simpson will work with the LA City Personnel office to provide creative services, media recommendations, and ultimately help produce a campaign to raise awareness of firefighter recruitment among all audiences, but particularly women.

Timing

- Recruitment events start in January 2016
- Campaign in-market early January 2016
- All material should be ready by December 2015 (earlier for longer lead time items)

Target Audience

Athletic individuals motivated by (and capable of) meeting the mental and physical challenges of the job of firefighting, and in serving and protecting the public of the City of Los Angeles.

- An appreciation and experience in working in a structured, military-style team environment
- Physically capable individuals, involved in organized athletic activities (e.g. school athletics)
- Participants in fitness communities (crossfit, triathletes, etc.)
- Recently or soon-to-be discharged veterans
- All ethnicities
- 18-35 (with a level of maturity and understanding of teamwork and dedication)
- Active or recently active firefighters from neighboring departments
- Women who may not have considered a career in firefighting

Marketing Objective

Attract qualified prospects with a higher than usual (2-3% currently serving in LAFD) proportion of women to consider firefighting as a career, attend an event, and take the written exam.

Target Audience Insights

- Within the regional firefighter community, LAFD is considered to be a more "macho" department, comparatively
- For women, the LAPD is considered more often than the LAFD for a public service career
- Most people are unaware of the various growth opportunities within the LAFD (promotion levels, different work areas within the department)
- There is low awareness among women of the different assistance/support programs available to help them succeed in the LAFD
- Due to the long waiting period in the hiring process, many applicants drop out or lose interest

- Not everyone is aware of the new testing process and the resulting expansion of dates/locations, or that you can schedule your test online

Deliverables

- Concept presentation (usually 3 distinct approaches within the context of a print ad or outdoor board)
- Three revision rounds (to refine the copy/imagery chosen after the concept presentation)
- Final asset development and delivery to personnel team (could include finished ads/scripts) or media vendors
- Media Recommendation

Execution Considerations/Mandatories

- While this campaign should emphasize women, the message should also resonate to all audiences
- Show ethnic diversity, feature women
- The call to action for the general awareness tactics should be "visit JoinLAFD.org", unless the objective of the communication is to drive to a specific event (e.g. job fair)

Key Message

(Note: not public-facing, but a summation of the basic platform for creative development)

A career in the LAFD will be the most challenging and fulfilling job you'll ever have. We're looking for men and women with a passion to serve, and the physical and mental toughness to persevere, we'll bring the training, experience and support to help you succeed, so take the first step today and visit JoinLAFD.org.

Current Perception

"I'm interested in a job that allows me to serve the public, and that challenges me physically and mentally, and functions in a team environment. I haven't seriously considered the LAFD, because I don't see or hear about women firefighters, and that tells me that there are barriers that would make it harder for women to succeed."

Desired Perception

"The LAFD seems like a great career opportunity for me. My background as a female athlete has prepared me for the mental and physical challenges. With the new testing process and all of the support the LAFD offers to women, I feel confident that I can make it through to a successful, fulfilling career doing what I love – serving the public."

APPENDIX B

LAFD Firefighter Applicant Contact Information

- Required

First Name *

Last Name *

Age *

Gender *

Ethnicity *

Email Address *

Phone Number *

City and State of residence *

Have you previously applied for the job of Firefighter with the LAFD? *

- ☐ No.
- ☐ I applied previously, but I am not currently in the hiring process.
- ☐ I am currently in the hiring process with the LAFD. (I have taken the written exam.)

Event or personal contact that generated the completion of this form *

Who was the Recruiter you spoke with? *

Name of Recruiter you spoke with if not specifically listed in question above.

APPENDIX B

Hello Future Firefighter,

On behalf of the Los Angeles Fire Department (LAFD) Firefighter Recruitment Section, we would like to thank you for your interest in becoming a Firefighter for the City of Los Angeles.

The LAFD Firefighter Recruitment Section would like to assist you with this journey.

To better serve you, please fill out the survey below. This information will help us develop a program to assist you through the "LAFD Selection Process."

- The LAFD Firefighter Recruitment Section offers a FREE Applicant Orientation Program every Wednesday night from 6 p.m. to 9 p.m. at Drill Tower 21 located at 1187 E. 52nd Los Angeles, CA 90011 (see attached flyer).
- The LAFD Firefighter Recruitment Section provides free Candidate Physical Ability Test (CPAT) Practice Sessions on the 1st and 3rd Saturday of each month. Please visit our website www.joinlafd.org/cpat.html and follow the RSVP Instructions.
- To become a member of the LAFD you will need to complete your EMT certifications please visit our website www.joinlafd.org for additional information, EMT schools and training facilities.
- To be notified of the next LAFD Written Exam and receive updates please fill out the LAFD notification www.joinlafd.org.
- To research the many opportunities with the LAFD, facts about the LAFD and the City of Los Angeles please visit our website www.joinlafd.org.
- Follow us on Facebook www.joinlafd.org.

If you have any questions or concerns please contact recruiters:
Firefighter/ PM Kevin Johnson Kevin.johnson@lacity.org, Firefighter
Elena Mattox Elena.mattox@lacity.org, or Firefighter Kevin Smith
Kevin.smith@lacity.org.

We are located at:

Los Angeles Fire
Department Firefighter
Recruitment Section 1700
Stadium Way, Suite 105
Los Angeles, CA 90012
FF/PM Johnson Direct (213) 893-9540
FF Mattox Direct (213) 893-9539
General Office (213) 893-9899

COME JOIN US!

LOS ANGELES FIRE DEPARTMENT FIREFIGHTER RECRUITMENT SECTION

APPLICANT ORIENTATION PROGRAM

EVERY WEDNESDAY DURING THE MONTH OF NOVEMBER

6:00pm – 9:00pm

COME LEARN ABOUT THE DUTIES AND RESPONSIBILITIES OF A FIREFIGHTER, TRY ON PERSONAL PROTECTIVE EQUIPMENT, MANIPULATE EMS AND FIREFIGHTING TOOLS AND EQUIPMENT, LEARN ABOUT THE TESTING AND HIRING PROCESS, JOB REQUIREMENTS, AND MUCH MORE!

LOCATION:

**FS 21 RECRUITMENT CENTER
1187 E. 52ND STREET
LOS ANGELES 90011**

For more information, contact:
LAFD Firefighter Recruitment Section at:
(213) 893-9899



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APPENDIX C

TARGETED COLLEGE RECRUITMENT

	AA FRAT	ATHLETE	EMT	FS/ FT	TEAMS
UCLA	X	X	X		15 (8)
Cal State LA	X	X		X	9 (5)
Cal State Dominguez	X	X			8 (5)
Cal State Long Beach	X	X			14 (8)
Cal State Northridge	X	X			14 (8)
Cal State Fullerton	X	X			12 (9)
University of Irvine		X			15 (8)
Santa Ana		X	X		16 (8)
Mount SAC		X	X	X	20 (9)
Cerritos		X	X	X	19 (9)
Oxnard		X	X	X	8 (3)
LA Valley		X	X	X	13 (6)
LA Harbor		X	X	X	8 (3)
Rio Hondo		X	X	X	13 (7)
East LA		X	X	X	15 (8)
Long Beach City		X	X	X	18 (9)
EL Camino (Torrance)		X	X	X	17 (5)
EL Camino (Compton)		X	X	X	9 (4)

African American Fraternity = AA FRAT

Women = (X)

Fire Science/ Fire Technical classes = FS/ FT

APPENDIX C**TARGETED MILITARY RECRUITMENT**

BRANCH	LOCATION	OTHER BRANCHES
MARINE CORPS	Camp Pendleton/ 29 Palms	X
ARMY	Camp Haan	X
NAVY	Port Hueneme/ Los Alamitos	X
AIRFORCE	Edwards AFB	X
COAST GUARD	TBD	X

Note: this includes students, spouses, and other groups on the base.