

Baker City Fire Department Cadet Program Operational and Procedural Guide



Baker City Fire Department
Adopted: December 5, 2025



BAKER CITY, OREGON
P.O. Box 650, Baker City, OR 97814-0650
541-523-6541 or **541-523-3711** Voice/TDD
www.bakercity.com



Executive Summary:

The Baker City Fire Department (BCFD) seeks to establish a formal Cadet Program for youth aged 14 to 19. The program is designed to build a sustainable pipeline of future firefighters and public-safety professionals, strengthen community ties, and support the department's mission with a diverse, well-trained workforce. The Cadet Program will operate in alignment with Oregon law, BOLI guidance for minors, and an operational risk guide article titled Siren Call to ensure safety, supervision, and lawful conduct always. Cadets serve as volunteers and are not compensated.

Purpose and Outcomes

Strategic Purpose (RICE)

- Recruit and develop a skilled, locally sourced group of future fire service professionals.
- Enhance community engagement and public education by leveraging Cadets as ambassadors for fire safety.
- Create a structured pathway from youth involvement to EMS and fire service credentials (EMR/EMT) and potential long-term employment opportunities.
- Improve departmental readiness for workforce development and succession planning.

Program Goals and Outcomes

- **Safety and Compliance:** Cadets work under robust supervision and strict adherence to age-specific activities; all activities align with OARs, Oregon OSHA, and risk-management guidelines.
- **Certification Pathways:** Facilitate EMR/EMT progression and related certifications as cadets reach eligible ages, with clear milestones and documentation.
- **Skill Development:** Cadets acquire foundational knowledge in incident command principles, EMS basics, patient care, station operations, public education, and equipment handling in non-operational contexts.
- **Workforce Pipeline:** Create a measurable pathway from 16/17-year-old cadets to 18/19-year-old advanced cadets with potential ride-along or internship opportunities and a streamlined transition into paid roles where available.
- **Community Impact:** Cadets participate in public safety outreach, school visits, safety demonstrations, and community events, bolstering trust and collaboration with Baker City residents.

Program Design Principles

- **Age-appropriate Cadet Phases:** A phased ladder (Phase A: 14-15; Phase B: 16-17; Phase C: 18-19) with clearly defined duties, required training, and credentialing milestones.
- **Supervision and Risk Management:** Minimum two-authority supervision during all activities for minors (14-17), and activities involving risk (16-17); strict limits on hazardous tasks for younger cadets; compliance with safety guidelines including mandatory SAM and youth-protection training.
- **DPSST record keeping** for all cadets.



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- Compliance Framework: Align with Oregon statutes (OARs related to minors in the workplace), BOLI guidance for minor workers, and Oregon OSHA safety standards. Regular audits and annual policy reviews to ensure ongoing compliance.
 - The Baker City Fire Department is committed to providing educational opportunities for youth in our community through the Cadet program. This policy outlines guidelines to ensure compliance with applicable laws and regulations, including OR-OSHA and BOLI, and to safeguard the safety and academic success of cadets. The department is also committed to enforcing a stricter policy governing this program to ensure safety and minimize any impact on cadets' academic or personal lives.
- Roles and Responsibilities: Cadets ages 14-15 will participate in educational opportunities preparing them for phase B of the cadet program. Cadets ages 16-17 may perform non-operational, supervised duties; escalate to EMS and advanced training activities at 18-19, consistent with certification requirements.
- Community and Education Synergy: Leverage cadets for safety education events, station tours, and youth outreach, fostering positive public relations.

Key Phases and Eligibility

Phase A (Age 14-15)

- Role: **Cadet Trainee**; non-operational educational opportunity
- Activities: Safety education delivery; station support (inventory, logistics); community events and service activities; public safety outreach; participate in structure workshops.
- Schedule: Cadet Academy – 2nd and 4th Wednesday of each month.
- Certifications: EMR coursework is introduced when allowed, with hands-on activities (in station) strictly supervised and not deployed in field responses.
- Supervision: Minimum two adults; strict boundaries on activities and no live-fire exposure, no external activities related to risk.

Phase B (Age 16-17)

- Role: **Cadet**
- Activities: Participation in non-hazardous drills with EMS components; observation of EMS operations; assistance with equipment prep under supervision; limited station leadership duties (e.g., work with drill instructors on sharing educational information, assist in training Cadet Trainee's), community outreach and public educational event participation.
 - Job shadowing: Cadets will be able to sign up for designated spots to spend up to 5 hours shadowing members of the fire department per instance.
 - Volunteer Part Time employees will be assigned to supervise Cadets on ride-alongs. The full-time career regularly scheduled on-duty employee will not be assigned to directly supervise Cadets.
 - Cadets Job shadowing will be in approved uniform appeal, possess all the required PPE and will wear a vest branded "Observer".



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- External Activities: Once a Cadet has an EMR certification, if on a Job Shadowing shift, they will be able to participate in structure assistance activities such as taking vitals on a non-critical subject or administering simple first aid.
 - All activities will only be permitted under strict supervision.
- Schedule: Cadet Academy – 2nd and 4th Wednesday of each month.
 - Added Opportunity available – prior scheduling required.
- Certifications: Obtain EMR certification, progression toward EMT readiness. If eligible and approved, begin coursework per DPSST prerequisites and department training plan.
- Supervision: Minimum two adults; strict boundaries on activities and no live-fire exposure, designated supervisor for all external activities.

Phase C (Age 18-19)

- **Role: Advanced Cadet**
- Activities: Active participation in drills; EMS classroom and hands-on sessions; potential role as a mentor for Phase A cadets; community safety education events; assist with incident debriefs, equipment checks, and logistics, community outreach and public educational event participation.
- Schedule: Cadet Academy – 2nd and 4th Wednesday of each month.
 - Added Opportunity available – prior scheduling required.
- Certifications: EMT progression path; continued EMS education; Obtain EMT Certification. Work towards completing Firefighter 1 certification. Obtain emergency vehicle operator training and certificates. Leadership certification and supervision duties as assigned.
- Training Requirements: Senior-level EMS training; leadership/mentoring training; ongoing safety and risk management oversight.
- Supervision: Enhanced mentorship model; reduction to one supervisor present during activities; formal cadet leadership roles with defined responsibilities.

Implementation and Governance

Operational Governance

- Cadet Program Coordinator: Assign a dedicated officer or employee to manage recruiting, training, documentation, and evaluation.
- Participation will be limited to 20 Cadets across all phases.
 - The Fire Cadet Program Advisor will maintain a waitlist. If more than 5 candidates drop from the program during a period September to December or January to June the Fire Cadet program advisor will reach out and an additional academy will be scheduled.
- Supervisory Ratios: Maintain minimum supervision standards (e.g., two adults per group during training; adjust for activity risk).
 - Training: Two firefighters need to be present above the minimally staffed shift to guarantee both cadet and public safety.
- Training and Credentialing: Tie training modules to certification milestones; track progress in a centralized database.



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- Will be assigned a DPSST task book at age 16 starting Phase B. Will complete outline tasks and milestones per DPSST.
- Risk Management: Implement a risk register for cadet activities; require incident reporting and post-activity debriefs.

Activity Description	Risk Level
Training – Station	Low
Training – External Courses	Low - Medium
Medical Call Responses	Medium
Vehicle Accident Response	Medium to High
Structural Fire Response	High (Dangerous)

- Compliance Audits: Annual review of policy adherence, training completeness, and progress toward certifications.

Recruitment

- Application
 - Cadet will fill out a program application
- Interview
 - 1 officer, 1 Program Advisor, and 1 educator (life lesson of interviewing)
- Recruitment January and September
- Must maintain 80% attendance
 - Schedule will be developed in 3-month increments and posted 3 months prior to its effective time frame.

Retention

- Offering opportunity for advancement
 - Leadership Opportunities:
 - 1-3 Officer positions determined based on effort and staffing
 - Recognition
 - Cadet of the year
 - Personal helmet
 - Acknowledgement at banquet
- Educational and Training
 - Offer cadets EMR/EMT classes as available. (No cost to the cadet)
 - Offer the ability to complete course work for FF1 certification to be eligible for FF1 once 18 years old. (Cost? part Fire, part School District)



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Drill and Training Topics

- The List is an overview of topics cadets will learn about during their advancement through Phases A and B of the Cadet program. Phase C cadets will continue to cover topics and develop skills while also participating in their implementation when appropriate.

- | | |
|--|---|
| 1. Fire Behavior | 11. Water Supply Operations (Hydrants) |
| 2. First Aid | 12. Ropes and Knots |
| 3. Portable Extinguishers | 13. Ladders |
| 4. Rehabilitation | 14. Search and Rescue |
| 5. Fire Department Communication | 15. Forcible Entry |
| 6. Donning Personal Protective Equipment | 16. Ventilation |
| 7. Donning SCBA and Proper Usage | 17. Accountability and Emergency Evacuation |
| 8. Apparatus Training | 18. Traffic Control |
| 9. Equipment | 19. Automobile Extrication |
| 10. Hoses and Nozzles | |

- A junior firefighter program should be fun, but most importantly it should be a safe, educational environment for youth. Drills should focus on accurate responses to ensure proper training for the future. The Baker City Fire Department will explain to cadets why activities should be done in a certain way to avoid injury or fatality while training and in a real-life situation. Any unsafe actions will be stopped and corrected immediately, and used as an educational opportunity. Advisors will train cadets to also be aware of safety issues, encouraging them to correct unsafe actions of their peers. Teaching cadets the correct, safe way to complete tasks is of utmost importance. Many of these young people may join their local department when they reach the required age; the methods we teach them now will be well ingrained. It will be our goal to take the time to correct mistakes and make sure that all cadets know how to safely and accurately complete a drill, and maintain their personal safety along with others when responding to an emergency.

Uniform and Appearance Requirements

- Red uniform shirts
 - 2 T-shirts
 - Program may supply 1 T-shirt each year as needed.
 - BCFD patch screen printed on Left chest
 - Baker City Fire Department on back with “CADET” underneath
- Black work pants
 - Flat front style—dickies
 - No holes
- Black work boots
 - Work style boots
 - Leather toes
 - No dress/fashion boots



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Cadet Leadership Program

- **Cadet Lieutenant (LT)**
 - Must be a Cadet 2.
 - Duration: Within the Cadet program and per continued desire
 - Requirements
 - Cadet 1 Task performances criteria meet
 - Submit a Letter of interest
 - Complete Interview's
 - Based on seniority, scores, references from advisors
 - Helmet will be marked with Reflective rocker that reads CADET
 - Job requirement
 - Work with Cadet Chief (If position is filled)
 - Communicate/coordinate changes to drills
 - Communicate/coordinate special events
 - Participate as a company/squad level leader
- **Cadet Chief**
 - Must be a Cadet 2.
 - Duration: Within the Cadet program and per continued desire
 - Requirements
 - Meet requirements to serve as a Cadet Lieutenant
 - Submit a Letter of interest
 - Complete Interview's
 - Based on seniority, scores, references from advisors
 - Helmet will be marked with Reflective rocker that reads CADET
 - Job requirement
 - Work with Cadet Lieutenant
 - Communicate/coordinate changes to drills
 - Communicate/coordinate special events
 - Participate as a company/squad level leader

Schedule

- **Cadet Academy: January 10th to February 8th** (Added academy dates will be based on new recruitment – Fall and Winter)
 - Saturdays: 8:00AM – 5:00PM (Lunch Hour 12:00PM to 1:00PM)
 - Cadet/Parent Responsibility. Cafeteria provided or parent pickup option for Lunch hour.
 - Sundays: 1:00PM to 5:00PM
- **School Year: August 16th to June 15th**
 - Cadet Training Academy Workshop: 80% program participation required.
 - 2nd and 4th Wednesday 6:00PM to 8:00PM
 - Ride Along: Risk Based: Optional though recommended (Cadets and Advanced Cadets only)
 - Scheduled through Cadet Advisor



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- 2nd and 4th Saturday: Scheduled 2 weeks in advance.
- Summer: June 16th to August 15th
 - Cadet Training: 100% participation – Exception: Approved opt -outs.
 - 2nd Wednesday 6:00PM to 8:00PM
 - Ride Along: Risk Based: Optional though recommended (Cadets and Advanced Cadets only)
 - Weekly opportunity: Must be scheduled 2 weeks in advance (per availability).
 - Summer Out:
 - If a Cadet chooses to opt out of the program for the summer months, they will not lose their spot as a cadet as long as they submit a letter to the Program advisor by May 15th. The letter will explain their reason for opting out and indicate their intent to return to the program starting the following Aug.

Staff Positions

- The following positions will be assigned to staff on a volunteer basis. These positions will guarantee the successful continuance of the Cadet program. The below positions will work to maintain recruitment, participation and work towards meeting program expectations for both the Cadet and the Baker City Fire Department.
 - Fire Cadet Program Advisor
 - Assistant Fire Cadet Program Advisor
 - Position will be paid hourly; Full time firefighters will be paid overtime for hours worked outside of their regular schedule.
- Position descriptions available for review separately
- Positions will be reviewed for compliance with duty assignments on a bi-annual basis
 - December and August

Safety, Privacy, and Ethics

- Mandatory training for all cadet supervisors and BCFD staff associated with the cadet program, annual refreshers required.
 - Vector Solutions
 - Student Alcohol & Substance Misuse and Abuse
 - Understanding Boundaries
 - Child Abuse: Mandatory Reporting
 - Sexual Conduct: Staff-to-Student
 - PACE: Grooming
- Comprehensive ORCHARDS background checks for firefighters participating in instruction, supervising and interacting with cadets classified as minors. The background check with review the following information. (ORCHARDS is Oregon Criminal History and Abuse Records Data System.)
 - National and state criminal history
 - Sex offender registries
 - Child abuse and neglect registries
 - Initial cost of ORCHARDS Background Check: estimated: **\$78.75** per employee.
 - Full Time: 11



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- **\$866.25. estimated**
- Volunteer: 8
 - **\$630.00. estimated**
- Total Potential Cost:
 - **\$1,496.25. estimated**
- Background checks for cadets engaged in higher-risk activities or interacting with the public in outreach events.
- Mandatory current sports physical for all cadets.
- Current Insurance required. – Parent Provided
- Data privacy and HIPAA considerations when handling EMS patient information or sensitive data.
- Sign-in and sign-out logs will be instituted at all Cadet events.

Budget and Resources

- Estimated Training costs: EMR/EMT course fees, certifications, and material costs.
 - EMR: **\$45** per Cadet.
 - Program: 20 (30 Max).
 - Initial: **\$900.**
 - Annually: up to **\$225.**
 - EMT: **\$1765** per Cadet over the age of 18.
 - Potential for School based subsidy through BMCC.
 - 5 annually:
 - **\$8,825.**
- Uniforms and PPE: Cadet identification, uniforms, safety vests, and PPE appropriate for age and activities. **(BCSD-5J will provide 2 shirt annually).**
 - Program: 20 (30 Max). Estimated costs:
 - Initial: **\$800.**
 - Annually: up to **\$200.**
- Monitoring and subsistence: Transportation for events, stem-to-stern supervision, and liability coverage aligned with city policies and state law. School District will provide transportation when requested or needed.
- Insurance and Workers' Compensation: Ensure appropriate coverage for minors and volunteers; coordinate with the city's risk management program.



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Projected Annual Budget			
Learning	Materials	Wages	Additional Expenditures
\$9,000	\$200	\$1,200	\$1,500
Total:			\$11,900
Projected Initial Program Budget			
Learning	Materials	Background Checks	Additional Expenditures
\$900	\$800	\$1,496.25	
Total:			\$3,196.25

Measurable Benefits to the City and Department

- **Workforce Readiness and Succession:** A structured talent pipeline reduces hiring time for paid roles and improves retention by cultivating a sense of belonging and pathway clarity for young personnel.
- **Enhanced Community Relations:** Cadets serve as ambassadors, delivering safety programs and events that strengthen public trust and cooperation with residents.
- **Improved EMS and Fire Readiness:** Early EMS exposure accelerates competency development, providing a broader pool of potential EMS personnel for the department’s needs.
- **Cost-Effective Recruitment:** Local cadets familiar with Baker City operations can reduce recruitment costs and ramp time for entry-level hires.
- **Diversity and Inclusion:** A youth cadet program fosters inclusivity and broadens the department’s outreach to a diverse community, promoting equitable public safety engagement.

Program Documentation

This operational and procedural guide is an outline of program rules, regulations and budgetary overview. This document is to be used in concert with other program documents. This document is not a comprehensive program document. Details will be provided in a series of documents. The Cadet Handbook has more detailed information for the cadets and parents concerning the program. **Section 20** of the cadet handbook is the Appendices library. All documents referenced in **Section 20**, along with the Cadet Handbook, and this Operational and Procedural Guide will be used in the administration and regulation of the Fire Cadet program. Any questions not answered in these documents may be directed to the Fire Chief, Program Advisor or City HR manager. Once an answer is compiled the corresponding documents or the FAQ flyer will be updated if necessary.

Any updates to the information within these forementioned documents will be communicated to the parents of the cadets through email and notices handed out during training sessions.



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