

[Plans for Fire Academy/Fire Technology](#) >> **2019 - 2020 Fire Academy/Fire Technology CHC Instructional Program Review 2019-2020**

Name : 2019 - 2020 Fire Academy/Fire Technology CHC Instructional Program Review 2019-2020

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Version: 36

Group: 2019 - 2020

Type: CHC Instructional Program Review 2019-2020

Last Modified On: 2/16/2020 3:36:31 PM

Last Modified By: Michael Alder

State: Submitted (**Finalized**)

State By: Michael Alder

Instructions

Please respond to the following questions. Please consult the [Integrated Planning and Program Review Handbook](#) for detailed instructions, the [timeline](#) for due dates, and the [schedule](#) for the four-year plan schedule.

1. Mission

a. Tell us your unit's mission: Provide a mission statement for your unit that clearly and succinctly describes your unit's purpose, idealistic motivations, and change it hopes to inspire.

b. Alignment with the college Mission: **Rubric Item** ([Mission Alignment](#)): The Mission of Crafton Hills College is to advance the educational, career, and personal success of our diverse campus community through engagement and learning. **In what ways does your program advance the mission of the college?**

a. The mission of the Crafton Hills Regional Fire Academy (CHCFA) and Fire Technology program is to be the premier fire service training programs offered at any California Community College. Our mission is to prepare students for careers as firefighters in the fire service as well as to advance the education and success of students in a quality learning environment. This is accomplished by providing the highest level of instruction through past and present professional firefighter instructors. As a Career Technical Education (CTE) program the CHCFA and Fire Technology program's mission is to educate, train and prepare Fire Technology students and CHCFA cadets so that students entering the Fire Academy are prepared mentally and academically to be successful and that each CHCFA graduate is trained to be a competent entry level Firefighter 1. This is established through the California State Fire Marshal's Office, State Fire training (SFT) and the International Fire Service Accreditation Congress (IFSAC) who serves as the accrediting agency for all Fire Academies that are either Accredited Regional Training Programs (ARTP) and/or Accredited Local Academies (ALA). Our mission is also to inspire a new generation of potential fire service leaders to get their education through our program that is now 37 years in the making with a remarkable training reputation within the California Fire Service and beyond.

b. This mission is aligned with the college's mission "...to advance the educational, career, and personal success of our diverse campus..." Our mission is to prepare students for careers as Firefighters in the fire service as well as to advance the education and success of students in a quality learning environment. This is accomplished by providing the highest level of instruction through past and present professional firefighter instructors. The Fire Academy & Fire Technology vision is in conjunction with the college's vision which is to strive to become the premier community college for public safety and health services careers and transfer preparation. The CHCFA program provides a course sequence with objectives and experiences which fulfill the eligibility requirements for Firefighter 1 certification in California and also throughout the nation. The program is comprised of a very intense 16 week program that consists of 480 hours of instruction (144 hrs. of lecture & 336 hrs. of lab/skills - 16 units) with a physical fitness co-requisite (Kin/F 049 - 2 units) for a total of 18 units.

2. Description of Program

a. Organizational Structure and Staffing

b. Describe any activities in addition to instruction that you provide.

c. Describe any alternative modes of instruction and schedules of delivery: e.g.: online, hybrid, early morning, evening services.

d. **Rubric Item:** Describe how your curriculum is up-to-date and [Needs-Based](#). Base the description on surveys, labor market data, transfer patterns such as GE, IGETC, CSU, AA-T, or AS-T, accreditation standards, and/or articulation agreements. Consider the results of your most recent curriculum reviews in this section.

e. **Rubric Item:** Attach your [scheduling matrix](#) to show when courses in your area are offered. [Click here for sample!](#)

a. The CHCFA & Fire Technology is part of the Public Safety & Emergency Services Department, within the Career Education and Human Development Division at Crafton Hills College. The program consists of two full-time faculty, one "Operations Specialist" (Professional Expert), one secretary and roughly 28 professional experts working in the lecture & skills curriculum. The program is divided into three phases for instructional delivery that meets the CHC standard as well as the IFSAC (Firefighting, Hazardous Materials and Wildland). The Fire Academy training staff provides the cadets with the necessary education and training to obtain the knowledge, skills, and the abilities to complete the program and the California State Fire Training and IFSAC Firefighter 1 certification.

b. The CHCFA provides the following activities in addition to instruction:

Fire Technology Club - In the last few years we have developed a Fire Technology Club that is primarily designed to develop a relationship between the students taking the Fire Technology classes and the CHCFA cadets and instructors. The concept behind the club is to build a solid relationship with the CHCFA so that the students have a better understanding of what will be expected of them when they enter the CHCFA. The club is involved in various fundraising opportunities on and off campus that helps to support the club. The club has had approximately 150 members for the last 4 semesters and is the biggest club on campus. However, the biggest benefit to the club members is the connection that they get with the CHCFA. They get a great opportunity get educated and exposed to the inner workings of the CHCFA to help better prepare them for when they do attend the CHCFA. The CHCFA Chief and Operations Specialist spend a lot of time attending the Fire Technology classes to give them the necessary insight to what it takes to be successful in the Fire Academy as well as some of the changes that occur from Academy to Academy and how to better set themselves up to enter the CHCFA. This connection and relationship between Fire Technology and the CHCFA has helped to increase our average number of applications from 25 to 30 per academy to over 70 with this last academy and I firmly believe that a big part of that increase is due to a better understanding of the CHCFA program.

Additionally, the CHCFA utilizes Fire Technology club members to help with the testing process for the CHCFA cadets in both the CHC testing standards as well as the IFSAC testing process. We utilize them as escorts to relay the cadets from one station to another. This testing process is mandated by SFT and IFSAC to be very confidential and specific in the movement of candidates. The use of these volunteers from the club saves the CHCFA approximately \$13,000 per academy because without their help we would have to utilize CHCFA Professional Expert Instructors.

CHCFA Alumni Association - In the last few years we have developed an Alumni Association that is comprised of Alumni from the last 100 academies (39 years of academies). Our goal is to reach as many alumni as possible and get them to be a member at a cost of \$50.00 per year. The generated funds are dispersed into the CHC Foundation account and they are ultimately used to build the necessary funding

to support endowed CHCFA scholarships. The Alumni Association has generated enough funding to recently help with the funding of two endowed scholarships for the cadets. The CHCFA has four endowed scholarships in total and they are \$500.00 each. We disperse two of them in each academy. As we grow our number of alumni that become members we also hope to grow more scholarships.

The Alumni Association also sponsors our Annual CHCFA Alumni Golf Tournament. This tournament is designed to generate funding to help offset the cost of the CHCFA cadet's State certification that they obtain during their 16 weeks in the fire academy. The cost of these certifications is significant at approximately \$800.00 per cadet. Additionally, the golf tournament helps to generate funding that will help develop future endowed scholarships for the cadets.

Women in the Fire Service Seminar - Three years ago the Chief and the Operations Specialist developed a free seminar that is held each April to attempt to attract and educate women to pursue a fire service career and to get their prerequisite education through CHC Fire Technology classes and ultimately to the CHCFA for their academy certification. This seminar has been very successful and the women get a chance to hear and learn directly from professional female firefighters throughout Southern California that volunteer their own personal time for 6 hrs. The women candidates get an opportunity to listen to educational information on the fire service and how it impacts women in the fire service as well as an opportunity to experience some of the various manipulative skill sets that are applicable to all fire fighters (fire hose manipulation, raising, extending and lowering ground ladders, donning and doffing personal protective equipment as well as Self Contained Breathing Apparatus and climbing an aerial ladder). This seminar has definitely helped to increase the amount of women who are involved in the Fire Technology Club as well as those that enter the CHCFA.

CHCFA Family Orientation - Three years ago the Chief and the Operations Specialist developed an Orientation seminar for the family members of the cadets that are attending the CHCFA. This seminar is held on the evening of the first week of the academy and it is 2 hrs. in length. The purpose of the seminar is to expose and educate the family members to the details of the CHCFA and the 16 week program. We stress their need to be educated on the program so that they can be more of a support base to their cadet as well as understand the mandates that required to deliver this course and why the program is so structured compared to any other program at the college. We have received tremendous feedback from the cadets and the family members so that everybody is on the same page and understands the CHCFA philosophy and how that corresponds to the State regulated mandates for all ARTP's.

Hosting State Fire Training Classes - Recently we have been asked by SFT to host some of their classes at our facility to help with the certification of various State registered for academy instructors throughout the State that are seeking particular certifications. We have elected to do this and have built in a modest cost factor to be the host. This has enabled us to generate revenue that goes directly back into our foundation accounts to help offset additional CHCFA expenses. During that last year we were able to generate approximately \$7500.00 of additional revenue.

Outreach & High School Articulation Seminars & Career/Job Fairs - The CHCFA and Fire Technology have been actively involved in Outreach events as well as providing small educational seminars to the local high schools that we have articulation agreements with so that the future students to our Fire Technology program as well as the CHCFA are better prepared. All of this serves to help our recruitment

efforts, especially with women and minorities so that we can more accurately represent the demographics of the communities that we serve. We are making progress in this area and we have also conducted our first Career/Job Fair in conjunction with the Crafton Hills EMT/Paramedic program to further help educate the future CHC CTE students and give them an opportunity to network with the local public service agencies in Southern California. Our first Career/Job Fair was conducted in August 2019 and it was a huge success with several hundred people that attended.

California Fire Technology Directors Association (CFTDA) & San Bernardino County Training Officers Association (SBCTOA)

- The CHCFA Chief and the Operations Specialist are members of both Associations. We are obligated to meet quarterly for the CFTDA meetings that are held throughout the State. The purpose of the CFTDA is to make sure that all ARTP's & ALS's are providing the SFT & IFSAC mandates for the curriculum as well as other academic issues that arise throughout the State and the community colleges that provide Fire Academies. There has been some very big changes to the State curriculum in the last few years to get a National testing process in place and there are many more still to come in order to bring a better partnership between the community colleges and their respective local fire agencies that they deal with.

Development and Implementation of Institutional Service Agreements (ISA's) - Within the last year three ISA's have been developed with local fire agencies and a goal of implementing 4 more in the next year is being pursued. These ISA's are very important to the college as they generate much needed revenue for the college and our program.

c. Fire Technology Online Instruction - Recently, the Fire Technology Program developed and implemented its first online class with FIRET 101. It is anticipated that in the fall semester of 2020 a second online class (FIRET 100) will be ready for delivery through the curricUNET approval process. These online classes allow the program to capture an entire audience of students that due to their work schedules and other logistical issues would not normally be able to attend CHC. This is especially true of local professional firefighters who, due to their work schedule will be able to enroll an online class to continue pursuing their fire science degree.

Additionally, The Fire Technology program has an articulation agreement with The Redlands Unified School District, Yucaipa High School and The Public Safety Academy in San Bernardino for both FIRET 100 and 101. This articulation agreement has allowed younger students to get a start on their pre-requisite classes for the CHCFA and get enrolled quicker than they would be able to without the agreement.

d. As a CTE program our curriculum and instruction are updated based on regulatory input, employment agency needs as well as SFT & IFSAC standards or changes in the Firefighter 1 curriculum. There are instances where the instruction has changed even though the larger scale central curriculum definitions remains unchanged. The major change to our curriculum in the last few years has been with the SFT mandate for the National IFSAC testing of the Firefighter 1 criteria. As previously stated, there are upcoming SFT changes that will change our curriculum for both the Firefighter 1 and the Firefighter 2 instructional and testing process during the CHCFA.

e. A copy of the scheduling matrix and a copy of the Fire Academy offerings in calendar form is attached as attachments #1 & #2 in supporting documents [Scheduling Matrix](#), [CHCFA Calendar](#)

3. External Factors with Significant Impact

What external factors have a significant impact on your program? Please include the following as appropriate:

- a. Budgetary constraints or opportunities
- b. Competition from other institutions
- c. Requirements of four-year institutions
- d. Requirements imposed by regulations, policies, standards, and other mandates
- e. Job market
 - i) Requirements of prospective employers
 - ii) Developments in the field (both current and future)

a. The Crafton Hills Regional Fire Academy (CHCFA) is an Accredited Regional Training Program (ARTP) and is accredited by the California State Fire Marshal's Office and the State Board of Fire Services. The division of the State Fire Marshal's Office that we receive our instructional direction from is State Fire Training (SFT). All California ARTP's and ALA's have gone through some massive changes in the last few years with the direction and mandates from SFT to "roll out" the new Firefighter 1 curriculum. This new curriculum has forced our program to purchase more firefighting equipment and props in order to remain accredited as an ARTP. Additionally, SFT had made the decision subsequent to the new curriculum change that all ARTP's and ALA's would also have to test students while in the academy at a National Testing Standard. The agency that is responsible for the National Standard is the International Fire Service Accreditation Congress (IFSAC) This change alone has had a tremendous financial impact on our program from an instructor labor cost. (This change alone has created an additional instructor labor cost of \$20,000 per academy)

Unfortunately, as this Program Review is being developed SFT has developed a draft and submitted to all of the ARTP's and ALA's in California with plans to change the curriculum again in the very near future. The change is in regards to the Firefighter 1 & Firefighter 2 curriculum and certification tracks to be implemented in 2020. These changes will most likely result in the mandate to purchase more equipment and instructional labor costs in order to remain compliant as an ARTP. The potential equipment and labor costs are unknown at this time. Additionally, SFT is also increasing the cost of the individual certifications for the cadets and the cost of the 5 year re-accreditation process (increase from \$500.00 to \$3000.00). There are 10 certifications that the cadets earn during an academy. Currently, their fundraising efforts during the academy usually covers the certification costs for all cadets (\$20.00 per certification per cadet. with 30 cadets this = \$6000.00 plus IFSAC Testing fees of \$84.00 per cadet x 30 cadets = \$2520.00 for a total of \$8520.00 for all cadets). This increase will take effect in 2020 and the individual certs will increase to \$75.00 per certification (Per academy cost will increase to

\$22,500.00 plus plus IFSAC Testing fees of \$525.00.00 per cadet x 30 cadets = \$15750.00 for a total of \$38250.00 for all cadets). This cost will either have to be passed onto the cadets or absorbed throughout our program or a combination of both.

A very real concern that our program may face is that these financial impacts that are being implemented by SFT will really hurt a lot of the efforts that we have made in the recent years to increase our socioeconomic diversity in the CHCFA with cadets that are not in a position to attend the program due to their financial situation. Currently, we have been able to cover the costs (\$1000.00 per cadet) of the PPE and SCBA rentals with Strong Workforce funding but it may not be sustainable in the future. The bottom line is that we anticipate that the CHCFA program will have a dramatic cost increase in the next few years.

A budgetary opportunity that we potentially have is the development and implementation of the ISA's as a way to off-set the increase in labor and equipment costs with the proposed changes from SFT. Additionally, with the development of the Fire Technology Club and the relationship with the CHCFA, our seminars, outreach events and our efforts to help reduce the high cost of the program for the cadets with the use of Strong Workforce funds to pay for the rentals of the Personal Protective Equipment (PPE) and the Self Contained Breathing Apparatus (SCBA). Additionally, with the Alumni Association we hope to generate more funding to help off-set the cost of the program with additional scholarships for cadets.

b. Competition from the other institutions in the local area was a concern approximately a year ago and that was primarily because our Professional Expert Instructors were not competitive from a working wage perspective. That problem has been resolved with an increase in the wage for the Professional Experts as well as the Adjunct Part-Time Faculty. CHCFA Instructors are now very competitive with the other institutions and that has made a tremendous impact on the program and keeping our instructors for seeking employment at other institutions.

c. The requirements of four-year institutions do not apply to our program

d. The requirements imposed by regulations, policies, standards and other mandates have been previously stated in the paragraphs above in the category of budgetary constraints or opportunities.

e. Currently, the fire service job market is brighter now than it has been in the last several years. This is due in part to the fact that the U.S. and local fire service work force is undergoing some major change that will impact the job market. There are a large and significant number of fire service baby-boomers that are retiring at record rates. This is creating job opportunities for CHC Fire Academy graduates that have not been seen in several years. Additionally, with public employee pension reform and the fire service discovering new ways to provide economical service to the public this has added to the amount of older personnel that are leaving the fire service work force. The CHC Fire Academy is meeting the requirements from prospective employers with a program that is accredited through the State Fire Marshals' Office and our particular program is Regionally Accredited and has been around since 1982 making it very credible from the prospective employers' perspective.

For the most part, the fire service has maintained and will most likely maintain the current minimum requirements, such as being a graduate of an accredited fire academy that meets the Firefighter 1 certification standards. Additionally, the vast majority of the fire departments will continue to have a need for certified paramedics and those that have completed both the fire academy and paramedic school will be very competitive. There is no indication that the fire service will lower the standard and or reduce the need for education with the fire service workforce. In fact, the trend for significant increased education in order to be placed in a leadership position continues to increase especially for fire service management positions and an effort is being led by the California Fire Chief's to implement a plan that is similar to what EMT's and Paramedics are obligated to do with continuing education.

The Fire Academy Chief stays current with the developments in the fire service by regularly attending the SBCTOA meetings as well as the previously mentions CFTDA meetings. In attendance at these meetings is usually a representative from the State Fire Marshal's Office. There have been numerous changes in the State Fire Marshal's curriculum and more to come which affect Fire Academy's throughout the State. The most significant change has been to the Firefighter Certification Examination Process and the training that was required for Registered Lead Evaluators and Skills Evaluators with the CHC Fire Academy Program. All of our Instructors have met that challenge. Other changes include the way in which Low Angle Rope Rescue Operations and Rapid Intervention Operations are taught. There is also new SCBA FIT testing requirements as well as Fire Instructors qualifications. All of this will result in increased costs and time.

[Attachment 8 - Current Workforce, Projections and Challenges](#)

4. Progress on Outcomes Assessment (Four-Year Question)

Refer to the [SLO Cloud](#) to evaluate the results from your program level outcomes and to develop actions reflected in your program review action plan (i.e. Question 10). **Rubric Item:** [Program Learning Outcomes](#)

- a. Please summarize **Program Level Outcomes (PLO) assessment results**. Include a discussion of whether or not the program met its target for each PLO.
- b. Please describe any program/course and/or instructional improvements you plan to make as a result of the PLO assessment(s).
- c. What objective(s) or action step(s) will you add to Question 10 as a result of the PLO assessment(s)? If none, please explain.

SLO Evidence for CHCFA & FIRET 100 Spring 2019 - [CHCFA SLO's for Spring 2019](#), [FIRET 100 SLO's for Spring 2019](#)

a. The Program Level Outcomes (PLO) Assessment results are as follows: [Attachment 5 - PLO's for Fire Academy and Fire Tech](#)

The CHCFA and the Fire Technology programs are both meeting the established target for each PLO

b. Both programs will continue to concentrate to make improvements with the students being able to demonstrate effective and reliable oral & written communication skills and to be creative with methods to operate respectfully in a complex environment that involves diverse public views. This can be accomplished in a number of ways but discussing it with the instructors and having dialogue on these issues and a workshop type atmosphere to brainstorm and collect various ideas and methods to help improve the PLOs in those listed areas.

c. None at this time due to the PLO targets being met but as stated above it will be important observe the PLOs over the next 4 year period and make adjustments as necessary.

5. Unit's Performance on Institutional Quantitative Effectiveness Indicators

Please discuss your program's performance on each data item below.

a. Instructional Program Health Evaluation Rubric

i) **Rubric Item:** Use Office of Institutional Effectiveness, Research, and Planning (OIERP) data to set a [Course Completion Rate](#) target and provide an explanation for the target that has been set. Click [HERE](#) to access your program specific data.

ii) **Rubric Item:** Use OIERP data to set a [Course Success Rate](#) target and provide an explanation for the target that has been set. Click [HERE](#) to access your program specific data.

iii) **Rubric Item:** What is your [FT/PT Faculty Ratio](#), how is it impacting your program, and student success? Click [HERE](#) to access your program specific data.

iv) **Rubric Item:** Use OIERP data to set a [WSCH/FTEF Ratio](#) target and provide an explanation for the target that has been set. Based on Faculty dialogue what is a feasible WSCH/FTEF (productivity) target for your area? (Note: 525 may not be a realistic target for your area.) Click [HERE](#) to access your program specific data.

v) **Rubric Item:** The [Fill rate](#) target is 80% or higher. Use the data provided by the OIERP and please provide a reason for any deviation from the target. This may involve a discussion around the appropriateness of the cap and how it was set. Click [HERE](#) to access your program specific data.

i & ii The CHCFA and the Fire Technology completion and success rates are above the established targets. The Completion Rate average for the last 5 years is 93.28 and the Success Rate is 79.5

iii The FT/PR Ratio for the college is an average of 36.76 and the average for the CHCFA and Fire technology are 46.18. The State Fire Marshal's Office requires an instructor to student ratio that varies with the type of instruction that is being delivered. Obviously, a lot of the "hands on" training that is required in the CHCFA requires a higher instructor to student ratio based off of the safety factor involved and making sure that there are enough instructors as required by SFT. The Fire Academy is a very unique program that simply requires additional instructors than other programs may need in order to make it efficient and safe.

iv The WSCH/FTEF Ratio average for the college is 441.4. The WSCH/FTEF Ratio for the CHCFA and Fire Technology are 319.8. The FTES/FTEF ratio for the college is 14.71 and the FTES/FTEF ratio for the CHCFA and Fire Technology is 10.74. These ratios are consistent with the goals of the program. The program's assessment takes into consideration that some instructional blocks require smaller ratios (i.e..., 6:1 or 10:1) which are established as industry standards or recommended guidelines.

v Fill Rate: The average fill rate for the college is 73.02 % and program's average fill rate is 68.6%. The program's assessment of this rate is that it does not accurately reflect the goals and limitations of the program. For example, the CHCFA is a 16-week, full-time & very demanding program. We normally have Cadets dropping out at the beginning of the Fire Academy due to financial hardships and or injuries. Most cadets are unable to work during the CHCFA due to the demands placed on them as well as the time commitments to make it through the program.

The current academy and the upcoming future academies have had a definite increased interest in enrolling in the CHCFA. This current academy had 70 applications that were submitted for enrollment. Out of the 70 applications, 47 were 100% completed and with a cap at 30 we had to turn down 17 potential cadets that will most likely enroll in the Spring 2020 CHCFA. The trend is that we will have approximately the same amount of applications in the next few academies. There is a balance point that is difficult to achieve with simply increasing the cap. Although it would seem logical to increase the cap to meet the current and future demands for incoming cadets, the problem arises in being able to efficiently and financially provide the highest level of instruction to meet that demand without sacrificing quality instruction that our program is known for.

6. Other Unit-Specific Quantitative and Qualitative Results

- a. **Rubric Item:** How do your [program student demographics](#) relate to the college demographics? What are the discrepancies? – **Click [HERE](#) to view program and college demographics by year.**
- b. Summarize the results of any quantitative or qualitative measures not provided in the previous question that you have chosen to gauge your program's effectiveness (e.g.: transfers, degrees, certificates, satisfaction, enrollments, Perkin's data, equity data, student research experience, student clubs, etc.) **Click [HERE](#) to access your program specific data on degrees and certificates.**
- c. What improvements/changes have you implemented or do you plan to implement as a result of your analysis of the measures illustrated in 6a and 6b?

a. The CHCFA and Fire Technology programs are fairly close to the college demographics with respect to race and ethnicity concerning White and Hispanic students. However, the demographic comparison of Asian, African Americans, women and older students are not that close to each other. With respect to age, the CHCFA and the Fire Technology program are mostly dealing with younger students who are trying to enter the fire service and most of these students are younger in nature due to the physical demands of the profession and the career length for most fire service personnel.

In the area of gender, the CHCFA is not close to the college demographics. Again, this is due to many years of this profession being a male dominated industry. However, the CHCFA and the Fire Technology program have spent the last few years heavily involved with outreach events as well as developing and implementing the "Women in the Fire Service Seminar" to help recruit more women to pursue a career in the service. Currently, the CHCFA has three women in the fall 2019 academy and there have been seven other women for a total of ten women to attend the CHCFA since the last Program Review. That is a huge change for the last several years of the CHCFA. Outside of the three women that are currently in the fall 2019 CHCFA and have yet to complete the program, six of the other seven women all have been successful in pursuing a fire service career. The seventh had a change of mind and has been successful in pursuing a career in law enforcement. We feel that we are making big progress in this area and will continue to concentrate and make efforts in the area of Asian and African American ethnicities.

[Attachment 7 - Cultural and Gender Demographics](#)

7. Evaluation

Evaluation: You have already provided a description and analysis of the program in questions 1-6, please provide an analysis of what is going well/not well and why, in the following areas:

Alternative modes and schedules of delivery (e.g.: online, hybrid, early morning, evening services, etc.)

Partnerships (internal and external)

Innovation and Implementation of best practices

Efficiency in resource use

Staffing

Participation in shared governance (e.g., do unit members feel they participate effectively in planning and decision-making?)

Professional development and training

Compliance with applicable mandates

Based upon and not repeating the descriptions you provided in Question 1 and the responses provided in Questions 2-6, please provide an analysis of what is going well and why and what is not going well and why, in the following areas:

- Representativeness of population served
 - Alternative modes and schedules of delivery (e.g.: online, hybrid, early morning, evening services)
 - Partnerships (internal and external)
 - Innovation and Implementation of best practices
 - Efficiency in operations
 - Efficiency in resource use
 - Staffing
 - Participation in shared governance (e.g., do unit members feel they participate effectively in planning and decision-making?)
 - Professional development and training
 - Compliance with applicable mandates
-
- Representativeness of population served - The CHCFA and the Fire Technology Programs are representative of the local industry. We are continually attracting a higher number of students each semester and as previously stated the CHCFA & Fire Technology have seen a record number of students in both programs as well as the Fire Technology Club. We believe there are several reasons for this: (1) our continued focus on exceptional teaching and learning, (2) changes that we have made to the structure of the CHCFA testing process to be one of the few ARTP's that is a "One Stop Shop" for the cadets and their IFSAC testing opportunities. The CHCFA conducts the IFSAC testing as part of the CHCFA instead of outside of the academy with a "Stand Alone" IFSAC testing process. Our testing process is a huge advantage and cost savings to the cadets. (3) the use of Strong Workforce funds to help off-set the expense of the program by having the program cover the cadet cost for PPE and SCBA rentals (\$1000.00 per academy) as well as the Edison Grant (25,000.00) that has provided scholarships for the last two academies and will help this current academy as well as the Spring 2020 academy
 - Alternative modes and schedules of delivery (e.g.: online, hybrid, early morning, evening services) - The online delivery of the prerequisite classes such as FIRET 100 and FIRET 101 will attract even more potential students to our programs. The online delivery of classes is something that could help make our overall Fire Tech program more competitive. Additionally, the change in the schedule for last few academies to go from a Tuesday through Friday schedule to a Monday, Tuesday, Thursday and Friday

schedule has provided tremendous and positive feedback from the cadets in regards to giving them the needed rest in the middle of the week so that they are physically in better shape on Friday's which are very physical days.

- Partnerships (internal and external) - Throughout the 37 years that our programs have been operating we have developed a number of tremendous and very strong partnerships with the local fire agencies, auto wrecking yards (Pick A Part - Auto Extrication Training), Ben Clark Training Center, Cal Fire (Provides the Basic Wildland Academy as part of the CHCFA program and saves the college and the CHCFA approximately \$25,000.00 per academy in equipment and labor costs) The San Bernardino County Training Officers Association SBCTOA) as well as the California Fire Technology Directors Association (CFTDA) and State Fire Training (SFT) serve as very valuable partners in making sure that our program is on the cutting edge within the industry. Our Fire Technology Articulation Agreements and the internal partnership between the CHCFA and the Fire Technology Program as well as the CHCFA corequisite Kin/F 049 instructors that work hand in hand with us to make sure that the cadets are getting the best possible physical fitness training on top of the demands of the CHCFA. These partnerships are extremely important to build our programs stronger and reach younger students than otherwise possible and to better prepare them to enter and be successful in the CHCFA.
- Innovation and Implementation of best practices - There are many innovative and best practices that the CHCFA and the Fire Technology program utilize. Some of the best are as follows:
 - A few years ago the CHCFA purchased IPAD's for all cadets as well as a software license to EVALS.net. This is a very powerful software program that is specifically designed for ARTP's. The ease of this software program and the amount of instructor time that has been saved with grade and quiz calculation for all of the cadets as well as the delivery of the curriculum itself has been very innovative within the industry.
 - Additionally, as previously mentioned the implementation and delivery of the IFSAC testing and the involvement of the Fire Technology Club members as volunteers in the academy is very innovative and helpful to the cadets as well as the various other curriculum that we deliver and other ARTPs' don't deliver. (Mock Orals, Resume Writing, The Enhanced Skills and Performance Program (ESPP - this is a week-long leadership, generational information and physical fitness routine to kick the CHCFA off) The purchasing of this physical fitness equipment over the last few years with Strong Workforce funding has really helped prepare potential cadets before they get to the CHCFA.
- Efficiency in resource use - The Fire Academy holds two mandatory Instructor meetings per year. During these meetings, areas of improvements are reviewed by the instructors and strategies for improvements are discussed. Additionally, a "Vendor Day" has been created in order to give the uniform and equipment vendors ample time to get the necessary equipment and uniforms delivered to the cadets as well as an opportunity to further develop our working relationship with them by keeping up on new innovations and equipment that we would normally not get a chance to view and or discover without going to a trade show convention. The Fire Academy efficiency in resource of Fire Instructors is regulated by the requirements of the State Fire Marshal's Office. In order to complete the program with the required hours and the corequisite KIN/F 049, the students are in a learning environment at least 10 to 12 hrs. a day, 4 days a week. I believe that we have a very efficient use of resources to make this program a success and the recent purchase of necessary physical fitness equipment and the recent move to rent PPE and SCBA equipment will ultimately save on instructor labor costs and minimizes our risk of liability with both the PPE and the SCBA's.
- Staffing - The Fire Academy uses 33 instructors in training the Cadets. The majority of the instructors are working full-time as a career firefighter. There are scheduling drawbacks with using full-time career firefighters. The firefighters need to adjust the Fire

Academy schedule around their work schedule. In addition, there's last minute scheduling conflicts when there's a large scale emergency incident in their city or throughout California such as what has routinely occurs with the major wildland fires throughout the state. Additionally, as the State Fire Marshal's Office has changed (and will modify again in the near future) the Academy curriculum and the IFSAC testing process the demands on the program have increased dramatically over the last few years. This created a need to Staff a Professional Expert (Operations Specialist) in order to help the Chief with all of the changes and logistical issues to efficiently run the CHCFA. On the Fire Technology side, the introduction of the online classes as well as the increase in students for the 16 FIRET courses currently offered for the Fall 2019 semester created a situation in which three additional courses were canceled due to not having enough part-time faculty to teach those courses. An additional full time faculty position and the changing of the Operations Specialist to a full-time faculty position to help with this demand is something to be considered for both programs.

- Participation in shared governance (e.g., do unit members feel they participate effectively in planning and decision-making?) - To help better develop consistent instruction with the over 25 Fire Academy Instructors, the Fire Academy holds two mandatory Instructor meetings per year. At these meetings a considerable amount of time is spent discussing the pros and cons of the previous academy and things that we could do better, as instructors to be more consistent. As the Chief of the Fire Academy I am always looking for constructive criticism and feedback from the instructors on ways to improve our program and maintain our consistency. Additionally, every instructor including the Chief has an evaluation that is conducted by the cadets at the end of the academy. These evaluations, although subjective have given our program some insight to where the cadets may see inconsistency from different instructors.
- Professional development and training - I am a member of the following organizations: San Bernardino County Training Officer's Association, California Fire Technology Director's Association. (CFTDA), Joint Partnership Agreement (JPA - CHC & San Bernardino County Fire Department). I completed the "Train the Trainer course through the International Public Safety and Leadership Institute (IPSLEI) and I am a facilitator for that leadership program and a lot of the information that is presented in the "ESPP" week that is held at the beginning of every academy. Additionally, I am also a regular speaker and instructor on fire service leadership issues, fire ground command and control and fire ground risk assessment. I annually speak and attend at some of the major fire service conferences such as Firehouse World, California Training Officers Symposium as well as numerous other fire departments that have requested my training seminars. This networking and training has given me the opportunity to stay up on the latest trends and issues that face the fire service and help to better prepare and develop the Fire Academy program.
- Compliance with applicable mandates - The Crafton Hills College Fire Academy meets the requirements set forth by the California State Fire Marshal and the State Board of Fire Services. Every five years we are accredited by the California State Fire Marshal and the State Board of Fire Services. Our last accreditation was approved on August 20, 2015. Our program is scheduled for re-accreditation in June of 2020. As the Chief of the CHCFA, I'm currently in the very lengthy and very tedious process of writing the Self-Assessment Report for our program and the Crafton Hills College that will provide the specifics of our ARTP curriculum, facility, equipment and various records required for an ARTP.

8. Vision

- a. Tell us your unit's vision: Where would you like your program to be four years from now? Dream big while considering any upcoming changes (e.g.: new buildings, labs, growth, changes in the discipline etc.).
- b. Alignment with the college Vision: **Rubric Item** ([Vision Alignment](#)): The Vision of Crafton Hills College is to be the college of choice for students who seek deep learning, personal growth, a supportive community, and a beautiful collegiate setting. In what ways does your program advance and align with the vision of the college?

a. In the next four years:

The CHCFA and the Fire Technology Programs fundamental mission will remain the same: Develop competent entry-level firefighters through the CHCFA program and help to better prepare the Fire Technology students to enter the CHCFA to be successful. Additionally, a further mission of the Fire Technology Program will be to encourage students to continue towards obtaining their Associates degree and/or pursue higher education. We believe that the standards for entry-level firefighters are evolving with the implementation of the IFSAC National testing as well the proposed Firefighter 1 & 2 changes in 2020 along with the proposed continuing education concept for firefighter across the nation. Our program is poised to take advantage of opportunities and overcome challenges associated with that evolution.

With the passing of Measure CC, the proposed "East Valley Regional Training Center" being built and operated at Crafton Hills College is now a real possibility. This Regional Training Center has the opportunity to have the local fire agencies partnering with CHC to better serve our communities with Public Safety. The vision of our program and the development of this Regional Training Center will further help to create Crafton Hills College as the college of choice for students who seek deep learning, personal growth, a supportive community and a beautiful collegiate setting. Our CHCFA and Fire Technology Programs have been around since 1982 and they are second to none and we believe that they very much align with the vision of the college.

Finally, our vision is to be the regional "Program of Choice" for students and employers alike. Of course, this vision encompasses our primary mission but also our desire to create an atmosphere that supports rich learning experiences for students. Ultimately, we would like to see 90% our program graduates complete an Associate of Science degree. Not simply for the degree, although there is benefit in that, but for the learning that takes place on the way to that end.

9. Progress on Prior Goals

Briefly summarize the progress your unit has made in meeting the goals and objectives identified in your last Four-Year Action Plan.

- **1 - Goal - Proactively Manage the State Fire Training Changes for Regional Fire Academy Accreditation**

Priority Rank: 1

Objectives:

- **1.1 - Objective - Ensure the continued Regional Accreditation of the CHC Fire Academy by implementing the SFT 2013 Curriculum**

Priority Rank: 1

Original Start Date: 01/01/2015 **Original End Date:** 12/31/2018

Revised Start Date: 01/01/2015 **Revised End Date:** 12/31/2023

Responsible Person: Michael Alder

Strategic Direction: 7. Organizational Development

Impact Type: Site

Institutional Learning Outcome: -- Pick One --

Resource Requests:

- **1.1.r1 - Continue with Full-Time Faculty Member Serving as the Chief**

Description

The Fire Academy has had a full-time Faculty member serving as the Chief for the last 8 years. Currently, the position is being held by myself on a one-year contract. At the conclusion of the one year period it will be imperative to ensure the continued accreditation of the Fire Academy by making sure that the position is filled with a full-time faculty member to continue to serve as the Chief.

Rationale

The Fire Academy is a program that requires a full-time Faculty Member (Chief) to fund the program and ensure the continued success of the program. With the very big changes that are forthcoming from the State Fire Marshal's Office of Training it will be imperative that this program has a full-time Faculty Chief to make sure that the new curriculum is developed and implemented in the required time frames and that Regional Accreditation of the Fire Academy is met by implementing the necessary certification and examination changes that are currently in process of being developed by SFT. These changes and our ability to conform to the required changes will dictate whether the CHC Fire Academy maintains its Regional Accreditation. Simply put, there are such significant and labor intensive changes that only a full-time Faculty Chief can ensure a successful outcome.

Resource Type: Ongoing

Expenditure Category: Personnel

Funded: No

Funding Source:

First Year Cost/Savings: \$71,177.00/\$0.00

Second Year Cost/Savings: \$71,177.00/\$0.00

Third Year Cost/Savings: \$71,177.00/\$0.00

■ **1.1.r2 - Full-Time Fire Academy "Program Coordinator Description**

Under the direct supervision of the Academy Chief provide coordination for the Fire Academy program and assist in the development of instructional schedule; recommend the purchase of supplies and equipment; ensure proper maintenance solutions of apparatus and equipment; assist in development of the annual budget; assist with the recruitment, screening, and interviewing of the Instructor applicants; assist evaluations of Instructors; assist in the counseling and registration of students; assist in the development and improvement of the Academy lesson plans; communicate effectively both orally and in writing; instruct in current fire service method and technologies to pre-service and in-service fire personnel; using up to date technology, provide instruction in the Fire Academy consistent with Fire Academy curriculum requirements and standards; work cooperatively with the fire service related agencies and organizations; as directed, represent the college at job fairs.

More specifically, the Fire Academy Program Coordinator would assist the Academy Chief with the administration of the following:

- Training Burns

Assist with the Chief with the coordination of the training burns

Coordinate with San Bernardino County Fire Department with their "Burn Props" and the use of their staff.
Implement an "Incident Action Plan, (IAP)" for Fire Control 3B, Fire Control 4A&B and HAZ MAT
Ensure communication with the AQMD in obtaining a "burn permit" for Fire Control 3B, Fire Control 4A&B and HAZ MAT
Review the IAP with the Academy Instructors
Schedule FIT testing for Academy Instructors
Schedule FIT testing for Academy Cadets
Schedule a Respiratory Protection Medical Clearance for Academy Cadets prior to the training burn

- Instructor Payroll

Coordinates directly with the Fire Academy Fire Chief to ensure all instructors are paid promptly.
Coordinates directly with the Fire Academy Fire Chief to ensure instructors are paid from the correct payroll account.
Coordinates directly with the Fire Academy Fire Chief to ensure that instructor budgets are strictly adhered to.
Prepares monthly Hourly Time Sheets for all Professional Expert, Perkins and other such appropriate accounts instructors.
Tracks hours worked to ensure adherence to budget.
Ensures adequate instructors are on duty to provide a high level of instruction in the most safe and efficient manner.

- Instructor Recruitment / Retention

Coordinates new instructor application process with Chief and prepares application for submittal to the Board for approval.
Prepares Notice of Employment forms for each instructor, as approved by the Fire Chief, returning to teach at the ensuing academy.

- Off Campus Training Coordination

Researches appropriate training sites to the accommodate type of training evolutions required to meet State Fire Marshall curriculum.

examples:

Fire Control 3

Fire Control 4

Auto Extrication

Ventilation

Salvage and Overhaul

RICT Training

Forcible entry

Confined Space

Acts as a liaison between the off-site locations and the Fire Academy.

Ensures adequate supplies and tools are transported to off-site location.

Ensures contracts are negotiated and and fee payment is made if applicable.

Ensures monies are budgeted for off-site expenses.

- Increase the diversity level in the Academy by creating and coordinating an recruitment program,

Coordinates with Counselors / Admissions.

Create a Fire Academy Flyer

Assists with Financial Assistance Requests.

Coordinates recruitment of Specialty Groups.

Maintains Fire Academy web site.

Coordinates CHC Fire Academy Advertising/Promotion with District P.I.O.

Provides for easy access to Fire Academy Program information.

- State Fire Marshall (SFM) Certification Courses

Coordinates with SFM Senior Training Instructors, the submission of applications to SFM Office requesting approval for SFM certification classes to be taught at the Fire Academy.

Registers Students with the SFM Office for the certification classes.

Coordinates the SFM fee submission from the students.

Coordinates the issuance of the SFM Certifications to the students upon the successful completion of the course.

- On Campus Training Coordination

Coordinates with CAL Fire for the Basic Wildland Academy (67 Hour).
Coordinates with campus security and facility management the use of parking lots, buildings, etc. in the implementation of on-campus training.

examples:

Low Angle Rope Rescue

Ladders

Hose Evolutions

Rappelling

- State Fire Training Firefighter 1 Certification & Examination

Serving to organize, coordinate and implement the FF1 testing of all Academy cadets in addition to the off-site students that will require testing

- The Academy Coordinator will maintain an office at the Fire Academy Building

Respond to day to day inquiries about the Fire Academy

Greet visitors to the Fire Academy building

Answer phones and respond quickly to phone messages

Prepare documents as required by the Fire Academy Chief

Prepare requests soliciting bids for Fire Academy inventory or services

Prepares budget requests at the direction of the Fire Academy Chief for Fire Academy related items

Rationale

The rationale of hiring a full-time Fire Academy Program Coordinator is to assist the Fire Academy Chief with scheduling issues, preparing the monthly hourly time sheets for the 30 Academy Instructors, increase the diversity level in the Academy with a recruitment program, coordinating off-campus training for the 14 times the Academy trains off-campus per semester.

There is a definite need for a Program Coordinator considering an incident that occurred a few years back at an Academy training burn where an instructor and a student sustained burn injuries and a blast concussion. Both individuals sustained second degree burns to their face and ears. The addition of a Academy Coordinator would assist the Chief with the coordination of the training burns. There are

numerous tasks involved with a training burn such as implementing an "Incident Action Plan, (IAP)" and coordinating with San Bernardino County Fire Department with their "Burn Props" and staff.

Also, the Fire Academy Chief is required to maintain student contact with the Fire Academy Cadets from 8:30 am. to 6:00 pm. Monday thru Friday, which totals 448 student contact hours per semester or 896 hours per year. Therefore, there's adequate justification in adding a Fire Academy Program Coordinator to the Fire Academy Staff.

Finally, with the forthcoming changes from SFT in regards to the new FF1 Certification and testing requirements there is a definite need for the Program Coordinator to help facilitate, organize and implement the necessary certification and testing that will occur. Additionally, the Fire Academy is diligently working to develop revenue for the program through "Contract Education" with Cal Fire and potentially other fire departments throughout the local community. This effort could not only generate revenue for the program but it may also be able to cover the cost of an Academy Coordinator. However, at this point and the information that we have gathered, the work load that it will take to properly conduct the SFT FF Certification/Examination process plus the "Contract Education" Possibilities are of such a magnitude that a full-time "Academy Coordinator" will need to be seriously considered in order to be successful and efficient.

Resource Type: Ongoing

Expenditure Category: Personnel

Funded: No

Funding Source:

First Year Cost/Savings: \$60,000.00/\$0.00

Second Year Cost/Savings: \$60,000.00/\$0.00

Third Year Cost/Savings: \$60,000.00/\$0.00

- **1.1.r3 - Facility/Equipment & Personnel Expenses Description**

The forthcoming changes to the FF1 Certification and Examination process will require that the CHC Fire Academy is properly set up with the necessary facility, equipment and personnel resources that comply with the SFT mandates for this type of certification and testing. In order to maintain our Regional Academy Accreditation the CHC Fire Academy will have to provide this necessary certification and training which will require on some occasions a separate facility (Facility such as Ben Clark to provide Fire Control 3B Live

Fire Training) It will also require additional equipment to be purchased to provide the examination process such as in field laptops and specific software for the exams. Finally, it is anticipated through a "Beta" test was performed through SFT that there will be additional personnel resources needed in order to perform the FF1 Certification and Testing. These costs are unknown at this time but it is anticipated that it may cost an additional \$10,000 to \$15,000 per academy.

Rationale

The need for Facility, Equipment and Personnel Expenses are one in which the CHC Fire Academy will have to incur in order to maintain its Regional Accreditation status. Because so much of this has not fully developed yet with actual answers to the above mentioned needs, it is unknown on how we can provide the services required without passing the additional expenses on to the students, individual fire departments and or whether there is an opportunity to actually develop some partnerships that would be a revenue generating opportunity for the program that may be able to greatly minimize the additional needs. In either case information from SFT has shown that there will be a significant increase in costs that our Program will have to incur as well as costs that will get passed on to the students. A very preliminary calculation of our salary costs for our Professional Experts to conduct the skills and written exam for the FF 1 Certification process would be approximately \$4500.00 every time it is conducted. This obviously does not include equipment and or facility expenses which could easily match the salary cost. Again, our ability to work through these cost issues is crucial to ensure the continued Regional Accreditation of the CHC Fire Academy by implementing the SFT 2013 curriculum. (See FF1 Certification Testing Analysis and SFT - Certification Cost Analysis Attachments)

<https://craftonhills.edu/ProgramReview/Plan.aspx/GetSupportingDocument/09e71164-ea44-4460-9a65-2d8ec3a9e3ba/FF1%20Certification%20Testing%20Analysis.docx>

<https://craftonhills.edu/ProgramReview/Plan.aspx/GetSupportingDocument/e4bd41aa-67cb-40db-92d2-91dac5ecb477/SFT%20-%20Certification%20Cost%20Analysis.pdf>

Resource Type: Ongoing

Expenditure Category: Services (5000)

Funded: No

Funding Source:

Actions/Activities:

- **1.1.a1 - Develop & Submit 2013 Curriculum**

It will be imperative that the CHC Fire Academy immediately starts working on the necessary steps below in order to get the SFT 2013 curriculum developed and adopted by 12/31/2015

- Immediately start developing the necessary SFT 2013 Curriculum and submit it into Curricunet.
- Develop new SLO's that will match the SFT 2013 mandates and requirements
- Develop new Lesson Plans that match the NFPA Standards that will be part of the SFT 2013 mandates and curriculum
- Conduct necessary training for all CHC Fire Academy Instructors to make sure that their instructional methods are in alignment with the SFT 2013 mandates and curriculum

Start Date: 01/01/2015 **End Date:** 12/31/2015

Responsible Person: Michael Alder

Status Code: Work is Completed and Ongoing

Progress Description:

The CHCFA has completed all of the above stated steps with the 2013 curriculum. Work has been completed and is ongoing. However, there are new curriculum changes that SFT is working on and they will most likely be in place in 2020.

Measurements/Documentation of Progress:

We continue to measure our success with the 2013 curriculum changes through our affiliation with the California Fire Technology Directors Association (CFTDA) and our quarterly meetings to make sure that we are adhering to any specific changes from State Fire Training (SFT). Additionally, our feedback from the cadets at ever academy as well as our Instructor meetings to make sure that we stay consistent in our instruction. Finally, as part of our accreditation process we have yearly site visits for SFT to make sure that we are following the proper procedures with the changes stated above for this activity.

▪ **1.1.a2 - Develop State Fire Training Certification & Examination Process**

So much of the forthcoming changes that are being driven by the State Fire Marshal's Office of Training (SFT) are unknown at this time. It will be a necessity for the Chief of the Fire Academy as well as the Part-Time Academy Coordinator to stay educated and well-informed on the upcoming changes and the potential for unknown personnel, facility and equipment costs that will arise because of the accreditation process of SFT through the International Fire Service Accreditation Congress (IFSAC) and the National Board of Fire Service Professional Qualifications (Pro-Board). This change not only includes the SFT receiving new

accreditation but also changes the CHC curriculum but also radically changes the way in which Accredited Regional Training Programs such as the CHC program will conduct not only the instruction but the Firefighter 1 (FF1) Certification/Examination process. Exactly how we will implement the necessary changes has yet to be determined because of unknown costs and incomplete accreditation from IFSAC and Pro-Board at this point but the overall plan is contained in the attached documents)

<https://craftonhills.edu/ProgramReview/Plan.aspx/GetSupportingDocument/ff315521-482d-4d19-991a-03cef67c6f83/Implementation%20of%20New%20Curriculum%20-%201.pdf>

<https://craftonhills.edu/ProgramReview/Plan.aspx/GetSupportingDocument/613f5deb-d518-4486-9c7e-f73f52f54b91/Implementation%20of%20New%20Curriculum%20-%202.pdf>

<https://craftonhills.edu/ProgramReview/Plan.aspx/GetSupportingDocument/09e71164-ea44-4460-9a65-2d8ec3a9e3ba/FF1%20Certification%20Testing%20Analysis.docx>

Start Date: 01/01/2015 **End Date:** 12/31/2016

Responsible Person: Michael Alder

Status Code: Work is Completed and Ongoing

Progress Description:

The CHCFA has developed the curriculum to meet the activity of the Firefighter 1 certification and examination process since the last Program Review

Measurements/Documentation of Progress:

We continue to measure our success with developing our plan to implement the SFT Firefighter 1 certification and examination process through our affiliation with the California Fire Technology Directors Association (CFTDA) and our quarterly meetings to make sure that we are adhering to any specific changes from State Fire Training (SFT). Additionally, our feedback from the cadets at ever academy as well as our Instructor meetings to make sure that we stay consistent in our instruction. Finally, as part of our accreditation process we have yearly site visits for SFT to make sure that we are following the proper procedures with the changes stated above for this activity.

- **2 - Goal - To continue compliance with OSHA regarding the Respiratory Protection Program**

To secure an "part-time certified SCBA technician" position to ensure the administration of the CHC Respiratory Protection policy for the Fire Academy Instructors and Cadets.

Priority Rank: 2

Objectives:

o **2.1 - Objective - To continue to administer the Fire Respiratory Protection Program**

A SCBA Program Administrator would be responsible for the management of the newly created CHC Respiratory Protection Program.

The SCBA Program Administrator would ensure all Fire Academy Instructors and Cadets who are required to wear respiratory protection as a condition of their employment or as a State Fire Training requirement are protected from respiratory hazards by:

1 - administering Self Contain Breathing Apparatus (SCBA's) Repirator use

2 - providing guidelines for SCBA training

3 - providing proper storage, use and care of SCBA respirators

4 - ensuring employees and Cadets receive training and medical evaluations

5 - coordinating SCBA FIT Testing for Instructors and Cadets (A FIT test is the use of a protocol to qualitatively or quantitatively evaluate the fit of a respirator on a Cadet.)

6 - ensure the maintainence, service and testing of the Fire Academy's Self Contain Breathing Apparatus (SCBA's)

Priority Rank: 2

Original Start Date: 01/01/2015 **Original End Date:** 12/31/2018

Revised Start Date: 01/01/2015 **Revised End Date:** 12/31/2023

Responsible Person: Michael Alder

Strategic Direction: 8. Effective Resource Use and Development

Impact Type: Department

Institutional Learning Outcome: -- Pick One --

Resource Requests:

■ 2.1.r1 - Implement SCBA "Flow Testing" as required to limit liability**Description**

Implement SCBA "Flow Testing" as required to limit liability:

All Fire Academy cadets and instructors have to have a current Self Contained Breathing Apparatus (SCBA) "fit test" annually. We currently provide that as part of our Fire Academy Program. Recently, one of the CHC Fire Academy Instructors that also serves as a certified SCBA maintenance technician for our program attended a mandatory training maintenance class and he was advised as part of the training that it is now highly recommended by the SCBA manufacturers and in compliance with the National Institute of Occupational Safety & Health to have all of the SCBA units "flow tested" annually. This is a test to make sure that all of the SCBA units are in acceptable working condition. This testing can be done within the CHC Fire Academy program because of the recent training and certification process. However, The CHC Fire Academy currently uses the required "SCBA Testing Quaestor Positive Test Instrument" which is on loan from the San Bernardino County Fire Department. This instrument costs approximately \$12,000 so we have been fortunate that they have loaned it at no cost to us. However, it is our responsibility to have the machine calibrated annually at a cost of approximately \$800.00. The CHC Fire Academy has approximately 40 SCBA units and it is our intention to test our SCBA units on a two year rotation (20 SCBA Units per year) and this will require an additional 40 hours of labor to be accomplished. We will also have to factor in the average cost for repairs if and when problems are found during the testing process. The CHC Fire Academy has anticipated that this would cost approximately \$2000.00 per year. The total increased anticipated costs to maintain our SCBA's according to the manufacturers and NIOSH recommendations is \$4000.00

Rationale

The wearing and use of a SCBA by the Academy students is a State Fire Training requirement regulated by OSHA. The wearing and use of a SCBA by the Academy Instructors is a condition of their employment and the State Fire Training requirement regulated by OSHA.

The Fire Respiratory Protection Program would continue to ensure all Fire Academy Instructors and Cadets are protected from respiratory hazards.

The Fire Respiratory Protection Program would continue to be responsible for the management of the newly created CHC Respiratory Protection Program. In addition, it would keep CHC in compliance with OSHA regulations and the new manufacturer and NIOSH recommendations for "Flow Testing"

Resource Type: Ongoing

Expenditure Category: Services (5000)

Funded: No

Funding Source:

First Year Cost/Savings: \$4,000.00/\$0.00

Second Year Cost/Savings: \$4,000.00/\$0.00

Third Year Cost/Savings: \$4,000.00/\$0.00

■ **2.1.r2 - Continue with funding for Two Certified SCBA Technicians**
Description

Since most of the testing, service, repairs and annual maintenance that are required at the Crafton Hills Fire Academy are presently performed by two technicians and paid out of the Facilitator (6691-0000-2404.00-2133) account and Perkins account. In addition, the two SCBA technicians perform all repairs at the Fire Academy which saves on cost of shipping. Crafton Hills Fire Academy does not own any of the SCBA's specialized tools or equipment to maintain the SCBA's.

The cost for annual maintenance and repairs to the SCBA unit is approximately \$200.00 per unit. Therefore, with the 40 SCBA units the total cost to maintain the fleet of SCBA's is approximately \$8,000 per year.

Rationale

The following is the rationale for the Fire Academy to continue with 2 SCBA technicians:

1. To test, service, repair and perform annual maintenance to our SCBA's.
2. To perform FIT testing to each Fire Cadet per Academy
3. To add an line item to the budget to pay two certified SCBA technicians
4. To keep the SCBA testing equipment updated
5. To increase the line item budget by five percent per year to keep up with inflation
6. To perform flow testing as descibled in 2. D - External Factors with Significant Impact

Resource Type: Ongoing

Expenditure Category: Personnel

Funded: No

Funding Source:**First Year Cost/Savings:** \$8,000.00/\$0.00**Second Year Cost/Savings:** \$8,000.00/\$0.00**Third Year Cost/Savings:** \$8,000.00/\$0.00

- **2.1.r3 - SCBA Cylinder Air Filling Station Description**

By purchasing and installing a Self Contained Breathing Apparatus cylinder air filling station at Crafton Hills College would ensure adequate air inside the Cadets SCBA cylinders during the Fire Academy. Currently, we rely on Cal Fire to fill the air cylinders upon each use of their cylinders. This has worked adequately while we are off-campus. However, when the new building that will house the Fire Academy is completed in the fall of 2015 it will be crucial to have the filling station as we will not be in have the ability to fill the bottles as we currently do with Cal Fire at their headquarters.

Rationale

The Rationale for installing the "air filling station" will allow the Cadets to be able to run multiple scenarios while breathing air from their SCBA. This would increase the student learning outcome by using real life working conditions used by firefighters in the field. Additionally, it will be extremely inefficient and most likely expensive to find a facility to fill SCBA bottles without an air filling station on campus. Currently, the CHC Fire Academy has started a Foundation Fund that is supported by the Academy fundraisers towards the cost of an SCBA filling station that will ultimately cost approximately \$55,000. There is a need for the additional \$44,000 through a combination of fundraisers, and an increase in funding.

Resource Type: One-time**Expenditure Category:** Equipment (6400)**Funded:** No**Funding Source:****First Year Cost/Savings:** \$44,000.00/\$0.00**Actions/Activities:**

- **2.1.a1 - Continue the funding of two certified SCBA technicians and increase the funding for "Flow Testing"**

The mission of the Fire Academy is to provide students with the cognitive, psychomotor and affective behaviors necessary to become competent entry-level firefighters within the fire service. In addition, the

mission of Crafton Hills College is to advance the education and success of students in a quality learning environment and the vision of our College is to be the premier Community College for Public Safety and Health Service careers and Transfer Preparation. In keeping with the mission statement of the Fire Academy there is a need to continue the funding two certified SCBA technicians to maintain, service and test our Self Contain Breathing Apparatus (SCBA's), as well as perform FIT testing for each Fire Cadet. (A Fit test is the use of a protocol to qualitatively or quantitatively evaluate the fit of a respirator on an Cadet.)

Additionally, as described and previously mentioned in 2. D - External Factors with Significant Impact

All Fire Academy cadets and instructors have to have a current Self Contained Breathing Apparatus (SCBA) "fit test" annually. We currently provide that as part of our Fire Academy Program. Recently, one of the CHC Fire Academy Instructors that also serves as a certified SCBA maintenance technician for our program attended a mandatory training maintenance class and he was advised as part of the training that it is now highly recommended by the SCBA manufacturers and in compliance with the National Institute of Occupational Safety & Health to have all of the SCBA units "flow tested" annually. This is a test to make sure that all of the SCBA units are in acceptable working condition. This testing can be done within the CHC Fire Academy program because of the recent training and certification process. However, The CHC Fire Academy currently uses the required "SCBA Testing Quaestor Positive Test Instrument" which is on loan from the San Bernardino County Fire Department. This instrument costs approximately \$12,000 so we have been fortunate that they have loaned it at no cost to us. However, it is our responsibility to have the machine calibrated annually at a cost of approximately \$800.00. The CHC Fire Academy has approximately 40 SCBA units and it is our intention to test our SCBA units on a two year rotation (20 SCBA Units per year) and this will require an additional 40 hours of labor to be accomplished. We will also have to factor in the average cost for repairs if and when problems are found during the testing process. The CHC Fire Academy has anticipated has stated that this would cost approximately \$2000.00 per year. The total increased anticipated costs to maintain our SCBA's according to the manufacturers and NIOSH recommendations is \$4000.00

Start Date: 12/31/2015 **End Date:** 12/31/2017

Responsible Person: Mike Alder

Status Code: Work is Completed and Ongoing

Progress Description:

The CHCFA contunes to achieve this activity to maintain our safety level for the cadets as well as the instructors.

Measurements/Documentation of Progress:

The CHCFA has measured this activity through the SFT requirements as well as Fed OSHA requirements. We are providing the necessary safe level of service and training for our cadets as well as our instructors.

- **2.1.a2 - Installation of a Self Contained Breathing Apparatus Cylinder Air Filling Station**

To purchase and install an Self Contain Breathing Apparatus cylinder air filling station at Crafton Hills College would ensure adequate air inside the Cadets SCBA cylinders during the Fire Academy. Currently, Cadets rely on outside agencies to fill the air cylinders upon each use of their cylinders. By installing the "air filling station" the Cadets would be able to run multiple scenarios while breathing air from their SCBA. This would increase the student learning outcome by using real life working conditions used by firefighters in the field.

Start Date: 01/01/2015 **End Date:** 12/31/2018

Responsible Person: Michael Alder

Status Code: Work is Completed and Ongoing

Progress Description:

The CHCFA has met this activity since the last Program Review. We have this state of the art SCBA air filling compressor at our facility.

Measurements/Documentation of Progress:

This equipment is extremely valuable to our program and this activity was met with the donation of this \$50000.00 SCBA air filling compressor by the generosity of James Ramos in conjunction with the San Manuel band of Mission Indians

- **3 - Goal - Ensure that OSHA Requirements for Maintaining Personal Protective Equipment is met**

To secure and maintain a five year replacement cycle for all Personal Protective Equipment (PPE's) and safety equipment used by the student in the Fire Academy.

Priority Rank: 3

Objectives:

- **3.1 - Objective - To Secure and Maintain a Replacement Program for all Personal Protective Equipment**

To secure and maintain a five year replacement cycle for all Personal Protective Equipment (PPE's) and safety equipment used by the Cadets in the Fire Academy by annually purchasing:

1 - five sets of turn-out pants, coat, helmets, and boots

2 - five SCBA cylinder bottles

3 - one ladder

4 - five sections of hose

Priority Rank: 3

Original Start Date: 01/15/2012 **Original End Date:** 12/31/2018

Revised Start Date: 01/15/2012 **Revised End Date:** 12/31/2023

Responsible Person: Mike Alder

Strategic Direction: 1. Student Access and Success

Impact Type: Department

Institutional Learning Outcome: -- Pick One --

Resource Requests:

▪ **3.1.r1 - To Establish a Replacement Schedule for Specific Personal Protective Equipment Description**

To make sure that we have enough PPE Clothing inventory to properly fit the cadets as well as replace damaged and worn out fire ground equipment it will be a necessary to purchase the following in the next 4 years:

1 - Eight sets of turn-out pants, coats, helmets, and boots

2 - 50 SCBA cylinder bottles

3 - Two ladders

4 - 20 sections of hose (1 ½" and or 2 ½")

5 - Two chain saws

The CHC Fire Academy has recently been awarded a \$49,000 HEDCO Grant with matching funds of \$6,000 on our end for a total of \$55,000. This will be a tremendous help with outdated, worn-out and non-compliant Personal Protective Equipment (PPE) clothing that the cadets are currently using. We are

currently in the process of utilizing a competitive bid process to procure the very best price possible for our upcoming purchase. The PPE Clothing is compliant for no more than 10 years and more often than not it is completely worn out and destroyed before the 10 year period.. With the procurement of the PPE Clothing that will be purchased with the grant money we will still need to continue with a replacement schedule for additional PPE clothing as well as other PPE such as ground ladders, SCBA bottles and regulators, chain saws and fire hose over the next 4 years in order to have safe and compliant PPE's.

One of the many attractive and appealing things things that the CHC Fire Academy Program has to offer over it's competitors is the fact that we continue to provide the cadet's with their own set of PPE clothing during the academy. This is a considerable savings to the cadet. Many other Fire Academy Programs have their cadet's rent the PPE clothing and pass that cost on to the student. The program is very expensive for any cadet to attend and if we can continue to provide and maintain our own inventory of PPE clothing than we can continue to be competitive and as rental costs increase this may be a real benefit for us with bringing more cadets to our program.

Unfortunately, The CHC Fire Academy SCBA bottles have a 15 year life span. They have to be hydrostatic tested every 5 years and we have completed two hydrostatic test and 50 bottles only have three years of life remaining before they have to be destroyed. Therefore, we will need to increase funding within the next few years so that 50 bottles can be purchased at the end of the three year period. Because we still have three years remaining on these bottles it is my recommendation that we get the most use out of them before purchasing new ones so that we can get another 15 years of life on all the bottles.

Each SCBA bottle is approximately \$800.00 for a total of \$40,000 that would need to be available at the end of three years for this purchase. Although, this is a very expensive purchase it is one that we do not have any control over. We have to maintain our SCBA bottles with the federal mandates that are placed on us as well as the mandates from the SFT in order to maintain our Regional Accreditation as an Academy.

We attempt to maintain and test our ladders on a yearly basis and with the amount internal work that we do to maintain them they last much longer than some the other equipment hat is used by the cadets but in this 4 year period we will need to purchase 2 additional ladders

Fire hose seems to have a fairly long life span. However, we are now at a point that the cast majority of it is very worn and is susceptible to leaking and rupture while under pressure during hose evolutions

Rationale

During this 4 year plan some of the Personal Protective Equipment clothing (8 sets) and safety equipment used by the Fire Academy Cadets should be replaced with current technology or state-of-the-art protective equipment. This policy is a result of the Fire Academy Cadets training inside structural containers where the containers can reach up to one thousand degrees or higher. Without current state-of-the-art protective equipment there is a risk of a burn injury affecting our Cadets during the live fire training burn portion of the Fire Academy training. In addition, it would keep CHC in compliance with OSHA regulations.

Resource Type: Ongoing

Expenditure Category: Equipment (6400)

Funded: No

Funding Source:

First Year Cost/Savings: \$18,750.00/\$0.00

Second Year Cost/Savings: \$187,500.00/\$0.00

Third Year Cost/Savings: \$18,750.00/\$0.00

■ **3.1.r2 - Ladder testing, repairs, and maintenance**
Description

Currently, the Fire Academy has a zero dollar amount in the Fire Academy budget for the maintenance, testing, and repairs of our Fire Academy Ladders. The climbing and use of Ladders by the Academy students is a State Fire Training requirement regulated by OSHA.

Rationale

The rationale to perform annual Ladder Testing would ensure the safety of Fire Academy's Cadets and Instructors while climbing, raising and lowering ladders. Most Cadets entering the Fire Academy have never raised a ladder before they entered the Academy. Testing, maintenance, and repairs of all Fire Academy Ladders would ensure all Fire Academy Instructors and Cadets are protected from hazards caused by a faulty ladder. In addition, it would keep CHC in compliance with OSHA regulations.

Resource Type: Ongoing

Expenditure Category: Services (5000)

Funded: No

Funding Source:

First Year Cost/Savings: \$1,700.00/\$0.00

Second Year Cost/Savings: \$1,800.00/\$0.00

Third Year Cost/Savings: \$1,900.00/\$0.00

Actions/Activities:

- **3.1.a1 - To secure Fire Academy compliance with OSHA concerning the Academy's maintenance, testing, and repairs of Academy Ladders used by Cadets**

The climbing and use of Ladders by the Academy students is a State Fire Training requirement regulated by OSHA.

Testing, maintenance, and repairs of all Fire Academy Ladders would ensure all Fire Academy Instructors and Cadets are protected from hazards caused by a faulty ladder.

Start Date: 01/01/2012 **End Date:** 12/31/2018

Responsible Person: Mike Alder

Status Code: Work is Completed and Ongoing

Progress Description:

The CHCFA has met this activity and continues to do so every academy with the use of two trained instructors that are responsible for the repair, maintenance and testing of all of our ground ladders so that they are safe for climbing

Measurements/Documentation of Progress:

The CHCFA has met this activity and continues to do so every academy with the use of two trained instructors that are responsible for the repair, maintenance and testing of all of our ground ladders so that they are safe for climbing.

- **4 - Goal - Ensure the success of the Fire Academy Cadets with proper maintenance of the three fire engines used for training activities**

Currently, the Fire Academy has a zero dollar amount in the Fire Academy budget for the maintenance of our three fire engines used by our Fire Academy Cadets. There have been numerous times when Cadets are unable to train on the Fire Engines due to

maintenance problems. By maintaining the three Fire Engines the Cadets would have more hands-on training which would increase their test scores.

Priority Rank: 4

Objectives:

- o **4.1 - Objective - Ensuring the maintenance of the three fire engines used for training activities**

The Fire Academy has a need to maintain the three fire engines used by our Fire Academy Cadets. There have been numerous times when Cadets are unable to train on the Fire Engines due to maintenance problems. By maintaining the three Fire Engines the Cadets would have more hands-on training which would increase their test scores. The testing, service, repairs and maintenance to our three Fire Engines are performed as the budget allows. Therefore, we normally have either one or maybe two of our Fire Engines that are operable at any one time. One way to increase our Cadets SLO's would be to have three maintained Fire Engines available for our Cadet to train with.

Priority Rank: 4

Original Start Date: 01/01/2015 **Original End Date:** 12/31/2018

Revised Start Date: 01/01/2015 **Revised End Date:** 12/31/2023

Responsible Person: Mike Alder

Strategic Direction: 1. Student Access and Success

Impact Type: Department

Institutional Learning Outcome: -- Pick One --

Status Code: Work is Completed and Ongoing

Progress Description:

Since the last Program Review was completed in 2014/2015 the CHCFA has made some significant changes in regards to the maintenance of the three fire engines that were being used at that time. We have since retired out all three of those fire engines due to age and mechanical issues that were beyond our financial ability to repair. The goal and objectives still remain the same, although we have since replaced those fire engines with a generous donation from the Rancho Cucamonga Fire District with a 1992 KME Type 1 Fire Engine and also a donation from Cal Fire with a 1991 Beck Type 1 Fire Engine. These two fire engines are in much better mechanical shape than the previous engines and our goal and objective to ensure proper maintenance remains the same and we will also be looking at pursuing further fire engine donations to have newer engines for training purposes as well as being more mechanically reliable.

Resource Requests:

- **4.1.r1 - Maintenance of the three Fire Engines**

Description

Currently, the Fire Academy has a zero dollar amount in the Fire Academy budget for the maintenance of our three Fire Engines used by our Fire Academy Cadets. There have been numerous times when Cadets are unable to train on the Fire Engines due to maintenance problems. By maintaining the three Fire Engines the Cadets would have more hands-on training which would increase their test scores.

Rationale

The Fire Academy has a need to maintain the three fire engines used by our Fire Academy Cadets. There have been numerous times when Cadets are unable to train on the Fire Engines due to maintenance problems. By maintaining the three Fire Engines the Cadets would have more hands-on training which would increase their test scores. During the Fire Academy, Cadets train and are tested with hose lay evolutions. They need to score at least an 80% on their hose lay exams in order to graduate from the Fire Academy. Since the hose lay exams are performed from the fire engines, it's important to our Cadets to keep the Fire Engines in a state of readiness.

After looking at the repair costs of three engines for the last few semesters it averages about \$4,000.00 to \$5,000.00 per Academy. This cost is increasing over time due to the simple fact that the engines are just getting old and worn out. Through my working relationship with other Chief Officers during my 30 years with the City of San Bernardino Fire Department, I worked very hard to develop good working relationships with other fire departments and their chief officers, that now paying off. I am currently in the process of finishing the needed steps to have a newer donated fire engine from the Rancho Cucamonga Fire Department given to the CHC Fire Academy program and this will help those maintenance and repair costs overall. However, the other two engines that remain in our fleet will still require continual maintenance and repairs that are very costly.

It would be very helpful to have a specific budgeted amount just for fire engine maintenance and repairs so that we would not have to take the repair and maintenance funding through the General Fund or Perkins away for the various and usual repairs and maintenance of other equipment such as chain saws, rotary saws, chain and cutting blades and many other equipment issues that we have every Academy.

Resource Type: Ongoing

Expenditure Category: Services (5000)

Funded: No

Funding Source:

First Year Cost/Savings: \$4,000.00/\$0.00

Second Year Cost/Savings: \$4,000.00/\$0.00

Third Year Cost/Savings: \$4,000.00/\$0.00

10. Four-Year Action Plan (Goals, Objectives, Resources, and Actions)

Rubric Item: Reflect on your responses to all the previous questions. Complete the Four-Year Action Plan, entering the specific program goals ([goal rubric](#)) and objectives ([objective rubric](#)) you have formulated to maintain or enhance your strengths, or to address identified weaknesses. **In writing your objectives and developing your resource requests, take into account student learning and program assessment results.** Assign an overall priority to each goal and each objective. In addition, enter any actions and/or resources required to achieve each objective. (Click here to see a definition of [goals](#), [objectives](#), [actions](#), and how they [work together](#).)

- **1 - Goal - Crafton Hills College will strive to be the premier fire service training facility in the state.**

Priority Rank: 1

Objectives:

- **1.1 - Objective - Ensure the continuation of the Crafton Hills Fire Academy (CHCFA) as an Accredited Regional Fire Academy (ARTP) & to increase and strengthen the Fire Technology Program**

Priority Rank: 1

Start Date: 01/01/2020 **End Date:** 12/31/2023

Responsible Person: Michael Alder

Strategic Direction: 7. Develop Programs and Services

Impact Type: District Wide

Institutional Learning Outcome: Unknown

Resource Requests:

- **1.1.r1 - Hiring of an additional Full-Time Faculty Instructor**
Description

Anticipate the hiring of an additional Full-Time Faculty Instructor to help strengthen the Fire Technology program to meet the current and future demand for our program

Rationale

With the increase in enrollment with the Fire Technology courses as well as the launching of the first online course (FIRET 101) and the second one being scheduled to launch in the fall of 2020, there is a need to consider hiring an additional Full-Time Faculty Instructor to help meet this demand as well as the future demand. Additionally, the plan for the future is to deliver all six of the FIRET courses via online delivery in addition to the traditional course delivery. The additional courses that could be delivered in the future will also develop additional FTES for the program and the college

Resource Type: Ongoing

Expenditure Category: Contract Classroom Inst. (1100)

First Year Cost/Savings: \$82,196.00/\$0.00

Second Year Cost/Savings: \$84,251.00/\$0.00

Third Year Cost/Savings: \$86,358.00/\$0.00

Actions/Activities:

▪ **1.1.a1 - Successful completion of the Re-Accreditation process in 2020**

In order to meet our objective the Re-Accreditation process requires the submittal of the following during the spring and summer of 2020:

- A formal ARTP Accreditation request Letter
- SFT fee payment (currently this fee is \$500.00. However it is scheduled to increase to \$3000.00 by the summer of 2020)
- Up-to-date Self Assessment Report (SAR)
- Re-Accreditation approval form the Statewide Training and Education Advisory Committee (STEAC) and the State Board of Fire Services

[Attachment 6 CHCFA ARTP Renewal Notice](#)

Start Date: 01/01/2020 **End Date:** 08/20/2020

Responsible Person: Michael Alder

▪ **1.1.a2 - Ensure a proactive approach with future curriculum changes**

There are some pretty big changes that will impact the CHCFA curriculum in the 2020 year and subsequent years to come. We will need a very proactive approach to handle these upcoming changes and the following actions will need to occur during 2020

- Anticipate the curriculum changes that State Fire Training (SFT) has proposed to all ARTP's.
- Explore any and all ideas to deliver those changes within our budgetary guidelines and outside of our budget
- Keep the Dean of CEHD notified of these changes as they are rolled out from SFT (Some of these changes will definitely have an impact on our budget as previously mentioned in the Program Review)
- Explore the use of alternative methods to deliver our program
- Continue to foster the various external and internal partnerships that we have created to deliver our program in the most cost efficient manner possible

Start Date: 01/01/2020 **End Date:** 12/31/2023

Responsible Person: Michael Alder

▪ **1.1.a3 - Explore proactive ideas to increase and strengthen the CHCFA & the Fire Technology Program**

The Fire Technology Program is growing through enrollment, articulation agreements with local high schools as well as the development and delivery of an online course (FIRET 101). In the Fall of 2020 the delivery of FIRET 100 online is planned. The demand on the program has increased and in order to keep up with that demand we will need to explore the following:

- Development of more online FIRET courses that are very attractive and appealing to students with difficult work and/or family schedules
- Explore the possibility of hiring another full-time faculty member to help with the delivery of the online courses as well assisting the CHCFA in the area of daily operations that are strained due to a shortage of instructor personnel.
- Explore the possibility of hiring another full-time faculty member to replace the Operations Specialist that is due to retire in the Spring of 2021. The past mandated changes from the last Re-Accreditation and forthcoming changes in 2020 and 2021 have impacted our program to the point that the one Chief (Full-Time Faculty) can not efficiently run the program and take care of the daily logistical issues that the Operations Specialist currently is responsible for. The potential change from a Professional Expert as the Operations Specialist to a Faculty instructor could bring more flexibility to our program and ease the load on the Chief who also carries a full load in addition to running the CHCFA.
- Explore the possibility of further articulation agreements
- Continue and expand the development and pursuit of Institutional Service Agreements with the local agencies. The ISA's generate revenue and could help offset the increased expense of

hiring additional Faculty. Additionally, The ISA's could help with the generation of revenue to help bring more fire agencies to the East Valley Regional Training Center

- Continue our pursuit to increase socio-economic diversity in the CHCFA. We will continue our involvement in "Outreach" events as well as the "Women in the Fire Service Seminar" and our recent "Fire/EMS Job Fair. We have worked diligently to reach out to potential students that may have thought they could not afford to attend the CHCFA. As stated before a real concern is that we may see a reduction in that socioeconomic diversity of students who simply can't afford the program with the forthcoming expenses that we are faced with.

Start Date: 01/01/2020 **End Date:** 12/31/2023

Responsible Person: Michael Alder & Dan Sullivan

▪ **1.1.a4 - Explore and plan for the development of the "East Valley Regional Training Center"**

With the passing of Measure CC last year there is a real possibility that in the next 4 years the process to build the East Valley Regional Training Center could become a reality. Although, there is much to accomplish before this comes to fruition, the CHCFA and the Fire Technology Program will have to be very proactive in exploring the following areas:

- In the is next year we will need to explore ideas and concepts for the building of the East Valley Regional Training Center. (This includes researching new and innovative training facilities and manufacturers)
- Continue to explore ideas and concepts that would help CHC to be the premier fire service training facility in the state. (This includes researching and analyzing what the fire service needs most from a training facility and what could we provide that others don't. One example of this is the development of a Command & Control Training simulator for fire & emergency ground commanders.
- Explore ideas and concepts so that the East Valley Regional Training Center is truly an all risk training facility that benefits more than just the fire service.
- Explore the use of ISA's to help offset the costs of running a Regional Training Center.
- Create discussion with the local Fire Agencies to get the necessary commitments and a financial plan for the use of the Training Center as an all-risk facility.

Start Date: 01/01/2020 **End Date:** 12/31/2023

Responsible Person: Michael Alder

- **2 - Goal - The CHCFA will proactively manage the forthcoming mandated changes from the State Fire Marshal's Office.**

Priority Rank: 2

Objectives:

- **2.1 - Objective - Explore all ideas and concepts to efficiently and financially manage the forthcoming mandated changes.**

Priority Rank: 2

Start Date: 01/01/2020 **End Date:** 12/31/2023

Responsible Person: Michael Alder

Strategic Direction: 7. Develop Programs and Services

Impact Type: Division

Institutional Learning Outcome: Unknown

Actions/Activities:

- **2.1.a1 - Implement solutions at a program level and college level to deal with the changes**

The CHCFA and all ARTP's in the state have recently received a draft of the proposed changes that will impact all ARTP's starting in 2020. The following is a partial list:

- A dramatic cost increase in the 10 certifications that each cadet receives while enrolled in the CHCFA (Cost increase from \$20.00 per certification per cadet to \$75.00 plus additional registration and testing fees per certificate per cadet. Currently, the CHCFA does not have to utilize program funds to pay for those certifications as the cadets provide enough fundraising events to cover the overall cost for all of the academy state certifications. However, with this dramatic increase there is no way that their fundraising events will even come close to covering that expense. This means that the CHCFA will either have to pass that cost on to the cadets or find additional potential funding to cover that cost. It is estimated that it will increase the cost per cadet to over \$1000.00.
- Additional requirements of curriculum instruction with changes to the current Firefighter 1 and the addition of mandating ARTP's to provide the Firefighter 2 instruction as well as the testing components of the Firefighter 2 criteria. These changes will create additional instructor labor costs that are conservatively figured at an additional \$5000.00 to \$10,000.00 per academy depending on what random skills we are required to deliver to the cadets for their testing.
- Currently, the proposed testing changes in draft form from SFT may require us to purchase a vehicle fire prop in order to be compliant as an ARTP after this proposed change is finalized and all ARTP's are required to deliver the instruction and testing to the new criteria established. The only other alternative other than the purchase of the vehicle fire prop would be to set up an extra off site day at a training facility such as Ben Clark Training Center in Riverside to utilize their prop. However, the logistical issues of whether the prop is available and the cost of propane and instructors to conduct the testing are all additional costs that in the long run may

not be feasible and/or cost effective. The typical cost for an approved vehicle fire prop is estimated at \$40,000.00

Start Date: 01/01/2019 **End Date:** 12/31/2022

Responsible Person: Michael Alder

• **3 - Goal - The CHCFA will increase the ethnic diversity in our instructor cadre**

Priority Rank: 3

Objectives:

- **3.1 - Objective - Ensure the increase in instructor ethnic diversity through the use of our Alumni Association to bring new instructors to the CHCFA**

Priority Rank: 3

Start Date: 01/01/2020 **End Date:** 12/31/2022

Responsible Person: Michael Alder

Strategic Direction: 7. Develop Programs and Services

Impact Type: District Wide

Institutional Learning Outcome: Unknown

Actions/Activities:

- **3.1.a1 - Hire two Instructors to increase CHCFA Instructor diversity**

The CHCFA has completed a lot of work with seminars and outreach events to increase the ethnicity with student enrollment. However, in regards to the diversity of the instructor cadre we need to do more to reflect the student enrollment, the fire service and the community we serve. Therefore, within the next two years utilizing the CHCFA Alumni Association database and outreach opportunities we will hire at least two instructors to meet this goal. With some of the State Fire Training mandated instructor qualification for ARTP's it may take that long to get them to meet the minimum requirements but i believe that we can meet this important goal.

Start Date: 01/01/2020 **End Date:** 12/31/2021

Responsible Person: Michael Alder

• **4 - Goal - Ensure that the CHCFA is delivered to the students in a philosophy & practice that attempts to keep the student cost as low as possible while maintaining our high standard**

Priority Rank: 4

Objectives:

- **4.1 - Objective - Ensure the continuation of creative and innovative ways to reduce the student cost as much as possible**

Priority Rank: 4

Start Date: 01/01/2019 **End Date:** 12/31/2023

Responsible Person: Michael Alder

Strategic Direction: 7. Develop Programs and Services

Impact Type: Division

Institutional Learning Outcome: Unknown

Resource Requests:

- **4.1.r1 - Continued use of Strong Workforce funds to help offset PPE & SCBA rental expenses**
Description

As articulated in the Program Review (3. External Factors with significant impact - Budgetary constraints) the mandated changes that are forthcoming are driving the student costs of the CHCFA higher than we have ever seen. My concern is that at some point it is simply too expensive for a lot of cadets and especially minority cadets that we see are often very financially limited. Over the last few years our philosophy has been to be creative and innovative to do everything we can to reduce the rising costs from a delivery standpoint as well as implementing concepts that don't simply pass the costs on to the cadets. I believe that one of the big reasons that our program is experiencing growth like we have never seen before is this philosophy that we have. We believe that the continued use of Strong Workforce funds to pay for the rental expense of the PPE's and SCBA's for each cadet (\$1000.00 per cadet) is in the best interest of the program as well as the cadets. We also realize that this continued use of these funds may not be sustainable down the road but we will stay proactive looking to keep that philosophy going strong.

Rationale

Over the last few years our philosophy has been to be creative and innovative to do everything we can to reduce the rising costs from a delivery standpoint as well as implementing concepts that don't simply pass the costs on to the cadets. I believe that one of the big reasons that our program is experiencing growth like we have never seen before is this philosophy that we have. We believe that the continued use of Strong Workforce funds to pay for the rental expense of the PPE's and SCBA's for each cadet (\$1000.00 per cadet) is in the best interest of the program as well as the cadets. We also realize that this continued use of these funds may not be sustainable down the road but we will stay proactive looking to keep that philosophy going strong.

Resource Type: Ongoing

Expenditure Category: Other Student Aid (7600)

First Year Cost/Savings: \$1,000.00/\$0.00

Second Year Cost/Savings: \$1,050.00/\$0.00

Third Year Cost/Savings: \$1,100.00/\$0.00

Actions/Activities:

▪ **4.1.a1 - Continued use of Strong Workforce funds to help offset PPE & SCBA rental expenses**

As articulated in the Program Review (3. External Factors with significant impact - Budgetary constraints) the mandated changes that are forthcoming are driving the student costs of the CHCFA higher than we have ever seen. My concern is that at some point it is simply too expensive for a lot of cadets and especially minority cadets that we see are often very financially limited. Over the last few years our philosophy has been to be creative and innovative to do everything we can to reduce the rising costs from a delivery standpoint as well as implementing concepts that don't simply pass the costs on to the cadets. I believe that one of the big reasons that our program is experiencing growth like we have never seen before is this philosophy that we have. We believe that the continued use of Strong Workforce funds to pay for the rental expense of the PPE's and SCBA's for each cadet (\$1000.00 per cadet) is in the best interest of the program as well as the cadets. We also realize that this continued use of these funds may not be sustainable down the road but we will stay proactive looking to keep that philosophy going strong.

Start Date: 01/01/2020 **End Date:** 12/31/2023

Responsible Person: Michael Alder

▪ **4.1.a2 - Continued pursuit of grants and scholarships for CHCFA cadets**

The CHCFA will continue to pursue grants and scholarships for the cadets as well as increase fundraising efforts to help offset the massive financial costs forthcoming on their state certifications. We have been fortunate to have received the \$25000.00 Edison Grant for two semesters (fall 2018 and spring 2019) and have been advised from the Director of Advancement that we will again receive that scholarship for the same amount that will be dispersed to the cadets for the fall 2019 semester and the spring 2020 semesters. We will pursue any and all grant and scholarship opportunities over the next few years to help ease the rising costs.

Start Date: 01/01/2020 **End Date:** 12/31/2023

Responsible Person: Michael Alder

• **5 - Goal - Promote the administrative and operational success of the CHCFA**

Priority Rank: 5

Objectives:

- **5.1 - Objective - Institutionalize the CHCFA Secretary II & the Operations Specialist position**

Priority Rank: 5

Start Date: 01/01/2020 **End Date:** 12/31/2023

Responsible Person: Michael Alder

Strategic Direction: 7. Develop Programs and Services

Impact Type: District Wide

Institutional Learning Outcome: Unknown

Resource Requests:

- **5.1.r1 - Transfer the funding from Strong Workforce to General funding**
Description

In order to ensure that the CHCFA is promoting administrative and operational success it is important to institutionalize the Operations Specialist position so that it truly secure as part of the CHCFA for years to come. This position is critical to our success as well as our accreditation through the State Fire Marshal's Office and the State Board of Fire Services. Relying on Strong Workforce funding will not ensure that longevity and security for our program

Rationale

In order to ensure that the CHCFA is promoting administrative and operational success it is important to institutionalize the Operations Specialist position so that it truly secure as part of the CHCFA for years to come. This position is critical to our success as well as our accreditation through the State Fire Marshal's Office and the State Board of Fire Services. Relying on Strong Workforce funding will not ensure that longevity and security for our program. This resource request cost is the salary of \$72,000 per year plus 11% for Benefits.

Resource Type: Ongoing

Expenditure Category: Professional Expert - Non FTE (2389)

First Year Cost/Savings: \$79,920.00/\$0.00

Second Year Cost/Savings: \$79,920.00/\$0.00

Third Year Cost/Savings: \$79,920.00/\$0.00

Actions/Activities:

- **5.1.a1 - Transfer the funding from Strong Workforce to General funding**

In order to ensure that the CHCFA is promoting administrative and operational success it is important to institutionalize these two positions so that they are truly secure as part of the CHCFA for years to come. Both of these positions are critical to our success as well as our accreditation through the State Fire Marshal's Office and the State Board of Fire Services. Relying on Strong Workforce funding will not ensure that longevity and security for our program

Start Date: 01/01/2020 **End Date:** 12/31/2023

Responsible Person: Michael Alder

▪ **5.1.a2 - Institutionalize the Secretary II position**

In order to ensure that the CHCFA is promoting administrative and operational success it is important to institutionalize the Secretary II position so that it is truly secure as part of the CHCFA for years to come. This position is critical to our success as well as our accreditation through the State Fire Marshal's Office and the State Board of Fire Services. Relying on Strong Workforce funding will not ensure that longevity and security for our program. I was recently informed by the Dean of Career Education and Human Development that this position will in fact be funded through the general budget starting in July of 2020 so there does not appear to be a need for a resource request for this position.

Start Date: 07/01/2020 **End Date:** 12/31/2023

Responsible Person: Michael Alder

11. Comments

This space is provided for participants and managers to make additional comments. Comments are not required.

There are no comments for this plan.

12. Supporting Documents

This question is for attaching supplemental materials. Supporting documents are not required.

- [Attachment 8 - Current Workforce, Projections and Challenges.pdf](#)
- [Attachment 6 CHCFA ARTP Renewal Notice.pdf](#)
- [Attachment 2 - CHCFA Calendar.docx](#)
- [Attachment 1 Scheduling Matrix FIRET 115 -2019-2023.xlsx](#)
- [Attachment 4 - SLO's for Spring 2019 FIRET 100.pdf](#)
- [Attachment 7 - Cultural and Gender Demographics.pdf](#)
- [Attachment 3 - SLO's for Spring 2019 CHCFA.pdf](#)
- [Attachment 5 - PLOs for Fire Academy and Fire Tech.docx](#)

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