



## STRATEGIC OBJECTIVE TASK FORCE 1.6

### CREST/EMERGENCY SERVICES PROGRAMS

#### Final Report

##### Task Force Membership:

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The CREST/Emergency Services Programs Task Force met monthly as a group and more frequently as sub-committee work teams. The combination of OCC's subject matter experts and community representatives created lively discussion and improved understanding of these dynamic programs. It was evident that there is a lot of opportunity in the Emergency Services area and that having a strategic plan will be key to decision making regarding future directions for the group.

Emergency Services Programs include basic (academy/entry level) and advanced training in the following areas:

- Emergency Medical Services Training
- Fire Training
- Police Training

The Combined Regional Emergency Services Training (CREST) site is a 22 acre simulated city designed to support OCC's Emergency Services Programs with realism based, hands-on training. It is also available to outside emergency service agencies as a training site for practical scenario training.

The Task Force process included a program review, SWOT Analysis, Sub-committee groups developing two and five year plans, facilities assessment, and development of recommendations for the future direction of OCC's Emergency Services Training Programs.

## Process Summary

- Review current performance for all programs and CREST Site including:
  - Program Advisory Committee minutes (previous 24 months)
  - Facilities/Equipment use and future needs
  - Staffing
  - Marketing
  - Financial/Budgets
  - Programs/Courses.
  - Enrollment

We conducted a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis for all programs and CREST with specialized subcommittees. Our findings include:

### Strengths

- State of the art hands on training facilities
- Staff/content experts
- Reputation of OCC's programs
- OCC's support of Emergency Services Training and CREST
- Geography

### Weaknesses

- Separation of programs (facilities, office areas, students records, marketing, etc.)
- Limited classroom space/scheduling options
- Limited full-time staff
- Lack of combined marketing strategy
- No Sunday training
- Lack of full time custodial support (OCC currently pays 42 hrs. of OT weekly to cover CREST)

### Opportunities

- Training for private sector
- Regional center for statewide and national level trainings.
- Weekend training of volunteer fire fighters, military reserve units, etc.
- On-line classes
- Emergency vehicle operations courses
- Combined training under Homeland Security National Response Plan
- Training grants
- Off-site training – travel training

### Threats

- Uncertainty of funding for First Responder training.
- Limited classroom space.

- Limited full time staff.
- Cost of operation of some programs/facilities/equipment.

## **Two and Five Year Plans**

The subcommittees were asked to develop two year and five year plans for their program and then as a group we did the same for CREST specialized training courses, and assessed the viability of a Homeland Security Associate Degree. These plans included recommendations for:

- Programs
- Combined Training Activities
- Staffing
- Pricing Strategy
- Target Markets
- Facility Requirements

### **Programs**

## **Police Academy**

The 17 week Basic Police Academy program is dictated by Michigan Commission on Law Enforcement Standards (MCOLES). OGC will continue to adjust to changes in MCOLES requirements to maintain their outstanding reputation among Michigan's Police Academies. Recent curriculum changes include more practical scenario based training making CREST an ideal training site for the Police Academy cadets.

## **Advanced Police Academy**

The Advanced Police Academy runs 175 to 200 classes each year making it the premier Police in-service training center in Michigan. Programs are added based on input from advisory committee members and changing technology in police science. The Police subcommittee recommends that the following new programs be developed and offered:

- Private Security Training Program
- Corrections Certification (six week program)
- Staff and Command School
- Additional Scenario Based Training classes at CREST

In addition, the committee recommends that continuing education units (CEUs) should be established and be made available for current and newly developed classes.

### **Emergency Medical Services – Credit Courses**

The EMS Academy runs five Basic EMS programs each year. This is a significant increase over previous years and has maximized use of staff and facilities. The 13 (credit bearing) EMS courses have three levels of OCC recognized certificates. Current annual programming includes:

- Five Basic EMS programs/academies
- Two intermediate programs
- One paramedic program
- Five Medical Terminology classes
- 100-150 students per semester

### **Emergency Medical Services – Non-Credit Courses**

In response to a growing demand for continuing education and advanced training for EMS personnel, OCC added a series of non-credit courses for medical personnel responders during the 2004/05 school year. These new courses included:

- State of Michigan EMS Instructor/Coordinator Course
- Advanced Cardiac Life Support (AHA)
  - 8 Week Provider
  - ACLS Instructor
  - Refresher
- Basic Life Support (AHA).
  - Initial
  - Refresher
  - Basic Life Support Instructor
- Medical First Responder
  - Initial Training
  - Refresher
- Off site courses-All these courses are portable and could be delivered at area fire stations, schools, etc.

Once these courses are established, the EMS staff will expand training to include

- Emergency First Responder
- Advanced Paramedic Program
- Computer-aided learning centers
- Unknown entities at this time
- Driving Instruction
- EVOC
- Clinical Competencies

### **Basic Fire Academy**

The Basic Fire Academy curriculum is determined by the Michigan Office of Fire Fighter Training. Each year OCC offers three Basic Fire Academies; 2 full-time and one part-time on evenings and weekends. At the present time OCC will not be increasing the number of Fire Academies due to the availability of full-time fire fighter positions in the region. The addition CREST has expanded and increased the practical, hands-on fire training available to trainees making OCC's graduates the best trained in the region.

### **Advanced Fire Academy**

The Advanced Fire Academy provides advanced in-service training to area fire fighters. Fire departments, while dedicated to continuous training, often do not have the training funds available to send fire fighters to off-site training. As a result, the OCC Advanced Fire Academy is designing ways to take training on the road. The new flashover training module can be moved to various sites across the State where area fire fighters can participate in training closer to home. The Fire Academy staff is also developing a Fire Staff and Command course.

The OCC Fire Academy advisory committee meets monthly to identify training priorities and availability of potential funding.

### **Issues**

- Must gain access to grant funds for fire training, in addition to Homeland Security grant funds. Inform fire departments that these training funds are available.
- Provide equipment needed for Live Fire Training instruction.
- Encourage more fire personnel representation on Task Force.
- Look into acquiring IFSAC certification for fire courses.

### **Needs**

- F550 Truck to tow Swedish Flashover unit
- SCBA's/equipment for Live Fire Training.

### **Combined Training**

The CREST visionaries saw the need for emergency service / first responders to work closely together so insure maximum efficiency and effectiveness during large scale disaster situations. Traditionally, first responders have worked independently with each discipline concentrating their own area of expertise. In response to this the OCC Emergency Services staff will be developing programs and marketing them across the emergency service disciplines. Courses will be developed and offered in the following areas:

Unified Incident Command  
Homeland Security  
Emergency Management  
On-line Paramedic Program (funding) Police/Paramedics  
Advanced Firefighter classes which offer EMS CEU's  
Inter-discipline training with Basic Academies  
CERT – Community Emergency Response Training  
Hazardous Materials  
Rope Rescue, Confined Space, Trench Rescue, Save Your Own

### **Emergency Management – Associate Degree**

It was proposed that OCC develop a Homeland Security Associate Degree. The Task Force spent a significant amount of time researching and discussing the viability of this degree...what the employment potential would be, public interest, etc. As a result, the Task Force recommends that OCC work with 4 year institution(s) to develop a 2 + 2 year program leading to a baccalaureate degree in Emergency Management.

### **Staffing**

The Emergency Services Programs depend on part-time managers and instructors to operate. Program Managers in EMS, Fire, CREST Site Coordinators, and Advanced Police are part-time, hourly employees. The Program Managers have been key to the growth and success of the Emergency Services Programs. They manage large groups of part-time instructional staff along with room scheduling, equipment purchasing, program development, advisory group coordination, enrollment issues, etc. The Task Force recommends that OCC make these full-time positions reflecting the importance of these responsibilities.

In addition there needs to be a full-time custodial/grounds person assigned to the CREST facility. Currently this work is being done with overtime hours by the Auburn Hills Facility/Grounds staff. With a minimum of 42 overtime hours each week, it only makes sense to create a full-time position for the site.

## Advertising

### Current Advertising Strategy

Each program has separate promotional brochures and target markets of their specific discipline. For example, the Fire Academy develops fliers and schedules and distributes to area fire fighting agencies and the Police Academy has a similar process for promoting their classes and programs. All programs use OCC's website to provide information about their programs, but it is very difficult to navigate. Potential customers may not be able to find class/program information.

### Two Year Plan

There will be a combined bulletin distributed 3 times each year that has schedules for Fire, Police and EMS classes as well as information about the CREST site. This will be distributed to a customer list that includes all of the current clients as well as new markets as they are identified. These include the private security industry, medical personnel, etc. This bulletin will also be used within OCC to build awareness of the Emergency Services programs. The OCC website will include an obvious link to CREST/Emergency Services programs.

### Five Year Plan

Promotions will advertise the Emergency Services web-site. Customers will be able to register on-line and see future course offerings.

## PRICING

Pricing for Emergency Services varies due to credit/non-credit course status, competition, traditional price expectation, cost of instruction, and specialized facilities and equipment. As a result, each program has reviewed it's tuition structure to make certain that costs and expenses are considered when establishing tuition rates.

### EMS Academy

The EMS – credit classes and academies are all priced based on OCC's standard tuition rate and nominal lab fees.

### Basic Fire Academy

The Basic Fire Academy annually researches competitor tuition rates and adjusts accordingly. In recent efforts to curb costs, the Basic Fire Academy staff reviewed the curriculum for inefficiencies and were able to reduce the academy by one week and still meet or surpass all State requirements. By maintaining current tuition rates and shaving training expenses there is a significant savings.

### **Basic Police Academy**

The Basic Police Academy also researches area police academies in order to maintain competitive tuition rates. MCOLES requirements dictate hours, staffing levels, and programming in the Academy training modules.

### **Advanced EMT/Fire/Police Training Classes**

The Emergency Services group is targeting a 5% annual reduction in OCC support. To this end, tuition will be calculated by taking the total direct training costs and adding 30% for indirect costs and establishing a minimum enrollment for break-even.

- Direct costs include:
  - Instructional wages/fringes
  - Books
  - Supplies
  - Food(when included)
  - Other training personnel
- Indirect costs include:
  - Advertising
  - Administration
  - Facilities
  - Utilities
  - Equipment

### **CREST Rental Pricing**

- A CREST pricing schedule establishing baseline costs has been developed. The Director of Emergency Services/CREST has the flexibility to offer package pricing for repeat customers or significant events. True operating costs for CREST are being monitored to determine total cost and competitive pricing.(See appendix for current CREST pricing schedule.)

### **Five Year Pricing Plan**

- The Emergency Service programs continue to streamline operational costs and have reduced OCC contribution by 25%.
- Rental pricing will be reviewed and adjusted based on actual operating costs.



## Facilities

The most significant factor impacting expansion of the Emergency Services programs is classroom space. Even with creative scheduling options there are limited opportunities for additional classes. This issue is further complicated by placing program staff in different office spaces in J Building and CREST. The Task Force recommends that all the Emergency Services programs be housed in the same general area to improve communication, cross-train staff, reduce duplication of services, and have a central contact point for customers. The following chart identifies the anticipated 2 and 5 year facility needs allowing program growth to meet area training demand.

| TWO-YEAR FACILITY NEEDS   | FIVE-YEAR FACILITY NEEDS  |
|---|---|
| <b>EMS</b>  | <b>EMS</b>  |
| 4 classrooms for credit and non-credit programs   | 2-3 additional shared classrooms  |
| 2 classroom/lab for 30 – dedicated use (because of need to house equipment)                   | Office space for 6 EMT staff  |
|   |   |
| <b>Fire</b>   | <b>Fire</b>   |
| One double classroom for 50 – dedicated use   | Four double classrooms for 50-60 each – all programs  |
| Office space  | office space – all programs combined  |
| Lockers   | Lockers   |
| Vending/break area  | Cafeteria/vending/tables, etc.  |
| Prep room   | Prep room   |
| Storage - equipment   | Storage – equipment   |
| Temporary storage for flashover wood  |   |
| Emergency Driving Range   |   |
| <b>Police</b>   | <b>Police</b>   |
| Driver training site (police, fire, ambulance)<br><br><i>Silverdome closing February 2006</i> | <u>Advanced police</u><br>One double classroom (40-50)<br>One classroom (30)<br>One computer lab (30) |
| Advanced police driving   | Equipment needs for private security training   |
| Video capture – all buildings   |   |
|   |   |
| <b>CREST – All programs</b>   | <b>CREST – All programs</b>   |
| Convert bathrooms in commercial buildings to being functional so classes can be held there    | Four double classrooms for 50-60 each   |
| Mobile classrooms   | Cafeteria/vending/tables, etc.  |
|   | Office space  |
|   | Gymnasium/workout room  |

|  |   |
|--|---|
|  | Garage for 2 fire trucks; 1 command vehicle, 2 ambulances, 5 police cars, 1 bus, 1 skid car, 12 motor cycles, 2 civilian vehicles |
|  | Four classrooms (20-30) for specialized classes   |
|  | Pre-function area/common area/reception area  |
|  | Adjunct/clerical area for 15  |
|  |   |
|  |   |

### Additional Information - Strategies

- Federal Emergency Management Agency (FEMA) is the current approving agency for homeland security programs. The agency already has 17 free credit programs developed through other colleges.
- Some colleges are awarding partial credit for FEMA courses.
- The current trend among police chiefs is to require a degree for promotion.
- Fire chiefs prefer advanced short-term training blocks.
- Promote chiefs' buy-in by involving them in planning the program.
- Market ourselves as the flexible program that can meet agency needs.
- Subsidized training for fire training has been cut; agency funds are limited or nonexistent.
- Make training convenient to firefighters.
- Emphasize on-line courses; market them as time savers for students/firefighters and a way for agencies to get training without incurring overtime expenses.
- Current and proposed mandatory requirements, such as annual blood born pathogens awareness training, are creating opportunities for us.
- Make use of currently available resources; e.g., package ACT on-line courses in health and safety.
- Use articulation programs to convert non-credit courses to credit.
  
- Programs
  - Work with four year institutions to develop a 2+2 transfer program in Emergency Management
  - Increase advanced training opportunities at CREST site
- Facility/Staff
  - House all emergency services staff in the same facility
  - Program growth and complexity requires full-time program managers

- CREST needs a dedicated custodial/grounds person
- Additional classroom space is required for growth
- Presentation/marketing person should be hired to promote programs/CREST
- Identify or construct a driving range for Police, Fire, and EMS driver training
- Marketing/Pricing
  - Develop training relationships with private sector organizations.
  - Work closely with area police, fire, and EMS organizations to assure we are meeting their training needs
  - Identify grant funds for first responders

### **Task Force Recommendations – Current to 2 Years**

#### **Basic Police Academy – 2 years**

Continue to offer 2 Basic Academies each year  
 Actively participate in MCOLES future planning and standards development  
 Monitor other academy tuition rates and remain competitive

#### **Advanced Police Academy- 2 years**

Work closely with Oakland County Police Chiefs, Advisory Committee to identify new training areas.  
 Monitor training offerings and discontinue those with marginal interest/enrollment  
 Identify/develop local content experts to reduce contracted training costs  
 Develop/offer a Private Security Training Program  
 Develop/offer Corrections Certification  
 Develop/offer a Staff and Command School  
 Develop/offer additional Scenario Based Training classes at CREST  
 Hire a full-time program manager

#### **Emergency Medical Services-Credit Courses**

Cap programming at current levels to maintain quality and reputation  
 Hire a full-time program manager

## **Emergency Medical Services-Non-Credit Courses**

Continue to expand non-credit offerings to meet Michigan's professional development requirements for EMS personnel  
Work closely with EMS advisory group to determine new/growing training areas

## **Basic Fire Academy**

Continue to offer 2 full-time and 1 part-time Basic Fire Academies each year  
Monitor hiring trends to determine annual demand for fire fighters  
Hire a full-time program manager for Basic/Advanced Fire Academies

## **Advanced Fire Academy**

Secure funding to offset training costs for customers  
Develop on-the-road training for Flashover and other topics  
Develop/offer Fire Staff and Command  
Hire a full-time program manager for Basic/Advanced Fire Academies  
Develop live-fire training program utilizing CREST tower etc.

## **CREST/Emergency Services**

Develop an Associate Degree program in Emergency Management  
Locate all Emergency Services programs in central space/office area  
Add a full-time custodian/grounds person for CREST site  
Hire a full-time CREST site manager  
Add classroom space:

- 4 – 30 seat classrooms (all)
- 2 – classroom/lab (EMT)
- 2 – 60 seat classroom (fire/police)
- 1- 30 seat computer lab/classroom

Construct or identify a drivers training range (all programs)  
Develop a common course schedule for all Emergency Services Programs  
Improve the Emergency Services web site for easier access  
Hire a marketing person/account manager for the Emergency Services/CREST programs  
Install functional bathrooms in the commercial buildings on the CREST site so they can be used as classrooms as well as scenario training  
Pricing – Charge 30% over instructional costs to cover in-direct cost  
Reduce OCC contribution by 25% in next 5 years

# CREST Task Force

## Objective 1.6

### Task Force Charges

1. Develop a five year master plan for utilizing the CREST site

The task force reviewed the current staffing, facilities, course offerings, revenue v. expenses for all of the Emergency Services Training Programs as well as the CREST site. The committee then did a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of each of the programs and the site.

The results (recommendations) were broken down into three categories:

Current Needs- combine marketing efforts, combine training exercises, consistent pricing, and introduce new courses that utilize the CREST site.

2 year goals- reliable market research to determine career opportunities for First Responder students, competitive pricing with comparable programs, full time staffing in all programs, create an emergency management credit or certificate program to address the homeland security focus, and seeking grant and partnership opportunities as funding sources.

5 year goals- expand current programs, add new programs, and expand the facilities especially classrooms to accommodate the growth.

2. Develop a master plan for the Emergency Services Programs (Police, Fire, & EMS).

Recommendations were the same as for Charge #1. The committee concluded that the site enhances the programs and their offerings and the basic and advanced programs are essential resources for the site.

3. Determine the types of courses, programs, and seminars that will be available for use of the site.

Credit and Non-traditional courses will use the site to enhance their current and future programs as students tend to retain 10% of what they read, 20% of what they hear, 30% of what they see, and 90% of what they do. The ability to do

hands on exercises at the site will reinforce the learning for a wide variety of OCC students.

The site will be rented to public and private agencies to conduct agency specific training. OCC/CREST will offer customized trainings and seminars for individual agencies and groups based on the agency needs and current trends identified through market research.

4. Determine the types of relationships necessary for the site with local, state, and federal agencies.

OCC/CREST needs to be responsive to the changing needs of Emergency First Responders at all levels. We need to be an active community partner, facilitator, and resource to meet those changing needs. We need to continue to work closely with these agencies through leadership roles in various associations to provide up to date training programs at all levels.

5. Determine the operational maintenance cost of keeping a viable site.

The committee did not feel that there was accurate information available for the site at this time.

6. Identify and develop resources to assist with covering the cost operation and maintenance of the CREST facility.

Revenue would be generated from tuition and course fees, rental fees, grants, and subsidized by local (millage) and state dollars (educational subsidies).

7. Develop a marketing strategy for the 5-year master plan.

Combine advertising of course material to reduce the cost of printing and postage and to expand the exposure to course offerings. To have full time staff for consistency in presentations and distribution of materials as well as having staff available to attend necessary meetings/conferences at the local, state, and federal level to increase the awareness of the EST programs and the CREST site.

8. Develop, review, and revise a business plan for the Emergency Services Technology Programs (i.e. Police, Fire, and EMT) and the CREST site.

The current plan will serve public and private First Responders as well as citizens of the community that require emergency preparedness training. OCC/CREST will expand current programs and add new programs that serve the needs of these communities based on market research and agency requests as well as increase the amount of external rentals in order to increase revenue. EST/CREST will reduce expenses by combining resources and eliminating unnecessary expenditures. Through creative scheduling of external rentals and offering new courses we will maximize the use of the current facilities and explore the need for additional facilities for use by all the programs to accommodate expected growth.

# **Strategic Objective Task Force 1.6 CREST/Emergency Services**

## **Recommendation Summary**

**September 2005**

The CREST/Emergency Services Strategic Objective Task Force recommends adopting a five year plan that includes three phases:

- I. Address Current Needs
- II. Enhance Current Programs
- III. Future Expansion of Programs and Facilities

### **I. Address Current Needs**

- A. Increase awareness of the Emergency Services Program
  1. Combined marketing brochure (all programs in one)
  2. Enhance web site and web features
- B. Identify/Create additional classroom space
  1. Creative scheduling
  2. Use customer/agency sites for training
- C. Create an Emergency Services driving range on the AH campus
- D. Purchase Self Contained Breathing Apparatus (SCBA) for use in Live Fire training

### **II. Enhance Current Programs**

- A. Develop and implement an annual market analysis process to help determine long and short term trends, and market potential for E.S. training, and identify new products and markets.
- B. Hire additional staff
  1. Dedicated custodian/grounds person to maintain CREST site and buildings
  2. Full time program manager for Advanced Police Training
  3. Full time CREST site supervisor
  4. Full time EMS program manager
  5. Full time Fire program manager (Basic/Advanced)



**C. Pricing Strategy**

1. Monitor regional training sites for competitive tuition rates for Academy programs and adjust accordingly
2. Charge 30% over all instructional costs to cover indirect costs
3. Reduce OCC contribution by 25% over next 5 years
4. Identify grant dollars and partnership opportunities to offset training costs to make scenario training affordable and available to first responders

**III. Future Expansion of Programs and Facilities**

**A.** Integrate programs to develop an Associate Degree program in Emergency Management

**B.** Expand CREST facility to include:

1. Additional classroom space
2. Combined office space for all ES staff
3. Vehicle/equipment storage area

**C.** New Programs

1. Private Security Training
2. Corrections Certification (6 weeks)
3. Staff and Command School
4. Emergency First Responder
5. Advanced Paramedic
6. Flashover Travel Training
7. Live-Fire In-Service Training
8. Combined Training Scenarios
9. Distance Learning Classes
10. Emergency Vehicle Operators Classes
11. Building Collapse

## Task Force Recommendations to Chancellor's Cabinet

### Recommendation I.A.

I. Date: May 31, 2005

II. Task force strategic objective number and brief description

*Task force number and name: 1.6 CREST/Emergency Services  
To develop a long term plan for CREST*

III. Recommendation:

*Increase public awareness of the Emergency Services Training Programs and training center at OCC by doing combined advertising and marketing projects and enhancing the EST pages of the OCC website to make it more informative and user friendly for prospective clients.*

IV. Additional documentation/justification for recommendation:

*No comprehensive advertising or marketing plan has been in place for EST/CREST site. Police, Fire, and EMS programs currently do individual schedules, mailing, advertising, etc.*

V. Approach to use in implementing recommendation, including cost analysis:

*Combined marketing in the form of brochures, course schedules, presentations, and advertisements, etc. An analysis of costs is currently underway.*

VI. Suggested timeline:

*Combined course schedules have been developed and distributed as of August 1, 2005. These schedules will continue to be improved and distributed 3 times per year—winter, summer, and fall.*

VII. Recommended Implementers(s):

*All of the EST Staff members are involved in the efforts to do combined marketing of the programs.*

VIII. Recommended measurement of successful outcomes:

*We are already seeing an increased awareness of the EST Programs/CREST due to recent presentations given to public and private*

*sector organizations in our community, cable television programming done by a local fire department, and combined brochures.*

*We expect to see a reduction in the cost of printing and mailing our course offerings and increased average class sizes.*

## Task Force Recommendations to Chancellor's Cabinet

### Recommendation I.B.

I. Date: May 31, 2005

II. Task force strategic objective number and brief description

*Task force number and name: 1.6 CREST/Emergency Services  
To develop a long term plan for CREST*

III. Recommendation:

*Identify and create additional classroom space through (A) creative scheduling and (B) adding modular classrooms.*

IV. Additional documentation/justification for recommendation:

*Ongoing renovations on Auburn Hills Campus, credit classes using J Building and CREST classrooms limit ability to use rooms for EST classes and to rent the site for outside agency use. There are only 2 classrooms at CREST; one is large and can be divided. The large classroom at CREST was used 27 weeks in 2004-05 for Fire and EMS academy classes. The small classroom is used for classes of 25 or fewer people and for meetings.*

V. Approach to use in implementing recommendation, including cost analysis:

*This would involve a two-pronged approach:*

*(A) Creative scheduling (nights and weekends) but we are currently limited by the need to pay overtime for public safety officers as they do not work 24/7. Need full time custodial staff (cost is addressed in staffing recommendations). Scheduling classes off site at host agencies, but this limits the exposure to the CREST site.*

*(B) Locate 3 modular classroom units and a restroom unit at the north end of CREST parking lot east of Mott Rd. This creates 6 additional classrooms and would provide the needed space for the EMS and Fire academies as well as continuing education classes. Cost for rental of the portable units is approximately \$100,000 for the first year and \$42,000 for each subsequent year.*

VI. Suggested timeline:

*In progress. We currently have three fire programs that we have scheduled and started presenting at off site locations. Staffs from all programs are working cooperatively to schedule classes and adjust class locations to maximize space resources. We are also working with Public Safety to coordinate occasional Sunday dates for training on dates when other special events are being held on campus.*

VII. Recommended Implementers(s):

*All of our Emergency Services Training Staff are involved in the effort to better utilize the current space and search for alternatives.*

VIII. Recommended measurement of successful outcomes:

*Accommodation of current programs and the addition of new courses and additional training hours*

## Task Force Recommendations to Chancellor's Cabinet

### Recommendation I.C.

I. Date: May 31, 2005

II. Task force strategic objective number and brief description

*Task force number and name: 1.6 CREST/Emergency Services  
To develop a long term plan for CREST*

III. Recommendation:

*Emergency Vehicle Operations (EVO) driving range on campus*

IV. Additional documentation/justification for recommendation:

*EVO training is required in Basic Police Academy. After the fall of 2005 OCC will no longer have use of the Pontiac Silverdome for this training. It is recommended for Fire and EMS academies and in-service Police, Fire, and EMS personnel. In the fall of 2005 it will become mandatory in-service training for ambulance drivers. Currently almost all EVO training for southeast Michigan is being done by Macomb Community College and Wayne County Community College.*

V. Approach to use in implementing recommendation, including cost analysis:

*Remove center islands and resurface Lot #10 of the Auburn Hills Campus opening the lot from the inside road at the T-building out to Featherstone Road. Install perimeter lighting. Cost not yet available.*

VI. Suggested timeline:

*Fiscal year 2005-2006*

VII. Recommended Implementers(s):

*Campus Facilities/Auch Construction*

VIII. Recommended measurement of successful outcomes:

*Accommodate all mandatory Emergency Vehicle Operations classes for basic academies and provide EVO training for in-service EMS, Fire, and Police. These new classes will generate additional revenue and complement OCC's emergency services program.*

## Task Force Recommendations to Chancellor's Cabinet

### Recommendation I.D.

I. Date: May 31, 2005

II. Task force strategic objective number and brief description

*Task force number and name: 1.6 CREST/Emergency Services  
To develop a long term plan for CREST*

III. Recommendation:

*Purchase Self Contained Breathing Apparatus (SCBA) for live fire classes.*

IV. Additional documentation/justification for recommendation:

*SCBAs must be fit-tested to each student and are required to enter live fire training. This requires having a large number of various sizes available so that the students can be outfitted with the proper size. On-call agencies have limited SCBAs on hand and can not always send their equipment with volunteer and on-call firefighters because their equipment is needed at the station for other staff. Having SCBAs on hand will allow us to offer live fire classes for open registration instead of just for individual departments.*

V. Approach to use in implementing recommendation, including cost analysis:

*Purchase 15 SCBAs for CREST @ \$4,500 each.*

VI. Suggested timeline:

*Immediately from the 2005-2006 equipment budget.*

VII. Recommended Implementers(s):

*CREST and Oakland Fire Institute*

VIII. Recommended measurement of successful outcomes:

*The ability to generate revenue by doing live fire classes for individual firefighters.*

## Task Force Recommendations to Chancellor's Cabinet

### **Recommendation II.A.**

I. Date: May 31, 2005

II. Task force strategic objective number and brief description

*Task force number and name: 1.6 CREST/Emergency Services  
To develop a long term plan for CREST*

III. Recommendation:

*Develop and implement an annual market analysis process that determines long and short term trends for the Emergency Services training, products, and labor market.*

IV. Additional documentation/justification for recommendation:

*There is currently no active analysis being done within the EST programs to help predict the future job markets or employment needs of emergency services agencies.*

V. Approach to use in implementing recommendation, including cost analysis:

*Have OCC Institutional Research develop a process to capture data annually on emerging occupations and financial forecasts for local, state, and federal job markets. This can be done by current staff once the process is developed.*

VI. Suggested timeline:

*Fiscal year 2005-2006*

VII. Recommended Implementers(s):

*Institutional Research Department, EST director, and program managers along with administrative assistants.*

VIII. Recommended measurement of successful outcomes:

*OCC will produce students to fill the staffing needs of Emergency Service Organizations in our community and state.*



## Task Force Recommendations to Chancellor's Cabinet

### Recommendation II.B.1

I. Date: May 31, 2005

II. Task force strategic objective number and brief description

*Task force number and name: 1.6 CREST/Emergency Services  
To develop a long term plan for CREST*

III. Recommendation:

*Hire dedicated custodian for CREST*

IV. Additional documentation/justification for recommendation:

*OCC currently pays approximately 40 hours of overtime pay per week to cover the CREST facility. Increased use of CREST will increase the hours of custodial staff needed to maintain the cleanliness of the buildings.*

V. Approach to use in implementing recommendation, including cost analysis:

*Hire full time custodial staff to cover the CREST site or reassign someone already on staff. OCC currently spends \$73,200 annually for overtime custodial staff for the CREST site.*

VI. Suggested timeline:

*Fiscal year 2005-2006*

VII. Recommended Implementers(s):

*OCC Human Resources/AH Facilities*

VIII. Recommended measurement of successful outcomes:

*OCC will pay less for custodial staff for CREST and CREST will have the benefit of a full time custodian to help maintain the cleanliness of the facility.*

## Task Force Recommendations to Chancellor's Cabinet

### Recommendation II.B.2, 3, 4, 5

I. Date: May 31, 2005

II. Task force strategic objective number and brief description

*Task force number and name: 1.6 CREST/Emergency Services  
To develop a long term plan for CREST*

III. Recommendation:

*Full time Program Manager for Advanced Police Academy  
Full time CREST Site Supervisor  
Full time Program Manager for Emergency Medical Services  
Full time Program Manager for Fire Training Institute*

IV. Additional documentation/justification for recommendation:

*Over the past two years the Emergency Services non-credit programs have experienced a 25% increase in enrollment. We currently have part-time hourly people filling these program manager positions. With a 30-hour-per-week-maximum schedule there are times when additional part time must be scheduled to fill in. Inconsistent availability due to other job schedules results in missed communications or less than timely response to day-to-day issues. Successful full-time managers will have more time and ownership in the programs and will be able to focus on more efficient operations, budgets and scheduling.*

V. Approach to use in implementing recommendation, including cost analysis:

*Hire full time program managers to allow for better scheduling flexibility, increased accountability of the activities within the programs and to reduce the need to hire multiple part-time staff. Due to the liability associated with these activities we feel a full-time person would best protect the interests of OCC. With full-time managers we project a reduction in administration and operational expenses by reducing part-time administrative hours and improving program efficiency.*

*Estimated Cost: \$48,000 salary + \$16,800 fringe benefits=\$64,800 per program manager.*

VI. Suggested timeline:

2-5 years

VII. Recommended Implementers(s):

*Human Resources/AH Administrative Staff*

VIII. Recommended measurement of successful outcomes:

*This would be a savings of approximately \$56,500. per year. A full-time program manager will have consistent availability to the staff and counterparts in other divisions of the Emergency Services Training Division which will help in expanding programs and cost saving measures.*

## Task Force Recommendations to Chancellor's Cabinet

### **Recommendation II.C.1**

- I. Date: May 31, 2005
- II. Task force strategic objective number and brief description  
*Task force number and name: 1.6 CREST/Emergency Services  
To develop a long term plan for CREST*
- III. Recommendation:  
*Monitor regional training sites for competitive tuition rates for Academy program and adjust accordingly.*
- IV. Additional documentation/justification for recommendation:  
*To remain attractive to students in which financial concerns are as important at the reputation of the program they attend.*
- V. Approach to use in implementing recommendation, including cost analysis:  
*Academy coordinators will poll other academies within the region and across the state on an annual basis to compare pricing.*
- VI. Suggested timeline:  
*Continuous*
- VII. Recommended Implementers(s):  
*Academy Coordinators/Administration*
- VIII. Recommended measurement of successful outcomes:  
*Maintain current enrollment levels in OCC's Basic Academies.*

## Task Force Recommendations to Chancellor's Cabinet

### Recommendation II.C.2

I. Date: May 31, 2005

II. Task force strategic objective number and brief description

*Task force number and name: 1.6 CREST/Emergency Services  
To develop a long term plan for CREST*

III. Recommendation:

*Charge 30% over all instructional costs to cover indirect costs for the College.*

IV. Additional documentation/justification for recommendation:

*Collegewide standard to identify the expenses for facilities, utilities, administration, etc.*

V. Approach to use in implementing recommendation, including cost analysis:

*Budgets need to be done for every class that is presented to determine the profitability and feasibility of continuing to present certain classes.*

VI. Suggested timeline:

*Begin July 1, 2005*

VII. Recommended Implementers(s):

*Program Managers*

VIII. Recommended measurement of successful outcomes:

*Elimination of classes that are not cost effective will increase the profit margin of the Emergency Services Training Division. Reduce general fund contribution for program administration.*

## Task Force Recommendations to Chancellor's Cabinet

### Recommendation II.C.3

I. Date: May 31, 2005

II. Task force strategic objective number and brief description

*Task force number and name: 1.6 CREST/Emergency Services  
To develop a long term plan for CREST*

III. Recommendation:

*Reduce OCC contribution to the EST division by 25% over the next 5 years.*

IV. Additional documentation/justification for recommendation:

*To reduce the amount of subsidy given to the EST division by OCC making the EST division more financially self sufficient.*

V. Approach to use in implementing recommendation, including cost analysis:

*Increase the number and quality of programs offered through the EST, as recommended by the CREST Task Force Committee, which will attract new students to OCC. Conscientious efforts will also be made to reduce unnecessary expenses in all of the EST programs.*

VI. Suggested timeline:

*Begin July 1, 2005. Reduce the OCC subsidy to EST by 5% per fiscal year over the next 5 years.*

VII. Recommended Implementers(s):

*All of the EST staff will be involved in reducing unnecessary expenses and in the creation and implementation of new programs at CREST.*

VIII. Recommended measurement of successful outcomes:

*This will be measured by the increase in revenue to the EST division and the reduction in subsidy by the college to balance the EST budget.*

## Task Force Recommendations to Chancellor's Cabinet

### Recommendation II.C.4

I. Date: May 31, 2005

II. Task force strategic objective number and brief description

*Task force number and name: 1.6 CREST/Emergency Services  
To develop a long term plan for CREST*

III. Recommendation:

*Identify grant dollars and partnership opportunities to offset training and operational costs in order to make training available and affordable to first responders.*

IV. Additional documentation/justification for recommendation:

*Most first responder agencies in the Southeast Michigan Region are experiencing shortages in manpower and training dollars which limits the amount of training they can afford for their staff.*

V. Approach to use in implementing recommendation, including cost analysis:

*Work closely with the Office of College Advancement in securing grants for Emergency Services Training. Work with the local chief's associations, and first responder agencies to share equipment and manpower resources to provide the best available training opportunities in the region. Work with the private sector to create public/private partnerships in order to meet the requirements of the U.S./President Bush's National Response Plan to aid in qualifying for Homeland Security Grant Funds.*

VI. Suggested timeline:

*Immediately and ongoing*

VII. Recommended Implementers(s):

*EST director and program managers along with the Office of College Advancement*

VIII. Recommended measurement of successful outcomes:

*Increase in the number of students that are able to participate in training opportunities at OCC. Added revenue and reduced expenses to the EST division as subsidy is provided from sources other than the College itself.*



## Task Force Recommendations to Chancellor's Cabinet

### Recommendation III.A

I. Date: May 31, 2005

II. Task force strategic objective number and brief description

*Task force number and name: 1.6 CREST/Emergency Services  
To develop a long term plan for CREST*

III. Recommendation:

*Integrate programs to develop an associate degree in emergency management with several track options to choose from.*

IV. Additional documentation/justification for recommendation:

*The current national trend in community college education is to offer degree and certificate programs in emergency management and other homeland security related subjects.*

V. Approach to use in implementing recommendation, including cost analysis:

*Curriculum committee, EST personnel, Institutional Research, and other College staff will work together to determine the curriculum requirements that will be necessary to complete the degree and to make the student marketable in the emerging job sectors.*

VI. Suggested timeline:

*2 years*

VII. Recommended Implementers(s):

*EST personnel, curriculum committee, and college faculty members with expertise in the required course recommendations.*

VIII. Recommended measurement of successful outcomes:

*More options for attracting career first responders back into the educational environment as well as attracting students looking for jobs beyond the traditional roles of police officer, firefighter, and EMT.*

## Task Force Recommendations to Chancellor's Cabinet

### Recommendation III.B

I. Date: May 31, 2005

II. Task force strategic objective number and brief description

*Task force number and name: 1.6 CREST/Emergency Services  
To develop a long term plan for CREST*

III. Recommendation:

*Expand the CREST classroom facility to house all EST staff, academies, and advanced training offerings.*

IV. Additional documentation/justification for recommendation:

*Portable classroom units are only temporary. We are currently limited on space and unable to rent the CREST site many days due to long term basic academies and advanced training offerings. By housing all EST programs at the same site we will improve communication and promote cross-discipline training opportunities.*

V. Approach to use in implementing recommendation, including cost analysis:

*Expand the CREST/EST facilities by adding 4 classrooms that will accommodate 30-40 student, 2 large classrooms that will accommodate up to 60 people and can be divided into smaller rooms of 30 each; build a vehicle storage garage and warehouse for 5 cars and 7 trucks with 3600 sq/ft of storage and provide 2000 sq. ft. of combined office space for all of the EST staff.*

VI. Suggested timeline:

*2-5 years.*

VII. Recommended Implementers(s):

*Auch Construction*

VIII. Recommended measurement of successful outcomes:

*The CREST site and the EST programs will be able to accommodate the growing number of programs and students served by the EST division.*

## Task Force Recommendations to Chancellor's Cabinet

### Recommendation III.C

I. Date: May 31, 2005

II. Task force strategic objective number and brief description

*Task force number and name: 1.6 CREST/Emergency Services  
To develop a long term plan for CREST*

III. Recommendation:

*Create new programs for the CREST site and for the individual EST programs, such as:*

*Private Security Training  
Corrections Officer Certification (6 weeks)  
Staff and Command School  
Emergency First Responder  
Advanced Paramedic  
Flashover Travel Training  
Live Fire In-Service Courses  
Combined Training Scenarios  
Distance Learning  
Emergency Vehicle Operations Classes  
Building Collapse/Search and Rescue*

IV. Additional documentation/justification for recommendation:

*To remain competitive and attract new students from outside the Oakland County region, CREST must continue to develop new programs especially those that utilize new technology.*

V. Approach to use in implementing recommendation, including cost analysis:

*Flashover training, building collapse, emergency vehicle operations, and firefighter survival courses have been scheduled for fall 2005 as the result of a FIPSE grant for hands-on and scenario-based training. Additional course are still in the development phase. Start up costs vary by class and depend on the cost of equipment needed as well as the instructor(s) expenses.*

VI. Suggested timeline:

*Start July 2005 with continuous on-going development of programs as needed for the ever changing needs of the first responder community and for the private sector as the needs are identified.*

VII. Recommended Implementers(s):

*All of EST staff, especially program managers and key Instructors.*

VIII. Recommended measurement of successful outcomes:

*OCC will offer an increased number of classes and new programs that will attract new students and former students returning to pursue advanced programs.*