

**STRATEGIC PLAN 2013-2018**



**2017 - 2018**

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## **The Coral Springs Regional Institute of Public Safety**

## **OBJECTIVE**

Envision and plan the future of the Coral Springs Regional Institute of Public Safety (CSRIPS).

### **Initial Process**

The CSRIPS Chief of Training solicited feedback with regards to a five (5) year strategic plan for the Coral Springs Regional Institute of Public Safety. Participants individually listed what they envisioned for the future of the CSRIPS. They then formed into small groups to share their individual thoughts and ideas. From the groups, strategic categories were identified and additional feedback was solicited in a large group brainstorming session regarding each category.

### **Maintaining the Plan**

The CSRIPS employees that are assigned the responsibilities for the goals will have the tasks assigned to them as their performance objectives. This plan will be reviewed annually just before the individual performance reviews. Employees will then be evaluated on their performance of the goal and task.

### **Reviewing the Plan**

The CSRIPS will review the progress of the Strategic Plan annually in August of each year at the State of CSRIPS staff meeting.

## EXECUTIVE SUMMARY

The strategic planning team is comprised of either members of CSRIPS or representatives of City of Coral Springs departments with knowledge of CSRIPS's functions. From that meeting five main areas of focus were discussed and areas of expansion and improvement were developed. This list includes:

1. Marketing and Communications
2. External Programs
3. Revenue
4. Infrastructure
5. Internal Programs

From the areas identified the following goals have been identified and objectives developed for each of them:

- Goal One: Improve the Marketing and Communication and the programs taught at CSRIPS
- Goal Two: Provide curriculum that is meaningful, comprehensive, and meets the needs of the local agencies.
- Goal Three: Improve and focus on CSRIPS's financial status to ensure future success and growth.
- Goal Four: Focus efforts to improve and expand the infrastructure.
- Goal Five: Provide in-service training programs that are required, comprehensive, and meet the needs of the Coral Springs Fire Department.

This document outlines the process to address each of these goals and complete each of the objectives. This document will be considered a living document as the function of the CSRIPS is dynamic in nature. Although this document provides a guide to the completion of goals and objectives, many factors can affect the climate experienced at CSRIPS and could significantly change the operation of this institution.

# **STRATEGIC PLANNING PROCESS**

## **Introduction**

The Coral Springs Regional Institute of Public Safety is a Division of the Coral Springs Fire Department. The Coral Springs Fire Department is a major department functioning for and funded by the City of Coral Springs. The City has a history of operating on a successful business model, and is a frontrunner in the area of public safety benchmarking. The city is a two-time winner of the Florida Sterling Council Award and the first municipal government to ever win the National Malcolm Baldrige Award.

This strategic plan was developed to provide a framework for future activities conducted by the Coral Springs Regional Institute of Public Safety. It is meant to be a dynamic document that will be updated on a regular basis. Although this document is comprehensive in nature, it was developed to provide guidance and is not intended to be followed in a step-by-step fashion. A number of unforeseen issues/events can affect stringent use of this document. Those issues/events include a reduction in revenue and student population, legal or other unanticipated issues related to the national economic situation that may prevent a full roll out of the goals set forth in this plan.

## **Assumptions**

This document is written with certain understandings and assumptions in mind. There are many issues that may affect the planned progression of this strategic plan. Therefore, this plan was written with these assumptions in mind. These statements pertain to the next five years and are not intended to reflect what may happen over a shorter period of time.

- The general economy in south Florida will remain the same or improve gradually.
- The current local agencies will continue to be consumers of the CSRIPS programs.
- The local agencies will continue to support and utilize CSRIPS at the current level of usage or increase their level of usage.
- The funding from the City of Coral Springs will remain the same or increase.
- The arrangements for the use of space at CSRIPS will be an ongoing challenge.
- The City Commission will support this plan and CSRIPS in the institution of this plan.

## **Overview**

The City of Coral Springs is located on Florida's East Coast in Broward County. The Coral Springs Regional Institute of Public Safety is an integral part of the Coral Springs Fire Department. It provides in-service and specialized training programs that are attended by firefighters from throughout the South Florida area serving the training needs for over 35 different departments in eight counties. The philosophy of the Coral Springs Regional Institute of Public Safety, which falls under the direction of the Chief of Training, is to create both realistic basic and advanced training, basing them on the types of incidents that are (and can be) encountered by emergency services members on a daily basis. This training is delivered by a highly qualified staff of part-time instructors, who practice what they teach at their full-time jobs with a variety of south Florida agencies. The entire curriculum is developed and presented in compliance with all local, state, and federal standards. Regional and contemporary needs are addressed as well as incorporating real life experiences and learning. CSRIPS is fully licensed by the Florida Bureau of Fire Standards and Training, the Florida Department of Education and the Florida Bureau of Emergency Medical Services. All of our instructors are experienced fire/rescue personnel, fully certified by the Bureau of Fire Standards Training and the Florida Bureau of Emergency Medical Services.

## **History**

The State of Florida Bureau of Fire Standards and Training certified the Coral Springs Fire Academy (CSFA) in late 1999. The first Academy operated on the grounds of Coral Springs Fire Station 71. The first class was graduated in May 2000, and consisted entirely of volunteer members of the department who were upgrading their skills and certifications. Two classes were graduated in 2001, and we now graduate ten classes of Firefighter I & II for Firefighters each year. By student volume and number of classes, CSFA is one of the largest in the State of Florida. Our graduates are employed throughout Florida and several other states.

In the fall of 2001, CSFA graduated its first Firefighter I & II class with a 100% pass rate on the state exams. Then we graduated two more classes with 100% pass rate on the state exams, bringing the total to three. This was a state record for consecutive 100% pass rates on the state administered written and practical exam. That record stood until 2006 when CSFA began a consecutive run of nine 100% pass rate classes. That record still stands today. This could not have been accomplished without the dedication and commitment of our instructors, staff, and the City of Coral Springs' management philosophy of "Always Striving for Excellence". We continue to strive for 100% pass rate from all of our Firefighter I & II classes.

During 2001 and 2002, the Coral Springs Fire Department was inundated with requests to start an EMT-B program. Many of these requests came from students in our fire academy and other fire academies. Students were waiting up to a year to enter local programs. The Coral Springs

Fire Department began the process to become an EMT-B training academy. In April of 2003, CSFA became licensed by the Florida Department of Education Commission for Independent Education and approved by the Florida Department of Health Bureau of Emergency Medical Services. Our first EMT-B class began shortly thereafter. The response was overwhelming, and we expanded from one part-time class to a full time class and a part-time class running concurrently.

Keeping up with the demand of both programs and limited space at the current locations it was apparent that a change was needed to facilitate the additional students. A building and training site dedicated to former Fire Chief Donald A. Haupt was constructed and opened its doors in January of 2007. With the new facility an expansion of training classes in fire and EMS along with facilitating training to other agencies earned us the honor of being recognized three times as Training Center of the Year, 2007, 2011 and 2013.

The reputation for our excellence continued and in 2013 the decision to become an accredited institution was implemented. Staff embarked on a long process with the Council of Occupational Accreditation (COE) verifying and validating the methods we have been teaching for so many years. Upon notification of our approval and becoming an accredited institution in 2014 this paved the way for the future allowing further expansion of our core certifications by offering EMT-Paramedic. This expansion makes us the only certified training center to offer these programs under one roof. Furthermore our influence and dedication to professional training both locally and abroad became the deciding factor that we were no longer a fire academy but a true educational institution and the reason for a rebranding the facility, logo and name. In 2015, the city supported the change and unanimously voted to change from the Coral Springs Fire Academy to the Coral Springs Regional Institute of Public Safety.

This change signifies our continued “Commitment to Excellence” and will allow students and agencies to receive a greater benefit to their training and education.

## Description of School Facility and Equipment

The Coral Springs Regional Institute of Public Safety (CSRIPS) has one of the most well equipped training facilities in the region with the focus on the future. Our new online student platform will allow for registration, payment, scheduling, transcript requests and more... In addition CSRIPS proudly offers the following:

- 19,000 Sq. Ft Administration & Student Services Building featuring
- Classroom with full AV & smart board technology
- Incident Command Lab
- 2 - Doron Driving Simulators
- Café Area
- Locker rooms & Showers
- EMS Breakout Rooms
- iPads for Student usage and testing

4 acres of training ground including;

- Flashover / Structure Burns / Vehicle Fire Props
- Five (5) story training tower (Rappelling/Search/Tactics)
- Two (2) Story Trench Prop
- Confined Space & Rubble Pile
- Survival House
- LP gas Field
- Dedicated Rehabilitation area
- Multiple force entry props

On site dedicated fleet

- 3 - Pierce 1500 gpm. Pumpers
- 1 – E1 75' Aerial
- 1 – International Rescue
- Chevy 2500 Pickup
- Chevy Suburban

Plans for further updates are well underway providing more services and amenities to our growing list of customers and students.

## **Budget & Staff**

The current annual operating budget for CSRIPS is provided by the City of Coral Springs, through the Coral Springs Fire Department. All revenue is gained through student fees from conducting courses and providing other services for payment to local departments. Staff includes approximately one hundred thirty (130) part time instructors for Firefighter, EMT, Paramedic, Driver, FLUSAR, AHA, Fire officer, Promotional assessments & CSFD In-service.

Seven (7) part-time support staff has specific responsibilities facilitating the core values of customer service. Two (2) staff oversees lobby operations, one (1) finance person, three (3) class managers and one (1) facility maintenance person. Each class manager is responsible for their respective divisions (fire, EMS & continuing education) to process student applications, maintain class rosters and provide support for all programs and business operations. Two (2) full-time staff supports the daily operations of CSRIPS to include business operations and accreditation in conjunction with the Battalion Chief of Training and Chief of Training.

## **MISSION STATEMENT**

The Mission Statement is written to both provide an overall statement of intent and to articulate the principal reason for the organization's presence within the South Florida Emergency Services community. Clearly stated and intentionally simplistic, the Coral Springs Regional Institute of Public Safety Mission Statement accurately describes the organization's general purpose:

*"The mission of Coral Springs Regional Institute of Public Safety is to achieve student success by creating and sustaining a dynamic teaching and learning environment. As a public fire academy accredited to offer certificate programs, the institution and the City of Coral Springs are committed to fostering a learning-centered community that celebrates diversity and inclusion by empowering and engaging students, faculty, and staff."*

## VISION STATEMENT

In addition to knowing who they are and understanding their beliefs, all successful organizations need to determine where they expect to be in the future. Having established a statement of the organization's mission, the Strategic Planning Group worked to state a vision of what the Coral Springs Regional Institute of Public Safety should seek for its future. Vision Statements provide targets of excellence that the organization will seek to attain and provide a basis for framing its goals and objectives. The following vision statements for the Coral Springs Regional Institute of Public Safety represent the consensus of the Fire Department and the City of Coral Springs.

The Coral Springs Regional Institute of Public Safety Vision Statements are:

- 1. We will develop and present training that is meaningful and innovative to meet the needs of our local fire agency personnel.*
- 2. We are committed to deliver a quality education that will further the professional and educational goals of our students through agreements and articulations with other higher level, educational organizations and local Fire Departments.*
- 3. We will continually strive to produce courses and training that are cost effective, responsible, and ever changing to develop a firefighting workforce that is progressive, knowledgeable, and willing to move the fire service into the future.*

The mission and vision are the foundation of any successful organization. Every effort should be made to keep these current and meaningful so that the individuals who make up the organization are well guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

## **STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT)**

The staff of the Coral Springs Regional Institute of Public Safety defined its strengths, weaknesses, opportunities, and threats in order to fully understand the scope and limitations of its environment.

**Strengths** are identified to help the organization build on those foundations that currently lend the best support to its successful address of its mission.

**Weaknesses** must also be identified and considered for the organization to limit obstacles that might be impeding its optimal performance.

**Opportunities** always exist for improving, expanding, developing, or enhancing services offered and the quality of service delivery.

**Threats** also exist that, while not under the organization's control, must be acknowledged and considered for opportunities to be successfully pursued.

Consideration of strengths, weaknesses, opportunities, and threats ensures that plans developed will reflect strategic efforts to maximize strengths, reduce or eliminate weaknesses, seize opportunities, and surmount challenges as goals, objectives, and tasks are defined and accomplished.

The strategic planning process for the Coral Springs Regional Institute of Public Safety has utilized these views and perceptions to help ensure the best chances of success for each of its component initiatives.

### **Strengths**

- Well-established reputation for excellence
- Local departments utilize CSRIPS as a training resource
- Creative and energetic staff and instructors
- Approved for VA benefits and credit card payments
- Effective part time staff for support services
- Attractive facility with convenient travel location, easy access from Turnpike, I-95, I-75, and I-595 through Sawgrass Expressway
- Recent track record of financial gross profit
- Assets to the Coral Springs Fire Department in-service training program
- Able to provide training to Fire Departments across the region at their facilities
- Provides full service FLUSAR training classes
- Involvement in UASI grants to provide training and equipment across Region 7
- Large purchases through planning approval and capital improvements

## **Weakness**

- No space for expansion
  - Fire ground
  - Classroom
  - Parking
- No covered exterior work space (weather)
- No computer lab
- No auditorium for conferences, seminars & graduations
- No food service amenities or cafeteria
- No lodging facilities for out of town students
- No exterior bathrooms /showers
- No exterior student bunker gear storage for students
- No laundry facility for bunker gear cleaning
- No instructor lounge or dedicated work spaces
- Limited storage space
- Limited number of full time employees to do marketing, development and administrative work
- No replacement/depreciation schedule for major items
- Garbage located in poor location for service or interruption of fire ground activities

## **Opportunities**

- Computer lab for high tech simulation programs, IMS training, state licensure exams
- Bring in “Big draw” conference speakers on an annual schedule (formerly Objective 1B)
- Increase & grow program for FD promotional testing
- Increase our American Heart Association marketing and classes
- Offer full range of refresher classes for Instructors, Inspectors, and Firefighters
- Limited money for training by local departments (also a threat)
- Gain alternative funding to respond to market needs and remain flexible (formerly Objective 3B)
- Access to state higher-ed funding (Bright Futures, pre-paid) in process since 2015
- Market County hiring program (BC-FRAT) throughout region
- Expand off site contracts for service

## **Threats**

- Increasing competition locally and state wide
- Limited money for training by local departments (also an opportunity)
- Tax cut proposals may limit city funding available
- Economy impacting student ability to pay
- Local academies run by colleges, flooding the market, pricing structure and instructor salaries
- Course offerings with a limited instructor pool
- Drought conditions may limit water based training programs
- Unforeseen changes and mandates by governing agencies
- Market slow, limited hiring opportunities

## **PLAN**

Goals and objectives are necessary to provide clear direction for daily activities and to establish the strategic framework that merges those activities into effective pursuit of the organization's mission. Since goals and objectives are management tools, they should be updated on an ongoing basis to identify what has been accomplished and to note changes within the organization and the community. These changes may suggest needed modifications in the objective identified or the methods employed to achieve them. The Strategic Plan will be organized under several headings identifying needs in those general areas. These areas of focus were identified during the Strategic Planning Session conducted February 2013. The main areas of focus will be: Marketing and Communication, External Programs, Revenue, Infrastructure, and Internal Programs.

### **Strategic Initiatives**

- Improve the Marketing efforts of CSRIPS by focusing on both internal and external customers of CSRIPS.
- Improve the relationships between the member agencies by using CSRIPS as a catalyst to break down barriers between the agencies and provide training for interdepartmental interoperability.
- Develop a means to attract new local agencies.
- Create an environment of ownership in CSRIPS staff (instructors)
- Make course schedules more accessible for a larger number of potential students.
- Improve technology usage in education with modern products
- Partnerships with businesses and sponsorships

## **Goal 1 – Marketing & Communication**

*Improve the Marketing and Communication of the institution and the programs taught at CSRIPS*

**Objective 1A:** Identify the level of marketing that will meet the needs of the CSRIPS.

**Last Review Date:** May 2017

**Responsibility:** Chief of Training

### **Critical Tasks:**

- Review the current level of marketing completed to date and evaluate the number of persons reached through the current efforts.
- Identify the demographic that need to be reached through marketing efforts.

### **Achievements to Date:**

- 2015: Marketing materials are currently being developed to ‘target’ demographics. These range from high school career fairs to expos to current Fire Chiefs planning department training.
- 2015: CSRIPS has expanded the EMT high school program into a second county.
- 2016: Conducting regular scheduled Open Houses
- 2016: Utilizing Facebook as a means of promoting classes and activities
- 2017: Expanded marketing materials delivered at Open House and High School programs

### **Evaluation of Success**

- Increased number of candidates attending Open House
- Close rate of at least 50% from those attending Open House to registration
- Secure enrollment from the local high schools during career day, job fair day, etc.
- Continuous enrollment through 3 programs

**Objective 1B: *This object has been moved to an opportunity on the SWOT.***

Develop a plan to attract out of area students to symposium style classes utilizing the “place of vacation destination” theme.

**Last Review Date:** May 2017

**Responsibility:** Chief of Training

**Critical Tasks:**

- Evaluate the cost of nationwide advertising in trade magazines.
- Develop classes that lend themselves to 2-3 day formats for out of state students
- Identify nationally known speakers for presentations at CSRIPS that would attract students nationally.

**Evaluation of Success**

## **Goal 2 - Ownership**

*Create an environment of ownership among the student population and focus on total student career development through future planning.*

**Objective 2A:** Create a campaign to develop student's sense of ownership in CSRIPS

**Last Review Date:** May 2017

**Responsibility:** Lead Instructors, Instructor of the Day, Program Coordinator

### **Critical Tasks:**

- During orientation, stress that the student has ownership in the fire service and instill pride among the student population.
- Provide training that focuses on both the tradition of the fire service as well as the future of the fire service.
- Provide training to the instructional staff that both instill the mission of CSRIPS and the overall meaning of teamwork, pride, and integrity found in the fire service.
- Promotion of ownership through social media and our website promoting the success of our graduates

### **Achievements to Date:**

- 2015: Course evaluations are completed at the midpoint and endpoint of class. Evals are summarized and reviewed by the Chief of Training. Chief reviews the evals with the Lead Instructor to determine a course of action in the classroom or with the Program Director and Administrator to see if a program wide change is needed.
- 2015: Paramedic students are now participating in EMS competitions representing CSRIPS. This instills a sense of pride in CSRIPS as well as their desire to represent the fire service.
- 2015: A greater attempt has been made at including students in various Firefighter and community fundraisers throughout the year. This allows the students to experience the brotherhood beyond the classroom walls.
- 2017: Students are now also included at Open House to assist with tours and participate in the Q & A session with parents and potential students.

### **Evaluation of Success**

- Review evaluations and make the necessary adjustments to adhere to our "Commitment to Excellence"
- Continue to solicit and provide current students at Open House
- Solicit graduates to provide status updates – photos of hiring, new training, promotion of classes

**Objective 2B:** Develop a portion of the new Firefighter curriculum that will focus on career planning for promotions and personal growth.

**Last Review Date:** May 2017

**Responsibility:** Chief of Training

**Critical Tasks:**

- Provide classroom time to teach the students about planning for their future once they are in the fire service.
- Develop into the curriculum a portion on planning for the future including extending their education and setting goals for their future within the fire service.
- Stress the need to utilize good judgment not just on the fire ground but also in their careers, personal life, and future planning.

**Achievements to Date:**

- 2015: The updated CSRIPS website will break down classes by career goals and career path. This will easily allow students to determine what course they need to complete in order to achieve their goals.
- 2015: CSRIPS has integrated an EMT prep class as part of the curriculum to help boost pass rates.
- 2016: CSRIPS has integrated a Paramedic prep class as part of the curriculum to help boost pass rates.
- 2016 CSRIPS “getting hired” prep class to assist with interview techniques, resume writing

**Evaluation of Success**

*These benchmarks are greater than the COE standard.*

- Achieve 70% or higher on licensure rates
- Achieve 90% or higher on the EMT, Paramedic and Firefighter I & II state pass rates
- Achieve 70% or higher on our Placement Tracking rates
- Achieve 85% or higher completion rate

**Objective 2C:** Develop a means to provide access of student certification, grades, and career progress planning through an internet or other source

**Last Review Date:** May 2017

**Responsibility:** Chief of Training

**Critical Tasks:**

- Evaluate the possibility of providing internet-based grades and progress reports.
- Identify ways to allow students to view their own student records from a remote site.
- Seeking ways to provide a solution for tracking training through the use of Target Solutions (this task is not valid for students attending CSRIPS. Only valid for CSFD in-service training).

**Achievements to Date:**

- 2015: CSRIPS is implementing an automated registration and student records system. When the curriculums are eventually implemented, this will allow the students to see their progress real time as well as provide students instant access to their records and the ability to provide transcripts.
- 2015: The new CSRIPS website will allow students to plan out their courses for their chosen career goals.
- 2016: CSRIPS implemented the MyCSRIPS learning management system (Orbund) beginning the next phase of the students ability to chart their success in class and also their career goals.

**Evaluation of Success**

- Students are currently registering in MyCSRIPS for all classes
- Curriculum and grading will be handled in the MyCSRIPS system
- Track all students after completion of classes to see what they are doing (job placement/continuing education)
- Students will be tracked over a period of one year

### **Goal 3 – Improve Financial Status**

*Improve and focus on CSRIPS's financial status to ensure future success and growth.*

**Objective 3A:** Explore ways to both secure and develop additional alternate funding for CSRIPS

**Last Review Date:** May 2017

**Responsibility:** Chief of Training

**Critical Tasks:**

- Investigate alternative funding including philanthropy and scholarship opportunities.
- Investigate opportunities that will grow and support training programs such as UASI grants.

**Achievements to Date:**

- 2015: CSRIPS is constantly networking to look for additional scholarship opportunities for students.
- 2016: CSRIPS is working to achieve Title IV funding, specifically Florida PrePaid to expand the student payment options.

**Evaluation of Success**

- Students have the ability to utilize Florida PrePaid funding
- Courses will be developed and delivered utilizing grants

**Objective 3B: *This object has been moved to an opportunity on the SWOT.***

Develop opportunities to gain funding from non-traditional coursework

**Last Review Date:** May 2017

**Responsibility:** Chief of Training

**Critical Tasks:**

- Develop and present non-typical training that focuses on private industries. Areas of consideration should include NFPA compliance, HazMat Training, Industrial Fire Brigade, General Fire Safety for industry, etc..
- Ensure effective utilization of County, State, and Federal funding, and create training partnerships for in-service among local departments.

**Achievements to Date:**

- 2015: CSRIPS is working to expand our presence internationally. We are currently working with departments internationally with locations in Columbia and Israel.

**Evaluation of Success**

- Success of additional funding shall be measured by how many grants CSRIPS is approved for per year.

## **Goal 4 - Infrastructure**

*Focus efforts to improve and expand CSRIPS infrastructure.*

**Objective 4A:** Improve the current level of training and expand to meet the needs of area agencies

**Last Review Date:** May 2017

**Responsibility:** Chief of Training

### **Critical Tasks:**

- Identify the needs of the member agencies related to training and career development of their firefighters and inspectors.
- The programs should focus on continuing education for firefighters, fire officers, and fire inspectors.
- Develop training and educational programs that will improve the skill and education of the area agency workforce.
- Programs will include guest speakers who specialize in their field.
- Programs will include working symposium style courses (Hands on Training??).
- All course work will be provided with a regional focus to identify best practices from all south Florida fire departments with input from the Occupational Advisory Committee.

### **Achievements to Date:**

- 2015: CSRIPS meets monthly with the OAC and local training chiefs to determine any gaps in training as well as any rules that may mean updated training.
- 2016: Working closer with regional departments in coordination of training events hosted on site or off.
- 2016: Active Killer training onsite
- 2016: Creation of Class A 2 Story Burn Prop for regional training needs
- 2016: Sponsor the Charleston 9 seminar
- 2017: More opportunities for agencies to work together during live fire training
- 2017: Host the Safer Building Coalition
- Ongoing: ISO rating Usage Agreements
- Ongoing: Promotional Assessment for regional departments

### **Evaluation of Success**

- Provide training that meets the needs of today's challenges.

**Objective 4B:** Develop a plan to improve the CSRIPS training site

**Last Review Date:** May 2017

**Responsibility:** Chief of Training

**Critical Tasks:**

- Fund ongoing maintenance for repairs.
- Enhance the basic confined space tunnel/pipe prop
- Identify and develop a means to provide water recycling/"green" sustainability
- Maintain classroom electronics
- Enhance the Liquid Propane site

**Achievements to Date:**

- 2015: Painted the interior of CSRIPS new look including the floors, added a TV monitor for school information and class notifications along with a student services area lobby.
- 2016: Tore down and replaced the live fire area by adding a new flashover prop and completely redesigned 2 story 2500 sq. foot training prop.
- 2016: Added Student Services room.
- 2016: Increased the safety and security by adding a new entrance gate.
- 2017: Added new digital projectors and screens in all classrooms.
- 2017: Maximized storage closets within the facility

**Evaluation of Success**

- Equipment maintenance rolls into a scheduled repair/maintenance schedule
- Satisfy the gap of needed training for the region as outlined by the local training Chiefs

**Objective 4C:** Improve the equipment and apparatus used for training at CSRIPS

**Last Review Date:** May 2017

**Responsibility:** Chief of Training

**Critical Tasks:**

- Under current course load 3-4 fire apparatus are needed on the CSRIPS campus on weekdays when both Firefighter I & II classes and a DE class are operating.
- All apparatus need to be on a rotational basis with replacement or major maintenance of at least one unit every 3-4 years.
- Develop a plan to have more of the training props mobile and able to provide training at outside department selected sites.
- Develop a periodic replacement plan for all equipment used on the fire grounds. (SCBA, radios, ropes, rappelling apparatus, hoses, appliances, etc.)

**Achievements to Date:**

- 2015: CSRIPS is currently on schedule to replace the engines as well as rescue for the programs. Current CSFD trucks are in line to be replaced and when the existing are decommissioned they will be made available to CSRIPS. This should begin in calendar year 2016.
- 2016: Acquired an E1 Aerial dedicated to CSRIPS by bartering services
- 2016: Added Quantam
- 2017: Added 60 new iPad's to facilitate the needs of the students and instructors

**Evaluation of Success**

- Measurement of success is accomplished by the increased amounts of classes that CSRIPS is contracted to provide throughout the 5 year strategic plan.
- Measurement of success is accomplished by creating and enacting the replacement plan for building upgrades. As building and grounds are updated and repaired it is a direct reflection of adhering to the Strategic Plan.

## Goal Achieved and Closed

### Goal 5 - Curriculum

*Provide curriculum that is meaningful, comprehensive, and meets the needs of the local agencies and other emergency response departments.*

**Objective 5A:** Provide or improve the current training that focuses on fundamental skills.

**Last Review Date:** August 2016

**Responsibility:** Chief of Training, Program Coordinators

**Outcome:**

- Courses are designed utilizing all current standards and criteria
- Staff credentials are constantly under review for the addition of new course offerings

**Objective 5B:** Diversify special operations courses to include some non-traditional courses.

**Last Review Date:** August 2016

**Responsibility:** Chief of Training

**Outcome:**

- Chief of Training meets with agencies or departments in need to customize training

**Objective 5C:** Focus training efforts on safety and aspects of scene safety.

**Last Review Date:** August 2014

**Responsibility:** Chief of Training, Program Coordinators

**Outcome:**

- Provide training for departments that is focused on site specific fire training and use of acquired structures for skills refresher and enhancement.

**Objective 5D:** Improve process for coordination of student follow up activities.

**Last Review Date:** August 2014

**Responsibility:** Chief of Training, Program Coordinators

**Outcome:**

- Contract with IntegriShield for student tracking
- Implementation of LMS system will allow for better documentation of results

NOTES: