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Attachment 17

Date: July 12, 2019

To: Ronny J. Coleman, Chairman
Statewide Training and Education Advisory Committee
c/o State Fire Training

From: Andrew Henning, Chief of State Fire Training

SUBJECT/AGENDA ACTION ITEM:
SFT Fee Report

Recommended Actions:

Approve the State Fire Training Fee Report (August 2019)

Background Information:

CAL FIRE Office of the State Fire Marshal's (OSFM) State Fire Training (SFT) Program plays a critical role in the professionalism of the California fire service. SFT consists of two main program elements: the California Fire Service Training and Education System (CFSTES) and the Fire Service Training and Education Program (FSTEP).

In 1978, the California Department of Education transferred responsibility of CFSTES to the OSFM. When the program transferred to OSFM, the legislative intent for establishing the California Fire and Arson Training fund (CFAT), was to provide a self-supporting training infrastructure for California's fire service. Due to this, SFT is a self-funded program, that is paid for by participant's fees. Fees are collected for services provided which include: course diplomas, applying for certification, taking certification exams, ALA/ARTP accreditations, etc. The last fee adjustments were made in 2008 and 1995.

It has been eleven years since SFT's last fee adjustment. Since 2008 our operating costs have gone up. This is due to:

- Three new labor contracts with salary increases since 2008
- Increase in operating costs (office supplies, rent, etc.)
- All CFSTES courses have been updated, except for Haz Mat
- Actively working on updating FSTEP courses
- Implementation of a new Records Management System (RMS) – SFT User Portal

- Increase in Staffing

This new fee increase is critical to:

- Fund the existing four Deputy State Fire Marshal III (Specialist) positions to ensure adequate staffing to conduct quality control of instructors, curriculum development, and site approval
- Ensure adequate staffing positions and classifications for business operations
- Ensure curriculum is current and relevant
- Expand stakeholder engagement
- Expansion of IFSAC and Pro Board accreditation to additional certification tracks

Without this fee increase:

- SFT will have limited resources for curriculum development and quality control
- Have multiple projects with higher priorities
- Unfunded positions
- Increase dependence on Retired Annuitants

Analysis/Summary of Issue:

In 2017, SFT partnered with Sacramento State University for a Service Costing Project. Two professors of accountancy developed an activity-based costing (ABC) system. The ABC system (Excel spreadsheet) was designed to allocate costs incurred by SFT based on activities that generate those costs. The project's primary goal was to propose an updated fee schedule based on services using an evidence-based approach. The project used an averaged 5-year period of SFT's operating costs, and a three-year period of SFT's projected revenue.

SFT met with a sub-group of STEAC members in September 2018 to review the ABC system designed by Sacramento State. The group asked for modifications to be made to the system, and the revised system was brought back to the group in February 2019. At the February 2019 meeting, the group approved the concept of the ABC System and recommended it to be moved forward to STEAC to set the final fee adjustments. SFT presented an interactive ABC Workbook Summary Worksheet (State Fire Training Fee Report Appendix B) at the April 2019 meeting. STEAC provided recommendations on adjustments. SFT staff then completed a draft State Fire Training Fee Report and sent it to the sub-group for review and comment.

Once the fee structure is approved by STEAC and State Board of Fire Service, it will then begin the Office of Administrative Law rulemaking process. This is an open process that includes public input. SFT anticipates that the new fee adjustment will go into effect on July 1, 2020. If there is a delay in the approval process, the secondary implementation date is January 1, 2021.

State Fire Training Fee Report

DRAFT August 2019



California Department of Forestry and Fire Protection
Office of the State Fire Marshal
State Fire Training

State Fire Training Fee Report

DRAFT August 2019

State Fire Training coordinated the development of this report. Before its publication, the Statewide Training and Education Advisory Committee (STEAC) and the State Board of Fire Services (SBFS) recommended this report for approval by the Office of the State Fire Marshal (OSFM).

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State Fire Training Overview

Mission

To enable the California Fire Service to safely protect life and property through education, training, and certification.

History

CAL FIRE Office of the State Fire Marshal's (OSFM) State Fire Training (SFT) Program plays a critical role in the professionalism of the California Fire Service. SFT oversees the California Fire Service Training and Education Program which consists of two main program elements: the California Fire Service Training and Education System (CFSTES) and the Fire Service Training and Education Program (FSTEP).

In 1978, the California Department of Education transferred responsibility of California Fire Service Training and Education Program to the OSFM. When the program transferred to OSFM, the legislative intent for establishing the California Fire and Arson Training fund (CFAT), was to provide a self-supporting training infrastructure for California's fire service. Due to this, SFT is a self-funded program, that is paid for by participant's fees.

The SFT Program is a collaborative effort of the California Fire Service that work together to design and deliver courses that provide fire service personnel at all levels with the knowledge and skills to do their jobs professionally and safely.

Through the efforts of organizations such as the California Fire Chiefs Association, California Professional Firefighters, California Fire Technology Directors Association, and fire departments, courses are delivered to approximately 50,000 students per year. SFT courses are delivered throughout the state at approximately 60 accredited community colleges and local fire agencies and other training providers. Many SFT courses lead to professional certifications. In fiscal year 2017, SFT issued 50,374 course completion diplomas (CFSTES/FSTEP) and conducted over one million hours of student contact hours.

The California Fire Service Training and Education System

CFSTES was established to provide a single statewide focus for fire service training in California. CFSTES is a composite of all elements that contribute to the development, delivery, and administration of training for the California Fire Service. The authority for the central coordination of this effort is vested in the Training Division of the California State Fire Marshal's Office with oversight provided by the State Board of Fire Services.

State Fire Training Overview

CFSTES facilitates, coordinates, and assists in the development and implementation of standards and certification for the California Fire Service. CFSTES:

1. Provides accredited courses leading to certification and approved standardized training programs for local and regional delivery
2. Publishes certification training standards, course plans, and a capstone task book for each certification level in the California Fire Service
3. Bases curriculum and certification off National Fire Protection Association (NFPA) Professional Qualification Standards
4. Administers the national accreditation process in California

CFSTES is a fire service system developed by the fire service, for the fire service. It is only as successful and effective as the people involved in it. In fiscal year 2017, SFT supported 926 CFSTES course deliveries and issued 6,914 professional certifications.

The Fire Service Training and Education Program

The FSTEP was established to provide a single statewide focus for fire service continuing education and topic-specific training courses in California. Courses include live-fire training, vehicle extrication and technical rescue. FSTEP is a composite of all the elements that contribute to the development, delivery, and administration of training for the California Fire Service. The authority for the central coordination of this effort is vested in the Training Division of the California State Fire Marshal's Office with oversight provided by the State Board of Fire Services. In fiscal year 2017, SFT supported 1,811 FSTEP course deliveries.

State Fire Training Fee Authority and History

State Fire Training (SFT) is a self-funded program; paid for by participant fees. SFT collects fees for services provided, including: course diplomas, applying for certification, taking certification exams, and Accredited Local Academy (ALA) and Accredited Regional Training Programs (ARTP) accreditations, etc.

Authority

The California Health and Safety Code (HSC) authorizes SFT activities under Division 12 Fires and Fire Protection, Part 2 Fire Protection, Chapter 1 State Fire Marshal, Articles 4 and 5:

- Article 4 – California Fire Service Training and Education Program (sections 13155–13159.4)
- Article 5 – California Fire and Arson Training Act (sections 13159.7–13159.10)

The following sections are reprinted from the HSC.

HSC Section 13157

The California Fire Service Training and Education Program is hereby established in the office of the State Fire Marshal.

The State Fire Marshal, with policy guidance and advice from the State Board of Fire Services, shall carry out the management of the California Fire Service Training and Education Program and shall have the authority to:

(d) Establish and collect admission fees and other fees that may be necessary to be charged for seminars, conferences, and specialized training given, which shall not be deducted from state appropriations for the purposes of this program.

HSC Section 13159.4

The State Fire Marshal shall annually review, revise as necessary, and administer the California Fire Service Training program, shall establish priorities for the use of state and federal fire service training and education funds applicable to statewide programs, other than those funds administered by the Department of Forestry and Fire Protection, and shall approve the expenditure of these funds in accordance with the established priorities. This section shall not restrict local entities from independently seeking and utilizing state and federal funds for local fire training and education needs.

HSC Section 13159.8

The State Fire Marshal, with policy guidance and advice from the State Board of Fire Services, shall:

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(e) Establish any fees which are necessary to implement this section. However, the State Fire Marshal shall not establish or collect any fees for training classes provided by the State Fire Marshal to fire protection personnel relating to state laws and regulation which local fire services are authorized or required to enforce.

Historical Fee Comparison

SFT adjusted its fees in 1995 and 2008. The fees set in 2008 are still utilized today. The table below shows the fee comparison over the past 20 years.

Table 1: Historical Fee Comparison

Type	1989	1995	2008
Fire Fighter I	\$20	\$30	\$40
Driver – Operator	\$20	\$55	\$65
Company Officer / Fire Officer*	\$40	\$55	\$65
Chief Fire Officer / Chief Officer*	\$100	\$80	\$90
Instructor I / Training Instructor* / Fire Instructor I*	\$40	\$55	\$65
Fire Investigator / Fire Investigator I*	\$40	\$55	\$65
Fire Inspector I / Fire Prevention Officer I*	\$40	\$55	\$65
Emergency Vehicle Technician / Fire Mechanic	\$40	\$55	\$65
CFSTES Diploma		\$50	\$80
FSTEP Diploma		\$5	\$20
Course Equivalency		\$50	\$60
PACE III		\$50	\$60
ARTP/ALA Accreditation - Reaccreditation		\$500**	\$500**

* denotes a retired certification

** plus up to \$2,000 for actual travel costs.

Current Fees (Revised in 2008)

In September 2006, the Office of the State Fire Marshal published the “State Fire Training Fee Report” which summarized that:

- There is an increased expectation for professional development in the fire service.
- A large number of expected retirements in the fire service will increase demand for a large number and wide range of classes, increasing and further straining the CFSTES system.
- The operational cost of business for SFT has significantly increased since the 1995 fee adjustment.
- The current level of funding does not meet current staffing levels.
- An internal audit ordered by the CAL FIRE Director identified the following:
 - Special fund revenues (user fees) do not meet program costs.

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- Lack of a Quality Assurance and Accountability program in the field is undermining the system's credibility.
- The curriculum development function is "key personnel dependent" and SFT lacks a succession plan to meet this program need if that individual retires or leaves.
- The 18,000 plus students attending a CFSTES class in 2005 only generated the purchase of 7,045 student manuals resulting in loss of more than \$200,000 to the training system.

The 2008 fee was implemented to:

- Fund one existing staff position (on loan) to provide FSTEP and CFSTES support.
- Provide three additional staff positions assigned to geographical areas to provide quality assurance and maintain curriculum.
- Reclassify a vacant Management Services Technician (MST) position to a Deputy State Fire Marshal III (Specialist) to be assigned to a geographical area to provide quality assurance and maintain curriculum.
- Upgrade, integrate, and maintain the SFT data management system.
- Establish a curriculum development fund that enables SFT to contract with field experts to assist in developing new curriculum and updating current curriculum.

Blueprint 2020

Blueprint 2020: California State Fire Training and Education Strategic Plan 2008 was released in January 2008 and was funded through a grant from the California Fire Chiefs Association. The plan involved input from SFT staff as well as key stakeholders from local, state, and federal fire service in California, as well as career and volunteer fire fighters, fire chiefs, organized labor, training officers, and community colleges. Blueprint 2020 identified five goals for SFT, which included:

- Quality Improvement
- National Professional Development Model
- Capstone Testing
- State Fire Training Business Processes and Training Delivery
- California Public Safety Institute

While SFT has accomplished some of these goals, others face completion challenges. The 2008 strategic plan was released six months prior to a climate of fiscal contraction and was affected by the political and financial environment following the economic downturn. The subsequent funding and staffing limitations curtailed, but did not fully hamper, an otherwise ambitious 12-year vision for the transformation of SFT.

Despite the lack of resources, the SFT staff has worked hard to accomplish many action items. With some obvious growing pains, the significant transformation from a state-centric training model to one aligned with national standards and practices is well underway. The California Fire Service is in a better position to embrace continued progress toward the National Professional

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Development Model and is more effectively served by the limited SFT staff since the initiation of *Blueprint 2020*.

The following paragraphs highlight some of the items implemented through *Blueprint 2020*. See Appendix A: Blueprint 2020 GAP Analysis.

SFT User Portal

SFT implemented a new and improved records management system (RMS) in 2016 and transitioned to the new system in 2017. A key feature of the new RMS is the SFT User Portal that launched in December 2018. Through the SFT User Portal, users can view and access their SFT training records at any time. Users can print their course diplomas (CFSTES/FSTEP), training history reports, and International Fire Service Accreditation Congress (IFSAC) and National Board on Fire Services Professional Qualifications (Pro Board®) certifications. Unofficial transcripts can also be printed or securely emailed directly from the RMS at any time.

Through the SFT User Portal, instructors are now required to upload student rosters and course materials directly to SFT. This has greatly reduced SFT operating costs (shipping course materials, printing and shipping diplomas, etc.) and has streamlined the course return process.

Curriculum and Certification Updates

When SFT released *Blueprint 2020* most of its curriculum was last updated in 1980s and 1990s. This curriculum included SFT published and printed student manuals, instructor manuals, handouts, etc. The time it took staff to update curriculum was considerable. SFT implemented a Curriculum Development Model in late 2012 to streamline the curriculum development process and transition to developing course plans with terminal and enabling learning objectives. SFT can now develop curriculum in one to two weeks versus the six plus months it used to take.

SFT now has 24 certification tracks in alignment with the NFPA Professional Qualifications Standards. Several of the FSTEP technical rescue courses are now aligned with NFPA or are in the process of being aligned. SFT's goal is to update NFPA-based courses every five years, to align with NFPA updates, and to update other courses as needed.

Pro Board®/IFSAC Accreditation

The International Fire Service Accreditation Congress (IFSAC) and the National Board on Fire Services Professional Qualifications (Pro Board®) are peer-review organizations that review agency certification systems. They evaluate those systems for fairness, security, validity and correlation to the NFPA's national standards. When an agency meets Pro Board® and IFSAC standards, it receives accreditation and can certify individuals who successfully complete an evaluation of their knowledge and skills.

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SFT received Pro Board® and IFSAC accreditation in 2016. Through this accreditation, SFT can now issue Pro Board® and IFSAC certifications to its students. Currently, SFT is only accredited to issue Fire Fighter 1, Wildland Fire Fighter 1, and Haz Mat FRA/FRO certifications.

Part of the Pro Board® and IFSAC certification testing requirements include some form of capstone testing (written, skills, portfolio, etc.). SFT currently uses written and skills testing for Fire Fighter 1, but will use portfolio and other assessment methods for more complex certifications when implementation occurs. SFT plans to expand national accreditation to Fire Fighter 2 in 2020 and to other certification tracks over the next five years. In fiscal year 2017, 434 certification exams were administered, and 720 Pro Board®/IFSAC accredited Fire Fighter 1 certifications were issued.

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2017 Service Costing Project

In 2017, SFT partnered with California State University, Sacramento, to evaluate its current fee structure and provide guidance in setting and maintaining a new fee structure. The Service Costing Project collaborated with two professors of accountancy. Using an averaged five-year period of SFT's operating costs, the team developed an activity-based cost (ABC) system designed to allocate SFT costs based on the activities that generate those costs. As a result, the Project proposes an evidence-based approach to a service-based updated fee structure and makes the following recommendations:

Recommendation: Calculate the full cost of providing a service as a basis for setting fees.

Solution: SFT evaluated each of its services (i.e. issuing diplomas, certification, PACE review) to determine the cost to provide each service. Additionally, SFT evaluated services that it performs without a fee (i.e. instructor registration) to determine the cost of the workload for staff.

Recommendation: Periodically review and update fees.

Solution: SFT will review the fee structure and cost of providing services annually. SFT plans to update the fee structure approximately every three years. This will be reviewed after new labor contracts are signed.

Recommendation: Employ long-term forecasting to ensure fees anticipate future costs.

Solution: SFT is using historical averages to projected revenue and expenses. SFT will also look to project capital purchases and high cost items. These historical figures and projections will be used to establish changes to the SFT fee structure.

Recommendation: Provide information on fees to public/stakeholders.

Solution: SFT will have transparent communication regarding fees with the California Fire Service, including include an annual report showing expenditures and revenue. SFT plans to release the first report in 2019, with annual reports released each spring for the previous fiscal year (July 1 to June 30).

Proposed Fee Adjustment

SFT's last fee adjustment was more than 11 years ago. In the years since 2008 SFT's operating costs have increased, not only in the day-to-day operations of the Unit, but also to cover salary increases, curriculum development costs, and the implementation and maintenance of the new RMS and SFT User Portal.

The proposed fee adjustment is critical in order for SFT to:

- Expand SFT staff's stakeholder engagement (i.e. training officer meetings, committees, task forces, etc.)
- Expand Pro Board® and IFSAC accreditation to additional SFT certification tracks
- Increase out-of-state travel funds so that SFT staff can:
 - Participate on National Fire Protection (NFPA) Technical Committees (i.e. 1001, 1002, 1006, 1021, 1031, 1033, 1037, 1037, 1041, 1051, and 1072)
 - Attend Pro Board® and IFSAC annual meetings
 - Attend North American Fire Directors Association meetings, National Fire Academy meetings, and other national meetings to represent California and engage in best practices.
- Fund the four vacant Deputy State Fire Marshal III (Specialist) positions, ensuring adequate staffing to conduct quality control of instructors, curriculum, courses, rescue system sites, accredited academies, and certification exams
- Add two analyst positions to assist with technical workload, curriculum development, and expansion of national accreditation to other certification tracks
- Expand the temporary Office Technician position to a permanent position responsible for course processing and scheduling
- Increase the curriculum development budget to ensure CFSTES and FSTEP courses are current and relevant
- Enhance the SFT User Portal to meet the needs of the California Fire Service by:
 - Facilitating certification testing
 - Offering digital course requests
 - Offering digital certification applications and auto-fulfilling completed certification requirements
 - Incorporating a credit card payment option for SFT fees

2019 Proposed Fee Adjustment

Without this fee adjustment:

- SFT will continue to triage projects based on available staff time and available funding. Important projects may be postponed or cancelled until staffing or funding is available.
- SFT will be forced to reduce or eliminate the curriculum development budget. This will result in curriculum that is not relevant or have currency. Critically needed curriculum may not be developed or adopted by SFT. This may result in agencies developing their own in-house curriculum that is not consistent across California.
- Vacant/unfunded positions will remain unfilled, increasing the strain on existing staff and diminishing SFT's ability to provide quality services to its constituents. SFT will have longer processing times.
- SFT will have to increase its dependence on Retired Annuitants. SFT needs full time staff to meet statutory mandates, oversee projects, provide adequate year-round staffing, stakeholder engagement, succession planning, and to ensure consistency with SFT regulations and procedures.

To implement the ABC service recommendation, Sacramento State created an ABC Workbook to track payroll, budgeted costs, and services provided. SFT now uses this workbook to evaluate historical costs and services provided and anticipate future expenses. To determine an appropriate fee structure, SFT leverages the ABC Workbook to identify the average cost for individual service delivery (i.e. staff time, travel, postage, Pro Board®/IFSAC seals, etc.).

The goal for the revised fee structure is to set all fees as close as possible to the actual cost of service delivery. For some services, the fees are already very close to actual cost, but for others, the profit or loss margins are much wider.

See Appendix B: ABC Workbook Summary Worksheet.

Prior to calculating the new fees, SFT obtained input from stakeholders to minimize the potential negative impacts to the California Fire Service.

The following five sections review each fee and a justification for the fee and/or change:

- Certification and Renewal Fees
- Course Delivery Fees
- Peer Assessment, Established Equivalency, Reciprocity, and Upgrade Fees
- Accredited Academy Fees
- Other Services Fees

Certification and Renewal Fees

These fees include initial certification and certification renewal requirements (i.e. continuing education). At this point in time, only the Emergency Vehicle Technician/Fire Mechanic certification series has a renewal requirement.

Table 2: Certification Fees

Service	Original Fee	Fee Change	New Fee	Percent Change
Chief Officer Tracks	\$90	+\$60	\$150	67%
Mid-Career Tracks	\$65	+\$35	\$100	54%
Fire Fighter Tracks	\$40	+\$30	\$70	88%

Chief Officer Tracks

The Chief Officer Tracks include the following SFT certifications:

- Chief Fire Officer
- Executive Chief Fire Officer
- Fire Marshal

This fee adjustment reflects the cost of issuing certifications, staff time, and SFT overhead. Fire Marshal was previously included in Mid-Career Tracks, but moved to the Chief Officer Tracks for more appropriate alignment.

Mid-Career Tracks

The Mid-Career Tracks include the following SFT certifications:

- Community Risk Educator
- Community Risk Specialist
- Community Risk Officer
- Company Officer
- Emergency Vehicle Technician I / Fire Mechanic I
- Emergency Vehicle Technician II / Fire Mechanic II
- Emergency Vehicle Technician III / Fire Mechanic III
- Fire Apparatus Driver-Operator Aerial Apparatus
- Fire Apparatus Driver-Operator Pump Apparatus
- Fire Apparatus Driver-Operator Tillered Apparatus
- Fire Apparatus Driver-Operator Water Tender Apparatus
- Fire Apparatus Driver-Operator Wildland Apparatus
- Fire Inspector I
- Fire Inspector II
- Fire Investigator
- Hazardous Materials Technician
- Hazardous Materials Specialist

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- Instructor I
- Instructor II
- Instructor III
- Plan Examiner

This fee adjustment reflects the cost of issuing certifications, staff time, and SFT overhead.

Fire Fighter Tracks

The Fire Fighter Tracks include the following SFT certifications:

- Fire Fighter 1
 - Pro Board®/IFSAC Fire Fighter 1
 - Pro Board®/IFSAC Wildland Fire Fighter 1
 - Pro Board®/IFSAC Hazardous Materials FRA/FRO
- Fire Fighter 2
 - Pro Board®/IFSAC Fire Fighter 2

This fee adjustment reflects the cost of issuing certifications, staff time, Pro Board®/IFSAC certification/seals, and SFT overhead. The current fee is \$40 for California certification, and if an applicant elects, an additional \$40 for Pro Board®/ IFSAC certifications. Now that the certification exam is required and fully implemented for Fire Fighter 1 certification, SFT will streamline its business process by issuing Pro Board®/IFSAC certifications to all eligible applicants.

SFT is in the process of updating the Fire Fighter 2 certification and standards. SFT will be seeking Pro Board®/IFSAC accreditation for Fire Fighter 2 certifications in 2020. When SFT is accredited, candidates who pass the certification exam and are eligible would receive Pro Board®/IFSAC certification in addition to a California certification.

If an applicant applies for certification through reciprocity or has already obtained Pro Board®/IFSAC certifications for that certification level from another accredited body, SFT will only issue the standalone California certification.

Course Delivery Fees

Table 3: Course Delivery Fees

Service	Original Fee	Fee Change	New Fee	Percent Change
CFSTES Diploma	\$80	+\$60	\$140	75%
FSTEP Diploma	\$20	+\$55	\$75	275%
RIO Course	\$150	\$0	\$150	0%
Evaluator Training Course	\$80	+\$70	\$150	88%

CFSTES and FSTEP Diplomas

This fee adjustment reflects the cost of issuing diplomas, staff time, and SFT overhead (including curriculum development). There will no longer be an \$8 fee for course processing.

Regional Instructor Orientation (RIO) Course

The RIO course is required to become an instructor and is delivered by SFT staff or authorized instructors. After evaluating the full cost to provide the course (i.e. staff time, travel, etc.) SFT determined that no fee change was required. SFT is evaluating a digital delivery of this course and will reassess the fee when the course moves to a digital delivery platform.

Evaluator Training Course

The current Evaluator Training course is required to be a Lead or Skills Evaluator for the Fire Fighter Certification exam. The course is delivered by SFT staff or authorized instructors. After evaluating the full cost to provide the course (i.e. staff time, travel, etc.), SFT adjusted the fee for cost recovery. SFT is evaluating a new Skills Evaluator course that will be delivered digitally, and SFT reassess the fee when the course is available. Lead Evaluators will still require the in-person course.

Peer Assessment, Established Equivalency, Reciprocity, and Upgrade Fees

Table 4: Peer Assessment, Established Equivalency, Reciprocity, and Upgrade Fees

Service	Original Fee	Fee Change	New Fee	Percent Change
PACE II: Peer Assessment for Credential Evaluation (Instructors)	\$60	+\$140	\$200	233%
PACE III: Peer Assessment for Course Equivalencies	\$60	+\$140	\$200	233%
PACE IV: Peer Assessment for Fire Chief	\$500	+\$250	\$750	50%
PACE V: Peer Assessment for CICCIS Evaluation	\$0	+\$100	\$100	New Fee
Established Equivalencies	\$60	+\$80	\$140	133%
Pro Board®/IFSAC Reciprocity Review	\$60	+\$65	\$125	108%

PACE II: Peer Assessment for Credential Evaluation (Instructors)

The fee adjustment provides full cost recovery for providing assessment services for one credential. Each additional course will be assessed the same \$200 fee. A typical PACE II review takes approximately two and a half hours for evaluation and processing.

PACE III: Peer Assessment for Course Equivalencies

The fee adjustment provides full cost recovery of providing assessment services for one course. Each additional course will be assessed the same \$200 fee. A typical PACE III review takes approximately two and a half hours for evaluation and processing.

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PACE IV: Peer Assessment for Fire Chief

The fee adjustment provides full cost recovery of providing assessment services. A typical PACE IV review requires four hours of Division Chief and six hours of Staff Services Manager time.

PACE V: Peer Assessment for CICC Evaluation

SFT currently provides this service with no cost recovery. This fee was calculated using full cost of providing this service (i.e. SFT overhead, staff time, etc.).

Established Equivalencies

SFT adjusted this fee to provide full cost recovery for providing this service.

Pro Board®/IFSAC Reciprocity Review

SFT adjusted this fee to provide full cost recovery for providing this service. This fee applies to applicants applying for reciprocity.

Accredited Academy Fees

Table 5: ALA/ARTP Fees

Service	Original Fee	Fee Change	New Fee	Percent Change
ALA/ARTP Initial Accreditation	\$500	+\$3,500	\$4,000	700%
ALA/ARTP Reaccreditation	\$500	+\$2,500	\$3,000	500%
Evaluator Registration	\$0	+\$50	\$50	New Fee
Certification Exam Registration – 2020 Fire Fighter 1 and 2	N/A	N/A	\$75	New Fee
Certification Exam – 2013 Fire Fighter 1	\$10-\$30	\$0	\$10-\$30	0%
Custom Skill Sheets	\$0	+\$100	\$100	New Fee

ALA/ARTP Initial Accreditation

SFT adjusted this fee to provide full cost recovery for providing this service. SFT currently charges the same fee for initial accreditation and reaccreditation even though initial accreditation requires more staff time for review and approval. Under the 2008 fee, SFT was permitted to charge up to an additional \$2,000 for travel costs. Those travel costs are included in the new fee structure, setting a fixed cost for travel allowing agencies a set cost to budget for accreditation.

ALA/ARTP Reaccreditation

SFT adjusted this fee to provide full cost recovery for providing this service. SFT currently charges the same fee for initial accreditations and reaccreditation even though reaccreditation takes less staff time for review and approval. Under the 2008 fee, SFT was permitted to charge

2019 Proposed Fee Adjustment

up to an additional \$2,000 for travel costs. Those travel costs are included in the new fee structure, setting a fixed cost for travel allowing agencies a set cost to budget for accreditation.

Evaluator Registration

SFT currently provides this service with no cost recovery. This fee was calculated using full cost of providing this service (i.e. SFT overhead, staff time, etc.).

Certification Examination Registration – 2020 edition Fire Fighter 1 and 2

SFT is changing the exam provider that hosts the cognitive online exam for the Fire Fighter certification exams. Students will take the 2020 Fire Fighter certification exams through the SFT User Portal, streamlining the entire exam registration process into one software system and significantly reducing the staff time required to process exam results.

The new total cost for the cognitive and psychomotor Fire Fighter Certification Exam will be \$75.

This fee will include the following reattempts:

- Psychomotor Skills Exam: first attempt, second attempt/same day, retake, retake/second attempt. If the candidate fails the retake/second attempt, the candidate will pay an additional fee to test at a different ALA/ARTP.
- Cognitive Exam: first attempt, second attempt, third attempt. After the third attempt, the candidate will pay an additional testing fee to test at a different ALA/ARTP.

The \$75 fee will be required for each SFT certification exam level:

- Fire Fighter 1 (Fire Fighter 1A: Structure Fire Fighting 1, Fire Fighter 1B: Haz Mat FRA/FRO, Fire Fighter 1C: Wildland Fire Fighting 1)
- Fire Fighter 2

If a host site delivers a combined Fire Fighter 1 and Fire Fighter 2 exam, the fee would be \$150.

Certification Exam Registration – 2013 Fire Fighter 1

The fees for the 2013 Fire Fighter 1 Certification Exam will remain unchanged as they are being phased out. Psychomotor (skills) exams are \$10/student for consecutive delivery or \$10/student/module for modular delivery. Currently, the candidate or host agency also pays the third-party cognitive testing vendor for each written exam taken. The current cost is \$18 each time a candidate sits for an exam. Each psychomotor or cognitive exam retake has a \$10/student fee.

Custom Skill Sheets

ALAs can submit custom skill sheets to use as part of the Fire Fighter Certification Exam. SFT reviews these sheets to ensure that they meet the minimum NFPA standards. SFT currently provides this service with no cost recovery. This fee was calculated using full cost of providing this service (i.e. SFT overhead, staff time, etc.).

Other Services Fees

Table 6: Other Services Fees

Service	Original Fee	Fee Change	New Fee	Percent Change
Instructor Registration	\$0	+\$125	\$125	New Fee
Rescue System Site Accreditation	\$0	+\$250	\$250	New Fee
Official Transcript	\$0	+\$100	\$100	New Fee
Duplicate Certification	\$35	+\$65	\$100	186%
Duplicate Diploma	\$35/\$20	-\$35/\$20	\$0	Fee Eliminated
Certification Exam Item-by-Item Review	\$250	\$0	\$250	0%

Instructor Registration

SFT currently provides this service without cost recovery. This fee adjustment reflects the cost of an applicant applying to teach up to three new courses with SFT including issuing Instructor Certification, staff time, and SFT overhead. The new fee includes one resubmittal.

Rescue System Site Accreditation

SFT currently provides this service with no cost recovery. This fee was calculated using the full cost of providing this service (i.e. SFT overhead, travel, staff time, etc.).

Official Transcript

SFT has three transcript delivery options.

- Unofficial Transcript: Through the SFT User Portal, users can print a Training History Report, which is an unofficial transcript. This option is free.
- Secure Transcript: Users can email a Training History Report, which is a secure transcript, directly to an individual (i.e. employer, training officer, HR). This option is free.
- Official Transcript: SFT staff print a transcript on controlled anti-copy security paper, place it in a sealed envelope, and deliver it via FedEx, (two-day ground) directly to the recipient (i.e. employer, training officer, HR). SFT calculated this fee using the full cost for providing this service (i.e. SFT overhead, staff time, materials, and shipping).

Duplicate Certification

SFT increased this fee to cover the full cost of providing this service. Pro Board®/IFSAC certifications are issued through the SFT User Portal and printed by the user. California certifications are currently printed and issued by SFT staff. SFT is currently evaluating whether or not certificates can be printed through the SFT User Portal. If SFT determines that this is a viable option, there would be no fee for users to print their certifications.

Duplicate Diploma

Users can print duplicate diplomas through the SFT User Portal at no cost.

Certification Exam Item-by-Item Review

Pro Board®/IFSAC require SFT to allow cognitive exam candidates to challenge and review their exams. SFT calculated this fee based on the full cost of providing this service (i.e. SFT overhead, staff time, etc.).

Application Submissions

To ensure cost recovery for services provided; one of the ways that SFT will be improving the system is by controlling the number of times a person can submit an application. If an applicant does not provide all required information on an initial application submission, SFT staff will notify the applicant of any deficiencies. Applicants can then resubmit all required items. If the applicant fails to submit all required items with the resubmittal, s/he will be required to pay the fee again. This will apply to all certifications, instructor/skills evaluator registrations, PACE, or anything else within SFT that requires an application to be submitted.

Approval and Implementation

The Statewide Training and Education Advisory Committee (STEAC) approved the proposed fee adjustment on [INSERT DATE]. The State Board of Fire Service approved it on [INSERT DATE]. After approval, it will go through the Office of Administrative Law (OAL) rulemaking process.

The OAL rulemaking process is pursuant to the Administrative Procedure Act (APA). The rulemaking process includes comprehensive public notice and comment requirements. It also requires that the documents and information on which the rulemaking action is based are available for review and inspection. This comprehensive process is intended to further the goal of public participation in the rulemaking process and to create an adequate rulemaking record for review by OAL and the courts.

SFT anticipates that the new fee adjustment will go into effect on July 1, 2020. If there is a delay in the approval process, the secondary implementation date is January 1, 2021.

Appendices

Appendix A: Blueprint 2020 GAP Analysis

Background Information:

Blueprint 2020 was initiated in 2008. While many action items listed under the five major goals have been accomplished, others face completion challenges. This strategic plan was released just six months prior to a climate of fiscal contraction, and was affected by the political and financial environment following the economic downturn. The subsequent funding and staffing limitations have curtailed, but did not fully hamper, an otherwise ambitious 12-year vision for the transformation of State Fire Training (SFT).

Despite the lack of resources, SFT staff has worked hard to accomplish many action items. And with some obvious growing pains, the significant transformation from a state-centric training model to one aligned with national standards and practices is well underway. The California Fire Service is in a better position to embrace continued progress towards the National Professional Development Model, and is more effectively served by the limited SFT staff since Blueprint 2020 was initiated.

Analysis/Summary of Issue:

The status of the major goals contained in Blueprint 2020 are:

1. Quality Improvement – Most of these action items have been addressed in the past 11 years with existing resources. Significant progress has been made to establish and maintain instructor oversight, improve course materials, delivery, and curriculum. Accreditation performance audits had been a high priority for the Firefighter 1 series, but a 66% staffing decrease in personnel assigned to this function hampered continued efforts. However, the statewide fire service community is now more accustomed to the new processes and procedures based on the national standards.
2. National Professional Development Model – While some important progress has been made -especially in the last year- more needs to be done to fully integrate SFT core courses into higher education. SFT staff continues to work closely with community colleges and is developing a relationship and coursework with California State University staff and faculty towards the national FESHE Professional Development Model. SFT continues this goal through on-going support of the Professional Development Pathways Program, Statewide Professional Development Summit, and in supporting the two pilot programs between Miramar Community College and CSU San Marcos in the South and with Santa Rosa Community College and Humboldt State in the North. The California Fire/EMS Professional Development Pathway for Workforce Development and Career Advancement Issue Paper (attached) serves as a current needs assessment in moving forward on this goal.
3. Capstone Testing – Recent efforts have focused on the Firefighter 1 testing process as an adjunct to the accreditation process. Limited progress on other professional development track capstone testing has been made due to the need to target the

Firefighter 1 written and skills testing. SFT staff is continuing to work on beta testing a new written exam platform through the Acadis software system. Once this pilot process is complete, the same platform could be used for the other certification tracks.

4. SFT Business Processes and Training Delivery – Significant progress has been made to implement this goal, and nearly all the 18 action items have been completed. The outstanding action items should be re-evaluated to determine if they are still appropriate and meet the needs of statewide fire agencies. Some require involvement and/or approval of external agencies to implement, while others may no longer be feasible from the time they were identified 11 years ago.
5. California Public Safety Institute – This goal was very visionary from the start, required a dedicated -and still non-existent- funding source, and relied heavily on external agencies to support. Given the economic downturn that occurred shortly after the initiation of Blueprint 2020, the issues facing this goal’s implementation were significant. However, opportunities to align with existing programs, institutions, and agencies may allow a version of this goal to become a reality. For example, pursuing partnerships with existing JPA’s and/or Sacramento State University could provide tangible results towards a “brick-and-mortar” institute.

A closer look at the methodologies outlined in Blueprint 2020 indicate that much of the progress moving forward is dependent on achieving a stable funding source for SFT efforts. Blueprint 2020 calls for a POST-style type of mandatory training system and recommends several ways to achieve that level of funding.

In the needs analysis near the front of Blueprint 2020, many of the deficiencies listed have been addressed, with the notable exception of understaffing which persists to this day, and acts as an inhibitor to implementing the methodologies. A fee increase was enacted in 2008, the gains in staffing were short-lived due to employee attrition. SFT still struggles to find qualified applicants to fill allocated Deputy State Fire Marshal (DSFM) positions that are instrumental in maintaining system quality control, accreditation standards and on-site reviews of Local Academies and Regional Training Programs. While Retired Annuitants are designated as Subject Matter Experts for curriculum development, they have been frequently used to cover the staffing gaps caused by a lack of filled DSFM positions.

The funding-staffing dynamic becomes a self-perpetuating cycle that must be addressed for SFT to move from a haphazard approach to a methodology that is more resilient, proactive, and forward-focused. For example, Blueprint 2020 calls for attention to strategic and tactical planning, regular and valid performance audits and gap analysis, and planned marketing. These types of activities have suffered due to limited resources, pointing back again to sustainable funding.

The conclusory words of Blueprint 2020 still hold true:

“This plan is dependent on one very critical factor—funding! Without a stable and reliable funding source, increases in staff, advances in technology, and participation in the national training models simply will not happen.”

As we approach the conclusion of Blueprint 2020, what is extraordinary is that so much progress has been made to migrate towards the national model despite resource limitations.

Detailed Gap Analysis of Goals and Action Items

Each Blueprint 2020 Goal and Action Item is listed below, with color codes designating progress towards implementation.

- **Accomplished** - indicates the Goal or Action Item is accomplished or that significant progress has been made. **Some Progress** - text indicates that some or modest progress has been made with limited existing resources (staffing, funding or logistical/infrastructure).
 - **Limited Progress** - text indicates that limited or little progress has been made, or that more resources are needed to make significant headway.
1. **QUALITY IMPROVEMENT (accomplished)**- Ensure the highest levels of service and quality by implementing an oversight program that ensures the qualifications, currency, and accountability of all instructors and curriculum.
 - 1.1. Implement an Oversight Program (accomplished)
 - 1.1.1. Establish an oversight program to monitor instructors, courses, and delivery sites. (accomplished)
 - 1.1.2. Develop currency and continuing education requirements for instructors. (limited progress)
 - 1.1.3. Develop oversight program procedures. (accomplished)
 - 1.1.4. Identify geographical work areas. (some progress)
 - 1.1.5. Develop employee specifications. (accomplished)
 - 1.1.6. Hire Training Specialists at the appropriate level, one for each work area, and train them to perform the oversight tasks. As they come "on-line," have them conduct "pilot" evaluations, with appropriate feedback. (some progress)
 - 1.2. Improve Course Materials and Course Delivery (accomplished)
 - 1.2.1. Update the certification training standards, revise the course objectives and outlines, and adopt commercially available text materials that come with proper instructor assistance and support the course outlines. (accomplished)
 - 1.3. Curriculum (accomplished)
 - 1.3.1. Ensure a process of consistent and ongoing curriculum development, manipulative training, and academic education. (accomplished)
 - 1.3.2. Implement a system, using the regulatory format, to maintain curriculum and instill verifiable professional standards for all fire service courses. (accomplished)

- 1.3.3. Recognize California's specialized training needs, such as in the WUI and fire prevention arenas. (accomplished)
 - 1.3.4. Categorize the curricula that meet national standards. (accomplished)
 - 1.3.5. Formulate student-learning outcomes and approve curricula. (accomplished)
 - 1.4. Accreditation Performance Audit (IFSAC/PROBOARD) (accomplished)
 - 1.4.1. Participate in an accreditation performance audit using a national accreditation program. This action will provide the gap analysis necessary to correct shortcomings and ensure that the program stays on track for success. (accomplished)
 - 1.4.2. Complete the accreditation performance audit and receive the accreditation report. (accomplished)
 - 1.4.3. Based on the report findings, prepare an action plan (update of the strategic plan) to address the recommendations from the report. (accomplished)
 - 1.4.4. Seek administrative and legislative support for the plan as needed. (some progress)
 - 1.4.5. Adjust the program as much as possible to meet the recommendations. (accomplished)
 - 1.4.6. Complete a second accreditation performance audit and receive the accreditation report. (accomplished)
 - 1.4.7. Prepare for accreditation review on a quinquennial basis. (some progress)
 - 1.5. In conjunction with the audit program, constant review of the curricula, teaching, and especially the testing process is necessary to maintain program credibility. (accomplished)
2. **National Professional Development Model (limited progress)** - Participate in the Fire and Emergency Services Higher Education (FESHE) National Model of fire service training and education that includes an integrated, competency-based system of fire and emergency services professional development and an integrated system of higher education from a two-year Associate degree to Doctoral degrees.
- 2.1. Formally initiate the process of adopting the National Model with FESHE as a guideline. Evaluate and amend the model relative to the legal and situational needs unique to the California Fire Service. (some progress)
 - 2.2. Facilitate the impact of the CICCS by expanding task book completion and ICS position qualification to include incidents other than major wildland fires. (accomplished)
 - 2.3. Identify those components that are appropriate to add to the model to meet those unique needs. (limited progress)
 - 2.4. Develop partnerships with those states that have similar fire service circumstances. (limited progress)
 - 2.5. Establish a timetable and priorities for implementation of the model and adoption of the model by the education and training providers. (limited progress)
 - 2.6. Continue to develop partnerships nationally and internationally, both to enhance our experience and to pass on the lessons we learn as we adopt the model. (limited progress)

- 2.7. Based on the timetable and identified priorities complete at least two pilot projects, one in education and one in training, to demonstrate the effectiveness of the model. (limited progress)
 - 2.8. Validate the model for the fire service training community. (limited progress)
 - 2.9. Market the model to the California Fire Service. (accomplished)
 - 2.10. Commence broad-based implementation of the model as it gains acceptance. (limited progress)
 - 2.11. Commence the accreditation process. (accomplished)
 - 2.12. Continue implementation of the model at various training venues and in various existing programs. (limited progress)
 - 2.13. Based on the California experience, SFT should play an increasingly active role in the refinement of the national model. (limited progress)
 - 2.14. Continue to reach out nationally and internationally to share the California experience, and to enhance the quality of the model. (limited progress)
 - 2.15. Adjust the model to meet changing conditions. (limited progress)
 - 2.16. Work closely with legislative bodies to bring California's codes and ordinances as much in line with nationally recognized models as possible. This will help reduce the disconnect between California practice and the national model. (limited progress)
3. **CAPSTONE TESTING (some progress)** - Administer a comprehensive evaluation tool after a candidate completes all the requirements and applies for a position certificate. Capstone testing would replace the current system of administering a written certification exam at the end of each course in the certification track.
- 3.1. Develop a bank of written test items for the comprehensive capstone test using instructor-developed exams submitted to SFT in digital format at the end of each class taught. (limited progress)
 - 3.2. Identify, define, and develop the testing process for one of the certification tracks.
 - 3.3. Develop a pilot process to test the concept and identify needed corrections. Upon completion of the pilot, correct the process and put it into general practice for the specific certification. (accomplished)
 - 3.4. Based on previous experience, develop testing process for the next level. (some progress)
 - 3.5. Identify, define, and develop the process for the Chief Officer series. At this level, the capstone course to prepare for the testing process will be most important. This capstone test should incorporate all the valuable experiences gained so far in the development of this process. (limited progress)
 - 3.6. Reevaluate and update the testing process for all remaining certification tracks. (limited progress)
 - 3.7. As an ongoing function, reevaluate and update each testing process while keeping with national standards and unique California requirements. (accomplished)
 - 3.8. SFT needs to continually evaluate the testing itself to ensure that the tests are credible and linked to performance. (accomplished)

4. **STATE FIRE TRAINING BUSINESS PROCESSES AND TRAINING DELIVERY (accomplished)** - Utilize a computer-aided training and education delivery system that includes appropriate distance learning and educational material, and the ability for participants to track and access completed training and certification records.
 - 4.1. The OSFM will analyze the implementation for delivering appropriate on-line hybrid SFT courses upon recommendation of the STEAC and SBFS. (accomplished)
 - 4.2. SFT will safeguard certificates through a numbering and accounting system. (accomplished)
 - 4.3. SFT will issue unique student identification and tracking numbers. (accomplished)
 - 4.4. SFT will contract for an analysis of the Division's business process to improve efficiencies. (accomplished)
 - 4.5. Use the most advanced, reliable data management technology applicable to the competing needs for openness and security. (accomplished)
 - 4.6. The OSFM, in coordination with its Information Technology (IT) Division, establishes the specific parameters for the data management software, which will include:
 - 4.6.1. Tracking of and access to completed training and certification records for individuals, training officers, and department leadership. (accomplished)
 - 4.6.2. Testing processes. (accomplished)
 - 4.6.3. Scheduling of training and education courses and programs. (some progress)
 - 4.6.4. Qualifications and registry of instructors. (accomplished)
 - 4.6.5. Tracking of a universally accepted incident qualifications system for all components of the fire protection system. (limited progress)
 - 4.7. The OSFM researches available data management systems that contain the necessary built-in safeguards to allow access to web-based information as appropriate to the fire service community consistent with the expectations outlined above. (limited progress)
 - 4.8. The research should include other disciplines (including Peace Officers Standards and Training), and other states' fire training systems. (limited progress)
 - 4.9. One concept template to consider would be the California EMS Authority's database for EMT-P licensing and tracking of continuing education. (no longer applicable)
 - 4.10. The OSFM purchases and/or develops the required software. (accomplished)
 - 4.11. The OSFM, coordinating with IT, works closely with a subcommittee of STEAC throughout the process. (accomplished)
 - 4.12. Beta test the software and make appropriate fixes. Beta testing should include volunteer as well as career-staffed departments in every size category from very small to metropolitan. (accomplished)
 - 4.13. Provide system training to departments and launch the system. (accomplished)
 - 4.14. Commence transferring data from existing paper and computer-based systems to ensure continuity of records. (accomplished)
 - 4.15. Identify and explore technology-based instructional methodologies. (accomplished)
 - 4.16. Establish an approval process for selecting the methodology for delivering technology-based courses. (accomplished)
 - 4.17. Staying current as technology changes. (accomplished)
 - 4.18. Maintaining systems that are familiar, consistent, and deliver reality-based training and education. (some progress)

5. **CALIFORNIA PUBLIC SAFETY INSTITUTE (limited progress)** - Create a unified system that integrates all public safety training and education toward a common mission. The crown jewel of this initiative is the envisioned all-risk California Public Safety Institute (a California equivalent of the federal National Emergency Training Center).
 - 5.1. Develop relationships with the key cooperators in the proposed all-risk California Public Safety Institute. (accomplished)
 - 5.2. Work closely with the cooperator groups on training initiatives and curricula that have a common basis to create core courses populated by all disciplines represented in the Institute. (some progress)
 - 5.3. With the support of the cooperators' groups, develop a funding goal and master plan for the development of the facility, including site location. (limited progress)
 - 5.4. Continue to enhance the facility and training opportunities. Continue the process of accreditation audits by a national accreditation program. (limited progress)
 - 5.5. Utilize those findings to continually improve the SFT program. (limited progress)
 - 5.6. Establish honorary teaching chairs to raise the Institute's credibility. (limited progress)
 - 5.7. Establish an alumni association and develop an Institute endowment fund. (limited progress)
 - 5.8. Establish a doctoral program to develop faculty and enhance the professional standing of emergency service practitioners. (limited progress)

Appendix B: ABC Workbook Summary Worksheet

Summary Template											
#	Service Categories	Estimated Instances	Original Fee	Change	New Fee	Avg Cost per Instance	Total Revenue	Total Cost	Profit (Loss)	#	% Change
1	Chief, FM, Executive Certifications	94	\$90	\$60	\$150	\$133	\$14,100	\$12,476	\$1,624	1	67%
2	Mid-level Certifications	1,650	\$65	\$35	\$100	\$123	\$164,967	\$203,524	(\$38,557)	2	54%
3	Fire Fighter Certifications (Include IFSAC/Pro Board)	3,000	\$40	\$35	\$75	\$127	\$225,000	\$380,222	(\$155,222)	3	88%
4	CFSTES Courses Scheduled & Processed	14,747	\$80	\$60	\$140	\$87	\$2,064,533	\$1,284,558	\$779,976	4	75%
5	FSTEP Courses Scheduled & Processed	32,880	\$20	\$55	\$75	\$87	\$2,466,013	\$2,864,137	(\$398,125)	5	275%
6	PACE II: Peer Assessment for Credential Evaluation	100	\$60	\$140	\$200	\$261	\$20,000	\$26,091	(\$6,091)	6	233%
7	PACE III: Peer Assessment for Course Equivalencies	25	\$60	\$140	\$200	\$261	\$5,000	\$6,523	(\$1,523)	7	233%
8	PACE IV: Peer Assessment for Fire Chief	3	\$500	\$250	\$750	\$1,031	\$2,500	\$3,437	(\$937)	8	50%
9	PACE V: Peer Assessment for CICC Evaluation	6	\$0	\$100	\$100	\$107	\$600	\$640	(\$40)	9	N/A
10	Evaluator Training/RIO Class	100	\$80	\$70	\$150	\$195	\$15,000	\$19,483	(\$4,483)	10	88%
11	ALA/ARTP Initial Processing and Site Review	2	\$500	\$3,500	\$4,000	\$4,113	\$8,000	\$8,226	(\$226)	11	700%
12	ALA/ARTP Reaccreditation Processing/Site	12	\$500	\$2,500	\$3,000	\$2,990	\$36,000	\$35,876	\$124	12	500%
13	Evaluator Registration (Skills/Lead)	60	\$0	\$50	\$50	\$98	\$3,000	\$5,876	(\$2,876)	13	N/A
14	Registered Instructor	600	\$0	\$125	\$125	\$141	\$75,000	\$84,757	(\$9,757)	14	N/A
15	Fire Fighter III Certification Examination	3,000	\$0	\$75	\$75	\$87	\$225,000	\$261,325	(\$36,325)	15	N/A
16	Rescue Systems Site	4	\$0	\$250	\$250	\$1,167	\$1,000	\$4,668	(\$3,668)	16	N/A
17	Custom Skill Sheets	10	\$0	\$100	\$100	\$141	\$1,000	\$1,410	(\$410)	17	N/A
18	Written Test Review/Challenge	1	\$0	\$250	\$250	\$590	\$250	\$590	(\$340)	18	N/A
19	Established Equivalency	75	\$0	\$140	\$140	\$98	\$10,500	\$7,345	\$3,155	19	N/A
20	Official Transcript	30	\$0	\$100	\$100	\$116	\$3,000	\$3,478	(\$478)	20	N/A
21	Pro Board/IFSAC Reciprocity Review	30	\$60	\$65	\$125	\$123	\$3,750	\$3,696	\$54	21	108%
22	Duplicate Certification	5	\$35	\$65	\$100	\$101	\$500	\$505	(\$5)	22	186%
Totals		56,434					\$5,344,713	\$5,218,842	\$125,870		
							Revenue	Cost	Profit (Loss)		