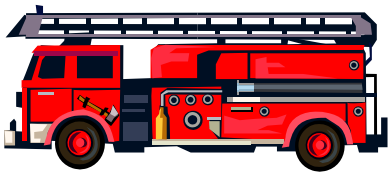
Lights & Sirens



Quality Team

Project Statement:

"To promote emergency preparedness training
through Owens Community College
for firefighters and departments in the Findlay campus service area"

Owens Community College

Mission Statement:

"We believe in serving our students and our communities.
Your success is our mission."

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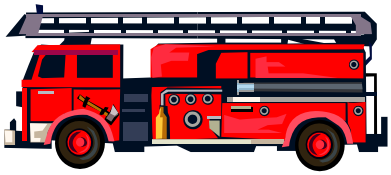


Quality Team Members

Terry Sherman	Champion & Trainer Coordinator, Skilled Trades Training - Findlay Campus
James Slosser	Team Leader Computer Technician - Findlay Campus
Marsha Kujawa	Scribe Coordinator, EnterpriseOhio Network Marketing Resource Center - Findlay Campus
Jo Harmon	Team Member Institutional Research Associate, Institutional Research, Planning, and Grants - Toledo Campus
E. Dana Roof	Team Member Academic Advisor, Enrollment Services - Findlay Campus

Operational Definitions

Center for Emergency Preparedness (CEP): $28 million Center for Emergency Preparedness is the Premier All-Hazards National Training Facility located at Owens Community College. The Center for Emergency Preparedness is specifically designed to bring together multi-disciplines and present them with realistic, hands on training based on real world scenarios and knowledge of personal safety through the provision of professional Emergency Services based training programs.

"Degrees at a Distance" (DDP): an online degree program sponsored by the National Fire Academy (NFA), which has agreements with seven accredited colleges and universities throughout the country to offer bachelor's degrees with concentrations in fire administration and fire prevention technology.

Fire and Emergency Services Higher Education (FESHE): Network of emergency services-related education and training providers.

Full-time (or career) firefighter: A firefighter who serves a community as his or her main profession, usually 40 hours a week or more.

National Volunteer Fire Council The National Volunteer Fire Council (NVFC) is a non-profit membership association representing the interests of the volunteer fire, EMS and rescue services. The NVFC serves as the information source regarding legislation, standards and regulatory issues. The NVFC also provides vital resources and information to the volunteer fire and emergency services.

Ohio Fire Academy: Facility in Reynoldsburg, OH that oversees the training of Ohio firefighters and sets standards for such training.

Ohio House Bill 401: HB 401 FIREFIGHTER TRAINING (Law) providing for the adoption of rules governing firefighter training. Am. 505, 737, 3737 & 4765

Part-time firefighter: A firefighter who serves the community on less than a full time basis, usually 35 hours or less. Compensation is received for his/her participation in this service.

United States Fire Administration (USFA) - As an entity of the Department of Homeland Security's Federal Emergency Management Agency, the mission of the USFA is to foster a solid foundation in prevention, preparedness, and response by providing national leadership to local fire and emergency services.

Volunteer firefighter: A firefighter who provides services to a community for either no compensation or for a nominal fee (such as $1 per year).

Firefighter Certification in Ohio

Ohio law permits communities to decide the level of certification they require of their fire personnel, with the exception of Level II certification required of full-time paid firefighters. Communities may also choose to engage as part-time firefighters, persons trained only to the volunteer level. Communities may also choose to recognize the transition process, or require certified applicants to repeat training to meet their local needs.

Applicants for firefighter training must have medical clearance and meet moral, ethical, and substance use policies of the Ohio Department of Public Safety (OAC 4765). Students must provide their own protective clothing and self contained breathing apparatus, either from department sponsorship or rental.

Certification Levels:
In the State of Ohio there are three levels of training for firefighters. The certification levels are:

Volunteer Firefighter
This course is 36 hours in length and introduces the student to basic concepts, equipment and techniques. This course does not include fighting real fires. After successful completion the student may take the State certification examination.

Level I Certification
Level I certification requires a minimum of 120 hours of training; the course provides comprehensive introduction and practice of basic fire fighting concepts and skills and permits the students to practice the skills. Includes live fire training.

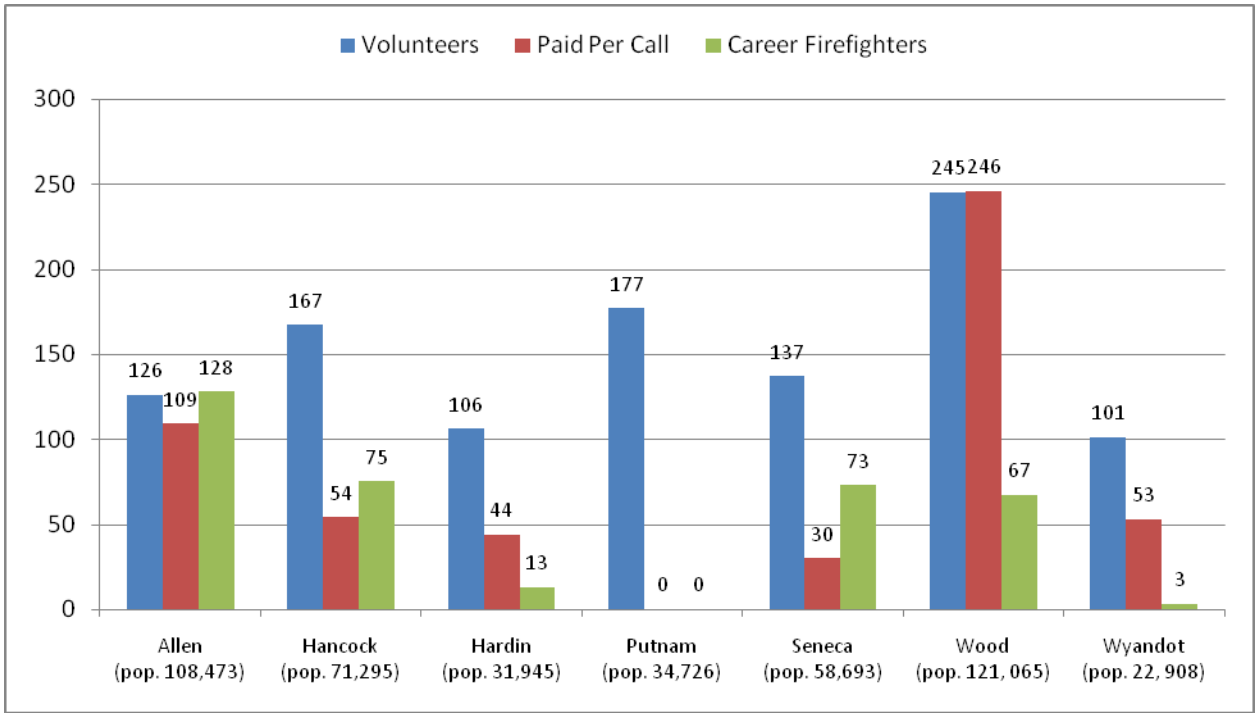
Level II
Required for full-time paid (career) firefighters, this course is a minimum 240 hours in length. Additional practice of skills is included, and advanced rescue and prevention concepts are introduced. Includes live fire training.

Other Certifications:
The State also certifies Fire Safety Inspectors and Fire Instructors. These programs are available to persons previously certified as firefighters. Time in service requirements also exist for these additional levels.

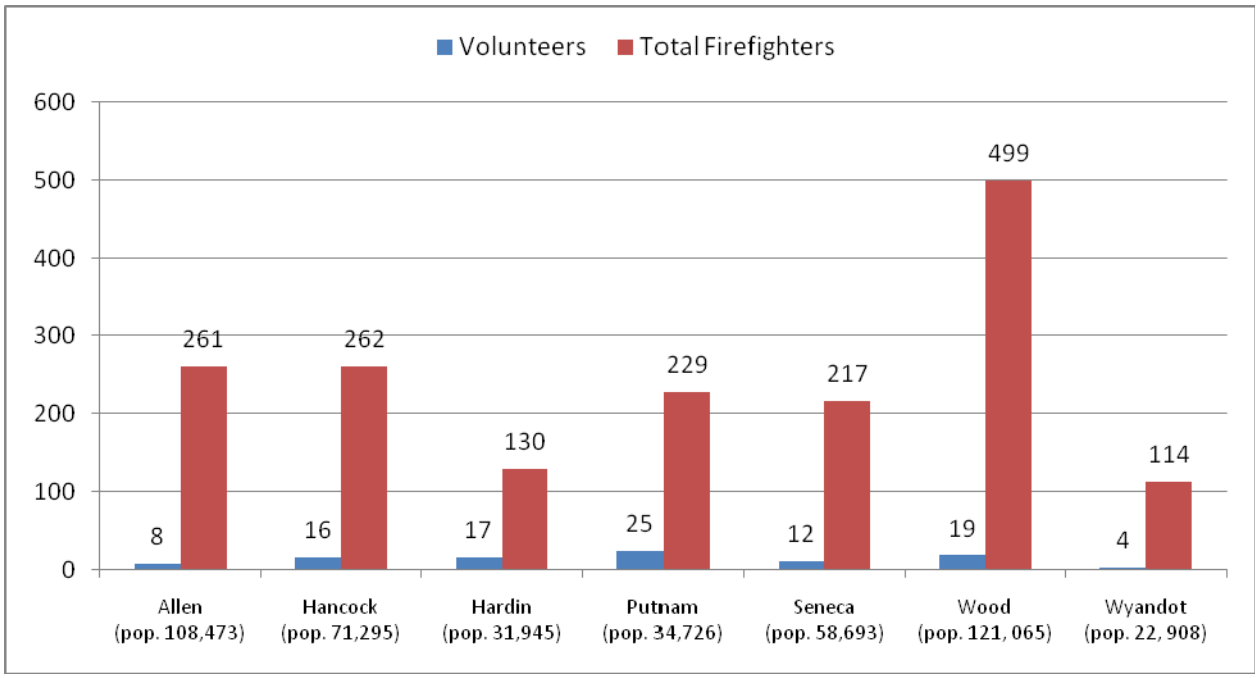
Firefighter Training - Content:

Fire training courses familiarize the individual with protective equipment, tools, equipment and various appliances to conduct safe and efficient fire suppression activities. Depending on the program length, the student will also be trained in hazardous materials operations, rescue techniques, fire prevention education, fire alarm systems, and more in-depth practice and knowledge of basic subjects. The objectives of the classes are to prepare the student to safely perform at the target level, and prepare the student to pass the appropriate State certification examination.

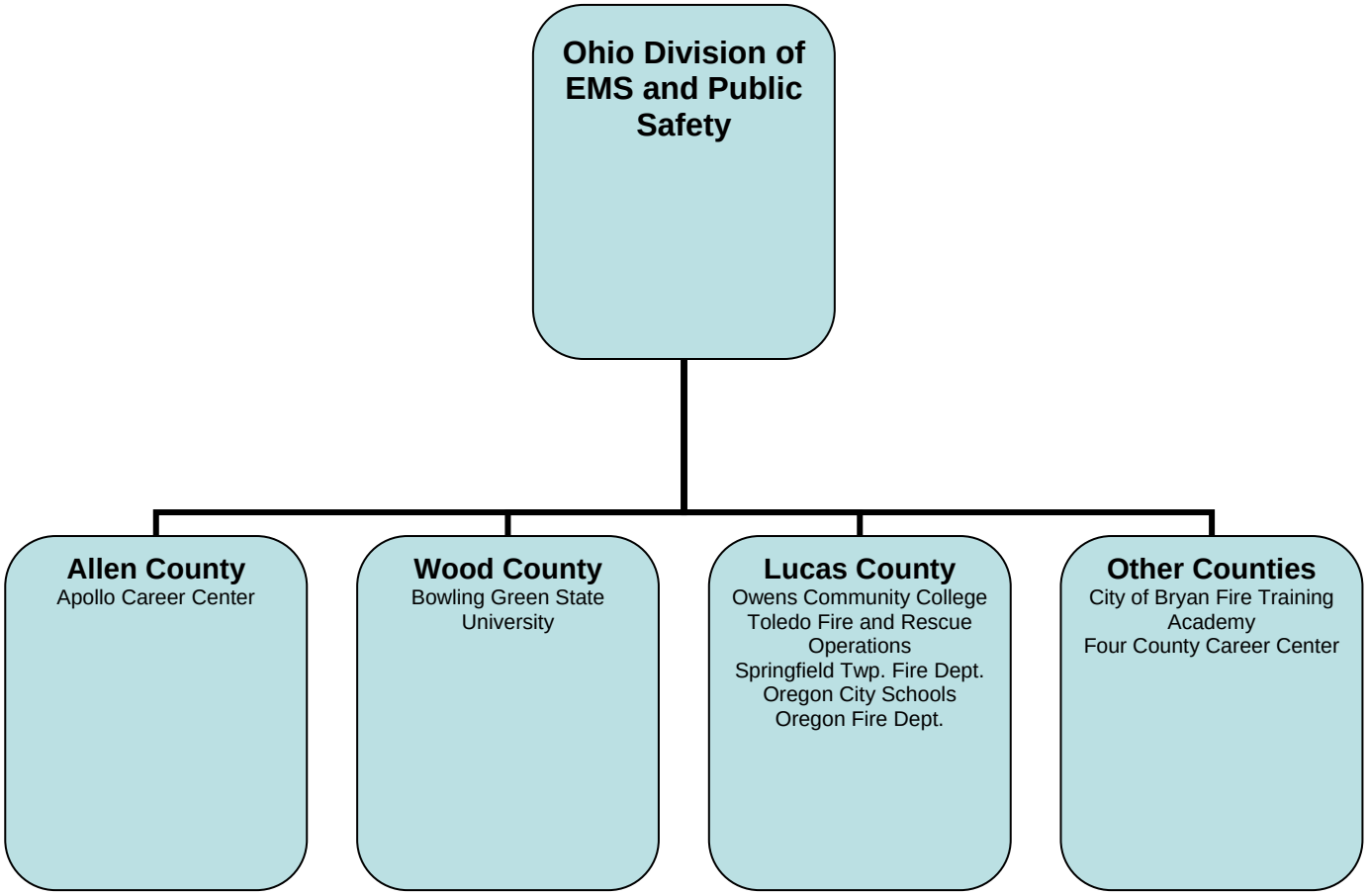
Firefighter Personnel by County



Volunteer Firefighter Certifications by County



Training Sources Listed for Counties of Interest



Competition for Training Services

Several options currently exist for fire departments within the Owens Findlay campus service area: firefighter classes on the campus of another college or career center, training at a local fire department, online courses, and training at a national facility.

One nearby academic institution that offers fire training is Bowling Green State University (BGSU). Bowling Green has a 36 hour firefighter certification program and has hosted the state fire school since 1974. Currently the school is offered in May and October and costs $325 per person. BGSU also partners with two fire fighting districts to offer classes in southern and central Ohio. Some of the classes have credit/non-credit options. Besides BGSU, two career centers have firefighter classes. The Apollo Career Center in Allen County teaches a series of six firefighter training courses for all levels including 36 hour Volunteer, Level I Transition, Level I, Level II, and Fire Safety Inspector. The Four County Career Center in Archbold also offers public safety classes through workforce development.

Aside from other schools, The Ohio Department of Public Safety Division of EMS offers firefighter training, recommends and approves coursework, and maintains records of firefighter certification qualifications. Local fire departments also offer training in their own academies and stations. Some small fire departments in the area receive training from other, larger departments like Toledo, Springfield Township, Oregon, and Bryan.

Nationally, seven colleges, including the University of Cincinnati in Ohio offer “degrees at a distance” (DDP) programs through the U.S. Fire Administration (USFA). These degree programs are aimed at mid to chief level firefighters and allow them to study for bachelor’s degrees online using an approved program called the Fire and Emergency Services Higher Education (FESHE) Bachelor’s curriculum. Associate degree programs were developed in 2001 but are not linked directly to the seven colleges. Community colleges can use the FESHE model for the associate degree to feed students into the DDP program, but no particular two year schools are part of DDP. The federally sponsored National Fire Academy also offers over 41 and two-week classes each year on its Emmetsburg, Maryland campus near Washington D.C. and partners with state governments to offer similar classes in each state through their state fire marshal’s office.

Background of Fire Fighting Courses at OCC

The Owens Fire Science program was established forty years ago for students interested in careers in fire prevention, fire protection or fire fighting. Since then, Owens Community College (OCC) has offered classes in emergency preparedness and firefighting at the Toledo and Findlay campuses. This coursework is offered to area firefighters through the School of Public Safety and Emergency Preparedness. The School of Public Safety offers an associates degree in fire science technology, a fire officer certificate, and an Ohio Fire Academy option that allows students to attend both the academy and OCC. During spring semester 2008, approximately 529 students were enrolled in the College's Fire Science program or received instructional training.

In these courses, classroom instruction is coupled with the on-site experience available at the Center for Emergency Preparedness (CEP) near the Toledo campus, which is a 110 acre facility with a variety of training props for educating first responders through the use of scenario-based training. Owens' Findlay campus is currently able to supply classroom based firefighter instruction and hands-on training through the use of area fire department facilities or in conjunction with the CEP.

This history of firefighting programs appropriately positions Owens to market its training to area fire departments which have been required to provide more training to their members beginning in 2009. In January 2007, Ohio House Bill 401 mandated 54 hours of additional training over a three year period for the certification of professional and part-time firefighters. Volunteer firefighters are already required to complete 36 hours of training, part-time firefighters 120 hours, and full-time firefighters 240 hours. The requirements of this bill will go into effect in January 2009.

Report of Findings

The Lights and Sirens Committee was formed in October 2008 to study community need for the CEP facility among firefighters in the Findlay area and to propose methods for more comprehensively promoting it among members of that group.

Since a key part of our study is to determine ways to get local firefighters to make more use of Owens for their training needs, we wanted to proceed by finding out stations' current practices and some of the challenges they are facing. This information, it is hoped, will help us in determining how to best position our services to meet unmet needs or improve upon current available services.

SURVEY DESIGN AND METHODOLOGY

To gain a better understanding of area firefighters' practices, a two-page survey was devised, consisting of 11 questions about their current training needs, sources, and challenges, and their levels of interest in learning about Owens Community College. This was first sent via email to a number of fire stations in the following counties: Allen, Hancock, Hardin, Putnam, Seneca, Wood, and Wyandot. The contact provided few returns, so the committee sent paper surveys to the same stations via surface mail with return envelopes and instructions for the return of these documents.

After allowing for a reporting period, the survey was closed with a total of 20 responses. Since this is a very small percentage of available respondents within this geographic area, the results must be viewed with care. It is unlikely that they represent a true cross-section of practices and interest among members of the population. However, the results can give some idea of current practices, and they can also be used to form a focus group from which more information, it is hoped, can be gleaned.

CURRENT TRAINING PRACTICES

Respondents were first asked about their current training practices and the challenges that they faced in providing this training. It was hoped that needs and problems could be identified that Owens could use to develop its programs and facilities.

The majority of respondents offer training at least once a month for staff and volunteers (85%). This training is generally held right at the fire station in question (among 85% of respondents).

Training most often consists of fire scenarios (90%) or search and rescue operations (80%). More moderate levels are reported for disaster preparedness (65%) and supervision and leadership (70%). Least-performed training includes first aid/resuscitation (30%) and grant writing (35%).

The greatest challenges that were faced by respondents had to do with finding times to schedule these training sessions. Overall, finding the time for training was mentioned by 35% of respondents. Finding a mutually acceptable time of the week (35%) and finding a mutually acceptable time of the day (30%) were also mentioned. Other challenges mentioned were finding the funding for training (35%) and securing a site with the necessary resources (20%).

There are some potential causes for concern here. While it is promising that training is done so often, the logistics of this training could work against stations' willingness to utilize Owens' facilities. The majority is performed on site, and respondents appear to face several challenges in getting their staff together even in this setting. Asking them to add the further challenge of getting everyone to an offsite location is likely to be met with some resistance. A work-around to the situation might be for Owens to develop a series of training sessions that can be delivered directly to the stations.

VIEWS ABOUT TRAINING FACILITIES AND OWENS

Respondents were asked about their use of training facilities and their interest in finding out what Owens has to offer in the next section of the survey.

Problems reported in using area training facilities (presumably for in-house sessions) included costly fees (35%), limited hours for scheduling, and limited topics available in training (both 30%).

Interest was high among respondents in Owens' training and open house opportunities. The following percentages reported being very or somewhat interested in attending each event or training:

Special needs training sessions	90%
Information about new programs and sessions	90%
Informal session about School of Public Safety and Emergency Preparedness	80%
Open house and tour of facilities	75%

The key here seems to be that cost efficiency, flexibility of scheduling, and innovation may be the best strategies for those devising firefighter training at Owens in serving the population of interest. Respondents have expressed concerns about the difficulty of scheduling training, even on-site, and have criticized suppliers used in the past for costing too much and not offering training in enough topics.

As a focus group is planned to discuss how best Owens can serve the needs of area firefighters, it would be a good opportunity to determine the kinds of specialized training that would fulfill local needs. The facilitators would be well-advised to have some ideas in mind that could be proposed to the participants to exhibit Owens' ability to be innovative. Including the director of The Center for Emergency Preparedness might be indicated to enhance results of this meeting.

OVERVIEW OF RESPONDENTS

Respondents were asked in the last section of the survey about their location, their best ways of being contacted, and their willingness to work with Owens.

Both the respondents themselves and their staff members are most often available by email or by direct mail.

Over half of the respondents are located in Hancock County (55%). Other responses came from Hardin, Putnam, Seneca, Wood, and Wyandot counties.

Over half mentioned that they would be interested in assisting Owens by taking part in a focus group or serving as an advisor (55%). About half of them also provided name and contact information. We used this information to contact respondents and their staffs to build a focus group to meet at the Findlay campus by mid-February.

Report of Focus Group

Background
As we have been looking for ways to better meet the needs of Findlay-area firefighters, we thought it would be valuable to hold a focus group where we could discuss local stations' practices and needs, now and for the future. On March 16, 2009, we held an informal meeting with members of local fire stations. The following individuals were kind enough to spend some time with us that evening:

Tom Jorgensen - Findlay Fire Department; Dave Swisher, Bruce Granger, Dean Richardson - Rawson Fire Department; Russell Rife - Ohio Fire Chiefs Association; Tom Rampe - Kalida Fire Department; Gregg Felb and Kevin Haught - Arlington Volunteer Fire Department

The attendees had served for an average of 24 years and many were in positions of leadership over largely volunteer staffs.

We asked first about their understanding of the new State-initiated fire training and what it would mean to their location.

Responses indicated that, first of all, there is very little adherence to a single standard for this training. The volunteer course that is used had no actual fire exposure; several of the group members expressed concern about this from a safety standpoint. The training was not standardized across the state or region; anything that the chiefs would accept as training was accepted. This was decided at a local level.

At some point, the training requirements were expected to become more standardized, but no one was able to say when this might occur.

What do you see as your greatest challenges in complying with the state-initiated training requirements?

It was suggested that the training sessions were planned by the group leaders and consisted of what they knew and had done. They said that they had trouble coming up with ideas for sessions and that these were not always well attended, both because the local firefighters had little time to do so and because the topics were often stale and of limited interest. Overall, the attendees seemed frustrated by the lack of standards and the need to work to come up with new topics, as well as the difficulty of scheduling the sessions among an overextended team

More specialized sessions were available through governmental agencies, but the cost of these was often very prohibitive.

Location of training facilities was also deemed a problem. In the Findlay area, nothing is close by, meaning that they were forced to rely on local training to avoid costly and difficult-to-schedule travel arrangements.

What can Owens Community College do to help you meet your requirements and assist you in general?

Training Sessions

Owens could assist local firefighters a great deal by providing specialty modules that included new and up-to-date information. Such things as bomb technology and weekend retreats (offering 5-6 topics on a given day) were mentioned as examples. Any sessions allowing for live simulation of fire and other disasters (such as might be available at the Center for Emergency Preparedness) would be of much interest to local fire stations.

With new technology always on the horizon, the possibilities for such training sessions should be endless.

Location and Logistics

Because finding the time for training and because scheduling it is so complex, such modules would have to be available during "off" hours such as weekends; and any retreats should be offered only one or two times per year.

On the other hand, the central location of the Findlay campus to this group would fulfill a need for a more convenient facility. Suggestions that Owens could assist with transportation of groups to the campuses were met with interest.

Financial Support

Financial assistance was also a key. A lack of a budget for training forces local fire stations to devise their own sessions. Owens' profile would make it more effective in securing grants than the stations themselves. Such grants could be used to pay for local training. This gesture would have the further benefit of establishing Owens in the firefighters' minds as a location they can count on for training. It would also help Owens to establish a niche within the local community.

Conclusion

It would appear that local firefighters are open to the idea of turning to Owens for their training needs. Their own efforts are unstandardized and limited to the resources available to them and constrained by issues of time and location. Owens would have a good opportunity in finding ways to fill their needs through specialty modules, a centralized location, and (for a few years at least) fronting the money for this training to grow local awareness and usage of its facilities.

Force Field Analysis

Driving Forces:	Restraining Forces:
• Commitment from Owens administration • Variety of resources already in place at Findlay (and Toledo CEP) • Programs in place already at Findlay campus • Room to grow to meet area needs • Flexibility in cutting deals with local professionals for transportation, costs, etc. • High profile of Owens in local communities • Relationships between Owens and local professionals • Owens' reputation as a school gives training offered credibility	• Availability of many other similar resources in NW Ohio area • Distance of Toledo campus to Findlay region • Unclear understanding of what area professionals want and/or need in resources • Area professionals' history with and commitment to other resources • Widely-scattered potential users are difficult to categorize and reach • Lack of trainers/support from Owens (need for more staffing?) • Reorganization of WCS/CEP leadership

Suggested Actions

- Devise surveys to query local leaders and professionals about their needs; unmet needs from available resources
- Set up focus groups to talk to area professionals to better understand their needs and patterns
- Produce advertising and brochures to disseminate information about programs offered at CEP
- Study competitors to find ways to make Owens service more responsive to user needs, more affordable, easier to schedule: find an unmet niche

Recommendations

The main challenges that Owens faces in trying to serve the needs of local firefighters are a lack of time and money on the part of the firefighters. Any successful program will most certainly need to take those two considerations into account. The following are some possible strategies that could be adopted:

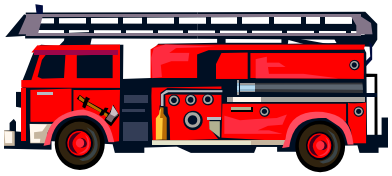
- Training modules should be developed that are designed to be provided at the stations themselves to work around the scheduling issues that most of the respondents reported.
- Since basic training does not seem to be a problem for many of the stations, Owens would do well to develop modules that serve specialized or unusual needs, at least while Owens is working to build the brand in the firefighters' minds.
- Costs to the stations should be held down as much as possible at least at the beginning of expansion of the program. Specialized modules should be offered at no cost to a pilot group of stations or within a limited area as a way of spreading the word about Owens' services.
- A tour of the CEP and the Findlay facilities should be offered to local firefighters. Owens transportation should be used and we should provide open house services on site, such as snacks and demonstrations.
- An advisory board should be gathered from local stations and meet with Owens' leaders on a regular basis to determine how the College could more fully meet their needs.
- Brochures and other literature highlighting Owens' services and offering specials and discounts would help to foster awareness, if they are sent to local stations and posted there.

Gantt Chart

PROJECT TIMELINE

	Sept 2008	Oct 2008	Nov 2008	Dec 2008	Jan 2009	Feb 2009	March 2009	April 2009
Determine project								
Meeting with Tom Pack								
Tour of CEP in Toledo								
Research on Current Marketing								
Create survey								
Email survey out to HCFA								
Research contact info for fire departments in surrounding counties								
Research on required 54 hrs of CE training								
Research CE training - types, providers								
Research on grants available, funding								
Mailed survey to fire depts in surrounding 6 counties								
Compiling of survey data								
Prepare report								
Prepare presentation								
Focus/Advisory Group Meeting								
Present report								
Recommendations								

Lights & Sirens Alignment with AQIP Criteria



AQIP Quality Criteria	**Lights & Sirens' Relationship**
Understanding students' and other stakeholders' needs:	Area firefighters and departments need to train in order to protect their local communities and prevent harm to personnel and equipment.
Leading and communicating:	OCC is in place to take a leadership role addressing the new requirements from Ohio House Bill 401 on area firefighter training.
Planning continuous improvements:	OCC has programs and facilities in place which would be increasingly utilized by marketing directly to area fire departments.
Building collaborative relationships:	By joining with area fire departments to improve available training options, OCC will build mutually beneficial relationships with local communities in its service area.
Helping students learn:	Area firefighters are in need of training to be able to receive and maintain certification from the state of Ohio.

Acknowledgements and Recognition

The Committee owes its success to several people both internal and external to Owens. We would like to recognize the following individuals for their help and contributions:

- Team Champion – Terry Sherman
- Master Trainer – Gail McCain
- The members of the AQIP Quality Control Council
- Dr. Christa Adams – President
- Tom Pack – Manager, CEP
- Steve Hillard – Director, Sales and Program Development - Findlay
- Brent Wickham – Chair, Information Systems - Findlay
- Heidi Altomare – Coordinator, Grant Program
- Traci Green – Clerk, Copy/Mail Center - Findlay
- Jess Emerine – Clerk, Copy/Mail Center - Findlay
- Mike Cornell – Director, Center for Emergency Preparedness
- Beth Cogley – Secretary, Hancock County Firefighters Association

Appendix

OWENS
COMMUNITY COLLEGE

COMMUNITY COLLEGE

Fire Training Survey for Allen, Hancock, Hardin, Putnam, Seneca, Wood, and Wyandot County Firefighters

Owens Community College is interested in finding ways to make its emergency preparedness programs at the Findlay campus more accessible and responsive to professionals such as yourself and to the staff and volunteers who work with you. Please take a few moments to fill out the following survey. Your responses will help us as we plan for the future of this program and look for ways to better serve our communities. It should take no more than five minutes of your time and provide us with valuable insights to serve you better.

If you have any questions about this survey or the programs, please feel free to contact us by e-mail at firetraining@owens.edu
We hope to hear from you soon: please return within the next week.

1. **How often do you provide training for your staff and/or volunteers?**

- ○ *Never*
- ○ *Less often than once a year*
- ○ *Once a year*
- ○ *2-3 times a year*
- ○ *4-6 times a year*
- ○ *7-11 times a year*
- ○ *Once a month*
- ○ *More often than once a month*

2. **Where does such training usually take place? (Check all that apply)**

- ☐ *At our own station*
- ☐ *At some other location*

Specify location:

3. **What kinds of training sessions are you interested in for your staff and volunteers?**

- ☐ *Fire scenarios*
- ☐ *Search and rescue*
- ☐ *Disaster preparedness*
- ☐ *First aid/Resuscitation*
- ☐ *Grant writing*
- ☐ *Supervision and leadership*

Other (Specify)

4. **What do you find is the greatest challenge in offering training to your staff and volunteers?**

- ☐ *Finding a mutually acceptable time of the week*
- ☐ *Finding a mutually acceptable time of the day*
- ☐ *Securing a centrally-located site*
- ☐ *Securing a site with the necessary resources*
- ☐ *Securing a site with enough space for our needs*
- ☐ *Finding the funding for training*
- ☐ *Finding the time for training*
- ☐ *I have not found any challenges in training*

Other (Specify)

5. **What problems, if any, have you had with area training facilities that you have used in the past?**

- ☐ *Insufficient equipment*
- ☐ *Insufficient space*
- ☐ *Insufficient staff for our needs*
- ☐ *Location of facilities*
- ☐ *Costly fees*
- ☐ *Limited hours for scheduling*
- ☐ *Attitude of staff members*
- ☐ *Limited topics available in training*

Other (Specify)

6. **If Owens were to offer any of the following, how interested would you be in attending?**

	Very interested	*Somewhat interested*	*Somewhat uninterested*	*Very uninterested*
An open house and tour of facilities, including the Center for Emergency Preparedness and the Findlay Community Education and Wellness Center	○	○	○	○
Informational session about Owens School of Public Safety and Emergency Preparedness	○	○	○	○
Special needs training sessions	○	○	○	○
Information about new programs and sessions	○	○	○	○

7. **What would be the best way to notify you of new programs and offers from Owens Community College?**

- ○ *Email*
- ○ *Telephone*
- ○ *Direct mail*
- ○ *Website*
- ○ *Direct contact*

Other (Specify)

8. **And, what would be the best way to notify your staff and volunteers of new programs and offers from Owens Community College?**

- ○ *Email*
- ○ *Direct mail*
- ○ *Direct contact*
- ○ *Informational literature to post at your site*
- ○ *Telephone*
- ○ *Website*

Other (Specify)

9. **In which county are you located?**

- ○ *Allen*
- ○ Hardin
- ○ *Seneca*
- ○ *Wyandot*
- ○ *Hancock*
- ○ *Putnam*
- ○ *Wood*
- ○ *Other*

10. **Would you be willing to work with Owens in an advising capacity, whether as a consultant or by taking part in a focus group?**

- ○ *Yes*
- ○ *No*

11. **If you would be willing to work with Owens, please indicate your name and contact information in the space below:**

Name

Address

Phone

Email address

If you have any questions about this survey or the programs, please feel free to contact us by e-mail at firetraining@owens.edu

Please return the survey within one week of receipt. Thanks for your help!

Questions for Focus Group

1. Tell us who you are, where you're from and how long you have been involved in fire fighting.

2. Please explain your understanding of what the new State-initiated directives for training will mean for your district.

3. What do you see as your greatest challenge in complying with state-initiated directives to train firefighters within your district?
   What are the challenges facing you now?
   What challenges do you anticipate within the next five years?

Owens Community College Toledo campus is the location of the Center for Emergency Preparedness, a training facility designed to give EMT personnel, firefighters, rescue groups, and other public service personnel practical exposure to disaster situations.

4. How familiar are you with this facility?

5. Have you used any of the services offered at this facility?

6. What parts of the services offered at the CEP would be relevant to your facility and training needs?

7. Which of your facility and training needs would be better served by some other location? Which location would you use for these unmet needs?

8. What makes these facilities more suitable to your needs than the CEP would be?

9. What could Owens do to make the CEP more suited to your needs?

10. Do you have any parting thoughts about your needs for the future and how they might best be met?

11. To what extent would you be willing to work with Owens to create a program that would help you fulfill your state-initiated directives?

Quality Council Feedback

Team name: Lights & Sirens
Date: April 2009
Team Champion Trainer: Terry Sherman

Ideas for Improvement

	Yes/No
• Develop training modules for use at fire stations in the Findlay Campus service area to overcome scheduling conflicts.	_____
• Design training modules that serve specialized or unusual needs of the fire stations in the Findlay Campus service area not covered by other regional training providers.	_____
• Pilot low or no-cost training modules to introduce Owens as a firefighter training provider in the Findlay Campus service area.	_____
• Offer tours of the CEP and the Findlay facilities.	_____
• Create an advisory board of firefighters from the Findlay Campus service area to provide input into the development and implementation of firefighter training modules and to provide feedback.	_____
• Distribute literature highlighting Owens' services and offer training discounts to fire stations in the Findlay Campus service area to foster awareness of those services.	_____