LETTER OF INTENT

For a
Paramedic Program

Leading to the
AAS in Emergency Medical Services (EMS)

Offered by the
Department of Nursing

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College Council approval: __________________________

Revised September 2010
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1. Purposes and Goals

A. Educational Goals

The goal of the A.A.S. in Emergency Medical Services (EMS) is:

1. to prepare Paramedics who are highly competent in the knowledge, skills and demeanor which meet national, state and regional standards for Paramedic professionals.

2. to provide a quality general education that facilitates personal development, global citizenship and a foundation for success in further higher education.

The National Highway Traffic Safety Administration, which itself is an agency of the United States Department of Transportation, issues the official US DOT National Standard Curriculum for Emergency Medical Technician-Paramedics (EMT-P). Kingsborough Community College (KCC) Paramedic program will reflect this standard curriculum.

The Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions (CoEMSP) is part of the Commission on the Accreditation of Allied Health Programs (CAAHEP). This Committee sets standards for program accreditation of allied health professions. KCC’s Paramedic program will meet these standards. In New York State, there are only nine CAAHEP-approved paramedic programs. In New York City, there are only three CAAHEP-approved paramedic programs. There is currently no CAAHEP-approved program in Brooklyn.¹

The New York State Department of Health, Bureau of Emergency Medical Services, sets standards for approved programs throughout the state. New York City’s regional body, Regional Emergency Medical Services Council of New York City, REMSCO, also approves training sites according to its standards. KCC’s Paramedic program will be approved by these entities. There are currently 26 NYS DOH BEMS-approved training agencies in the City of New York. Of those 26, there are only two community college-level sites: Borough of Manhattan Community College and LaGuardia Community College. Both colleges have been successful with their paramedic programs. Again, there is currently no community college-level training site in Brooklyn.² Finally, the National Registry of Emergency Medical Technicians and Paramedics (NREMT) also sets standards for paramedics in several states other than New York. KCC’s Paramedic program will meet these standards as well. This will benefit graduates who will have the option to practice outside of New York State.

All five standard curricula are substantially the same and KCC's A.A.S. in EMS will meet all five, as well as receive national accreditation, NY Department of Health and REMSCO approval for the program.

On April 2010, the New York State Department of Health Bureau of Emergency Medical Services approved KCC as a training agency at the EMT-Basic and First Responder level. As per a conversation with Andrew Johnson, BEMS, the State will not consider upgrading the training level at KCC to Paramedic until the completion of the first review of the newly approved EMT-B course, which starts in September 2010 and ends in January 2011. KCC is currently seeking support from relevant agencies for our request that the State expedite this review and approval process so that the first KCC Paramedic program can start in September 2011.

KCC's Paramedic curriculum will also provide instruction for additional paramedic credentials which are beyond the minimum curriculum essential for program accreditation and approval: American Heart Association (AHA) Advanced Cardiac Life Support (ACLS), Pediatric Advanced Life Support (PALS), Neonatal Advanced Life Support (NALS), National Association of Emergency Medical Technicians Pre-Hospital Trauma Life Support (PHTLS), American Academy of Orthopaedic Surgeons (AAOS) Advanced Assessment of Trauma (ATT) and Federal Emergency Management Agency (FEMA) trainings such Weapons of Mass Destruction (WMD) awareness. Furthermore, to better serve Brooklyn, which has a density of apartment buildings and is surrounded on three sides by water, KCC's Paramedic curriculum will include instruction in hi-rise extrication (by stair chair and other means) and deep water rescue techniques according to US Coast Guard standards.

This program is designed to provide the following:

- A two-year curriculum leading to an AAS in Emergency Medical Services.
- A transfer option for students who complete the EMT-Basic Program sponsored by Kingsborough's Healthcare Institute and receive advanced placement in the AAS program.
- Professional coursework leading to a Certificate of Completion with which students can seek certification and employment as a Paramedic in New York State and/or other states.
- A degree option for those already holding EMT-Basic certifications who can receive advanced placement into the paramedic program.
- A degree option for those already holding Paramedic certification who can receive advanced placement into the AAS in EMS program.
- Continuing education credit required for state and national certification renewal.

B. Status of the Profession

The field of Emergency Medical Services (EMS) is equivalent to Pre-Hospital Care which is a subsection of Emergency Medicine. The EMT-basic is the first level of certification. The most advanced level of training for this occupation is the paramedic. At
this level, the caregiver receives additional training in body function and learns more advanced skills. The paramedic is able to provide emergent interventions to sustain life and possibly prevent further damage from occurring. The paramedic is able to perform invasive life-saving procedures such as but not limited to intravenous and intraosseous insertions, endotracheal intubations and provides a variety of medications including narcotics. The program usually results in an Associate in Applied Science degree (AAS) and prepares the graduate to take the National Registry of Emergency Medical Technicians (NREMT), the NYS DOH BEMS, and the Regional Emergency Medical Advisory Council (REMAC) examinations and become certified as a Paramedic. Extensive related coursework, a major portion of which is clinical and field experience, is also required.

EMTs and paramedics must be free from criminal conviction, emotionally stable, have good dexterity, agility and physical coordination, and be able to lift and carry heavy loads. They also need good eyesight (corrective lenses may be used) with accurate color vision.

Advancement beyond the Paramedic level usually means leaving fieldwork. A Paramedic can become a supervisor, operations manager, administrative director, or executive director of emergency services. Some EMTs and paramedics become instructors or dispatchers, while others move into sales or marketing of emergency medical service equipment. A number of EMTs and paramedics enter the field at this level to assess their interest in health care, and then decide to return to school and become registered nurses, physician assistants, physical therapists, respiratory therapists, or physicians.

In 1975, the American Medical Association (AMA) recognized the Paramedic as an allied health occupation. The Essentials for EMT-Paramedic Program Accreditation were developed in 1976 and adopted in 1978 by the AMA Council of Medical Education. The Joint Review Committee on Education Programs for the EMT-Paramedic (JRCMT-P) made the "Essentials" the standard for evaluating programs seeking accreditation (JRCMT-P, 1995). JRCMT-P is now known as CoAEMSP, accredits EMT-P programs and recognizes EMT-B and EMT-I programs. Only EMT-P accreditation is done in collaboration with CAAHEP.

The NHTSA curricula are the national standard for EMS education and are referenced in many State laws and administrative rules as the basis for the scope of practice. The KCC Paramedic program will meet the current NHTSA curricula and modify the program as needed.

C. National and Local Educational Trends

Emergency medical services (EMS) education has evolved over time and, as is true of most new professions, no master plan was conceived to guide its evolution systematically. Effective components of quality EMS education have emerged during the last thirty years, including the national standard-EMS curricula, accreditation standards and a national registration system. Unfortunately, these individual parts have developed independently, and currently there is no formal EMS education system in which the
components and their roles are clearly defined, their interrelationships articulated, and the decision-making process for modification and improvement established.

In the 1970s, the stakeholders of EMS had no way to predict the challenges that would face the profession during this period of rapid growth. While many of them are volunteers, EMS providers are also paid, full-time personnel. They work in hospital-based or public safety-based programs. Local variations of practice present challenges which are unique to this allied health care profession.

A training site must be approved by the State of New York Department of Health and the Regional Emergency Medical Services Council of New York. This approval is done before any training can begin. Sponsors must complete a needs assessment, which must demonstrate both a community and a student need for the program and that it will not undermine enrollment in currently approved sponsor sites. Sponsor sites typically begin with EMT-B offerings and, after they demonstrate success, can apply for a site upgrade and add the Paramedic courses.

The Regional EMS Council’s Executive Director Marie Diglio (212 870 2301) has provided enrollment information and training sites that are operating locally. After Kingsborough’s application is submitted to the Regional EMS Council (REMSCO), an approval process including a site visit will be conducted. It will then go to the New York State Department of Health where it will undergo an approval process that takes at least 45 days and may include another site visit. Again, KCC has received approval at the EMT level by NYS DOH as of April 2010.

Karen Meggenhofen, Associate Director, New York State Department of Health, Bureau of Emergency Services, acknowledged that there is a need for more Paramedic graduates in the NYC area, and the largest employers are the Fire Department of New York EMS Command (NYC’s municipal EMS provider) and private companies such as AMR (American Medical Response, a national ambulance service provider) and Transcare and several hospital-based EMS departments such as New York Hospital, Long Island College Hospital, Wyckhoff Hospital and New York Downtown Hospital. Statewide, New York has more than 60,000 licensed EMT-Bs. Although most of these are avocational, non-paid volunteers, paid employment is a growing trend.

New York is not a National Registry State. It has its own certifying examinations and does not use the NREMT national credentialing exam system. Currently the pass rate for first-time candidates on this exam is around 90%. The average pass rate for the NREMT exam is significantly lower.

In Fall 2007, Kingsborough Community College’s Continuing Education Department in conjunction with TransCare Training Institute offered the EMT-Basic course for the first time. The success of this program will become REMSCO’s justification for approving the College’s sponsorship of a paramedic Program. Much of the laboratory and training equipment is currently on hand and the T-4 building has been modified to provide lab space. Students in the paramedic program must be certified as EMT-B prior to enrolling in the paramedic courses.
As per a recent conversation with Ms. Diglio on September 3, 2010, the Regional Emergency Medical Services Council of New York City confirms that it will likely look favorably on KCC as a sponsor at the Paramedic level and will support our pursuit of advanced level certification by NYS DOH. There is also a bridge possibility for Paramedics to ADN programs in the State.

D. Related College Offerings

Kingsborough is currently offering the EMT-Basic course through Continuing Education. TransCare Ambulance Service, which serves the Brooklyn and New York area, is the largest private EMS provider in New York City and has a currently approved Certified Instructor Coordinator (CIC), has partnered with Kingsborough Community College. We will work with Trans Care Training Institute so that the success of the Continuing Education EMT-Basic course will become the justification upon which the State will consider Kingsborough’s application to offer not only EMT-Basic through Continuing Education, but also the A.A.S. in EMS-Paramedic. TransCare has committed to a lasting partnership from this initial stage through to the implementation of the degree program. TransCare and emergency medical departments in area hospitals (such as Long Island College Hospital, Wyckhoff Hospital and other) will provide clinical and field training sites and be a source of qualified instructors. Donald M. Cardone, EMT-P and CIC, will serve as the course CIC and Arthur J. DeMello, EMT-P and CIC, will teach the curriculum. TransCare’s Medical Director, Victor Politi, MD, has agreed to serve as the Program Medical Director. Dr. Politi is board certified in emergency medicine and is the Director of the St. John’s Emergency Department. He is a former NYC paramedic and was a NYPD Emergency Services Lieutenant.

A fully equipped EMT-B classroom has been created for the EMT-B program offered by Continuing Education. Under consideration is the acquisition of an ambulance for use as an instructional aid for the EMT programs and as a functional unit for college use in case of an on-campus need. Space will be identified in order to add another fully equipped classroom for the paramedic program. Additional training equipment such as advanced cardiac monitors, training units and advanced training mannequins for IV/IO insertions, endotracheal intubations and other invasive techniques will be acquired.

The administration of the College has demonstrated a significant interest in programs of this type by its recent commitment to associate degree programs for surgical technicians and physical therapist assistants. Each has fully equipped laboratories, office space and highly qualified faculty. The College has a long standing A.A.S. in Nursing program which has 42 faculty, 15 of whom are full-time. In addition to the A.A.S. in Physical Therapist Assistant and the A.A.S. in Surgical Technology, the College offers programs in mental health, community health, therapeutic recreation and transfer options to baccalaureate programs in the health professions. Also, the College recently implemented a biotechnology program. The College fully supports these programs with sufficient office space, classrooms and learning laboratories and with equipment currently used in the field.
In its July 2006 *Report of Institutional Goals* to CUNY, Kingsborough made a commitment to target new certificate and degree programs in health occupations. Currently, Letters of Intent are being prepared for five other health professions programs. These are: Veterinary Technician, Occupational Therapy Assistant, Respiratory Therapist, Radiologic Technology and Pharmacy Technician.

The College is pursuing the creation of a new academic department, to be named the Allied Health Sciences Department, which will be responsible for the A.A.S. in EMS as well as five other new health-related technician programs. During this initial stage between the Letter of Intent and CUNY approval to develop a full proposal, and until a new department is established, the Department of Nursing has taken responsibility for the development of the A.A.S. in EMS which will be the paramedic program.

2. **Need for the Curriculum**

The largest employer in Brooklyn is health care. A NYS certified paramedic would be able to obtain employment through various entities such as FDNY EMS, hospitals (e.g. LICH, NYPH, NYDH, Roosevelt Hospital) that have their own EMS service, private EMS companies such as American Medical Response, TransCare, First Response, Senior Care and even volunteer ambulances such as Park Slope Volunteer Ambulance Corps, Flatlands Volunteer Ambulance Corps, Chevra Hatzolah Volunteer Ambulance Corps, Central Park Medical Unit, and Bedford Stuyvesant Volunteer Ambulance Corps.

A needs study will be conducted according to REMSCO’s standards and as a part of the sponsorship approval process during the upgrade application from EMT to Paramedic. The recent NYS DOH approval at the EMT level (on April 2010) affirms that there is still a significant demand for the program from its employers and potential students.

3. **Students**

Kingsborough administration, faculty and counseling staff universally have confidence in the principle of “If we build it; they will come”. Certainly, the population base served by Kingsborough is large enough to project that there will be a strong reaction to educational opportunities at his level for these rewarding professions. Applicant pools for the extant programs are excellent at present. Brooklyn has a population of over 2.2 million and cites its major employer as health care institutions.

Enrollment at Kingsborough Community College reached 14,220 matriculated degree students in the Fall 2009 semester, and added to the number of non-degree the total swells to 18,204 students. In spite of the interest of significant numbers of these students in allied health career education, many do not have access due to the limited number of programs and program seats available. Therefore, there is a need to provide additional, equally viable career programs.

This program will be initially offered only as a full-time program of study. Students who
transfer into the program with general education and pre-requisite courses satisfied, may be able to enroll in some major and clinical courses and complete a semester's work while enrolled for less than 12 credits. Other than these exceptions, first-time freshmen will be advised that the program requires a full-time credit load each semester.

A.A.S in EMS Enrollment Projections

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After the first year, each new class is expected to be approximately 25 students Year 2 and 35 students Year 3-5; first-year to second-year attrition is calculated to be 30% and at the conclusion of the second-year of their attendance, all continuing students are assumed to have graduated or not completed and are therefore not calculated in the subsequent year.

Meetings with representatives from the 1199SEIU League Training and Upgrading Fund indicate significant interest in a Paramedic program for its members who are currently employed in health care. Evening and weekend courses and other non-traditional scheduling will be created to accommodate these students' time-management issues. Typically, Paramedic Programs are offered in the evening and on weekends and it is likely that a number of the courses in the curriculum will be offered at these times at Kingsborough. Each major course can be modularized and tied into technology supported instructional resources such as simulation and computer-assisted instruction and testing. Faculty will be encouraged and supported to use these resources. Clinical experiences can be scheduled throughout the weekday, evening and night as well as on weekends to accommodate student scheduling needs. Furthermore, there are opportunities for tuition reimbursement (from the union) for college-based courses. This financial aid may also assist potential students in pursuing and enrolling in the paramedic program.

Department of Student Development personnel has enthusiastically endorsed this proposed program and has agreed to schedule the shadowing of practicing professionals prior to implementation to strengthen their understanding of the work environment and scope of practice for Paramedics. This will better equip them to help potential students select the right profession and may increase retention in the program.

4. Curriculum

This curriculum is designed to prepare students who will be ready to work anywhere in the United States as highly qualified emergency medical technicians. The curriculum includes the science of human anatomy all health technicians must know and is prerequisite to clinical courses, and the humanities, social science and other general education courses, which are essential for all associate degree graduates, provide a
foundation for further higher education and help create a well-rounded individual and citizen.

A. Description of New Courses

EMS 01000 Emergency Medical Technician-Basic

Credit 5
Upon the successful completion of this course and EMT Clinic I, students are eligible to sit for the New York State EMT-B Certification Exam. Students must also satisfactorily perform all practical skills to achieve a passing grade and successfully complete this course. This course follows the current National Standard Curriculum for EMT-Basic.

EMS 01010 EMT Clinical

Credit 1
Students will participate in a series of clinical observations and ambulance experiences with a focus on progressively higher levels of patient care responsibilities. Students will complete full shifts in hospitals and with an ambulance crew. The number of patient experiences for each student is delineated and some students may have to schedule additional shifts to acquire the acceptable minimum of experiences. Offered in six-week modules.

EMS 02100 Paramedic I

Credit 9
Review of all basic level skills and an introduction to advanced skills of the paramedic. Topics include roles and responsibilities, stress management, communications, and medical/legal/ethical issues. Clinical pre-hospital pharmacology, IV access and advanced airway management techniques are introduced. Lab work involves IV access techniques, endotracheal intubation, computing dosages, preparing medications for administration and practice in all administrative techniques. Skills are learned and practiced in the laboratory, hospital and/or field setting. Students must satisfactorily perform all practical skills to successfully complete the course. Prerequisite: EMT-Basic

EMS 02110 Paramedic Clinical I

Credit 2
Students will participate in a series of clinical observations and ambulance experiences with a focus on progressively higher levels of patient care responsibilities. Students will complete full shifts in hospitals and with an ambulance crew. The number of patient experiences for each student is delineated and some students may be required to schedule additional shifts to acquire an acceptable minimum of experiences. Offered during the twelve-week semester. Prerequisite: EMT Clinical
EMS 02200 Paramedic II

Credit
3
An introduction to patient assessment and the management of the trauma patient in the pre-hospital setting. Patient assessment and formulation of a field impression, selecting and implementing an appropriate treatment plan for the trauma patient will be emphasized. Skills related to the practice of advanced pre-hospital care are learned and practiced in the laboratory/hospital/field. Students must satisfactorily perform all practical skills to successfully complete the course. Offered in the six-week module.
Prerequisite: Paramedic I

EMS 02210 Paramedic Clinical II

Credit
3
Students will participate in a series of clinical observations and ambulance experiences focused on progressively higher levels of patient care responsibilities. Students will complete full shifts in hospitals and with an ambulance crew. The number of patient experience for each student is delineated and some students may need to schedule additional shifts to acquire the acceptable minimum of experiences. Offered in the six-week module.
Prerequisite: Paramedic Clinical I

EMS 02300 Paramedic III

Credit
9
Patient assessment and formulation of a field impression, selecting and implementing an appropriate treatment plan for the trauma patient will be continued. Assessment and formulation of field impressions and implementation of an appropriate treatment plan for patients with a wide range of medical complaints including respiratory, cardiovascular, neurological, environmental and obstetrical emergencies. Special skills associated with patient rescue, extrication and movement that are common in the community are covered. These include MVA extrication, deep water rescue, patient transport and safety from high-rise and limited space environments.
Prerequisite: Paramedic II

EMS 02310 Paramedic Clinical III

Credit
2
Students will participate in a series of clinical observations and ambulance experiences focused on progressively higher levels of patient care responsibilities. Students will complete full shifts in hospitals and with an ambulance crew. Advance Life support experiences will be managed with progressively higher levels of responsibility by each student in their ambulance experience. The number of patient experiences for each student is delineated and some students may need to schedule additional shift to acquire the acceptable minimum of experiences. Field practice in MVA extrication, rescue,
patient transport and practitioner safety are covered. Offered in the twelve-week semester. Prerequisite: Paramedic Clinical II

**EMS 02400 Paramedic IV**

**Credit**

3

Patient assessment and formulation of a field impression, and selecting and implementing an appropriate treatment plan for neonatal, pediatric and geriatric patients, patients with diverse needs and chronically ill patients. The student will also learn how to safely manage the scene of an emergency. Students will complete nationally recognized Certification instruction for American Heart Association (AHA) Advanced Cardiac Life Support (ACLS), Pediatric Advanced Life Support (PALS) and Neonatal Advanced Life Support (NALS), and Pre-Hospital Trauma Life Support and FEMA Weapons of Mass Destruction (WMD) during this course. Summative program written examinations are also part of this course.

Prerequisite: Paramedic III

**EMS 02410 Paramedic Clinical IV**

**Credit**

3

Students will participate in a series of clinical observations and ambulance experiences with a focus on progressively higher levels of patient care responsibilities. Students will complete full shifts in hospitals and with an ambulance crew. The number of patient experiences for each student is delineated and some students may need to schedule additional shifts to acquire the acceptable minimum of experiences for the total program. Final assessments of all skills covered in the entire program of study is in this course. Offered in the six-week module. Prerequisite: Paramedic Clinical III

An outline of the entire 60-credit curriculum follows:
## A.A.S. Paramedic Curriculum Outline

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### General Education Component of the Paramedic Curriculum

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**Paramedic Full-Time (4 semester) Program of Study**

### Fall / Winter
- ENG 01200  Freshman English I  3
- BIO 01100  Human Anatomy and Physiology I  4
- EMS 01000  EMT-Basic  5
- EMS 01010  EMT Clinical  1

### Spring / Summer
- BIO 01200  Human Anatomy and Physiology II  4
- MAT 02000  Elements of Statistics  3
- PSY 01100  General Psychology  3
- ENG 02400  Freshman English II  3

### Fall / Winter
- EMS 021000  Paramedic I  9
- EMS 021100  Paramedic Clinical I  2
- EMS 022000  Paramedic II  3
- EMS 022100  Paramedic Clinical II  3

### Spring / Summer
- EMS 023000  Paramedic III  9
- EMS 023100  Paramedic Clinical III  2
- EMS 024000  Paramedic IV  3
- EMS 024100  Paramedic Clinical IV  3

* Uses Winter or Summer module

5. **Faculty**

Associate Professor George Contreras has been appointed to the Department of Nursing as the Allied Health Sciences Department Director responsible for the development, implementation and accreditation of the Paramedic Program. Professor Contreras is AHA certified in ACLS, BCLS and PALS (Advanced, Basic and Pediatric Advanced Life Support), PHTLS, ATT, WMD. He has a B.A. in Psychobiology, a M.S. in Health Services Administration, and a M.P.H. in Community Health Education.
The faculty of Kingsborough's Paramedic Program will meet or exceed the minimum requirements of the CoAEMSP and New York State as follows:

There will be a full-time program director who holds at a minimum, a master's degree; is proficient in instruction, curriculum design, program administration and evaluation, and student advisement; is a New York State Certified Instructor Coordinator and a Senior Instructor. The EMT-B course will be managed by another New York CIC who will have responsibility for that program. The EMT-B can be part-time or full-time and can teach in the Paramedic Program.

There will be a Medical Director who according to the CoAEMSP standards must:

1) be a physician currently licensed to practice medicine in New York with experience and current knowledge of emergency care of acutely ill and injured patients,

2) have adequate training or experience in the delivery of out-of-hospital emergency care, including the proper care and transport of patients, medical direction, and quality improvement in out-of-hospital care,

3) be an active member of the local medical community and participate in professional activities related to out-of-hospital care,

4) be knowledgeable about the education of the Emergency Medical Services Professions, including professional, legislative and regulatory issues regarding the education of the Emergency Medical Services Professions.

Other program faculty will be qualified to teach the subject assigned and hold appropriate professional credentials.

6. Facilities, Laboratory Equipment, Supplies and Library Materials

Kingsborough Community College already has an appropriate lab facility created for the new EMT-B program. This laboratory and classroom space will need to be augmented for the paramedic program. Each full-time faculty member will have appropriate office space as well. TransCare, other emergency transportation services and emergency medical departments in area hospitals will provide clinical and field training sites.

Several professional journals and texts will be added to the Kibbee Library in sufficient numbers to support student assignments. The Library will need to provide on line access to Medline. Usually arrangements can be made with hospitals and medical schools for students to have access to any medical journals or text they may need. Local hospital libraries can be appropriate resources and will meet all national standards as long as these arrangements are established and known to students, including any conditions for access students must follow.
7. **Cost Assessment**

Annual budgets for typical paramedic programs include on-going disposable supplies as well as training equipment for the laboratory and classroom, continuing education for faculty, accreditation fees and other miscellaneous items. Some of the equipment for a typical paramedic program can be acquired by donation, rented or borrowed. The cost of equipping a paramedic learning laboratory can approach $350,000 (see table below). The cost of a full-time instructor and program director, plus a medical director and the minimum of an adjunct EMT-B instructor, will total approximately $180,000.

### First Year Start Up Equipment Costs

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<th>Item</th>
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<th>Quantity</th>
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<td>Cricoid stick trainer</td>
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<td>BP training arm</td>
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<td>12 lead trainer</td>
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<tr>
<td><strong>Total</strong></td>
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</table>

The College plans to use Perkins funds and other grant money raised or acquired for this purpose to support the development of the Paramedic program. The College will provide the funds from its operating budget for faculty salaries and any equipment and supplies which cannot be purchased through any other funding source. This plan is reflected in the Revenue and Expenditure Projection tables on the following pages.
<table>
<thead>
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<tr>
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<td>$190,332</td>
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<tr>
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<td>$339,600</td>
<td>$356,332</td>
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$^1$ Inflation rate of 2% added each year to the cost of a full-time instructor and program director, plus a medical director and the minimum of an adjunct EMT-B instructor.
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</thead>
<tbody>
<tr>
<td><strong>Tuition Revenue</strong></td>
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<td>03. Total</td>
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<td><strong>State Revenue</strong></td>
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<td>04. From Existing Sources</td>
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<td>05. From New Sources</td>
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<td>06. Total</td>
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<td>08. From New Sources</td>
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<td>10. From Existing Sources</td>
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<tr>
<td>11. From New Sources</td>
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<td>$140,000</td>
<td>$80,000</td>
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</tr>
</tbody>
</table>

1 The full-time CUNY community college tuition of $1,750 per semester including fees was used for all five years.
2 $2,260 per FTE
3 Combination of Perkins funds and College Operating funds
4 Donations of used equipment and money acquired through fundraising