



U.S. Fire Administration
Working for a fire-safe America

Funding Alternatives for Emergency Medical and Fire Services

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FEMA

Mission Statement

We support and strengthen fire and emergency medical services and stakeholders to prepare for, prevent, mitigate and respond to all hazards.



U.S. Fire Administration
Working for a fire-safe America

Preface

This report was prepared through a contract between the U.S. Fire Administration (USFA) and the International Fire Service Training Association (IFSTA) at Oklahoma State University (OSU). IFSTA and its partner OSU Fire Protection Publications has been a major publisher of fire service training materials since 1934, and, through its association with the OSU College of Engineering, Architecture and Technology, it also conducts a variety of funded technical research on fire and emergency services and fire and life safety issues.

This document, originally written in 2009, was updated in March 2020 to reflect pandemics in general and to provide more current information. The March 2020 version was further revised in February 2022 to reflect lessons learned from the COVID-19 pandemic, and to add a section on state preparedness in support of local response capabilities.

The information provided in this document is meant solely for informational purposes and is not intended to be an endorsement of any non-federal entity by the Federal Emergency Management Agency (FEMA), U.S. Department of Homeland Security, or the U.S. government.

The updated information provided in this report would not have been possible without the following dedicated individuals:

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- ◆ Bill Troup: USFA project manager
- ◆ John Brasko: USFA project manager

Note: The programs, links, points of contact and phone numbers in this document were current as of publication. They may have changed, been removed, etc., and may no longer be active. In that case, please search online for current information on the program or agency.

Additionally, new programs may have been started subsequent to publication of this guidance that are not in this guide. Periodically checking for new grants and other funding programs is important to finding new sources of funding.



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Chapter 1: Introduction

Emergency medical services (EMS) departments and fire departments provide invaluable services in their communities (**Figure 1.1**). In the United States, these agencies respond to millions of calls for service each year.¹ Service expectations placed on EMS and fire services organizations, including the fire service's role in EMS delivery, response to natural disasters, hazardous materials incidents, technical rescue, acts of terrorism and participation in community events, have steadily increased in number and escalated in severity.



Figure 1.1. Courtesy of Ron Jeffers, Union City, New Jersey.

This expanding mission comes at a time when local government budgets are stretched increasingly thin, which translates into more duties with fewer dollars to support them. A needs assessment survey, conducted by the USFA in cooperation with the National Fire Protection Association (NFPA), highlighted a concerning deficiency of appropriate training, inadequate facilities, and outdated or wanting equipment as critical gaps necessary to maintain basic fire and EMS response capabilities among the U.S. fire service, particularly in rural and volunteer fire departments.² Few departments have the capability to handle unusually challenging events, such as wildland urban interface (WUI) fires, hazardous materials or major floods. EMS agencies are also frequently asked to get involved with their community by working with the local police department to acquire grants for things such as active shooter training.

Striking the right balance between different sources and expenditures of local revenue has become an essential skill for EMS and fire administrators and chief officers. So, too, has the ability to identify and acquire grants and other alternative revenue sources. Fire departments not only need to seek funds for operational needs to serve their community, but also ensure that they are applying for activities such as smoke alarm funding to assist in fire prevention or community risk reduction efforts.

To meet this critical need and serve its constituents regarding effective methods for obtaining funding, the USFA developed the original publication, "Funding Alternatives for Fire and Emergency Services," in 1993 and completed updates and revisions to this document in 1999 and 2012. This has been one of the USFA's most popular publications with thousands of copies being distributed or downloaded from the USFA website. In 2020, the USFA partnered with IFSTA to update and revise the April 2012 edition of "Funding Alternatives for Emergency Medical and Fire Services" in order to provide the most up-to-date information regarding sources of funding for local-level EMS agencies and fire departments.

A key part of the project initiative was an enhanced study of critical funding issues for EMS, both fire service and non-fire service based. EMS is an essential public service in local communities. When illness or injury strikes, citizens depend upon EMS to respond with timely, high-quality care. According to the National Academy of Sciences, Institute of Medicine, more than 16 million patients arrive at the emergency room by ambulance

each year.³ Even more are treated on scene without transport. A significant challenge for EMS is to ensure stable and sufficient revenue to provide for adequate pre-hospital care of the sick and injured. An optimal level of service in EMS typically presupposes revenue from more sources than taxpayer funding alone.

EMS agencies and fire departments require funding for expenses such as equipment, training and salaries in order to provide necessary protection to their respective communities. However, with tighter budgets, fewer government subsidies and fewer donations, it is becoming increasingly more difficult for fire and emergency services departments to meet greater and more complex demands for its services. EMS call volume has steadily risen over the last decade, representing almost two-thirds of the reported calls for service nationally.⁴

However, there have been many recent changes in the availability of federal funding for fire departments, including the Assistance to Firefighters Grants (AFG) program(s), which are established by the Firefighter Investment and Response Enhancement (FIRE) Act, as well as other important federal agency grant programs. This updated document includes new sources of federal and state funding as well as other new and innovative funding sources not discussed in previous editions.

For years, there have been changes in the federal grants' Notices of Award, eligibility, application processes, submission requirements and the amount of federal funding that is available to EMS/fire departments. Much of this change is based on information collected through response reports, responder death and injury reports, training and exercise reports, equipment malfunctions, surveys, and the analyses of data extracted from the National Fire Incident Reporting System (NFIRS). These data, along with USFA tracking of civilian fire fatalities reported in the U.S. media, provide information on the status and scope of the fire problem in the U.S. The results are then presented to Congress each year to justify additional funding requests. The data also define the amount of funding, the types of EMS/fire departments that will be eligible to receive it, and for what purpose the funding will be used. Currently, funds may be used for equipment, training and exercises, salary, additional staff, or apparatus. Furthermore, and unfortunately, over the previous 2 years, COVID-19 has had an enormous negative impact on first responders and their capabilities and capacity to support local communities. Congress took swift action to provide crisis funding to supplement the pandemic's effects on agency budgets. However, this crisis funding was somewhat delayed in distribution and does not address the ongoing long-term impact of the pandemic on America's fire and EMS departments.

Notes

¹"Fire in the United States," 20th edition (2008-2017), USFA.

²"Fourth Needs Assessment of the U.S. Fire Service," (November 2016), NFPA.

³"Hospital-Based Emergency Care: At the Breaking Point," (2007), National Academies Press.

⁴"Fire Department Overall Run Profile as Reported to the National Fire Incident Reporting System (2017)," (May 2019, volume 20, issue 1), Topical Fire Report Series, USFA.

Chapter 2: About This Manual

The purpose of this manual is to identify and describe the various grants and innovative funding alternatives available for EMS and fire protection services. Where appropriate, the pros and cons of a particular funding source are discussed. In some instances, examples are given to illustrate best practices that this alternative funding is successfully obtained and used in EMS agencies and fire departments across the country.

This report is divided into several major sections identifying various sources of available funding and revenue options. Alternative funding sources and amounts may depend on the type of organization, its size and location, and the population it supports. Funding, other than grants, may include charges for service, public fundraisers or dollars acquired through individual or organization donations or small business loans.

This publication is not a guide to submitting grant applications, nor will it describe how to build a business plan or use or explain investments, profits, earnings or capital. Additionally, the document does not address the FEMA Public Assistance disaster reimbursement program.

Writing an effective grant proposal

Though this report is not a guide to submit grant applications, Chapter 3: Writing an Effective Grant Proposal presents fundamentals for preparing grant proposals to assist EMS administrators and fire officers in preparing appropriate documentation in pursuit of grants from government and private sources. While this advice is generally applicable to any grant application, grant seekers must always read, understand and follow the specific program guidelines for each grant opportunity.

Local revenue and funding alternatives

The funding alternatives available at the local level vary widely, though the ability of the EMS administrator or fire chief to influence changes in these funding sources will vary considerably based on local preferences and state and local laws. Many enterprising departments have found new revenue streams through the sale of services. The discussion of local revenue sources in Chapter 4: Local Revenue and Funding Alternatives includes:

◆ **Taxes.**

These include taxes on real property, personal income and sales transactions. Other taxes include real estate transfer taxes and utility-user taxes. New taxes can go into a city's general fund to be divided up by elected officials or can be earmarked specifically for EMS and fire services.

◆ **Development impact and user fees.**

These fees are charged to ensure that those benefiting from an activity pay their fair share of the costs related to that activity. An impact fee is levied for new development to pay for building or enlargement of infrastructure that is compelled by and benefits the new development. A user fee is a payment in order to use a particular government service or facility.

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- ❖ **Fines and citations.**

Some jurisdictions issue citations to those who engage in high-risk activities that require an emergency service intervention or rescue. Other areas dedicate a portion of jurisdictional fines to fund EMS and fire services.
 - ❖ **Enterprise funds and utility rates.**

Local governments may establish an enterprise fund for city-operated services. Enterprise funding is a pay-for-service model. For example, ambulance service runs like a municipal business where it is expected to earn revenue to support its operations.
 - ❖ **Sale of assets and services.**

Some EMS and fire agencies sell used equipment, such as used fire apparatus, ambulances, portable equipment, etc., or services, such as hall rental, to produce revenue.
 - ❖ **Benefit assessments.**

The property owner pays an involuntary charge for public improvements and services that provides a special benefit to the property owner. An example of this is the establishment of special fire and EMS districts for the purpose of supporting responder services. These districts can assess a benefit similar to a property tax. The assessment, however, is based on the “benefit” received by each property. These charges are a way to circumvent property tax limitations and can also improve the equity of charges for fire or EMS services.
 - ❖ **Borrowing.**

Cities and towns have a number of long- and short-term options for borrowing revenue needed to purchase capital equipment and facilities. These options include general obligation (G.O.) bonds, bond anticipation notes, certificates of participation and lines of credit. Not-for-profit organizations may have access to low-cost 501(c)(3) revenue bond financing or may take out a traditional bank loan.
 - ❖ **Other funding options.**

Other creative ways fire chiefs and EMS administrators have raised revenue for their agencies have included creating private ambulance company contracts to reimburse for fire-based EMS, billing for department-operated ambulance services, offering subscription programs, providing interfacility transport, creating paramedic intercept agreements with surrounding communities, and piloting innovative health care programs.

It is extremely important for EMS and fire agencies to form and maintain positive working relationships with their municipality officials so that they are continuously aware of the agencies’ current projects and funding needs.

State and federal funding programs

In addition to sources of local revenue derived from taxes and other local government financial mechanisms, EMS agencies and fire departments may be able to obtain considerable funding from state and federal programs. There are 3 chapters (Chapter 5: State Funding for Fire and Emergency Medical Services, Chapter 6: Federal Funding for Fire and Emergency Services, and Chapter 7: Foundations and Corporate Grants) that list grants available from states and the federal government.

Often, federal grant funding flows to the local level through the states. However, some states provide direct funding for EMS and fire services, especially in rural areas. Many states offer grant aid and low-interest loans for capital improvement projects (**Figure 2.1**). On the other hand, some states have no funding for local programs. Most state fire marshal's offices and state EMS agencies offer technical assistance to local agencies and subsidized training programs to first responders.

EMS administrators and fire chiefs in states without funding may wish to consider what other states are doing and determine if some of those methods might be feasible in their state. Taxpayers pay for EMS in their community in one way or another; however, some approaches may be more palatable or more equitable than others.

Agencies of the federal government offer many grants and special programs to state and local governments; several of them apply to EMS. Some programs are not specifically earmarked for fire or EMS but can be used for those purposes, such as community block grants.

Private sector sources

Private foundations and corporate giving programs donate millions of dollars annually for education, arts and community development, among other projects and programs. Career and volunteer EMS and fire agencies may be able to raise funds for capital purchases or to improve service delivery through these sources, especially in rural communities or poor urban areas. When looking at these options, caution should be taken to ensure that accepting donations from these types of programs does not result in the appearance of corporate preference or conflict of interest. This situation is a lesser concern for volunteer organizations that operate outside the direct control or funding of their local government. Some public EMS and fire departments establish separate 501(c)(3) nonprofit organizations to accept donations for local causes related to their mission. Private sector sources of giving discussed in Chapter 7 include:

◆ Foundations.

Some communities are fortunate to have community/public foundations whose funds can be used to provide special public safety services, start new programs, help low-income areas or other services allowed by charter. There are also national independent and corporate foundations that donate to communities across the country. Foundations provide a source of revenue through general operating support grants, planning grants, seed money, management assistance grants, and facilities and equipment grants.

◆ Corporate giving

Many public safety agencies have been successful in soliciting grants and services from national corporations. Companies are often interested in providing community assistance in cities and towns where they have a corporate presence or where their employees live. Corporate giving has public relations benefits; emergency service administrators should be ready and willing to recognize



Figure 2.1. Courtesy of Mike Wieder, Stillwater, Oklahoma.

corporate sponsors whenever possible. Corporate giving comes in the form of cash donations, in-kind contributions and even executive loan programs.

❖ **Program-related investments**

In addition to grants, cash or in-kind donations, foundations and corporations may be a source of low- or zero-interest loans, particularly for capital improvement projects.

Fire and EMS community grants

Chapter 7 explores grants that are focused on causes that directly serve the residents of the community where the EMS or fire service resides. These include smoke/carbon monoxide detector campaigns and active shooter scenario training programs.

Implications of funding choices

Each agency providing EMS and fire protection must consider the range of opportunities and the local and state constraints in shaping its funding policy and determining its budget. Funding influences the number of response resources available and the scope of prevention activities which, in turn, influence patient outcomes and fire mitigation activity. The funding issue is not one to be left solely to accountants and financial officers. It is a vital public policy issue that deserves community input. EMS and fire service agencies should work with their municipality as a team to determine efficient short- and long-term funding sources based on existing and future needs.

Funding choices and approaches also raise fundamental questions about governance and equity. Many questions about EMS have become part of the larger national health care debate. For example, is EMS solely a private good where users of pre-hospital medical services pay for the burden of the services provided to them? Is EMS a public good provided by the community to people in need and the cost spread across society? Perhaps EMS should be treated like insurance, in which the fees charged are a function of the risk presented? Who should provide EMS? These are fundamental questions about our values and the role of government in society. The questions apply to the fire service as much as they do to EMS or any service government provides. Some communities are taking radically different approaches. Many seem uneasy about charging for services beyond the taxes paid, while others have found it to be the only way to fund critical public safety services. Some fire departments are taking the other extreme and follow a subscription fire protection service (also called “Pay-For-Spray”) policy, which has proven to be politically controversial and dangerous at times.

Providers of emergency services should consider the wide variety of funding alternatives available to finance services and perhaps improve the equity of paying for the service. Changing the way public safety is funded can profoundly affect the way government is viewed and change the unwritten contract between a government and its citizens on major issues such as representation and the purposes and goals of government. Citizens often balk at new fundraising mechanisms, so EMS and fire service leaders must take a collaborative and participatory approach to addressing complex public policy issues, including discussions with the whole community about the role of EMS and fire agencies in the community and how public safety services are funded.

Finally, local government charters and state constitutions may limit the extent to which EMS agencies and fire departments can generate revenue. Some states prohibit volunteer ambulances from billing for services. Others have restricted the amount of

development impact fees that can be charged and prohibited the adoption of new user fees. Before developing any new cost-recovery program, EMS and fire managers should assess the current political climate of their municipality to both identify potential hurdles, as well as supporters. Public officials should also consult an attorney to discuss any limitations.

Scope

This document discusses alternative sources of revenue available to fund EMS and fire protection in all types of systems: career, volunteer or combination; urban, rural, territorial or tribal; and advanced life support (ALS), basic life support (BLS) or tiered. While fire-based EMS agencies and private-sector ambulance companies are an important part of many systems, some of the grants and funding sources contained herein apply only to the fire service. The fire service is the primary first responder in most communities, and fire departments play a major role in providing EMS. Many of the federal grants authorized by Congress since 9/11 focus on enhancing the capabilities of first responders to respond to terrorist events and incidents of national significance, particularly in law enforcement and fire departments. Regardless, non-fire-based EMS agencies should find many of these innovative funding alternatives applicable to their organization.

Sources of information

Nearly every grant-making agency, public or private, has a web presence, although some are more conspicuous than others. Websites contain far more information about a grant than can be included in this manual. It is recommended that researchers use this manual to locate grants and gain ideas about available funding alternatives, then conduct additional research on the internet or at the local library.

The explosion of social media has expanded the sharing of grant information beyond traditional websites. Platforms such as Facebook, Twitter, Instagram and LinkedIn have created excellent networks for agencies to share information about the availability of grants, program details, deadlines and status updates. These are designed to be succinct snippets that grab the readers' attention. The function of hashtags has connected grant seekers to grant programs in an extremely efficient way. Hashtags and "liking" or "following" a specific agency has broadened grant seeker's search capability tenfold. Grant information can be obtained much faster now with the automatic and push notifications that social media platforms have to offer.

Several websites were particularly useful in compiling this manual. Grants.gov (www.grants.gov) and the Federal Grants Wire (www.federalgrantswire.com) are free resources that index thousands of grants and loan programs from nearly every federal agency. The Federal Grants Wire site can be searched by applicant type, government agency, subject area or assistance type. FEMA maintains a website for the AFG program (www.fema.gov/firegrants) with details about each grant, grant writing tips, workshop schedule and online application portal. The Foundation Center (<https://fconline.foundationcenter.org>) profiles private-sector resources as well as providing online tutorials on grant writing skills. Finally, state agency websites contain information about passthrough grants managed by the state or state-funded programs that might be useful to EMS providers.

Uniform Resource Locators (URLs) to funding source webpages are included whenever available. It should be noted, however, that while these URLs are provided for the convenience of the reader, webpages are subject to link-rot over time. That is, links pointing to webpages, servers and other internet resources may become permanently unavailable or out of date. If this happens, it is recommended that the researcher attempt to use an internet search engine to search the name of the grant or contact the grant-making agency directly to inquire if the grant is still available.

In addition to a review of websites and databases, a detailed bibliographic search was undertaken for this project. Project staff, staff of the USFA and IFSTA, and the peer-review team also contributed many ideas. Some success stories were obtained from contacting past grant recipients to provide a brief synopsis of their project.

Every effort was made to compile a comprehensive listing of grants and programs available to EMS and fire agencies. In doing so, however, some programs may have been overlooked. They either were not known to those persons contacted or otherwise not included in the literature or websites reviewed for this project. It is also possible that grants and programs listed here are no longer available. Grant seekers should contact grant-making agencies directly to find out which programs are currently funded and what funding may become available in the future. Regardless, this manual should provide a good starting point for EMS and fire managers seeking information on innovative solutions and alternative funding sources to support EMS fire services in their community.

Summary

Historically, fire protection and EMS provided by fire departments have been funded as part of the municipal budget and/or through fundraising. Only private ambulance companies traditionally billed for their services. Pressured by the tax revolts of the 1970s and 1980s, the fiscal crises of the early 1990s and 2000s, the increased call volume, training and safety requirements, and the current volunteer crisis, EMS and fire administrators are thinking more like entrepreneurs, increasing organizational efficiency and seeking new revenue streams. Changes in health care financing and new legislation are challenging traditional approaches to managing EMS and fire services. These pressures are particularly difficult for EMS and fire services providers as they come at a time when there are increased demands for the services they provide and a need to add capacity to prepare for emerging threats to public health and safety, such as wildfire, civil unrest, terrorism and pandemics.

Public safety providers need to know the range of possible funding alternatives available to them, especially those that have proven effective. This manual describes alternative sources of funding and revenue-producing opportunities that may be used to finance EMS and fire service systems.

Chapter 3: Writing an Effective Grant Proposal

Successful grant writing involves thoughtful planning and preparation. It takes time and persistence to succeed. A successful grant is one that is well-prepared, thoughtfully planned and concisely packaged.

Whether pursuing a government grant or private dollars, it is important to read and understand the specific program guidelines for that grant opportunity. Always follow the exact specifications of the grant in developing the application. Every grant agency or foundation provides information on program priorities and the information needed to include in an application to be successful. Failing to request top-priority grant-listed items is the number 1 reason why applications are unsuccessful. Reading the guidelines will give the applicant a good idea of what information is needed to include in the application narrative.

Government agencies and large foundations may have formal application packets, strict guidelines and fixed deadlines that must be adhered to. However, the steps outlined here can generally be applied to any grant seeking effort. This is not a rigid formula; rather, it is a suggested approach that can help the grant seeker get organized and write a winning grant proposal.

Grant fundamentals

For many, grant writing can be an intimidating prospect. But with a little diligence, the rewards can help fund projects important to the safety, health and welfare of the local community. So, where does one start? The following are 5 important grant fundamentals to consider when planning a grant application.

1. Identify grant opportunities.

Federal grant funding opportunities are advertised via a Notice of Funding Opportunity. These may be located at the Grants.gov (<https://www.grants.gov>) site. The EMS agency or fire department must follow all the requirements and meet the conditions outlined in order to apply. There are different types or categories of grants, depending upon what they are offered to provide the award for and who is eligible to apply.

Too often, grant seekers get caught up identifying and ranking agency needs, then searching out grants for their top priorities. Does it matter that getting a grant for an automated external defibrillator (AED) may not be at the top of the list? If a grant is available for the AED, why not apply (**Figure 3.1**)? Rather than looking for grants to fund a particular project, look at grants and see if they meet an agency need. Try to align the agency's needs with national priorities and where the money is located.



Figure 3.1. Courtesy of Mike Wieder, Stillwater, Oklahoma.

If possible, it is extremely helpful to have a “library” of grant applications ready “on a shelf.” From the date an application period is announced to the time submissions are due is typically short. Create an inventory of projects by category and draft budget and narrative “skeletons” so that you have projects at your fingertips when funding opportunities become available.

Searching for grant opportunities has never been easier. This guide contains hundreds of government grants and private foundation funding sources with important information such as a grant synopsis, contact information and websites. The advent of the internet has made searching for grants even easier. Research available grant opportunities and match funding to an organizational need.

2. Research opportunities.

Once you have identified a grant and matched it to an agency need, it is important to fully understand the nature of the grant. Failing to request top-priority grant-listed items in a grant is the number 1 reason why applications are unsuccessful. It does not matter how well written an AED grant application is; if it is submitted to a grant that focuses on paramedic training, the grant will almost assuredly be rejected.

Because most grants are competitive, it is important to understand the grantor’s priorities and match the department’s needs with those priorities. The key to successfully obtaining grants is to read the grant guidance. Pay particular attention to the funding priorities, specified application procedures and documents, signature requirements, and deadlines.

Before applying for a grant, ask the following questions:

- ❖ Is the agency eligible to apply?
- ❖ Is the project eligible for consideration in terms of goals, timing and type of activity?
- ❖ What are the grantor’s priorities?
- ❖ Who and what projects have they funded in the past?
- ❖ Which expenses can be funded by the grant?
- ❖ Is the agency capable of submitting a quality application?
 - ▶ Does the agency have the resources and time to complete a quality application?
 - ▶ Does the agency have the data/statistics to support the argument?
 - ▶ Is the agency’s argument compelling?
- ❖ What type of grant is it? Advance grant? Matching (or cost-sharing) grant? Challenge grant? Reimbursement grant?
- ❖ If it is a matching (cost-sharing) grant, how much is the match/share, can the agency fulfill it if awarded and by when must it be spent?
- ❖ If it is a reimbursement grant, does the agency have enough cash flow to execute the program?

3. Write a good narrative.

The information provided in the narrative is what the peer reviewers use to determine if they will recommend your project for funding. A poorly written or confusing narrative is a quick path to rejection. The grantor must be able to read and understand what it is the department is applying for and what it's trying to accomplish. At a minimum, the narrative should provide a project description, including community risk and budget, an explanation of the financial need, a description of the cost-benefit of the proposed project, and an explanation of how the project will improve daily operations and better serve the community.

Many narratives have character, word or page count restrictions. Oftentimes, grant writers feel compelled to use the entire space available to them. This can lead to the usage of filler language. It is important to be concise while still ensuring your argument is exhaustive. Provide an executive summary right up front. The grantor typically has hundreds or thousands of applications to review. Get your point across early and most importantly, be unique! Provide specific details that will set you apart from your competition.

At some point, perhaps after the first or second draft is completed, seek out a neutral third party to review the proposal working draft for continuity, clarity and reasoning. Ask for constructive criticism at this point, rather than waiting for the grantor agency to volunteer this information during the review cycle. For example, has the writer made unsupported assumptions or used jargon or excessive language in the proposal? Ask for this review as soon as you have a solid draft. Do not wait until the last minute so that the reviewer can provide thorough feedback and you have enough time to reflect any changes. The key to a good narrative is rewriting it as many times as necessary!

4. Follow all instructions carefully.

Before submitting the final package, verify that all of the instructions have been carefully followed. Ensure that all of the requested documentation has been included in the application packet. Make sure that the information is accurate and required signatures are included. Some FIRE Act grant applications are rejected because they lack the required documentation or signatures. Be sure to keep a copy of the submission for the agency's records. Above all, do not miss the deadline; it is the only way to know for sure that the application will be considered.

Many grantor agencies now offer online application submittal. Use this process whenever possible. Online applications dramatically simplify the process and they do not allow the writer to submit an incomplete application. Be careful that you are using the optimal internet browser for that specific portal and that you are saving your work every few minutes. Many portals have time-out features and/or do not have real-time saving capabilities. It is therefore highly recommended not to type the narrative directly into the portal but rather use a word processor that you can copy and paste from. Be sure to save an electronic copy (in a word processor or as a PDF), print a hard copy of the application and save the email confirmation receipt. The "Snapshot" function is often helpful when printing or saving a PDF is not permitted.

Following all instructions also includes complying with reporting requirements. Nearly all grants require some form of progress report(s) and a closing report. Grantors are primarily interested in how the funds were used to meet the department's needs and ensure they match the requirements of the grant (**Figure 3.2**). Remember, misappropriation of grant monies can be considered theft and subject to civil and criminal prosecution.

5. Get help.

Grant writing can be a daunting task. Don't be afraid to ask for help early on in the process. There are many ways to become educated on grant writing and grant management. Online tutorials are available, and many private agencies and academic institutions offer classes and workshops. The Foundation Directory Online (FDO) by Candid (formerly known as The Foundation Center) is a leading source of information on philanthropy, fundraising and grant programs. It offers online resources and free assistance at any of its regional offices.



Figure 3.2. Courtesy of Mike Wieder, Stillwater, Oklahoma.

Basic components of a proposal

In general, the basic components of a standard grant proposal can include the following:

- ❖ Cover letter
- ❖ Executive summary or abstract
- ❖ Introduction describing the grant seeker or organization
- ❖ Problem statement or needs assessment
- ❖ Goals and objectives
- ❖ Methods
- ❖ Evaluation
- ❖ Sustainability
- ❖ Project budget
- ❖ Supporting attachments or appendices

Cover letter

The cover letter should provide a clear, concise overview of the organization, project description and financial need. It should be written on agency letterhead, signed by the organization's highest official and addressed to the individual at the funding source with whom the organization has dealt. Be sure to refer to any previous discussions with the grant manager. The cover letter should demonstrate a familiarity with the mission and goals of the grant-making agency or foundation and emphasize the ways in which the application contributes to these goals. Cover letters should be no more than 1 page; many are only 1 to 3 paragraphs.

Executive summary (or abstract)

Also referred to as a cover sheet, the purpose of the executive summary is to provide the reader with an overview of the longer grant application. Think of it as a condensed summary of the entire application. It is designed to persuade the readers that the project is a winner and why it should be funded. The executive summary should include the following components:

- ◆ A description of the applicant and contact information.
- ◆ A definition of the problem to be solved.
- ◆ A statement of the objectives to be achieved.
- ◆ An outline of the activities and procedures to be used to accomplish these objectives.
- ◆ A description of the evaluation design.
- ◆ Plans for the project at the end of the grant.
- ◆ A statement of what it will cost the funding agency.
- ◆ Identification of other sources of funding or collaborative partnerships involved in the project.

The executive summary should be brief — no more than 2 or 3 paragraphs. Resist the temptation to pad the executive summary with details. The purpose of the summary is to present the facts and entice the reviewer to read the entire proposal. Keep the language strong and positive. Tailor the information to the audience. Technical language is fine for a peer review process but may be too much in a philanthropic grant review.

Remember, the executive summary is the first thing the grant reviewers will read. If it is poorly written or if they have an overwhelming number of applications, it may be the last thing they read, and the project will not be funded.

Introduction

In the introduction, applicants describe their organization and demonstrate that they are qualified to carry out the proposed project; they establish their credibility and make the point that they are a good investment.

Most proposals require a description of an applicant's organization. In 2 pages or less, provide a brief history of your organization, call volume, current budget, funding challenges, problem or risk, and proposed project solution. Highlight the organization's mission and goals and be sure to demonstrate how the subject of the grant proposal fits within or extends that mission and those goals. Be careful to not only focus on your organization. Grantors award grants when the applicant enables them to meet their mission or achieve one (or more) of their goals. Grantors fund their needs, not yours. Be sure to make the necessary connection.

Discuss your organization's structure. If the organization has a board of directors, describe how board members are recruited and their level of participation. If the organization has an active volunteer group, describe the function volunteers perform. Provide qualifications of the professional staff related to the grant application and their levels of expertise.

Describe your community characteristics and briefly explain any special services targeted toward at-risk groups. Include language about the land, terrain and infrastructure



Figure 3.3. Courtesy of Ron Jeffers, Union City, New Jersey.



Figure 3.4. Courtesy of Mike Wieder, Stillwater, Oklahoma.

(transportation and other) to give the grantor a picture of the jurisdiction (**Figures 3.3 and 3.4**). Describe the constituency served, any special or unusual needs they face, and why they rely on agency programs. If the current economic or political climate negatively impacts the organization, include a mention of how it does. Cite the number of people who are reached through organizational programs.

Typically, applicants have a pre-prepared introduction “on a shelf” that only needs to be updated or tweaked depending upon the topic of the grant. For example, if the grant is for extrication equipment, it would be important to mention how many motor vehicle accidents are included in your call volume and how many lane miles of road the organization is responsible for protecting.

Problem statement (or needs/risk assessment)

This section lays out the reason for the proposal. It should clearly and concisely demonstrate a relevant, compelling problem or need that exists. Whenever possible, include qualified third-party research/evidence to help justify the need. Remember, a grantor will fund needs, not opportunities.

The best way to collect information about the problem is to conduct a needs or risk assessment. The information provided should be both factual and directly related to the problem addressed by the proposal. Areas to document include:

- The purpose for developing the proposal.
- Beneficiaries — who are they and how will they benefit?
- Social and economic costs to be affected.
- Nature of the problem (provide as much hard evidence as possible) and its relationship to a larger set of problems/issues.
- How the applicant organization came to realize the problem exists and what is currently being done about the problem.
- Stress the current gaps that exist in addressing the problem that will be remedied by the proposal.
- Sustainability — explain how the program will continue to benefit the community after the grant funding has been exhausted.

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- Most importantly, specify the manner through which problems might be solved. Review the resources needed, considering how they will be used and to what end.
 - Many EMS and fire grants require a risk assessment. Depending upon the applicant's organization, this could involve different approaches. Regardless of what type of analysis you pursue, ensure that probability, consequence and impact are components.

Some may also reference a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis they have conducted. One of the pitfalls to avoid is presenting the absence of the solution as the actual problem, or circular reasoning. For example, the lack of a Spanish-speaking drowning prevention program is not a problem; the problem is that the community has a high rate of child drowning in Spanish-speaking communities. A persuasive argument would document the child-drowning data in the community in comparison to English-speaking areas. Case studies or academic publications may be cited to demonstrate how similar programs have been successful in other communities in reducing child drowning.

In the problem statement, it is important to use benchmarks and best practices across the industry to demonstrate why the organization considers their situation to be a problem. These comparisons, along with parallels to national standards, are key to forming a gap analysis (discrepancy between the way things are and the way they ought to be).

Goals and objectives

Setting goals and objectives is an important part of project planning and grant writing. Goals are statements about general aims or purposes of a program; they represent the idealized dream of what the organization hopes to accomplish. An objective is a precise, measurable statement of what a program intends to achieve during a specific period of time toward a particular desired outcome or end product. Connect the goals and objectives back to the organization's mission as well as to the grantor's mission. When writing, list your goals and objectives in chronological order and ensure that you use action verbs.

Goals are abstract, whereas objectives are specific statements that state who will make what change, by how much, where and when. A commonly used acronym for writing program objectives is SMART: specific, measurable, achievable, realistic and time specific. Another acronym that is commonly used is SIMPLE, which adds immediate, practical, logical and evaluable to the mix.

Remember, if the proposal is funded, the stated objectives will probably be used to evaluate program progress, so be realistic. Do not commit to promises that the organization cannot deliver on. Discuss them with the personnel who will be directly responsible for executing and evaluating the program to confirm they agree. Ask for their input and adjust accordingly.

Methods

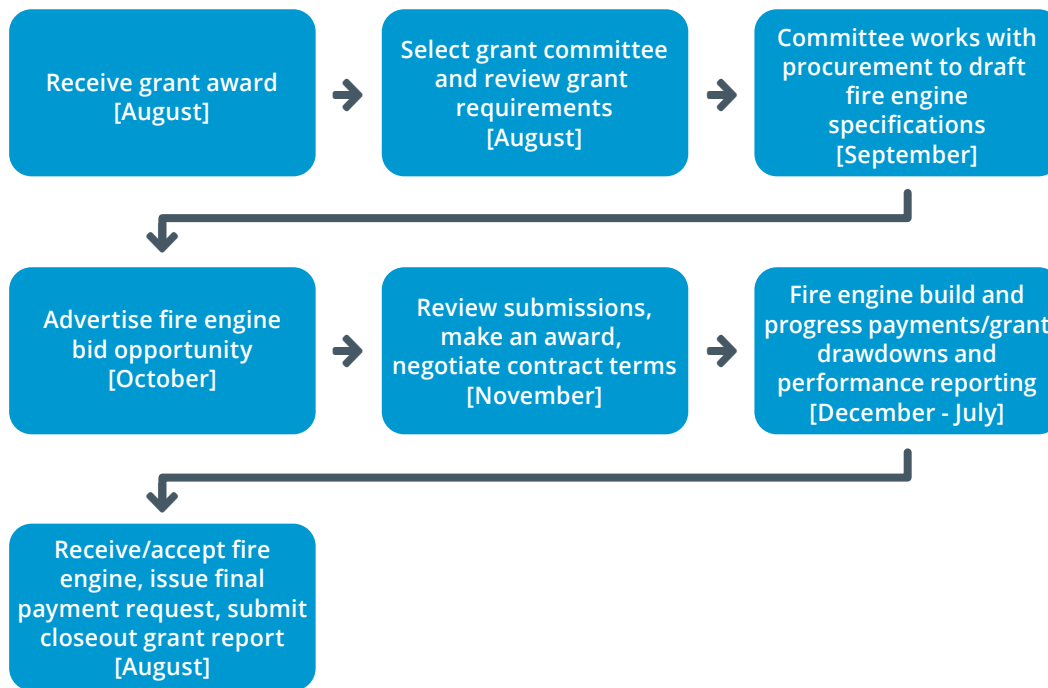
The objectives explain what will be achieved by the project to the grantor agency. The methods section describes the specific activities that will take place to achieve those objectives. A specific plan (or method) should be laid out for each objective in the grant proposal. The methods section should describe who, what, how, when and why. Avoid confusing your objectives (ends) with your methods (means).

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- ❖ **Who and what:** Detail the key personnel who will be involved, such as staff, subjects and collaborators. Establish credibility.
 - ❖ **How:** Describe the process to be used to achieve the objectives in a rational, direct description of the actions that will accomplish the objectives. Be sure to include innovative features of the proposal which could be considered distinct from other proposals under consideration. The methods must match the stated objectives.
 - ❖ **When:** Present a time frame for the grant project or program. When will the project begin? When will each step be completed? It may be helpful to reviewers to present a visual version of the project timeline to help them understand and evaluate the planning and feasibility.
 - ❖ **Why:** Wherever possible, justify the course of action to be taken. Why will the work plan best meet the objectives? If requesting funding for a product, why will that product best work to accomplish the objectives? Including case studies and expert testimony as part of the grant application are ways to help answer these questions.

Projects can be easily laid out using off-the-shelf illustrator software programs that run on any personal computer. A Program Evaluation and Review Technique (PERT) chart (<https://www.boisestate.edu/online/2022/02/11/what-is-pert-in-project-management/>) could be useful in justifying some proposals (**Figure 3.5**). This software can be used to create a PERT chart that provides a graphical representation of all tasks in a project and the way tasks are related to each other. The methods section should include:

- ❖ A restatement of the problems and objectives.
- ❖ A clear description and explanation of the project scope and activities.
- ❖ Activities to occur including the related resources and staff needed for the project.
- ❖ A flowchart of the organizational features of the project describing how the parts interrelate, where personnel are needed and what they are expected to do.
- ❖ A timeline of activities.
- ❖ Appendices to provide details, supplementary data, references and information requiring more detail, whenever possible.

Figure 3.5. Example of a Fire Engine Grant PERT Chart



Courtesy of Phoenix, Arizona, Fire Department.

It is extremely important to your project, goals and method selection that decisions are data driven. Ideally, a fire or EMS department has previously tracked key performance indicators and outcome-based assessment measures. If your particular department does not have its own data to communicate its needs effectively, leverage similar local departments' data to benchmark against. National groups such as the NFPA, National Institute for Standards and Technology, National Volunteer Fire Council (NVFC), National Association of Emergency Medical Technicians (NAEMT) and the National Association of EMS Physicians are also great resources.

Evaluation

Grantors want to know that they are getting their money's worth and that grant money was spent properly. An evaluation plan should be built into the project. Including an evaluation plan in the grant application indicates that the grantee takes the objectives seriously and wants to know how well they have been achieved.

There are 2 common types of formal evaluation: product (or outcome) and process. Product (or outcome) evaluation addresses the result that can be attributed to the project, as well as the extent to which the project has satisfied the stated objectives.

Process evaluation addresses how the project was conducted, in terms of consistency with the stated plan of action and the effectiveness of the various activities within the plan. Either or both might be appropriate to a project. The evaluation approach will depend on the nature of the project and its objectives.

Most grants contain some form of program evaluation or reporting requirement. The requirements of the proposed project should be fully understood before applying. Evaluations may be conducted by an internal staff member, an external auditor or

both. The applicant should state the amount of time needed to evaluate, how the feedback will be distributed among the proposed staff, and a schedule for review and comment for this type of communication. Avoid committing to tracking data for the evaluation that is prohibitive. Choose the data you will gather wisely and make it realistic. In addition to internal evaluations, external evaluations such as user-based surveys are popular. Determine if community input is applicable for your project first.

Evaluation requires both coordination and agreement among the program decision-makers. Above all, a grantor agency's requirements should be highlighted in the evaluation design. Some agencies may require specific evaluation techniques such as designated data formats (such as an existing information collection system), or they may offer financial inducements for voluntary participation in a national evaluation study. Typically, federal grants will have a description of the exact evaluation methods and reporting requirements in the grant's program guidance documents.

Sustainability

A clear message from grantor agencies today is that grant seekers will be expected to demonstrate how the overall activity can be sustained beyond the grant performance period and that the project has potential long-term benefits. The narrative should describe a plan for continuation beyond the grant period and outline all other contemplated fundraising efforts and future plans for applying for additional grants. Projections for operating and maintaining facilities and equipment should also be given.

If the fire or EMS department lacks a long-term planning document, it is time to create one. Typically, these plans have centered around capital items and can span 3, 5 or 10 years. However, recently, more and more organizations have begun to develop long-term operating plans trying to anticipate any future planned staffing or materials changes. Grantors want to see how this particular proposed project fits into your organization's overall plan. It clearly displays competing priorities and supports the need for the grant funding or outlines your responsibility in spreading the burden over multiple sources.

Project budget

The budget for a proposal is the best place for a grant writer to start because it forms the entire request. A budget can be as simple as a 1-page statement of the projected revenue and expenses. A proposal may, however, require a more complex presentation, perhaps including a page on projected support and notes explaining various items or expenses. If costs are straightforward, a simple spreadsheet may suffice. Otherwise, use of a narrative format to explain unusual line items in the budget may be necessary. The narrative should be succinct, dealing only with the budget and not a restatement of the project. Alternatively, consider using footnotes attached to specific line items needing more explanation. If you do not have a fiscal background, it is important to show your project budget to someone who does; they may catch a vital missing piece.

Generally, budgets are divided into 2 categories: personnel costs and non-personnel costs. In preparing the budget, the applicant may first review the proposal and make lists of items needed for the project. The personnel costs include:

- ◆ Salaries (including increases in multiyear projects).
- ◆ Benefits, such as health insurance and retirement plans.
- ◆ Consultants and contract services.

The items in the non-personnel costs include:

- ❖ Space/office rental and leasing costs.
- ❖ Utilities.
- ❖ Equipment purchase or rental.
- ❖ Vehicle purchases (**Figure 3.6**).
- ❖ Training to use new equipment.
- ❖ Travel expenses.
- ❖ Office supplies (photocopying, computer supplies, etc.).

Unless an item is sole source, the grant writer should avoid using brand names to follow procurement policies and allow for flexibility.

Within the 2 categories above, there are direct and indirect costs. Direct costs are explicit project expenditures or “line items.” Indirect costs are not itemized and are often a set allowable percentage of the grant request. Federal agencies and foundations often term these “facilities and administration costs.”

Cost-sharing may be a requirement of the budget the organization must submit. These are the costs that the organization will contribute or match. A cost share can be internal (a portion of costs are allocated) or external (from other sources). Determine if the cost share must be cash or if in-kind is allowable. There may be no cost-sharing requirement, but the organization may want to volunteer a cost share if it is a stable financial position.

The budget proposal should also account for in-kind contributions. In-kind contributions are services or materials that are part of the project but are not considered part of the financial package of the grant. These services or materials can oftentimes be used as a “match” for many grants. Examples of in-kind contributions include:

- ❖ Volunteers and pro bono services.
- ❖ Staff time (if allowable).
- ❖ Use of building space and utilities.
- ❖ Transportation.
- ❖ Printing and advertising costs.
- ❖ Insurance.

Perhaps the most overlooked area in a budget is the method(s) of procurement. It is common to think about what you need and how much; however, many grant writers forget to mention the organization’s policies on how they must make the purchase(s). This is 1 of the pitfalls of the grant timeline, and it often results in requesting extensions to the grant performance period because the time it takes to solicit competitive bids or informal quotes for an item can be lengthy. If the item or service has already gone through a procurement process, make sure you mention this! It makes your project more “shovel-ready.”

A well-prepared budget justifies all expenses and is consistent with the proposal narrative. Some areas in need of an evaluation for consistency include:

- ❖ Salaries of the proposal in relation to those of the applicant organization should be similar.
- ❖ Fringe benefits (if allowable) should be at a similar percentage to other similar organizations nationwide. If the rate is drastically different, ensure that an explanation is provided.



Figure 3.6. Courtesy of Mike Wieder, Stillwater, Oklahoma.

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- ❖ If new staff persons are being hired, additional space and equipment should be considered as necessary.
 - ❖ If the budget calls for equipment purchase, it should be the type allowed by the grantor agency.
 - ❖ If additional space is rented, the increase in insurance should be supported.
 - ❖ If shipping/freight is allowable for a purchase, it should be included in the budget.
 - ❖ In the case of federal grants, if an indirect cost-rate applies to the proposal, the division between direct and indirect costs should not be in conflict, and the aggregate budget totals should refer directly to the approved formula.
 - ❖ If matching funds are required, the contributions to the matching fund should be taken out of the budget unless otherwise specified in the application instructions.
 - ❖ If there are any operating implications from a capital purchase, staffing grant or training program, ensure that these costs are listed somewhere as well as how the organization will sustain them.

If pursuing a federal grant, it is very important to become familiar with government guidelines for federal domestic assistance. In learning to develop a convincing budget and determining appropriate format, reviewing other grant proposals is often helpful. The applicant may ask the grantor agency for copies of winning proposals. Appendix A: Successful Grant Application Example provides an example of a successful grant application in support of rural emergency services.

Supporting attachments (or appendices)

The majority of grants require that the applicant attach or submit supporting documentation for their request. This can include operational documents such as organizational charts or articles of incorporation. Many grantors require financial support including quotations, estimates and invoices to prove that applicants have done their research. They may even require bank direct deposit Automated Clearing House (ACH) forms (in the event of an award). Depending upon the grant program, letters of support and/or letters of commitment may also be part of the submission. It is important to read the guidelines and be aware of this requirement at the beginning of the process to allow yourself enough time to contact outside agencies, tell them about your project and solicit their assistance in writing a letter.

Where to get help

Grant writing can be confusing and takes time and expertise. Applicants should consider taking a grant workshop to strengthen their grant writing and grant management skills. As well, there may be a local organization that routinely gets grants and may be able to assist or mentor them. The FEMA webpage for AFG (www.fema.gov/firegrants/) offers online grant management tutorials. The tutorials provide step-by-step instructions on how to manage grants. FEMA also sponsors grant management workshops for applicants to learn the details about specific grants and talk directly to AFG regional contacts.

Colleges and universities typically offer grant writing workshops. These programs can help those who wish to strengthen their grant writing skills to acquire and master the techniques of preparing, writing and winning proposals from various funding sources.

These workshops focus on the basics of the grant writing process, effective ways to write and prepare grant applications, finding sources of funding, and other relevant topics.

Many municipalities or counties hire a grants coordinator to perform grant seeking, grant administration and grant coordination activities across city departments. Grant coordinators may perform any number of the following tasks:

- Research and identify federal, state and private grant funding opportunities.
- Develop and catalog external resources in the areas of training, grant funding sources and other grant-related resources.
- Aid in determining grant eligibility.
- Provide technical assistance and training to departments in grant writing, preparation and management.
- Develop and implement administrative procedures and controls for grant application process.
- Facilitate interdepartmental coordination and communication on multidepartment grant projects to ensure that grants are processed and administered in a timely manner and according to grant requirements.
- Provide technical expertise in determining grant compliance requirements.

Smaller departments and volunteer organizations might consider hiring a grant consultant. Consultants typically charge an hourly fee. Some grant writers charge according to the size of the agency. For example, those with a budget of \$250,000 or less get a 10% to 15% reduction in the hourly rate charged to agencies whose budgets are bigger. In any case, hiring a consultant may be worth the expense if it means the difference between receiving a grant or not. Often, a grant consultant's fee(s) is eligible for reimbursement as a part of the grant application. Check the grantor's eligibility guidelines to determine if this is being offered. You may also wish to ask the consultant for a list of references from organizations that they have previously assisted.

When hiring a grant consultant, be sure the applicant has a strong understanding of the grant life cycle process including grant seeking, grant writing, and the grant management and closeout process. Practical experience in these areas is highly desirable. The applicant should demonstrate considerable experience in research, finance or public administration, including obtaining funding for grant projects and programs and grant writing.

Interaction and networking

Completing a grant proposal is a major step to obtaining a government grant or foundation funding. Interaction with these organizations may assist an EMS agency or fire department in their quest for grant funding, as well as help them identify when opportunities arise for grants and when the "time is right" for grant proposals. Interaction and networking are key elements in marketing the department, the grant proposal and finding new funding sources.

State agencies

Each state EMS bureau, fire marshal's office or homeland security/emergency management agency is responsible for the direction of public health and safety at the state level with requirements filtering down to the local level. Most state authority is

supported by state legislation that enables the agency to carry out its responsibilities, establishes limits of authority and provides some appropriations from state funds. The state office may be a separate authority, or it may be housed within another state agency, such as the state health department, highway/transportation department, state emergency management agency, department of insurance or another state agency. Functions of the state agency may include functions such as:

- ❖ Regulation of provision of ambulance or medical transportation and fire protection services and codes.
- ❖ Establishment of training standards for EMS and fire personnel.
- ❖ Interoperable communication systems.
- ❖ Disaster planning, response and financial assistance.
- ❖ Data collection.
- ❖ System evaluation.

It is important to understand the political authority and activities of the state EMS, fire and homeland security offices in order to successfully participate in the system at the local level. Because most state EMS offices are within the state's public health system, authority and legislative initiatives should also take a public health or "preventive" approach. When attempting to receive funding from state offices, it is essential to understand the laws and associated regulations that have an impact on particular areas of the profession. To increase effectiveness when dealing with the state EMS, fire and homeland security offices, agency leaders should know the answers to the following questions:

- ❖ What do the state EMS, fire and/or homeland security offices do?
- ❖ How are their activities authorized?
- ❖ Who is involved with implementation?
- ❖ What other statutes or regulations exist?

Other associated organizations

In addition to understanding the state's lead EMS, fire and homeland security agencies, it is also important to be aware of other influential organizations. Lead agencies in every state exchange information and services with many other organizations, agencies and support groups. One entity — and an integral part of the EMS system structure — is the state-level EMS advisory board or council. Although generally considered to be advisory in nature, this board or council is usually politically strong, and its recommendations to the state EMS lead agency can significantly impact the direction of the EMS program. Again, effective preparation for influencing this agency involves researching the answers to important questions:

- ❖ When and where does the council meet?
- ❖ Who are the members?
- ❖ What EMS areas do they represent?
- ❖ How often are they appointed and by whom?

Other organizations that can effect change in the EMS arena are state affiliates of various EMS organizations, the state board of nursing and the state medical society. In addition to the state lead agency, there are several related state agencies to consider in EMS initiatives. Each state's governor's office has an Office of Highway Safety that has a similar agency at the national level named the National Highway Traffic Safety Administration (NHTSA) of the U.S. Department of Transportation (DOT). This national

office provides limited funding for EMS initiatives (**Figure 3.7**). Since the state Office of Highway Safety represents the governor's office, it becomes a valuable link in the network chain, not only for financial purposes, but also for its political support. Spinoff programs administered by this office include passenger restraints, motorcycle safety, alcohol and drug use, and impaired driving programs, all of which are related to improving emergency medical care. New program initiatives, legislation and other activities should include the involvement of these offices from the beginning.

Regional and/or county level organizations, if they exist depending upon the state, are also invaluable resources. Many grant programs actually prioritize joint regional applications, so it is important to consistently maintain partnerships and stay updated on what nearby agencies' needs are. These agencies and fire training schools will often solicit individual EMS and fire agencies for data to compile in a larger report, complete surveys, create strategic plans and more. It is important to participate in these efforts and be a team player. It may warrant you a spot in a regional grant application in the future.

Books on how to write a grant proposal

If you need help writing a grant proposal, these selected handbooks can help applicants become successful grant writers. Check your local library for these and additional resources.

- ❖ "The Complete Book of Grant Writing: Learn to Write Grants Like a Professional" (second edition). Nancy Burke Smith and E. Gabriel Works, 2012. This book covers every section of a grant proposal, instructs how to make proposals compelling and explains the timetable. Includes sample proposals, letters of inquiry (LOIs) and support letters.
- ❖ "The Complete Idiot's Guide to Grant Writing" (third edition). Waddy Thompson, 2011. This overseer of fundraising activities for a foundation describes each step of the process including how to determine who can receive a grant and for what, how to find donors, how to create a budget, how to write a compelling proposal, and how to overcome obstacles.
- ❖ "Demystifying Grant Seeking: What You Really Need to Do to Get Grants." Larissa Golden Brown and Martin John Brown, 2001. Practical advice on building a grant seeking process for your organization beginning with dispelling myths/fears that get in the way of effective grant seeking and continuing with entire grant seeking process improvement.
- ❖ "The Everything Grant Writing Book" (second edition). Judy Tremore and Nancy Burke Smith, 2008. This book discusses all aspects of the grant writing process to help you succeed in the competitive world of grant funding.
- ❖ "The Foundation Center's Guide to Proposal Writing" (sixth edition). Jane C. Geever, 2012. A manual on basic, finer points of grant seeking. Covers proposal planning, writing and post grant follow-up. It includes actual examples, excellent insider information and tips from grant givers in question-answer format.



Figure 3.7. Courtesy of Bob Esposito, Pennsburg, Pennsylvania.

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- “Foundation Fundamentals: A Guide for Grant Seekers” (fifth edition). Mitchell F. Nauffts, 1994. A comprehensive, easy-to-read guidebook with facts needed to understand the world of foundations. It helps identify appropriate foundation funding sources and provides detailed instructions on researching private foundations.
 - “Grant Application Writer’s Handbook” (fourth edition). Liane Reif-Lehrer, 2005. This was written by an author who has been on the receiving end of many research grants. It covers all steps and features helpful forms and tips.
 - “Grant Proposal Makeover: Transform Your Request from No to Yes.” Cheryl A. Clarke and Susan P. Fox, 2007. Covers how to edit a proposal to improve chances of success. Insider tips from funders.
 - “Grant Writing for Dummies” (sixth edition). Beverly A. Browning, 2016. A step-by-step guide to writing winning proposals. This text covers grant types, terminology, explanation of failure/success of proposals, samples and etiquette for following up.
 - “How Foundations Work: What Grantseekers Need to Know about the Many Faces of Foundations.” Dennis McInay, 1998. An inside look at foundations. The author debunks myths and provides productive strategies for dealing with foundations.
 - “How to Write a Grant: Become a Grant Writing Unicorn.” Meredith Noble, 2019. This book will fast track your learning curve to become a talented grant writer. It breaks down the complexity and is refreshingly straightforward with a modern approach. It comes with downloadable templates and discount access to online grant writing courses.
 - “The “How To” Grants Manual: Successful Grantseeking Techniques for Obtaining Public and Private Grants” (eighth edition). David G. Bauer, 2015. This contains detailed, experienced information on every step of the grant application process and best methods for approaching foundations, corporations and government funding sources.
 - “The Only Grant-Writing Book You’ll Ever Need” (fifth edition). Ellen Karsh and Arlen Sue Fox, 2019. Top grant writers and grant givers share their secrets. Classic book on grant seeking, providing a comprehensive, step-by-step guide for government, nonprofit and individual grant seekers. In an ever-changing economic and social climate, these award-winning grant writers help you think “outside the box” and diversify funding. Hands-on exercises and in-depth interviews are included.
 - “Perfect Phrases for Writing Grant Proposals.” Beverly Browning, 2008. Hundreds of ready-to-use phrases to present your organization, explain your cause and get the funding you need.
 - “Proposal Planning & Writing” (sixth edition). Jeremy T. Miner and Kelly C. Ball, 2019. This book provides practical strategies for project planning, including identifying sponsors, matching grant seeker needs to sponsor priorities, and qualifying prospects through preproposal contacts. Proposal writing, including introducing a template for letter proposals to private foundations and corporations, describing the primary elements of government proposals, and providing tips for constructing a realistic budget are discussed.

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- ❖ “Winning Grants Step by Step: The Complete Workbook for Planning, Developing, and Writing Successful Proposals” (fifth edition). Tori O’Neal-McElrath, Lynn Kanter and Lynn English, 2019. Changes and developments in the not-for-profit sector are integrated into the time-tested grant writing formula that has proven effective time and again. The importance of relationship building, social media, online resources and budgets for nonprofits in both foundation and public funding grants is discussed.

Help for nonprofit organizations

The following resources may also be of assistance to agencies involved in writing grant proposals:

- ❖ “Achieving Excellence in Fundraising” (fourth edition). Eugene R. Tempel, Timothy L. Seiler, Dwight F. Burlingame, 2016. Go-to reference for fundraising principles, concepts and techniques. Coverage includes evolving technologies, the importance of high-net-worth donors, marketing and solicitation, results analysis and performance evaluation, crafting an institutional development plan, accountability, credentialing, and effective volunteer recruitment, retention and management strategies.
- ❖ “The Everything Fundraising Book: Create a Strategy, Plan Events, Increase Visibility, and Raise the Money You Need.” Rich Mintzer and Sam Friedman, 2003. This includes sections on “All About Grants” and “Grant Writing.”
- ❖ “The Everything Guide to Fundraising: From Grassroots Campaigns to Corporate Sponsorships — All You Need to Support Your Cause.” Adina Genn, 2009. Contains details about organizing a fundraising campaign. “All About Grants” and “Grant Writing 101” sections are also included.
- ❖ “Fundraising for Non-Profit Groups.” Joyce Young, Ken Wyman, John Swaigen, 2002. A discussion of funding and helpful descriptions of entities who supply money for nonprofit organization work.
- ❖ “How To Write a Nonprofit Grant Proposal: Writing Winning Proposals To Fund Your Programs And Projects.” Robin Devereaux-Nelson, 2015. Resources on how to write a winning nonprofit grant proposal. This will also provide you with tips to help improve your writing skills, steps to follow in the grant application process, how to draft a proposed budget, and what to do if your application is accepted or denied.

Where to find help on the internet

The following internet resources may also be of assistance to agencies involved in writing grant proposals:

- ❖ System Award Management Registration
<https://sam.gov/content/home>
A System Award Management (SAM) registration is required to bid on government contracts or receive government grants.
- ❖ Education World, The Grants Center
www.educationworld.com/a_admin/archives/grants.shtml
Grant information for educators including grant writing resources and guides. Available grants/grant originators are arranged by subject.

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- Federal Grants Wire
www.federalgrantswire.com
A free resource for federal grants, government grants and loans. The site currently indexes over 15,720 federal grants and loans organized by sponsoring agency, applicant type, subject area and a convenient directory to begin a search. The site includes multiple resources which provide information such as how to write a grant proposal, tips on applying for federal grants, application eligibility requirements and more.
 - The FDO by Candid (formerly known as The Foundation Center)
<https://fconline.foundationcenter.org>
This site includes many features, some free, but most are fee-based subscriptions (Professional, Essential and Enterprise). Free features include “Foundation Finder” with profiles of foundations (searchable by name or part of name, state, or zip) and “990 Finder” allowing review of Internal Revenue Service (IRS) filings from foundations (searchable by organization name, geography, Employer Identification Number (EIN)). It also features free and fee-based online classes, reference guides (under “Get Started” and then “Get Answers”) with items of interest to individual grant seekers and nonprofits, online tutorials, links to nonprofit resources, and much more.
 - www.grants.gov
A place for organizations (government, education, public housing, nonprofit, some small businesses) to find and apply for federal grants. It lists information on over 1,000 grant programs. The site can perform basic keyword search, browse by category or agency, or perform an advanced search.
 - International Association of Fire Fighters (IAFF)
www.iaff.org/grants-administration/
The IAFF Grants Administration has staff dedicated to assisting its local affiliate departments with guidance for grant application writing and review. Web resources include links to all AFG grant applications, FAQs and guidance.
 - NVFC Fire and Emergency Services Grant Writing Guide (2010)
https://www.nvfc.org/wp-content/uploads/2015/09/Grant_Writing_Guide.pdf
The NVFC developed this simple-to-follow guide to help departments navigate the complexities of applying for federal grants. This guide is designed to make the process less daunting and assist departments and their grant writers in preparing a competitive application. The NVFC also has webinars, trainings, news, and other guides and tools for grant writing available on their funding page here: <https://www.nvfc.org/firefighters/funding/>.
 - Introduction to Proposal Writing
<https://learning.candid.org/training/introduction-to-proposal-writing-2/>
Located on the Foundation Center website, this site offers advice on preparing a grant proposal. This is a free resource; however, there are many classes that can be enrolled in for a fee.

Chapter 4: Local Revenue and Funding Alternatives

There is a wide variety of funding mechanisms available to municipalities to meet the cost of public services through both a budget plan and a capital improvement program. Facilities and services that are provided to all citizens as a benefit of living in the jurisdiction are paid for by a number of revenue sources. Rules regarding these revenue sources will vary from state to state, and agencies using the same funding mechanisms may have very different methods of implementation, approval or authority. This chapter provides a general overview of various local revenue sources, debt financing (borrowing), EMS billing, cost-saving strategies, and volunteer and nonprofit fundraising ideas.

Sources of local revenue

The most common source of funding for local governments is taxes. These include property taxes, sales tax, excise tax, income tax, and an assortment of regulatory and user fees. The types of taxes that are available to local governments are generally determined by each state constitution. Senior executives in emergency services must familiarize themselves with how their jurisdiction is funded and understand the political and legal limitations of taxes as a source of local revenue.

Many different sources of local revenue listed below can be in jeopardy during a recession and potentially for many years afterward. Leadership should evaluate whether it is best to delay projects to conserve cash flow or whether they should be fast-tracked due to an unknown future. Often, cuts to grants, donations and other sources of revenue can lag behind an economic downturn.

Taxes

Cities, counties and special districts, such as a fire district, have the authority to levy a variety of taxes. These taxes are either general purpose or special taxes. Special taxes must be used for the specific purpose for which they are imposed. The word “tax” has become one of the most dreaded words in the American lexicon. The attitudes and preferences of those who bear the tax ultimately will determine the tax structure in the local community.

Local property (ad valorem) tax

An ad valorem tax (Latin for “according to value”) is a tax based on the value of real estate or personal property (**Figure 4.1**). It is perhaps the most common source of funding for municipal and county services. A property tax is typically levied at a set rate per dollar of assessed value, sometimes referred to as a millage (mill) rate. The governing body’s assessor publishes a grand list annually with the total assessed value and reflects any tax exemption programs. The total assessed value, which can change drastically in a revaluation year, is 1 part of the tax (mill) rate calculation; the other portion is the governing body’s proposed annual operating (and sometimes capital) budget. The financial officers, managers and politicians



typically determine the governing body's needs for that year and put forth a proposed budget after soliciting public input. From there, the seesaw prioritization part of the budget process ensues where the governing body decides to either cut proposed services or raise the tax rate.

There are 2 forms of property tax: primary and secondary. The primary component of a property tax is used to fund general operating expenses, while the secondary component is used to fund special obligations, such as the repayment of bonds and budget overrides.

Property taxes may provide an advantage for local governments in that they are:

- ❖ A potentially large and stable source of revenue.
- ❖ Exportable to absentee property owners who escape local sales or income taxes yet still benefit from public safety services.
- ❖ Familiar to citizens and business owners.
- ❖ A limited risk for taxpayer avoidance.
- ❖ Equitable in that the benefits derived from the services funded by the tax are associated with higher property values.
- ❖ Deductible from federal income taxes, up to the current federally imposed limit.

During economically uncertain times, such as the COVID-19 pandemic of 2020, citizens and/or business owners might be able to defer their taxes depending upon whether it is an option offered in that particular state, which can create municipal budget shortfalls.

There are a few economic indicators that leadership should monitor during a recession if they rely on property taxes to operate: foreclosure rates, number of real estate-owned mortgages, loans sold at auction, and the percentage of mortgage delinquencies over 90 days. This can predict a sharp decline in property tax payments and therefore potential budget cuts.

While the property tax remains the mainstay of the local revenue structure, it is one of the most politically unpopular taxes. A key reason for dissatisfaction is that a property tax falls on unrealized gains in property values, making it punitive for those who may be property rich but cash poor, such as senior citizens who live on fixed retirement incomes. Many states have experienced taxpayer revolts that limit increases in property valuation or require a supermajority of voters to approve any tax increases. The most well-known examples include Proposition 13 in California and the Taxpayer Bill of Rights legislation in Colorado.

States that limit or prohibit a local property tax may authorize a "parcel tax" instead. Real estate is divided and sold in parcels. A parcel tax is similar to a property tax in that it is a tax on land. It differs in that the parcel tax is a tax on the real estate parcel itself, not on the value of the parcel. Parcel taxes are commonly used in California to fund school districts and fire and EMS districts.

Administrators considering property tax increases to fund fire and EMS needs should consider implementing remedies to reducing taxpayer dissatisfaction such as tax deferrals to provide tax relief to low-income residents, homestead programs that exempt a fixed dollar amount or percentage of a property's assessed value, or split tax rolls that tax single-family residential properties at 1 rate and all other properties at a higher rate.

Taxpayers may also be more agreeable to a property tax when its revenues are dedicated solely to fire and EMS. For example, in May 2007, voters in Queen Creek, Arizona, approved that community's first property tax dedicated to the establishment of a public fire and EMS department. Many local governments throughout the nation are separating out the rate dedicated to EMS and fire from the rest of municipal services. For example, the Orange County, Virginia, Board of Supervisors voted in March 2020 to split citizens' tax bills into 2 parts: 1 portion will show what they are paying for fire and rescue services while the other will show what they're paying to support all other county-funded services.

Fire flow tax

The fire flow tax is a type of property tax that is assessed to properties based on a computed fire water flow requirement, typically using an Insurance Services Office (ISO) formula for required fire water flow, usually simply referred to as the fire flow (**Figure 4.2**). The tax can be used to cover the cost of fire protection and other emergency service functions. The fire flow tax amount is determined by calculating the risk factor of a property based on a specific formula. The Moraga-Orinda (California) Fire District has charged the same rate (\$0.06 per unit of risk) to determine the tax bill for each property since 1997. The statutory limit was set at \$0.30, but the 2 fire districts have disagreed on increasing the rate to keep pace with costs.

An advantage of the fire flow tax is that it can generate significant revenue, and the charge computation can be computerized and done automatically. A fire flow tax can also be used to incentivize fixed fire protection systems, such as residential fire sprinklers. The Moraga-Orinda Fire District allows a reduction of 50% for residential fire sprinklers. Since the fire flow tax is due annually, the benefit of the reduced tax recurs each year.

However, a fire flow tax is still a tax and faces many of the same issues as traditional forms of taxation, including opposition from taxpayers and businesses.

Sales taxes

Next to property tax, sales taxes are the most important and prevalent revenue sources for local governments. A sales tax generates revenues by imposing a tax on retail and other sales activities. These taxes go into a community's general revenues that support a myriad of services including fire protection and EMS.

A sales tax tends to be a more popular choice for raising revenue than a property tax. An important reason for this is that the tax is paid only when someone purchases an item. In this way, the tax is collected in small increments over time. The tax also reaches nonresidents who shop or visit a community and consume municipal services but do not pay a property tax.

It is not uncommon for sales taxes on some goods to be earmarked for purposes benefiting consumers of those goods. An excise tax is a type of sales tax that is applied to selective products or services. Excise taxes are typically benefits-based in that they are intended to recover at least part of a public service from those who benefit from it. In 2009, the New Mexico Legislature enacted the EMS Rescue Act that increased the Liquor Excise Tax to improve delivery of EMS, trauma, stroke and cardiovascular emergency services.



Figure 4.2. Courtesy of IFSTA/Fire Protection Publications.

Communities that have a thriving tourism industry often enact excise taxes on services that cater to tourists and conventioners. Such taxes are sometimes referred to as a “transient occupancy tax” or (hotel) bed tax. Visitors often place a large demand on emergency providers but may not directly or fully support the services they use through property taxes on hotels, restaurants or other tourist industries. Various excise taxes help make up the difference. For example, a bed tax may be added to the cost of a hotel room and additional taxes tacked on to the cost of a car rental (**Figure 4.3**). The revenue generated from these excise taxes typically goes to a city’s general fund which pays for a variety of services. In times of economic recession, sales tax revenue is typically one of the first to decline, which can jeopardize services. The COVID-19 pandemic of 2020-2021, for example, led to the steepest decline in sales tax revenue in at least 24 years according to the National League of Cities.



Similar to property tax, there are economic indicators that leadership can monitor that will indicate an upcoming downward trend in sales tax revenue, such as a sharp decline in tourism and/or an increase in business vacancies and foreclosures.

Excise taxes are especially appropriate to consider where the transient population is large relative to the resident population, or where the transient population places a disproportionate demand on emergency services. As a rule, the excise tax on tourist industries typically enjoys high political appeal because of its relative ease to administer locally and because the burden of the tax is on nonresidents, not local voters. They do, however, muster significant opposition from local tourism industries and a city’s chamber of commerce. From 2012 to 2019, various sales and excise taxes on recreational marijuana (or cannabis) were instituted in 9 states: Alaska, California, Colorado, Illinois, Massachusetts, Michigan, Nevada, Oregon and Washington. At the time of this report, Vermont and Maine will most likely join the list soon. Massachusetts dedicates its marijuana tax revenue to public safety, while some fire departments, like Pueblo West, Colorado, requested its usage to fund the building of a new fire station.

One consideration in implementing a transient excise tax is the local tax burden in comparison to neighboring communities. Increased taxes could decrease demands for those services and offset any new revenues expected from the tax. If the tax rate is noticeably higher in a community, business revenues and tax collections may be lower as visitors stay in neighboring jurisdictions with lower tax rates. This possibility must be evaluated in the context of the jurisdiction based upon the type and number of visitors, local economic conditions, and the tax rate of neighboring, competing communities.

Sales taxes are subject to certain exemptions, particularly for goods and services considered “basic needs.” This is typically done to balance out the regressive nature of the sales tax. The most common exemption of this type is for grocery food items and prescription drugs. On a local level, sales tax increases can be extremely hard to get voters to approve. In November 2017, Barstow, California, attempted to increase its sales tax by 0.50% and earmark it for fire and paramedic services, but it was voted down. Others have been successful in the feat — Clear Creek County, Colorado, increased its

sales tax by 0.65% in 2017 to fund its EMS district. For perspective, the last time the sales tax was raised in this county was 1976; explanations provided in advance of the ballot question have proven to be effective.

There are growing concerns about an overreliance on sales tax revenue. Over time, households are spending more money on services that are generally not taxed. Another problem is that the growth of internet sales of goods is eating away at the local sales tax base. Virtual or internet companies that do not have a physical presence in a community but ship goods for sale to a buyer within that community may be beyond the ability of the jurisdiction to collect.

Sales tax revenue is subject to the ups and downs of the economy. During the Great Recession, significant declines in sales tax revenue in many parts of the country led to local governments making blanket budget cuts, brownouts, layoffs, hiring freezes, labor concessions and benefit-cost reductions. During the 2020 COVID-19 pandemic, the country saw extreme declines in sales tax revenue, causing many local governments to have shortfalls, resulting in major cuts.

Income tax

An income tax is typically assessed on the wages and earnings of individuals but may also be applied to the net income of unincorporated small businesses. Currently, 43 states levy some level of income tax. In a few states, local governments can also levy an income tax. For example, Wilmington, Delaware, levies 1.25% Earned Income Tax (EIT) for anyone who resides or works in the city, in addition to the state income tax. One of the strengths of a personal income tax is the capacity to reach nonresidents who commute to jobs in the city. These commuters use city services but do not contribute their fair share for the cost of providing these services through property or sales taxes. However, local EITs are commonly evaded when tenants maintain a mailing address rather than a physical address.

In a portion of the city of Delaware, Ohio, income tax is dedicated to fund fire and EMS in that community. In November 2010, citizens voted to increase the levy 0.3% to provide additional funding for the city's emergency services. The new revenue was used to make capital improvements to aging fire stations and add capacity to the city's growing southeast side.

Income tax funding for public safety may also come in the form of surtax. Surtax is an add-on tax that is assessed as a percentage of the statewide income tax owed. For example, if a taxpayer owes \$1,000 in state income tax and if the surtax rate is 2%, the amount owed in income surtax to the local fire or EMS district would be \$20.00. Counties in Iowa may impose a countywide EMS income surtax, though few actually do. As of 2020, Liberty County was the only county in Florida (out of 65 total) to levy an Emergency Fire Rescue Services and Facilities surtax of 0.5%. Martin County, Florida, put it on the ballot in 2017, but it was defeated.

Like property taxes, state and local income taxes are deductible from the federal income tax. Another benefit is that the income tax is based on the ability to pay. However, since a large number of small businesses pay a personal income tax, chambers of commerce historically oppose the assessment of local income taxes. Income taxes are also sensitive to the business cycle and are not as stable as property taxes.

Real estate transfer tax

Real estate transfer (or conveyance) taxes are special-purpose taxes assessed on the sale of property (**Figure 4.4**). Usually, they are a percentage of the selling price of the real estate. Real estate transfer taxes have sometimes been levied to provide an additional source of revenue for public safety and public works projects. Proceeds from such taxes are pooled with other general-fund revenues but can be earmarked for specific purposes. Real estate transfer taxes are not commonly budgeted because they are too variable. They are not a guaranteed revenue source because they are contingent on the market and other situations.

There are 35 states (and the District of Columbia) that impose some form of real estate transfer tax at the state level. California, Louisiana and Ohio real estate taxes are imposed only at the local level. In Delaware, Maryland, Michigan, New Jersey, Pennsylvania, Washington and West Virginia, some localities may impose a real estate transfer tax in addition to the state transfer tax.

Most often, these taxes are used in areas with high single-family home ownership. Unlike property taxes, which are passed on to renters and low-income residents, a transfer tax is imposed only on those with incomes sufficient to purchase real estate. In some cases, first-time homebuyers may be exempted from the tax. Another advantage is that they are easy to collect so they have a low administrative cost. They can be collected along with property taxes at the time of closing on the mortgage or when the deed transfer is registered.

However, real estate transfer taxes are not without controversy. The tax is heavily opposed by realtors, home builders and other real estate interests. Arizona preemptively banned local governments from implementing them, and other states and localities have considered repealing the tax. Since most states require a local jurisdiction to get legislative approval to implement a real estate transfer tax, adoption is almost certain to face significant political opposition.

Utility-user tax

A utility tax is a charge on the use of public utilities such as telephone, cell phone, cable television, gas and electric services, municipal water, wastewater, and garbage collection. The utility tax applies to both businesses and homeowners. Taxes are collected by the utility as part of its regular billing procedure and then remitted to the city. A utility-user tax may be imposed as a special tax earmarked for a specific purpose or as a general tax to be used for a variety of municipal needs.

Proceeds from the utility-user tax are used to fund local government services. The tax pays for law enforcement, fire protection, EMS, maintenance of city parks and streets, youth programs, and other general-fund services. Laws may include exemptions for seniors and low-income residents. California has the largest usage of utility-user tax with over 50% of cities and/or counties (or 149 cities and 4 counties) using them.

The Western Payne County Ambulance Trust Authority covers the communities of Stillwater, Perkins and Glencoe, Oklahoma. In 2011, the authority implemented a Resident Benefit Program attaching a \$5-per-month fee to residents' utility bills. The fee covers the utility account holder and all permanent members of the household should they require



Figure 4.4. Courtesy of Mike Wieder, Stillwater, Oklahoma.

ambulance service. Residents can opt out of the program but are responsible for the full cost associated with pre-hospital medical treatment and transportation.

Utility-user taxes have been around for many years and are usually percentage based — typically between 6% and 15%. Sierra Madre, California, for example, has had this tax since 1993; it was 10% through 2015 but then was reduced to 8%.

Development impact and user fees

Development impact and user fees are imposed to pay for the cost of programs or facilities that reduce the negative impact of an activity or specific business on a community. Fees are charged to ensure that those benefiting from an activity pay their fair share of the costs related to that activity. Costs may include licensing or permitting, cost recovery, inspection, and enforcement costs. Examples include an Enhanced 911 (E-911) fee assessed against local communication services to recover costs for services and equipment that allow customers to dial 911 emergency services.

Development impact fees

An impact fee is a direct charge levied by local governments against developers to help offset the cost of new growth. Impact fees most often take the form of a 1-time permit charge assessed at the time of plat approval or an application for a building permit (**Figure 4.5**). These fees provide a municipal government funding for capital projects. Cities may only impose fees on developments that will benefit from the infrastructure improvements. The fees cannot be used to fund operational expenses. Therefore, impact fees cannot be used for maintenance or to eliminate deficiencies in older neighborhoods.

Impact fees can provide some financial relief for growth-related problems. In California, some cities collect fees for such urban growth needs as road improvements, mass transit, public art, low-income housing, day care centers and job training. Arizona allows impact fees for fire, police, parks, recreation, libraries, public buildings and streets. Like real estate transfer taxes, impact fees are facing increasing political scrutiny from real estate interest groups. At the time of this report, 29 states implemented the use of impact fees, mostly in the western states, along the Atlantic Coast and in the Great Lakes region of the country.

User fees

Cities have the authority to impose direct charges, or fees, on individual users of services. Use of these revenues is restricted to paying for the service for which the fees were collected. User fees are a fairly efficient way to distribute the costs of government services. Many communities are serviced by private ambulance providers. As such, a price can be affixed to some services, such as transportation or EMS-standby services, and the customer billed for the provision of those services. Fire departments and EMS agencies have assessed a number of EMS-related user fees as a means of cost recovery or alternative funding. Something important to keep in mind while considering instituting any type of fee is whether it is allowable and reasonable.



Emergency response service fees

Fire and EMS agencies have experimented with charging fees to insurance companies to raise revenue to support services. Typically, automobile insurance policies provide coverage for medical expenses and ambulance transportation but not for fire or police response services. These fees try to recoup the cost of providing noncompensated pre-hospital medical treatment and rescue activities. Some Indiana homeowners, for example, receive a bill after a fire in the home is extinguished. There must be a statutory authorization in order for emergency response service fees to be charged.

This fee is not without controversy. Proponents point out that a high portion of motor vehicle accidents to which fire and EMS agencies respond involve drivers who are nonresidents of that community and not part of the local tax base. Opponents of the fee, particularly the insurance industry which calls it a “crash tax,” claim that emergency responses to vehicle accidents are part of the regular duties of first responders and are funded by local taxes. Nonresidents will pay sales taxes and transient taxes that help to cover their portion of the costs. A few states, including Arizona, Utah and Kansas, have banned emergency response service fees.

Some states have a law that requires insurance companies to pay while others do not. For example, the commonwealth of Pennsylvania does not have such a law; a bill was introduced in 2019, but it did not pass. As a result, various municipalities have passed an ordinance authorizing their fire department to collect any and all possible insurance coverage-related reimbursement. A private company in Pennsylvania actually provides over 70 departments with billing services; some of these policies even include fire recovery services for efforts rendered and materials used.

Nonresident fees

Over the years, many states have realized that sales and transient taxes might not always cover the cost of nonresidents who are visiting a town/city for one reason or another. There are 10 states, however, that have outlawed them: Alabama, Arkansas, Florida, Georgia, Indiana, Louisiana, Missouri, Oklahoma, Pennsylvania and Tennessee. Statutes authorizing nonresident fees vary across the United States. 16 states authorize charges for hazardous cleanups while 15 states allow for departments to charge for other services beyond just hazardous materials. 6 states do not allow the department to charge; the municipality is responsible for cost recovery. Many departments that bill for services use a third-party billing company that gets a cut of the revenue; departments should be vigilant about reading the contract and be aware of its rights before signing on with one of these companies.



Inspection fees

Inspection fees have long been used by fire departments to provide funding for fire prevention (**Figure 4.6**). Fee schedules vary among jurisdictions. Inspection fees may be based upon the type of inspection conducted (initial or periodic inspections), the occupancy (educational, industrial, residential, etc.) and the size of the building. Many departments charge a flat fee for initial inspections with additional fees for each subsequent inspection. Other departments have a sliding fee scale based on the square footage of the dwelling to be inspected. Additional fees may be charged when special

Figure 4.6. Courtesy of IFSTA/Fire Protection Publications.

hazards are present, such as hazardous materials storage areas or for the testing of safety systems to determine if they are in proper working condition.

Many inspection schedules are annual, while some smaller departments may only have the bandwidth to perform inspections for existing businesses every other year. Business self-inspection programs have become an accepted way to address low-hazard occupancies while making certain the fire department has the necessary information on businesses operating within the jurisdiction and the types of hazards present. Self-inspection programs involve sending a checklist to the registered business operator. The owner completes and returns the checklist to the fire department along with a nominal fee in exchange for a Certificate of Inspection. Some fire departments conduct random audit inspections to ensure proper compliance. Self-inspection programs only work for low-hazard occupancies. The advantage is that self-inspections collect information the firefighters need while also providing a revenue stream for fire prevention services at little cost to the department. The risk is inaccurate information being provided. The most important thing to research before establishing a new inspection fee schedule or updating one is to determine what rules the fire department must follow. If it must follow the jurisdiction's rules, oftentimes this must be done through ordinance, charter or other mechanism at a public meeting.

The following is one example of a fire inspection fee schedule (**Figure 4.7**).

Figure 4.7. Example of a fire inspection fee schedule.

City of Austin, Texas - Fire Prevention Fee Schedule 2020

CATEGORY	DESCRIPTION	AMOUNT	NOTE	RELATED ORDINANCE
Cancellation Fees	Cancellation Fee	\$150.00		20190910-002
License/Use Permits	Explosives/Blasting Agents Permit Fees			20190910-002
License/Use Permits	Blaster License annual renewal	\$206.00		20190910-002
License/Use Permits	Class A	\$1,100.00		20190910-002
License/Use Permits	Class B	\$2,500.00		20190910-002
License/Use Permits	Class C	\$5,500.00	minimum	20190910-002
License/Use Permits	Class D	\$335.00		20190910-002
License/Use Permits	Nes License	\$270.00		20190910-002
License/Use Permits	Fire Protection System Permit	\$30.00	per system	20190910-002
License/Use Permits	Hazardous Materials Permit Fee	\$90.00		20190910-002
License/Use Permits	High Pile Review	\$206.00		20190910-002
License/Use Permits	High Pile Review with Hazmat	\$309.00		20190910-002
License/Use Permits	High Pile Storage Permit			20190910-002
License/Use Permits	0-15,000 sq ft	\$102.00		20190910-002
License/Use Permits	15,001-50,000 sq ft	\$204.00		20190910-002
License/Use Permits	> 50,000 sq ft	\$306.00		20190910-002
License/Use Permits	Mobile Incinerator			20190910-002
License/Use Permits	Annual permit renewal	\$130.00		20190910-002
License/Use Permits	Each site inspection/annual re-inspection	\$40.00	per site	20190910-002
License/Use Permits	Initial application and incinerator inspection	\$130.00		20190910-002
Professional Services/Analysis	After Hours Fee	\$139.00	per hour, 2 hour minimum	20190910-002
Professional Services/Analysis	Annual State Short-Term Occupancy Inspections			20190910-002
Professional Services/Analysis	1-30 Occupants	\$102.00		20190910-002
Professional Services/Analysis	> 30 Occupants	\$204.00		20190910-002

Courtesy of Scott Stookey, Austin, Texas, Fire Department.

Inspection fees are notorious for not being updated on an annual basis. These fees often represent labor hourly rates and fringe benefits, which tend to increase almost every year due to Cost of Living Adjustments or other planned wage increases. Therefore, inspection fees must keep up with these rates if departments wish to remain cost neutral. Occasionally, labor/fringe rates decrease; the department must be careful to check its fee schedules to determine if it is making a profit as a result. Many cases have been presented in court accusing departments of overcharging.

Plan review and permitting fees

Many fire departments review building plans for fire code compliance and inspect the installation of fire protection systems during construction. The fire department often receives part of the permit fees paid to the jurisdiction for these services.

Fees are often charged for occupancy permits, special hazards permits, reviewing plans for building renovations and reviewing new fire protection systems in existing buildings. Fees are also often charged for inspecting day care centers, hotels, hospitals, nursing homes, spray-painting businesses and other specific occupancies that require special permits to operate.

Departments may also charge a fee for special event permits such as public events, the use of fireworks, large tent events (circuses, beer tents, etc.), as well as other special purposes such as open burning or movie production sets.

Often, the problem with plan review and permitting is that the fee is not set high enough to recover the full costs of the services provided, similar to inspection fees. They are among the fees that developers, builders and others expect to pay but object to any increases in those fees. Local governments need to consider whether they want the fees to cover the entire cost of providing the service or only a portion and whether they want them indexed in some way or recomputed annually or at least every few years. These are policy decisions made by elected officials and need the informed input from the fire chief and fire marshal. Departments may encourage waiving all or part of these fees to encourage installation of additional automated fire protection systems, while some departments take the other extreme and charge for a smoke detector installation.

Hazardous materials fees

Maintaining the capability to respond effectively to hazardous materials incidents adds significant costs for local jurisdictions. Hazardous materials response requires hundreds of hours of training and continuing education, specialized equipment and technical expertise to conduct inspections (**Figure 4.8**). Hazardous materials occupancies do not have to be large or unusual to pose a challenge; a microchip manufacturing plant, the local pool supply store or an exterminator business can pose significant problems for first responders. Seemingly minor incidents



Figure 4.8. Courtesy of Chris Mickal, New Orleans, Louisiana, Fire Department Photo Unit.

involving hazardous materials can keep fire companies occupied for long periods of time and present dangers to the public, responders and the environment.

To offset the expense of providing hazardous materials response capabilities, some fire departments have adopted a hazardous materials storage and inspection fee. Revenue from this fee helps ensure steady income for training fire inspectors and covering the cost of specialized inspection services.

Many fire departments also charge for hazardous materials team response, both to offset the cost of the response and to incentivize proper maintenance of hazardous materials facilities. Sometimes these fees may be higher than other hourly rate-related fees in the department; it is important to be transparent and state this in the policy. The fee also helps replace equipment used to mitigate a spill or release. Federal law requires the owner or transporter of released hazardous materials to pay cleanup costs, including fire department and EMS costs, which helps to justify these fees.

Special service (standby and fire watch) fees

Fees for “special” services attempt to recover or offset the costs from the users of the service. These fees may be charged for services such as EMS standby at a football game or fire watch at a concert venue or fireworks display. The users often pay less than they would if they contracted with a for-profit provider for the service and often receive intangible benefits, such as communications links, that can quickly get additional resources to an event if an emergency develops.

Sometimes, fire and EMS agencies provide personnel to serve off duty and are paid directly by the special event rather than through the agency or local government. Either way (on duty or off duty), protection is provided for a special purpose, and the agency receives reimbursement for the service.

The downside of these special fees (and fees in general) is that the public may expect these services to be provided routinely, without further charge, as part of their taxes. A public education campaign may be necessary to prevent discontent and resistance. Special services fees can be presented to the public as improving equity to all taxpayers by not using everyone’s taxes to subsidize those who require services above the level provided to everyone else. Regardless, it is extremely important for EMS and fire departments to provide this information in advance or to have it posted and available to the public on its website. In most instances, it is prudent to provide an estimate or quotation to the customer based on the event type and duration information before the event takes place. While transparency is key and detailed information should be provided on the invoice (e.g., labor versus vehicle fees, regular time versus overtime, etc.), a department should be careful not to over-itemize, if possible, so it does not appear unreasonable. Similar to the other fees discussed in this chapter, it is important to have a schedule, update it regularly and reference the mechanism that gave the authority to charge said fees.

In addition to standby fees, fire departments may charge special service fees for such services as hazardous materials response, water rescue, fire protection system resets, fire inspections and permitting.

Emergency medical services user fees

Many fire departments have historically offered EMS without charging a service fee unless the patient was transported to the hospital. Increasingly, fire and EMS agencies are implementing nontransportation-related fees for service in an effort to recoup cost of supplies. The San Antonio, Texas, Fire Department charges whenever EMS personnel are called out to do a medical assessment, even if the patient isn't transported to the hospital.

The EMS service fee has been successful in paying for a portion of the cost of maintaining EMS capacity. Similar fees have helped fire departments maintain existing levels of service and, in some cases, engage in new services.

Fines, forfeitures and penalties

In some U.S. cities (and several other nations), people responsible for fires or certain high-risk rescue activities may be held financially accountable for their actions and they must pay for the cost of emergency services delivered to them. Recovery of costs is intended to not only defray the cost of providing rescue services, but to change behavior in order to deter risk-taking behavior among the public.

Depending on state law, cost-recovery measures may need to be approved by legislative act. Taking people to court to recover costs, such as suing after a large incident, is often unsuccessful without previously enacted legislation.

For example, Section 28-910 of the Arizona Revised Statutes authorizes fire and rescue organizations to bill motorists who knowingly cross a barricaded flood area. Known as the "Stupid Motorist Law," the law allows fire departments and rescue organizations to impose a fee (or fine) for the rescue of a motorist out of a flooded area, up to a maximum of \$2,000. The law is not primary or "chargeable"; the motorist must commit at least 1 other violation. Other states are also adopting this law; Ohio enacted the Allan H. Anderson, Jr. Act in 2016.

Alaska joined 28 other states when it adopted legislation (Statute 28.05.095) in 2006 to assist in enforcing seat belt use as well as to generate revenue for EMS agencies in the state. The legislation states that if a person is guilty of an infraction concerning seat belt usage, they can be fined up to \$15 per person. Fines are higher (up to \$500) for children not in proper Alaska safety-restraint systems. The courts have the ability to waive this fee if the person convicted donates \$15 to the EMS agency providing services in the area in which the violation occurred. This program generates supplemental funding for EMS agencies in the state. Many other states have enacted similar legislation; some are primary like Alaska, while others are secondary.

The Ohio EMS grant program funds improvements to enhance EMS and trauma patient care in the state. All EMS and trauma system grants are funded through the collection of seat belt fines.

California Senate Bill 12 established the Maddy Emergency Medical Service Fund (MADDY). MADDY is a mandated program funded by revenue generated from fines, forfeitures and penalties collected for all criminal offenses. Funds are intended to reimburse providers for the costs associated with providing emergency care to uninsured patients. 17% of MADDY funds in Merced County support the county EMS agency that provides oversight of EMS, such as certification of emergency medical technicians

(EMTs), monitoring ambulance services, and expenses related to the maintenance of quality emergency response systems.

Fines for nuisance alarms

Most new commercial buildings and an increasing number of residences have fire detection systems that can trigger unwanted fire alarms requiring the response of the fire department. Each false alarm creates some danger for the public and firefighters.

According to the NFPA, in 2019, U.S. fire departments responded to nearly 2.9 million false alarms, twice the total number of reported fires and 6 times the number of structure fires. Over the 10 years from 2012 through 2021, 13 firefighters died responding to unwanted fire alarms, including malicious false alarms and alarm malfunctions according to USFA firefighter fatality data.

Increasingly, cities are adopting nuisance and unwanted alarm ordinances that include fines to encourage better maintenance of systems, place greater responsibility on the system owner for unnecessary or inappropriate actions triggering alarms, and to recover some of the costs of responding to these types of alarms.

According to the NFPA, one-quarter of jurisdictions issue violation notices for false alarms and almost one-third (31%) assess fines or penalties. This approach has proven effective at reducing nuisance alarms. A March 2007 NFPA Journal article entitled “Nuisance Alarms” documented a successful management approach to addressing a false alarm problem in 3 multitowered commercial high-rise buildings in Calgary, Alberta, Canada. Through a combination of increased training, improved procedures and communications, investigation of causes, and assessment of fines and penalties, false alarms were reduced by 50% between 2003 and 2006. Since then, a summit was held in 2011, which produced the “Fire Service Guide to Reducing Unwanted Fire Alarms,” a free tool to registered NFPA users.

The False Alarm Reduction Association (FARA) has a model fire alarm ordinance available by request through their FARA website (<https://faraonline.org/index-for-government-officials/>).

False medical alarms are increasingly becoming a problem for fire departments and EMS agencies, and some cities have instituted penalties for these incidents as well. Rockford, Illinois, began charging a fine for false medical alarms in February 2010. A fine is assessed for more than 2 false alarms per year. The primary subscriber of the medical alarm service is assessed a \$100 fine for each false alarm from 3 to 8, \$200 for the ninth and tenth incident, and \$300 for each false alarm response above that.

Seized assets

Another source of funds, equipment and vehicles accessed by a growing number of public safety agencies are the assets seized during drug raids. Where the fire and EMS agency can demonstrate that illegal drug activity has increased the demand for their services, such as through EMS records of illegal drug overdoses, or that first responders have participated in drug-related incidents (such as hazardous materials team response to drug labs, Special Weapons and Tactics paramedics in support of drug raids, and treating victims of raids), they may be able to share in money and equipment seized by law enforcement in drug-related arrests and raids. The money may have to be

used for the purchase of special equipment for assistance in drug-related incidents, but can include fire vehicles, ambulances, communications equipment, computers and other resources (**Figure 4.9**). The equipment does not have to be used solely for drug-related incidents so long as it is available for such incidents.

Enterprise funds and utility rates

The enterprise fund consists of a municipal government's utility programs, such as electric, natural gas, water, wastewater and trash collection. Utility rates are charged to users of a municipal government-provided service. The net income from these utilities can be transferred to the general fund to help pay for operating costs for general governmental services such as police, fire, EMS, and parks and recreation.

Often, local governments establish an enterprise fund for city-operated ambulance service. For example, the city of Petaluma, California, operates its ambulance service as an enterprise fund with the fees charged for service covering all expenditures of the program as well as for 10.8 firefighters and 1 dispatcher.

Sale of assets and services

The sale of surplus department assets or charging for special services can provide a new revenue stream.

Sale of used equipment

Some departments have raised revenues by selling used equipment and apparatus to other agencies or to collectors. In the past, it was more prevalent for EMS agencies and fire departments to do this themselves in-house, however, these sales are trending now to live nationwide auction websites such as www.gsaauctions.gov, www.govdeals.com, www.municibid.com, www.usgovbid.com and www.publicsurplus.com. Listings range from tankers to engines, trucks, ambulances, gurneys, cascade systems, cardiac defibrillators/monitors, fire pumps, burn/fire safety trailers and extrication equipment. Public Surplus tends to be for EMS equipment, while the others typically host fire and EMS vehicles/apparatus as well as fire equipment. Some county- and state-hosted auction sites still exist; however, they are not as far-reaching as the national sites. Many EMS agencies and fire departments have turned to these because they get a greater number of bids (and therefore potentially higher end result), they reduce administration time, they are more formalized and guaranteed, they eradicate bias, and the site's fee is typically passed directly onto the consumer. If the equipment was purchased with a federal grant, the disposition process is regulated by federal law. The federal awarding agency should be consulted.

Sale of services

Some EMS agencies sell services to other organizations. A principal example of this is charging fees for training to other local agencies or the private sector. These charges may just offset costs, or they can be established to provide net income. Training services are provided either as a fee-per-student or on a contract basis.

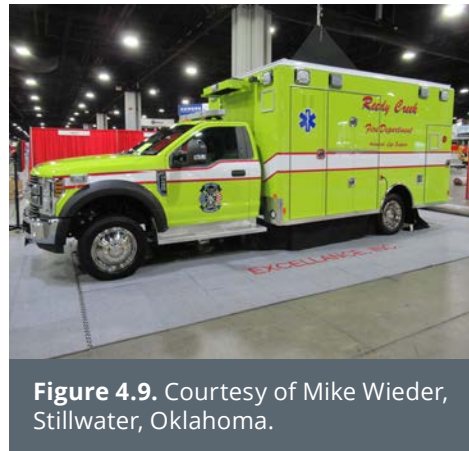


Figure 4.9. Courtesy of Mike Wieder, Stillwater, Oklahoma.

When considering the use of training as a source of revenue, several factors should be considered to ensure that the training of others does not negatively affect the training of the fire department or EMS agency's own personnel. Many departments are cash-strapped or unable to provide all of the diverse EMS continuing education required today. The department offering to train others must make sure it has the qualified personnel and facilities available to provide the training without overloading its instructors or interfering with its scheduled training. Serious consideration should also be given to liability.

In addition to providing training services to other organizations, many departments provide training to private companies and individuals for a fee. Training such as cardiopulmonary resuscitation (CPR) courses, babysitter classes, fire extinguisher training and first-aid certification require relatively few resources and fit well within the mission of the department. They can be quite profitable, too.

City fire departments have also been involved in selling driver-training services to industry, providing medical physicals for personnel in smaller departments, providing mechanic services, and contracting EMS billing services.

Sale of delinquent tax certificates

Local governments rely on property taxes to fund essential services such as public schools, law enforcement, road construction, parks, and fire and EMS services. When taxes are not paid, the government does not have the operating capital it needs to fund these programs. As a means of recovering lost income from delinquent taxpayers, county governments offer tax lien sales at auction to the public. The purchaser pays the delinquent taxes on behalf of the property owner and in exchange is given first-lien position on the title, ahead of mortgages, deeds of trust and judgments. Under the terms of the sale, which differ from county to county, if the debt is not repaid in a specified period of time, the purchaser of the tax lien may foreclose on the property.

Facility rentals and leases

Fire departments often rent out meeting space for private functions. Some departments intentionally design new stations to include meeting space that is not only useful to the department but also serves as a community facility. Departments can rent out a dining hall or large room for dances, parties, exercise classes, weddings and other gatherings. Some of these organizations provide catering upon request. The fire department needs to ensure that they have adequate liability insurance for hosting these types of events. Maintaining a page on the department's website and social media is optimal for advertising and reservation requests.

The banquet hall at Fireman's Field (also known as Clark Memorial Field) is owned and operated by the fire department in Old Saybrook, Connecticut. The banquet hall sits on 10 acres and is available for conferences, banquets and weddings. Conference rooms provide meeting and event space for the fire department, but it is mainly rented out to generate revenue for the organization. The building has a hall, bar and full-service kitchen, and there is even an outdoor pavilion area for rent with a bar, kitchen and fire pit area. With any facility rental, it is important for departments to upkeep them and reinvest every so often with a renovation to maintain desirability.

Facility rentals may face the same type of opposition as fees for service in that the public may feel they are being double charged for a facility — once through taxes and

again with a user fee. As with other charges, a department must weigh the potential public indignation in charging for service against the revenue raised. Charging for events that are clearly private affairs may prove more acceptable to the public. When determining the most appropriate rental fee schedule, the department must take all costs into account: electricity, heating/cooling, water, cleaning service, fire watch staffing, etc. Many departments' rentals fail because they do not charge enough to make a profit or sometimes even cover their own costs, thereby showing a deficit. Fees should be evaluated on an annual basis to determine if they need to be raised, even if it may be unpopular. Clearly explaining what the fees cover typically helps combat this criticism. Departments with a dwindling volunteer base may need to reevaluate the opportunity cost of owning/operating a facility rental.

Some fire departments own an older station they no longer utilize for response but retain it for its historical value. For example, Linglestown Fire Company in Lower Paxton Township, Dauphin County, Pennsylvania, was renting its fire hall for weddings, meetings and other family functions. With the COVID-19 pandemic, gatherings were greatly reduced or not occurring at all. Linglestown Fire Company is now trying to lease their hall on a more long-term basis to a local business or organization. This idea could also apply to space in an active fire station; however, the noise and parking may not be optimal for a tenant.

In 2020, West Mahanoy Township in Schuylkill County, Pennsylvania, considered rezoning the grove across from the fire station that they own to build a 4,800-square-foot building and lease it to the National Automobile Parts Association for 10 years.

Many volunteer fire departments, particularly in the eastern part of the U.S., have large social halls and catering facilities that are not only used for fire department functions, but are also rented to the public for activities such as birthday parties and wedding receptions. Some have specialized facilities, such as bowling alleys, that produce income for the department. These are constant sources of income.

Fire protection subscription service

Used more frequently in EMS, subscription services for fire protection may be offered to residents or property owners outside of an incorporated city or town or organized fire district. A contract is set for a specified period of time, and the fees based on a cost-per-square-foot or risk-based formula.

As of 2009, Karns, Tennessee, Volunteer Fire Department received no tax funding for its services, and only 30% to 35% of community residents donated to the agency. Up until 2001, these donations supported its operations, but then the department hired its first 2 full-time personnel and transitioned from being strictly volunteer to combination. In 2010, the Karns Volunteer Fire Department realized the need to change its funding means and successfully implemented a subscription service program asking residents to pay \$0.07 per square foot of property. The average subscription fee is between \$100 and \$200 per household. The department responds to all requests for assistance, regardless of membership. However, nonsubscribers are billed for services including fires, automobile accidents, gas leaks, fire alarm activations, illegal burns and any other type of call. Fees for responding to a structure fire start at \$2,000 for the first hour. Revenue raised from the subscription program is being programmed for apparatus purchases and the construction of a new fire station. Revenue also supports a significant increase in Karns Fire Department's personnel — 20-plus full-time total fire and EMS, including 1 ALS engine company as of 2014.

Subscription programs have created controversy when fire departments refused to extinguish fires in nonsubscribing properties. This policy also does not fare well with community residents and voters. Communities considering a subscription service program need to clearly inform the public about the planned rules, fees and penalties in order to reduce misconceptions.

Assessment districts

Assessment districts are a common financing tool. Assessments are charges on real property or businesses levied to pay for facilities or services within a predetermined area according to the benefit resulting from the improvements. Typically, citizens or local governments will establish a special district for the purpose of levying an assessment to finance capital improvements or provide local services. They date back to the 1800s and have proven to be controversial in many states. There are 2 types of assessment districts: special purpose districts and benefit assessment districts.

Special purpose districts

Special purpose districts, sometimes referred to as special district governments, are defined by the U.S. Census Bureau as limited purpose governmental units that exist as separate corporate entities that have fiscal and administrative independence from general purpose governments, such as county, city or township governments. Fiscal independence means that the special district may determine its own budget, levy taxes, collect charges for services, and issue debt without review from another local government. Administrative independence comes from the fact that members of the governing board are elected by the people of the district. Special purpose districts provide a specific service to residents that are not provided by the general purpose government. Examples of special purpose districts include fire protection districts, ambulance service districts, county hospital districts, and county health care and mental health care districts.

The Superstition (Arizona) Fire and Medical District is a special purpose district legally established under ARS 48-261 in 1955 that provides fire and EMS to the city of Apache Junction and several unincorporated communities in Pinal County. Fire Board members are elected independently and are not members of a municipal council. Board members provide policy and financial oversight for the district and set the tax rate to fund fire protection in conjunction with a fire chief who directs administrative and operational services.

While most districts rely on taxes as a main source of revenue, some special purpose districts are operated as an enterprise. Enterprise districts are run like a business, charging customers for services and maintaining a positive cash flow. For example, the Jackson Parish Ambulance Service District in Louisiana is an enterprise district operating similarly to a private business where services are financed primarily through user charges.

Benefit assessment districts

Occasionally, a county, city or township government may form a benefit assessment district within its boundaries by ordinance. Typically, this occurs in states that have passed a statute allowing their enactment. Formation of the district is done to address a deficiency in infrastructure or service delivery that falls short of community standards in terms of public safety, health or welfare. Unlike special purpose districts, a benefit assessment district does not have a separate governing board; rather, the county board

of supervisors or city council manages the implementation of services funded through the district. This is because a benefit assessment district is a funding mechanism, not an implementing authority.

Services are typically financed through property taxes, parcel taxes or a special taxing formula assessed to properties based on the direct benefit they receive from the district. Examples of factors that have been used to measure benefit include:

- ◆ A fire flow factor as measured in gallons per minute.
- ◆ A response-time factor based on the distance to the closest fire station.
- ◆ A tanker credit computed in rural areas and reflecting the benefit of having a tanker placed in areas without fire hydrants.
- ◆ An insurance benefit based on the ISO or similar fire protection insurance rating.
- ◆ Use or risk classification of the property.
- ◆ Special services such as pre-fire planning, hazardous materials team and building inspections.
- ◆ Heavy-rescue service, among other special benefits.

The assessment may be levied throughout the entire jurisdiction or may be limited to certain areas or zones. In 2010, the Perry, Michigan, City Council established a special assessment district within the town limits to defray the cost of providing ambulance service. Ambulance services are funded, in part, by a \$35 per household tax on all parcels in the town.

In the state of Washington, more than a dozen communities use what is called a “benefit charge,” including Northshore, which has been using it since the legislation first made it an option to do so in the 1980s. The benefit charge has been touted as a more equitable approach to fire district taxation. In November 2020, South County Fire and Sky Valley Fire put forward ballot measures. South County Fire proposed to reduce its fire levy to implement a benefit charge, where the property owner pays a fee based on structure size and use. It provides for a more balanced and fair approach for the home and business owners. Sky Valley Fire sought a levy lid lift in order to discontinue another tax. These were reorganization efforts to gain as much stability in future budgets as possible. Voters approved both measures; the benefit charge has a 6-year life, requiring another vote to renew, but the charge is set annually.

A benefit assessment can be an important resource for financing fire protection and EMS in a community. It is especially beneficial in states with restrictions on local property taxes, such as in Washington or California. The downside to benefit assessment is that it may be cumbersome to undertake.

In addition to legislative restrictions, fees for each property must be assessed in a fair manner, billed and collected. The ability to undertake such a project may depend largely on the cooperation of the local general purpose government’s finance and tax collection departments. Citizens must be made aware that the assessment is specifically to maintain or improve emergency services. Otherwise, it may be perceived as just another tax measure. In many jurisdictions, property owners may have the right to protest the assessment and ask for a public vote.

Borrowing

Major capital improvements can be funded by borrowing money and repaying it over time. This can be accomplished with bonds, certificates of participation, not-for-profit revenue bond financing or traditional borrowing.

Bonds

Bonds are a way for a local government to issue debt or, in other words, raise funds. A municipal government issues bonds to support voter-approved projects and then agrees to pay back the bonds with interest. Bond funding is for assets with a long, useful life such as buildings, utility systems or vehicles (**Figure 4.10**). The assets should have the same useful life or longer than the time it takes to repay the bond. For example, if a rescue station has a useful life of 20 years, the time it takes to repay the bond should not exceed 20 years. Bond funds cannot be used for operations, such as employee salaries. Bonds usually carry a lower interest rate than other types of funding, therefore, they are an attractive way of financing.



Figure 4.10. Courtesy of Mike Wieder, Stillwater, Oklahoma.

One of the considerations in determining interest rate is a local government's ability to repay the bonds. This ability is determined by a private assessment company that assigns the municipal government a "bond rating." In order to receive and maintain a high bond rating and thus a low interest rate, a municipal government needs to have sound financial practices and policies. 1 example is to keep enough to maintain an adequate fund balance, typically between 8% and 17%, in the municipal government's general fund and enterprise fund, or 2 months' worth of expenditures. If the fund balance falls below this amount, it could cost the community in the form of increased interest rates on borrowing.

There are 3 main types of bonds:

1. **G.O. bonds:** G.O. bonds are a common type of municipal bond. They are secured unconditionally by the full faith, credit and taxing authority of the jurisdiction issuing them. If the taxes levied by the city or town are not sufficient to pay the debt service on the bonds, the issuer is legally obligated to either raise taxes or broaden the tax base to cover the payments.
2. **Utility Revenue bonds:** Projects that fall into this category include items related to a municipal government's enterprises such as gas, water, wastewater and electric. Bonds used for these projects are repaid from revenues received from the city's customers of that particular utility.
3. **Excise Tax bonds:** Excise Tax bonds are repaid by revenues derived from taxation of a particular activity or asset. For example, a bond issue for the construction of a medical facility may be repaid from an excise tax on cigarettes.

Bond funds typically must be expended within 18 months. An alternative that many local governments now take advantage of are Bond Anticipatory Notes (BANs), which are short-term debt instruments and are a precursor to the official bond. Similar to bonds, BANs also have issuance fees, which are netted out of the premium and do require official statements. However, BANs provide more flexibility for a longer

spending time frame, which assists with projects that might take longer like station construction or long bidding and/or building processes for apparatus. The official bond issue is typically done 12 months after a BAN issue. If eligible, local governments can fast-track their BAN if they need cash flow quickly by doing a telephonic BAN rather than a traditional BAN. Telephonic BANs typically must be spent faster and have a slightly higher interest rate. Bond refinancing or “refunding” is a strategy used by local governments to achieve debt service savings on existing bonds, which assist with the funding of new bonds/BANs.

Certificates of Participation

Some local governments and special districts are not allowed to issue bonds. An alternative may be a Certificate of Participation (COP). COPs are financing mechanisms similar to G.O. bonds, but the principal as well as interest are paid along the way, similar to a home mortgage. They are used to fund large or complex financial obligations in a manner similar to leasing but without violating restrictions on debt financing. The borrower sells COPs to investors who agree to provide funds in exchange for repayment of the principle plus semiannual interest payments on a fixed schedule.

For example, a township government wishes to finance the purchase of a new rescue vehicle that costs approximately \$680,000, but the town cannot issue bonds. The trustees of the town can hire an investment banker, bond counsel and trustee to prepare the appropriate documents; offer the COP securities for sale; and manage the disbursement of funds to COP holders. In exchange for the capital to purchase the vehicle, the township trustees agree to make annual appropriations to repay the COP holders and make semiannual interest payments. While the obligation remains outstanding, the COP holders hold title to the vehicle through the COP trustee.

The advantages of a COP include:

- ❖ They do not violate restrictions on long-term debt financing common among certain forms of government, e.g., townships or imposed by state law.
- ❖ They permit public entities to incur a continuing obligation without going into debt.
- ❖ In some instances, they are the least costly public financing mechanism.
- ❖ In most cases, they are tax exempt, which attracts a large investor base.
- ❖ Usually, they do not require voter approval.

The disadvantages of a COP include:

- ❖ COPs may be more expensive than direct lease or lease/purchase agreements for making relatively small purchases.
- ❖ The risk to the lenders that the local government might not appropriate funds every year to finance the annual payment on the obligation generally makes them more expensive (higher interest rate) than G.O. bonds.
- ❖ The cost of issuing COPs is higher than direct leasing. They involve bond counsel, investment bankers, a certificate trustee, rating agency fees and printing of investment documents. These costs must be added to the amount financed so they can be paid from the sale of proceeds.

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- To achieve favorable interest rates, a reserve fund may also be required. This amount must also be added to the amount borrowed.
 - The complex legal requirements associated with this type of financing may make it somewhat cumbersome and time consuming to use.

Even though COPs do not require voter approval, care should be taken to ensure that they are broadly supported by the public.

501(c)(3) Revenue Bond financing

501(c)(3) Revenue Bonds are a low-cost source of tax-exempt financing for capital-improvement projects for qualified not-for-profit organizations. Just like public-sector fire and EMS departments, nonprofit agencies may need to purchase or construct a new facility, improve existing facilities, or acquire new equipment to provide community emergency services. A nonprofit fire/EMS agency may be able to finance expenditures on a tax-exempt basis and receive substantial savings through the use of tax-exempt 501(c)(3) bonds.

To issue 501(c)(3) Revenue Bonds, a governmental authority must act as the issuer of the bonds, passing its tax-exempt status onto the nonprofit organization. Because the income earned by purchasers of these bonds is tax exempt from federal and, in some cases, state taxes, these bonds traditionally carry a lower interest rate and longer terms than conventional bank loans. This saves the nonprofit agency money and gives them better loan terms.

The benefits of 501(c)(3) Revenue Bonds include:

- Tax-exempt bond financing typically offers interest rates that are 20% to 35% less than conventional taxable alternatives.
- Tax-exempt debt may be issued on a long-term, fixed interest rate basis, compared to most taxable debt usually issued for shorter terms at variable interest rates.
- Funds can be used for fixed-asset projects (land, buildings, equipment) that further the tax-exempt mission of the not-for-profit agency.
- Certain 501(c)(3) borrowers may be able to refinance debt and/or finance working capital used to support operations.
- Bond proceeds can be used to pay for eligible costs while the borrower's funds, including donations, can remain invested.

Traditional loans

Many fire/EMS agencies, particularly independent volunteer organizations, use traditional forms of borrowing money through banks and lending institutions. These loans are also used for capital improvements such as construction of stations, refurbishing existing stations, and vehicle and equipment purchases. Fire/EMS agencies should exercise due diligence in "shopping" for a loan, searching for the best interest rate and loan terms. Some banks and lending institutions will provide lower-interest loans or different loan options for volunteer, service-oriented organizations, particularly if the lending institution is based in the community being served.

Many states have created revolving loan funds to help finance rural fire and EMS projects. In a revolving loan fund, a loan is made to an agency and, as repayments are made, funds become available for new loans to other agencies. For example, the Arkansas Department of Health manages a Rural Health Services Revolving Fund. The intent of the legislation was to provide resources to help rural communities retain basic medical services, including EMS. The Illinois Finance Authority has maintained a Fire Truck Revolving Loan Program since 2003 to help rural communities finance the purchase or replacement of fire trucks. The program will loan up to \$350,000 on a 20-year loan. Since the inception of that program, Illinois has also created the Ambulance Revolving Loan Program, which has a maximum loan of \$200,000 that must be repaid within 10 years. In 2019, these 2 programs released a total of \$9.3 million across 34 Illinois communities. The commonwealth of Pennsylvania maintains a fire service loan program that provides loans at a 2% interest rate to volunteer fire, ambulance and rescue companies for the acquisition, rehabilitation or improvement of apparatus, facilities and equipment.

Entrepreneurial emergency medical services

Providing EMS presents an opportunity for managers to think entrepreneurially by exploring ways to sell EMS to individuals or neighboring jurisdictions. In many communities, fire chiefs are writing contracts with private BLS ambulance companies to reimburse the costs of providing fire-based ALS services. A few are experimenting with innovative service delivery that not only provides a new revenue stream, but also has the opportunity to provide proactive EMS-based public health services to the community.

Billing for ambulance services

Whether an ambulance service is large or small, municipal or rural, career or volunteer, billing insurance for patient care and ambulance transportation allows the department to tap a consistent revenue stream to support EMS operations. Medicare is the largest single payer for ambulance services in the United States. There are lengthy and specific requirements to qualify for reimbursement found in Medicare regulations. Navigating these rules is challenging but absolutely essential to a successful billing program. Many third-party insurers also use Medicare rates and guidelines as the foundation for their own reimbursement standards.

Before starting an insurance billing program, an EMS provider must be certified by Medicare as a provider. EMS providers must apply for provider status and submit proof that they meet all state standards for ambulance services. Any service operating with exemptions from state EMS standards will be denied reimbursement.

For an ambulance transport to be covered, ambulance services must be deemed medically necessary and reasonable. This is established by the patient's condition and the treatment provided. The pre-hospital patient-care report is an essential part of establishing medical necessity.

Proper documentation is absolutely essential for accurately and appropriately collecting reimbursement. Poor field documentation is a major impediment to receiving payment from third-party insurers. EMS managers should establish a quality-assurance program to review paperwork. Medical control should provide periodic review of patient-care reports and ambulance transport documentation standards as part of EMT refresher courses and paramedic continuing education.

Medicare will only cover transportation to appropriate facilities. Generally, this means the facility must be equipped to provide needed hospital or skilled nursing care for the illness or injury involved. For first responders, this typically means transporting to a hospital or critical-access hospital. EMS agencies providing facility-to-facility transport have additional paperwork requirements.

EMS agencies may receive reimbursement for mileage. As a general rule, only mileage to the nearest appropriate hospital equipped to treat the patient is covered.

A proper understanding of the beneficiary signature rules is critical to proper billing of Medicare; private third-party payers typically require signatures as well. Crews must obtain patient signatures and understand who can sign on the patient's behalf if the patient cannot sign on their own behalf. Health Insurance Portability and Accountability Act of 1996 law also requires patients be notified of their privacy rights and a signature obtained to confirm they received this information. Consult <https://www.hhs.gov/hipaa/index.html> for information about necessary components of the signature form.

It is the responsibility of each EMS provider submitting claims to Medicare and third-party insurers to become familiar with the insurance coverage and reimbursement requirements. The Centers for Medicare and Medicaid Services (CMS) Medicare Claims Processing Manual, Chapter 15, Ambulance Billing Guide (<https://www.cms.gov/Regulations-and-Guidance/Guidance/Manuals/Internet-Only-Manuals-IOMs-Items/CMS018912>) is a useful overview of Medicare Part B guidelines for ambulance billing. The information guide and other CMS manuals are also available online (<https://www.cms.gov/Regulations-and-Guidance/Guidance/Manuals/Internet-Only-Manuals-IOMs>). A good billing company can help the EMS provider avoid the pitfalls and set up a successful billing program.

The EMS provider should carefully examine the current Medicare and Medicaid reimbursement rates when first defining its fee schedule or upon its annual update. There is (and most likely will always be) a gap between the fee(s) charged and the reimbursement rate of these 2 programs. Many EMS providers around the country therefore have a large amount of bad debt they must write off at the close of each year. EMS providers want to ensure their fees are inflating annually as necessary to keep pace with costs.

Private ambulance company contract agreement

A fire department that provides EMS response, but does not transport patients, may still be able to recover the cost of EMS through contract agreements with ambulance providers. Many communities contract with private, for-profit ambulance companies for BLS ambulance transportation services, while the fire department provides ALS paramedic response. Under this arrangement, if a fire department paramedic provides ALS services on the BLS transport vehicle, the private ambulance company can charge ALS rates. A contract can be structured so that the private ambulance company pays the fire department the difference between the BLS and ALS rates, as well as reimbursing the fire department for ALS supplies used during patient treatment.

Emergency medical services subscription programs

A growing number of jurisdictions are implementing EMS subscription programs as an alternative to directly charging users of ambulance transportation services. An EMS subscription program is a voluntary membership program that is designed to

help protect families and businesses financially in the event of a medical emergency while also helping an EMS provider recover at least some of the cost expended in the provision of critical services such as EMS.

There are 2 basic types of subscription services. The first is a flat yearly fee charged per household, which covers all charges for any EMS service provided. The second variation is a small annual fee that covers only those expenses not paid by medical insurance. The user signs up for the program and authorizes the EMS provider to file reimbursement claims directly with the user's health insurer when services are provided. Most insurance plans do not cover the full cost of ambulance services. With a subscription plan to the local EMS provider, the user would not be charged for an uncovered expense. Nonsubscribers would be sent a bill for the remaining balance.

For example, in 2006, the city of Suffolk, Virginia, began charging for emergency ambulance transportation as part of the city's EMS Revenue Recovery Program. The city began offering subscription services for an annual fee of \$60 per household to defray out-of-pocket expenses, such as health insurance copayments and deductibles. A residential subscription also includes family members who reside in assisted living or nursing facilities located in the city.

The city of Costa Mesa, California, implemented a subscription program, charging \$36 per household or business. There is also a \$12 financial hardship membership fee for those who can demonstrate a need using a specific formula. The city estimated that revenues raised through the selling of EMS subscriptions would minimally be \$210,000, depending on the success of the marketing and advertising campaign.

It is difficult to anticipate how many people will actually subscribe to an EMS subscription program, but experience has shown that about 15% of households can be expected to participate. Clearly, any move to adopt a subscription program should be preceded with a thorough market analysis to project a subscription rate, program costs and anticipated revenue.

The overhead costs of a subscription program and potential loss of patient revenues from subscribers who use ambulance service could reduce overall system revenue. Current estimates by EMS agencies using subscription programs show that subscribers use EMS at a rate about double that of nonsubscribers. However, because subscribers constitute a small portion of the base population, subscriber usage costs are usually offset by nonsubscribers.

It is important to seek legal advice when setting up a subscription program so that requirements of Medicare and Medicaid are met by the approach taken. EMS agencies must also consider the administrative time and marketing costs that will be necessary upon implementation of the program.

Interfacility transport

Third-party insurance providers may pay the cost of hospital-to-hospital ambulance transportation for qualified patients, along with medically necessary supplies and services. The revenue generated from these contracts can help offset the cost of providing ambulance transportation service in the community. Nearly every for-profit ambulance company offers some form of interfacility transportation service. More recently, public sector EMS agencies have begun to do so as well.

Beginning in 2008, the Lisbon, Wisconsin, Fire Department began offering interfacility transport from Community Memorial Hospital in Menomonee Falls to other hospitals in the Milwaukee, Waukesha and Madison areas. The Ashland, Wisconsin, Fire Department also provides interfacility transports from starting locations within the city of Ashland to medical facilities throughout Wisconsin, Michigan and Minnesota.

Many hospitals, skilled-care facilities, nursing homes and health insurers will contract with an EMS provider for ambulance interfacility transportation services. However, for first responder EMS agencies, these contracts must not detract from the primary mission to provide emergency response to the critically sick and injured with their jurisdiction.

Paramedic intercept

Paramedic intercept is an ALS treatment provided by a paramedic to a patient being transported by another ambulance service. Typically, the paramedic unit meets the ambulance on scene or “intercepts” them en route to the hospital (**Figure 4.11**).

Under an intercept agreement, when a paramedic provides ALS services on the BLS transport vehicle, the BLS service may charge ALS rates. The paramedic service provider receives the difference between the BLS and the ALS rate, and the BLS ambulance company provides its patients with a higher level of care while reducing its overhead costs. In this way, the BLS agency becomes a payer for ALS services.



Figure 4.11. Courtesy of Bob Esposito, Pennsburg, Pennsylvania.

Since insurance companies reimburse only for ambulance transportation services, a nontransport ALS entity cannot bill the insurance directly. If state law prohibits the ambulance company from billing a third-party insurer for its services, then the ALS service will not be able to recover its costs from insurance.

Research has begun questioning the concept of paramedic intercept and whether the costs outweigh the benefits. Some studies have shown that ALS units might be better equipped and stocked, the paramedic might be more comfortable (and therefore potentially competent/capable) with their own team, the ALS driver would know the quickest routes, and the BLS unit could return to service sooner.

Paramedic/physician assistant in-home services

Some fire departments are experimenting with innovative ways to reduce 911 calls, assist residents with health issues, and reduce unnecessary ambulance transports by providing in-home patient evaluation and treatments. This is now commonly referred to as Mobile Integrated Healthcare (MIH) or Community Paramedicine. The Mesa, Arizona, Fire Department conducted a 3-year CMS grant-funded pilot program where a 2-person, nontransport response vehicle, staffed with a paramedic and a physician’s assistant (PA), provided “house calls” to patients with flu-related symptoms or other urgent care calls that could be treated at home.

While EMS providers can only bill third-party payers for transportation services, a PA (or nurse practitioner) can receive reimbursement for patient evaluation and on-scene treatments. A public-private partnership between a hospital and EMS provider could provide a new, innovative service delivery model that provides improved health care

access for patients and generates revenue for both entities. This pilot program in Mesa concluded in 2017 and was touted as a success. This case study provides an intriguing look into innovative services that may provide alternative funding to EMS in the near future.

Cost-saving strategies

Creative fire officers and EMS managers must look for new tools and new approaches to acquiring the resources necessary to provide quality EMS. There are innovative tools and techniques available that can help reduce costs or stretch the department's budget. A few methods include cost-sharing, purchasing cooperatives, strategic alliances, consolidation and outsourcing.

Cost-sharing

One of the most sensible ways to reduce costs is to share costs for facilities and services with other nearby jurisdictions. Collaborating with other agencies can leverage funds to produce a program or allow joint use of equipment or facilities that would otherwise not be economically feasible. Training facilities, communications equipment and disposable items are often purchased jointly. Some neighboring agencies may share the costs of building and operating stations to serve both jurisdictions. The difficulty in cost-sharing is coming to an agreement on control of shared resources and determining fair and equitable costs.

In some cases, it may be possible to cost share with other departments within the same jurisdiction. 1 common example is the development of a joint training facility that meets the needs of both the fire and law enforcement agencies within that jurisdiction. In some cases, the various types of training props and indoor classrooms and training may benefit both organizations.

Yet another option is a public-private partnership. For example, 1 fire department in Kansas was able to partner with a major telecommunications corporation headquartered in their community to build a modern training facility that met both of their needs. They share interior office and training room spaces, but each has their own exterior training facilities and resources. Each of the training sites is available to either of the organizations if specialized training is required.

Purchasing cooperatives

Purchasing cooperatives provide a mechanism to achieve cost-reduction for equipment procurement by aggregating demand to get lower prices from suppliers. The Savvik Buying Group, for example, is a nonprofit purchasing group, controlled by its members, that enables volume discount on EMS products, supplies and services through group purchasing. In a little over a decade, the co-op has grown to over 12,000 members across 50 states, Canada, Mexico and Columbia. Co-op members have access to volume-discount purchasing with name-brand vendors. Savings range from 10% to 55% on an array of equipment and disposable items, free shipping, and special ambulance pricing. Savvik also offers researchers products and prepares bids for members.

Another notable nationwide cooperative is Houston-Galveston Area Council's (HGAC's) HGACBuy program that has myriad fire and EMS equipment and apparatus, along with other local government-related equipment, vehicles and services.

Other purchasing alliances have been developed within regions of the U.S. in order to purchase large-tag items, such as fire apparatus and other emergency vehicles, at a reduced cost. In these cases, a generally agreeable common specification is developed for each of the types of vehicles (pumpers, aerials, ambulances, etc.) that the agencies use, and then manufacturers are sought to provide fixed bids for those specifications. There is flexibility in the joint bids to allow each agency to adjust the requirements of the base price to meet their specific needs, generally at a higher price than the base price.

Strategic alliances

While some local governments join together to make capital purchases or share operating costs, others achieve something similar by forming strategic alliances to provide services to surrounding jurisdictions. This can help relieve budget problems in both the jurisdiction providing the service and those receiving the service. It can also provide benefits in the form of increased levels of service through economies of scale and by having more equipment and personnel available to serve either's needs. Examples include forming strategic alliances for providing basic services, or just for special services such as heavy rescue, hazardous materials or ALS response.

Strategic alliances most often involve a smaller municipality aligning with a larger neighbor to provide service that they would not be able to afford independently. A small suburb, for example, may not be able to afford to equip and staff its own independent, paid fire or EMS department, but may be able to pay a bordering city or county to provide services for them. The Phoenix, Arizona, Regional Dispatch Center is a strategic alliance of over 20 area fire departments that receive dispatch and communications services from the Phoenix Fire Department on a contract basis. This arrangement cuts the cost of separate dispatch centers and personnel and improves automatic aid and incident management operations.

Public-private partnerships between military installations and adjacent municipal governments, or Intergovernmental Support Agreements (IGSAs), have existed for years but just recently have been expanding. Most commonly, services such as animal control and waste removal have utilized IGSAs. However, due to the financial savings and relationships that ease execution, IGSAs may become prevalent in fire and EMS services in the future.

Consolidation

The consolidation of several departments into a single agency may provide one of the most efficient and cost-effective means of providing EMS. Savings are realized through the elimination of duplicate functions such as management, training and communications. Consolidation may be thought of as the ultimate version of cost-sharing on a larger, more permanent scale. The newly formed Indianapolis Emergency Medical Services (IEMS) was a consolidation of Wishard Health Service and the Indianapolis Fire Department EMS agencies. IEMS is itself part of the new division of the Department of Public Safety that merges the financial strength and business acumen of Health and Hospital Corporation, the city's public safety resources, and the medical expertise, performance and research assets of the Indiana University School of Medicine.

There are obstacles to consolidation. One of the largest can be a power struggle that often occurs as chief officers and managers are, understandably, reluctant to give up any control over operations. Political bodies and citizens often fear loss of control in

getting locked into a level of service and corresponding expenditures for a long time. Unions could resist over issues of compensation, personnel rules and other issues. Sometimes, the cost-per-capita increases for some parties in a consolidation.

In some parts of the country that rely on volunteer fire departments and EMS agencies, a dwindling number of volunteers and revenue sources have required 2 or more neighboring fire departments to combine into 1 department that allows the pooling of manpower and resources. In Pennsylvania, a state government agency provides the funding to facilitate these mergers.

Outsourcing

It is common for businesses and governments to contract out for services to an external provider. Organizations that outsource do so for several reasons including:

- Reducing the cost of the service to the organization.
- Placing more focus on the core business.
- Improving quality.
- Accessing special expertise or technical proficiency.
- Access to new information technology.
- Transferring liability.

Ambulance billing is a frequent topic of outsourcing discussions in departments that provide EMS transport services. Billing Medicare, Medicaid and private insurance is complex and time-consuming. It requires special expertise, and, if done incorrectly, can result in a loss of revenue and even subject the agency to external audits and fines.

When considering outsourcing services, care should be taken to draft a comprehensive Request for Proposals (RFP) to evaluate potential contractors. The RFP should clearly define performance standards, measurable goals and clearly defined fee structure. The billing agency should demonstrate expertise with the rules and regulations of both federal and state medical transportation reimbursement regulations.

Outsourcing won't always be the right answer, but it should be something EMS managers consider when looking for ways to save money.

Leasing

Leasing is a common financing strategy for many businesses with billions of dollars of equipment leased annually. Leasing allows an organization to acquire equipment and technology needed today while spreading payments out affordably over time. This also allows an agency to reserve capital to finance daily operations or other expenses.

Leasing is much less used in the fire service because most fire apparatus is custom built. However, many businesses lease ambulances, and fleet purchasers can supply sport utility vehicles to EMS agencies for use as command vehicles or paramedic intercept cars.

Tax-exempt, lease-purchase financing is a variation on the traditional lease. It offers several benefits:

- Requires no down payment.
- Tax-exempt interest rate.
- Allows an agency to pay for assets over time.

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- ❖ Builds equity in the leased equipment with the first payment.
 - ❖ At the end of the lease term, the department owns the equipment.
 - ❖ Flexible payment terms.
 - ❖ Eliminates the paperwork and voter approval required under debt financing.

In a lease-purchase agreement, however, an agency can end up paying far more for the vehicle than if they had purchased the vehicle outright. The terms of leasing need to be compared to a traditional purchase or the use of bonds, COP or other debt-financing mechanisms.

Nontraditional fundraising ideas

Fundraisers are still a major part of alternative funding for many rural and volunteer fire and EMS departments. Ideas for fundraisers are limited only by the imagination. These fundraising events also provide the opportunity to present information on public life safety, health and wellness. Don't try to compete with the local schools by selling candy or cookies. Be creative. Make the payment method easy for the participant. If online (and legally permitted), consider services such as PayPal, Stripe, Square, etc. Just be transparent about any convenience fees. Here are just a few ideas.

Raffles

Departments need to be acutely aware of their state's gambling regulations before pursuing any type of raffle. Some states permit them in-person but not online, while other states prohibit all types of raffles. Only qualified organizations may run raffles. Online raffles are prohibited in Alabama, Arkansas, California, Hawaii, Kansas, Minnesota, New Mexico, New York, Rhode Island, South Carolina, Texas, Washington and West Virginia. Indiana and Montana prohibit the use of credit cards for purchase entry. In Iowa, the organization must be a licensed Electronic Manufacturer and Distributor. In Utah, all types of raffles are prohibited.

Check your state's official secretary of state, state treasurer or comptroller's website for its specific rules and regulations surrounding raffles. There may also be specific permits that you must apply and pay for at a local level. Check your specific municipality's official website for more information. Be careful if tickets are being sold across state lines.

50/50 raffle

The perfect fundraiser to hold at any event where there will already be a crowd of people, such as a sporting event or county fair. Tickets can be sold for whatever the department decides. They generally range from \$1 to \$50. When a winner is drawn, that person receives half of the total dollar amount collected; the department keeps the other half. Ensure that the fee is high enough so that the department makes a reasonable amount of money for its effort.

Vehicle/equipment/item raffle

A newer fundraising idea is for fire departments and EMS agencies to raffle off apparatus and/or equipment that it does not need anymore but cannot sell via auction or other measures. A total number of tickets to be sold and a per-ticket cost is usually established, and it is first come, first served. If you are raffling off items, ensure the prize(s) are big-ticket items because this works best for generating interest and encouraging participation.

5k, 10k and fun run events

People of all ages and athletic ability can take part in a fun run/walk event. It's a great way to raise money while promoting health and fitness. In addition to revenue raised from registration fees, consider combining this event with others such as a 50/50 raffle, barbecue lunch, healthy snack sales, T-shirt sales and others.

Barbecue/other meal fundraiser

A traditionally popular fundraiser, but it requires a lot of volunteers and a few good cooks. Sponsors can help provide food, grills and fuel, tables and seating, and tents, along with door prizes and children's activities. Check your local health department to see if there are regulations related to serving food. For example, there may be mask, glove or hair net requirements. If it is a drive-through meal event, make sure to prepackage the meals and have plenty of bags, napkins, utensils, etc., for the purchaser.

Bingo

It offers players the chance to win prizes, but it's also a social outing. Bingo is a game popular among seniors. Consider setting up health-screening booths at the bingo event and offer blood pressure checks, glucose readings, vaccinations and health screenings. The agency may not raise money for these services, but it's a great way to raise goodwill along with extra cash. Depending upon the state's gambling regulations, bingo may or may not walk the fine line of fundraising versus gambling. It is recommended that the organization confirm it is permitted first and what steps need to be taken to run bingo.

Bottled water

Bottled water with your custom label can be sold year-round and is a walking billboard for your agency. As Americans become more health conscious, candy, cookies, pizza and other foods are tougher to sell (especially for a public health agency like EMS).

First-aid kits

Run a drive offering small first-aid kits for home or car. It is a good idea to take orders before making a bulk purchase. Ask vendors if they can personalize the kit, adding your department's logo and message. What better way for an EMS provider to fundraise?

Fundraising bricks

These are a great way to raise funds for new construction projects. Engraved bricks can be used for fundraising and recognize the donor at the same time. It is not uncommon for bricks to sell for several hundred dollars, even a thousand dollars or more. Auction off bricks in prime locations or group bricks for larger donors.

Carnivals

Many fire departments held these annually in the early 1900s, and now they are on the rise again (**Figure 4.12**). They are a lot of work but can end up being a big reward. Dunk tanks, pie-in-the-face, carnival rides, carnival games, funnel cakes, food, beverages and live music can really draw a crowd. Ensure everything requires a ticket to participate and that the fee



Figure 4.12. Courtesy of Bob Esposito, Pennsburg, Pennsylvania.

is high enough to make a profit. Permits may be needed. Carnivals must be planned and advertised almost a year in advance to be successful.

Car wash

A staple of many volunteer fire departments, a car wash is quick and easy to set up.

Catalog

Catalogs have become one of the biggest moneymakers for fundraising. Make sure to select the right catalog depending on the season. It should have good merchandise at reasonable prices.

Coffee fundraiser

Hosting a coffee fundraiser is a trendy idea. The agency can set up a “coffeehouse” at the station for people to visit and learn more about the organization. Bags of ground or whole-bean coffee can be sold to raise even more funds or delivered for those who can’t attend in person. Most people don’t question \$8 to \$10 per pound.

Cookbooks

Firefighters are also known (fairly or not) to be good cooks. Have the department put together a few favorite recipes from its members, take some photos and put together a cookbook to sell.

Coupon books

Coupon books are very popular in North America and are another big seller. The coupons have to be a good value for the money to get people to buy them.

Custom T-shirts, ball caps and other items

A lot of people like to wear or use items from public safety organizations. These can be popular fundraising items. However, do not sell any item that might look like a uniform or a shirt that the responders wear when performing their duties.

Direct-mail campaign

This is raising money the old-fashioned way: asking for it. Direct-mail fundraising can be effective, but it does have high overhead costs including the cost of printing, materials and postage. There are private businesses that specialize in assisting emergency organizations with direct mail fundraising efforts. These companies often are paid a percentage of the total amount of the funds that are raised.

Email campaign

Email campaigns are much cheaper and easier to run than direct mail. Consider putting together a monthly email newsletter with a permanent link to a donation website. Keep in mind, however, that there may be some portions of the community that still do not use email or comparable modern communications methods. It requires a different approach to reach those people. There are also established fundraising companies that help organizations with mail and email campaigns.

Drive-in movie

Do you have access to a parking lot or field, large screen, projector and audiovisual equipment? Host a drive-in movie! There is minimal setup beyond the technology equipment and maybe a small concession stand with popcorn, snacks and beverages. Charge per movie ticket and per concession. Some newer films that just launched and are looking for publicity may be a good partner. For example, the movie named "SILO" was the first-ever feature film about grain entrapment and solicited fire departments and EMS agencies to host the film, where they did extrication and safety demonstrations with guided discussion before/after the movie to educate the attendees, assist in recruitment of new members and increased donations.

Healthier fundraising snacks

These days, people want healthier choices. Healthy snacks offer an opportunity for the fire/EMS agency to raise funds as well as awareness of healthy eating habits.

Kid safety IDs

Kid safety ID fundraisers not only raise funds, but they also serve a great public safety purpose. Child safety fundraisers work best when they are geared toward parents with preschoolers and elementary school-aged children. Kits retail from \$8 to \$25 with the organization netting about 40%.

Seasonal fundraising events

There are a number of fundraising ideas for each season. Emergency Services Night in the fall includes demonstrating equipment and engaging the community. Fire Prevention Week is typically at the beginning of October and is paramount for fire departments to discuss safety tips and ask for donations. Consider hosting a haunted house for Halloween. Hold a turkey raffle for Thanksgiving. Christmas ideas include Christmas tree sales, wreath sales, calendars and holiday cards. The good weather during the spring and summer gives opportunities for outdoor events. "Fill the Boot" campaigns can be extremely effective if there is an area in the town/city where the traffic is slow and safe (e.g., Main Street) and it is legal. Have firefighters stand on the yellow line and hold out the boot for drivers to fill from their window while driving by. Open houses are great for departments to host in the spring, summer or fall. Information tables outside of stores are typically designed for recruitment; however, they can also be effective for fundraising.

Silent auctions

These are typically made possible via donations, gift cards, baskets and other items from local businesses and citizens.

Social media campaign

With the birth and rapid growth of social media over the last decade, fundraising is now easier. Facebook Ads have proven to be effective; departments can "boost a post," "get more leads" and "promote their page." Due to the fact that newer posts push older posts further down the feed, Facebook also has a nice feature that allows your department to "pin" a post to the top that it wants to be prominent. Similar to websites, a button can be added to the top of the department's Facebook profile. Many use this for a "contact me" button; however, it can also be used to direct visitors to your donation

area. Instagram, Twitter, Tumblr and LinkedIn are other commonly used social media platforms to get the word out about fundraising for organizations now. The bigger the network is built, the more people can be reached. It is important to use all platforms to ensure all types of users are reached. To avoid having to post the same information in all of these social media platforms, start the post in Instagram, which enables posting to 3 other accounts with just 1 click: Facebook, Twitter and Tumblr. You may also use the department website's blog function to sync all social media accounts and post from there to Facebook, Twitter, Instagram, LinkedIn and many more.

Sports tournaments

A great way to raise money while promoting fitness is to play tournaments! 3-on-3 basketball tournaments are a great way to raise money. This fundraiser is relatively inexpensive to set up, and money is raised through entry fees. Earn extra money setting up a concession stand, selling photos and shirts, and selling ad space. Work with the local health club, YMCA or school district for suitable basketball courts. Consider other sporting event tournaments like bowling, golf or flag football. A popular game that has become a sport is cornhole and can be set up anywhere, such as inside the bays of the fire station or in the parking lot. The competition involved in this game as well as more traditional sports like softball can really draw a crowd. Ensure that food and beverages are available for sale to maximize the fundraising.

Vending machines

These machines have a very high profit margin. Both new and used vending machines are available online. It's a great way to raise money year-round.

Wait tables

Ask your local restaurant to allow members to wait tables and collect tips as a fundraiser. Some restaurants may even provide a matching donation or donate a portion of the night's sales to the fire/EMS agency.

Website and internet fundraising

Most departments have a webpage. Why not give visitors the opportunity to financially support the organization? Have the webmaster add a page for credit card donations that deposit directly to the agency's bank account. Amazon is administering a program named Amazon Smile, which gives 0.5% of every purchase to the department. The department registers for their account and receives a personalized link that they can share via email, social media and on their website.

Things to consider

Volunteer organizations may have an advantage in being able to raise money with fewer restrictions than career departments. Donations to the volunteers are usually tax deductible. If the agency is a nonprofit, then there are federal tax regulations that need to be followed. Some career departments establish foundations to receive tax-deductible donations for special purposes. However, volunteer organizations need to be aware that they are still regarded as a public service entity and may be held accountable for the methods they use to raise funds and how the money is spent. Volunteers must abide by state and local ordinances that may vary considerably across the country. For example, bingo may be legal in one district but illegal in another. Jurisdictions may have different rules about financial disclosure.

Fire/EMS departments should carefully consider the costs versus benefits of taking on new fundraising projects. Year-round fundraising activities such as bottled water sales or vending machines are time-consuming for members, whereas an annual fund drive may be easier to take on as a project.

The clarity and content of the fundraising message to the public must also be given careful thought. Will the money be earmarked for a specific project, such as the purchase of an AED or fire truck, or will the money go toward operational expenses? It is typically easier to raise money for a specific project than for general operational costs.

Fire/EMS departments should tailor their fundraising activities to their community characteristics and preferences. Would a small community respond best to door-to-door efforts? Would a larger, more affluent community respond better to a direct mail campaign? Are the local citizens likely to attend a bingo event, or would they respond better to a barbecue?

Departments should consider getting the local media involved in the fundraising effort. The press can help agencies distribute flyers, produce newspaper articles highlighting the event, and create advertisements from print, radio and cable television. To get the word out, agencies may want to consider presentations at local civic and religious organizations to solicit on behalf of the department. If the agency has tax-exempt status, consider reaching out just before the end of the year to allow a donor to make a tax-deductible donation before the tax year concludes. Be careful not to constantly bombard the community or they could get the impression that the department is only in business to raise money.

There are many community resources that fire/EMS departments can use to assist them in their fundraising efforts. For example, local businesses may be willing to advertise promotional messages for fundraising campaigns. Schools may be willing to let departments send flyers home with children. Local celebrities may be willing to endorse the efforts as well.

There are other online national resources. For example, the NVFC periodically holds a fantastic free webinar for members entitled "Fundraising Strategies for Fire and EMS Departments." As an NVFC member, you receive email alerts when a webinar is upcoming, as well as many other useful resources.

The COVID-19 pandemic canceled many fire departments and EMS agencies' fundraisers in 2020. Some departments decided to get creative rather than canceling. The NVFC came out with the following alternative fundraising ideas when in-person events are not possible:

- ◆ Solicit individual or corporate donations online through social media.
- ◆ Host events virtually (Facebook Live, Zoom, Teams, etc.) if permitted in your state.
- ◆ Organize drive-thru meal events.
- ◆ Host birthday drive-bys.
- ◆ Set up a GoFundMe page.

The Phoenixville, Pennsylvania, Fire Department had a successful golf outing, which was socially distant. Berwyn, Pennsylvania, Fire Company sold its turkey raffle and silent auction tickets virtually and held the events online. The Beacon, Connecticut, Hose Company No. 1 could not hold their widely known annual carnival with their delicious food cooked in-house, so they created a drive-thru. They named it "Boil, Broil, and Bologna Drive-Thru Dinner." North Tonawanda, New York, Fire Department held

a Black Friday vehicle disinfection fundraiser where community members lined up in their cars and North Tonawanda members used their professional foggers/sprayers to apply a disinfecting solution for a fee per car. Researching the innovative ideas that fire departments and EMS agencies across the nation are doing is a great way to get ideas. Websites, social media and news articles can provide a wealth of information.



Photo courtesy of iStock.

Chapter 5: State Funding for Fire and Emergency Medical Services

Much of the funds dispersed to fire departments and EMS organizations by states come from federal passthrough grants such as the Community Development Block Grants (CDBGs) or the State Homeland Security Grant Program. These grants are managed within various state agencies and transferred to local or tribal governments and non-fire-based EMS organizations. Good sources of information on available grants can be found in state departments of health/human services, departments of behavioral health, departments of transportation, departments of public safety, departments of natural resources, departments of environmental conservation, insurance departments, state fire marshal's offices/commissions, departments of agriculture and forestry, and departments of emergency management and/or homeland security, among others. States may also have their own intrastate mechanisms to provide funding for fire and/or EMS. There are also some grants available specifically for tribes.

As referenced in Chapter 3, national professional organizations such as the National Association of State EMS Officials and NAEMT often provide an area of resources for both state and federal grants on their websites. Another private site that provides a search engine for EMS grants (federal, state and foundation) is EMSGrantsHelp.com. It is a real-time, searchable database of every federal, state, foundation and corporate grant. While it does have a subscription fee, this site gives you the capability to define search engines that will send automatic grant alerts via email when they become available.

This section provides a list of alternative revenue sources available from state agencies, both passthrough and state funding programs. Although every effort was made to compile a comprehensive listing of programs, newer programs may not be presented here. Regardless, this list should provide agencies looking for alternative funding with a good starting point for information about existing programs. Further, by seeing the options available in other states, fire and EMS agencies may be able to encourage the development of new programs in their own state.

State sources of revenue

In addition to administering the dispersal of federal funds, many states provide direct funding through grants, loans or technical support for local fire and EMS. These programs are financed through dedicated funding streams such as insurance surcharges or driving-related fees and fines. State governments may supply support services such as loans, surplus equipment, special purpose grants, matching grants, technical assistance and training.

Low-interest loans

Some states may make funds available through low- or zero-interest loans, with favorable terms of 15 years or more, for capital improvements and purchases (**Figures 5.1a and 5.1b**). Interest rates can vary with the current status of the market at the time of application. Such programs are often set up in a revolving loan fund so that money paid back to the lender can



Figure 5.1a. Courtesy of Bartlesville, Oklahoma, Fire Department.



Figure 5.1b. Courtesy of Ron Jeffers, Union City, New Jersey.

be loaned out again to other fire/EMS agencies. 1 example: The Illinois Office of the State Fire Marshal and the Illinois Finance Authority's jointly administered program that provides a zero interest, revolving loan program for the purchase of ambulances by not-for-profit EMS or local government EMS agencies. Money is lent on a 10-year repayment term.

Surplus vehicles and equipment

Secondhand fire apparatus, ambulances and equipment suitable for rescue squads are available through the states at little or no cost, especially for rural and volunteer departments (**Figure 5.2**). The challenge is finding them. Some may be available through the state forest service, others from the National Guard. Many states have offices specifically responsible for the disposition of state assets. The state procurement office or property disposal office may be able to assist agencies in locating used state equipment.

States may also have contracts with local dealerships guaranteeing lowest price. Fire departments and EMS agencies may be able to purchase vehicles at state contract prices. Municipalities often have a procurement, purchasing or finance department that is a member of the state government surplus listserv or website and receives notifications when fire and EMS vehicles or equipment get posted.

While these state surplus sites are still a good resource, there also can be inexpensive fire or EMS items posted to the online auction sites that have recently become popular, as previously discussed in Chapter 4. Examples are www.gsaauctions.gov, www.govdeals.com, www.municibid.com, www.usgovbid.com and www.publicsurplus.com.

Special purpose grants

From time to time, some states earmark funds for a particular program area of interest. Additionally, excess funds are sometimes available from the state legislature at the end of the fiscal year (FY). These funds may be made available in the form of grants to various organizations in the state. Contact the local state representative or state senator to inquire about the availability of such funds and the process involved to apply for them.

Matching grants

Matching grants are a common source of funds for local agencies at the state level. While either the federal or state government may fund these programs, the dispersal of funds is generally left up to the state agency tasked with managing the grant. These grants require the department to match a portion of the grant. Depending on the grant guidance, this can be cash or in-kind contributions. Rural and volunteer organizations may receive a discounted rate on matching grants. If it is a cash contribution, the fire or EMS agency should clearly understand the grant program's requirements on when it must be supplied. Some programs require that the awardee produce its cash cost share or match at every drawdown request, which can be monthly, quarterly or semiannually. Other programs may allow it to be supplied in a lump sum at the completion of the grant. If it is a sizable award, the EMS agency needs to be prepared with cash flow.



Figure 5.2. Courtesy of Ron Jeffers, Union City, New Jersey.

For example, in Oklahoma, the state legislature appropriates funds each year for grants and cost-share programs administered by the Oklahoma Forestry Services, a division of the Department of Agriculture, Food, and Forestry. These programs provide financial aid and matching grants for rural fire departments serving a population of less than 10,000 to construct facilities or purchase equipment. The Rural Fire 80/20 Reimbursement Grant reimburses rural fire departments for up to 80% of the cost of equipment purchases or fire station projects.

The Florida Department of Health, Bureau of Emergency Medical Services, offers 2 types of matching grants. The General Matching Grant is available to private, urban and rural organizations involved in EMS where the state pays 75% of the approved budget and the grantee pays 25%. The Rural Matching Grants are available to public and private organizations involved in EMS which are based in and provide services for counties with a population of 100,000 or fewer people and a population density of less than 100 per square mile. For this grant, the state pays 90% of the approved budget and the grantee only pays 10%.

Technical assistance

The state fire marshal's office and state EMS office may be sources of programmatic support, technical assistance and reporting, and a centralized database information collection to assist fire departments and EMS agencies in accomplishing their public health and safety missions. Often, state EMS offices provide services such as trauma and critical care informatics, regional coordination, regulations and compliance, assistance in writing quality assurance plans, and guidance documents for treatment protocols, EMS curricula, etc. The state fire marshal is a source of technical support to local fire departments on fire protection engineering questions, fire code interpretations and opinions on the application of fire safety laws and regulations. The state fire marshal's office may also help collect and analyze data to determine the causes of fire and burns and assist with the development of appropriate prevention plans. A few state fire marshal offices provide fire investigative services as well.

Subsidized training

Many states subsidize the cost of fire and EMS training, particularly for rural and volunteer departments. The Ohio Department of Commerce Division of State Fire Marshal provides grant funding for fire department reimbursement of state-certified fire classes conducted at the Ohio Fire Academy. Training grants and the availability of certified fire training varies significantly from state to state (**Figure 5.3**). Chief fire officers are advised to contact their state fire marshal's office for details and availability.

Across the country, state EMS offices oversee the training and certification of EMTs and paramedics. Some states provide grants or scholarships to qualified individuals, especially rural or volunteer EMTs. The Texas Department of Rural Affairs maintains a funding stream named Rural Emergency Medical Services/Trauma Systems. The purpose is to develop and improve rural EMS response, delivery and service capacity. Various grants (Emergency Care Attendant Training, EMS Allotment, Governor's Extraordinary Emergency and Local Project) are awarded for EMT training, continuing education courses, and certification of instructors and equipment, among other uses.

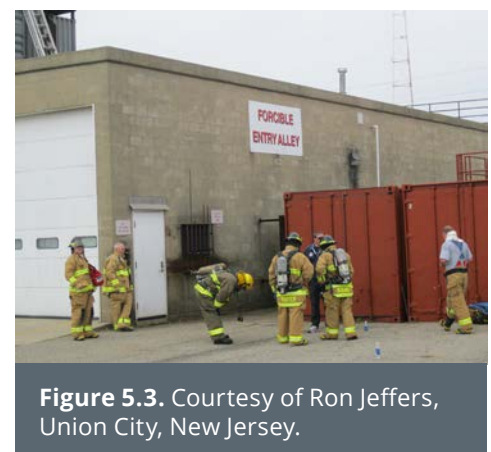


Figure 5.3. Courtesy of Ron Jeffers, Union City, New Jersey.

In addition, the Texas DOT, Traffic Safety Division, provides a Rural/Frontier EMS Education Fund in conjunction with the Texas Engineering Extension Service (TEEX). The fund covers tuition for initial, refresher and recertification of EMT, EMT-I and paramedics. TEEX also hosts continuing education courses such as advanced cardiac life support and emergency pediatric care.

State-managed federal grants

The grants listed in this section are offered in almost every state in the country and are therefore summarized here rather than restated under each applicable state in the “Specific State Grants and Aid Programs” section later in the chapter.

Opportunity title: Community Development Block Grant

Sponsor: U.S. Department of Housing and Urban Development (HUD)

Purpose: CDBG is a flexible program that provides communities with resources to address a wide range of unique community development needs. The CDBG program provides annual grants on a formula basis to states, counties and local governments.

Eligible activities: Over a 1-, 2- or 3-year period, at least 70% of CDBG funds must be used for activities that benefit low- and moderate-income persons. In addition, each activity must meet 1 of the following national objectives: benefit low- to moderate-income persons, prevention or elimination of slum and blight, or address community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community for which other funding is not available.

Eligibility: The CDBG entitlement program allocates annual grants to central cities of the Metropolitan Statistical Areas (MSAs), cities of at least 50,000 and qualified urban counties over 200,000. States distribute CDBG funds to nonentitlement localities.

HUD provides flexible grants to help cities, counties and states recover from presidentially declared disasters, especially in low-income areas, subject to availability of supplemental appropriations. Texas, Arizona, California and New Mexico set aside 10% of their state CDBG funds for improving living conditions for colonial residents, which is termed “Colonial Set-Aside.” The Insular Areas CDBG program provides grants to 4 designated insular areas: American Samoa, Guam, Northern Mariana Islands and the Virgin Islands.

Website: https://www.hud.gov/program_offices/comm_planning/cdbg

Opportunity title: Indian Community Development Block Grant

Sponsor: HUD

Purpose: The Indian Community Development Block Grant (ICDBG) Program provides eligible grantees with direct grants for use in developing viable Indian and Alaska Native communities, including decent housing, a suitable living environment and economic opportunities, primarily for low- and moderate-income persons. Projects funded by the ICDBG program must principally benefit low- and moderate-income persons (24 CFR 1003.208). The program regulations provide for 2 categories of grants: Single Purpose and Imminent Threat. Single Purpose grants are awarded on a competitive basis pursuant to the terms published in an annual Notice of Funding Availability. The secretary of HUD may set aside 5% of each year's allocation for the noncompetitive, first come, first served funding of grants to eliminate or lessen problems which pose an imminent threat to public health or safety of tribal residents.

Eligible activities: The ICDBG program can provide funding for recipients in housing, community facilities and economic development. This includes building or improving fire stations.

Eligibility: Eligible applicants for assistance include any Native American tribe, band, group or nation (including Alaska Indians, Aleut and Eskimos) or Alaska Native village that has established a relationship to the federal government as defined in the program regulations. In certain instances, tribal organizations may be eligible to apply.

Website: https://www.hud.gov/program_offices/public_indian_housing/ih/grants/icdbg

Opportunity title: Volunteer Fire Assistance Grant

Sponsor: U.S. Department of Agriculture (USDA), U.S. Forest Service (USFS)

Purpose: Provides financial assistance to train, organize and equip fire departments in rural areas and rural communities to prevent and suppress fires.

Eligible activities: Training and expenses related to training activities, costs associated with organizing a fire district, risk assessment and hazard mitigation planning, fire tools, personal protective equipment (PPE), equipment renovation, self-contained breathing apparatus (SCBA), hoses and nozzles, purchase or lease of fire apparatus, etc. Activities that cannot be funded through the grant include EMT or paramedic training and equipment.

Eligibility: Rural community with a population of 10,000 or less.

Website: http://www.fs.usda.gov/Internet/FSE_DOCUMENTS/stelprdb5139582.pdf

Notes: A requirement of the Volunteer Fire Assistance (VFA) Grant Program is a 50/50 match for the federal funds on a reimbursable basis. Departments must spend their matching funds or provide in-kind services prior to receiving the grant funds. The maximum grant amount for each project is \$20,000.

Opportunity title: Western States Wildland Urban Interface Grant Program

Sponsor: USDA, USFS

Purpose: The focus of this funding is mitigating risk in WUI areas. Funding is available to western states and awarded through a competitive process with emphasis on hazard-fuel reduction, information and education, and community and homeowner action. Only Western state/Pacific Island government agencies/organizations can submit applications for the Wildland Urban Interface Grant Program. All other applicants must submit their forms to their appropriate state/Pacific Island government agency/organization by the deadline established by each state/Pacific Island government agency/organization.

Eligible activities: Reduce hazardous fuels/restore fire-adapted ecosystems (defensible space around homes and structures, prescribed fire, thinning), improve prevention/education in the WUI (Firewise programs, Project Learning Tree, pamphlets and promotional materials), and creation of Community Wildfire Protection Plans.

Website: <https://www.westernforesters.org/wui-grants>

Notes: The grant amount must be matched 50/50 by the recipient using a non-federal source. Title III funds under the Secure Rural Schools and Community Self-Determination Act of 2000 (www.fs.usda.gov/) are not considered federal dollars and may be used as a match.

Opportunity title: Federal Excess Personal Property Program

Sponsor: USDA, USFS

Purpose: Reutilizes excess federal property obtained from military and other federal sources for use in rural and wildland firefighting. Enhances state and local fire protection capabilities by providing important equipment at a fraction of the cost of purchasing new or used. Complements the State Fire Assistance (SFA) Program and the VFA Program to improve the efficiency and effectiveness of fire protection across ownerships.

Website: <https://www.fs.usda.gov/managing-land/fire/fepp>

Note: This equipment is loaned by agreement to state foresters who can sub-loan it to local firefighting organizations.

Opportunity title: State Fire Assistance

Sponsor: USDA, USFS

Purpose: The Northeastern area of the USFS through the SFA Program provides financial support and technical fire program assistance within the 20 Northeastern states.

Eligibility: State forestry organizations or organizations selected by the state to pass along funds to designated projects.

Eligible activities:

- ➊ Preparedness: increases the ability of local, rural and state organizations to provide coordinated fire protection and mobilization for fire suppression on both federal and non-federal lands.
- ➋ Hazard mitigation: supports state-coordinated hazard mitigation activities in the WUI, focused on reducing property loss, decreasing fuels hazards, increasing public awareness, developing fire plans and citizen-driven solutions in rural communities.

Website: <https://www.fs.usda.gov/naspf/topics/fire/state-fire-assistance-sfa>

Opportunity title: Hazard Mitigation Grant Program

Sponsor: FEMA

Purpose: The Hazard Mitigation Grant Program (HMGP) provides funding to rebuild in a way that reduces and/or mitigates future disaster losses in communities. This grant funding becomes available after a presidentially declared disaster if requested by a governor or tribal executive. The amount of funding is based on the estimated total federal assistance, which is subject to a sliding scale formula.

Eligibility: State and local governments, special districts, public colleges and universities, and certain private nonprofit organizations. Eligible states (including District of Columbia), territories and tribal governments (federally recognized) are defined as the applicant. Local governments, including cities, townships, counties, special district governments, state agencies and tribal governments (including federally recognized tribes who choose to apply as subapplicants), are considered subapplicants and must submit subapplications to their state/territory/tribal applicant agency. Homeowners, business operators and nonprofit organizations cannot apply directly to FEMA but can be included in a subapplication submitted by an eligible subapplicant. For more information, contact your local government or state to apply for HMGP funding.

Eligible activities: Funding is available for hazard mitigation projects for severe winter storms, flooding, and debris and mud flows, or the development of all-hazard mitigation plans. Some example projects might include retrofitting existing buildings to make them less susceptible to natural hazard damage, drainage improvement projects to reduce flood damage, and slope stabilization to reduce risk to life and property.

Website: <https://www.fema.gov/grants/mitigation/hazard-mitigation>

Note: Generally, the cost share is 75% federal/25% non-federal.

Specific state grants and aid programs

In all cases, legislative appropriations to grant programs administered by state agencies are not guaranteed nor should they be solely relied upon. Applicants are strongly encouraged to consider the long-term sustainability of their programs and seek alternative sources of support and funding. **The grant programs presented in this section may be canceled or unfunded, or new programs may be added at any time.** Consult the administrative contact or website provided for current information.

Alabama

Opportunity title 1: Volunteer Fire Department Assistance Program

Sponsor: Alabama Volunteer Fire Departments and the Alabama Forestry Commission

Purpose: To assist the Alabama volunteer fire service in reducing the number of wildfires and resulting structural losses while increasing the visibility and importance of volunteer fire departments in their communities.

Eligible activities:

- ❖ Public relations and education
- ❖ Leverage private funds and corporate sponsorships for wildland fire prevention activities
- ❖ Community wildfire prevention planning
- ❖ Coordinate wildland fire prevention programs with the local Alabama Forestry Commission

Eligibility: Volunteer fire departments organized as part of a municipality or nonprofit organization, county fire associations organized as nonprofit organizations, and district fire associations organized as nonprofits.

Website: <https://forestry.alabama.gov/Pages/Fire/VFDInformation.aspx>

Contact: Alabama Association of Volunteer Fire Departments (AAVFD)
550 Adams Ave., Suite 345
Montgomery, AL 36104
334-262-2833
Fax: 334-262-2834

Opportunity title 2: College Scholarship Program

The AAVFD offers a limited number of scholarships each year. Scholarships are given on a 1-year basis. Previous applicants and/or recipients must submit a new application each year to be considered. Applications for AAVFD scholarship must be postmarked no later than March 31 of each year. Some of the eligibility requirements include:

- ❖ A volunteer firefighter (or a dependent son, dependent daughter, or spouse of a volunteer firefighter (as listed on the 1040 tax return)) in the state of Alabama who is a current, active member of a certified volunteer fire department for a minimum of 3 consecutive years, and said department has been a member of the AAVFD for the last 3 consecutive years.

-
- A dependent of a volunteer firefighter as listed on the 1040 tax return, and the volunteer firefighter meets the requirements as specified above in number 1.
 - The surviving spouse, son or daughter of a fallen volunteer firefighter in the state of Alabama whose death was in the line of duty. Said volunteer firefighter must have been a current, active member of a certified volunteer fire department, and said department was a member of the AAVFD for the last 3 consecutive years at the time of the firefighter's death.
 - A surviving dependent, listed on a 1040 tax return of a fallen firefighter whose death was in the line of duty, and the fallen volunteer firefighter met the requirements as specified above in number 3.

Website: <http://www.aavfd.org/scholar.html>

Alaska

Opportunity title 1: Alaska Code Blue Project

Sponsor: Health and Social Services, Division of Public Health, Emergency Programs

Purpose: The Code Blue Project was started in 1999 in an effort to identify, prioritize and seek funding for essential equipment for rural EMS in Alaska. The program is coordinated by a steering committee comprised of a representative from several state agencies. The program has resulted in the purchase of numerous new ambulances, rescue vehicles, patient care equipment, training equipment and more.

Eligible activities: Items are reviewed at the regional and state levels prior to inclusion in the Code Blue Database.

General categories of equipment within the database include:

- Patient care.
- Training.
- Emergency vehicles.
- Radio/communications equipment.
- Ambulances.
- Emergency equipment.
- Communications infrastructure.

Eligibility: Rural EMS providers in Alaska.

Website: http://dhss.alaska.gov/dph/Emergency/Pages/ems/programs/code_blue.aspx

Contact: For more information on this grant program, contact your local EMS region using this link: <http://dhss.alaska.gov/dph/Emergency/Pages/ems/directory.aspx>.

Note: Exceptions will be made for extrication equipment and turnout clothing, helmets and boots if the area is not served by a fire department.

Opportunity title 2: Alaska Highway Safety Office Grant

Sponsor: Alaska Highway Safety Office (AHSO)

Purpose: To reduce the number of injuries and deaths resulting from traffic crashes on Alaska's public roadways. The AHSO prefers innovative projects that provide solutions to identifiable problems, implement proven strategies, show a commitment on behalf of the applicant to sustain and contribute to success, and have measurable outcomes.

The following Traffic Safety Priority Areas are funded:

- Alcohol (impaired driving)
- Police traffic services
- Speed control (aggressive driving)
- Roadway safety
- Occupant protection
- Child passenger safety
- Pedestrian and bicycle safety
- Motorcycle safety
- Traffic records
- Distracted driving safety
- Nonmotorized safety
- Community traffic safety

Eligible activities:

- Personnel services
- Public awareness/education campaigns
- Commodities
- Equipment and materials
- Traffic record systems
- Training and travel directly related to the project
- Indirect costs

Eligibility: Fire departments and public emergency services providers.

Website: http://www.dot.state.ak.us/stwdplng/hwysafety/grants_overview.shtml

Contact: Governor's Highway Safety Representative
Alaska Highway Safety Office
P.O. Box 112500
3132 Channel Drive
Juneau, AK 99811-2500
Fax: 907-465-4030

Notes: Projects that include matching funding receive special considerations. Grants are awarded on a "cost-reimbursement" basis. Grantees are required to submit reimbursement vouchers on a monthly basis.

Arizona

Opportunity title: Arizona Governor's Office of Highway Safety Grant

Sponsor: Arizona Governor's Office of Highway Safety (GOHS)

Purpose: GOHS funds highway safety projects using Federal 402 State and Community Highway Safety Grants, 410 Alcohol Incentive, 408 Information Systems Improvement, and Motorcycle Safety funds. Additionally, GOHS receives funding through the U.S. Department of Justice for Underage Drinking Enforcement.

Eligible activities: The GOHS grant supports the Arizona Highway Safety Plan in specifically targeted areas including:

- Accident investigation.
- Impaired driving.
- EMS.
- Speed and police traffic services.
- Pedestrian and bicycle safety.
- Roadway safety/traffic records.
- Motorcycle safety.
- Occupant protection.

Eligibility: For fire and EMS departments: Per NHTSA, as long as the proposal is traffic safety related, it will be evaluated and reviewed for prospective funding by both GOHS and NHTSA. Unfortunately, there is no established list of allowable projects, and each proposal will be evaluated on a case-by-case basis.

Website: <https://gohs.az.gov/grant-opportunities>

Contact: Arizona Office of Highway Traffic Safety
1700 W.Washington St.
Executive Tower, Suite 430
Phoenix, AZ 85007
602-255-3216 or 877-355-3216
Email: grants@azgohs.gov

Arkansas

Opportunity title 1: Act 833 Fire Grant Program

Sponsor: Arkansas Department of Emergency Management

Purpose: Act 833 of 1991 is to provide funding for qualified fire departments and is not intended for daily or operation funding. It must be directly related to firefighting capabilities and can only be used for training, equipment procurement and capital expenditures. Funds are distributed to each county based on population.

Eligible activities: Approved fire training courses through the Arkansas Fire Training Academy (AFTA), National Fire Academy (NFA), Arkansas Department of Emergency Management, and/or fire training centers, colleges or universities, and approved by the Arkansas Fire Protection Services Board. Procurement of new or modernization of current firefighting equipment. Capital expenditures and/or security pledges (10 years or less) to be used in financing of firefighting equipment, initial capital construction or improvement of fire departments, including purchase of property, construction of stations and firefighting apparatus.

Eligibility: Municipal and rural nonprofit fire departments. Included in that are classes for volunteer, paid, paid-on-call and combination departments. There are a number of records and equipment that the applicant must be able to present for inspection to be eligible to apply, including SCBA equipment, PPE, training records and workers compensation records (rural agencies only). For Act 833-certified departments and active firefighters, 16 hours of certified training must occur per year at a minimum. Departments must have a minimum of 6 Act 808-trained active firefighters. Beginning in 2020, full-time firefighters (worked more than 1 year or exceeded 2,912 paid hours) must complete an AFTA training program utilizing NFPA 1001, *Standard for Fire Fighter Professional Qualifications*.

Website: www.adem.arkansas.gov

Contact: Arkansas Fire Protection Services Board C/O
Office of Fire Protection Services
Arkansas Department of Emergency Management
Building #9501–Camp Joseph T Robinson N.
Little Rock, AR 72199-9600
501-683-6781

Notes: Act 833 funds are subject to audits; therefore, they must be used in accordance with Act 833 rules and regulations. Random, on-site audits will be conducted on fire departments which receive or have received Act 833 funds.

Opportunity title 2: Rural Services Block Grant

Sponsor: Arkansas Department of Rural Services

Purpose: The Arkansas Rural Services Block Grant Program (RSBGP) funds new construction or renovation of community centers, fire stations or multipurpose buildings and the purchase of fire trucks (pumper, tanker, brush or certain service trucks). This grant is made possible through a partnership with the Arkansas Economic Development Commission.

Eligible activities: Applicants from incorporated towns of less than 3,000 in population and unincorporated rural areas are eligible for up to \$75,000 in matching funds under this program. The match ratio on the program is 10%. Match may be comprised of in-kind labor, in-kind materials or cash. Applications for this program are due in August of each year.

Eligibility: Incorporated and unincorporated cities and towns in rural Arkansas with less than 3,000 population and the population must be 51% low to moderate income (LMI). A list of LMI ratings by county is provided on the grant website. If the applicant's town/city is not on the list, they will need to complete an LMI Survey.

Website: <https://www.arkansasedc.com/Rural-Services/division/grants/rural-services-block-grant>

Contact: Department of Rural Services
Attn. RSBGP Coordinator
101 E. Capitol, Suite 202
Little Rock, AR 72201
501-682-3292

Notes: The RSBGP is a 9-to-1 matching program. This requires that the applicant must be able to match its grant award with cash, in-kind labor, in-kind materials or land at a rate of 1 dollar to every 9 grant dollars (10%). Land used for matching purposes must be owned by the city or county applying.

California

Opportunity title 1: California Traffic Safety Grant

Sponsor: California Office of Traffic Safety (OTS)

Purpose: The California OTS administers grants to fund projects and programs to reduce traffic deaths, injuries and economic losses. The grant has various NHTSA Program Priority Areas including EMS. The primary goal of this EMS priority is to decrease the average response time for the arrival of appropriate equipment at crash sites in rural areas to reduce deaths and severity of injuries.

Eligible activities: Eligible EMS expenses may include personnel, travel, contractual, equipment, other direct costs and indirect costs related to the primary goal. Grants can be used to upgrade outdated extrication equipment and/or purchase new equipment that will allow EMS agencies to reach victims quickly and increase survivability.

Eligibility: Nonprofit agencies or public entities (government agency). If nonprofit, a public entity/government agency will need to be the host. All applicants must be able to demonstrate that they have had a recent single audit.

Website: <https://www.ots.ca.gov/grants/>

Contact: California Office of Traffic Safety
2208 Kausen Drive, Suite 300
Elk Grove, CA 95758
916-509-3030

Notes: Grant funding cannot replace existing program expenditures, nor can traffic safety grants be used for program maintenance, research, rehabilitation or construction. The OTS grants are reimbursement based only. Applicants must be able to wait 90 days to be reimbursed. All grants are on a 1-year performance period and are typically due in January.

Opportunity title 2: Fire Safe California Grants Clearinghouse

Sponsor: California Fire Safe Council (CFSC)

Purpose: CFSC provides a 1-stop shop that simplifies the process of finding and applying for federal grant programs and private funding to improve California's community wildfire preparedness. This includes, but is not limited to, SFA grants and the Edison International Fire-Safe Community Grant Program.

Eligible activities: Funds are available to assist with hazardous fuels treatments, community wildfire protection planning, and education addressing wildfire safety and hazardous risk-reduction within the WUI.

Eligibility: Organizations working in California and representing their communities including state, local, county, interstate, intermunicipal, special districts, independent school districts, state-controlled institutions of higher learning, private colleges and universities, Native American communities, and eligible for-profit and nonprofit

organizations (must have a federal EIN and be registered as a business). The entire application process is electronic, and interested applicants must register for a ZoomGrants account to participate.

Website: <https://cafiresafecouncil.org/grants-and-funding/apply-for-a-grant/>

Contact: California Fire Safe Council
5834 Price Ave., Suite 101
McClellan, CA 95652
916-648-3600

Note: Interested applicants can sign up for CFSC's electronic newsletter at: www.cafiresafecouncil.org.

Colorado

Opportunity title 1: Emergency medical and trauma services grants — Education (CREATE), System Improvement, Provider, and Emergency

Sponsor: Colorado Department of Public Health and Environment

Purpose:

- ❖ Education (CREATE): The Colorado Resource for EMS and Trauma Education (CREATE) program was developed to support initial training and continuing education for EMS and trauma providers working in Colorado.
- ❖ System Improvement: These requests are for projects that affect the state regionally or as a whole.
- ❖ Provider: The EMS and Trauma Provider Grant Program assists private and public organizations in improving and expanding the emergency medical and trauma system in Colorado.
- ❖ Emergency: The emergency grant program assists Colorado EMS and trauma organizations that experience an emergency that seriously jeopardizes the level of EMS or trauma services within their service area.

Eligible activities:

- ❖ Education (CREATE): Grants can provide funding for student tuition, books, fees and appropriate travel. CREATE accepts applications monthly, and eligible organizations can apply online through the Colorado Rural Health Center (CRHC).
- ❖ System Improvement: Categories include regional medical direction, system improvement, technical assistance and conference/forum support.
- ❖ Provider: Funding is available for the purchase of ambulances and equipment, communications, data collection, injury prevention programs, and personnel services and recruitment efforts. In 2021, the maximum allowance to remount/refurbish is limited to 85% of the maximum allowance for a new ambulance. The maximum amount for other Emergency Medical Trauma Service (EMTS) vehicles is 125% of the base price, and the specifications with any modifications must be provided. Built-in child safety seat and electronic door locks have been deleted from the list of safety equipment for ambulances.

Eligibility:

- ◆ Education (CREATE): Emergency medical and trauma services organizations. A standard 50% local cash match is required. There is a financial waiver process for organizations that cannot meet the match.
- ◆ System Improvement: Local emergency medical and trauma services organizations and Regional EMS and Trauma Advisory Councils (RETACs). A larger portion of this funding is dedicated to RETACs. There are no match requirements for this grant.
- ◆ Provider: Applicants must have their purpose of provision of emergency medical and trauma services in Colorado to be eligible. A standard 50% match is required, but there is a financial waiver process for organizations that cannot meet the match.
- ◆ Emergency: In addition to meeting the standard eligibility requirements of the provider grants program, the applicant must be able to demonstrate that the request for funds is a true emergency and, if grant funds are not awarded, will significantly degrade the quality of, or eliminate access to, local EMS and trauma care. There are no match requirements for emergency grants; however, a match between 10% and 50% is typical.

All processes are electronic, and applicants must create a profile in their OATH account. Each individual grant program's application portal varies.

Website: <https://www.colorado.gov/pacific/cdphe/categories/services-and-information/health/emergency-care/ems-and-trauma-funding>

Contact: Colorado Department of Public Health and Environment
HFEMSD-EMTS-C1
4300 Cherry Creek Drive S.
Denver, CO 80246-1530
303-692-2987 and 303-692-6220

Note: These grant programs do not fund land acquisition, capital construction, fire apparatus, aircraft, uniforms, disposables or infrastructure.

Opportunity title 2: Colorado Rural Health Care (Seed) Grant Program

Sponsor: CRHC

Purpose: The general purpose of this program is to improve the provision of health care services in rural Colorado. The funds are intended to support outpatient primary care. Outpatient care is considered to be the basic, entry-level care provided by clinicians.

Eligible activities: Equipment, wellness program, construction, physical plant improvements, vehicles and vehicle upgrades, information technology, and staff training or education.

Eligibility: Only applicants from rural Colorado are eligible to apply. They can either be a public or private entity. These grants are intended as "seed" money and should only be for a portion of a new program or service. Applicants can only receive 1 award per year and must supply matching funds.

Website: <https://coruralhealth.org/services/funding>

Contact: Colorado Rural Health Center
3033 S. Parker Road, Suite 606
Aurora, CO 80014
800-851-6782

Notes: The maximum award amount is \$1,000 per applicant. The Education (CREATE) grant listed in the opportunity above, while administered through EMTS, is applied for through the CRHC.

Connecticut

Opportunity title: Connecticut Fair Access to Insurance Requirements Plan Committee Anti-Arson Grant

Sponsor: Connecticut Fair Plan Committee

Purpose: The Connecticut Fair Access to Insurance Requirements (FAIR) Plan Anti-Arson Committee has established a grant fund from which Connecticut state and local governmental agencies can request equipment relating to the prevention, investigation or prosecution of arson fires.

Eligible activities: Small items of equipment or material that would aid in fire investigation or the prosecution of arson. There must be sufficient need to justify the expense and qualified personnel available to operate and maintain the equipment.

Eligibility: Requests must come from official state or local fire marshal offices, fire departments, police departments or the state's attorney's offices.

Website: www.ctfairplan.com

Contact: Connecticut FAIR Plan
Anti-Arson Committee
P.O. Box 280200
East Hartford, CT 06128-0200
860-528-9546

Note: The maximum grant will not exceed \$500 in any 12-month period.

Florida

Opportunity title 1: Florida EMS County Grant Program

Sponsor: Florida Department of Health

Purpose: The Department of Health, Bureau of Emergency Medical Services is authorized to dispense grants. 45% of these funds are made available to the 67 boards of county commissioners (BCCs) to improve and expand pre-hospital EMS systems in their county.

Eligible activities: EMS salaries and benefits, expenses (commodities and supplies of a consumable nature), vehicles, equipment, and other tangible personal property purchases (nonconsumable/nonexpendable) of 1 year or more.

Eligibility: EMS county grants are awarded to BCCs.

Website: <http://www.floridahealth.gov/provider-and-partner-resources/ems-grants/index.html>

Contact: Florida Department of Health
EMS County Grants
4052 Bald Cypress Way, Bin A-22
Tallahassee, FL 32399-1738
Phone: 850-245-1722
Fax: 850-245-4378
EMS@flhealth.gov

Note: Applicants may email or mail their completed application.

Opportunity title 2: Florida Department of Health

Sponsor: Florida Department of Health

Purpose: The department accepts applications annually for funds that improve and expand pre-hospital EMS.

Eligible activities: Emergency medical dispatch and expanding the use of AED devices in the community.

Eligibility: Local EMS organizations.

Website: <http://www.floridahealth.gov/provider-and-partner-resources/ems-grants/index.html>

Contact: Florida Department of Health
EMS Matching Grants
DOH EMS Section, Grants
4052 Bald Cypress Way, Bin A-22
Tallahassee, FL 32399-1738
Phone: 850-245-1722
Fax: 850-245-4378
EMS@fhealth.gov

Opportunity title 3: Florida Highway Safety Grant Program

Sponsor: Florida Department of Transportation

Purpose: The Traffic Safety Grant Program provides seed funding to improve traffic safety and reduce crashes, serious injuries and fatalities. Topics addressed include alcohol, seat belts and child safety seats, police traffic services, speed and aggressive driving, distracted driving, traffic records, motorcycle, roadway, community traffic, teens, work zone, and pedestrian and bicycle safety.

Eligible activities: Funding for state and local programs. Also, some funding of the emphasis areas has resource centers that provide technical assistance, publications and safety materials. Successful projects may address traffic safety deficiencies, expand an ongoing activity or develop a new program.

Eligibility: Government agencies; political subdivisions of state, local, city and county government agencies; law enforcement agencies; state colleges and state universities; school districts; fire departments; public emergency service providers; and certain qualified nonprofit organizations.

Website: <https://www.fdot.gov/safety/3-grants/grants-home.shtm>

Contact: Florida Department of Transportation
1211 Governor's Square Blvd.
Magnolia Center 2, Suite 300
Tallahassee, FL 32301
850-245-1504 or 850-414-4009

Note: Since these grants are intended to be seed funding, local agencies are expected to pick up some of the program costs, especially for any personnel, in the second and third years of funding.

Georgia

Opportunity title: Georgia Firefighter Standards and Training Council Fireworks Tax Grant

Sponsor: Georgia Firefighter Standards and Training Council

Purpose: Certificate of Compliance and ISO ratings maintenance/improvement.

Eligible activities: Applicants shall demonstrate need for (1) the purpose of maintaining Certificate of Compliance, or (2) the purposes of maintaining or improving the communities' ISO ratings.

Eligibility: All legally organized Georgia fire departments, fire service associations and other fire service organizations. The agency must have proof of cancer insurance/benefits.

Website: <https://www.gsffa.org/gfstc-2020-fireworks-tax-grant-application>

Contact: Georgia Firefighter Standards and Training Council
1000 Indian Springs Drive
Forsyth, GA 31029
478-993-4521

Hawaii

Opportunity title: Hawaii Highway Safety Grant Program

Sponsor: State of Hawaii Department of Transportation

Purpose: To assist local, county and state government agencies and nonprofit organizations interested in applying for federal traffic safety grants funded by the NHTSA. The grants must align with a strategy within the Hawaii Strategic Highway Safety Plan.

Eligible activities:

Traffic safety program areas	Highway safety specialist
• EMS.	Christy Cowser
• Motorcycle, scooter and moped safety.	Email: christy.m.cowser@hawaii.gov
• Occupant protection/child passenger safety.	
• Pedestrian and bicycle safety.	
• Police traffic services.	
• Drug-impaired driving.	Karen Kahikina
• Speed control.	Email: karen.g.kahikina@hawaii.gov
• Traffic records.	
• Alcohol-impaired driving.	Lianne Yamamoto
• Distracted driving.	Email: lianne.yamamoto@hawaii.gov

Eligibility: Local, county and state government agencies and nonprofit organizations, including Safe Community Coalitions, public safety departments, traffic safety advocates, etc.

Website: <https://hands.ehawaii.gov>

Contact: Applications may be emailed to a highway safety specialist listed above or mailed to:

Hawaii Department of Transportation
Highway Safety Section
98-339 Ponoana Place
Aiea, HI 96701

Idaho

Opportunity title 1: Idaho Highway Safety Grant Program

Sponsor: Idaho Transportation Department

Purpose: The goal of the program is to reduce deaths and injuries from motor vehicle crashes through funding programs and activities that promote safe travel on Idaho's transportation systems, and through collecting, maintaining and disseminating reliable crash statistics. Projects that are considered for funding must address the emphasis areas identified in Idaho's Strategic Highway Safety Plan.

Eligible activities: Crash response (EMS). The goal of this program area is to enhance appropriate, timely and safe response to crashes to reduce the time that it takes first responders to remove injured crash victims from the crash site and transport them to advanced medical treatment. Funding priorities for this area are for the purchase of extrication equipment and/or educational opportunities.

Eligibility: State and local governmental units and nonprofit organizations.

Website: <https://itd.idaho.gov/safety>

Contact: Idaho Transportation Department
Office of Highway Safety
P.O. Box 7129
Boise, ID 83707-1129
208-334-8100

Opportunity title 2: Western Fire Managers and Hazard Fuels Reduction Grants

Sponsor: Idaho Department of Lands

Purpose: Provides financial assistance to local jurisdictions in Idaho for efforts that support fire prevention activities. Funds for these programs come from the USFS State and Private Forestry branch to address urban to rural forest conservation, protection and enhancement needs as identified in Idaho's Forest Action Plan.

Eligible activities: Funds may be used for planning efforts (including the use of geographic information system (GIS) software and support), the hiring of countywide WUI coordinators, and education efforts such as Firewise. Funds may also be used to reduce hazardous fuels accumulations on non-federal lands; however, use of funds for this purpose may require environmental clearance.

Eligibility: County Wildland Fire Interagency Groups, state and local agencies, tribes, county governments, communities, educational institutions, and nonprofit entities.

Website: <https://www.idl.idaho.gov/fire-management/forestry-fire-grants/>

Contact: Idaho Department of Lands
300 N. 6th St., Suite 103
Boise, ID 83702
208-666-8669

Notes: The Rural Fire Capacity Grant can also be found on this site. It is formerly known as the state's VFA grant.

Opportunity title 3: Rural Fire Readiness Program

Sponsor: Idaho Bureau of Land Management (BLM)

Purpose: Dedicated to enhancing the firefighting capabilities of our wildland firefighting partners.

Eligible activities: Local wildland firefighting partners that meet certain requirements may receive training, wildland fire engines, water tenders, radios, pumps, hoses, chainsaws, hand tools, PPE, fire shelters and other items the BLM no longer needs.

Eligibility: Local fire departments and Rangeland Fire Protection Associations must meet a number of requirements:

1. They must have an existing cooperative fire response agreement with the BLM.
2. They must serve a rural community or area.
3. They must have wildland fire protection responsibilities.
4. They must be in close proximity to BLM-administered lands and respond to wildland fires in support of BLM when available and as needed.

Website: <https://www.blm.gov/programs/public-safety-and-fire/fire-and-aviation/regional-info/idaho>

Opportunity title 4: Bureau of EMS and Preparedness Account III Dedicated Grant Program

Sponsor: Idaho Department of Health and Welfare

Purpose: The Idaho Emergency Medical Services Dedicated Grant Program provides funds collected from driver's license fees to purchase EMS vehicles and patient care equipment for local and county EMS providers.

Eligible activities: EMS vehicle replacements/new purchases and patient care equipment.

Eligibility: Local and county fire departments, EMS agencies, and EMS and fire protection districts.

Website: <https://healthandwelfare.idaho.gov/providers/emergency-medical-services-ems/ems-agencies>

Contact: Idaho Department of Health and Welfare
Bureau of EMS and Preparedness
EMS Grants
P.O. Box 83720
2224 E. Old Penitentiary Road
Boise, ID 83712-8249
208-334-4015

Opportunity title 5: Fire Fighter License Plate Grant Program

Sponsor: Idaho Fire Chiefs Association

Purpose: Fire safety education of firefighters, fire chiefs and the general public.

Eligible activities: Grant requests must comply with the legislated guidelines to be used "exclusively for the fire safety education of firefighters, fire chiefs, and the general public." Grant applications may only be requested for a single item or activity. Requesting funds for a laptop computer would be acceptable, whereas a request for a laptop computer and an LCD projector would not be eligible in the same year. "Fire prevention handout material" would be considered a single item (brochures), but there could be a dozen or more different types of brochures. Other material and equipment such as DVDs, signs or costumes are also eligible. If there is tax, shipping, setup or handling costs to obtain or prep the product for use, those costs may be included in the grant request, but they must also be shown and itemized on the estimate.

Eligibility: An organization, agency or group may only submit 1 grant application each year. Fire departments with “joint duties” (a municipal and a rural district) that have more than 1 Idaho fire department identification (FDID) number registered with the state fire marshal’s Idaho Fire Incident Reporting System program may submit 1 application per FDID number. Grant requests from a fire department must have that agency’s head person’s (chief, director, chairman, etc.) signature.

Website: <https://idahofirechiefs.wildapricot.org/Grant-Info>

Contact: Idaho Fire Chiefs Association
P.O. Box 2133
Boise, ID 83701-2133
208-629-4865
admin@idahofirechiefs.org

Notes: Grants are generally capped at a maximum possible award of \$2,500 to \$3,500, although a higher amount may be requested. Each year some grant applications are rejected because they are more operationally, equipment or training oriented.

Opportunity title 6: Communities at Risk

Sponsor: Idaho Department of Lands

Purpose: Provides financial assistance to local jurisdictions in Idaho for efforts that support fire prevention activities.

Eligible activities: Funds may be used for planning efforts (including the use of GIS software and support), the hiring of countywide WUI coordinators and education efforts such as Firewise. Funds may also be used to reduce hazardous fuels accumulations on non-federal lands; however, use of funds for this purpose may require environmental clearance.

Eligibility: County Wildland Fire Interagency Groups, county governments, communities, nonprofit entities.

Website: <https://www.idl.idaho.gov/forestry/forestry-fire-grants/>

Contact: Idaho Department of Lands
208-373-3854

Opportunity title 7: Community Fire Protection (formerly “Steven’s Funds”) and Bureau of Land Management Partnership Fund

Sponsor: Idaho Department of Lands

Purpose: Provide funding for hazardous fuels treatments on private lands that are adjacent to National Forest (Community Fire Protection) and BLM (Partnership Fund) property.

Eligible activities: Funds may only be used for hazardous fuels work and not for related activities.

Eligibility: County Wildland Interagency Groups or county governments.

Website: <https://www.idl.idaho.gov/fire-management/forestry-fire-grants/>

Opportunity title 8: Rural Fire Readiness Program

Sponsor: Idaho BLM

Purpose: Dedicated to enhancing the firefighting capabilities of our wildland firefighting partners.

Eligible activities: Local wildland firefighting partners that meet certain requirements may receive training, wildland fire engines, water tenders, radios, pumps, hoses, chainsaws, hand tools, PPE, fire shelters and other items the BLM no longer needs.

Eligibility: Local fire departments and Rangeland Fire Protection Associations must meet a number of requirements:

1. They must have an existing cooperative fire response agreement with the BLM.
2. They must serve a rural community or area.
3. They must have wildland fire protection responsibilities.
4. They must be in close proximity to BLM-administered lands and respond to wildland fires in support of BLM when available and as needed.

Website: <https://www.blm.gov/programs/public-safety-and-fire/rural-fire-readiness-program>

Illinois

Opportunity title 1: Emergency Medical Systems Assistance Fund

Sponsor: Illinois Department of Public Health

Purpose: The Emergency Medical Systems Assistance fund offers grant opportunities each year for EMS providers to purchase equipment and pay for training to help increase the safety of all Illinois residents.

Eligible activities: EMS equipment and training.

Eligibility: Illinois licensed and based EMS provider agencies that provide EMS services within the state of Illinois. Nonprofit organizations, government organizations and education organizations.

Website: <https://www2.illinois.gov/sites/GATA/grants/sitepages/csfa.aspx>

Contact: Illinois Department of Public Health
535 W. Jefferson St.
Springfield, IL 62716
217-785-2083

Note: Due to the limited amount of grant funds available, the department will not consider applications for new vehicles, vehicle re-chassis, building projects or grant requests over \$5,000.

Opportunity title 2: Illinois State Fire Marshal Grants

Sponsor: Office of the Illinois State Fire Marshal

Purpose: The Office of the Illinois State Fire Marshal has 1 grant opportunity named the Small Equipment Grant. There are also several loan opportunities for fire departments and fire districts, including the Ambulance Revolving Loan Program, Fire Truck Revolving Loan Program and the Fire Station Revolving Loan.

Eligible activities: Small firefighting and ambulance equipment.

Eligibility: Most Illinois fire departments, fire protection districts and township fire departments. Ambulance services that are a not-for-profit EMS provider are also eligible to apply. An ambulance service shall be a volunteer, nonprofit, stand-alone EMS provider not tied in any financial or legal manner to a fire department. Applicants in this category may have to provide additional documentation in order to verify eligibility.

Website: <https://www2.illinois.gov/sites/sfm/lam/FireDepartment/Grants-and-Loans/Pages/default.aspx>

Contact: Office of the Illinois State Fire Marshal
Small Equipment Grant Program
1035 Stevenson Drive
Springfield, IL 62703

Note: Maximum grant award is \$26,000.

Indiana

Opportunity title: Burn Care and Prevention Grants

Sponsor: St. Joseph Community Health Foundation

Purpose: The Burn Care and Prevention Fund is for the improvement of the overall readiness of the community in burn care and burn prevention. Accidents are the leading cause of burns. Over the years, donors provided these restricted funds to promote burn prevention education and to help educate health care professionals and first responders in emergency situations to treat severe burns with the best care practices available. Grants are up to \$10,000, but typically range from \$500 to \$5,000.

Eligible activities: Burn prevention education, burn treatment training.

Eligibility: Nonprofit agencies classified as 501(c)3 and some governmental agencies involved in related service areas may be eligible for support. Applications are accepted anytime throughout the year. Applicants should have a history of serving poor and vulnerable populations.

Website: <https://sjchf.org/grants/what-we-fund/>

Contact: The St. Joseph's Community Health Foundation
2826 S. Calhoun St.
Fort Wayne, IN 46807
260-969-2001 x201

Iowa

Opportunity title: Iowa West Foundation Grants

Sponsor: Iowa West Foundation

Purpose: The foundation will consider grant applications covering a wide range of community needs with a focus on community development and beautification, economic development, and education. Capital grants support the acquisition, enhancement or update of equipment or facilities. Applicants for capital grants should make the case as to why this purchase will help it fulfill its mission more effectively. We also try to understand how our applicants have planned for the continued maintenance, operation and eventual replacement for what will ultimately be purchased through the grant.

Eligible activities: Past grant recipients have received funding for building improvements, small equipment, protective equipment and grass-fire apparatus.

Eligibility: Communities in southwest Iowa and eastern Nebraska, the primary focus being on Council Bluffs and Pottawattamie County with a secondary focus on surrounding counties. Must be a school, a government entity or an IRS-approved, tax-exempt public charity as described in IRS Code section 501(c)(3). Incorporated and intending to use the grant funds for your own programs. Organization must serve residents in counties in southwest Iowa or eastern Nebraska.

Website: <https://www.iowawestfoundation.org/grantmaking/what-we-fund/>

Contact: Iowa West Foundation
25 Main Place
Suite 550
Council Bluffs, IA 51503
712-309-3000
grantinfo@iowawestfoundation.org

Kansas

Opportunity title: Prevention of Unintentional Injury Deaths and Hospitalizations

Sponsor: Kansas Department of Health and Environment

Purpose: The overall purpose of this mini-grant program is to make funds available for community programs to reduce unintentional injury deaths and hospitalizations through coordination, implementation and evaluation of model intervention programs.

Eligible activities: Funds must be used for regional or community-based coordination and the development, implementation and evaluation of unintentional injury prevention interventions. Priority will be given to initiatives aligned with the Injury Prevention State Plan.

Eligibility: Private or nonprofit community-based organizations, units of state government, and units of local government. The funds will not exceed \$4,999 per community, and only 1 proposal per community will be reviewed.

Website: <https://www.kdhe.ks.gov>

Contact: Kansas Department of Health and Environment
1000 SW Jackson St.
Suite 230
Topeka, KS 66612-1274
Phone: 785-296-8163
Fax: 785-559-4234

Notes: (1) Fire departments should accurately report fire incidents to the state fire marshal's Kansas Fire Incident Reporting System. (2) State budgetary issues forced the suspension of this program for FY21. It is a priority to have this funded in future years.

Kentucky

Opportunity title: Search and Rescue Grant

Sponsor: Kentucky Division of Emergency Management

Purpose: The purpose of this grant is to solve identified problems or concerns for Kentucky rescue squads. The purpose of the Rescue Aid Program is to: (1) Reduce and prevent the loss of life by creating a better equipped, trained and coordinated rescue force throughout the commonwealth. (2) Upgrade the capabilities of local rescue squads by providing financial assistance to be used to purchase equipment and obtain training. (3) Encourage the development of rescue squads where none exist. Priority for grant funding will be given to rescue squads that have no other means of funding (i.e., federal grants, Kentucky Office of Homeland Security grants, etc.), to requests that fulfill unique needs within a community or region, and to teams that do not charge for services.

Eligible activities: Purchase of minimum equipment required in Chapter 39F, optional rescue equipment, as well as obtain training.

Eligibility: Kentucky rescue squads. Must have written bylaws and standard operating procedures, a vehicle dedicated solely to rescue service, have a minimum of 12 persons, conduct a formal training program that meets certain minimums, be formally affiliated with the local disaster and emergency services, and meet minimum equipment standards.

Website: <https://kyem.ky.gov/sargrant/Pages/default.aspx>

Contact: Kentucky Division of Emergency Management
SAR Coordinator
1025 Capital Center Drive
Suite 101
Frankfort, KY 40602
502-607-1601

Maine

Opportunity title: Maine Highway Safety Grants

Sponsor: Maine Bureau of Highway Safety

Purpose: The Highway Safety Grants are used to reduce deaths, injuries and property damage resulting from traffic crashes. The Bureau of Highway Safety addresses those highway safety problems that relate to the behavioral factors of drivers, pedestrians, cyclists and other highway users.

Eligible activities: Within this category, funds are dedicated to support EMS training, public information and education, equipment acquisition, staff support, and program administration. Funded projects can provide direct services and/or system improvements.

Eligibility: Fire departments and EMS agencies.

Website: <https://www.maine.gov/dps/bhs/grants/index.shtml>

Contact: Maine Bureau of Highway Safety
164 State House Station
Augusta, ME 04333-0164
207-626-3840

Note: The applicant must provide a 20% cash or in-kind match.

Maryland

Opportunity title 1: Maryland State Firemen’s Association Volunteer Company Assistance Fund

Sponsor: Maryland State Firemen’s Association (MSFA)

Purpose: To provide financial assistance to volunteer fire companies wishing to purchase apparatus and equipment or modify facilities.

Eligible activities:

🔗 **Vehicle and equipment loans.**

All applications are prioritized based on financial need. Companies with the greatest financial need will be afforded an opportunity to receive Volunteer Company Assistance Fund (VCAF) loans totaling up to 75% of the total cost for the vehicle or equipment. Companies that have more stable finances will likely receive less than 75%, and companies that have very stable finances and a rainy day fund may have their VCAF loan application declined since they are reasonable candidates for commercial loans.

🔗 **Facility loans.**

The MSFA has placed a **moratorium on general facility loan applications**. However, should a company have a lower-cost facility project (\$1 million or less), such as a small addition or renovation, the company’s president or corporate executive can contact the VCAF committee chair to request approval to submit a facility project VCAF loan application.

Website: www.msfa.org/resources

Contact: Maryland State Firemen’s Association
2130 Priest Bridge, Drawer #4
Crofton, MD 21114
443-302-2911

Opportunity title 2: Senator William H. Amoss Fire, Rescue and Ambulance Fund

Sponsor: State of Maryland

Purpose: To promote the delivery of effective and high-quality fire protection, rescue and ambulance services in the state of Maryland by providing increased financial support for fire, rescue and ambulance companies by counties, ensuring the continued financial viability given the greatly increased costs of volunteer fire, rescue and ambulance companies equipment.

Eligible activities: Purchasing volunteer fire, rescue and ambulance company equipment. Capital equipment purchased with state money has a useful life expectancy of greater than 1 year.

Website: <https://law.justia.com/codes/maryland/2016/public-safety/title-8/>

Opportunity title 3: Maryland Emergency Medical System Operations Fund

Sponsor: State EMS Board and Statewide Emergency Medical Services Advisory Council

Purpose: Maryland Emergency Medical System Operations Fund was established by state law (Chapter 269) to help fund the state's EMS related to 5 different operations through surcharges on motor vehicle registrations and certain driver motor violations.

Eligible activities: EMS activities, operations and functions.

Eligibility: Department of State Police — Aviation Command; Maryland Institute for EMS; Senator William H. Amoss Fire, Rescue, and Ambulance Fund; Maryland Fire and Rescue Institute; and the R. Adams Cowley Shock Trauma Center.

Website: www.miemss.org/home/policy

Contact: State EMS Board and Statewide Emergency Medical Services Advisory Council (SEMSAC)
653 W. Pratt St.
Baltimore, MD 21201
800-762-7157

Massachusetts

Opportunity title 1: Student (School-Based) Awareness of Fire Education and Senior SAFE Grants

Sponsor: Massachusetts State Fire Marshal

Purpose: The Student (also referred to as school-based) Awareness of Fire Education (SAFE) Grant Program provides funding to local fire departments whose members teach fire and life safety to school children.

Eligible activities: Teaching the fire safety education program in schools. The program includes lessons on how to recognize the dangers of fire and the hazards of tobacco products. There are 23 key fire safety behaviors taught within the program, and each lesson is modified to accommodate the specific age group (i.e., preschool, elementary, middle and high school).

Eligibility: Cities or towns whose fire department or fire district had a SAFE program grant recently; those who have not are eligible to apply for the Planning Grant.

Website: <https://www.mass.gov/service-details/student-awareness-of-fire-education-safe>

Contact: Massachusetts State Fire Marshal
1 State Road
Stow, MA 01775
978-567-3381

Opportunity title 2: Senior SAFE Grant

Sponsor: Massachusetts State Fire Marshal

Purpose: The Senior SAFE Grant Program's goal is to reduce older adult fire deaths through fire and life safety education. The program also is designed to educate seniors about certain safety measures in the home.

Eligible activities: Teaching the fire safety education program in agencies that serve seniors. Lessons are on topics such as electrical, heating, home oxygen use, smoking and cooking. Installation of carbon monoxide and smoke alarms, testing their batteries, and the use of nightlights to prevent falls are also included in the program.

Eligibility: All municipal fire departments/fire districts may apply.

Website: <https://www.mass.gov/service-details/senior-safe-program>

Contact: Massachusetts State Fire Marshal
1 State Road
Stow, MA 01775
978-567-3388

Michigan

Opportunity title: Fire Fighters Training Council Grant Program

Sponsor: Michigan Department of Licensing and Regulatory Affairs

Purpose: To enhance firefighter training statewide.

Eligible activities: Training, equipment or props.

Eligibility: Must be current with NFIRS reports.

Website: https://www.michigan.gov/lara/0,4601,7-154-89334_42271---,00.html

Contact: Michigan Department of Licensing and Regulatory Affairs
Bureau of Fire Services
P.O. Box 30700
Lansing, MI 48909
Phone: 517-241-8847
Email: LARA-BFS-GRANTS@MICHIGAN.GOV

Note: Maximum for each individual application is \$10,000.

Minnesota

Opportunity title: Minnesota State Fire Marshal Service Planning Grant Program

Sponsor: Minnesota State Fire Marshal

Purpose: Service Planning Grants can be used for information gathering and a variety of studies or for implementing certain recommendations or plans previously outlined in studies. Those studies can examine everything from call response improvement, sharing training needs, administrative costs, and personnel and equipment, to full consolidation of departments.

Eligible activities: These funds are to be used to pay for (but are not limited to solely paying for) a third-party feasibility study that addresses the study requirements listed below and the options for service planning, including (but not limited to) those provided in "A Blueprint for Shared Services." A prerequisite could also be from a group's independent study done to show that implementation will benefit all groups involved and improve service. There are 2 categories:

1. Implementation (50%): Implementation involves administrative standardization between 2 or more fire departments. This includes standardization of firefighter life safety equipment between 2 or more fire departments, station modifications (hardship circumstances only), and regional-/countywide equipment purchases.
2. Planning Studies (50%): This includes planning studies for fire departments and cities or towns looking to improve emergency fire services to their areas. Also, exploratory studies for future fire service needs in specific areas.

Eligibility: Fire departments, cities or towns.

Website: <https://dps.mn.gov/divisions/sfm/programs-services/Pages/Shared-Services.aspx>

Contact: Minnesota State Fire Marshal
445 Minnesota St., Suite 145
St. Paul, MN 55101-5145
320-333-2817

Montana

Opportunity title: Montana Emergency Medical Services Grant Program

Sponsor: Montana Department of Transportation (MDOT)

Purpose: The MDOT provides competitive grants to EMS providers for acquiring or leasing ambulances or emergency response vehicles or for purchasing equipment, other than routine supplies, for training, communication and medical treatment.

Eligible activities: Ambulance and emergency response vehicle purchases, training and equipment. Types of equipment include training, monitoring and medical patient-care equipment. There are special criteria that must be met for eligible vehicles.

Eligibility: A licensed EMS provider may apply if:

1. It has been in operation for at least 12 months.
2. It bills for services at a level that is at least equivalent to the Medicare billing level.
3. A majority of its active EMTs are volunteer.

Website: https://www.mdt.mt.gov/business/grants_ems.shtml

Contact: Montana Department of Transportation
P.O. Box 201001
Helena, MT 59620-1001
406-444-0856
www.mdt.mt.gov

Notes: An eligible EMS applying for a grant under this section shall provide a 10% match for any grant funds. Applicants will submit through WebGrants (<https://fundingmt.org/index.do>). Applicants can request multiple items; however, they must be prioritized by need.

Nebraska

Opportunity title: EMS Training Agencies and Education

Sponsor: Nebraska Department of Health and Human Services

Purpose: The Nebraska Unicameral Legislature provides funding for initial and continuing education for EMS.

Eligible activities: EMS provider tuition reimbursement, continuing education reimbursement and online training, conference reimbursement, etc.

Eligibility: Students completing their initial or reinstatement EMS courses may apply as an individual, or EMS services may apply if the EMS service has paid for the student's education.

Website: <http://dhhs.ne.gov/Pages/EHS-EMS-Education.aspx>

Contact: Nebraska Department of Health and Human Services
917 Wildwood Lane
Nebraska City, NE 68410
402-873-5082

Nevada

Opportunity title 1: Emergency Medical System – Training Grant

Sponsor: Division of Public and Behavioral Health EMS Program

Purpose: The EMS Training Grants are used to improve education and training within Nevada.

Eligible activities: Training grants may be used to provide the following types of training:

- Continuing education classes
- EMS courses
- Nationally recognized classes
- Other training programs approved by the Division

Eligibility: All Nevada-permitted EMS agencies are eligible.

Website: [http://dphh.nv.gov/Reg/EMS/dta/Grants/Emergency_Medical_System_\(EMS\)_-_Grants/](http://dphh.nv.gov/Reg/EMS/dta/Grants/Emergency_Medical_System_(EMS)_-_Grants/)

Contact: Division of Public and Behavioral Health EMS Program
4150 Technology Way, Suite 101
Carson City, NV 89706
Phone: 775-687-7590

Opportunity title 2: Emergency Medical System – EMS for Children Grant

Sponsor: Division of Public and Behavioral Health EMS Program

Purpose: The EMS for Children grants are used to provide pediatric training to Nevada EMS agencies.

Eligible activities: Training grants may be used to provide the following types of training:

- Pediatric continuing education classes
- Pediatric EMS courses
- Other special pediatric projects

Eligibility: All Nevada-permitted EMS agencies are eligible.

Website: [http://dpbh.nv.gov/Reg/EMS/dta/Grants/Emergency_Medical_System_\(EMS\)_-_Grants/](http://dpbh.nv.gov/Reg/EMS/dta/Grants/Emergency_Medical_System_(EMS)_-_Grants/)

Contact: Division of Public and Behavioral Health EMS Program
4150 Technology Way, Suite 101
Carson City, NV 89706
Phone: 775-687-7590

New Hampshire

Opportunity title: New Hampshire Project First Responders Initiating Recovery, Support & Treatment

Sponsor: Division of Fire Standards and Training and Emergency Medical Services, New Hampshire Department of Safety

Purpose: Funded through the First Responders: Comprehensive Addiction and Recovery Act, this “NH Project First” grant program is an MIH program for first responders. Program goals are to reduce the number of opioid overdoses and opioid overdose deaths, increase the number of at-risk individuals referred to recovery and treatment resources, and increase the number of first responders trained to administer naloxone.

Eligible activities: Salary and wages for personnel’s time to implement the program, training activities (OUD 603 course), data collection and information systems, supplies, equipment, naloxone kits, and other activities.

Eligibility: First responders licensed to administer naloxone.

Website: <https://nhfa-ems.com/nhprojectfirst/>

Contact: New Hampshire Department of Safety
Fire Standards and Training and Emergency Medical Services
33 Hazen Drive
Concord, NH 03305
603-223-4384
nhprojectfirst@dos.nh.gov

New Jersey

Opportunity title: Volunteer Emergency Service Organization Loan Program

Sponsor: New Jersey Department of Community Affairs' Division of Fire Safety

Purpose: Created as a revolving loan fund to assist emergency service organizations with the purchase of important equipment or the construction of needed facilities. Since it is a revolving fund, all loan repayments, including any interest, are used again to provide further loans.

Eligible activities: The loans can be used to purchase vehicles, emergency service equipment and PPE, or to finance the construction of buildings. Any equipment purchased or facilities constructed with these funds must be directly related to firefighting or emergency services. The loans cannot be used for eating halls, social rooms or equipment related to those kinds of facilities.

Eligibility: Volunteer service organizations within New Jersey, which provide firefighting, rescue and emergency medical assistance, can apply. These organizations include:

- ❖ Volunteer fire companies.
- ❖ Volunteer fire departments.
- ❖ Volunteer ambulance squads.
- ❖ Volunteer rescue squads.
- ❖ Part-paid fire departments.
- ❖ Fire districts.

Website: www.state.nj.us/dca/divisions/dfs/pdf/veso.pdf

Contact: Coordinator, VESO Loans
New Jersey Department of Community Affairs
Division of Fire Safety
P.O. Box 809
Trenton, NJ 08625-0809
609-633-6062

Note: More than 1 volunteer fire company, first aid or ambulance squad, or fire district within a municipality may apply. The applicant must, however, be established as a New Jersey nonprofit corporation, fire department or fire district. Organizations holding 1 loan are not eligible for a second loan.

New Mexico

Opportunity title: New Mexico Fire Protection Grant

Sponsor: New Mexico Public Regulation Commission

Purpose: This grant provides funding for apparatus, PPE, communications equipment or other justified needs. There are 2 types of grant applications: individual department and countywide project.

Eligible activities: Class A or Urban-Interface pumpers, water tender/tankers, PPE, communications and radio equipment, pump testing, wildland apparatus, and other approved expenditures.

Eligibility: Fire departments in compliance with NFIRS reporting and who can provide evidence that all their apparatus has gone through pump tests, are recorded in a log and are verified in an affidavit.

Website: <https://www.nmdhsem.org/state-firemarshal/fire-grant-council/>

Contact: New Mexico Fire Marshal's Office
Attention: Fire Protection Grant Application
P.O. Box 1269
Santa Fe, NM 87504
505-476-0174

Notes: The amount awarded to a single applicant will not exceed \$200,000 for specific project types and up to \$100,000 for other justified critical needs. Grant requests between \$100,001 and \$200,000 require a minimum matching fund commitment of 20%, \$50,001 to \$100,000 requires 10%, \$10,001 to \$50,000 requires 5%, and \$10,000 and less does not require a match. For the countywide application, all districts within the county must benefit from it and they all must follow the grant requirements. A countywide application does not preclude the individual departments within that county from submitting their own individual department grant.

New York

Opportunity title 1: New York State Emergency Services Revolving Loan Program

Sponsor: New York State Homeland Security and Emergency Services

Purpose: Established under 97-pp of the State Finance Law to make loans to cities, villages, fire districts, counties, towns and not-for-profit fire/ambulance corporations at an annual fixed interest rate of 2.5%. Principal and interest payments made by recipients are deposited in the Revolving Loan Account and loaned once again to new applicants. Therefore, funding levels in the account will vary throughout the year depending upon the amount of repayment money, interest accrued and number of new loans made.

Eligible activities: Firefighting apparatus, ambulance or rescue vehicles, PPE, communications equipment, repair of firefighting apparatus/ambulance or rescue vehicles, renovation/rehabilitation/repair of facilities, construction costs of facilities that either house equipment/vehicles or for live fire training.

Eligibility: Cities, villages, fire districts and incorporated not-for-profit fire/ambulance companies are eligible to apply.

Website: <https://www.dhses.ny.gov/nys-emergency-services-revolving-loan-program>

Contact: New York State Division of Homeland Security and Emergency Services
1220 Washington Ave.
State Office Campus, Bldg. 7A, Suite 610
Albany, NY 12242

Opportunity title 2: Local Government Records Management Improvement Fund

Sponsor: State of New York

Purpose: To provide grants to volunteer fire and EMS organizations.

Eligible activities: Purchase of supplies and equipment.

Eligibility: Must be not-for-profit volunteer fire companies and volunteer ambulance services incorporated under section 1402 of the not-for-profit corporation law.

Website: <https://grantsmanagement.ny.gov/>

North Carolina

Opportunity title 1: Fire/Rescue Grants and Relief Fund — Volunteer Rescue and EMS Fund

Sponsor: North Carolina Office of the State Fire Marshal

Purpose: To assist rescue organizations to purchase equipment and make capital expenditures.

Eligible activities: Purchasing of apparatus and equipment. Furniture, copiers, fax machines, manuals, land purchases, refurbishment or upgrades to SCBAs, refurbishment of vehicles, and refurbishment of communications equipment are typically **not** considered for these matching funds.

Eligibility: Fire departments must meet the following requirements to receive the tax that is collected within their district:

1. Rescue provider is all volunteer, with the exception of 10 paid positions.
2. Rescue provider is recognized by the Department of Insurance as a rescue or rescue EMS provider.
3. Rescue provider must meet eligibility criteria of the North Carolina Association of Rescue and EMS.
4. County recognizes organization as providing rescue, rescue/EMS or EMS.
5. Rescue provider must be certified by the Office of EMS to request ALS equipment.

Website: <https://www.ncosfm.gov/fire-rescue/fire-rescue-grants-and-relief-funds>

Contact: The Volunteer Rescue-EMS Fund
Office of State Fire Marshal
1202 Mail Service Center
Raleigh, NC 27699-1202
919-661-5880

Notes: This grant program requires matching funds and has varying maximum funding request limits. For the Rescue grants, it is a 1-to-1 ratio. For the fire grants, it is a 1-to-3 ratio. Within this site, there are also 2 relief funds that assist fire and EMS: Firefighters Relief and Rescue Squad Worker's Relief funds. During the COVID-19 pandemic, Blue Cross/Blue Shield of North Carolina donated \$500,000, which was administered as Rural Initiative Grants to fire departments for equipment and/or department expenses.

Opportunity title 2: North Carolina Governor's Highway Safety Grant

Sponsor: North Carolina Department of Transportation

Purpose: The mission of the Governor's Highway Safety Program (GHSP) is to plan and execute a comprehensive highway safety program for North Carolina in order to reduce the number and severity of crashes and the resulting fatalities and injuries on the state's roadways using present and potential resources available on the local, state and national levels.

Eligible activities: To develop and enhance methods of responding to motor vehicle crashes and transporting and treating injured persons.

Eligibility: Fire departments and EMS agencies.

Website: <https://www.ncdot.gov/initiatives-policies/safety/ghsp/Pages/grants.aspx>

Contact: North Carolina Department of Transportation
Governor's Highway Safety Program
GHSP Mail Service Center 1508
Raleigh, NC 27699-1508
919-733-3083

North Dakota

Opportunity title: North Dakota Highway Safety Grant

Sponsor: North Dakota Department of Transportation (NDDOT)

Purpose: The NDDOT Traffic Safety Office receives funds through NHTSA to administer programs to reduce motor vehicle crashes on North Dakota's roadways and the fatalities and injuries associated with these crashes.

Eligible activities: EMS — Funds in this permissible state practice area are passed to the North Dakota Department of Health for training, testing, certification and continuing education for EMS personnel and for emergency vehicle operations.

Eligibility: Fire departments and EMS agencies.

Website: <https://www.dot.nd.gov/divisions/safety/trafficsafety.htm>

Contact: North Dakota Department of Transportation
Safety Division
608 East Boulevard Ave.
Bismarck, ND 58505-0700
dottrafficgrp@nd.gov

Ohio

Opportunity title 1: Fire Department Training Reimbursement Grant

Sponsor: Ohio Department of Commerce, Division of State Fire Marshal

Purpose: Training.

Eligible activities: Reimbursement is available for specific fire training classes, including the cost of training manuals and student workbooks up to the maximum amount that is authorized. Only the following classes will be covered by the grant: "Volunteer Firefighter," "Firefighter I Transition," "Firefighter I," "Firefighter II Transition," "Firefighter I & II" (combined), "Certified Fire Safety Inspector," or classes that have been taken and completed at any Ohio Fire Charter approved by Ohio Department of Public Safety, Division of EMS.

Eligibility: Fire departments that provide primary fire protection to an area with a permanent population of 25,000 or fewer people.

Website: <https://www.com.ohio.gov/fire/Grants.aspx>

Contact: 800-515-0023

Notes: Training grant awards are subject to availability of funds. The application period opens every December.

Opportunity title 2: Small Government Fire Department Services Revolving Loan

Sponsor: Ohio Department of Commerce, Division of State Fire Marshal

Purpose: The Small Government Fire Department Services Revolving Loan Program was created by the Ohio General Assembly to assist local governments in funding certain fire department major-related expenses.

Eligible activities: A revolving loan can be used to expedite the purchase of major firefighting, rescue or EMS equipment. It can also be used for the construction or renovation of fire department buildings.

Eligibility: Fire departments.

Website: <https://www.com.ohio.gov/fire/Grants.aspx>

Contact: Ohio Department of Commerce
Fiscal East
P.O. Box 4009
6606 Tussing Road
Reynoldsburg, OH 43068
800-515-0023
commercegrants@com.state.oh.us

Notes: The application period typically opens every winter. Award and nonaward notifications are typically sent in the late spring.

Opportunity title 3: Firefighter I Training Grant

Sponsor: Ohio Department of Commerce, Division of State Fire Marshal

Purpose: This grant provides funding to pay for the costs of providing “Firefighter I” or “Firefighter I Transition” certification courses free of charge to select students by state fire marshal-approved class providers. By partnering with eligible class providers, it is the goal of the state fire marshal to ease the costs to local governments, promote shared services and broaden the availability of these courses throughout the state.

Eligible activities: “Firefighter I” or “Firefighter I Transition” state fire marshal-approved certification courses.

Eligibility: Select fire students. Class providers must be in good standing with the Ohio Department of Public Safety, have recently provided courses, have a valid charter, burn building or acquired structure, and be in compliance with the Ohio Environmental Protection Agency.

Website: <https://www.com.ohio.gov/fire/Grants.aspx>

Contact: 800-515-0023
CommerceGrants@com.state.oh.us

Notes: Grant funding is limited to \$500,000 statewide and will be disbursed to compliant course providers on a first come, first served basis, up to \$1,500 per student. The application period opens every July.

Opportunity title 4: Multi-Agency Radio Communication System Grant

Sponsor: The Ohio Department of Commerce, Division of State Fire Marshal

Purpose: Purchase Multi-Agency Radio Communication System (MARCS) equipment.

Eligible activities: The money can be used to purchase the systems, equipment and/or services that are a part of, integrated into, or otherwise interoperable with the MARCS operated by the state of Ohio with respect to providing fire protection services.

Eligibility: Fire departments, volunteer fire departments, joint fire districts or local governments operating a fire department that serves 25,000 or fewer people.

Website: <https://www.com.ohio.gov/fire/Grants.aspx>

Contact: Ohio Department of Commerce — Fiscal East Grants Administration
P.O. Box 4009
Reynoldsburg, OH 43068-9009
CommerceGrants@com.state.oh.us

Notes: Up to \$50,000 per department is available through this grant. The application period opens every October. Fire departments can apply for this grant as a single agency or as part of a countywide or regional effort.

Opportunity title 5: Fire Department Equipment Grant

Sponsor: Ohio Department of Commerce, Division of State Fire Marshal

Purpose: Purchase equipment.

Eligible activities: Allowable equipment grant requests include personal protective clothing, SCBA, communications equipment and other miscellaneous equipment.

Eligibility: Fire departments or local government entities that serve a population of fewer than 25,000 people. They must follow the Volunteer Firefighters' Dependents Fund outlined in Ohio Revised Code 146 and have submitted incident fire reports for the previous calendar year.

Website: <https://www.com.ohio.gov/fire/Grants.aspx>

Contact: Ohio Department of Commerce
800-515-0023
commercegrants@com.state.oh.us

Notes: This can be an individual or joint organization application. Grant awards are up to \$15,000 and typically occur in the spring.

Opportunity title 6: Ohio EMS Grants Program

Sponsor: Ohio EMS Board

Purpose: The program is broken up into 5 different grants, identified by their priority. The first priority is given to EMS organizations for the training of personnel, for the purchase of equipment and vehicles, and to improve the availability, accessibility and quality of EMS in Ohio. Lower priority (2 through 5) is given to research into public education of injury prevention, effectiveness of medical procedures related to adult and pediatric trauma, and social support service mechanisms for trauma victims and their families. Supplemental grant awards may be available depending upon the year. The funding source for this program is the state of Ohio seat belt violations fund.

Eligible activities: Training, purchase of equipment and vehicles, and trauma care research.

Eligibility: Public, private and nonprofit EMS agencies and EMS agencies established by a joint fire district.

Website: <https://www.ems.ohio.gov/grants.aspx#gsc.tab=0>

Contact: Grants Administration
Ohio Division of EMS
1970 West Broad St.
Columbus, OH 43223
800-233-0785

Oklahoma

Opportunity title 1: Rural Fire Defense 80/20 Reimbursement Grant

Sponsor: State of Oklahoma Forestry Service

Purpose: The objective of this program is to provide financial assistance to rural fire departments serving communities under 10,000 in population to help them lower their risk from wildland fires and better serve their districts. With this grant, communities can purchase equipment for the fire department or build, remodel or expand a fire station.

Eligible activities: Fire station construction and purchase of equipment.

Eligibility: Fire departments or fire districts serving a population under 10,000.

Website: <https://ag.ok.gov/community-fire-assistance/>

Contact: Oklahoma Forestry Services
Oklahoma Department of Agriculture, Food, and Forestry
Staff Forester, Forest Protection
2800 N. Lincoln Blvd.
Oklahoma City, OK 73105
405-288-2385

Notes: No advanced payments will be made. Grant amounts may be claimed only on a reimbursement basis. Grant program typically opens in July and closes in September.

Opportunity title 2: Rural Fire Defense Operational Assistance Grant

Sponsor: State of Oklahoma Forestry Service

Purpose: The objective of this program is to provide financial assistance to rural fire departments serving communities under 10,000 in population to help them lower their risk from wildland fire and better serve their districts.

Eligible activities: Purchasing items such as firefighting equipment, insurance premiums, equipment maintenance and personal protective gear.

Eligibility: Rural fire departments serving communities with populations less than 10,000 that depend either fully or partially on volunteer firefighters.

Website: <https://ag.ok.gov/community-fire-assistance/>

Contact: Oklahoma Forestry Services
Oklahoma Department of Agriculture, Food, and Forestry
Staff Forester, Forest Protection
2800 N. Lincoln Blvd.
Oklahoma City, OK 73105
405-288-2385

Oregon

Opportunity title: Oregon Highway Safety Improvement Program

Sponsor: Oregon Department of Transportation (ODOT)

Purpose: To provide funding to community hospitals and/or EMS providers for community hospital projects that affect the treatment and outcome of traffic-related injuries.

Eligible activities: EMS agencies for training, equipment and outreach.

Eligibility: Applicants must be community hospitals or their EMS providers.

Website: <https://www.oregon.gov/odot/Safety/Pages/Grantee.aspx>

Contact: Naomi Dwyer, Grants Assistant
Transportation Safety Division
ODOT-TLC Building, MS 3
4040 Fairview Industrial Drive SE
Salem, OR 97302-1142
503-986-4202

Pennsylvania

Opportunity title 1: Fire Company and Emergency Medical Services Grant Program

Sponsor: Pennsylvania Office of the State Fire Commissioner (OSFC)

Purpose: The Fire Company and Emergency Medical Services Grant Program provides grants for fire, ambulance and rescue companies. This program was previously just for volunteer companies and was named Volunteer Fire Company and Volunteer Ambulance Service Grant Program. This grant is supposed to improve and enhance firefighting, ambulance and rescue services capabilities of fire companies and EMS throughout the commonwealth of Pennsylvania. The funding comes from the State Gaming Fund. Program funds may be used for projects that are eligible in accordance with Chapter 78 (relating to Grants to Fire Companies and Emergency Medical Services Companies) of Title 35 of the Pennsylvania Consolidated Statutes.

Eligible activities: Construction and/or renovation of facilities, purchase or repair of equipment, debt reduction associated with facilities or equipment purchases, training and certification of members, and education. For career departments, overtime costs associated with backfilling positions while firefighters are attending training.

Eligibility: Volunteer fire companies and career fire departments, EMS, and rescue squads. Fire companies must have reported all incidents using the Pennsylvania Fire Incident Reporting System on a monthly basis during the performance period. EMS companies are exempt from reporting; however, they must be designated by the municipality as the primary EMS provider. Eligible organizations may apply for a combination of up to 2 projects listed above in the eligible activities.

Website: <https://www.osfc.pa.gov/GrantsandLoans/Volunteer%20Fire%20Company%20And%20Ambulance%20Grants/Pages/default.aspx>

Contact: Office of the State Fire Commissioner
1310 Elmerton Ave.
Harrisburg, PA 17110-9364
800-670-3473
E-mail: ra-vfcvasgp@pa.gov

Note: Grants will be not less than \$2,500 and not more than \$15,000 per applicant fire company and no more than \$10,000 per applicant emergency medical service.

Opportunity title 2: Emergency Medical Services Operating Fund

Sponsor: Pennsylvania Department of Health

Purpose: To provide funding to maintain, improve and develop the quality of the EMS system within this commonwealth.

Eligible activities: Program priorities have traditionally centered around recruitment and retention programs, investigating a potential merger/consolidation of services, actual merger/consolidation of services, development/improvement of an organizational risk management program, capnography equipment, software/computer equipment for patient care reporting, bariatric equipment, replacement of ambulances, etc.

Eligibility: Any provider of EMS applying for Emergency Medical Services Operating Fund funding must be in full compliance with all regulations, policies and priorities of the state and regional EMS systems.

Website: <https://www.health.pa.gov/topics/EMS/Pages/Regulations.aspx>

Contact: Commonwealth of Pennsylvania EMS Medical Director
Bureau of EMS
Pennsylvania Department of Health
1310 Elmerton Ave.
Harrisburg, PA 17110

Opportunity title 3: Volunteer Loan Assistance Program

Sponsor: Pennsylvania OSFC

Purpose: The Volunteer Loan Assistance Program provides fixed low interest loans to volunteer fire companies, ambulance services and rescue squads for the acquisition, rehabilitation or improvement of apparatus, facilities and equipment. Forms and informational materials are available to interested organizations. OSFC staff provides technical assistance and regulatory guidance to applicants; receives, analyzes and approves loan applications; supplies loan-closing services; maintains financial and historical files; and services all accounts until they are closed.

Eligibility: All Pennsylvania volunteer fire companies, ambulance services and rescue squads.

Website: <https://www.osfc.pa.gov/GrantsandLoans/FEMSLP/Pages/default.aspx>

Contact: Office of the State Fire Commissioner
1310 Elmerton Ave.
Harrisburg, PA 17110-9364
800-670-3473
RA-VLAO@pa.gov

South Carolina

Opportunity title: Volunteer Strategic Assistance and Fire Equipment

Sponsor: South Carolina Office of State Fire Marshal

Purpose: To provide a maximum of \$30,000 funding to volunteer fire departments, with no matching or in-kind money required.

Eligible activities: Purchase of fire suppression equipment, SCBAs, portable air refilling systems, hazardous materials spill leak detection/repair/recovery equipment, PPE, new/used fire apparatus, incident command vehicles, special operations vehicles, training, rescue equipment, medical equipment, decontamination equipment, and safety equipment.

Eligibility: Chartered volunteer fire departments and chartered combination fire departments with a staffing level that is at least 50% volunteer are eligible to receive grant funding. A chartered fire department that receives a grant must comply with the Firefighter Registration provision of Act 60 of 2001 and sign the statewide mutual aid agreement with the South Carolina Emergency Management Division.

Website: <http://statefire.llr.sc.gov/osfm/vsafe.aspx>

Contact: South Carolina Office of State Fire Marshal
141 Monticello Trail
Columbia, SC 29203
803-896-9800

Notes: The amount of the grants awarded shall not exceed \$30,000 for each eligible chartered fire department, with no matching or in-kind money required. A chartered fire department may be awarded only 1 grant in a 3-year period.

South Dakota

Opportunity title 1: Firefighter Essentials Grant

Sponsor: South Dakota State Fire Marshal's Office (SDFMO), South Dakota Department of Public Safety

Purpose: This grant helps defray costs for books, manuals and instructor fees associated with firefighter education.

Eligible activities: The grantee agency will provide for the "Firefighter Essentials" course (Unit I, Unit II testing and practical competencies).

Eligibility: The course must be open to all South Dakota firefighters. State equipment supplies or facilities cannot be used. The project director must be an employee of the agency/governing body. The course must be completed within 12 months of the grant agreement start date.

Website: <https://dps.sd.gov/emergency-services/state-fire-marshal/grants>

Contact: State Fire Marshal's Office
South Dakota Department of Public Safety
221 S. Central Ave.
Pierre, SD 57501-2000
866-274-0960

Note: Each individual grant is approximately \$750.

Opportunity title 2: South Dakota Smoke Alarm Grant Program

Sponsor: SDFMO, South Dakota Department of Public Safety

Purpose: Helps departments obtain and distribute smoke alarms in homes that need them.

Eligible activities: Obtaining, distributing and installing smoke detectors.

Eligibility: Fire department within the state of South Dakota; 1-year performance period.

Website: <https://dps.sd.gov/emergency-services/state-fire-marshal/grants>

Contact: State Fire Marshal's Office
South Dakota Department of Public Safety
221 S. Central Ave.
Pierre, SD 57501-2000
866-274-0960

Notes: Initial request can be up to 50 smoke alarms. Can be replenished upon depletion and proper submission of paperwork.

Tennessee

Opportunity title: Tennessee Governor's Highway Safety Office Grants

Sponsor: Tennessee Department of Transportation

Purpose: The Governor's Highway Safety Office provides grants to programs which are designed to reduce the number of fatalities, injuries and related economic losses resulting from traffic crashes on Tennessee's roadways. Local governments, law enforcement agencies, academic institutions and private nonprofits can apply for NHTSA passthrough funding for projects related to various areas of highway safety.

Eligible activities: Eligible project areas are included in the state of Tennessee's Highway Safety Performance Plan. The plan includes EMS agencies.

Eligibility: Fire departments and EMS agencies.

Website: <https://tntrafficsafety.org/applying-for-grants>

Contact: Tennessee Governor's Highway Safety Office
615-741-6235

Notes: This grant program typically opens and closes in March. Interested applicants will need to register for a Tennessee Grants system in order to apply: <https://www.tn.gov/environment/about-tdec/grants/program-areas.html>

Texas

Opportunity title 1: EMS Local Projects Grant

Sponsor: Texas Department of State Health Services

Purpose: The purpose of the Local Projects Grant Program is to support and improve the development of the Texas Emergency Health Care System. Funds shall be used to support and improve the development of the Texas Emergency Health Care System and increase the availability and quality of emergency pre-hospital health care.

Eligible activities: EMS personnel certification training, specialty training related to pre-hospital health care management, communication equipment, patient care equipment and nondisposable supplies, injury prevention projects, continuing education programs, and the purchase of an ambulance. Accreditation fees paid to the Committee on Accreditation for the EMS Professions (CoAEMSP) and the Commission on Accreditation of Allied Health Education Programs by department-approved paramedic education programs seeking initial CoAEMSP accreditation.

Eligibility: Licensed EMS providers, registered first responder organizations, regional EMS/trauma advisory councils (RACs), EMS education organizations and pre-hospital injury prevention organizations. Health and Safety Code Chapter 773 governs this program.

Website: <https://dshs.texas.gov/emstraumasystems/efunding.shtm>

Contact: Texas Department of State Health Services
Office of Emergency Medical Services/Trauma Systems Coordination
512-834-6669

Notes: Matching funds are required. Interested applicants should contact their local RAC for information on the application process.

Opportunity title 2: Governor's Extraordinary Emergency Fund

Sponsor: Texas Department of State Health Services

Purpose: Funding is set aside each FY from the EMS and Trauma Care System Account (911 Funds), the Trauma Facilities and Trauma Care System Fund (enacted by Senate Bill 1131, 78th Legislature), and the Designated Trauma Facility and Emergency Medical Services Account (enacted by House Bill 3588, 78th Legislature) to support the emergent, unexpected needs of EMS providers or Department of Social and Health Services-approved organizations. Proposals are evaluated based on impact to the regional or statewide EMS/trauma system.

Eligible activities: Funding for emergent, unanticipated needs of EMS providers. Emergency funds are not intended to expand service.

Eligibility: Licensed EMS providers, registered first responder organizations and licensed hospitals.

Website: <https://dshs.texas.gov/emstraumasystems/efunding.shtm>

Contact: Texas Department of State Health Services
Office of EMS/Trauma Services
MC 1876, P.O. Box 149347
Austin, TX 78714-9347
512-834-6752

Utah

Opportunity title: Utah Fire Department Assistance Grant

Sponsor: Utah Division of Forestry, Fire and State Lands (FFSL)

Purpose: The fire department assistance grant is an interagency, cooperative program administered by the FFSL to provide technical and financial assistance to Utah's fire departments to improve their ability to safely and effectively provide fire protection and manage hazardous material incidents. Funding can be used for wildland or structural fire training, prevention, PPE, and basic suppression equipment. This grant is made

up of 3 different sources of funding; 2 federal and 1 state: Rural Fire Assistance (RFA) from the U.S. Department of the Interior (DOI), VFA from the USFS, and funds through the Utah Fire and Rescue Academy (UFRA) are made available by the Utah Fire Marshal Office through the Fire Prevention Board. These funding sources have been blended into a single program in an attempt to simplify the process for Utah's fire departments.

Eligible activities: Initial organizations (startup costs), training, fire shelters, fire prevention equipment and materials, PPE, basic suppression tools and equipment, and other special needs.

Eligibility: Fire departments.

Website: <https://ffsl.utah.gov/fire/fire-grants/>

Contact: Utah Division of Forestry, Fire and State Lands
1594 W. North Temple, Suite 3520
Salt Lake City, UT 84114-5703
801-554-6121

Notes: All grant awards require a match from the recipient. VFA money is a 50/50 match. RFA and UFRA monies are a 90/10 match.

Virginia

Opportunity title 1: Virginia Fire Incident Reporting System Hardware Grant

Sponsor: Virginia Department of Fire Programs (VDFP)

Purpose: The purpose of this grant program is to provide an incentive to those jurisdictions not currently participating in the Virginia Fire Incident Reporting System (VFIRS) by lessening the economic burden.

Eligible activities: VFIRS "hardware" — inclusive of a PC, printer and connectivity equipment.

Eligibility: Any independent city, county or incorporated town is eligible to apply.

Website: <https://www.vafire.com/grants-and-local-aid/vfirs-hardware-grants/>

Contact: Information Statistics Manager
Virginia Department of Fire Programs
1005 Technology Park Drive
Glen Allen, VA 23059-4500
804-249-1990 or 804-371-0220

Opportunity title 2: Regional Fire Services Training Facilities Grant

Sponsor: VDFP

Purpose: The purpose of this grant program is to provide funding for the purchase of fire-related training props.

Eligible activities: The funding will be utilized for the acquisition, renovation, repair, service and management of fire services training props to provide training opportunities to multiple jurisdictions in support of training throughout the commonwealth of Virginia per the NFPA 1001 and NFPA 1403, *Standard on Live Fire Training Evolutions*, training standards.

Eligibility: Any independent city, county or incorporated town is eligible to apply. A lead locality must be named when an award is serving multiple jurisdictions.

Website: <https://www.vafire.com/grants-and-local-aid/regional-fire-services-training-grant-program/>

Contact: Budget and Grants Manager
Virginia Department of Fire Programs
Attn: Regional Fire Services Grant Administration
1005 Technology Park Drive
Glen Allen, VA 23059-4500
804-371-0220

Opportunity title 3: Live Fire Training Structure Grant

Sponsor: VDFP

Purpose: The purpose of this grant program is to provide funding to Virginia localities seeking to construct, renovate (including additions) or repair permanent live fire training structures in accordance with the most current edition of NFPA 1402, *Standard on Facilities for Fire Training and Associated Props*. The term Live Fire Training Structure refers to a structure specifically designed for conducting live fire training evolutions on a repetitive basis in accordance with the most current edition of NFPA 1001 and NFPA 1403. The grant is a matching/cost-sharing program. The percentage of match/cost share is relative to the size of the capital project the locality intends to construct.

Eligible activities: The funding will be utilized for construction, renovation (including additions) or repairs to permanent live fire training structures. New construction has different rules, guidelines and timelines when compared to emergency renovations.

Eligibility: Any independent city, county or incorporated town is eligible to apply.

Website: <https://www.vafire.com/grants-and-local-aid/burn-building-grants/>

Contact: Budget and Grants Manager
Virginia Department of Fire Programs
1005 Technology Park Drive
Glen Allen, VA 23059-4500
804-371-0220

Opportunity title 4: Rescue Squad Assistance Fund

Sponsor: Virginia Department of Health

Purpose: The Financial Assistance for Emergency Medical Services Grants Program, known as the Rescue Squad Assistance Fund (RSAF) Grant Program, is a multimillion-dollar grant program for Virginia nonprofit EMS agencies and organizations. This funding comes from the Office of Emergency Medical Services (OEMS) Four-for-Life allocation.

Eligible activities: Items eligible for funding include EMS equipment and vehicles, computers, EMS management programs, courses/classes, and projects benefiting the recruitment and retention of EMS members.

Eligibility: Virginia nonprofit agencies/organizations involved in EMS.

Website: <https://www.vdh.virginia.gov/emergency-medical-services/administration-finance/rsaf-grants-program/>

Contact: Grants Manager
Office of Emergency Medical Services
1041 Technology Park Drive
Glen Allen, VA 23059-4500
804-888-9106

Opportunity title 5: Nasal Naloxone for EMS Agencies

Sponsor: RSAF, OEMS, Virginia Department of Health

Purpose: To prevent drug overdose deaths involving opioids in Virginia by consistently providing no-cost nasal naloxone to licensed EMS agencies while the National Opioid Crisis Declaration is in effect.

Eligible activities: Purchase of naloxone.

Eligibility: Licensed EMS agencies pursuant to VA Code 32.1-111.12 may apply for Nasal Naloxone for EMS Agencies through the EMS-Grant Information Funding Tool.

Website: <https://www.vdh.virginia.gov/epidemiology/naloxone/>

Contact: Grants Manager
Office of Emergency Medical Services
1041 Technology Park Drive
Glen Allen, VA 23059-4500
804-888-9106

Note: Applications are awarded based on the number of reported transport units or ambulances.

Opportunity title 6: EMS Scholarship Program

Sponsor: Virginia Office of EMS and Virginia Department of Health

Purpose: The EMS Scholarship Program is designed to provide financial assistance for Virginia-certified EMS providers and Virginia Office of EMS-approved EMS courses. These funds shall supplement local support for EMS courses.

Eligible activities: Virginia Office of EMS-approved EMS courses. Other eligible expenses include textbooks, uniforms, testing fees, exam preparation software, background checks and physicals.

Eligibility: Virginia EMS providers or students seeking to become EMS providers in Virginia. Must be a resident of the commonwealth of Virginia and have a valid U.S. Social Security number.

Website: <https://www.vdh.virginia.gov/emergency-medical-services/education-certification/ems-scholarship/>

Contact: Virginia Office of EMS
1041 Technology Park Drive
Glen Allen, VA 23059
804-888-9106

Notes: Tuition costs are calculated based on the tuition rate and number of credit hours it takes to complete each level of EMS training in the Virginia Community College System. The office then determines baseline funding by considering several factors.

Opportunity title 7: Conference and Education Assistance Program

Sponsor: VDFP

Purpose: The purpose of the Conference and Education Assistance Program is to provide needed financial support for conferences and seminars sponsored by the Virginia-based nonprofit organizations that further the education of fire and emergency services personnel throughout the commonwealth.

Eligible activities: Conferences, seminars, and fire prevention and public safety education courses.

Eligibility: Virginia-based, legally recognized nonprofit organizations representing the local, regional or statewide interests of the commonwealth's fire and emergency services community.

Website: <https://www.vafire.com/grants-and-local-aid/conference-and-education/>

Contact: Grants and Local Aid Manager
Virginia Department of Fire Programs
1005 Technology Park Drive
Glen Allen, VA 23059-4500
804-249-1958

Opportunity title 8: Aid to Localities

Sponsor: VDFP

Purpose: The Virginia Fire Programs Fund is derived from 1% of fire-related insurance coverage. Approximately 75% of the total fund goes directly to counties, cities and incorporated towns within the commonwealth as "Aid to Localities."

Eligible activities: Training, construction of training centers, firefighting equipment and PPE.

Eligibility: Cities, counties and incorporated towns.

Website: <https://www.vafire.com/grants-and-local-aid/aid-to-localities/>

Contact: Grants and Local Aid Manager
Virginia Department of Fire Programs
1005 Technology Park Drive
Glen Allen, VA 23059-4500
804-249-1958

Note: Allocations are population-based.

Opportunity title 9: Dry Hydrant Grant

Sponsor: Virginia Department of Forestry

Purpose: The Virginia Dry Fire Hydrant Grant Program is funded under the 1995 Fire Programs Fund Bill adopted in 1995 by the Virginia General Assembly with the intent of improving fire protection and conserving energy. The program is administered jointly by the Virginia Department of Forestry and VDFP with the assistance of an advisory committee.

Eligible activities: To permanently install nonpressurized pipe systems for fire department drafting operations in existing lakes, ponds and streams that provide a suction supply of water to a fire department tank truck or hose relay source pumper.

Eligibility: Fire departments listed with the VDFP. Each fire department may submit **up to 3 applications**. The site location priority must be noted. The program will fund as many hydrants as the budget allows.

Website: <https://dof.virginia.gov/wildland-prescribed-fire/fire-department-resources/dry-hydrants/>

Contact: Virginia Department of Forestry
Dry Fire Hydrant Program
900 Natural Resources Drive, Suite 800
Charlottesville, VA 22903
434-220-8052

Washington

Opportunity title 1: Wildland Fire Training

Sponsor: Washington State Department of Natural Resources (DNR)

Purpose: DNR sponsors wildland fire training in partnership with Wenatchee Valley College and with support from the DOI.

Eligible activities: Wildland firefighting courses.

Eligibility: Rural fire departments and fire districts.

Website: <https://www.dnr.wa.gov/FireDistrictAssistance>

Contact: DNR Fire District Assistance Coordinator
360-902-1306

Opportunity title 2: Volunteer Fire Assistance Grants

Sponsor: Washington State DNR

Purpose: Administered by DNR through funding from the USDA, this grant program provides a 50% match for purchases of PPE and general equipment.

Eligible activities: Purchase PPE and general equipment.

Eligibility: Opportunities for these grants are available to fire protection districts and departments in Washington state that:

1. Respond to wildland fires on private, state or federal lands.
2. Serve communities with a population of 10,000 or fewer residents.

-
- Serves a community of more than 10,000 residents and a service area that includes a rural community of fewer than 10,000 residents.

Website: <https://www.dnr.wa.gov/FireDistrictAssistance>

Contact: DNR Fire District Assistance Coordinator
360-902-1306

Note: A 50% match is required.

Opportunity title 3: Firefighter Property Program

Sponsor: Washington State DNR

Purpose: This program helps fire protection districts and fire departments get fire engines and water tenders suitable for low-cost conversion to wildland use. Fire districts receive the title to the property. Districts may have to pay the expense of transporting the vehicle from an out-of-state location.

Eligible activities: Wildland fire apparatus and other equipment, such as generators, forklifts, utility terrain vehicles and trailers are also available.

Eligibility: Opportunities to obtain equipment through this program may be available to fire protection districts and fire departments in Washington state that:

- Agree to put the vehicle in service within a year of taking possession.
- Are willing to assist DNR in protecting Washington wildlands from wildfire.

Website: <https://www.dnr.wa.gov/FireDistrictAssistance>

Contact: DNR Fire District Assistance Coordinator
360-902-1306

Note: This program replaces the Federal Excess Property Program (FEPP) in Washington.

Opportunity title 4: Department of Natural Resources Surplus Engine Program

Sponsor: Washington State DNR

Purpose: DNR transfers ownership of its surplus engines, per RCW 76.04.135(4), to Washington state fire districts in wildfire-prone areas within counties that have a median income level below the state average. These engines will help local fire districts be better prepared to fight wildfires in their districts.

Eligible activities: Used wildland fire apparatus acquisition.

Eligibility: Fire districts can confirm their eligibility via DNR's list on its website.

Website: <https://www.dnr.wa.gov/FireDistrictAssistance>

Contact: DNR Fire District Assistance Coordinator
360-902-1306

Note: The surplus site where you can browse what is available is located at https://www.dnr.wa.gov/publications/rp_fire_surplus_engines_powerpt.pdf?grrr24.

West Virginia

Opportunity title: West Virginia Volunteer Fire Department Training and Equipment Grant

Sponsor: Office of the State Fire Marshal, Department of Military Affairs and Public Safety

Purpose: Training, equipment and community risk reduction efforts.

Eligible activities: Training, equipment and community risk reduction efforts. It is important to display how the department is a proactive problem solver.

Eligibility: West Virginia volunteer fire departments. Application must be submitted by the chief of the department.

Website: <https://firemarshal.wv.gov/Pages/default.aspx>

Contact: Volunteer Fire Department Training and Equipment Grant West Virginia State Fire Marshal's Office (SFMO)
1207 Quarrier St., 2nd Floor
Charleston, WV 25301
304-558-2191, ext. 53224

Note: Grant sizes typically range from \$1,500 to \$6,000, but the SFMO may occasionally make larger grant awards based on the size of the fund.

Wisconsin

Opportunity title: Forest Fire Protection Grant

Sponsor: Wisconsin DNR

Purpose: Forest Fire Protection (FFP) grants are available to Wisconsin fire departments and county/area fire associations. Grant funding is intended to expand the use of local fire departments to augment and strengthen the DNR overall initial-attack fire suppression capabilities on forest fires.

Eligible activities:

- ◆ Acquiring PPE and forest fire training
- ◆ Forest fire prevention and WUI
- ◆ Forest fire suppression tools, equipment, supplies and materials
- ◆ Dry hydrants
- ◆ Communication equipment for forest fire suppression or protection
- ◆ Mapping and GIS
- ◆ Off-road, all-wheel drive vehicles, all-terrain vehicles of half-ton to 5-ton capacity that are used primarily for forest fire suppression

Eligibility: Wisconsin fire departments that have an executed forest fire suppression agreement with DNR. Wisconsin county/area fire associations must have a majority of the fire department members serve organized forest fire control areas designated by the DNR.

Website: <https://dnr.wisconsin.gov/aid/ForestFireProtection.html>

Contact: Grant Manager
Wisconsin Department of Natural Resources
3911 Fish Hatchery Road
Fitchburg, WI 53711
Phone: 608-275-3206
Fax: 607-275-3338
dnrffpgrantprogram@wisconsin.gov

Note: The FFP program is a 50/50 cost-share reimbursement grant program.

Wyoming

Opportunity title 1: Mineral Royalty Grants

Sponsor: Wyoming Office of State Lands and Investments

Purpose: Pursuant to W.S. 9-4-604(a), the Mineral Royalty Grants are awarded to:

1. Alleviate an emergency situation which poses a direct and immediate threat to health, safety or welfare.
2. To comply with a federal or state mandate.
3. To provide an essential public service.

Eligible activities: Varied, includes water projects, acquisition of emergency vehicles, public administration buildings and health care facilities, among others.

Eligibility: Counties, municipalities, Joint Powers Boards and certain special districts.

Website: <https://lands.wyo.gov/grants-loans/grants/mineral-royalty-grants>

Contact: Office of State Lands and Investments
Herschler Building
122 W. 25th St., Suite W103
Cheyenne, WY 82002
307-777-6373

Opportunity title 2: Wyoming Traffic Safety Grant

Sponsor: Wyoming DOT

Purpose: The Wyoming DOT's Highway Safety Grant Program's goal is to reduce traffic crashes, deaths, injuries and the associated economic losses in Wyoming through the coordinated efforts of state, local agencies and other safety partners. The Highway Safety Program provides project funding to help achieve stated programs' goals and objectives that address identified highway safety problems. Priorities of safety effort and location are based on projects with the greatest likelihood to impact crash and injury reduction.

Eligible activities: EMS activities in a safety area under the statutory provisions administered by the Federal Highway Administration.

Eligibility: Fire departments and EMS agencies.

Website: http://www.dot.state.wy.us/home/dot_safety/behavioral-grants.html

Contact: Highway Safety Program Office
Wyoming Department of Transportation
5300 Bishop Blvd.
Cheyenne, WY 83009-3340
307-777-4450

Chapter 6: Federal Funding for Emergency Medical Services and Fire Agencies

This chapter lists major grants available from key federal agencies that can be used to secure alternative funding for EMS, fire protection, and disaster preparedness and recovery.

The federal government is the largest source of grants for the EMS and fire services. There are more than 1,000 grant programs offered by 26 federal grant-making agencies. Since 9/11, billions of federal dollars have been made available to states, local fire departments and EMS organizations in the form of grants and funding programs for homeland security and related programs, including EMS.

Much of the federal grant budget is passed to the states for further distribution. Examples include the Emergency Management Performance Grants (EMPGs) and the Homeland Security Grant Program (HSGP). From there, it is up to the states to decide how to use the money. There are, however, direct federal grant programs to fire and EMS agencies such as the AFG (**Figure 6.1**).

The state governor's office is usually an excellent resource for information on federal funds administered by the state. Local members of the U.S. House of Representatives or the U.S. Senate also may be helpful in bridging the gap between federal programs and local government, fire departments, or nonprofit EMS agencies. Local government finance officials are often an excellent resource for information on grant funding opportunities and processes; sometimes there is a dedicated grant writer on staff.

Federal funding basics

Nearly every federal government agency has its own grant or loan program. Each is intended to serve a particular purpose and comes with its own set of rules and program guidance.

Understanding the various types of federal grants is important because the funding mechanism selected will influence the strategy employed to access the funds and how funds can be used. For example, many of the grants identified here are competitive grants. A competitive grant, or project grant, is one where applicants vie for limited funds. Peer reviewers score applications, and money is awarded to those applicants with the highest scores. Federal grants may be direct or pass through. Direct grants are given directly to the agency applying for it, whereas pass-through grants require the state to apply to the federal government, then the state disburses grant money to agencies that request it. Grants may be restricted or unrestricted in terms of use but usually come with specific guidelines stated in the program guidance.

This guide focuses on grants, but federal loan programs are also available as an alternative funding source. Loan funds go directly to the applicant, who is responsible for repayment. The main advantage of a grant is that it does not have to be paid back as long as the conditions of the grant program are met.



Figure 6.1. Courtesy of Mike Wieder, Stillwater, Oklahoma.

Types of federal grants

Federal grants can be grouped into the following major categories.

Block grants

A block grant does not involve competition. The federal government simply distributes funds to the states based on an established formula. Formula grants flow directly to state agencies that subgrant the funds through a proposal process or otherwise turn the funds over to local governments or nonprofit agencies.

Project grants

Project grants are the most common form of federal grant. Depending on the program requirements, EMS and fire organizations gain access to the funds through a competitive bidding process. Application to a project grant does not guarantee an award, and the amount received by grantees is not predetermined by a formula.

Demonstration grants

Demonstration grants are pilot projects generally involving a small number of sites in an effort to learn more about the effectiveness of a new program. An effective demonstration grant program may lead to further funding in the form of discretionary or project grants. Demonstration grants are awarded competitively and can go to state or local governments or community-based organizations depending on the eligibility requirements.

Congressional earmarks

Earmarks are explicitly specified in appropriations by the U.S. Congress. They are not competitively awarded, and they have become highly controversial because of the role of paid political lobbyists in securing them and the constant disagreement on priorities. Earmark bans have been instituted frequently over the years. 2007 and 2011 are the most recent examples. While earmarks are likely obsolete, there is a chance they could be revived by the federal government if lawmakers have the necessary support.

Disaster relief

Whether natural or man-made, local or global, disasters occur from time to time (**Figure 6.2**). When these occur, the federal government makes an official declaration, which puts fire and EMS agencies on notice that a federal funding stream(s) will be available. Most commonly, this occurs when natural disasters such as earthquakes, snowstorms, tornadoes, hurricanes, etc., occur and FEMA's Public Assistance program is activated. Fire and EMS agencies can submit eligible expenses to their municipality related to the response, and then the municipality submits it to the administering state agency for state and federal consideration. Eligible items include labor hours, fringe benefits, donated hours/resources, equipment usage, vehicle usage, materials and supplies.



Figure 6.2. Courtesy of Chris Mickal, New Orleans Fire Department Photo Unit.

A recent example is the COVID-19 pandemic (commonly referred to as the coronavirus) that spanned 2020 and continues to create an extensive economic crisis. This global emergency was a declared disaster that not only utilized FEMA Public Assistance but many other funding streams as well. The Coronavirus Aid, Relief, and Economic Security (CARES) Act (the Act) was enacted. The U.S. Treasury created the Coronavirus Relief Fund, and FEMA AFG created “AFG-S” among other grants. Fire and EMS agencies could either apply directly or apply underneath their municipality for PPE and sanitizing supplies (**Figure 6.3**). The CARES Act also established the Paycheck Protection Program, giving small businesses and qualifying tax-exempt nonprofit organizations payroll loans. Eligible fire departments and EMS agencies were able to apply.

While each disaster differs and so does the U.S. response, there are some commonalities in disaster relief provision.

System Award Management number

All organizations applying for a federal grant or cooperative agreement must have a SAM Unique Entity ID number. After April 4, 2022, the federal government transitioned away from the use of the old Data Universal Numbering System (DUNS) Unique Entity ID and began use of the new SAM Unique Entity ID as the primary means of entity identification for federal awards governmentwide. This is a big change, as the government has used the DUNS number for many years.

SAM is a governmentwide registry for vendors doing business with the federal government. SAM registration requires annual renewal. SAM centralizes information about grant recipients and also provides a central location for grant recipients to change organizational information. Grants.gov uses SAM to establish roles and IDs for electronic grant applicants.

SAM registration is not completed on the Grants.gov website. Once your SAM registration is active, you can return to Grants.gov and complete registration. It takes 7 to 10 business days for SAM registration to activate after SAM has received all required information from registrants. SAM registration must be renewed annually. If you are updating or renewing your registration, it takes approximately 24 hours to activate.

Fire departments and EMS agencies that do not yet have a SAM number must ensure they start the process of registering in advance of their grant application process. The SAM number request process traditionally takes 7 to 10 business days but could take longer. You can get information to obtain your agency’s SAM number and also check on the status of your request by visiting <https://sam.gov/content/home>.

As a result of turnover in an organization or insufficient recordkeeping, sometimes entities may not know if they have a SAM number. **Do not create a new one without completing extensive research that allows that determination.** Having multiple SAM numbers can create problems.

SAM help and FAQs: <https://sam.gov/content/home>

Request SAM assistance toll free: 866-606-8220



Figure 6.3. Courtesy of the Phoenix, Arizona, Fire Department.

Federal grants

U.S. Department of Agriculture

Opportunity title 1: Community Facilities Direct Loan and Grant Program

Purpose: Community programs provide loans and grants and loan guarantees for water and environmental projects, as well as community facilities projects. Water and environmental projects include water systems, waste systems, solid waste and storm-drainage facilities. Community facilities projects develop essential community facilities for public use in rural areas and may include hospitals, fire protection and safety, as well as many other community-based initiatives.

Eligible activities: Health care facilities, such as hospitals and clinics; public safety, such as fire departments and trucks, EMS agencies and ambulances, and equipment.

Eligibility: Public bodies, community-based nonprofit corporations that provide service to a rural area with no more than 20,000 residents.

Website: <https://www.rd.usda.gov/programs-services/community-facilities-direct-loan-grant-program>

Contact: For more information about this program, or to file an application, contact the local USDA service center in your area. Use the drop-down menu on the site listed above to locate your state. A related program is the Community Facilities Relending Program.

Opportunity title 2: Community Facilities Technical Assistance and Training Grant

Purpose: The agency will make grants to public bodies and private nonprofit corporations (such as states, counties, cities, townships, incorporated towns and villages, boroughs, authorities, districts, and Indian tribes on federal and state reservations) to provide associations technical assistance and/or training with respect to essential community facilities programs. The technical assistance and/or training will assist communities, Indian tribes, and nonprofit corporations to identify and plan for community facility needs that exist in their area.

Eligible activities: Planning community facility needs, identifying resources to finance the needs, preparing reports and surveys necessary to request financial assistance, preparing financial assistance applications, and improving management.

Eligibility: Public bodies, community-based nonprofit corporations that provide service to a rural area with no more than 20,000 residents.

Website: <https://www.rd.usda.gov/programs-services/community-facilities-technical-assistance-and-training-grant>

Contact: For more information about this program, or to file an application, contact the local USDA service center in your area. Use the document posted under the Contact tab to locate your state.

Notes: Maximum grant award of \$150,000. Matching funds not required but given preference. In-kind contributions cannot be used as the match. Partnerships with other entities encouraged.

Opportunity title 3: Economic Impact Initiative Grant

Purpose: This program provides funding to assist in the development of essential community facilities in rural communities with extreme unemployment and severe economic depression.

Eligible activities: To construct, enlarge or improve community facilities for health care, public safety and public service. Grants may be made in combination with other financial assistance such as a Community Facilities direct or guaranteed loan, applicant contribution or funding from other sources. Fire/EMS stations and trucks are highlighted (**Figure 6.4**).

Eligibility: Public bodies, community-based nonprofit corporations that provide service to a rural area with no more than 20,000 residents that have an unemployment rate greater than 19.5%. Median household income of the community must be below that of 90% of the particular state.

Website: <https://www.rd.usda.gov/programs-services/economic-impact-initiative-grants>

Contact: For more information about this program, or to file an application, contact the local USDA service center in your area. Use the drop-down menu on the site listed above to locate your state.



Figure 6.4. Courtesy of Mike Wieder, Stillwater, Oklahoma.

Opportunity title 4: Distance Learning and Telemedicine Program

Purpose: The Distance Learning and Telemedicine (DLT) program is specifically designed to meet the educational and health care needs of rural America through the use of advanced telecommunications technologies. The DLT program provides grants, loans and loan-grant combinations as a source of financing and technical assistance for rural telecommunications systems.

Eligible activities: Telemedicine and telecommunications. More specifically, acquisition of capital assets including broadband facilities, audio/video/interactive equipment, terminal and data equipment, computer hardware, network components, software, inside wiring, and similar infrastructure.

Eligibility: In order to be eligible, you must fit 1 the following criteria:

- ❖ Currently deliver or propose to deliver DLT services for the term of the grant. To receive a grant, the purposes must meet the grant definition of distance learning and/or telemedicine.
- ❖ Be legally organized as an incorporated organization or partnership, an Indian tribe or tribal organization, a state or local unit of government, a consortium, or other legal entity, including a private corporation organized on a for-profit or not-for-profit basis with the legal capacity to contract with the U.S. government.
- ❖ Operate a rural community facility or deliver DLT services to entities that operate a rural community facility or the residents of rural areas at rates calculated to ensure that the benefit of the financial assistance passes through such entities or to residents of rural areas.

Website: <https://www.rd.usda.gov/programs-services/distance-learning-telemedicine-grants>

Contact: Director, ASD–Telecommunications Programs
STOP 1550, Room 2844
1400 Independence Ave., SW
Washington, DC 20250
202-720-0800
Fax: 202-720-1051
dltinfo@wdc.usda.gov

Opportunity title 5: Delta Health Care Services Grant Program

Purpose: The Delta Health Initiative Cooperative provides funding to an alliance to address long-standing, unmet rural health needs of the Delta Regional Authority, which includes the following 8 states: Alabama, Arkansas, Illinois, Kentucky, Louisiana, Mississippi, Missouri and Tennessee. Grants are awarded to promote cooperation among health care professionals, institutions of higher education, research institutions and other entities in the Delta region.

Eligible activities: Projects funded under this program may include, but are not limited to, the development of health care services, health education programs, health care job training programs, or the development and expansion of public health-related facilities in the Delta region.

Eligibility: Organizations must be a consortium of the following: regional institutions of higher education, academic health or research institutes, or economic development entities within the Delta region.

Website: <https://www.rd.usda.gov/programs-services/delta-health-care-services-grant>

Contact: USDA
202-720-1400

Note: Applicants are required to submit their consortium agreement as a part of their application.

Opportunity title 6: Federal Excess Personal Property Program

Purpose: The FEPP program was enacted by Congress under the Federal Property and Administrative Services Act of 1949 and the Cooperative Forestry Assistance Act of 1978. The acts direct the secretary of agriculture to encourage the use of FEPP to assist in reducing state fire budgets by loaning federal-owned property to state foresters and their cooperators. To qualify for this program, a fire department must meet a number of requirements, 1 being a responsibility for providing fire protection on wildlands within the department's jurisdiction. The USFS monitors the use of loaned property to ensure that all FEPP acquired is used 90% for fire protection support and only 10% for other support.

Eligible activities: Wildfire equipment (**Figure 6.5**).



Figure 6.5. Courtesy of Ron Jeffers, Union City, New Jersey.

Eligibility: Fire departments. Recipients of FEPP need only have wildland or rural fire responsibility that satisfies the state forester.

Website: <https://www.fs.usda.gov/managing-land/fire/fepp>

Contact: Contact your local state forester for information.

Notes: To apply to the FEPP program, a user account must be created in the Federal Excess Property Management Information System (FEPMIS). The access and help links are provided on the site above. Help desk: 866-224-7677.

Opportunity title 7: Firefighter Property Program

Purpose: The Firefighter Property Program refers to one of the Department of Defense's (DoD's) special programs where firefighters can get excess DoD property to be used for firefighting and emergency services. Certain property obtained from this program passes ownership after it has been in use for a specified period of time. This program is managed by the USFS with the cooperation of the state forestry agencies.

Eligible activities: Firefighting and emergency services equipment.

Eligibility: Fire departments.

Website: <https://www.fs.usda.gov/managing-land/fire/fepp>

Contact: Contact your local state forester for information.

U.S. Department of Transportation — Pipeline and Hazardous Materials Safety Administration

Opportunity title 1: Assistance for Local Emergency Response Training Grant

Purpose: The Assistance for Local Emergency Response Training (ALERT) Grant Program is designed to assist local emergency responders to recognize and respond to flammable liquid by rail transportation emergencies. The ALERT Grant Program targets nonprofit organizations representing regional public-private partnerships.

Eligible activities: Hazardous materials emergency planning and training. There are strict guidelines for overtime and backfill reimbursement requests.

Eligibility: Grant funds are passed through to tribal and local emergency management offices having functional and active Local Emergency Planning Committees (LEPCs) and Transportation Environmental Resource Councils (TERCs). The organizations must be able to provide direct or web-based training to individuals responsible for responding to accidents and incidents involving hazardous materials. The training will focus on response activities related to the transportation of crude oil, ethanol and other flammable liquids by rail.

Website: <https://www.phmsa.dot.gov/grants/hazmat/assistance-local-emergency-response-training-alert>

Contact: U.S. Department of Transportation
Pipeline and Hazardous Materials Safety Administration
1200 New Jersey Ave., SE
Washington, DC 20590
202-366-1109; 800-467-4922
Fax: 202-366-7342
Email: hmep.grants@dot.gov

Notes: Grant may require non-federal matching funds. The Pipeline and Hazardous Materials Safety Administration (PHMSA) can use money recovered from prior-year Hazardous Materials Emergency Preparedness (HMEP) grant awards to fund the ALERT program.

Opportunity title 2: Community Safety Grant

Purpose: The Community Safety program is authorized by the Fixing America's Surface Transportation Act. PHMSA provides funding to nonprofit organizations to conduct national outreach and training programs to assist communities in enforcing hazardous materials regulations and preparing for and responding to accidents and incidents involving the transportation of hazardous materials, including Class 3 flammable liquids.

Eligible activities: Training of state and local personnel responsible for enforcing the transportation of hazardous materials; giving priority to nonprofit organizations that have the existing capacity to reach and train a huge quantity of these personnel throughout the country.

Eligibility: Grant funds are passed through to tribal and local emergency management offices having functional and active LEPCs and TERCs.

Website: <https://www.phmsa.dot.gov/grants/hazmat/community-safety-cs-grant>

Contact: U.S. Department of Transportation
Pipeline and Hazardous Materials Safety Administration
1200 New Jersey Ave., SE
Washington, DC 20590
202-366-1109; 800-467-4922
Fax: 202-366-7342
Email: hmep.grants@dot.gov

Note: Grant may require non-federal matching funds.

Opportunity title 3: Hazardous Materials Emergency Preparedness Grant

Purpose: The HMEP grant program is intended to provide financial and technical assistance as well as national direction and guidance to enhance state, territorial, tribal and local hazardous materials emergency planning and training. The program distributes fees collected from shippers and carriers of hazardous materials to emergency responders for hazardous materials training and to LEPCs for hazardous materials planning. The grant program is designed to allow grantees the flexibility to implement training and planning programs that address differing needs for each location based on demographics, emergency response capabilities, commodity flow studies and hazard analysis.

Eligible activities: Hazardous materials emergency planning and training. There are strict guidelines for overtime and backfill reimbursement requests.

Eligibility: Grant funds are passed through to tribal and local emergency management offices having functional and active LEPCs and TERCs.

Website: <https://www.phmsa.dot.gov/grants/hazmat/hazardous-materials-emergency-preparedness-hmep-grant>

Contact: U.S. Department of Transportation
Pipeline and Hazardous Materials Safety Administration
1200 New Jersey Ave., SE
Washington, DC 20590
202-366-1109; 800-467-4922
Fax: 202-366-7342
Email: hmep.grants@dot.gov

Note: Grant may require non-federal matching funds.

Opportunity title 4: Hazardous Materials Instructor Training Grant

Purpose: Hazardous Materials Instructor Training (HMIT) grants fund the training of instructors who then train private-sector hazardous materials employees.

Eligible activities: HMIT funds prevention and response activities.

Eligibility: HMIT grants are open to nonprofit hazardous materials employee organizations demonstrating expertise in conducting train-the-trainer programs for employees. The Moving Ahead for Progress in the 21st Century Act authorized DOT/PHMSA to offer the grant to all nonprofit organizations that demonstrate expertise in conducting a training program for hazardous materials employees and the ability to reach and involve, in a training program, a target population for hazardous materials employees.

Website: <https://www.phmsa.dot.gov/grants/hazmat/hazardous-materials-instructor-training-hmit-grant>

Contact: U.S. Department of Transportation
Pipeline and Hazardous Materials Safety Administration
1200 New Jersey Ave., SE
Washington, DC 20590
202-366-1109; 800-467-4922
Fax: 202-366-7342
Email: hmep.grants@dot.gov

Note: Grant may require non-federal matching funds.

Opportunity title 5: Supplemental Public Sector Training Grant

Purpose: Supplemental Public Sector Training grant funding is provided to national nonprofit fire service organizations for the purpose of training instructors to conduct hazardous materials response training programs for individuals with statutory responsibility to respond to hazardous materials accidents and incidents (**Figure 6.6**).

Eligible activities: Prevention and response activities.

Eligibility: Grant funds are passed through to tribal and local emergency management offices having functional and active LEPCs and TERCS.

Website: <https://www.phmsa.dot.gov/grants/hazmat/supplemental-public-sector-training-spst-grant>



Figure 6.6. Courtesy of Mike Wieder, Stillwater, Oklahoma.

Contact: U.S. Department of Transportation
Pipeline and Hazardous Materials Safety Administration
1200 New Jersey Ave., SE
Washington, DC 20590
202-366-1109; 800-467-4922
Fax: 202-366-7342
Email: hmep.grants@dot.gov

Note: Grant may require non-federal matching funds.

U.S. Environmental Protection Agency

Opportunity title: Local Governments Reimbursement Program

Purpose: In the event of a release (or threatened release) of hazardous substances, the Environmental Protection Agency may reimburse local governments for expenses related to the release and associated emergency response measures. The Local Governments Reimbursement Program provides a “safety net” of up to \$25,000 per incident to local governments that do not have funds available to pay for response actions.

Eligible activities: Hazardous incident response.

Eligibility: The local government must be a general-purpose unit of local government and the applicant must have legal jurisdiction over the site where the incident occurred. Substances must be designated as hazardous under the Comprehensive Environmental Response, Compensation, and Liability Act.

Website: <https://www.epa.gov/emergency-response/local-governments-reimbursement-program#eligibility>

Contact: U.S. Environmental Protection Agency
Local Governments Reimbursement Program
Attn: Lisa Boynton, Mail Code 5104-A
1200 Pennsylvania Ave.
Washington, DC 20460

Federal Emergency Management Agency

Opportunity title 1: Assistance to Firefighters Grants

Purpose: The AFG Program is a competitive grant program that provides financial assistance directly to eligible fire departments, state fire training academies (SFTAs) and nonaffiliated EMS organizations to enhance their capabilities with respect to fire and fire-related hazards. The AFG Program seeks to provide critically needed resources that equip and train emergency personnel to recognized standards, enhance operational efficiencies, foster interoperability, and support community resilience.

Eligible activities:

- ❖ **Operation and Safety** activity funds fire and EMS training, equipment, PPE, wellness and fitness, and modifications to facilities projects.
- ❖ **Vehicle** acquisition activity funds fire apparatus and EMS vehicles.
- ❖ **Regional** activity is an opportunity for 2 or more eligible applicants to seek funding for mutually beneficial projects that support regional efficiency and resilience.

In addition, the AFG Program offers a micro grant option for entities seeking funding for Operations and Safety activities with cumulative federal funding of \$50,000 or less.

Fire departments: operating in any of the 50 states, as well as fire departments in the District of Columbia, the Commonwealth of the Northern Mariana Islands, the U.S. Virgin Islands, Guam, American Samoa, the Commonwealth of Puerto Rico or any federally recognized Indian tribe or tribal organization. A fire department is an agency or organization having a formally recognized arrangement with a state, local, tribal or territorial authority (city, county, parish, fire district, township, town or other governing body) to provide fire suppression to a population within a geographically fixed primary first due response area.

SFTAs: operates in any of the 50 states, as well as the District of Columbia, the Commonwealth of the Northern Mariana Islands, the U.S. Virgin Islands, Guam, American Samoa, the Commonwealth of Puerto Rico, or any federally recognized Indian tribe or tribal organization.

Website: <https://www.fema.gov/grants/preparedness/firefighters/assistance-grants>

Contact: Fire department personnel who have questions regarding the AFGs can reach FEMA's Grant Programs Directorate (GPD) AFG Program staff at firegrants@fema.dhs.gov or 866-274-0960. Fire program specialists in FEMA's regions respond to questions about the program and conduct grant monitoring activities.

Find regional contacts: <https://www.fema.gov/grants/preparedness/firefighters/regional-contacts>.

FEMA Grants Outcomes (GO) portal (<https://www.fema.gov/grants/guidance-tools/fema-go>) must be used to apply.

Notes: AFG has specific, population-based, non-federal matching requirements and maximum individual award limitations. Economic hardship waivers can be requested. See AFG guidelines for more information. The period of performance for AFG is 12 months.

Opportunity title 2: Staffing for Adequate Fire and Emergency Response Grants

Purpose: Staffing for Adequate Fire and Emergency Response (SAFER) was created to provide funding directly to fire departments and volunteer firefighter interest organizations to help them increase or maintain the number of trained, "front-line" firefighters available in their communities. The goal of SAFER is to enhance the local fire departments' abilities to comply with staffing, response and operational standards established by the NFPA (NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*, and/or NFPA 1720, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments*).

Eligible activities: SAFER offers grants to support activities in 2 categories: hiring of new, additional firefighters or changing the status of part-time or paid-on-call firefighters to full-time firefighters, and the recruitment and retention of volunteer firefighters. Combination and volunteer fire departments may apply for funding separately under both activities.

Hiring activity: Fire departments operating in any of the 50 states, the District of Columbia, the Commonwealth of the Northern Mariana Islands, the U.S. Virgin Islands, Guam, American Samoa, the Commonwealth of Puerto Rico, or any federally recognized Indian tribe or tribal organization.

Recruitment and retention activity: Volunteer and combination fire departments operating in any of the 50 states, as well as fire departments in the District of Columbia, the Commonwealth of the Northern Mariana Islands, the U.S. Virgin Islands, Guam, American Samoa, the Commonwealth of Puerto Rico, or any federally recognized Indian tribe or tribal organization. National, regional, state, local, tribal and nonprofit interest organizations representing the interests of volunteer firefighters are eligible to receive a SAFER Program award under the recruitment and retention activity.

Website: <https://www.fema.gov/grants/preparedness/firefighters/safer>

Contact: Fire department personnel who have questions regarding the SAFER grants can reach FEMA's GPD AFG Program staff at firegrants@fema.dhs.gov or 866-274-0960.

FEMA's GO portal (<https://www.fema.gov/grants/guidance-tools/fema-go>) must be used to apply.

Notes: The period of performance for SAFER varies by the activity. The hiring activity is 36 months while the Recruitment and Retention activity is 12 to 48 months. SAFER has specific funding percentages for the hiring activity, and it varies by year. There is a position cost limit. Waivers can be requested for both the cost share and the position cost limit. See SAFER guidelines for more information.

Opportunity title 3: Fire Prevention and Safety Grants

Purpose: The purpose of the AFG is to enhance the safety of the public and firefighters with respect to fire and fire-related hazards. The primary goal of the Fire Prevention and Safety (FP&S) program is to reduce injury and prevent death among high-risk populations.

Eligible activities: FP&S offers grants to support activities in 2 categories: activities designed to reach high-risk target groups and mitigate incidences of deaths and injuries caused by fire and fire-related hazards (the "Fire Prevention and Safety Activity"), and research and development activities aimed at improvements of firefighter safety (the "Firefighter Safety Research and Development Activity"). The FP&S activity includes project categories such as:

- ◆ Community risk reduction.
- ◆ Wildfire risk reduction.
- ◆ Code enforcement/awareness.
- ◆ Fire and arson investigation.
- ◆ National/state/regional programs and studies.

The Research and Development activity includes project categories such as clinical studies, technology and product development, database system development, dissemination and implementation research, preliminary studies, and early career investigator.

Eligibility:

FP&S activity: Fire departments operating in any of the 50 states, the District of Columbia, the Commonwealth of the Northern Mariana Islands, the U.S. Virgin Islands, Guam, American Samoa, the Commonwealth of Puerto Rico, or any federally recognized Indian tribe or tribal organization. National, regional, state, local, tribal and nonprofit

interest organizations that are recognized for their experience and expertise in fire prevention and safety programs and activities are eligible applicants.

R&D activity: National, state, local, federally recognized tribal, and nonprofit organizations, such as academic (e.g., universities), public health, occupational health and injury prevention institutions.

Website: <https://www.fema.gov/grants/preparedness/firefighters/safety-awards>

Contact: Fire department personnel who have questions regarding the FP&S grants can reach FEMA's GPD AFG Program staff at firegrants@fema.dhs.gov.

FEMA's GO portal (<https://www.fema.gov/grants/guidance-tools/fema-go>) must be used to apply.

Notes: The period of performance is 12 to 36 months depending upon the project complexity. Cost share is generally 5% and can be cash or in-kind. Economic hardship waivers can be requested. See FP&S guidelines for more information.

Opportunity title 4: Building Resilient Infrastructure and Communities Program

Purpose: Previously known as the Pre-Disaster Mitigation program, the Building Resilient Infrastructure and Communities (BRIC) program provides funds to states, territories, tribes and communities, and for hazard-mitigation planning and the implementation of mitigation projects prior to a disaster event. BRIC aims to categorically shift the federal focus away from reactive disaster spending and toward research-supported, proactive investment in community resilience. Funding these plans and projects reduces overall risks to the population and structures, while also reducing reliance on funding from actual disaster declarations. The BRIC program guiding principles are supporting communities through capability- and capacity-building, encouraging and enabling innovation, promoting partnerships, enabling large projects, maintaining flexibility, and providing consistency.

Eligible activities: Pre-disaster planning and related mitigation activities that reduce the risks faced from disasters and natural hazards.

Eligibility: States, U.S. territories, tribes, cities and townships.

Website: <https://www.fema.gov/grants/mitigation/building-resilient-infrastructure-communities>

Contact: State Hazard Mitigation Officer (<https://www.fema.gov/grants/mitigation/state-contacts>) or FEMA Regional Office (<https://www.fema.gov/grants/preparedness/firefighters/regional-contacts>)

HMA Helpline: 866-222-3580

Notes: The BRIC program has 8 criteria that need to be met in order to apply. The period of performance is 36 months. There are funding caps for each applicant by applicant type. Generally, the cost share is 25% non-federal, but small impoverished communities are eligible for a reduction.

The FEMA GO (<https://www.fema.gov/grants/guidance-tools/fema-go>) portal must be used to apply.

Opportunity title 5: Emergency Management Performance Grants

Purpose: The purpose of the EMPG is to assist state, territorial, local and tribal governments in enhancing and sustaining all-hazards emergency management capabilities. An all-hazards approach to emergency response, including the development of a comprehensive program of planning, training and exercises, provides the foundation for an effective and consistent response to any threatened or actual disaster or emergency, regardless of the cause.

Eligible activities: Planning, training, exercises and related all-hazards preparedness projects. The EMPG's allowable costs support efforts to build and sustain core capabilities across the prevention, protection, mitigation, response and recovery mission areas.

Eligibility: All 56 states and territories, as well as the Republic of the Marshall Islands and the Federated States of Micronesia. Either the State Administrative Agency (SAA) or the state's Emergency Management Agency is eligible to apply directly to FEMA for EMPG funds on behalf of each state or territory. However, only 1 application is accepted from each state or territory.

Website: <https://www.fema.gov/grants/preparedness/emergency-management-performance>

Contact: FEMA Grant Program Directorate Operations Division Business Office
866-927-5646 or AskCSID@fema.gov

Notes: This grant has a non-federal cost-sharing requirement. The application must first be submitted in the Grants.gov portal, and then eligible applicants will be asked to proceed with submitting an application through the Non-Disaster (ND) Grants System.

Opportunity title 6: Tribal Homeland Security Grant Program

Purpose: The Tribal Homeland Security Grant Program (THSGP) provides funds to directly eligible tribes to help strengthen the nation against risks associated with potential terrorist attacks. THSGP plays an important role in the implementation of the National Preparedness System by supporting the building, sustaining and delivery of core capabilities essential to achieving the National Preparedness Goal of a secure and resilient nation.

Eligible activities: Activities related to preventing, preparing for, protecting against and responding to acts of terrorism.

Eligibility: Any Native American community that operates a law enforcement or emergency services agency.

Website: <https://www.fema.gov/grants/preparedness/tribal-homeland-security>

Contact: FEMA Grant Program Directorate Operations Division Business Office
ASK-GMD@fema.gov
AskCSID@fema.gov
866-927-5646

Note: Applicants apply within the ND Grants Management System (<https://www.fema.gov/grants/tools/non-disaster-grants-management-system>).

Homeland Security Grant Program

The HSGP suite consists of 2 subprograms:

1. State Homeland Security Program (SHSP).
2. Urban Areas Security Initiative (UASI).

These are different from the U.S. Department of Homeland Security grant programs discussed in the previous section of this report. The ND Grants Management System is currently used for all of the HSGP applications. However, in the future, HSGP applications will be moving to the FEMA GO portal.

Opportunity title 1: State Homeland Security Program

Purpose: This core assistance program provides funds to build capabilities at the state and local levels and to implement the goals and objectives included in state homeland security strategies and initiatives in their state Preparedness Report. This program provides funding to support the implementation of risk-driven, capabilities-based state homeland security strategies to address capability targets.

Eligible activities: States are encouraged to apply for 15% over the high end of their target allocation range as ineffective allocations will not be funded. States are required to ensure that at least 25% of SHSP-appropriated funds are dedicated to law enforcement terrorism prevention-oriented planning, organization, training, exercise and equipment activities, including those activities that support the development and operation of fusion centers.

Eligibility: The SAA is the only entity eligible to apply to FEMA for SHSP funds. Recipients include all 50 states and territories, the District of Columbia, Puerto Rico, American Samoa, Guam, Northern Mariana Islands, and the U.S. Virgin Islands. Tribal governments may not apply directly for HSGP funding; however, funding may be available to tribes under the SHSP and OPSG through the SAA.

Website: <https://www.fema.gov/grants/preparedness/homeland-security>

Contact: FEMA Grant Program Directorate Grant Operations Division Business Office
866-927-5646 or AskCSID@fema.gov

Opportunity title 2: Urban Area Security Initiative

Purpose: The UASI program focuses on enhancing regional preparedness in major metropolitan areas (**Figure 6.7**). The UASI program directly supports the national priority on expanding regional collaboration in the National Preparedness Guidelines and is intended to assist participating jurisdictions in developing integrated regional systems for prevention, preparation, protection and response to acts of terrorism. This program provides funding to enhance regional preparedness and capabilities in designated high-threat, high-density areas.

Eligible activities: States are encouraged to apply for 15% over the high end of their target allocation range as ineffective allocations will not be funded. States are required to ensure that at least 25% of UASI-appropriated funds are dedicated to law enforcement



Figure 6.7. Courtesy of Mike Wieder, Stillwater, Oklahoma.

terrorism prevention-oriented planning, organization, training, exercise and equipment activities, including those activities that support the development and operation of fusion centers.

Eligibility: The SAA is the only entity eligible to apply to FEMA for UASI funds. Prospective recipients for the UASI program include the 64 highest-risk urban areas. Eligible high-risk urban areas have been determined through an analysis of relative risk of terrorism faced by the 100 most populous MSAs. Potential high-risk urban areas can use the SAA to apply on their behalf.

Website: <https://www.fema.gov/grants/preparedness/homeland-security>

Contact: FEMA Grant Program Directorate Grant Operations Division Business Office
866-927-5646 or AskCSID@fema.gov

U.S. Fire Administration

Opportunity title 1: Executive Fire Officer Program

Purpose: The Executive Fire Officer (EFO) Program is the flagship program of the NFA. It provides senior fire officers with a broad perspective on various facets of fire and EMS administration. The courses and accompanying research examine how to exercise leadership when dealing with difficult or unique problems within communities. Prior to 2019, this was a 4-year program; for 2019 and beyond, it has been shortened to a 2-year program. In addition to over 8 courses in the curriculum, the EFO Program now offers 2 stipend trips per year to the NFA, cohort learning and completion of a graduate-level thesis (in place of 4 applied research projects).

Eligible activities: As little as 2 years of rigorous academic and professional development activities. The curriculum includes courses such as "Strategic Risk Management Analysis" and "Integrating Executive Leadership for Self, Organization and Community."

Eligibility: Active and emerging executive-level leaders in fire and EMS organizations. Senior officers who have a baccalaureate degree from a nationally or regionally accredited institution. A General Admissions Application, cover letter requesting admission, letter of recommendation, resume/curriculum vitae, college transcript, secondary application, and proof of completion of NFA online course "Applied Research Design for Fire and Emergency Medical Services" (Q0427) is required. The EFO Program selection process is a transcript-based evaluation process.

Website: <https://www.usfa.fema.gov/nfa/programs/executive-fire-officer/>

Contact: U.S. Fire Administration
16825 S. Seton Ave.
Emmitsburg, MD 21727
800-238-3358
301-447-1000
FEMA-efohelp@fema.dhs.gov

Note: Applications are typically due before April 15 of each year for the upcoming federal FY.

Opportunity title 2: Managing Officer Program

Purpose: The NFA's Managing Officer Program is a multiyear curriculum that introduces emerging emergency services leaders to personal and professional skills in change management, risk reduction and adaptive leadership. Acceptance into the program is the first step in your professional development as a career or volunteer fire/EMS manager and includes all 4 elements of professional development: education, training, experience and continuing education.

Eligible activities: 5 prerequisite courses (online and classroom deliveries in your state); 4 courses at the NFA in Emmitsburg, Maryland; and a community-based capstone project. A certificate of completion for the Managing Officer Program is awarded after the successful completion of all courses and the capstone project.

Eligibility: At the time of application, you must be in a rank/position that meets either the training or experience requirements below. Your chief (or equivalent in non-fire organizations) verifies this training and experience through their signature on the application. You should have a strong course completion background and have received training that has exposed you to more than just local requirements, such as regional and state training with responders from other jurisdictions.

This training can be demonstrated in 1 of many forms, which may include, but not be limited to, certification at the Fire Officer I level based on NFPA 1021, *Standard for Fire Officer Professional Qualifications*, credentialed at the Fire Officer designation through the Center for Public Safety Excellence, etc.

You must have experience as a supervising officer (such as fire operations, prevention, technical rescue, administration or EMS), which could include equivalent time as an "acting officer." Your chief's signature on the application attests that you have supervised others.

To be considered for the Managing Officer Program, you must also have earned an associate degree from an accredited institution of higher education or earned a minimum of 60 college credit hours (or equivalent quarter-hours) toward the completion of a bachelor's degree at an accredited institution of higher education.

Website: <https://www.usfa.fema.gov/nfa/programs/managing-officer/>

Contact: U.S. Fire Administration
16825 S. Seton Ave.
Emmitsburg, MD 21727
800-238-3358
301-447-1000
FEMA-efohelp@fema.dhs.gov

Opportunity title 3: NFA courses

Purpose: The USFA's NFA works to enhance the ability of fire and emergency services and allied professionals to deal more effectively with fire and related emergencies. Free training courses and programs are delivered at our campus in Emmitsburg, Maryland; online; and throughout the nation.

Eligibility: You may take courses offered by the NFA if you have substantial involvement in fire prevention and control, EMS, fire-related emergency management activities or aligned professions. As a rule, you can't take the same course more than once. You

must meet the selection criteria for each course. Selection is also based on the impact you will have on fire protection and safety when you return to your local community, the relevance of the skills you will learn in the course to your current work and your potential to apply them, and a student population representative of the total fire service.

Website: <https://www.usfa.fema.gov/nfa/courses/>

Contact: U.S. Fire Administration
National Fire Academy Admissions
16825 S. Seton Ave.
Emmitsburg, MD 21727
800-238-3358

Opportunity title 4: Reimbursement for Firefighting Costs on Federal Property

Purpose: If your fire department responded to a fire on federal property within the past 90 days, it may be eligible for reimbursement of firefighting costs — from the federal agency that had the fire — under a program administered by the USFA.

Eligible activities: Your department may qualify for reimbursement if personnel performed fire suppression activities; fire prevention, training or other activities are not eligible. It is a state, local, tribal, territorial, public or private fire department with career and/or volunteer firefighters. The claim is for direct expenses or losses over and above normal operating costs, such as overtime pay, pay for specially hired personnel, additional fuel expenses, food expenses, and loss or damage of equipment.

Website: <https://www.usfa.fema.gov/a-z/grants/firefighting-federal-property.html>

Contact: Reimbursement for Costs of Firefighting on Federal Property Program
c/o U.S. Fire Administration
Building E-115B
16825 S. Seton Ave.
Emmitsburg, MD 21727
301-447-7476
ReimbCostsFFFedProperty@fema.dhs.gov

U.S. Forest Service

Opportunity title 1: Federal Excess Personal Property Program

Purpose: The FEPP program was enacted by Congress under the Federal Property and Administrative Services Act of 1949 and the Cooperative Forestry Assistance Act of 1978. The acts direct the secretary of agriculture to encourage the use of FEPP to assist in reducing state fire budgets by loaning federal-owned property to state foresters and their cooperators. To qualify for this program, a fire department must meet a number of requirements, one being a responsibility for providing fire protection on wildlands within the department's jurisdiction. The USFS monitors the use of loaned property to ensure that all FEPP acquired is used 90% for fire protection support and only 10% for other support.

Eligible activities: Wildfire equipment.

Eligibility: Fire departments. Recipients of FEPP need only have wildland or rural fire responsibility that satisfies the state forester.

Website: <https://www.fs.usda.gov/managing-land/fire/fepp>

Contact: Contact your local state forester for information.

Note: To apply to the FEPP program, a user account must be created in FEPMIS. The access and help links are provided on the site above. Help desk: 866-224-7677.

Opportunity title 2: Firefighter Property Program

Purpose: The Firefighter Property Program refers to one of the DoD's special programs where firefighters can get excess DoD property to be used for firefighting and emergency services. Certain property obtained from this program passes ownership after it has been in use for a specified period of time. This program is managed by the USFS with cooperation of the state forestry agencies.

Eligible activities: Firefighting and emergency services equipment.

Eligibility: Fire departments.

Website: <https://www.fs.usda.gov/managing-land/fire/fepp>

Contact: Contact your local state forester for information.

U.S. General Services Administration

Opportunity title: Federal Surplus Personal Property Donation Program

Purpose: Eligible entities can obtain personal property that the federal government no longer needs.

Eligible activities: Such property can include land or other real property, certain naval vessels, and records.

Eligibility: Public agencies, nonprofit educational agencies, public health agencies, nonprofit and public programs for the elderly, and public airports.

Website: <https://www.gsa.gov/buying-selling/government-property-for-sale-or-disposal/personal-property-for-reuse-sale/for-state-agencies-and-public-organizations>

Contact: gsaccesshelp@gsa.gov
866-333-7472

Note: State Agency for Surplus Property representatives can obtain an access code and password for the GSAXcess® system.

U.S. Department of Health and Human Services

Opportunity title 1: Health Resources and Services Administration Rural Health Care Services Outreach Grant

Purpose: The Office of Rural Health Policy's Rural Health Care Services Outreach Grant Program encourages the development of new and innovative health care delivery systems to underserved populations in rural communities that lack essential health care services. The emphasis of this grant program is on expanding service delivery through community engagement and collaboration, requiring the lead applicant organization to form a strong consortium. The community being served must be involved in the development and ongoing operations of the program to appropriately

address the needs of the population. Beginning in FY21, this program offers 2 tracks: Regular Outreach and the Healthy Rural Hometown Initiative (HRHI). HRHI was created in 2019 and is a unique opportunity to take part in a national effort that targets rural health disparities.

Eligible activities: Rural medical services.

Eligibility: Eligible lead applicants are domestic rural or urban, nonprofit private or public entities that represent a consortium of 3 or more organizations that deliver health care services in rural areas. While the applicant may be located in a rural or urban area, they must demonstrate experience in serving rural underserved populations. Faith-based, community-based and tribal organizations are eligible to apply.

Website: <https://www.hrsa.gov/grants/find-funding>

Contact: Outreach Grant Program Coordinator HRSA
Office of Rural Health Policy
301-945-3986
Fax: 301-443-2803
RuralOutreachProgram@hrsa.gov

Notes: An application tracking tool is available on the website so applicants can check status updates. The program is a 4-year period of performance, and all awardees will have the opportunity to work with technical assistance providers. The website also has a resource to assist applicants to determine rural eligibility.

Opportunity title 2: Small Rural Hospital Improvement Program

Purpose: The purpose of this grant is to support eligible hospitals in meeting value-based payment and care goals for their respective organizations. The Small Rural Hospital Improvement Program (SHIP) also enables small rural hospitals to become or join accountable care organizations, to participate in shared savings programs, and to purchase health information technology, equipment and/or training to comply with quality improvement activities, such as advancing patient care information, promoting interoperability and payment.

Eligible activities: Grants may be used to purchase equipment, training and information technology (hardware and software). Proposed initiatives should include efforts to support quality improvement and adopting of health-information technology.

Eligibility: The SHIP grant program funds are geared toward assisting small, rural hospitals that are essential access points for Medicare and Medicaid beneficiaries. Eligible small, rural hospitals are non-federal, short-term general acute-care facilities that are located in a rural area of the United States and the territories, including faith-based hospitals. For the purpose of this program, "small" is defined as 49 staffed beds or less, and "rural" is defined as either located outside of an MSA or located within a rural census tract of an MSA, as determined under the Goldsmith Modification or the Rural Urban Commuting Areas. Hospitals may be for-profit or not-for-profit, including faith based. Tribally operated hospitals under Titles I and V of P.L. 93-638 are eligible to the extent that such hospitals meet the above criteria. Regardless of geographic location, all designated Critical Access Hospitals (CAHs) are eligible.

Website: <https://www.hrsa.gov/grants/find-funding>

Contact: SHIP Program Coordinator
Office of Rural Health Policy
301-443-2842
Fax: 301-443-2803

Notes: Eligible hospitals should contact their State Office of Rural Health (SORH). Applicants within the territories that do not have access to an SORH must apply to the SHIP program individually. An application tracking tool is available on the website so applicants can check status updates.

Opportunity title 3: Small Healthcare Provider Quality Improvement Program

Purpose: The purpose of the Small Healthcare Provider Quality Improvement (SHCPQI) grant is to support rural providers with the planning and implementation of quality improvement strategies, while improving patient care and chronic disease outcomes. The program goal is to promote the development of an evidence-based quality improvement culture and to promote the delivery of cost-effective, coordinated health care services in primary care settings. Successfully funded projects will enhance the delivery of health care in rural areas and demonstrate improvements in patient health outcomes for the rural communities served as well as the delivery and quality of essential rural health care services. Additional objectives of the program include enhanced chronic disease management and increased engagement of patients and their caregivers.

Eligible activities: Primary care quality improvement programs such as a CAH or a rural health clinic. Activities include providing clinical health services to residents of rural areas by funding projects that coordinate, expand access, contain costs and improve the quality of essential health care services.

Eligibility: To be eligible for SHCPQI, applicants must be rural public or rural nonprofit private health care providers or providers of health care services, such as a CAH or a rural health clinic, or a network of small rural providers, and must not previously have received an award under this subsection for the same or similar project.

Website: <https://www.hrsa.gov/grants/find-funding>

Contact: SHCPQI Program Coordinator
301-443-2933
Fax: 301-443-2803

Notes: An application tracking tool is available on the website so applicants can check status updates. 3-year performance period.

Opportunity title 4: School-Based Health Center Capital Program

Purpose: School-Based Health Center Capital (SBHCC) grants will increase access to mental health, substance abuse and childhood obesity-related services in operational school-based health centers (SBHCs).

Eligible activities: Minor alteration/renovation projects and/or the purchase of moveable equipment, including telehealth equipment.

Eligibility: An eligible applicant must be an SBHC, or a sponsoring facility of an SBHC as defined in Section 4101(a)(6) of the Affordable Care Act, as set forth in Section 2110(c)(9) of the Social Security Act (42 USC 1397jj(c)(9)).

Website: <https://www.hrsa.gov/grants/find-funding>

Contact: SBHCC TA Team
301-594-4300
sbhc@hrsa.gov

Opportunity title 5: Rural Health Network Development Grant Program

Purpose: The purpose of the Rural Health Network Development grant program is to expand access to, coordinate and improve the quality of essential health care services, enhance the delivery of health care in rural areas, and explore alternative health care delivery models. These grants support rural providers who work in formal networks, alliances, coalitions or partnerships to integrate administrative, clinical, technological and financial functions. Funds provided through this program are not used for direct delivery of services. The ultimate goal is to strengthen the rural health care delivery system by improving the viability of the individual providers in the network, and/or improving the delivery of care to people served by the network.

Eligible activities: Rural health care services. Planning activities may include but are not limited to:

- ❖ Conducting a community health and/or provider needs assessment.
- ❖ Updating a health information technology plan.
- ❖ Developing a network business and/or operations plan.
- ❖ Identifying strategies to communicate with the community about changes in the health care landscape and how to maintain access to viable health care services.
- ❖ Developing a plan to expand the role of EMS within the community, including loss of services as a result of a hospital closure/conversion.
- ❖ Identifying and establishing ways to obtain regional and/or local community support/buy-in around the development of the network.
- ❖ Identifying a strategy to leverage broadband connectivity to support health information technology applications in rural communities.

Eligibility: The applicant organization must be a domestic public or private, nonprofit or for-profit entity with demonstrated experience serving, or the capacity to serve, rural underserved populations. This includes faith-based, community-based organizations, tribes, and tribal organizations. The applicant shall represent a network that includes at least 3 separately owned health care providers and that are rural, urban, nonprofit or for-profit entities with at least 66% of network members located in an HRSA-designated rural area. The applicant shall not have received a grant under this subsection for the same/similar project unless it is an expansion of scope.

Website: <https://www.hrsa.gov/rural-health/grants/rural-community>

Contact: Program Coordinator
Office of Rural Health Policy
301-443-1493
Fax: 301-443-2803
RPHWTNP@hrsa.gov

Notes: A funding preference will be given to qualified applicants that can demonstrate any of the following 3 criteria:

1. Those applicants where the service area is located in an officially designated health professional shortage area.
2. The applicant is a medically underserved community or serves medically underserved populations.
3. Those applicants whose projects focus on primary care and/or wellness and prevention strategies.

There is no cost sharing/matching required for this program. Period of performance is 1 year.

Opportunity title 6: Substance Abuse and Mental Health Services Administration

Purpose: Substance Abuse and Mental Health Services Administration (SAMHSA) leads public health efforts to advance the behavioral health of the nation. SAMHSA's mission is to reduce the impact of substance abuse and mental illness on America's communities. Within SAMHSA, there are continuation and block grants. SAMHSA discretionary grants for a project period containing more than 1 budget period must apply for continued funding before SAMHSA can award the next budget period of the project. Continuation awards will depend on the availability of funds, recipient progress in meeting project goals and objectives, timely submission of required data and reports, and compliance with all terms and conditions of award. SAMHSA has 2 block grants: The Community Mental Health Services Block Grant (MHBG) and the Substance Abuse Prevention and Treatment Block Grant (SABG). Both MHBG and SABG are available in all 50 states; Washington, D.C.; Puerto Rico; the U.S. Virgin Islands; and 6 Pacific jurisdictions.

Eligible activities: MHBG is for community mental health service activities. It targets adults with serious mental illnesses and children with serious emotional disturbances. SABG is for planning, implementing and evaluating substance abuse prevention activities. It targets pregnant women, intravenous drug users, tuberculosis services, HIV/AIDS early intervention and primary prevention services.

Eligibility: The applicant organization must be a domestic public and private nonprofit entity.

Website: <https://www.samhsa.gov/grants>

Contact: Substance Abuse and Mental Health Services Administration
5600 Fishers Lane
Rockville, MD 20857
877-726-4727

Notes: All applicants must register with National Institutes of Health's eRA Commons in order to submit an application. It is strongly recommended that all applicants begin their registration process at least 6 weeks in advance of the due date.

U.S. Department of Health Resources and Services Administration

Opportunity title: Medicare Rural Hospital Flexibility Grant (Flex)

Purpose: The Flex grant provides funding to state governments to spur quality and performance improvement activities, stabilize rural hospital finance, improve benchmarking, and integrate EMS into their health care systems. Flex funding encourages the development of cooperative systems of care in rural areas, joining together CAHs, EMS providers, clinics and health practitioners to increase efficiencies and quality of care. The aim of the Flex program is to provide training and technical assistance to build capacity, support innovation and promote sustainable improvement in the rural health care system.

Eligible activities: The Flex program requires states to develop rural health plans and funds their efforts to implement community-level outreach and technical assistance to advance the following goals:

- ❖ Improve quality of care and performance management.
- ❖ Improve operations and financials.
- ❖ Improve and integrate EMS.
- ❖ Develop and implement rural health networks.
- ❖ Support existing CAHs and eligible hospitals.
- ❖ Innovative model development.
- ❖ Designate CAHs in the state.

Eligibility: Only states (current Medicare Rural Hospital Flexibility Program award recipients in states with certified CAHs) are eligible to apply for funding under this notice. HRSA will accept only 1 application from each state. The governor designates the eligible applicant from each state.

Website: <https://www.hrsa.gov/grants/index.html>

Contact: HRSA
Office of Rural Health Policy
5600 Fishers Lane
Rockville, MD 20857
301-443-5905
Fax: 301-443-2803

U.S. Department of Housing and Urban Development

Opportunity title: Department of Housing and Urban Development Good Neighbor Next Door program

Purpose: Law enforcement officers, pre-kindergarten through 12th grade teachers, and firefighters/EMTs can contribute to community revitalization while becoming homeowners through HUD's Good Neighbor Next Door sales program. HUD offers a substantial incentive in the form of a discount of 50% from the list price of the home (**Figure 6.8**). In return, you must commit to live in the property for 36 months as your sole residence. HUD requires that a second mortgage and note be signed for the discount amount; no interest or payments are required on this "silent second" provided that the 36-month occupancy requirement is met.



Figure 6.8. Courtesy of Mike Wieder, Stillwater, Oklahoma.

Eligible activities: Purchase of eligible single-family homes located in revitalization areas. Full-time public safety officers may purchase a HUD-owned home at 50% of the market value of the home.

Eligibility: Full-time public safety officers including police officers, firefighters and EMTs. This full-time employment must directly serve the locality where the home is located.

Website: https://www.hud.gov/program_offices/housing/sfh/reo/goodn/gnndabot

Contact: U.S. Department of Housing and Urban Development
451 7th St. SW
Washington, DC 20410
202-708-1112



	60	1140	45	11
	28	568	4	1
	147	360	250	23
	154	357	250	16
52937	43	338	1	6
55098	286	331	2	4
14563	157	315	15	14
94733	46	313	1	1
49530	221	290	150	19
14430	81	278	15	3
64306	159	275	15	23
22546	32	275	1	2
43879	215	263	15	21
8804	21	258	0	1
56680	23	254	1	12
5435	32	254	0	4
5844	39	248	15	6
8137	25	248	6	2
9674	32	244	0	1
6210	41	243	0	1
7810	325	240	35	47
9965	22	238	4	3
78247	118	237	0	1
5251	36	236	15	12
28010	112	234	6	7
8525	282	229	15	2
26222	308	224	15	3
64765	34	223	7	1
59129	190	215	1	2
7599	491	215	150	3
0960	30	214	45	4
790	60	211		1
48	26	210		7
92	39	207		4
476	34	207		5
8096	70	202		3
7055	65	202		5
14149	40	201		11
13168	98	20		3
8063				150

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Photo courtesy of Adobe Stock.

Chapter 7: Foundations and Corporate Grants

There are a variety of private funding sources available through nonprofit foundations and corporate giving programs that may apply to EMS and fire departments. Typically, these are 1-time grants. Sometimes, the funding is multiyear. Virtually none are for continued support of general operating expenses. However, private foundations and corporations are an excellent source of revenue, providing grants for program planning, seed money for startup costs, management and technical assistance, facility and equipment funding, and program-related investments. Private organizations are also a good source for in-kind donations of materials and services, and low-interest loans. Due to the fact that there is an abundance of large state and federal funding streams for EMS and fire services that are well advertised, foundations and corporate grants are often untapped because applicants are not aware of them, or they feel the effort is not worth the typically smaller award. Fire chiefs and EMS managers are highly encouraged to pursue foundations and corporate funding even if it only funds a small project or partially funds a larger project.

This chapter discusses major sources of funding from foundations and corporate giving programs. It lists major grants available to improve fire and EMS in communities.

Foundations

There are tens of thousands of foundations in the United States. Foundations are nonprofit organizations that support charitable activities or community-based organizations that serve the common good. They are generally funded through endowments, which is money given by individuals, families or corporations. Foundations are generally governed by a board of directors or trustees who oversee the financial assets and operations of their funds, and who decide how the foundation's money will be allocated.

Grants are funded from income earned from investments made with the endowment. The IRS requires that independent and corporate foundations pay out at least 5% of the year-end fair market value of their assets, which is termed "the distributable amount." With rare exceptions, foundations may only donate money to tax-exempt 501(c)(3) organizations.

Approximately 90% of foundations do not have websites. The Foundation Center, which has been in business since the 1950s, and GuideStar joined forces to form Candid in 2019 (<https://candid.org>). Candid is a leading source of information about foundations and philanthropic giving. The website maintains a comprehensive database on U.S. and, increasingly, global grant makers and their grants. Anyone can subscribe to its FDO. 3 plans are available and can be billed monthly or annually. These plans are called Professional, Essential and Enterprise. The FDO contains information on over 100,000 U.S. foundations and 12 million grants. The center also operates research, education, data services including Application Programming Interfaces, publications, and training programs to assist grant seekers. In addition to the website, there are over 400 Funding Information Network centers located in public libraries, community foundations and educational institutions nationwide. Fire chiefs and EMS managers interested in accessing private grants are highly encouraged to use this resource.

There are 3 basic types of grant-making foundations:

1. Independent foundations

Independent foundations are the most common type of private foundation. They are not closely associated with a for-profit corporation. Independent foundations are formed from the philanthropy of an individual or family who establishes an endowment to address a social or community cause. Smaller independent foundations may be operated by the donor or family members (family foundation). Larger foundations typically have an independent board. Often, independent foundations have a narrow focus such as funding the arts or education. Independent foundations that make grants available for community health care may be an excellent source of alternative funding for EMS agencies.

2. Corporate foundations

Some for-profit companies funnel their charitable contributions and grants through a corporate foundation. Corporate foundations are separate legal entities, operated by an independent board of directors that are usually comprised of company executives and employees. Funding to corporate foundations can be made through an endowment, annual contributions from company profits or a combination of both.

These companies allocate billions of dollars annually for public service projects throughout the United States. National corporate foundations have the financial resources to provide generous grants, but the selection process is highly competitive. Their interests and application requirements are often well-developed and available to the public through annual reports, brochures and websites.

While the size of some corporate foundations may be imposing, a well-developed plan may bring a large payoff for those determined enough to take on such a project. In formulating ideas, one should keep in mind the goals of the foundation and attempt to match organizational and community needs with those goals.

3. Community/public foundations

Community foundations are independent philanthropic institutions that serve a particular geographic area, typically a city or metropolitan region. Their mission tends to be more broadly defined than independent (or family) foundations seeking to improve the quality of life in their community. They receive their funding from a variety of individual donors and local businesses to establish endowment funds. Community/public foundations are administered by a governing body or distribution committee representative of a variety of community interests. Since community foundations are local, personal contact with board members can be very helpful when seeking grant funding for a project. Never underestimate the importance of personal contact.

Proposals for community foundation support should be based upon a well-defined local need. A narrowly focused project is more likely to get funded by a small foundation than a broad project whose benefits are hard to evaluate (**Figure 7.1**).



Figure 7.1. Courtesy of Ron Jeffers, Union City, New Jersey.

Independent and community/public foundations often employ a bank to administer a grant(s) on their behalf. For example, Bank of America serves as a trustee or co-trustee for a wide variety of discretionary charitable foundations. As steward of these charitable funds, they make awards in accordance with the mission of each donor. Bank of America's search portal contains detailed information on over 150 foundations (<https://www.bankofamerica.com/philanthropic/search-for-grants/>). Fire and EMS grants are most likely going to be found under the "Human Services" program type.

When dealing with any foundation, independent (family), corporate or community/public, be aggressive. Find out who the right people are and follow up on all proposals with telephone calls or personal contact. EMS managers and fire chiefs should network within their community — in social organizations, service clubs and places of worship — to find out if any members of the community can help the department contact grant makers. Local government officials are typically excellent liaisons for community/public foundations.

Common types of foundations and grants

There are a variety of types of foundation grants. The following is a summary of the more common types.

General operating support grants

Occasionally, a grant will be given to help support general operating expenses. Organizations can use these grants to cover day-to-day activities or ongoing expenses such as administrative salaries, utilities, office supplies, etc. While general operating support grants can be used at the discretion of the organization, grant makers expect that all expenditures will be used to support the agency's overall mission.

Planning grants

Planning grants are used to help organizations plan new programs. A planning grant can be used to fund initial project development work such as conducting a needs assessment, implementing a public participation program, acquiring consultant services or conducting other planning activities.

Startup grants or seed money

Grants used to start new projects or organizations are called startup grants or seed money. Nonprofit seed money can be used to cover administrative costs or other operating expenses of a new project. Startup grants are awarded to new organizations or programs, typically in their first few years. Such grants can be multiyear, with funding amounts decreasing each year. For example, a 3-year startup grant may award \$30,000 the first year, \$20,000 the second year and \$10,000 for the third year. After that, it is expected the organization or program will be self-sufficient or will have identified other sources of revenue.

Management assistance grants

Management assistance grants are meant to strengthen the management capacity of nonprofit organizations. Grants may allow organizations to retain technical assistance consultants who help in fundraising, marketing, financial management, etc. Departments might apply for a management assistance grant to help fund a fundraiser position.

Facility and equipment grants

Facility and equipment grants, sometimes referred to as capital improvement grants, provide funding for brick-and-mortar projects such as building construction or equipment purchases such as ambulances, rescue vehicles and fire apparatus (**Figure 7.2**).



Figure 7.2. Courtesy of Mike Wieder, Stillwater, Oklahoma.

Corporate giving

In addition to funding through corporate foundations, some companies provide support through direct giving programs. This can sometimes be a source of confusion to grant seekers. Essentially, corporate giving programs are not separate legal entities, so they are not subject to the same IRS laws as foundations. They do not have an endowment. Rather, they are funded through gifts from corporate profits or in-kind donations.

Corporations most commonly donate cash, but they may also donate the use of their facilities, property or services, or provide advertising support. They may also encourage employees to donate time or money.

Cash donations

Corporations commonly donate cash. This money can be unrestricted and used for operational expenses or may come with stipulations for its use. Cash donations may come in the form of checks, ACH payments or even gift cards. Keep in mind that corporate giving is usually closely aligned to the company's business interests or designed to benefit employees, their families or the community where the company is located or does significant business.

Look for corporations with headquarters, regional offices or branch locations near or within your jurisdiction. Some industries to consider include fast food restaurants, gasoline companies, factories and insurance agents. Approaching a corporation is similar to a community foundation; keep an emphasis on personal contact. Being involved in the local Chamber of Commerce or community-based service organizations such as the Rotary or Lions Clubs can put grant seekers in contact with local company executives. These businessmen and women can help put the organization in contact with national offices.

When approaching corporations, it is helpful to provide a description of the potential benefits to the corporation, i.e., positive publicity, service to the community where the company does business, local use of company products or services, etc.

Many companies have programs to match donations made by their employees. Find out whether large firms that operate in your jurisdiction have such a program. If they do, target their employees for contributions and explain to them that their personal donations will be matched by their employer. In this way, local employees will feel they are supporting a local service and that the matching contribution will have an even larger effect.

In-kind contributions

Donations of goods and services are extremely valuable, especially for rural and volunteer organizations. Private companies of all sizes are often willing to donate in-kind services to support public safety projects, particularly if a deduction can be obtained. An in-kind donation of services might include a media production company creating a public service announcement for radio or television. A local webmaster might put together a webpage for the fire/EMS department. The local repair shop may donate mechanics, preventive maintenance services, repairs and parts. In Maryland, there is a nonprofit coffee shop owned by a veteran volunteer firefighter that is using its sales earnings to develop a marketing firm to support volunteer fire company recruitment efforts.

Whether receiving cash or in-kind donations, it is important for the department to have a way to document and track donations. By law, nonprofit organizations cannot provide a donor with the dollar value of an in-kind donation. This is because the value of in-kind gifts by donors is not necessarily the same as the value that the IRS will allow for tax purposes. According to IRS Publication 526, you cannot deduct the value of your time and services. Valuations are relative to the fair market value of the item and should be professionally assessed and certified elsewhere by the donor if possible. This is typically how an in-kind gift is recognized in an annual report under the applicable category with the retail value/cost of the products, time or services donated.

Executive loan programs

Another way a corporation can contribute to the local EMS or fire agency is to provide temporary executive talent. These programs make it possible for rural and volunteer departments to keep their overhead costs low, while providing an opportunity for business executives to invest in their community and build new executive leadership skills. In addition, the company enjoys increased visibility and goodwill in the community. Loan executives come from all areas of the workforce, including middle management, clerical and even retirees. Executive talent to access may include:

- ◆ Chief executive officer.
- ◆ Chief financial officer.
- ◆ Chief operating officer.
- ◆ Corporate controller.
- ◆ Sales and marketing manager.
- ◆ Business development manager.

Program-related investments

In addition to grants, cash and in-kind donations, foundations may make loans, called program-related investments, to nonprofits. IRS rules govern program-related investments. Similar to grants, program-related investments can be used to provide funds to organizations that address community needs in line with the foundation's tax-exempt purpose and goals. Loans are usually made at low interest, or even zero interest. Unlike grants, program-related investments must be paid back to the foundation. Typically, program-related investments are made for capital-improvement projects such as building projects.

Philanthropy and private grants

The following is a list of philanthropic and private grant sources that may be able to assist EMS and fire service agencies.

Opportunity title 1: Automated External Defibrillation grant

Organization: AEDGrant.com

Purpose: The AED grant is a corporate buy-down grant program funded by generous donations, corporate backing and AED manufacturer sponsors. This program is backed by AED and CPR training organizations and the AED manufacturers themselves. The program is designed to help institutions and individuals purchase AED devices at affordable prices (**Figure 7.3**).

Eligible activities: AED purchases.

Eligibility: Private and public businesses, agencies and institutions. Individuals are also welcomed to apply.

Website: www.aedgrant.com

Contact: AEDGrant.com
565 Westlake St.
Building 100
Encinitas, CA 92024
760-944-1048
info@aedgrant.com



Figure 7.3. Courtesy of Mike Wieder, Stillwater, Oklahoma.

Opportunity title 2: Allstate Foundation

Organization: Allstate Foundation

Purpose: This foundation invests millions of dollars annually in the United States. The Allstate Foundation is dedicated to fostering safe and vital communities where people live, work and raise families.

Eligible activities: Grant priorities fall into 4 causes: Empowering Youth, Ending Domestic Violence, Transforming Communities and Developing Nonprofit Leaders.

Eligibility: 501(c)(3) organizations, federal and state organizations, and municipalities.

Website: <https://allstatefoundation.org>

Contact: The Allstate Foundation
2775 Sanders Road, F4
Northbrook, IL 60062
847-402-5000
foundation@allstate.com

Note: The Allstate Foundation has different applications for 501(c)(3) organizations and municipalities.

Opportunity title 3: American Water Company Firefighter, Emergency Responder grant programs

Organization: American Water Company (AWC) (Illinois, Missouri, West Virginia)

Purpose: The purpose of the Firefighter Grant Program is to provide funding to fire and emergency organizations in its service areas and strengthen the partnerships the company has with its local heroes.

Eligible activities: Firefighter Grant Programs fund PPE, communications equipment, firefighting tools, water-handling equipment, and training and related activities/materials.

Eligibility: Only uniformed professional and volunteer departments serving each state's AWC service territories.

Websites/contact: Visit each state's individual AWC website to attain its grant contact information.

Illinois:<https://www.amwater.com/ilaw/News-Community/firefighter-grant-program>

Missouri:<https://www.amwater.com/moaw/News-Community/Community-Involvement/firefighter-grant-program>

West Virginia: <https://www.amwater.com/wvaw/>

Notes: The maximum grant award for the firefighter and emergency services grants is typically between \$1,000-\$1,200.

Opportunity title 4: Bedford Community Health Foundation Grant

Organization: Bedford Community Health Foundation

Purpose: This foundation serves the health-related needs of the citizens of Bedford City, Virginia, and surrounding communities.

Eligible activities: Rescue squad support, emergency care, EMS equipment.

Eligibility: 501(c)(3) nonprofit health care organizations in the Bedford, Virginia, area. These nonprofits cannot be primarily supported by government funds.

Website: www.healthybedford.org/grants

Contact: Bedford Community Health Foundation
P.O. Box 1104
Bedford, VA 24523
540-586-5292
info@healthybedford.org

Notes: Grant is limited to applicants from the Bedford, Virginia, area. Applications are typically accepted twice a year in the spring and fall. First-time applicants may need to fulfill additional requirements.

Opportunity title 5: Blue Cross/Blue Shield Rural Initiative Grant

Organization: Blue Cross/Blue Shield of North Carolina (partnered with North Carolina Department of Insurance, Office of the State Fire Marshal, and the North Carolina State Firefighter's Association)

Purpose: To assist rural fire departments across North Carolina. The money is deposited in the North Carolina Firefighters Fund (the Fund), and Blue Cross/Blue Shield works with the Fund as well as the State Firefighter's Association to distribute the grants to eligible departments.

Eligible activities: Each eligible recipient receives a check for \$5,000. These funds can be utilized toward equipment and/or department expenses in order to help the department continue operating effectively.

Eligibility: Rural North Carolina fire departments with an operating budget of \$50,000 or less.

Website: <https://www.ncosfm.gov/fire-rescue/fire-rescue-grants-and-relief-funds>

Notes: Fire departments and EMS agencies in other states may want to inquire to determine if their Blue Cross/Blue Shield has decided to begin administering donations in their jurisdictions.

Opportunity title 6: Chesney Fallen Firefighters Memorial Grant Program

Organization: Georgia Firefighters Burn Foundation (GFBF)

Purpose: The GFBF has established a special grant program in memory of Gwinnett County career firefighter, Brant Chesney, who lost his life on Dec. 27, 1996, battling a fire during his off-duty hours as a volunteer with the Forsyth County Fire Department. Grants awarded are to be used by fire departments in the state of Georgia to develop a new program or enhance an existing public life safety program, dedicated primarily to fire safety and burn prevention education.

Eligible activities: Fire prevention and life safety education programs.

Eligibility: Applicants must be 1) a Georgia-certified fire department, and 2) have a project goal(s) achievable within a 6-month period after funding is awarded.

Website: www.gfbf.org

Contact: Georgia Firefighters Burn Foundation
2575 Chantilly Drive
Atlanta, GA 30324
404-320-6223
Fax: 404-320-6190

Notes: Grants are limited to fire departments in Georgia. The GFBF also administers the Belli Memorial Endowment and Scholarship for educational and psychological assistance to individuals who have experienced a severe burn injury.

Opportunity title 7: Cowboy Skill Games Grant

Organization: Cowboy Skill Games of Wyoming

Purpose: Cowboy Skill Games of Wyoming is a group of Wyoming-based amusement and coin-operated vending companies that offer legal skill games to restaurants and bars across the state. It has donated to volunteer fire departments to draw the community's attention to how critical their wildland firefighting services are and to thank them for their hard work and dedication. Cowboy Skill Games also reinvests in the community in other ways by donating profits to small businesses, nonprofits and families.

Eligible activities: No prescribed activities. The department or agency decides what needs the monies will support. Equipment for fire trucks, equipment for EMTs and additional training are recent examples.

Eligibility: Fire departments or EMS agencies in the state of Wyoming.

Website: <https://cowboyskillgames.com>

Contact: 307-630-7632

Opportunity title 8: Firehouse Subs Equipment Grant

Organization: Firehouse Subs Public Safety Foundation

Purpose: The Firehouse Subs Public Safety Foundation is dedicated to improving life safety capabilities of emergency service entities in communities served by Firehouse Subs by providing funding, resources and support to public safety entities. Grants for \$15,000 to \$25,000 is a guideline for submission. Applications exceeding \$50,000 will not be accepted.

Eligible activities: Lifesaving equipment, prevention education, scholarships and continued education, disaster relief and support for military members.

Eligibility: Public safety organizations, EMS, fire departments, law enforcement, nonprofits and schools. The foundation requests that recipients wait a minimum of 2 years before reapplying.

Website: <https://firehousesubsfoundation.org>

Contact: Firehouse Subs Public Safety Foundation
12735 Gran Bay Parkway #150
Jacksonville, FL 32258
foundation@firehousesubs.com

Notes: Grants are limited to communities served by Firehouse Subs. A maximum of 600 grant applications are accepted on a quarterly basis, so apply early.

Opportunity title 9: Firefighters Charitable Foundation Grants

Organization: Firefighters Charitable Foundation

Purpose: The Firefighters Charitable Foundation provides assistance to those in need. Grants are given to assist local fire/disaster victims, fire prevention education, volunteer fire department equipment purchase and community safety programs.

Eligible activities: Grants are available for the following programs: AEDs, community smoke detector programs, fire department equipment and juvenile fire setter programs.

Eligibility: Fire departments.

Website: <https://www.ffcf.org/fire-departments>

Contact: Firefighters Charitable Foundation
One West St.
Farmingdale, NY 11735
516-249-0332
Fax: 516-249-0338
ffcf@ffcf.org

Opportunity title 10: First Responder Institute Fellowship Program

Organization: First Responder Institute

Purpose: This organization partners with/coordinates with local award grants to doctoral students conducting original dissertation research relevant to the nation's public safety and military personnel.

Eligible activities: Significant data gathering projects, conducting field research off campus, etc.

Eligibility: Proposals are judged on their scientific merit, including the theoretical importance of the research question and the appropriateness of the proposed data and methodology to be used in addressing the question.

Website: <http://www.firstresponder.org>

Contact: First Responder Institute
15312 Spencerville Court, Suite 100
Burtonsville, MD 20866
301-421-4433
info@firstresponder.org

Notes: From time to time, companies make donations to the First Responder Institute, which is then distributed by the institute in the form of grants. For example, GlaxoSmithKline previously contributed \$750,000 to the institute.

Opportunity title 11: Liberty Mutual Foundation Grant Program

Organization: Liberty Mutual Foundation

Purpose: To fund health and human services and/or civic and community services.

Eligible activities: General operating, special project or capital expenses.

Eligibility: A Boston, Massachusetts, public charity that is nonprofit and tax-exempt under 501(c)(3) of the Internal Revenue Code. Organizations cannot be a previous recipient of a grant from this foundation within the last 12 months.

Website: <https://www.libertymutualgroup.com/about-lm/giving-back/liberty-mutual-foundation>

Notes: The grant cycle is rolling. Grants are typically awarded on a monthly basis and within 6 to 8 weeks of submission.

Opportunity title 12: FM Global Fire Prevention Grant Program

Organization: FM Global

Purpose: FM Global provides financial support to organizations working to combat fire. Through the Fire Prevention Grant Program, fire departments and fire brigades as well as national, state, regional, local and community organizations can apply for funding to support a wide array of fire prevention, preparedness and control efforts. The average grant award is \$2,500.

Eligible activities: Pre-incident planning for commercial, industrial and institutional facilities; fire and arson prevention and investigations programs; and fire prevention education and training programs.

Eligibility: Fire departments and brigades, as well as national, state, regional, local and community organizations around the world that support fire prevention.

Website: <https://www.fmglobal.com/about-us/our-business/corporate-responsibility/fm-global-fire-prevention-grant-program>

Contact email: firepreventiongrants@fmglobal.com

Notes: Grant applications are typically reviewed 4 times per year, and decisions are usually made within 3 to 4 months of the deadline. Previous recipients must wait 3 years to reapply.

Opportunity title 13: Gary Sinise Foundation — First Responders Grant

Organization: Gary Sinise Foundation

Purpose: The Gary Sinise Foundation serves its nation by honoring its defenders, veterans, first responders, their families and those in need. They do this by creating and supporting programs that entertain, educate, inspire, strengthen and build the communities they reside in. The First Responders program funding is specifically for emergency relief, training and essential equipment to ensure first responders can perform their job optimally.

Eligible activities: Grant requests are limited to equipment, training and building costs.

Eligibility: Grants are reserved for law enforcement, fire and EMS departments. Volunteer, low and underfunded departments are prioritized.

Website: www.garysinisefoundation.org

Contact: Gary Sinise Foundation
P.O. Box 368
Woodland Hills, CA 91365

Opportunity title 14: Georgia-Pacific Bucket Brigade Grant

Organization: Georgia-Pacific

Purpose: The Georgia-Pacific Bucket Brigade Grant supports volunteer and small-town fire departments through monetary grants for equipment, resources and programming, as well as safety education materials used in schools.

Eligible activities: Grants have been used to fund a variety of necessities, including turnout gear, extrication equipment, vehicle repairs or purchases, water pumps, hoses and nozzles, programming initiatives, and more.

Eligibility: Communities with Georgia-Pacific facilities or communities where Georgia-Pacific employees reside.

Website: www.gpbucketbrigade.com

Contact email: gpbucketbrigade@gapac.com

Opportunity title 15: Helen Close Charitable Foundation

Organization: Helen Close Charitable Foundation

Purpose: Giving primarily for scholarships, a ranch experience for inner-city children, police/public safety and animal interests.

Eligible activities: Disasters, fire prevention and control, and equipment.

Eligibility: Public safety organizations.

Contact: Helen Close Charitable Foundation
100 W. Liberty St.
Suite 1100
Reno, NV 89501-1959
775-786-6141

Note: Eligible only to northern Nevada and adjacent counties in northern California.

Opportunity title 16: International Fire Relief Mission

Organization: International Fire Relief Mission (IFRM)

Purpose: The IFRM is a 501(c)(3) nonprofit corporation whose mission is to provide humanitarian aid to fire and EMS first responders in developing countries lacking adequate education or equipment; provide specialized demonstrations on using donated fire and rescue equipment in accordance with internationally recognized standards; and ensure successful, long-term assistance by developing international partnerships and collaborations for continued support, preparation and accountability at the receiving country. IFRM recycles serviceable firefighting and EMS equipment and maximizes all gifts.

Eligible activities: Fire and EMS equipment including PPE, SCBA, compressors, rescue tools, apparatus and EMS equipment.

Eligibility: Fire and public safety organizations outside the United States. To be considered for a donation, applicants must arrange an IFRM pre-visit where IFRM will examine

the condition of your community/organization/equipment. There are IFRM hosting requirements for transportation, housing, meals, security, interpreters/translators, media equipment and any via entrance/exit documents.

Website: <https://sites.google.com/ifrm2007.com/ifrm2007-intl-fire-relief/home>

Contact: International Fire Relief Mission
10461 Toledo Drive North
Brooklyn Park, NM 55443
612-466-0231
babbott@IFRM2007.com

Opportunity title 17: The Jeremiah Lucey Grant Program

Organization: The Leary Firefighters Foundation

Purpose: The Jeremiah Lucey Grant Program, named in honor of actor Denis Leary's cousin who perished in a catastrophic fire in Worcester, Massachusetts, provides financial support for the training and equipment needs of uniformed firefighters. Grants vary from \$5,000 to \$25,000.

Eligible activities: Training, equipment and technology purchases.

Eligibility: Career and volunteer fire departments. Only union-affiliated, uniformed fire departments in board-designated geographic areas are eligible to apply. To be considered for funding, interested organizations must complete an LOI form via https://lffgrants.smapply.io/prog/leary_firefighters_foundation/. Approved organizations will then be invited to apply.

Website: www.learyfirefighters.org

Contact: The Leary Firefighters Foundation
14 Murray St.
Box 243
New York, NY 10007
212-867-1527
grants@learyfirefighters.org

Notes: The foundation typically makes awards on a calendar basis with LOIs being due in August, applications due in October, and awards made in December. Inquiries received after the deadline in August will not be considered until the following calendar year.

Opportunity title 18: Motorola Foundation First Responder Programming

Organization: The Motorola Solutions Foundation

Purpose: The Motorola Solutions Foundation provides resources to first responders and the communities they serve and fallen first responders' families. Maximum request is \$50,000. Motorola prioritizes applications based on its locations.

Eligible activities: Preparing youth for public safety careers, conducting school safety training, supporting mental wellness, and providing leadership training for women and people of color.

Eligibility: 501(c)(3) organizations, National Center for Education Statistics school or school district within the United States. All interested applicants must submit an inquiry form to be eligible to submit a formal application. Priority locations within North America include Baltimore, Maryland, area; Chicagoland, Illinois; Dallas, Texas, area; Salt Lake City, Utah; Seattle, Washington; South Florida; Southern California; Vancouver, British Columbia; and Westminster, Colorado.

Website: https://www.motorolasolutions.com/en_us/about/company-overview/corporate-responsibility/motorola-solutions-foundation.html

Contact: Motorola Solutions Foundation
500 W. Monroe St.
Chicago, IL 60661
Email: foundation@motorolasolutions.com

Note: Grants cannot be used to purchase Motorola equipment or services.

Opportunity title 19: Nationwide Insurance Grant Program

Organization: Nationwide Insurance Foundation

Purpose: The Nationwide Insurance Foundation is dedicated to making strategic philanthropic investments to meet the most critical needs in communities.

Eligible activities: The foundation makes funding decisions based on a Community Impact Model. In order of priority: Tier 1: emergency and basic needs; Tier 2: crisis stabilization; Tier 3: personal and family empowerment; and Tier 4: community enrichment. Grant types include general operating support, project and/or program support, and capital support.

Eligibility: The Nationwide Insurance Foundation considers funding organizations in a limited number of cities. Refer to the grant website for details.

Website: <https://www.nationwide.com/personal/about-us/giving/nationwide-foundation/what-we-fund/>

Opportunity title 20: State Farm Good Neighbor Citizenship Company Grant

Organization: State Farm Insurance and State Farm Companies Foundation

Purpose: State Farm Insurance provides company grants in 3 focus areas: safety, community development and education. In addition to these 3 focus areas, there is very limited funding to meet community-based needs including, but not limited to, environment, health and wellness, and other safety issues.

Eligible activities: State Farm Safety Grants are directed toward automobile and roadway safety, home safety and fire prevention, disaster preparedness, disaster recovery, and personal financial safety and security (**Figure 7.4**).

Eligibility: Grants are awarded to nonprofit, tax-exempt organizations under Section 501(c)(3) of the U.S. Internal Revenue Code, Canadian charitable organizations, educational institutions and governmental entities.

Website: <https://www.statefarm.com/about-us/corporate-responsibility/community-grants/good-neighbor-citizenship-grants>



Figure 7.4. Courtesy of Bob Esposito, Pennsburg, Pennsylvania.

Opportunity title 21: Walgreens Community Grant Program

Organization: Walgreens Pharmacies

Purpose: The Walgreens Community Grant Program provides funding for programs that focus on access to community health and wellness programs, pharmacy education programs and mentoring initiatives, civic and community outreach initiatives, and emergency and disaster relief.

Eligible activities: Community health and wellness programs, pharmacy education programs and mentoring initiatives, civic and community outreach, and emergency and disaster relief.

Eligibility: Limited to nonprofit, tax-exempt organizations under Section 501(c)(3) of the Internal Revenue Code.

Website: <https://www.walgreens.com/topic/about/community/companyguidelines.jsp#top>

Contact email: grants@walgreens.com

Opportunity title 22: The Provident Bank Foundation Community Grant Program and Major Grant Programs

Organization: The Provident Bank Foundation

Purpose: The Provident Bank Foundation supports organizations involved with arts and culture, education, health, recreation, and human services. The Community Grant Program focuses on organizations that need strategic operating support. These typically range from \$1,000 to \$5,000. The Major Grant Program focuses on funding programs, projects or initiatives that address immediate needs, create meaningful impact and lead to sustainable community enhancement. These typically range from \$5,001 to \$25,000.

Eligible activities: Both the Community Grant Program and the Major Grant Program focus on the following 3 priority areas: community enrichment, education and health/youth/families. The foundation has provided funding for building construction and renovation, capital campaigns, equipment purchases, general operating support, management development, program development, scholarship funds, and project seed money.

Eligibility: Organizations must be certified as a tax-exempt public charity under section 501(c)(3) of the Internal Revenue Code and **not** classified as a private foundation.

Website: <https://www.the Provident Bank Foundation.org/guidelines>

Contact: The Provident Bank Foundation
250 Madison Ave.
Morristown, NJ 07960
862-260-3990
foundation@provident.bank

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Appendix A: Successful Grant Application Example

First Responder Grant Application



Save my progress and resume later | [Resume a previously saved form](#)

Community and Impact Information

Name of Community/Communities Served *

Alsip, Blue Island, Calumet Park, Posen, Riverdale, Robbins

Population(s) Served

Primary Population Total *

24,000

Secondary(Mutual Aid) Population Total

51,000

Impact Area(s)

Primary Impact Area (sq.mi.) *

4.5

Secondary Impact Area (sq.mi.)

15

Calls Responded To

Calls Responded To (annual average)

3900

[Previous Page](#)

[Next Page](#)

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[Contact Information](#)

Contact Information

Organization Name *		
Blue Island Fire Department		
Contact Information		
First Name *		
Dan		
Last Name *		
Reda		
Phone *		
7086066736		
Email *		
dreda@cityofblueisland.org		
Department Address		
Address Line 1 *		Address Line 2
2450 W. Vermont St.		
City *	State	Postal Code *
Blue Island	Illinois	60406
Shipping Address (If different from Department Address, must be able to receive packages.)		
Address Line 1		Address Line 2
City	State	Postal Code
	Please select...	

Department Information

Budget Overview

Please provide an overview of your Organization's current budget - including basic income and expense information. *

Included you'll find information from the Blue Island Fire Department's budget for 2020.

Budget Documents

Budget Document 1 *

BIFD Budg...20 pg 1.pdf

Budget Document 2

BIFD Budg... page 2.pdf

Budget Document 3

No file chosen

Number of Personnel in Department *

Employer ID Number (EIN) (xx-xxxxxxx) *

Is your organization a Non-Profit 501(c)3 or 501 (c)4?

Yes

No

Is your department fully volunteer?

Yes

No

If not, what percentage of your department is volunteer? *

BUDGET REPORT BY FUND - EXPENDITURE

City Of Blue Island

Fiscal Year Start Date: 01/01/2020

FY 2020

Current Period End Date: 12/31/2020

Ideal Remaining Percent: 0 %

Account	Budgeted	Current	Year To Date	Encumbrance	Remaining Balance	PCT
Fund: 01 General Fund						
Department: 0420 Fire Department						
01-0420-5100 Salaries & Wages-Fulltime	2,149,045.00	88,523.67	2,066,359.50	0.00	82,685.50	4
01-0420-5150 Covid 19 Payroll Expenses	0.00	1,136.64	12,423.12	0.00	-12,423.12	0
01-0420-5152 Covid 19 Psl Self - Fire Dept	0.00	0.00	849.84	0.00	-849.84	0
01-0420-5300 Overtime Wages	85,000.00	1,790.55	112,874.21	0.00	-27,874.21	-33
01-0420-5400 Fica	2,600.00	78.33	1,953.92	0.00	646.08	25
01-0420-5450 Medicare	33,500.00	1,111.68	27,029.40	0.00	6,470.60	19
01-0420-5475 Covid 19 Health Expenses Fire Dt	0.00	0.00	89.95	0.00	-89.95	0
01-0420-5500 Imrf Contributions	6,900.00	259.85	6,490.76	0.00	409.24	6
01-0420-5720 Firefighting Gear	20,000.00	0.00	10,994.60	3,306.92	5,698.48	28
01-0420-5800 Training	1,000.00	0.00	54.00	0.00	946.00	95
01-0420-5810 Training Reimbursement	1,000.00	0.00	312.00	0.00	688.00	69
01-0420-5820 Training Materials	250.00	0.00	225.68	0.00	24.32	10
01-0420-6015 Office Supplies	500.00	0.00	373.14	110.66	16.20	3
01-0420-6020 Postage And Shipping	400.00	0.00	75.00	0.00	325.00	81
01-0420-6025 Printing & Copy Expense	2,000.00	0.00	0.00	125.34	1,874.66	94
01-0420-6030 Maintenance Supplies/Matl	3,000.00	0.00	1,685.60	14.79	1,299.61	43
01-0420-6040 Operating Supplies	35,000.00	0.00	9,413.00	1,061.54	24,525.46	70
01-0420-6100 Equipment Maint & Repair	3,500.00	0.00	973.63	52.13	2,474.24	71
01-0420-6103 Service Contracts	1,000.00	0.00	859.63	0.00	140.37	14
01-0420-6105 Building Maint & Repair	6,000.00	0.00	4,115.88	1,665.22	218.90	4
01-0420-6107 Copier Lease	2,257.00	0.00	1,164.49	0.00	1,092.51	48
01-0420-6110 Vehicle/Truck Maint & Rpr	50,000.00	0.00	22,031.24	1,735.85	26,232.91	52
01-0420-6111 Vehicle/Truck Parts	7,500.00	0.00	1,152.13	388.93	5,958.94	79
01-0420-6113 Tires Repairs	1,500.00	0.00	441.73	0.00	1,058.27	71
01-0420-6118 Radios/Radioequipment	1,200.00	0.00	-78.00	525.00	753.00	63
01-0420-6120 Gas & Oil For Vehcles	2,900.00	0.00	2,134.57	0.00	765.43	26
01-0420-6130 Small Equipment	7,000.00	0.00	261.00	6,354.00	385.00	6
01-0420-6160 Scba & Compressor	3,500.00	0.00	1,936.64	1,000.82	562.54	16
01-0420-6510 Telephone/Pager	1,500.00	0.00	93.37	0.00	1,406.63	94
01-0420-6540 Cable Services	1,200.00	0.00	541.75	0.00	658.25	55
01-0420-6620 Professional Consulting	2,000.00	0.00	0.00	0.00	2,000.00	100
01-0420-6660 Computers And Software	7,045.00	0.00	6,804.36	0.00	240.64	3
01-0420-6685 Ambulance Billing Expense	30,000.00	0.00	25,132.72	0.00	4,867.28	16
01-0420-6693 Orland Fire Protection District	143,500.00	0.00	128,807.28	0.00	14,692.72	10
01-0420-6695 Other Contractual Service	500.00	0.00	1,255.14	0.00	-755.14	-151
01-0420-7010 Travel/Transportation	500.00	0.00	0.00	0.00	500.00	100
01-0420-7030 Rentals & Leasing Fees	250.00	0.00	-266.00	268.00	248.00	99
01-0420-7040 Dues & Memberships	6,500.00	0.00	4,390.00	0.00	2,110.00	32
01-0420-7045 Employee/Office Services	1,000.00	0.00	0.00	0.00	1,000.00	100
01-0420-7047 Physical Exams	11,700.00	0.00	2,037.00	0.00	9,663.00	83
01-0420-7070 License & Fees	250.00	0.00	75.00	0.00	175.00	70
01-0420-7075 Meetings And Seminars	750.00	0.00	270.00	0.00	480.00	64
01-0420-7081 Community Promotions	750.00	0.00	500.00	0.00	250.00	33
01-0420-8070 Ambulance lfa Loan Principal	10,000.00	0.00	10,000.00	0.00	0.00	0
Fire Department Subtotal	2,643,997.00	92,900.72	2,465,837.28	16,609.20	161,550.52	6
General Fund Subtotal	2,643,997.00	92,900.72	2,465,837.28	16,609.20	161,550.52	6

BUDGET REPORT BY FUND - EXPENDITURE

City Of Blue Island

Fiscal Year Start Date: 01/01/2020

FY 2020

Current Period End Date: 12/31/2020

Ideal Remaining Percent: 0 %

Account	Budgeted	Current	Year To Date	Encumbrance	Remaining Balance	PCT
Report Total Expenditure	\$2,643,997.00	\$92,900.72	\$2,465,837.28	\$16,609.20	\$161,550.52	6

Save my progress and resume later | [Resume a previously saved form](#)

Request Information

Type of Request *

- Equipment
- Training
- Other

Items Requested

Extrication Equipment

Total Request Amount *

\$34,240

Quote/Invoice 1 *

BLUE ISL...T 2021.pdf

Quote/Invoice 2

No file chosen

Quote/Invoice 3

No file chosen

Quote/Invoice 4

No file chosen

Please explain your need for this equipment. *

The Blue Island Fire Department is a multi-functional fire, rescue, and EMS-based department located just outside the City of Chicago. We provide services for 24,000 residents residing in a densely populated 4.1 square miles. During 2020, the Department ran 4528 calls, of which 2933 were EMS, and 121 were accidents with injuries.

In addition to Blue Island's busy streets, we provide mutual aid to highly trafficked Interstate 57, as well as to neighboring jurisdictions with high traffic cross streets and heavy commuter travel. Blue Island and our neighboring communities have several freight and commuter rail lines traversing with major thruways – the combination of which inevitably results in serious accidents requiring extrication.

The Department's current extrication tools are nearly 20 years old. While still functional, this outdated equipment presents limitations and increasing costs to maintain. Our intent is to place the new extrication equipment on our first out Engine and temporarily place the older equipment on our second out Engine.

[Save my progress and resume later](#) | [Resume a previously saved form](#)

Blue Island Fire Department

Chief Dan Reda

2450 Vermont Street

Blue Island, IL 60406

dreda@cityofblueisland.org

708-396-7072



The Blue Island Fire Department is a multi-functional fire, rescue, and EMS-based department located just outside the City of Chicago. We provide services for 24,000 residents residing in a densely populated 4.1 square miles. During 2020, the Department ran 4528 calls, of which 2933 were EMS, and 121 were accidents with injuries.

In addition to Blue Island's busy streets, we provide mutual aid to highly trafficked Interstate 57, as well as to neighboring jurisdictions with high traffic cross streets and heavy commuter travel. Blue Island and our neighboring communities have several freight and commuter rail lines traversing with major thruways – the combination of which inevitably results in serious accidents requiring extrication.

The Department's current extrication tools are nearly 20 years old. While still functional, this outdated equipment presents limitations and increasing costs to maintain. Our intent is to place the new extrication equipment on our first out Engine and temporarily place the older equipment on our second out Engine housed at Station 2, eventually applying for funding to replace that set as well.

For several years, City appropriations for the fire department saw all capital requests removed to due to budget constraints, and with the COVID-19 pandemic causing extra fiscal hardship for municipalities across the country, we aren't expecting much if any in the way of capital funding from the City in 2021.

We appreciate the opportunity to apply for this funding, and for your consideration of our request. We're especially proud of the work the Gary Sinise Foundation does and the men and women you support – a point of pride for every Blue Islander that one of our own is making an immeasurable impact on communities around the nation. We'd love to be counted among them as a grant recipient for 2021!



Sales Order B58889-A

Order Date 01/11/21

22824 West Winchester Dr
Channahon, IL 60410 USA

Customer **BLUISL**

Phone: 815/467-8762

Fax: 815/467-8763

www.emcfire.com

Bill To:

BLUE ISLAND FIRE DEPARTMENT
2450 VERMONT ST.
BLUE ISLAND, IL 60406
USA

Ship To:

BLUE ISLAND FIRE DEPARTMENT
2450 VERMONT ST.
BLUE ISLAND, IL 60406
USA

THIS IS A BID/ESTIMATE

Customer	Ship Via	F.O.B.	Terms	Purchase Order Number	Salesperson	Reference No.				
BLUISL	BEST WAY	ORIGIN	1% 10, Net 20 Days		KSEA					
Order	Quantity	Ship	B.O.	Item Number	Unit of Measure	Required Date	Unit Price	Discount %	Tax	Extended Price
1.00	0.00		ONSITE	MISC GENESIS SL3 C236 CUTTER STANDARD BLADES ART109.351.4S	EACH	01/11/21	11721.00		N	11721.00
1.00	0.00		ONSITE	MISC GENESIS SL3 S44 SPREADER WITH BATTERY ART.109.370.3	EACH	01/11/21	11824.00		N	11824.00
3	0		ONSITE	ART.105.375.5 M28 Milwaukee 28V 5AH Battery SPARES	EACH	01/11/21	0.00		N	0.00
1	0		ONSITE	ART.105.410.9 Genesis 3 Bay Charger 120v	EACH	01/11/21	0.00		N	0.00
1	0		ONSITE	ART.107.834.2 22-54 Telescopic Ram eForce 2.0	EACH	01/11/21	10695.00		N	10695.00
									Non Taxable Subtotal	34240.00
									Taxable Subtotal	0.00
									Tax	0.00
									Total Order	34240.00

Print Date: 01/11/21 5:29 PM

Customer Original

Page 1



Photo courtesy of the Defense Visual Information Distribution Service.

Appendix B: State Emergency Medical Offices

Alabama

Alabama Department of Public Health
Office of EMS
208 Legends Court
Prattville, AL 36066
334-290-3088
Fax: 334-206-0364
www.alabamapublichealth.gov/ems/

Alaska

Alaska Office of EMS
Mailing: P.O. Box 110616
Juneau, AK 99811-0616
Physical: 350 Main St., Suite 530
Juneau, AK 99801
907-465-3140
Fax: 907-465-4101
dhss.alaska.gov/dph/Emergency/Pages/ems/default.aspx

American Samoa

American Samoa Department of Public Health
LBJ Medical Center
American Samoa Government
Pago Pago, American Samoa 96799
011-684-633-5003
www.americansamoarenewal.org/emergency-medical-services

Arizona

Arizona Department of Health Services,
Bureau of EMS and Trauma System
150 N. 18th Ave. Suite 540
Phoenix, AZ 85007
800-200-8523
602-364-3150
Fax: 602-364-3568
www.azdhs.gov/preparedness/emergency-medical-services-trauma-system/index.php

Arkansas

Arkansas Department of Health
Emergency Medical Services
5800 West 10th St., Suite 800
Little Rock, AR 72204
501-661-2262
Fax: 501-280-4901
ADHEMS@arkansas.gov
www.healthy.arkansas.gov/programs-services/topics/emergency-medical-services

California

California EMS Authority
10901 Gold Center Drive, Suite 400
Rancho Cordova, CA 95670
916-322-4336
Fax: 916-322-1441
externalaffairs@emsa.ca.gov
www.emsa.ca.gov/

Colorado

Colorado Department of Health and Environment — EMSDP-PCP-A-5
4300 Cherry Creek South Drive
Denver, CO 80246-1530
303-692-2000
cdphe.information@state.co.us
<https://cdphe.colorado.gov/emergency-preparedness-response>

Connecticut

Connecticut Office of EMS
410 Capitol Ave., MS #12EMS
Hartford, CT 06134-0308
860-509-7975
Fax: 860-730-8384
DPH.OEMS@ct.gov
<https://portal.ct.gov/dph/Emergency-Medical-Services/Office-of-Emergency-Medical-Services-Homepage>

Delaware

Delaware Office of EMS
Blue Hen Mall/Corporate Center
655 Bay Road
Dover, DE 19901
302-744-4700
Fax: 302-739-6659
www.dhss.delaware.gov/dph/ems/ems.html

Florida

Florida Department of Health, EMS
4052 Bald Cypress Way, Bin-A22
Tallahassee, FL 32399
850-245-4440
Fax: 850-245-4378
EMS@fhealth.gov
www.floridahealth.gov/licensing-and-regulation/ems-system/index.html

Georgia

Georgia Office of EMS and Trauma
1680 Phoenix Blvd., Suite 200
Atlanta, GA 30349
770-996-3133
Fax: 770-996-7656
dph-phemsinfo@dph.ga.gov
<https://dph.georgia.gov/EMS>

Hawaii

Hawaii State Emergency Medical
Services and Injury Prevention
System Branch
Leahi Hospital
3675 Kilauea Ave., Trotter Building
Honolulu, HI 96816-2333
808-733-9210
Fax: 808-733-9216
emsipsb@doh.hawaii.gov
<https://health.hawaii.gov/ems/>

Idaho

Idaho EMS Bureau
590 West Washington
Boise, ID 83702
208-334-4000
<https://healthandwelfare.idaho.gov/providers/emergency-medical-services-ems/ems-agencies>

Illinois

Illinois Division of EMS and Highway
Safety, Department of Public Health
525-535 West Jefferson St.
Springfield, IL 62761
217-785-2080
www.dph.illinois.gov/topics-services/emergency-preparedness-response/ems

Indiana

Indiana Department of Homeland
Security
Indiana Government Center-South
302 West Washington St., Room E208
Indianapolis, IN 46204-2739
317-232-2222
Fax: 317-233-0497
emscertifications@dhs.in.gov
<https://www.in.gov/dhs/ems/>

Iowa

Iowa Department of Public Health
Bureau of Emergency and Trauma
Services
Lucas State Office Building
321 East 12th St.
Des Moines, IA 50319
515-281-0620
www.idph.iowa.gov/bets/ems

Kansas

Kansas Board of EMS
Landon State Office Building
900 SW Jackson, Room 1031
Topeka, KS 66612-1228
785-296-7296
www.ksbems.org/ems/

Kentucky

Kentucky Board of EMS
2464 Fortune Drive, Suite 195
Lexington, KY 40509
859-256-3565
<https://kbems.ky.gov/Pages/index.aspx>

Louisiana

Louisiana Bureau of EMS
Louisiana Department of Health
Mailing: P.O. Box 629
Baton Rouge, LA 70821-0629
Physical: 7273 Florida Blvd.
Baton Rouge, LA 70806
225-925-4022
Fax: 225-925-7244
www.ldh.la.gov/index.cfm/subhome/28

Maine

Maine Emergency Medical Services
Department of Public Safety
45 Commerce Drive, Suite 1
152 State House Station
Augusta, ME 04333-0152
207-626-3860
Fax: 207-287-6251
maine.ems@maine.gov
www.maine.gov/ems/

Maryland

Maryland Institute for Emergency
Medical Services Systems
653 West Pratt St.
Baltimore, MD 21201
800-762-7157
www.miemss.org

Massachusetts

Massachusetts Department of Public
Health
Office of Emergency Medical Services
67 Forest St.
Marlborough, MA 01752
617-753-7300
Fax: 617-753-7320
oems.recert@state.ma.us
<https://www.mass.gov/orgs/office-of-emergency-medical-services>

Michigan

Michigan Department of Health and
Human Services
Bureau of EMS, Trauma, and
Preparedness
Division of EMS and Trauma
Mailing: P.O. Box 30207
Lansing, MI 48909-0207
Physical: 1001 Terminal Road
Lansing, MI 48906
517-241-3025
Fax: 517-335-9434
MDHHS-MichiganEMS@michigan.gov
www.michigan.gov/ems

Minnesota

Minnesota EMS Regulatory Board
2829 University Ave., SE, Suite 310
Minneapolis, MN 55414-3222
651-201-2800
Fax: 651-201-2812
emsrb@state.mn.us
www.mn.gov/emsrb/

Mississippi

Mississippi State Department of Health
Bureau of Emergency Medical Services
P.O. Box 1700
Jackson, MS 39215-1700
601-576-7380
Fax: 601-576-7373 http://msdh.ms.gov/msdhsite/_static/47.html

Missouri

Missouri Department of Health and
Senior Services Bureau of EMS
P.O. Box 570
Jefferson City, MO 65102-0570
573-751-6356
Fax: 573-751-6348
EMSINFO@health.mo.gov
<http://health.mo.gov/safety/ems/index.php>

Montana

Montana Department of Public Health
and Human Services
EMS and Trauma Systems
P.O. Box 202951
1400 Broadway, RM C-314A
Helena, MT 59620-2951
406-444-3895
<https://dphhs.mt.gov/publichealth/emsts/>

Nebraska

NEDDHS, EMS Division
301 Centennial Mall, South
Lincoln, NE 68509-5007
402-471-3121
<https://dhhs.ne.gov/Pages/EHS-Emergency-Medical-Services.aspx>

Nevada

Nevada Department of Health and
Human Resources, EMS
4150 Technology Way, Suite 101
Carson City, NV 89706
775-687-7590
<https://dphh.nv.gov/>

New Hampshire

New Hampshire Department of Safety
Division of Fire Standards and Training
and EMS
Richard M. Flynn Fire Academy
Mailing: 33 Hazen Drive
Concord, NH 03305
Physical: 98 Smokey Bear Blvd.
Concord, NH 03301
603-223-4200
Fax: 603-271-1091
fstems@dos.nh.gov
www.nh.gov/safety/divisions/fstems/

New Jersey

New Jersey Department of Health
Office of EMS
Mailing: P.O. Box 360
Trenton, NJ 08625-0360
Physical: Office of EMS
55 N. Willow St.
Trenton, NJ 08625
609-633-7777
Fax: 609-984-5647
ems@doh.nj.gov
www.state.nj.us/health/ems/index.shtml

New Mexico

New Mexico Emergency Medical
Systems Bureau
1301 Siler Road, Building F
Santa Fe, NM 87507
505-476-8200
Fax: 505-476-8288
www.nmhealth.org/about/erd/emsb/

New York

New York State Department of Health,
Bureau of EMS
Central Office
875 Central Ave.
Albany, NY 12206-1388
518-402-0996
Fax: 518-402-0985
www.health.ny.gov/professionals/ems/

North Carolina

North Carolina Office of EMS
2707 Mail Service Center
Raleigh, NC 27699-2707
919-855-3935
<https://oems.nc.gov>

North Dakota

North Dakota Emergency Preparedness
and Response Section
North Dakota Department of Health
1720 Burlington Drive
Bismarck, ND 58504
701-328-2270
Fax: 701-328-0357
dohepr@nd.gov
<https://www.hhs.nd.gov/health/epr/emergency-medical-services-ems-system>

Northern Mariana Islands

Northern Mariana Islands Department
of Public Safety — Fire Division
P.O. Box 10001
Saipan, Northern Mariana Islands 96950
670-664-9081

Ohio

Ohio Department of Public Safety, EMS
P.O. Box 182073
1970 West Broad St.
Columbus, OH 43223
614-466-9477
Fax: 614-466-9461
www.ems.ohio.gov/#gsc.tab=0

Oklahoma

Oklahoma State Department of Health
EMS Division
1000 NE 10th St.
Oklahoma City, OK 73117-1299
405-271-4027
Fax: 405-271-4240
Esystems@health.ok.gov
[https://oklahoma.gov/health/services/
licensing-inspections/emergency-
systems/ems-division.html](https://oklahoma.gov/health/services/licensing-inspections/emergency-systems/ems-division.html)

Oregon

Oregon Health Authority, EMS and
Trauma Systems
800 NE Oregon St., Suite 305
Portland, OR 97232
503-731-4011
[www.oregon.gov/oha/PH/
ProviderPartnerResources/
EMSTraumaSystems/Pages/index.aspx](http://www.oregon.gov/oha/PH/ProviderPartnerResources/EMSTraumaSystems/Pages/index.aspx)

Pennsylvania

Pennsylvania Bureau of Emergency
Medical Services
Department of Health
Health and Welfare Building
8th Floor West
625 Forster St.
Harrisburg, PA 17120
717-787-8740
[https://www.health.pa.gov/topics/EMS/
Pages/EMS.aspx](https://www.health.pa.gov/topics/EMS/Pages/EMS.aspx)

Puerto Rico

Negociado Cuerpo De Manejo De
Emergencia
Departamento de Seguridad Publica
235 Ave. Arterial Hostos
Capital Center, Terra Norte
Hato Rey, Puerto Rico 00918
787-903-5602 ext. 6022
<https://cempr.pr.gov/Pages/default.aspx>

Rhode Island

Rhode Island Department of Health
Division of Preparedness, Response,
Infectious Disease and Emergency
Medical Services
3 Capitol Hill, Room 105
Providence, RI 02908-5097
401-222-5960
[https://health.ri.gov/programs/detail.
php?pgm_id=144](https://health.ri.gov/programs/detail.php?pgm_id=144)

South Carolina

South Carolina Bureau of EMS
2600 Bull St.
Columbia, SC 29201
803-545-4204
www.scemsportal.org

South Dakota

South Dakota Office of EMS
600 East Capitol Ave.
Pierre, SD 57501-2536
605-773-3361
[http://doh.sd.gov/providers/
ruralhealth/EMS/](http://doh.sd.gov/providers/ruralhealth/EMS/)

Tennessee

Tennessee Department of Health
Office of EMS
665 Mainstream Drive
Nashville, TN 37243
615-741-2584
Fax: 615-741-4217
tn.health@tn.gov
[www.tn.gov/health/health-program-
areas/health-professional-boards/
ems-board.html](http://www.tn.gov/health/health-program-areas/health-professional-boards/ems-board.html)

Texas

Texas Department of State Health
Services
Office of EMS/Trauma Systems
Coordination
Mailing: P.O. Box 149347
Austin, TX 78714-9347
Physical: The Exchange Building
8407 Wall St., Suite N-410
Austin, TX 78754
512-834-6700
Fax: 512-834-6736
emsinfo@dshs.texas.gov
www.dshs.texas.gov/
emstraumasystems/default.shtm

Utah

Utah Bureau of EMS and Preparedness
Utah Department of Health
Mailing: P.O. Box 142004
Salt Lake City, UT 84114-2004
Physical: 3760 South Highland Drive
Salt Lake City, UT 84106
801-273-6666
Fax: 801-274-0738
ems@utah.gov
<https://bemsp.utah.gov>

Vermont

EMS, Vermont Department of Health
108 Cherry St.
Burlington, VT 05401
802-863-7310
Fax: 802-863-7577
vtems@vermont.gov
<http://healthvermont.gov/emergency/ems>

Virginia

Virginia Office of Emergency Medical
Services
Virginia Department of Health
1041 Technology Park Drive
Glen Allen, VA 23059
804-888-9100
Fax: 804-371-3108
www.vdh.virginia.gov/emergency-medical-services/

Virgin Islands

Virgin Islands Emergency Medical
Services/DOH
1302 Hospital Ground Suite 10
Charlotte Amalie, St. Thomas, Virgin
Islands 00802
304-774-9000
<https://doh.vi.gov/programs/emergency-medical-services>

Washington

Washington Emergency Medical
Services and Trauma Care System
P.O. Box 4785
Olympia, WA 98504-7853
360-236-2800
www.doh.wa.gov/forpublichealthandhealthcareproviders/emergencymedicalservices/emssystems

West Virginia

West Virginia Bureau for Public Health
Office of EMS
350 Capitol St., Room 425
Charleston, WV 25301
304-558-3956
Fax: 304-558-8379
www.wvoems.org

Wisconsin

Wisconsin Department of Health
Services, EMS
1 West Wilson St., Room 1150
P.O. Box 2659
Madison, WI 53701-2659
608-266-1568
Fax: 608-261-6392
dhsemssmail@dhs.wisconsin.gov
www.dhs.wisconsin.gov/ems/index.htm

Wyoming

Wyoming Department of Health
Office of EMS
122 West 25th St., Suite 102E
Cheyenne, WY 82002
307-777-7955
<https://health.wyo.gov/publichealth/ems/>

Appendix C: State Fire Marshal Offices

Alabama

Alabama Department of Insurance
State of Alabama Fire Marshal's Office
P.O. Box 303352
Montgomery, AL 36130-3552
334-241-4166
Fax: 334-241-4158
firemarshal@insurance.alabama.gov
www.firemarshal.alabama.gov

Alaska

Alaska Department of Public Safety
Division of Fire and Life Safety
5700 East Tudor Road
Anchorage, AK 99507-1225
907-269-5511
Fax: 907-338-4375
<https://dps.alaska.gov/Fire/Home>

Arizona

Arizona Department of Forestry and
Fire Management
1110 West Washington, Suite 100
Phoenix, AZ 85007
602-771-1400
<http://dffm.az.gov/fire-marshals-office>

Arkansas

Arkansas State Fire Marshal
#1 State Police Plaza Drive
Little Rock, AR 72209
501-618-8700
<https://www.dps.arkansas.gov/emergency-management/adem/response/fire-services/state-fire-marshals-office/>

California

California Office of the State Fire
Marshal
Mailing: P.O. Box 944246
Sacramento, CA 94244-2460
Physical: 2251 Harvard St., Suite 400
Sacramento, CA 95815
916-568-3800
www.osfm.fire.ca.gov

Colorado

Colorado Department of Public Safety
Division of Fire Prevention and Control
690 Kipling St., Suite 2000
Lakewood, CO 80215
303-239-4600
Fax: 303-239-5887
www.colorado.gov/dfpc

Connecticut

Connecticut Office of State Fire Marshal
450 Columbus Blvd., Suite 1304
Hartford, CT 06103
860-713-5750
Fax: 860-920-3088
osfm.engineer@ct.gov
www.portal.ct.gov/DAS/Office-of-State-Fire-Marshals/Office-of-State-Fire-Marshals

Delaware

Delaware State Fire Marshal's Office
1537 Chestnut Grove Road
Dover, DE 19904-1544
302-739-5665
www.statefiremarshal.delaware.gov/

Florida

Florida Office of the State Fire Marshal
200 East Gaines St.
Tallahassee, FL 32399-0322
352-369-2800
www.myfloridacfo.com/division/sfm/

Georgia

Georgia Department of Insurance and
Fire Safety
2 Martin Luther King Jr. Drive
West Tower, Suite 702
Atlanta, GA 30334
404-656-2070
www.firemarshal@oci.ga.gov
<https://oci.georgia.gov/>

Guam

Guam Fire Department
Fire Prevention Bureau
1301-1 Central Ave.
P.O. Box 2950
Hagatna, Guam 96932
671-646-8810
fire.prevention@gfd.guam.gov
www.gfd.guam.gov

Hawaii

Hawaii State Fire Council
636 South St.
Honolulu, HI 96813
808-723-7176
www.labor.hawaii.gov/sfc/

Idaho

Idaho Department of Insurance
700 West State St., 3rd Floor
P.O. Box 83720
Boise, ID 83720-0043
208-334-4370
www.doi.idaho.gov/sfm/

Illinois

Illinois Office of the State Fire Marshal
1035 Stevenson Drive
Springfield, IL 62703
217-785-0969
www2.illinois.gov/sites/sfm/Pages/
default.aspx

Indiana

Indiana Department of Homeland
Security
Division of Fire and Building Safety
302 West Washington St., Room E208
Indianapolis, IN 46204-2739
317-232-2222
Fax: 317-233-0497
www.in.gov/dhs/fire-and-building-
safety/division-of-fire-and-building-
safety-overview/

Iowa

Iowa Department of Public Safety
State Fire Marshal Division
215 East 7th St., 3rd Floor
Des Moines, IA 20319
515-725-6145
fminfo@dps.state.ia.us
http://dps.iowa.gov/divisions/state-fire-
marshal

Kansas

Kansas State Fire Marshal
800 SW Jackson, Suite 104
Topeka, KS 66612
785-296-3401
Fax: 785-296-0151
https://firemarshal.ks.gov

Kentucky

Kentucky Public Protection Cabinet, SFM
500 Metro St., First Floor
Frankfort, KY 40601
502-573-0382
https://ksfm.ky.gov

Louisiana

Louisiana Department of Public Safety
and Corrections, SFM
8181 Independence Blvd.
Baton Rouge, LA 70806
800-256-5452
http://sfm.dps.louisiana.gov/

Maine

Maine State Fire Marshal's Office
Mailing: 52 State House Station
Augusta, ME 04333-0052
Physical: 45 Commerce Drive, Suite 1
Augusta, ME 04330
207-626-3880
Fax: 207-287-6251
www.maine.gov/dps/fmo/

Maryland

Maryland State Police
Office of the State Fire Marshal
1201 Reisterstown Road
Pikesville, MD 21208
410-653-8980 or 800-525-3124
Fax: 410-653-8988
msp.ofsm@maryland.gov
www.mdsp.maryland.gov/firemarshal/
Pages/StateFireMarshal.aspx

Massachusetts

Massachusetts Department of Fire
Services
1 State Road
P.O. Box 1025
Stow, MA 01775
978-567-3111
www.mass.gov/orgs/department-of-fire-services

Michigan

Michigan Licensing and Regulatory
Affairs
Bureau of Fire Services
611 West Ottawa St., 4th Floor
Lansing, MI 48909
517-241-8847
Fax: 517-335-4061
lara-bfs@michigan.gov
<https://www.michigan.gov/lara/bureau-list/bfs/state-fire-marshal>

Minnesota

Minnesota State Fire Marshal Division
Department of Public Safety
445 Minnesota St., Suite 145
Saint Paul, MN 55101-5145
651-201-7200
Fax: 651-215-0525
www.dps.mn.gov/divisions/sfm/Pages/default.aspx

Mississippi

Mississippi Insurance Department
Mailing: P.O. Box 79
Jackson, MS 39205
Physical: 660 North St., Suite 100-B
Jackson, MS 39202
601-359-1061
Fax: 601-359-1076
www.mid.ms.gov/sfm/state-fire-marshal.aspx

Missouri

Missouri Department of Public Safety
Division of Fire Safety, OSFM
Mailing: P.O. Box 844
Jefferson City, MO 65102
Physical: 205 Jefferson St., 13th Floor
Jefferson City, MO 65101-4421
573-751-2930
Fax: 573-751-5710
firesafe@dfs.dps.mo.gov
www.dfs.dps.mo.gov

Montana

Montana Department of Justice, SFMO
and Fire Prevention
2225 11th Ave.
P.O. Box 201417
Helena, MT 59620-1417
406-444-2050
Fax: 406-444-2759
www.dojmt.gov/enforcement/investigations-bureau/fire-prevention/

Nebraska

Nebraska State Fire Marshal
246 South 14th St.
Lincoln, NE 68508-1804
402-471-2027
Fax: 402-471-3118
www.sfm.nebraska.gov

Nevada

Nevada Office of the State Fire Marshal
107 Jacobsen Way
Carson City, NV 89701
775-684-7500
Fax: 775-684-7507
sfm@dps.state.nv.us
<http://fire.nv.gov/>

New Hampshire

New Hampshire Department of Public
Safety
Division of Fire Safety
Mailing: 33 Hazen Drive
Concord, NH 03305
Physical: 110 Smokey Bear Blvd.
Concord, NH 03301
603-223-4289
Fax: 601-223-4294
fmo@dos.nh.gov
www.nh.gov/safety/divisions/firesafety/index.html

New Jersey

New Jersey Department of Community
Affairs
Division of Fire Safety
P.O. Box 809
Trenton, NJ 08625-0809
609-633-6106
www.state.nj.us/dca/divisions/dfs/

New Mexico

New Mexico Public Regulation
Commission
State Fire Marshal Division
1120 Paseo De Peralta
P.O. Box 1269
Santa Fe, NM 87504
505-427-0066
Fax: 505-476-0100
www.nmdhsem.org/state-firemarshal/

New York

New York Homeland Security and
Emergency Services
Office of Fire Prevention and Control
1220 Washington Ave., Bldg. 7A, Floor 2
Albany, NY 12226
518-474-6746
Fax: 518-474-3240
fire@dhses.ny.gov
www.dhses.ny.gov/ofpc/

North Carolina

North Carolina Department of
Insurance
Office of the State Fire Marshal
Mailing: 1202 Mail Service Center
Raleigh, NC 27699-1202
Physical: 325 North Salisbury St.
Raleigh, NC 27603
919-647-0000
www.ncosfm.gov

North Dakota

North Dakota Attorney General —
Public Safety
State Fire Marshal's Office
P.O. Box 1054
Bismarck, ND 58502-1054
701-328-5552
www.attorneygeneral.nd.gov/public-safety

Northern Mariana Islands

Northern Mariana Islands Department
of Public Safety — Fire Division
P.O. Box 10001
Saipan, Northern Mariana Islands
96950
670-664-9081
www.dps.gov.mp

Ohio

Ohio Department of Commerce
Division of State Fire Marshal
8895 East Main St.
Reynoldsburg, OH 43068
614-752-8200
websfm@com.state.oh.us
www.com.ohio.gov/fire/

Oklahoma

Oklahoma Office of the Oklahoma
State Fire Marshal
2401 NW 23rd, Suite 4
Oklahoma City, OK 73107
405-522-5005
Fax: 405-522-5028
www.ok.gov/fire/

Oregon

Oregon State Fire Marshal's Office
3565 Trelstad Ave., SE
Salem, OR 97317
503-373-1540
Fax: 503-373-1825
oregon.sfm@osp.oregon.gov
[www.oregon.gov/osp/programs/sfm/
Pages/default.aspx](http://www.oregon.gov/osp/programs/sfm/Pages/default.aspx)

Pennsylvania

Pennsylvania Office of the State Fire
Commissioner
1310 Elmerton Ave.
Harrisburg, PA 17110
717-651-2201
www.osfc.pa.gov/Pages/default.aspx

Puerto Rico

Puerto Rico Fire Department Bureau
235 Ave, Arterial Hostos
Capital Center, Torre Norte
San Juan, Puerto Rico 00918
787-903-5602 ext. 6022
[https://www.dsp.pr.gov/negociados/
negociado-de-bomberos-de-puerto-rico](https://www.dsp.pr.gov/negociados/negociado-de-bomberos-de-puerto-rico)

Rhode Island

Rhode Island Office of the State Fire
Marshal
560 Jefferson Blvd.
Warwick, RI 02886
401-889-5555
Fax: 401-889-5533
www.fire-marshal.ri.gov

South Carolina

South Carolina Labor Licensing
Regulation
Office of State Fire Marshal
141 Monticello Trail
Columbia, SC 29203
803-896-9800
<http://statefire.llr.sc.gov/osfm>

South Dakota

South Dakota Department of Public
Safety, SFM
118 West Capitol Ave.
Pierre, SD 57501
605-773-3562
[http://dps.sd.gov/emergency-services/
state-fire-marshal](http://dps.sd.gov/emergency-services/state-fire-marshal)

Tennessee

Tennessee Department of Commerce
and Insurance
Fire Prevention/SFMO
500 James Robertson Parkway
Nashville, TN 37243-0577
615-741-2981
Fax: 615-741-1583
fire.prevention@tn.gov
[www.tn.gov/commerce/fire-prevention.
html](http://www.tn.gov/commerce/fire-prevention.html)

Texas

Texas State Fire Marshal's Office
P.O. Box 149221
Austin, TX 78714-9221
512-676-6800
fire.marshall@tdi.texas.gov
www.tdi.texas.gov/fire/index.html

Utah

Utah Department of Public Safety,
Office of the SFM
410 West 9800 South, Suite 372
Sandy, UT 84070
801-256-2390
Fax: 801-256-2386
<http://firemarshal.utah.gov/>

Vermont

Vermont Department of Public Safety
Division of Fire Safety
1311 US Route 302 - Suite 600
Barre, VT 05641
802-479-7561
Fax: 802-479-7562
www.firesafety.vermont.gov

Virginia

Virginia Department of Fire Programs
1005 Technology Park Drive
Glen Allen, VA 23059-4500
804-371-0220
Fax: 804-371-3444
[www.vafire.com/state-fire-marshals-
office/](http://www.vafire.com/state-fire-marshals-office/)

Virgin Islands

Virgin Islands Fire Service
385 William G Lewis Drive
Estate Taarneberg
St. Thomas, Virgin Islands 00802
340-774-7610
Fax: 340-774-4630
<https://vifems.org/>

Washington

Washington State Patrol, Fire
Protection Bureau
Mailing: P.O. Box 42642
Olympia, WA 98504-2642
Physical: Helen Sommers Building
106 11th Ave. SW
Suite G200
Olympia, WA 98501
360-596-3900
[www.wsp.wa.gov/state-fire-marshals-
office/](http://www.wsp.wa.gov/state-fire-marshals-office/)

West Virginia

West Virginia Fire Commission – OSFM
1207 Quarrier St., 2nd Floor
Charleston, WV 25301
304-558-2191
Fax: 304-558-2637
[www.firemarshal.wv.gov/Pages/
default.aspx](http://www.firemarshal.wv.gov/Pages/default.aspx)

Wisconsin

Wisconsin Department of Justice
P.O. Box 7857
Madison, WI 53707-7857
608-266-1671
www.doj.state.wi.us/dci/state-fire-marshal

Wyoming

Wyoming Department of Fire
Prevention and Electrical Safety
320 West 25th St., Third Floor
Cheyenne, WY 82002
307-777-7288
Fax: 307-777-6998
<http://wsfm.wyo.gov>

Appendix D: State Homeland Security and Emergency Management Agencies

Below are state homeland security offices. These can also be found here: <https://www.dhs.gov/state-homeland-security-and-emergency-services>.

*These offices are joint with emergency management.

Alabama

Alabama Law Enforcement Homeland Security Department
P.O. Box 304115
Montgomery, AL 36130-4115
334-517-2660
Main Fax: 334-223-1120
homelandsecurity@alea.gov
www.alea.gov/office-of-the-secretary/homeland-security

Alaska*

Alaska Division of Homeland Security and Emergency Management
Department of Military and Veterans Affairs
P.O. Box 575
Building 4900
Army Guard Road
JBER, AK 99505
907-428-7000
Fax: 907-428-7009
mva.grants@alaska.gov
www.ready.alaska.gov

American Samoa*

American Samoa Department of Homeland Security and Emergency Management Coordinating Office
American Samoa Government
P.O. Box 4567
Tafuna, Western District
Pago, American Samoa 96799
684-699-2316
www.americansamoa.gov

Arizona

Arizona Department of Homeland Security
1700 West Washington St., #210
Phoenix, AZ 85007
602-542-7030
Fax: 602-542-1729
www.azdohs.gov

Arkansas*

Arkansas' Homeland Security and Preparedness Agency
Building 9501
Camp Joseph T. Robinson
North Little Rock, AR 72119
501-683-6700
www.dps.arkansas.gov/emergency-management/adem/

Colorado*

Colorado Division of Homeland Security and Emergency Management
Colorado Department of Public Safety
9195 E. Mineral Ave., Suite 200
Centennial, CO 80012
720-852-6600
www.colorado.gov/dhsem

Delaware

Delaware Department of Safety and Homeland Security
800 S. Bay Road, Suite 2
Dover, DE 19901
302-744-2680
Fax: 302-739-4874
www.dshs.delaware.gov/

District of Columbia*

District of Columbia Homeland Security
and Emergency Management
Agency
2720 Martin Luther King Jr. Ave.
SE Washington, DC 20032
202-727-6161
Fax: 202-715-7288
www.hsema.dc.gov

Florida

Florida Department of Law
Enforcement
Mailing: P.O. Box 1489
Tallahassee, FL 32302-1489
Physical: 2331 Phillips Road
Tallahassee, FL 32308
850-410-7000
<http://www.fdle.state.fl.us>

Georgia*

Georgia Emergency Management and
Homeland Security Agency
P.O. Box 18055
935 United Ave. SE
Atlanta, GA 30316-0055
404-635-7000 or 800-879-4362
externalaffairs@gema.ga.gov
www.gema.georgia.gov

Guam*

Guam Homeland Security
Office of Civil Defense
221B Chalan Palasyo
Agana Heights, Guam 96910
671-475-9600
Fax: 671-477-3727
info@ghs.guam.gov
www.ghs.guam.gov

Hawaii*

Hawaii Emergency Management
Agency
3949 Diamond Head Road
Honolulu, HI 96816-4495
808-733-4300
Fax: 808-733-4287
hawaiiEMA@hawaii.gov
<https://dod.hawaii.gov/hiema/>

Idaho

Idaho Bureau of Homeland Security
4040 W. Guard St., Building 600
Boise, ID 83705-5004
208-258-6500
Fax: 208-422-3044
www.ioem.idaho.gov

Illinois*

Illinois Emergency Management Agency
2200 S. Dirksen Parkway
Springfield, IL 62703
217-782-2700
[www.illinois.gov/iema/Pages/
default.aspx](http://www.illinois.gov/iema/Pages/default.aspx)

Indiana

Indiana Department of Homeland
Security
302 W. Washington St., Room E208
Indianapolis, IN 46204
317-232-2222
www.in.gov/dhs/

Iowa*

Iowa Department of Homeland
Security and Emergency
Management
7900 Hickman Road, Suite 500
Windsor Heights, IA 50324
515-725-3231
Fax: 515-725-3260
<https://homelandsecurity.iowa.gov/>

Kansas

Kansas Homeland Security
Adjutant General's Department
2800 SW Topeka Blvd.
Topeka, KS 66611-1287
785-646-0090
Fax: 785-646-0099
ng.ks.ksarng.list.staff-pao@mail.mil
<https://kansastag.gov>

Kentucky

Kentucky Office of Homeland Security
200 Metro St.
Frankfort, KY 40622
502-564-2081
Fax: 502-564-7764
[http://homelandsecurity.ky.gov/Pages/
default.aspx](http://homelandsecurity.ky.gov/Pages/default.aspx)

Louisiana*

Louisiana Governor's Office of
Homeland Security and Emergency
Preparedness
7667 Independence Blvd.
Baton Rouge, LA 70806
225-925-7500
Fax: 225-925-7501
www.gohsep.la.gov

Maine*

Maine Homeland Security Advisory
Council
Department of Defense, Veterans and
Emergency Management
72 State House Station
45 Commerce Drive
Augusta, ME 04333
207-624-440 or 800-452-8735
Fax: 207-287-3178
www.maine.gov/mema/homeland-security

Maryland

Maryland Governor's Homeland
Security Office
Fred L. Wineland Building
16 Francis St.
Annapolis, MD 21401
410-974-3901
www.gohs.maryland.gov

Massachusetts

Massachusetts Executive Office of
Public Safety and Security
1 Ashburton Place, Suite 2133
Boston, MA 02108
617-727-7775
Fax: 617-727-4764
eposinfo@state.ma.us
www.mass.gov/orgs/executive-office-of-public-safety-and-security

Michigan*

Michigan Emergency Management and
Homeland Security Division
Michigan State Police
P.O. Box 30634
Lansing, MI 48909
517-284-3745 or 517-284-3966
mshp-emhsd@michigan.gov
www.michigan.gov/mshp/0,4643,7-123-72297_60152---,00.html

Minnesota*

Minnesota Homeland Security and
Emergency Management
Department of Public Safety
445 Minnesota St., Suite 223
St. Paul, MN 55101
651-201-7400
Fax: 651-296-0459
pps.hsem@state.mn.us
www.dps.mn.gov/divisions/hsem/Pages/default.aspx

Mississippi

Mississippi Office of Homeland Security
P.O. Box 958
Jackson, MS 39205
601-346-1521
info@homelandsecurity.ms.gov
www.homelandsecurity.ms.gov

Missouri

Missouri Office of Homeland Security
Department of Public Safety
1101 Riverside Drive
Lewis and Clark Building, 4th Floor W.
P.O. Box 749
Jefferson City, MO 65102
573-522-1113
Fax: 573-751-5399
homeland.security@dps.mo.gov
<https://dps.mo.gov/dir/programs/ohs/>

Montana*

Montana Disaster and Emergency
Services Division
Department of Military Affairs
1956 Mount Majo St.
P.O. Box 4789
Ft. Harrison, MT 59636-4789
406-324-4777
mtdes@mt.gov
<https://des.mt.gov>

Nebraska*

Nebraska Emergency Management
Agency
2433 NW 24th St.
Lincoln, NE 68524-1801
402-471-7421
www.nema.nebraska.gov

Nevada*

Nevada Division of Emergency
Management — Homeland Security
Department of Public Safety
2478 Fairview Drive
Carson City, NV 89701
775-687-0300
<https://dem.nv.gov>

New Hampshire*

New Hampshire Division of Homeland
Security and Emergency
Management
Department of Public Safety
Mailing: 33 Hazen Drive
Concord, NH 03305
Physical: 110 Smokey Bear Blvd.
Concord, NH 03301
800-735-2964
nheoc@dos.nh.gov
[www.nh.gov/safety/divisions/hsem/
index.html](http://www.nh.gov/safety/divisions/hsem/index.html)

New Jersey*

New Jersey Office of Homeland
Security and Preparedness
P.O. Box 091
Trenton, NJ 08625
609-584-4000
ohsp@njohsp.gov
<https://www.njohsp.gov/>

New Mexico*

New Mexico Department of Homeland
Security and Emergency
Management
Mailing: P.O. Box 27111
Santa Fe, NM 87502
Physical: 113 Bataan Blvd.
Santa Fe, NM 87508
505-476-9600
www.nmdhsem.org

New York

New York Division of Homeland
Security and Emergency Services
Office of Counter Terrorism
1220 Washington Ave.
State Office Campus
Building 7A Suite 710
Albany, NY 12242
518-242-5000
www.dhsec.ny.gov/oct/

North Carolina

North Carolina Department of Crime
Control and Public Safety
Mailing: 4701 Mail Service Center
Raleigh, NC 27699-4201
Physical: 512 N. Salisbury St.
Raleigh, NC 27604
919-733-2126
[www.ncdps.gov/our-organization/
homeland-security](http://www.ncdps.gov/our-organization/homeland-security)

North Dakota*

North Dakota Division of Homeland
Security
Department of Emergency Services
Fraire Barracks Lane, Building 35
P.O. Box 5511
Bismarck, ND 58504
701-328-8100 or 800-773-3259
Fax: 701-328 8181
www.des.nd.gov

Northern Mariana Islands*

CNMI Homeland Security and
Emergency Management
P.O. Box 10007
Saipan, Mariana Islands 96950
670-322-9529
Fax: 670-322-7743
<https://www.cnmihsem.gov.mp/>

Ohio

Ohio Homeland Security
1970 W. Broad St.
Columbus, OH 43223
614-387-6171
Fax: 614-752-2419
homelandsec@dps.ohio.gov
www.homelandsecurity.ohio.gov

Oklahoma*

Oklahoma Department of Emergency
Management and Homeland
Security
Mailing: P.O. Box 53365
Oklahoma City, OK 73152
Physical: 2401 N. Lincoln Blvd.
Oklahoma City, OK 73105
405-425-7296
Fax: 405-425-7295
info@okohs.ok.gov
www.ok.gov/homeland/

Oregon

Oregon Military Department
1776 Militia Way SE
P.O. Box 14350
Salem, OR 97309-5047
503-584-3984
www.oregon.gov/OMD/

Pennsylvania

Pennsylvania Governor's Office of
Homeland Security
1800 Elmerton Ave.
Harrisburg, PA 17110
717-346-4460
ra-homelandsecurity@state.pa.us
www.homelandsecurity.pa.gov

Puerto Rico

Puerto Rico Departamento de Seguridad
Publica
235 Ave. Arterial Hostos
Capital Center, Terra Norte
Hato Rey, Puerto Rico 00918
787-903-5602 ext. 6022
<http://www.dsp.pr.gov>

Rhode Island

Rhode Island Department of Homeland
Security
Rhode Island State Police
State of Rhode Island Fusion Center
311 Danielson Pike
North Scituate, RI 02857
401-444-1117
Fax: 401-458-1173
fusion@risp.gov
www.fusioncenter.ri.gov/dhs

South Carolina

South Carolina State Law Enforcement
Division
Office of Homeland Security
4400 Broad River Road
Columbia, SC 29210
803-737-9000
<http://sled.sc.gov/homeland.html>

South Dakota

South Dakota Office of Homeland
Security
Safety and Enforcement, DPS
118 W. Capitol Ave.
Pierre, SD 57501
605-773-3450
dpshomelandsecurity@state.sd.us
[http://dps.sd.gov/safety-enforcement/
homeland-security](http://dps.sd.gov/safety-enforcement/homeland-security)

Tennessee

Tennessee Department of Safety and
Homeland Security
Mailing: P.O. Box 945
Nashville, TN 37202
Physical: 312 Rosa L. Parks Ave.
25th Floor TN Tower
Nashville, TN 37243
615-251-5166
email.safety@tn.gov
[www.tn.gov/safety/homeland-security.
html](http://www.tn.gov/safety/homeland-security.html)

Texas

Texas Department of Public Safety
Mailing: P.O. Box 4087
Austin, TX 78773-0001
Physical: 5805 N. Lamar Blvd.
Austin, TX 78752-4431
512-424-2000
<https://www.dps.texas.gov>

Utah

Utah Department of Public Safety
4501 S. 2700 W.
Salt Lake City, UT 84129
801-965-4461
<https://dem.utah.gov>

Vermont*

Vermont Homeland Security
Unit, Division of Emergency
Management
Department of Public Safety
45 State Drive
Waterbury, VT 05671
802-241-5527
[www.hsu.vermont.gov/homeland-
security-unit](http://www.hsu.vermont.gov/homeland-security-unit)

Virginia

Virginia Secretary of Public Safety and
Homeland Security
P.O. Box 1475
Richmond, VA 23218
804-786-5351
www.pshs.virginia.gov/

Virgin Islands*

USVI Territorial Emergency
Management Agency
8221 Estate Nisky
St. Thomas, Virgin Islands 00803
340-774-2244
contact@vitema.vi.gov
vitema.vi.gov

Washington

Washington State Patrol
Helen Sommers Building
106 11th Ave. SW
Olympia, WA 98501
360-596-4000
www.wsp.wa.gov

Wisconsin

Wisconsin Homeland Security Council
ATTN: WING-LGL
2400 Wright St.
P.O. Box 14587
Madison, WI 53708-0587
608-242-3026
<https://dma.wi.gov/>

Wyoming*

Wyoming Office of Homeland Security
and Emergency Communications
Program
5500 Bishop Blvd., East Door
Cheyenne, WY 82002
307-777-4900
Fax: 307-365-6017
<https://hls.wyo.gov/>

Appendix E: State Emergency Management Agencies

Please see **Appendix D** for state emergency management agencies that are joint offices with homeland security agencies; they are marked with an asterisk (*).

Alabama

Alabama Emergency Management Agency
5898 County Road 41
P.O. Drawer 2160
Clanton, AL 35046-2160
205-280-2200
Fax: 205-280-2495
info@ema.alabama.gov
<https://www.ema.alabama.gov>

Arizona

Arizona Division of Emergency Management and Military Affairs
5636 E. McDowell Road
Phoenix, AZ 85008-3495
800-411-2336 or 602-267-2700
Fax: 602-464-6356
<http://www.dema.az.gov/emergency-management>

Delaware

Delaware Emergency Management Agency
165 Brick Store Landing Road
Smyrna, DE 19977
302-659-3362 or 877-729-3362
Fax: 302-659-6855
www.dema.delaware.gov

Florida

Florida Division of Emergency Management
2555 Shumard Oak Blvd.
Tallahassee, FL 32399-2100
850-815-4000
Fax: 850-488-1016
www.floridadisaster.org

Idaho

Idaho Office of Emergency Management
4040 Guard St., Building 600
Boise, ID 83705-5004
208-258-6500
Fax: 208-422-3044
www.ioem.idaho.gov

Indiana

Indiana Emergency Management —
Emergency Response and Recovery
Agency Section
Department of Homeland Security
302 W. Washington St., Room E208
Indianapolis, IN 46204-2767
317-232-3986
Fax: 317-232-3895
www.in.gov/dhs/emergency-response-and-recovery/emergency-management/

Kansas

Kansas Division of Emergency Management
Adjutant General's Department
2800 SW Topeka Blvd.
Topeka, KS 66611-1287
785-646-2000
Fax: 785-646-2001
<https://www.kansastag.gov>

Kentucky

Kentucky Emergency Management
EOC Building
110 Minuteman Drive
Frankfort, KY 40601-6168
502-607-1682 or 800-255-2587
Fax: 502-607-1614
<http://kyem.ky.gov/pages/default.aspx>

Marshall Islands

Marshall Islands National Disaster
Management Office
P.O. Box 15
Majuro, Republic of the Marshall
Islands 96960-0015
011-692-625-6366
Fax: 011-692-625-6896
ndmoinfo@gmail.com
<https://www.facebook.com/RMINDMO/>

Maryland

Maryland Emergency Management
Agency
Camp Fretterd Military Reservation
5401 Rue Saint Lo Drive
Reisterstown, MD 21136
877-636-2872
Fax: 410-517-3610
[www.mema.maryland.gov/pages/
default.aspx](http://www.mema.maryland.gov/pages/default.aspx)

Massachusetts

Massachusetts Emergency
Management Agency
400 Worcester Road (Route 9 E.)
Framingham, MA 01702-5399
508-820-2001
Fax: 508-820-2030
[www.mass.gov/orgs/massachusetts-
emergency-management-agency](http://www.mass.gov/orgs/massachusetts-emergency-management-agency)

Micronesia

Micronesia Department of
Environment, Climate Change and
Emergency Management
National Government of the Federated
States of Micronesia
P.O. Box PS53
Palikir, Pohnpei State, Micronesia 96941
011-691-320-2228
Fax: 001-691-320-2785
www.fsmgov.org/ngovt.html

Mississippi

Mississippi Emergency Management
Agency
P.O. Box 5644
Pearl, MS 39288-5644
601-933-6362 or 866-519-6362
Fax: 601-933-6800
memainfo@mema.ms.gov
www.msema.org

Missouri

Missouri Emergency Management
Agency
Department of Public Safety
2302 Militia Drive
P.O. Box 116
Jefferson City, MO 65102
573-526-9100
Fax: 573-634-7966
mosema@sems.dps.mo.gov
www.sema.dps.mo.gov

New York

New York State Office of Emergency
Management
Office of Counter Terrorism
1220 Washington Ave.
Building 22, Suite 101
Albany, NY 12226-2251
518-292-2275
Fax: 518-322-4978
<http://www.dhSES.ny.gov/oem/>

North Carolina

North Carolina Division of Emergency
Management
Department of Public Safety
Mailing: 4736 Mail Service Center
Raleigh, NC 27699-4236
Physical: 1636 Gold Star Drive
Raleigh, NC 27607
919-825-2500
Fax: 919-825-2685
www.ncdps.gov/ncem

Ohio

Ohio Emergency Management Agency
2855 W. Dublin-Granville Road
Columbus, OH 43235-2712
614-889-7150
Fax: 614-889-7183
ohioema@dps.ohio.gov
www.ema.ohio.gov

Oregon

Oregon Office of Emergency
Management
3225 State St., Room 115
Salem, OR 97301
503-378-2911
Fax: 503-373-7833
[www.oregon.gov/OEM/Pages/default.
aspx](http://www.oregon.gov/OEM/Pages/default.aspx)

Palau

Palau NEMO
P.O. Box 100
Koror, Republic of Palau 96940
011-680-587-6366
Fax: 011-680-587-6368
nemo@palaugov.org
<http://www.palaugov.pw/the-national-emergency-management-office/>

Pennsylvania

Pennsylvania Emergency Management Agency
1310 Elmerton Ave.
Harrisburg, PA 17110
717-651-2001
Fax: 717-651-2040
www.pema.pa.gov/Pages/default.aspx

Puerto Rico

Negociado Manejo De Emergencia Y Administracion De Desastres De Puerto Rico
Mailing: P.O. Box 966597
San Juan, Puerto Rico
00906-6597
Physical: 235 Ave. Arterial Hostos
Capital Center, Terra Norte
Hato Rey, Puerto Rico 00918
787-724-0124
Fax: 787-725-4244
787-903-5602 ext. 6022
<https://manejodeemergencias.pr.gov/>

Rhode Island

Rhode Island Emergency Management Agency
645 New London Ave.
Cranston, RI 02920
401-946-9996
Fax: 401-944-1891
www.riema.ri.gov/

South Carolina

South Carolina Emergency Management Division
2779 Fish Hatchery Road
West Columbia, SC 29172
803-737-8500
Fax: 803-737-8570
www.scemd.org

South Dakota

South Dakota Division of Emergency Management
118 W. Capitol Ave.
Pierre, SD 57501
605-773-3231
Fax: 605-773-3580
<http://dps.sd.gov/emergency-services/emergency-management>

Tennessee

Tennessee Emergency Management Agency
3041 Sidco Drive
Nashville, TN 37204-1502
615-741-0001
Fax: 615-242-9635
www.tn.gov/tema.html

Texas

Texas Division of Emergency Management
Mailing: 5805 North Lamar
P.O. Box 15467
Austin, TX 78761
Physical: 1033 La Posada
Suite 300
Austin, TX 78752
512-424-2208
Fax: 512-424-7160
www.tdem.texas.gov

Utah

Utah Division of Emergency Management
1110 State Office Building
P.O. Box 141710
Salt Lake City, UT 84114-1710
801-538-3400
Fax: 801-538-3770
<http://dem.utah.gov/>

Virginia

Virginia Department of Emergency Management
9711 Farrar Court, Suite 200
North Chesterfield, VA 23236
804-267-7600
Fax: 804-272-2046
www.vaemergency.gov

Virgin Islands

Virgin Islands Territorial Emergency
Management Agency
8221 Estate Nisky
St. Thomas, Virgin Islands 00803
340-774-2244
contact@vitema.vi.gov
<http://www.vitema.vi.gov/>

Washington

Emergency Management Division
Washington Military Department
Building 1
1 Militia Drive
Camp Murray, WA 98430-5122
253-512-8000
Fax: 253-512-8497
[http://mil.wa.gov/emergency-
management-division](http://mil.wa.gov/emergency-management-division)

West Virginia

West Virginia Division of Emergency
Management
2403 Fairlawn Ave.
Dunbar, WV 25064
304-558-5380
www.emd.wv.gov/Pages/default.aspx

Wisconsin

Wisconsin Emergency Management
Department of Military Affairs
2400 Wright St.
P.O. Box 7865
Madison, WI 53708
608-242-3000
wempio@wisconsin.gov
www.dma.wi.gov/DMA/wem

Appendix F: Success Stories

1. Alexandria (Louisiana) Fire Department

The Alexandria Fire Department received an EMS all-terrain vehicle from the Firehouse Subs Public Safety Foundation grant in October 2020. The \$29,000 grant covering the cost of the vehicle will be used for search and rescue and anything emergency medical related. The chief and the department are looking forward to having the vehicle; it will make their jobs easier and achieve their mission to protect and help the public at all times. This is the fifth donation administered by Firehouse Subs to Alexandria, bringing their total to almost \$80,000. Alexandria is a career department.

www.cityofalexandrialala.com/fire-department

2. Kouts (Indiana) Volunteer Fire Department

The Kouts Volunteer Fire Department was one of more than 30 fire departments spanning 15 states awarded a Georgia-Pacific Bucket Brigade grant in 2019. In total, more than \$190,000 was administered in grants to departments in this year. Since the program began in 2006, Georgia-Pacific has donated more than \$2.75 million in funds and educational materials to hundreds of fire departments that serve the company's facility communities across the country. Kouts received \$2,500 to help fund equipment needs, specifically PPE. The grant will go toward the replacement of PPE that has exceeded the 10-year lifespan set by the NFPA. Each set costs more than \$2,000. Out of 30 sets of front-line bunker gear, only 20 sets are newer than 10 years old. This grant will help the department respond with properly equipped firefighters on every call.

www.koutsfire.com

3. Jefferson Township Fire & Rescue of Richmond Dale, Ohio

Jefferson Township Fire & Rescue, a volunteer department comprised of approximately 45 members, was awarded nearly \$77,200 worth of new equipment from the Gary Sinise Foundation's First Responders Outreach program in late 2019. The grant enabled the purchase of 8 sets of turnout gear, including coats, pants, boots, helmets, hoods and gloves, and 8 SCBAs. This grant allowed the department to replace outdated equipment with modern technology, thus providing a quicker and safer way to respond to emergencies.

4. Northwest Fire District (Arizona)

The Northwest Fire District received a \$3.1 million regional FEMA AFG award in 2020 for dual-band radios and repeaters. The Northwest Fire District was formed in the early 1980s and has 11 strategically located fire stations situated across 151 square miles around Tucson, Arizona.

<https://nwfdaz.gov/>

5. Philadelphia Fire Department (Pennsylvania)

The Philadelphia Fire Department, a career department of over 3,000 personnel, was awarded a 3-year \$16.6 million SAFER grant from FEMA in 2018 to hire 120 firefighters. This critical funding restored several engine companies that were closed during the 2008-2009 recession. The Philadelphia Fire Department will be able to better protect the city of Philadelphia 24/7 year-round with this staffing.

www.phila.gov/fire

6. Campbellsville Fire-Rescue (Kentucky)

Campbellsville Fire-Rescue, a combination fire-rescue department staffed by 9 career personnel and 50 volunteers, received a \$2,800 fire prevention grant from FM Global, which is one of the world's largest commercial property insurers. The award will be used to assist with pre-fire planning to efficiently collect and track data related to local community buildings. This information will help their fire service respond in an emergency situation.

<https://campbellsville.us/campbellsville-fire-and-rescue/>

7. Long Ridge Fire Company (North Stamford, Connecticut)

Long Ridge Fire Company, a 501(c)3 combination fire department with 8 career staff and 40 volunteers, was awarded a \$26,017 FEMA AFG grant to purchase a PPE washer/extractor and drying cabinet as well as building modifications to prepare the facility to receive the new units. This grant will enable the Long Ridge Fire Company to take its first step toward creating a cancer prevention program. This will be the first-ever gear washing and drying capability in the main station. It will help begin to bring the company into compliance with NFPA 1851, *Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting*, and USFA best practice guidelines. The modern technology will allow members to efficiently decontaminate their gear, thereby prolonging its life and reducing members' exposure to deadly carcinogens. The quick wash and dry cycles will allow our members to return to service quickly; 3 to 4 sets can be accommodated per cycle. With over 6 instances of occupational cancer types, this equipment is vital in assisting the Long Ridge Fire Company with instituting a culture of safety first.

www.longridgefire.com

8. Ventura County Fire Department (California)

The Ventura County Fire Department was awarded a \$205,000 FEMA FP&S Grant in 2020 to support a countywide campaign for the installation of dual smoke and carbon monoxide alarms while expanding fire prevention education. The department's goal is to improve health and safety in our communities and reduce home damage. The grant, which is for the duration of 1 year, will target neighborhoods throughout Ventura County that are considered "high-risk" for home fires and lack reliable smoke alarms. Groups most at risk of being affected are seniors 65 years of age and older, youth 14 years of age and younger, low socioeconomic residents, and residents who are hard of hearing. Through this campaign, Ventura County Fire Department will be working with various organizations to provide specialized smoke alarm kits to our hard-of-hearing residents. The campaign's goals are: 1) Installation of 1,500 long-life smoke alarms, as well as 300 specialized alarms for the hard-of-hearing. 2) The planning, development and delivery of in-home fire safety educational materials and presentations to the

public. Spanish speakers will be available. 3) Enhance and expand partnership with like-minded community groups and nonprofits to ensure ongoing growth of the program. Ventura County Fire Department was formed in 1928 as a special district. 5 elected supervisors appoint the fire chief, who manages over 600 personnel who serve 480,000 people across 848 square miles of 8 cities plus unincorporated areas.

www.vcfd.org

9. The city of Bridgeport (Connecticut)

The city of Bridgeport received \$433,616 in 2020 through the FEMA Department of Homeland Security Port Security Grant Program. The award benefited 3 projects: 1) Virtual Shield Protect Our Port Initiative (\$280,312); 2) Police Maritime Security Vessel Equipment (\$105,345); and 3) Zodiac Fire Rescue Boat Replacement (\$47,959). Virtual Shield included the replacement of 25 cameras, 1 server and 9 wireless links at Bridgeport Harbor, plus the replacement of 15 cameras and installation of 10 cameras at the Bridgeport Ferry Terminal. Police response vessels equipment to be replaced included a 30-foot vessel, 2 outboard propulsion engines, generator, fenders, and batteries, plus a 21-foot Zodiac outboard propulsion engine, search light, battery and charging systems, and radio communications. The fire department will replace a 24-year-old, 12-foot Zodiac Rescue Boat.

www.bridgeportct.gov/fire

10. Beacon Hose Company No. 1 in Beacon Falls, Connecticut

Beacon Hose Company No. 1 (BHC) was awarded \$2,500 in a Department of Energy and Environmental Protection VFA grant for wildland firefighting equipment 2 years in a row (2019 and 2020). The 2019 grant purchased 35 lengths of 100-foot forestry hose and 7 forestry nozzles. The 2020 grant included wildland/brush pumps, suction hoses, strainer valves and training. These items completed BHC's rural water supply equipment inventory. The professional wildland firefighter training administered departmentwide via the grant was a first for BHC. 2 nights and 2 weekends totaling 20 hours covered a review of brush fire behavior and growth, hand tools, chain saw safety and tree felling, small engine pumps and drafting, back burns and fire line training.

www.beaconhose.com

11. Botetourt County Department of Fire & EMS (Virginia)

The Botetourt County Department of Fire & EMS will be able to make improvements to its service in the community thanks to more than \$175,000 in grants awarded from the Virginia Department of Health's Office for Emergency Medical Services and the RSAF.

The department hopes this will offset local costs and increase its impact on the community. The grants will assist in completing a number of projects for the department; \$140,000 will be allotted toward the purchase of a new ambulance for Eagle Rock Fire & Rescue, and \$32,538.89 will go toward the purchase of 2 new heart monitors in existing ambulances. In addition, \$2,795.97 will assist in the development of a recruitment commercial to help attract new fire and EMS personnel.

www.botetourtfireems.org

12. Palomar College Fire Academy (San Marcos, California)

In 2017, the Palomar College Fire Academy was awarded a \$3,000 “Strength Is Our Foundation” grant by 555 Fitness Inc., a nonprofit whose sole mission is to help reduce line-of-duty deaths in the fire service by promoting a healthier lifestyle and by providing fitness equipment grants and free firefighter workouts daily. The grant includes various cardiovascular, strength and job-specific training tools and equipment to provide everyone with something they can use to better their health and fitness. Past winners of the grant have included fire departments around the nation, making Palomar College the first fire academy to receive the award.

<https://www.palomar.edu/fire/>

13. Alabama State Department of Public Health (Montgomery, Alabama)

In 2017, the Alabama State Department of Public Health was awarded a 4-year SAMHSA grant from the U.S. Department of Health and Human Services. The \$796,730 award will fund the Alabama Opioid Assistance (AOA) Project, which will make training available to 20 EMS providers and volunteer fire departments for the purpose of increasing access and administration of naloxone (Narcan) and provide treatment referrals and recovery support services to 1,000 overdose victims and their families in Alabama. The AOA will target 10 counties with the highest administration of naloxone and 10 rural counties with minimal or no cases of administering the drug in 2016. The goals of the AOA Project are to (1) decrease the number of opioid and heroin overdose deaths in the identified counties of Alabama and (2) increase the number of overdose victims and families who request information and are referred to and/or access treatment and recovery support services. Scheduled activities to be implemented include developing and implementing a marketing campaign; annual trainings for first responders on opioid and heroin use, treatment and recovery; developing online trainings and resources; purchasing naloxone for first responders; establishing protocols, policies and procedures; providing peer support to overdose victims and families; and developing pocket referrals to distribute to first responders. The AOA Project will be a collaborative effort involving the leading applicant agency, the Alabama Department of Public Health, Division of Emergency Medical Services, Council on Substance Abuse-National Council on Alcohol and Drug Dependence, Alabama Department of Mental Health and other community stakeholders working to address the opioid and heroin epidemic in Alabama.

www.alabamapublichealth.gov/index.html

Acronyms

AAVFD	Alabama Association of Volunteer Fire Departments
ACH	Automated Clearing House
AED	automated external defibrillator
AFG	Assistance to Firefighters Grants
AFTA	Arkansas Fire Training Academy
AHSO	Alaska Highway Safety Office
ALERT	Assistance for Local Emergency Response Training
ALS	advanced life support
AOA	Alabama Opioid Assistance
AWC	American Water Company
BAN	Bond Anticipatory Note
BCCs	board of county commissioners
BHC	Beacon Hose Company
BLM	Bureau of Land Management
BLS	basic life support
BRIC	Building Resilient Infrastructure and Communities
CAH	Critical Access Hospital
CARES	Coronavirus Aid, Relief, and Economic Security
CDBG	Community Development Block Grant
CFSC	California Fire Safe Council
CMS	Centers for Medicare and Medicaid Services
CoAEMSP	Committee on Accreditation for the EMS Professions
COP	Certificate of Participation
CPR	cardiopulmonary resuscitation
CREATE	Colorado Resource for EMS and Trauma Education
CRHC	Colorado Rural Health Center
DLT	Distance Learning and Telemedicine
DNR	Department of Natural Resources
DoD	Department of Defense
DOI	U.S. Department of the Interior
DOT	U.S. Department of Transportation
DUNS	Data Universal Numbering System
EIN	Employer Identification Number

EIT	Earned Income Tax
EMPG	Emergency Management Performance Grant
EMS	emergency medical services
EMT	emergency medical technician
EMTS	Emergency Medical Trauma Service
FAIR	Connecticut Fair Access to Insurance Requirements
FARA	False Alarm Reduction Association
FDID	fire department identification
FDO	Foundation Directory Online
FEMA	Federal Emergency Management Agency
FEPMIS	Federal Excess Property Management Information System
FEPP	Federal Excess Property Program
FFP	Forest Fire Protection
FFSL	Utah Division of Forestry, Fire and State Lands
FIRE	Firefighter Investment and Response Enhancement
FP&S	Fire Prevention and Safety
FY	fiscal year
G.O.	general obligation
GFBF	Georgia Firefighters Burn Foundation
GHSP	Governor's Highway Safety Program
GIS	geographic information system
GO	Grants Outcomes
GOHS	Arizona Governor's Office of Highway Safety
GPD	Grant Programs Directorate
HGAC	Houston-Galveston Area Council
HMEP	Hazardous Materials Emergency Preparedness
HMGP	Hazard Mitigation Grant Program
HMIT	Hazardous Materials Instructor Training
HRHI	Healthy Rural Hometown Initiative
HSGP	Homeland Security Grant Program
HUD	U.S Department of Housing and Urban Development
IAFF	International Association of Fire Fighters
ICDBG	Indian Community Development Block Grant
IEMS	Indianapolis Emergency Medical Services
IFRM	International Fire Relief Mission

IFSTA	International Fire Service Training Association
IGSA	Intergovernmental Support Agreement
IRS	Internal Revenue Service
ISO	Insurance Services Office
LEPC	Local Emergency Planning Committee
LMI	low to moderate income
LOI	letter of inquiry
MADDY	Maddy Emergency Medical Service Fund
MARCS	Multi-Agency Radio Communication System
MDOT	Montana Department of Transportation
MHBG	Community Mental Health Services Block Grant
MIH	Mobile Integrated Healthcare
MSA	Metropolitan Statistical Area
MSFA	Maryland State Firemen's Association
NAEMT	National Association of Emergency Medical Technicians
ND	Non-Disaster
NDDOT	North Dakota Department of Transportation
NFA	National Fire Academy
NFIRS	National Fire Incident Reporting System
NFPA	National Fire Protection Association
NHTSA	National Highway Traffic Safety Administration
NVFC	National Volunteer Fire Council
ODOT	Oregon Department of Transportation
OEMS	Office of Emergency Medical Services
OSFC	Pennsylvania Office of the State Fire Commissioner
OSU	Oklahoma State University
OTS	California Office of Traffic Safety
PA	physician's assistant
PERT	Program Evaluation and Review Technique
PHMSA	Pipeline and Hazardous Materials Safety Administration
PPE	personal protective equipment
R&D	Research and Development
RAC	regional EMS/trauma advisory council
RETAC	Regional EMS and Trauma Advisory Council
RFA	Rural Fire Assistance

RFP	Request for Proposals
RSAF	Rescue Squad Assistance Fund
RSBGP	Arkansas Rural Services Block Grant Program
SAA	State Administrative Agency
SABG	Substance Abuse Prevention and Treatment Block Grant
SAFE	Student Awareness of Fire Education
SAFER	Staffing for Adequate Fire and Emergency Response
SAM	System Award Management
SAMHSA	Substance Abuse and Mental Health Services Administration
SBHC	school-based health center
SBHCC	School-Based Health Center Capital
SCBA	self-contained breathing apparatus
SDFMO	South Dakota State Fire Marshal's Office
SFA	State Fire Assistance
SFMO	West Virginia State Fire Marshal's Office
SFTA	state fire training academy
SHCPQII	Small Healthcare Provider Quality Improvement
SHIP	Small Rural Hospital Improvement Program
SHSP	State Homeland Security Program
SORH	State Office of Rural Health
TEEX	Texas Engineering Extension Service
TERC	Transportation Environmental Resource Council
THSGP	Tribal Homeland Security Grant Program
UASI	Urban Areas Security Initiative
UFRA	Utah Fire and Rescue Academy
URL	Uniform Resource Locator
USDA	U.S. Department of Agriculture
USFA	U.S. Fire Administration
USFS	U.S. Forest Service
VCAF	Volunteer Company Assistance Fund
VDFP	Virginia Department of Fire Programs
VFA	Volunteer Fire Assistance
VFIRS	Virginia Fire Incident Reporting System
WUI	wildland urban interface



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