

THE PATH TO GRANT SUCCESS

2009 EDITION



An exclusive supplement to *Firehouse* and *EMS Magazines*, sponsored by Masimo and Physio-Control.



FIREGRANTSHelp.COM



EMSGRANTSHelp.COM



TABLE OF CONTENTS

- 3 **2009 — A YEAR OF CHANGE**
- 4 **ASSESS YOUR VULNERABILITY**
Take a systematic approach
- 5 **BACK TO THE BASICS**
Success depends on understanding grant fundamentals
- 8 **DIVE IN**
Pool of grant funds is large
- 12 **MYTH INFORMATION**
Debunking common grant myths
- 14 **HOW TO BEAT THE ODDS**
The nuts and bolts of a successful AFG narrative
- 16 **IT'S A REGIONAL THING**

EDITOR'S FOREWORD

The current economic crisis facing this country is truly daunting. On a daily basis the media reports on personnel layoffs, companies declaring bankruptcy and state governments outlining deep budget cuts. This dire situation presents fire, EMS and law enforcement agencies with fiscal challenges hitherto never seen before. Everyone is being asked to do more with less, and this is already translating into public safety budget cuts, firefighters receiving pink slips and ambulance companies shutting their doors. Never has it been more critical for agencies to utilize every resource available to maximize funding opportunities to support both essential services and the purchase of new technologies that will help save lives.

Masimo Corporation is committed to assisting agencies in the quest to obtain grant dollars through providing various educational resources to help you with the often daunting grant-writing process. The company launched the websites FireGrantsHelp.com and EMSGrantsHelp.com to provide information on preparing grant applications and now Masimo, in partnership with Physio-Control, is sponsoring the 2009 edition of *The Path to Grant Success* supplement.

In this supplement, authors Brandon Johnson and Corey Carlson present a series of articles designed to provide you with the tools you will need to be successful with your grant applications and obtain valuable funding for new technologies for your agency. Content in this supplement includes how to conduct a vulnerability assessment of your jurisdiction, understanding the fundamentals of grant writing, a summary of currently available grant programs and debunking some commonly held grant-writing myths.

As you face the unprecedented fiscal challenges of 2009, this is the time to be proactive. Utilize the information contained in this supplement so you can ensure your agency continues to excel in the delivery of life-saving services to your communities.

Nancy Perry
Associate Publisher/Editor
EMS Magazine

Harvey Eisner
Editor-in-Chief
Firehouse Magazine

ABOUT THE AUTHORS

Brandon Johnson is a senior grant consultant with FireGrantsHelp.com and its sister site EMSGrantsHelp.com. He has attained grant specialist certification from the National Grant Writers Association (NGWA). Johnson serves as the Assistant Director and Toxmedic Coordinator for the Northern Kentucky Regional WMD Hazmat Response Unit, is a Firefighter/Paramedic with the Hebron Fire Protection District, and a Paramedic Instructor with the University of Cincinnati Paramedic Education Program. He has 15 years of Fire & EMS experience. Johnson also enjoys speaking at Fire/EMS conferences on a variety of topics including: Fire & EMS grant funding, CBRNE preparedness, and hazardous materials medical operations. Brandon can be reached at BJohnson@FireGrantsHelp.com.



For More Information Circle 200 on Reader Service Card.

Corey Carlson is the Grant Consultant for Physio-Control and has been with Physio-Control since 2002. Since the inception of the Grant Program, over \$40 million has been secured for Physio customers seeking funding for AEDs, LIFEPAK® devices, LUCAS™ and LIFENET® STEMI management solutions. Physio-Control offers grant assistance to its customers as a complimentary solution for funding. Helping our customers to streamline the grant research and writing process is just another way we build on our long history of excellent customer service. Corey can be reached at corey.c.carlson@medtronic.com.



For More Information Circle 199 on Reader Service Card.

The Path to Grant Success, 2009 Edition is published by Cygnus Business Media Inc. on behalf of Masimo and Physio-Control. © 2009 Masimo Corporation and Physio-Control, Inc. a division of Medtronic. All rights reserved. Unauthorized reproduction is prohibited. Third party trademarks used in this publication are the property of their respective owners. Editorial office: 1233 Janesville Ave., Fort Atkinson, WI 53538-0803. Phone (800) 547-7377.

cygnus
Business Media

Publisher Brad Pett
Supplement Editor David Wolff
Program Manager Cheryl Gross
Creative Director Kirsten Ponti
Production Manager Steve Swick
Regional Sales Manager Jeannine Chandler

 **MASIMO**

 **EMSGRANTSHelp.COM**

 **FIREGRANTSHelp.COM**

**PHYSIO
CONTROL**

2009 – A YEAR OF CHANGE

With all eyes focused on Washington, 2009 is off and running. A season of change and transition is upon us. 2009 has brought us a New Year, a new president, and renewed hope that our great nation will soon emerge from the current economic crisis. The shaky U.S. economy is affecting us all to some degree, and the nation's first responders are no exception. Fire and EMS departments across the nation are facing unprecedented budget cuts, diminishing wages and benefits, and worst of all, layoffs of personnel. The million dollar question for 2009 is: How will the Obama administration respond? Will we see the federal government bolster current grant programs and enact new grant programs to include a federal EMS grant? We'll just have to wait and see.

Now more than ever, the fiscal demands inherent to our industry are taking their toll on fire and EMS departments nationwide. Many departments are faced with the challenge of providing the highest level of services available on a thinning budget. Our ever-evolving industry will continue to be faced with these issues. Thus, it's critical for us to carefully examine alternative funding streams that can supplement existing budgets. Grants will undoubtedly continue to play a major role in

providing the equipment, staffing and tools we need to safely and efficiently do our jobs each day. FireGrantsHelp.com, along with sister site EMSGrantsHelp.com, is committed to providing you with the most comprehensive online grant resource available. Our comprehensive database of available grants couldn't be easier to navigate. In addition to our grant search feature, you'll find many other useful tools and resources, such as news, featured grant announcements and research assistance. For the novice grant writer, check out the "Grants 101" section. This informative introduction to grants and grant writing gives you a significant amount of basic knowledge to understand grants, beyond what's covered in this supplement. Within this section of the Web site, you'll also find our "Five Steps to Grant Success," a step-by-step tutorial to guide you through the grant writing process.

If your department's grant program is in need of an overhaul, make 2009 your best year ever. At FireGrantsHelp.com, we're continually searching for new and innovative ways to provide you with the most comprehensive fire and EMS grant resource available. Visit **FireGrantsHelp.com** & **EMSGrantsHelp.com** and get started today!

Stay safe and good luck in 2009! •



TAKE A SYSTEMATIC APPROACH

ASSESS YOUR VULNERABILITY

With most grant programs becoming more competitive, I've noted more emphasis being placed on applicants providing thorough vulnerability assessments of their area. These are intended to identify vulnerabilities in the jurisdiction requesting the funding and how the approval of your grant application would address them. Often, these vulnerability assessments can be crucial in the ultimate award decision. So how does one conduct a thorough vulnerability assessment? At the outset it would appear to be a daunting task. However, if the individual conducting the assessment utilizes the proposed systematic approach, it may be easier than you think.

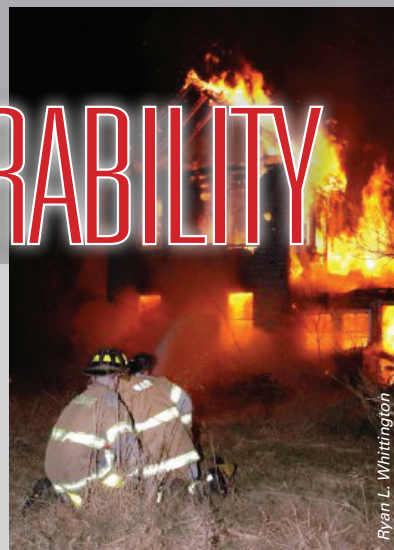
The first step in conducting the assessment for your jurisdiction is to identify the risks, both natural and technological, that could have an impact on your community. Natural risks include weather phenomena such as hurricanes, earthquakes, tornadoes, blizzards, flooding, etc. I think that these vulnerabilities are often overlooked when assessments are written. A query of the local National Weather Service office will often yield a substantial quantity of data for inclusion into your assessment. This portion of the assessment does not need to be lengthy. A few sentences that describe the natural risks to your community does provide the grant review team with a sense of your community and it shows you have performed a thorough assessment.

Technological risks are much broader and can be more complex. I like to look at components of the infrastructure first, beginning with utilities. Examine the power grid of your community. Contact the local utility provider and arrange to meet with them. Ask them to describe

the components of the power grid that provides electricity to your community. Where is the power generated? How many sources of power generation are there within the grid? What plans are in place to provide supplemental power should portions of the grid be compromised? How many substations are within you community? How long will it take to repair or replace a damaged circuit or switch within the station? You will find the power grid is more complex than most might think.

Water supply is the second most important utility component. A meeting with your water utility company might be warranted. There are many factors you should be interested in. Where are water supplies located? The supply sources may be reservoirs, wells, streams or rivers. These intakes are critical and sensitive components of the infrastructure and should be discussed within your assessment. Other components to identify are storage locations of treated water and the location of valves that serve distribution grids.

Communications (telephone), dams, natural gas supply and sanitary sewer infrastructure should also be investigated and discussed within your assessment. However, if your jurisdiction contains power generating facilities, major power transmission infrastructure or sources of water supply, always mention it in your assessment. These are crucial



Ryan L. Whittington

components of your community's infrastructure.

After reviewing utility infrastructure, I then focus upon transportation vulnerabilities. Interstate highways and the bridges that connect these highways between jurisdictions are always listed first in my assessments. Not only should you identify these transportation arteries and how many miles are within your jurisdiction, you should also obtain traffic count data and list it as well. This data is often obtained from the state department of transportation or highways. Most of these agencies provide this data electronically. Find it and include it in your assessment.

I list railways next. Determine which railway companies have tracks within your jurisdiction and how many miles they operate. Passenger railways should also be included and remember to include the number of passengers that utilize the railway annually.

In the case of both highway and railway, I include commodity flow analysis data. This data is easily obtained from railways, though often more difficult for highway transportation. Most of the major railways will provide public safety personnel with a list of the most frequently shipped hazardous materials from the previous calendar year. This data is obtained by writing the railway and asking for it. Even though the data might fluctuate a little from year to year, it will provide you with the quantities



File in The Hole Photography

Continued to page 18.

BACK TO THE BASICS

Success depends on understanding grant fundamentals

Whether you're new to grants, or a salty old pro, success is dependent upon understanding grant fundamentals and having a process to guide you along the way. If you are new to the grant game, you may be wondering, how did I get myself into this? Fear not! I can assure you ... "almost," and it's best I qualify that ... "almost" anyone can prepare a winning grant application if you understand the

process and simply follow the rules. For far too long, some fire and EMS agencies have opted not to apply for grants, fearing the task was just too difficult. If you happen to be one of these individuals, give me five more minutes of your time. In fact, let me show you just how easy it really is. Let's start from the beginning.

- What are grants?
"Grants" is a general term for the

multitude of federal, state, local and corporate programs available to assist state and local governments, nonprofit social service groups, and community-based organizations. This assistance can take many forms, including direct funding, loans, surplus government equipment and other resources.

Grants are not simply "free money"; each individual grant program has strict prerequisites and eligibility require-

5 STEPS TO GRANT SUCCESS



ments that must be satisfied by your organization. You must also consider the number of funding requests usually far outweighs the available funds of a particular grant program.

With this in mind, it's important to recognize that a considerable amount of research and planning will be essential in order to submit a strong application. While the overall strength and completeness of your application will certainly increase your odds of success, sometimes even the strongest of applications fail to achieve funding. Disheartening as this may be, an attitude of unwavering persistence oftentimes pays off for those willing to live by the old adage: "If at first you don't succeed, try, try again."

- How can grants benefit my department?

While it may surprise you, countless fire and EMS agencies choose not to pursue grant funding for department projects. Whether your department needs NFPA compliant PPE, new fire apparatus, advanced life support equipment or funding to hire additional staff, grants can help bridge the gap between a budget shortfall and successfully funding your project. Most grant programs have specific eligibility requirements and are often intended to provide funding for a particular operational area of your department. Careful grant research will ensure that your department's project meets any program requirements.

- Sounds good, but where do we begin?

While no two grant programs are exactly alike we, at FireGrantsHelp.com, have developed Five Steps to Grant Success. This step-by-step guide will steer you through the sometimes tedious process of collecting the information critical to nearly all grant opportunities, regardless of their origin. Follow these five easy steps and you are well on your way!

STEP 1 - IDENTIFY PROJECTS/BUDGET

The first and most obvious step is to identify and prioritize department projects that would benefit from grant

funding. When considering potential projects for grant funding, give priority to those that will produce a quantifiable operational benefit. Be prepared to fully explain how the proposed project will enhance your department's operations, and predict any potentially negative impact to your department's operations if the project is not funded.

Once your department has identified a particular project, it is now time to determine the project's cost and prepare a provisional budget. Your budget should include all costs associated with the project's implementation: equipment, accessories, additional training (if required), etc.

STEP 2 - SEARCH FOR AVAILABLE GRANTS

Once your project has been identified and a provisional budget has been drafted, it's time to search for available grant opportunities. Use the FireGrantsHelp.com search engine to locate available grants. You can perform a search by category (federal, state or corporate) or by selecting your state on our interactive grant map to show all available opportunities. Search results will provide a brief synopsis of the grant, as well as: application period dates, contact information, links to the grant home page, and more.

We are constantly looking for new and exciting grant opportunities to provide you with the most up-to-date grant information available. If you know of any grants that aren't currently appearing in our database, please submit them to us.

STEP 3 - GRANT RESEARCH

Now that you've successfully located an available grant, it is imperative you research the opportunity so that you fully comprehend all eligibility requirements, eligible activities, local cash match (if required), etc. Take advantage of program-sponsored information sources and workshops. Most grant programs will provide applicants with thorough guidance documents and workshops, which can provide potential applicants with invaluable information about program eligibility requirements, eligible activities, deadlines and more.

The No. 1 reason why grant applications are denied is failure to follow the directions. When looking at a guidance document, the best bet is to go through it three times, looking for items that are "must dos," "should dos," and "could dos."

Obviously, pay the closest attention to the "must dos"; these are the items that can cause immediate elimination if not followed precisely. They may include stipulations that your department must be either a nonprofit or municipal-based





fire department or nonaffiliated EMS agency; that you must have a DUNS number; and that you must comply with all NIMS and NFIRS requirements. To sort through these stipulations, the resources section on FireGrantsHelp.com will provide you with direct links to utilities and information such as: grant basics, research, reference and tools.

STEP 4 - NARRATIVE WRITING/ APPLICATION PREPARATION

On to the most dreaded portion of the grant process: the narrative. With the narrative, preparation is the key. Long before a grant's application period nears, departments should gather information about where grant funds could be best utilized. Which areas would best improve your department's ability to safely train and respond? Build a strong case for your department by explaining how this new equipment/capability will enhance your department's response capability. It may also be beneficial to explain how a lack of funding might

negatively affect your department's operations.

Prepare your narrative in advance; by doing this, you allow for others to proofread your draft prior to submitting your application, which is critical since you can't make changes later. Narratives should be clear and concise, thoroughly explaining your department's needs and how funding will enhance your department's operations. Avoid preformatted grant narrative templates; your firsthand knowledge of your department's operations will enable you to write a more persuasive narrative.

Lastly, always write your grant narrative in the required format when applicable.

STEP 5 - PREPARE AND SUBMIT YOUR APPLICATION

We've come a long way, and now it's time to prepare and submit your application. This is the time to verify and reverify that you have followed the instructions carefully, all information requested in the application is accurate, and you've had a third party proofread your grant narrative.

Always use online applications when possible. Many grant programs now offer the ability to apply online, which can dramatically simplify the application process. Online applications also automatically prevent you from submitting an incomplete application. Once your online application is submitted, an e-mail confirmation receipt will follow. No need to worry about your application packet getting lost in the mail! •



SUCCESS STORY

**Weston Lewis County
Emergency Ambulance
Service Authority in
Weston, West Virginia
won \$153,768 to
purchase six LIFEPAK
12 defibrillator/monitors
from the Assistance
to Firefighters Grant
program in 2008.**



AL OPERATIONS

1
DIVE

Pool of grant funds is large

DIVE IN

Fire In The Hole Photography

Since 2001, the federal government has allocated billions of grant dollars annually for the purposes of reinforcing critical infrastructure and enhancing the safety and capabilities of emergency response agencies nationwide. Although hundreds of smaller state and corporate grant opportunities are also available each year, by far the largest pool of grant funds can be found within the Federal Fire Act grant programs, administered by the Federal Emergency Management Agency (FEMA). Fire Act grants are awarded to fire departments, and in some cases “non-affiliated” EMS agencies, for the purposes of enhancing their ability to protect the public and emergency personnel. Three types of Fire Act grants are available: Assistance to Firefighters Grant (AFG), Staffing for Adequate Fire & Emergency Response (SAFER), and Fire Prevention and Safety (FP&S). Each opportunity focuses on a different operational area; thus, it’s important to have a thorough understanding of program eligibility requirements, allowable activities, local cash match, due dates and other grant details. Let’s take a closer look at the three Fire Act grants. (The majority of the following information was taken directly from the issuing agencies’ Web sites to ensure these opportunities are accurately presented.)

ASSISTANCE TO FIREFIGHTERS GRANT (AFG)

NEXT APPLICATION PERIOD: SPRING 2009
SOURCE: DHS-AFG-08 GUIDANCE
WWW.FIREGRANTSUPPORT.COM

The primary goal of the Assistance to Firefighters Grant (AFG) is to meet the firefighting and emergency response needs of fire departments and nonaffiliated EMS organizations. Since 2001, AFG has helped firefighters and other first responders obtain critical equipment, protective gear, emergency vehicles, training and other resources needed to protect the public and emergency personnel from fire and fire-related hazards. The National Preparedness Directorate in FEMA administers the grants in cooperation with the U.S.



Fire Administration (USFA). For fiscal year 2005, Congress reauthorized AFG for an additional five years through 2010. Eligible activities for AFG will correspond to two categories: vehicle acquisition and/or operations and safety.

OPERATIONS AND SAFETY ACTIVITY:

Training, fire equipment, EMS equipment, personal protective equipment (PPE), wellness and fitness, and modifications to stations and facilities.

VEHICLE ACQUISITION ACTIVITY:

For fire departments, this includes but isn’t limited to, pumpers, brush/attack units, tanker/tenders, rescue vehicles, ambulances, quints, aerials, foam trucks and fireboats. For nonaffiliated EMS organizations, this is for ambulances, rescue and command vehicles, but not firefighting apparatus.

According to the 2008 guidance document for the AFG, a “non-affiliated EMS organization” is defined as a public or private nonprofit EMS organization that provides direct emergency medical services, including medical transport, to a specific geographic area on a first-due basis but is not affiliated with a hospital and does not serve a geographic area where emergency medical services are adequately provided by a fire department. Fire departments or nonaffiliated EMS organizations operating in any of the 50 states plus the District of Columbia, the Commonwealth of the Northern Mariana Islands, the Virgin Islands, Guam, American Samoa, and Puerto Rico are eligible for AFG funding. In making the determination regarding “adequately provided,” Department of Homeland Security (DHS) will conclude that any non-affiliated EMS organization would be eligible if it is “adequately providing” direct emergency medical services at the time of application submission and is in good standing with the community,

i.e., licensed and/or chartered to provide EMS care to the community. Rescue squads that provide direct emergency medical services, including medical transport, to the community they serve are eligible to apply as nonaffiliated EMS organizations. “Not affiliated with a hospital” means that the applying organization doesn’t receive any kind of direct support from a hospital in the form of funding, facilities, staff, equipment or apparatus. Contracting with a hospital on a fee-for-service basis would not constitute an “affiliation” in the context of AFG. Also, for the purposes of the AFG, a “hospital” is defined as an organization, clinic, medical center, medical college or university, infirmary, surgery center, or any other institution, association or foundation that provides medical, surgical or psychiatric care and treatment for the sick or injured.

Additionally, regional grants will be covered in more detail later, see page 16.

STAFFING FOR ADEQUATE FIRE & EMERGENCY RESPONSE (SAFER)

NEXT APPLICATION PERIOD: SUMMER 2009
SOURCE: DHS-SAFER-08 GUIDANCE
WWW.FIREGRANTSUPPORT.COM

The SAFER grant was created to provide funding directly to fire departments and volunteer firefighter interest organizations to help increase the number of trained, frontline firefighters available in their communities. The goal of SAFER is to enhance local fire departments’ abilities to comply with staffing, response and operational standards established by NFPA and OSHA (NFPA 1710 and/or NFPA 1720 and OSHA 1910.134).

Specifically, SAFER funds should help local fire departments increase staffing and deployment capabilities for emergency response. As a result of the enhanced staffing, response times should be sufficiently reduced with an appropriate number of personnel assembled at the incident scene. Also, the enhanced staffing should ensure all frontline/ first-due apparatus of SAFER





Billy Adkins



grantees have a minimum of four trained personnel to meet the OSHA standards referenced above. Ultimately, a faster, safer and more efficient incident scene will be established and communities will have more adequate protection from fire and fire-related hazards.

EXAMPLES OF ELIGIBLE SAFER ACTIVITIES INCLUDE:

HIRING OF FIREFIGHTERS ACTIVITY:

The goal is to award grants directly to volunteer, combination and career fire departments to help increase the number of frontline, active firefighters and ensure the department has adequate personnel to respond to and safely perform at an incident scene, thus providing the community protection from fire and fire-related hazards. This activity provides five-year grants to assist fire departments in paying a portion of the salaries of newly hired firefighters. These new positions must be in addition to currently authorized and/or funded active firefighter positions.

Grantees are required to match an increasing proportion of the salary awarded over a four-year period; in the fifth year of the grant, the grantee must absorb the entire cost of any positions awarded because of the grant. The federal share of salaries and associated benefits is limited

to a total of \$105,425 per position over the course of the performance period. There's no funding limit for any application or a limit to the number of positions eligible for funding per application. However, applicants requesting large numbers of firefighters must make a strong case for their request.

RECRUITMENT AND RETENTION OF VOLUNTEER FIREFIGHTERS ACTIVITY:

The goal of this activity is to create a net increase in the number of trained, certified and competent firefighters capable of safely responding to emergencies likely to occur within the fire department's geographic response area. The primary focus is the recruitment and retention of volunteer firefighters who are involved with or trained in the operations of firefighting and emergency response. Volunteer, paid-on-call and combination fire departments, as well as local and state volunteer firefighter interest organizations, are eligible to receive grants.



Fire In The Hole Photography

FIRE PREVENTION & SAFETY (FP&S)

**NEXT APPLICATION PERIOD: FALL 2008
PROGRAM DELAYED TILL EARLY 2009
SOURCE: DHS-FP&S 07
WWW.FIREGRANTSUPPORT.COM**

These grants are part of the AFG and are under the purview of the National Preparedness Directorate in FEMA.



FP&S grants support projects that enhance the safety of the public and firefighters from fire and related hazards. The primary goal is to target high-risk populations and mitigate high incidences of death and injury. Examples of projects supported by FP&S include fire prevention and public safety education campaigns, juvenile fire setter interventions, media campaigns, and arson prevention and awareness programs. In fiscal year 2005, Congress reauthorized funding for FP&S and expanded the eligible uses of funds to include Firefighter Safety Research and Development.

**ELIGIBLE ACTIVITIES INCLUDE:
FIRE PREVENTION AND SAFETY:**

Public education campaigns, smoke alarms, sprinkler awareness, code enforcement/awareness, firefighter safety, train-



Wayne Barrett

ing, wildfire prevention and awareness, arson prevention/awareness, risk assessment and general prevention/awareness.

FIREFIGHTER SAFETY RESEARCH AND DEVELOPMENT:

Projects include, but are not limited to, database/data collection and analysis projects/systems, social science studies/projects and technology studies that address injury outcomes or their surrogates (such as firefighter safety, wellness, fitness or health).

While the majority of fire and EMS grant opportunities are offered by the federal and state governments, there are many smaller corporate and foundation grants which are available. These smaller grants probably won't provide the type of funding required for larger projects like purchasing new apparatus, or the hiring of additional staff, but for smaller projects they may well do the trick. I would strongly encourage you to look beyond well-known opportunities for those yet to be discovered in your own backyard. Local businesses and industry shouldn't be overlooked as potential grant-funding streams. We've chosen to highlight the following three corporate grants because of their proven track records of funding, as well as their continued support for communities.

FIREMAN'S FUND HERITAGE

Since 2004, Fireman's Fund Insurance Company has awarded more than \$20 million in grants for needed equipment, training and community education programs. Employees and independent agents nominate fire departments and are encouraged to provide volunteer support.



FOR MORE INFORMATION ABOUT THE HERITAGE PROGRAMSM AT FIREMAN'S FUND[®], VISIT WWW.FIREMANSFUND.COM/HERITAGE

FM GLOBAL FIRE PREVENTION GRANT PROGRAM

National, regional, state, local and community organizations can apply for funding through the Fire Prevention Grant Program offered by FM Global. The grant provides support for many aspects of fire prevention, preparedness and control efforts, including preplanning, firefighting in sprinklered buildings, fire and arson prevention and investigation, and fire prevention education and training programs.



FOR MORE, VISIT WWW.FMGLOBAL.COM/PAGE.ASPX?ID=01060200

STATE FARM SAFE NEIGHBORS GRANT

Funding from the State Farm Safe Neighbors Grant is available to meet your community-based needs. The funding is directed to improving driver, vehicle and roadway safety; shielding homes from fires, criminals and natural disasters; supporting disaster preparedness programs and recovery services; and enhancing personal financial security. Grant requests for local initiatives are evaluated and approved by State Farm field offices based on available funding.

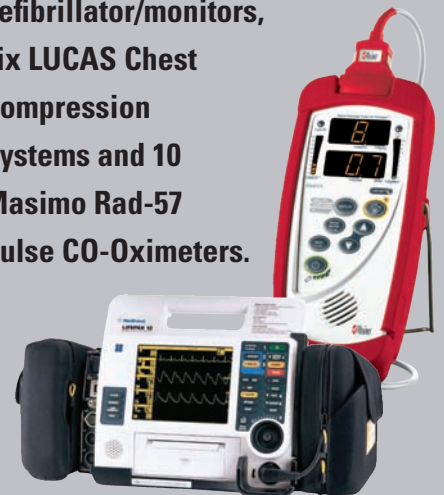


FOR MORE, VISIT WWW.STATEFARM.COM/ABOUT/PART_SPOS/GRANTS/COGRANTS.ASP



SUCCESS STORY

Lincoln County Ambulance District in Troy, Missouri received \$243,777 from the Assistance to Firefighters Grant program in 2008. The grant allowed for the purchase of six LIFEPAK 12 defibrillator/monitors, six LUCAS Chest Compression Systems and 10 Masimo Rad-57 Pulse CO-Oximimeters.





MYTH

INFORMATION

Debunking common grant myths



While I have never seen Bigfoot, or had a close encounter with bug-eyed aliens from another galaxy, you could say that I have some experience debunking myths just like these. Over the years I have heard some pretty wild and exaggerated myths surrounding nearly every grant program in existence. It usually begins with one good intentioned individual passing along incorrect information to another, eventually becoming accepted as fact. Needless to say, grant writing is one area where misinformation can lead to disaster. When in doubt, trust but verify. Most grant programs provide applicants with thorough guidance documents and workshops, which can provide invaluable information about program eligibility requirements, eligible activities, deadlines, etc. Let's examine a few of the more common myths surrounding the Assistance to Firefighters Grant Program.

"OUR DEPARTMENT RECEIVED A FIRE GRANT AWARD AND NOW VENDORS ARE CALLING WITH GREAT DEALS — CAN I TAKE ADVANTAGE OF THESE DEALS?"

You certainly can, if the vendors supply equipment which will meet your grant obligations. In your application you stated your Department's specific need and what equipment would allow your Department to meet this need. You have the choice to choose among competitive products as long as the specifications outlined in your application and narrative are met. You cannot change the scope of the grant. If you requested power cots, you are not allowed to purchase PPE. Best response if you are inundated by vendors. "Sorry your equipment is not within the scope of our grant."

"The cost for the equipment I requested, and received a Fire Grant award for, is less than I applied for resulting in excess funds — what are my options?"

If, due to successful bid competitions

or product promotions, you find yourself with excess funds you have three options under the Assistance to Firefighters Grant.

- 1) Grantees may use up to 1 percent or up to \$5,000 to continue, or expand the activities for which they received an award. This can be done without seeking DHS approval. For instance, if you purchased medical equipment that needs batteries you can order additional batteries, and/or support systems.
- 2) Grantees may use excess funds, above the \$5,000 amount in paragraph 1, to expand or create fire or injury prevention programs. For EMS agencies the funding can only be used for injury prevention programs. An amendment to your grant must be filed with DHS and include the following information in order to exercise this option:
 - a. What fire or injury activities are currently underway within your organization;
 - b. Where the use of excess funds

would fit in with your current efforts;

- c. What is the fire or injury problem that you are trying to address with these funds;
 - d. Who is the target audience for these activities and how were they identified;
 - e. How will you implement/deliver your project;
 - f. How will you evaluate the effectiveness of the requested fire or injury project?
- 3) The final option is to return the excess funding to DHS. To exercise this option, the grantee closes out the award and states in the final performance report that additional funding is not needed to fulfill grant obligations. Understand that the excess funds will be deobligated and unavailable thus reducing both the federal share and the grantee's match.
- * If you have questions contact a program specialist either by phone or via application email.

"IF OUR DEPARTMENT PARTICIPATES IN A REGIONAL PROJECT APPLICATION, CAN WE ALSO APPLY FOR OUR OWN DEPARTMENT'S NEEDS?"

The answer is yes. Each eligible applicant may utilize up to three applications per year. Please refer to the AFG program guidance for specific requirements for each "activity."

1. Operations and Safety
2. Vehicle Acquisition
3. Regional Project

Each "activity" or application will be scored individually, and will move through the review process as single applications.

From 2008 AFG Guidance

Regional applications will be considered independent of, and unrelated to, any other applications that the host applicant may submit and thus will not be included when assessing the host applicant's federal funding limits. Regional applications, however, will be subject to their own limitation based on the total population that the regional project will serve. For example, a regional project that serves a population of fewer than 500,000 people will be limited to \$1 million. Each eligible applicant may submit one application for each of the program areas, (i.e., one application for the Vehicle Acquisition program area, one application for Operations and Safety program area, and one application for a regional project). Fire departments or nonaffiliated EMS organizations that will benefit from a regional project may also apply for funding under the AFG, as long as they are not requesting the same items as the host applicant for the regional project.



"DOES THE ASSISTANCE TO FIREFIGHTERS GRANT PROGRAM UTILIZE THE AUTHORIZED EQUIPMENT LIST (AEL) TO DETERMINE IF A PARTICULAR PIECE OF EQUIPMENT IS ALLOWABLE?"

No. The AEL is not utilized to determine grant allowability of equipment requested under the Assistance to Firefighters Grant Program. The AEL is produced by the U.S. Government's Department of Homeland Security, and is used to determine which types of equipment may be purchased under the major Homeland Security grants. Currently, there are 13 DHS grant programs covered by the AEL.

- State Homeland Security Program/ Urban Area Security Initiative (SHSP/UASI)
- Law Enforcement Terrorism Prevention Program (LETPP) or 2008 SHSP/UASI
- Metropolitan Medical Response System (MMRS)
- Citizen Corps Program (CCP)
- Emergency Management Performance Grant (EMPG)
- Chemical Sector Buffer Zone Protection Program (Chem-BZPP) (2006 Only)
- Buffer Zone Protection Program (BZPP)
- Transit Security Grant Program (TSGP)
- Port Security Grant Program (PSGP)
- Intercity Bus Security Grant Program (IBSGP)
- Urban Areas Security Initiative- Nonprofit Security Grant Program (UASI-NSGP)
- Public Safety Interoperable Communications (PSIC)
- Emergency Operations Center Grant Program (EOC)

These specific federal grant programs are administered by each individual state, and funding is distributed consistent with the overall objectives of the state's homeland security plan. Applications for these grants should be prepared in consultation with the State Administrative Agencies, contact information for each can be found on the DHS website. The information provided on the AEL will typically be limited to a broad description and grant allowability information for particular equipment types. •



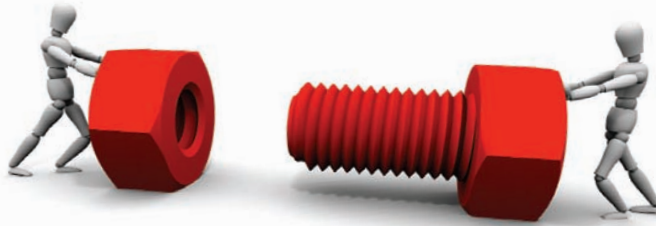
SUCCESS STORY

All Providence (Rhode Island) Fire Department engine companies are now equipped to provide advanced life support services, thanks to a federal matching grant from the Federal Emergency Management Agency (FEMA). FEMA paid two-thirds of the cost of 20 LIFEPAK 12 defibrillator/monitors from Physio-Control. The Providence EMS division took advantage of free consulting assistance from Physio-Control in applying for the grant.

"EMS is always looked on as an add-on. So we try to get creative with our funding."

**EMS Chief Jeff Crawford,
Providence (Rhode Island)
Fire Department**





The nuts and bolts of a successful AFG narrative

HOW TO BEAT THE ODDS

Each year, the Assistance to Firefighters Grant (AFG) Program draws more than 20,000 applications. Only one-fourth receive awards. In 2009, \$565 million will be available through this highly competitive grant. To improve your odds of winning an award, invest the time and energy to prepare a complete application with a stellar narrative.

Applying for a grant can be daunting. Break the process down into steps to make the task manageable. Before writing a single word, identify your needs. Ask:

- What does your service/department need to fulfill your mission?
- Are you compliant with NFPA standards?
- Is your equipment less than industry-standard?
- Are you able to provide quality patient care?
- Are members outfitted properly to ensure responder safety?

Tailoring your application to specifically address the priorities outlined in the AFG guidance will greatly improve your chances for funding.

The Assistance to Firefighters Grant—also known as the Fire Grant—historically opens in the March/April time frame. The application is electronic and can be accessed at www.firegrant-support.com. The grant requires you to explain your request in narrative form, as well as answer specific questions. For many applicants, the narrative causes the most angst, especially because the application is open only for a short

window of time. Starting the narrative portion before grant opening can reduce the stress.

Develop the narrative in a Word document and then cut and paste it into the online application. The AFG sets a five-page limit for the narrative, but if you can tell your story in fewer words, don't

stretch it out. Strive for the narrative to be informative, compelling and concise.

There are four sections:

- Project Description/Budget
- Financial Need
- Cost/Benefit
- Operational Outcomes



Fire In The Hole Photography





Wayne Barrall

Here's what to address in each section:

PROJECT DESCRIPTION/ BUDGET

Include a detailed description of your department/service, the population you serve, where you are located, the demographics of the area and the critical infrastructure in your area. Identify your risks and problems and explain why the issue you seek to fund is vital to your department/service and those you serve.

After identifying the problem, state your solution and why it best addresses the issue. Include budget information about the cost of your solution. Point out how it aligns to AFG priorities, industry standards, state protocols and NFPA requirements and recommendations.

COST/BENEFIT

Illustrate the money will be spent wisely and calculate the benefit expected from the funds received. Address the frequency of use of requested items and provide a cost breakdown. Cost per use is a good metric to use in this case. For example, if you purchase medical equipment for \$21,000, simply divide it by the number of calls on which you would

use the equipment (say 1,000 calls per year). Then divide by the recommended life span of the equipment (seven years) to determine your cost per use (\$3.00).

Include how the requested items will improve the efficiency of your operation and interoperability with other first responders. Describe the consequences if the application is not funded.

FINANCIAL NEED

In essence, explain why you need money. Describe your income compared to your expenses in order to illustrate your current funding deficiencies. Explain any past efforts you've made to get the request funded, and any financial or community economic trends specific to your situation.

OPERATIONAL OUTCOMES

Successfully quantifying the effect on daily operations will enhance your case in securing funding. Discuss how the receipt of this grant will improve firefighter/personnel safety, mitigate harm, and decrease the loss of life and property for personnel and the community served.

Equipment or training that will be used on every call should have a dramatic effect on daily operations — state the improvement.

ADDITIONAL POINTERS

- Use your own words. Avoid fill-in-the-blank templates, as these do not tell your story and can get very repetitive to the reviewers.
- If your request covers multiple items, group them to make your narrative more cohesive — i.e., Patient Care (cardiac monitors, CO detection, CPR devices, AEDs); Responder Safety (turnout gear, SCBA's, PPE etc.); or Firefighting Needs (tools, thermal imaging cameras), etc.
- Have multiple people review your narrative to ensure you've covered all points and that the narrative flows well.

Remember peer reviewers are reading all day long, so do your best to make your application as easy to read as possible. A succinct and compelling narrative is your best chance to gain approval and win an AFG grant. Good luck! •

Galen Photography www.galenphoto.com



SUCCESS STORY

Loudoun County Volunteer Rescue Squad in Leesburg, Virginia received \$23,970 for the purchase of six Masimo Rad-57 Pulse CO-Oximeters from the 2008 Assistance to Firefighters Grant program. Congratulations from the Masimo grant assistance team!



Ryan Whittington / www.ftfhp.com



IT'S A REGIONAL THING

Without a doubt, the largest grant offering available to fire departments and non-affiliated EMS organizations is the Assistance to Firefighters Grant Program (AFG). While most departments have some degree of experience with the Operations & Safety and Vehicle acquisition program areas, the Regional Project activity is much lesser known and greatly underutilized. Each eligible fire department or nonaffiliated EMS organization can submit one AFG application for each program area/activity. A word of caution: If multiple applications are submitted on behalf of one department within one of the program areas below, either intentionally or unintentionally, DHS will deem all of the applications in that program area to be ineligible. Assuming no major changes from the FY 2008 AFG, eligible activities/applications for the FY 2009 AFG are listed below.

- Fire or EMS — Operations & Safety
- Fire or EMS — Vehicle Acquisition
- Regional Projects

The value of the regional activity cannot be overstated. The regional project activity provides departments that commonly work together with a means to address regional operational issues such as standardization of firefighter rehabilitation, or interoperable communications equipment. Some departments I have assisted in the past were reluctant to participate in a regional project for fear that it would somehow have a negative effect on their other AFG request/s. This is simply not the case. Each activity's application will be reviewed and scored on its own merit. In short, you can have your cake and eat it too. Still not convinced? Let's take a look at what the 2008 AFG guidance has to say about regional projects.

(From 2008 AFG Program Guidance)

Any eligible applicant, whether a fire department or a nonaffiliated EMS organization, may act as a "host applicant" and apply for large-scale or regional projects on behalf of itself and any number of organizations in neighboring jurisdictions. A regional project is one in which multiple organizations serving more than one local jurisdiction benefit directly from the activities implemented with the grant funds. A county fire department applying for a countywide communications system is NOT a regional project because it does not benefit multiple "seats-of-government." Regional projects are designed to facilitate interoperable communications and efficiency among the participating jurisdictions. As such, the only activities available for application under a regional project are training and equipment acquisition (such as communications equipment) that positively affect interoperability between jurisdictions. Purchase of turnouts, SCBA, wellness and fitness, modification to facilities, and vehicle acquisition activities are not eligible as regional projects. The criteria development panel recommended that, due to the limited funding available for grants and the recent change in SCBA standards (the 2007 Edition of NFPA 1981), DHS will not consider requests for regional projects that involve wholesale replacement of SCBA within a region.

Regional projects require one eligible applicant to act as the "host" for the project. Regional applications may only include activities that are meant to address the identified regional risk.

Regional applications cannot include the purchase of resources or any activities meant solely for the host applicant. As in last year's program,



host applicants in FY 2008 may apply for funding to address their own needs beyond the scope of the regional project in a separate application(s). The "host" will be responsible for fulfilling all grant requirements, such as reporting to National Fire Incident Reporting System (NFIRS), control of and accounting for the funds, and distribution and control of the property. Additionally, the host is responsible for assuring that the cost share is met. The cost share for regional projects is based on the total population and demographics of the entire region. DHS has the discretion to waive the legislatively established funding limits under AFG. In order to encourage interest and participation in this critical strategy to address interoperability,



DHS may exercise this discretion, if the funding of a regional application is at risk of exceeding statutory funding caps (i.e., the funding of the regional request combined with other AFG awards would cause the host applicant to exceed the legislatively established funding limits).

In general, equipment purchased as a result of a regional project will be physically distributed to all the departments that are beneficiaries of the project. This physical distribution of the equipment to other first responder organizations is the single characteristic that distinguishes eligible regional projects from projects that are not regional in nature but may have an impact on a region via mutual aid. For example, a project that would not be considered to have an effect on interoperability (and thus would not be considered a regional project) would be an application for an air compressor or a hazardous materials (HAZMAT) response vehicle. In these examples, the assets would be shared with neighboring departments under mutual or automatic aid agreements, but the asset is physically located in the awardees' department and not disseminated among the participants, as such, they do not qualify as a regional project.

Examples of viable regional projects would be a multijurisdictional communications system or standardization of training. As stated, regional projects should be designed to address issues of communications or equipment interoperability among multiple jurisdictions.

In order to apply for a regional project, the host organization must:

1) Be an eligible applicant (i.e., either a fire department or a nonaffiliated EMS organization) (a county, county association, or city could not apply for a regional project), and

2) Agree, if awarded, to be responsible for all aspects of the grant, including, but not limited to, accountability for the assets and all reporting requirements. In the application, the host organization will be required to describe the characteristics of the entire region that will be affected by the project (i.e., the population of the affected region, not the applicant's first-due population). The applicant must provide detailed information in the project narrative describing the effect of the project and the need for the project. This includes a detailed description of the following:

- the proposed project and the project budget;
 - the financial need for the project;
 - the benefits that would result; and
- the extent to which the grant would enhance daily operations, and/or how the grant will positively impact the regional ability to protect life and property.

In addition, the applicant must include a list of all the participating organizations that will benefit from the regional project, if the project is approved. Fire departments or nonaffiliated EMS organizations that will benefit from a regional project may also apply for funding under the AFG, as long as they are not requesting the same items as the host applicant for the regional project. For example, if a host applicant applies for a multi-jurisdictional communications project, a

Continued to page 18.



SUCCESS STORY

The Kannapolis Fire Department in Kannapolis, North Carolina received \$20,000 for the purchase of five Masimo Rad-57 Pulse CO-Oximeters from the 2008 Assistance to Firefighters Grant program. Congratulations from the Masimo grant assistance team!



Continued from page 4.

ASSESS YOUR VULNERABILITY

and hazard class of the materials being transported through your community.

As I previously mentioned, highway commodity flow analysis is more difficult to obtain. However, some states do compile this data and will provide it to public safety personnel. In my jurisdiction, the local emergency planning committee commissioned a local university to develop a commodity flow analysis for the several interstate highways that traverse the region. Another method that I have used to collect the data is a simple windshield survey of placards and trailer types conducted over a period of several hours at different times of the day. While not ideal, I'm always able to identify the hazard class and I usually try to extrapolate the number of shipments over a 24-hour period using the number of bulk shipments identified within peak and nonpeak travel times.

I next focus upon industrial vulnerabilities. These often include facilities that store extremely hazardous substances (EHS) or hazardous chemicals. The local emergency planning committee is the primary source of obtaining this data for your jurisdiction. With respect to EHS facilities, I list the number of facilities, the types of chemicals stored and the area (in terms of square miles) of the jurisdiction that are included within each facility's area of vulnerability. The area of vulnerability is the portion of the community that could be impacted by a release of an EHS. Don't forget to mention EHS facilities within your assessment.

Finally, remember to analyze other industrial, commercial and large population residential occupancies that are an integral part of your community. I list the top five employers of my jurisdiction to provide some perspective of the economic impact of natural and technology disasters. I also list a large retail hub (15 square miles of commercial occupancies) within my jurisdiction that provides economic benefit to the entire region. Does your jurisdic-

tion contain multifamily (large population) residential developments? Do you serve retirement or assisted care facilities? While you may not think these facilities are critical, they are a significant component of your community and should be included in your vulnerability assessment. Don't forget government facilities. Be sure to list any federal, state, county and local government facilities within your jurisdiction. One of the most frequent hazardous materials responses for our regional HazMat team has been to a federal government facility.

Once completed, the vulnerability assessment of your community should provide the reader with a thorough review of the risks to your community. Divide the assessment into the components as described above and the process will be easier. Remember to keep the document current and revise it annually. You will find that once completed, it is easy to cut and paste the data into any grant application and will allow you to focus upon other portions of the application – such as how funding your application will address one or more of those vulnerabilities. •

William Fletcher, FireGrantsHelp.com Featured Columnist

William Fletcher is a deputy director of the Boone County, Kentucky Office of Emergency Management and a captain with the Hebron, Kentucky, Fire Protection District. He has worked in emergency management and the fire service for 17 years. He also serves as the equipment and training officer for the Northern Kentucky Regional WMD/Hazardous Materials Response Team. Fletcher is also one of 617 emergency management professionals worldwide that hold the "Certified Emergency Manager" designation, which is conferred by the International Association of Emergency Managers. William can be reached at William.Fletcher@FireRescue1.com.

Continued from page 17.

IT'S A REGIONAL THING

participating organization that will receive some of the communications equipment can apply for other needs as long as it does not apply for duplicative communications equipment. Host applicants MAY NOT apply to address other needs beyond the regional project on the regional application. However, a host applicant may submit a request to meet its own, nonregional needs in a separate application. When evaluating the benefits of any regional project, we will take into account the other partners that will be involved in the project, whether they are other fire departments, nonaffiliated EMS organizations, or other public service organizations. We will also take into consideration the extent to which the non-fire/EMS partners will contribute to the overall costs of the regional project.

Fire departments and nonaffiliated EMS organizations serving populations of over 50,000 or more must match the federal grant funds with an amount of non-federal funds equal to 20 percent of the total project cost. Fire departments and nonaffiliated EMS organizations serving populations between 20,000 and 50,000 must agree to match the federal grant funds with an amount of non-federal funds equal to 10 percent of the total project cost. Fire departments and nonaffiliated EMS organizations serving areas with a population of 20,000 or fewer must match the federal grant funds with an amount of non-federal funds equal to 5 percent of the total project cost. Regional projects' cost share will be based on the total population and demographics of the entire region. •



Ryan Whittington / www.fithp.com



LIFEPAK[®] 15

MONITOR/DEFIBRILLATOR

The New Standard in Emergency Care

Physio-Control defibrillators have set the standard for over 50 years. The LIFEPAK 15 monitor/defibrillator is an all-new platform that raises the bar with a design developed in partnership with emergency services professionals.

This collaboration led to a design focused on:

- Clinical innovations such as carbon monoxide monitoring and CPR guidance via a clinically-proven Metronome
- Operational innovations including a bright color LCD screen with SunVue™ and the latest Lithium-ion battery technology
- LIFEPAK TOUGH™ makes it our most rugged monitor/defibrillator
- Sharing the user interface and footprint of the LIFEPAK 12 defibrillator/monitor to reduce training and switching costs

Go to www.CheckOutTheFuture.com to learn more and see a video about how the 15 sets the new standard in emergency care.



Visit www.physio-control.com or call us toll free at 1.800.442.1142 for more information about other Physio-Control products.

Pending 510(k) Clearance

©2008 Physio-Control, Inc. Redmond, WA 98052 USA. All rights reserved.

For More Information Circle 199 on Reader Service Card.



**HE DOESN'T KNOW HE'S BEEN POISONED BY CARBON MONOXIDE.
YOU CAN'T AFFORD NOT TO.**

Why risk sending firefighters back into a toxic environment when you can quickly and easily detect carbon monoxide poisoning on the scene? Too often, firefighters suffering from carbon monoxide poisoning are sent back into action too soon because until now there hasn't been a fast, accurate and noninvasive way to detect elevated levels of CO in the blood. With the Masimo Rad-57 you can easily detect carbon monoxide poisoning on the spot in just seconds with the push of a button, allowing for prompt and possibly life-saving treatment that can also limit the likelihood of long-term cardiac and neurological damage.

To find out more, call 1.800.257.3810 or go to www.masimo.com/rad-57

© 2009 Masimo Corporation. Rad-57 is a registered trademark of Masimo Corporation.

 **MASIMO**[®]
PS-7828

For More Information Circle 200 on Reader Service Card.