

Running head: IDENTIFYING ALTERNATIVE FUNDING SOURCES

Identifying alternative funding sources to ensure the sustainability of

The West Metro Fire Rescue Training Center

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West Metro Fire Protection District

Appendix B Not Included. Please visit the Learning Resource Center on the Web at <http://www.lrc.dhs.gov/> to learn how to obtain this report in its entirety through Interlibrary Loan.

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Abstract

West Metro Fire Protection District received voter approval and capital bond money to build a multifunctional training center. The problem is the department has not developed a financial plan that addresses continued financial sustainability. The purpose of this descriptive research is to identify alternative funding sources to ensure the sustainability of the West Metro Fire Rescue (WMFR) Training Center. Five research questions were posed: What federal funding sources are available, what state funding sources are available, what private funding sources are available, what financial strategic plans for other training centers are in place for other departments, and what alternate funding sources are available to West Metro Fire Rescue. Literature review, interviews with WMFR management together with industry experts, and questionnaire results were used to identify various funding sources available to West Metro Fire Rescue to offset operational costs of the training center. The research and results showed most alternative funding is available for capital costs and there are fewer avenues for operational costs. Private funding, cooperation with Red Rocks Community College, and user fees paid by outside local agencies appear to be the most promising sources of alternative funding. It is recommended the identified sources be incorporated into a strategic business plan for the new training center for West Metro Fire Rescue.

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Identifying alternative funding sources to ensure the sustainability of the West Metro Fire Rescue Training Center

Introduction

The West Metro Fire Protection District has received voter approval and bond money to build a multifunctional training center. The problem is the department has not developed a financial plan that addresses continued financial sustainability. A business plan is being formed to address the operational costs of the training center, but income sources have not been identified, other than from the operational budget.

The purpose of this Applied Research Project (APR), utilizing the descriptive research method, is to identify alternative funding sources to ensure the operational sustainability of the training center. The research will answer five questions: what federal funding sources are available, what state funding sources are available, what private funding sources are available, what financial strategic plans for training centers are in place with other departments, what alternate funding sources are available to West Metro Fire Rescue. Literature review, questionnaire results, as well as personal interviews were utilized to address the problem and identify options for operational funding sources that should be incorporated into a strategic business plan for the WMFR Training Center.

Background and Significance

West Metro Fire Rescue is a special district government overseen by a board of seven publicly elected officials. 328 career firefighter/paramedics responding from 15 stations serve the district's 265,000 residents over 110 square miles. The district is west of Denver and provides all aspects of fire and rescue to the citizens of the City of Lakewood, Town of Morrison, southeast Jefferson County, and parts of Douglas County, including Roxborough State Park and Waterton

Canyon (West Metro Fire Protection District, 2006). West Metro Fire Rescue is the second largest department in the Denver Metropolitan Area.

Currently West Metro shares ownership, since the late 1970s, with three other fire departments in a small training center which is ten miles out of the West Metro district boundaries. The center has a Class-A burn building, six-story tower, driving grounds, roof ventilation prop, as well as a classroom facility. The center was originally built to accommodate 200 firefighters on a 1.7-acre site. 30 years later the site has been encroached upon by commercial entities and the firefighters using the site has grown to over 700. Several problems plague the future existence of that training center. Age has taken its toll on the site. The burn building is dilapidated and is in need of major repair or replacement that could cost well over \$1 million. Compounding that problem is the runoff of contaminated water. West Metro Fire Chief Doug McBee reported “The Environmental Protection Agency (EPA) requirements are getting much stricter and to comply, could be cost prohibitive” (D. McBee, personal communication, May 6, 2008). Moreover, the inability to schedule training due to the large numbers utilizing the facility, makes it very difficult to properly train. Financial constraints from the other participating agencies will limit any capital improvement, much less typical maintenance.

The Board of Directors for the West Metro Fire Protection District authorized a Blue Ribbon Panel, made up of community leaders, to look at not only the operational plan for West Metro, but the capital needs of the District. In a report to the Board of Directors and the community, the Blue Ribbon Panel recommended the development of an in-District training facility. The Panel noted the facility will eliminate the necessity to train outside the District as well as researching other avenues to offset operational costs (West Metro Fire Rescue Blue Ribbon Panel, 2006). The Board of Directors agreed with the Panel’s recommendations and

called for an election for the voters to approve tax money for the capital construction costs. In May 2006, the citizen's of the West Metro Fire Protection District, approved \$43,000,000.00 of bond money for capital projects as well as a one mill levy (tax rate) increase for operational use. According to the Jefferson County Assessor's website, "Each mill is 1/1000 of a dollar" (Jefferson County, CO Assessor's Office [JCAO], n.d.). The purpose of the operational mill levy was to increase staffing. Although West Metro is a fire based EMS system, it was determined that four person staffing on apparatus was beneficial to the citizens. The purpose of the bond was to fund technological equipment, reconstruction of four older fire stations, move another fire station, as well as build a multifunctional training center. West Metro concluded, in the best interest of the district, to pursue a training center in the district. The main users of the facility would be West Metro personnel and any time not allocated to West Metro could be made available to others. The training center is currently under construction and is scheduled to open July 2009, hence the immediacy of this Applied Research Project. West Metro has begun to formulate a business plan for the training center, but has not identified funding sources other than the general budget. Demands on the operational budget are increasing more and more, while dollars are becoming less and less. In Colorado, most fire agencies are funded through property tax or by sales tax. West Metro finance manager stated "Although West Metro Fire Rescue had a nearly 9% increase in property valuation for 2008, indicators for property values in subsequent years looks bleak" (L. Gregory, personal communication, August 8, 2008).

The problem correlates with the United States Fire Administration's (USFA) operational objectives 5a, "reduce the loss of life from fire in the age group 14 years and below", 5b, "reduce the loss of life from fire in the age group 65 years old and above", 5c, "reduce the loss of life from firefighters", and 5e "respond appropriately to emerging issue in a timely manner"

(Department of Homeland Security U.S. Fire Administration [USFA], 2008, p. II-2). The financial sustainability of the training center must be addressed to ensure the successful training opportunities and tools that ought to reduce loss of life to both citizens as well as firefighters. Obviously, this issue must be addressed now because of the decline of West Metro's current facility and the emergence of their new facility. The first year Executive Development (ED) class of the Executive Fire Officer Program (EFOP) has two units that this ARP relates to: Unit 3, Change Management (Department of Homeland Security U.S. Fire Administration [USFA], 2006, p. SM 3-1) and Unit 10, Service Quality (USFA, p. SM 10-1).

Literature Review

At the outset, the purpose of the literature review was to identify alternative funding sources to offset operational day-to-day costs at West Metro Fire Rescue's new training facility, as well as study other's research in this area. Quickly, it was evident that most of the literature dealt with capital project funding and various impact/service fees, both of which are not relevant to this ARP. Several Advanced Research Projects were examined and the most relevant was by Moritz (2000) concerning a fee structure for a regional training center. Upon further research, a limited amount of resources were located, but supplied a great amount of information. The literature review dealt mostly with the fire service. Although the private sector may be an area to emulate in certain business practices, the operational funding for a fire training center is unique.

Revenue for the fire service has been an issue for a long time. Pressures on operational budgets are ever-increasing. Adding programs, such as a training center, could overwhelm the budget, if not done with great deliberation. "Leaders of service agencies should avail themselves to every possible avenue for funding and take advantage of every possible outlet" (Lara, 2003, ¶ 2). All options should be examined. "Stimulated by pressures from shrinking budgets and a

number of other factors, fire and emergency medical services across the country are using a wide array of funding approaches beyond what we consider traditional methods” (Lara, ¶ 1).

In an article, Stittleburg (2003) discusses how agencies are responding to the challenges of shrinking budgets and looking for other ways to finance services. While he advocates special assessments, the principle of alternative funding sources is sound.

Although WMFR is creating a business plan for the training center, the first step is to create a strategic training plan (The trials of training, 2001). WMFR needs to know how much training time and resources will be allocated to the needs of the department and this in turn will establish what is available to others to potentially offset operational costs.

As a business blueprint is established, several questions should be answered including, what will it cost to operate the facility each year and what is the cost benefit of the training facility (Booth, 2000). Once these are established, the groundwork can be laid to promote local interest in the facility. Fire departments are forming strategic alliances with other agencies to provide special services such as training under an annual contract or with a fee per usage and/or per student. These arrangements are mutually beneficial to both agencies (Department of Homeland Security U. S. Fire Administration [USFA], 2000).

Local and state funding may be available through cooperation with community colleges. West Metro has a close relationship with Red Rocks Community College, which is located within the district. Red Rocks Community College offers a fire science associates degree program. Community colleges add educational and administrative expertise, along with a steady stream of students and opportunities for working firefighters...Fire departments stand to benefit from partnering with a community college for the operation of a training center. Partnering will greatly enhance the available opportunities (Booth, 2002). Booth (2002) advocates structuring a

partnership based on the mission of the training center and the college. Booth cautions about the pitfalls associated with a partnership:

Kyritsis warns that communities planning to forge an alliance between departments and community colleges should have strict guidelines in place. “There were some problems a few years back – some legal issues,” he says. “Some contracts just weren’t put together properly, and there were some issues that jeopardized the whole program. The state chancellor has put together a program that helps alleviate those problems. As long as you follow that guide you’re okay” (Booth, 2002, ¶ 21).

This exemplifies the need for strict contracts, intergovernmental agreements, etc. to be in place for all outside funding sources once they are identified.

Funding from the State of Colorado is more difficult than most states. USFA reports “many states provide services that can be used in lieu of local services and funds, such as training of firefighters, regional hazardous materials teams, and technical assistance programs” (USFA, 2000, p. 1-4). Colorado does not have a State Fire Marshal, as do most states, which in turn leads to fewer opportunities for local assistance from the state. In fact, most aid comes from Homeland Security grants that are administered by the state upon recommendations from regional committees as well as the working group of Urban Area Security Initiative (UASI).

The state of South Carolina opened a training facility in 1995. The state funds \$1.5 million annually and the center receives most of its operational funding from partnerships with private industry (Moritz, 2000, p. 14).

Federal money for fire departments is limited. As mentioned earlier, money available in Colorado from the Department of Homeland Security (DHS) is channeled through the state for regional programs as well as the UASI. “Often the federal programs flow to the local level

through state programs” (USFA, 2000, p. 1-4). The most recognized federal program is the Assistance to Firefighters Grant (AFG). The DHS distributes grants on a competitive basis for fire departments in two areas (a) firefighter operations and safety, and (b) firefighter vehicle acquisition. Although AFG money is available for training, it is mostly limited to certain training classes such as: Firefighter I and II certifications, incident command, and fire officer. Ineligible activities are in the area concerning immobile facilities, training equipment, and site preparation (Department of Homeland Security [DHS], 2008). Despite the fact that federal money is available for certain training curriculums, it would not meet overall sustainability of the training center.

Early in the history of the American Fire Service, insurance companies were the main financial backers of fire brigades. “Early fire departments relied on volunteers and were allied with insurance companies. In some areas, the fire brigade would only respond to those fires where the property owner had insurance” (Comito, 1996, p. 1). In modern times, private funding for career departments has been frowned upon. Volunteer agencies are the exception. Volunteer organizations, historically, have relied on private sources for funding through a variety of fundraisers (USFA, 2000, p. 6-1). The notion of improprieties has been the main reason career fire departments have shied away from private funding. The thought of favors given by fire agencies in return for money pledged has stifled private funding for career departments. However, the thinking has changed due to continued budget constraints. The USFA states in their report:

There are a wide variety of funds available from private non-profit and for-profit organizations. Usually these are one-time only grants. Sometimes they extend for several years. Virtually none are for continual support of routine salaries or general operating

expenses. However, they are excellent for starting new programs, doing special programs, buying equipment, and other things that either free up money from more routine sources or to create programs or purchases that cannot be funded from routine sources (USFA, 2000, p. 6-1).

Although operational funding is scarce via this monetary avenue, the potential offset for program funding is intriguing.

Private funding can come from a variety of sources. Donations, endowments, and endorsements can be realized through department foundations. Opportunities for the fire service to tap into this funding have been expanding rapidly. Local clubs and service organizations may be oriented towards community concerns such as local fire protection. Corporate donations and in-kind services are other examples of private funding (USFA, 2000).

In an interview conducted with Bill Booth, President of Interact Business Group (a private corporation that develops and writes strategic business plans for public safety training centers), he corroborates the findings in the literature review. Booth does say that federal and state funding is available, but typically it is in grant form and is not used for day-to-day expenditures. Booth described how local and private funding is more accessible and the best avenue is through a foundation set up by the fire department. Private funds from local as well as national organizations and/or corporations are contributed to the foundation and earmarked for the training facility (B. Booth, personal communication, July 18, 2008). Private funding allocated to the training center allows more flexibility on how the money is used.

In summary, funding is available from local, state, federal, and private sources. Although a majority of the dollars available are not intended for operational expenditures, money used for programs can offset operational costs. Local sources, through surrounding agency contracts,

could be viewed as regular expected income over the life of the agreement. In turn, this would balance the operational costs of the training center. State and federal sources are limited to grants or regionally based security projects. For the most part, the grants are awarded on a competitive basis and typically are made available for programs only. The awards are for a one time use and can not be counted on as a regular source of revenue. Private support through the fire department foundation is a great source of funding that could be earmarked for operational expenses. Equipment and services received in-kind frees up money that would normally have to be budgeted for.

Procedures

The initial efforts in development of this ARP were to conduct a literature review of information related to this subject matter. The original review was conducted at the Learning Resource Center (LRC) at the National Fire Academy (NFA) in Emmitsburg, MD. The purpose of this review was to collect information related to the research questions. Keywords for the inquiry included alternative funding, training centers, and cost recovery. Subsequent literature reviews were conducted in Lakewood, CO later on to narrow information. The same keywords were used in conjunction with grants and training facilities.

The literature review led to personal communications with West Metro Fire Rescue Fire Chief Doug McBee and West Metro Fire Rescue Finance Manager Linda Gregory. The personal communications dealt with the state of affairs of West Metro Fire Rescue's current training facility as well as the economic forecast for West Metro Fire Protection District as a whole. The personal communications were conversations held informally at various times from January 2008 to August 2008. The literature review also revealed a valuable source for information. An interview was conducted with Bill Booth, President of Interact Business Group. The Interact

Business Group is a private corporation that develops and writes strategic business plans for public safety training facilities. An extensive interview, digitally recorded, was conducted on July 18, 2008. A series of interview questions were asked (Appendix A) that were related to questions asked in this ARP.

The literature review and interviews were then used to develop a questionnaire (Appendix B). The questionnaire was developed on SurveyMonkey.com to compare and contrast departments to West Metro Fire Rescue and the current training center situation as well as the future training center plans, which includes funding options. Question 1 requested demographic information. Question 2 is intended to separate those participating in a regional training center from those respondents that do not participate in a regional training center. Questions 3-9 asked for information concerning types of facilities available, use of the facilities, funding of the facilities, and how those funds are utilized.

The questionnaire was sent out to Phil Oakes on July 21, 2008. Mr. Oakes is the Training Coordinator for the Wyoming State Fire Marshal as well as the Regional Chair for the Training Resources and Data Exchange (TRADE) program. Mr. Oakes posted the questionnaire with a cover letter (Appendix C) on the regional website as well as the national website TRADENET.

The TRADE network consists of the directors of the 50 State Fire Service Training Systems and senior executive training officers from the Nation's largest fire departments. Metropolitan fire department TRADE representatives are from the largest fire departments in each State or those fire departments which protect populations greater than 200,000 and/or have more than 400 uniformed personnel (Department of Homeland Security U.S. Fire Administration, 2008, chap. 3).

The TRADE network was chosen as an avenue for the questionnaire because TRADE is the premier system for training officers in the United States and would have the necessary information related to this ARP. The questionnaire with a cover letter (Appendix C) was also sent to Chief Tim Curtis, Secretary of the National Society of Executive Fire Officers (NSEFO) on July 25, 2008. Chief Curtis posted the questionnaire link on the NSEFO website. NSEFO has approximately 570 members. The questionnaire was to be completed by August 8, 2008. The questionnaire had 33 respondents with a representation of departments of all sizes, both combination and career, as well as municipal and suburban. The questionnaire results were incorporated into an Excel spreadsheet (Appendix D).

While it was assumed that a majority of the literary information available concerning alternative funding in general, dealt with service fees and funding capital projects, the small amount of available information concerning fire training center funding was not expected. Furthermore the information found directly related to funding the construction of the training center and fee structures. Consequently the ability to gather relative information was limiting to this ARP. Two other limiting factors revolve around the questionnaire. One limitation is the number that responded to the survey. It was assumed that more would reply given the large number of participants in the TRADE network and the NSEFO. The second limitation concerning the questionnaire was time. The questionnaire was send out on July 21, 2008 to the TRADE network and on July 25, 2008 to the NSEFO with a return date of no later than August 8, 2008 for both distributors of the questionnaire. A case could be made that after a certain point the ability to capture the respondents is gone, but more time may have produced an increase in completed questionnaires.

Results

Research question 1 was “What federal funding sources are available.” Question 6 of the questionnaire (Appendix D) specifically asks “Please describe types of funding your training center (yours or the one you participate in) receives. Examples are user fees from local agencies, FEMA grants, State taxes, educational (Community College), etc.” Of those that responded, 39.3% denoted that their training center receives federal funding. Respondents specified they received grant money including money from AFG. Two of those respondents stated they received funds from the National Fire Academy (NFA) and the Federal Aviation Administration (FAA). In an interview with Bill Booth, he advises federal funding is available as a point of destination for federal training and exercises at a secured facility (B. Booth, personal communication, July 18, 2008).

Research question 2 asked “What state funding sources are available.” Question 6 of the questionnaire (Appendix D) specifically asks “Please describe types of funding your training center (yours or the one you participate in) receives. Examples are user fees from local agencies, FEMA grants, State taxes, educational (Community College), etc.” Of those that responded, 46.4% indicated they receive state funds for their training facility. 7 of 13 that commented reported state funding comes by way of grants. One of those wrote that the state grant was used for construction. Of the 13 responding, one indicated money came from the community college system. Question 4 of the questionnaire (Appendix D) asked “Does your training center (yours or the one you participate in) offer the facilities to users other than Fire Agencies? If yes, please specify.” 100% of those responding to the question answered yes. 4 of the 27 indicated state agencies and colleges utilize the facility. Booth made similar statements concerning state funding as he did about federal funding (B. Booth, personal communication, July 18, 2008).

Research question 3 asked “What private funding sources are available.” Question 6 of the questionnaire (Appendix D) specifically asks “Please describe types of funding your training center (yours or the one you participate in) receives. Examples are user fees from local agencies, FEMA grants, State taxes, educational (Community College), etc.” Of those that responded, 50% of those answering the question indicated they receive private funds for the training facility. 4 of the 14 indicated their center received money through donations, 3 of 14 received rental or user fees, 1 of 14 stated they had contracts with industrial users, and one respondent also specified money is collected through a casino redevelopment grant. Question 4 of the questionnaire (Appendix D) asked “Does your training center (yours or the one you participate in) offer the facilities to users other than Fire Agencies? If yes, please specify.” 100% of those responding to the question answered yes. 13 of the 27 commented the training center facilities are used by private entities including: locals clubs, birthday parties, vocational schools, private industry, private fire brigades, and utilities. During the interview with Bill Booth, he pointed out that private entities are the greatest opportunity for primary as well as secondary funding. Booth is of the belief that opening up the site to the community not only raises funds from a particular event, it will also open good-will and increase support for the department, so voter approval is increased. Booth thinks the training site lends itself to industries that otherwise might not have a facility available to train. Booth referred to 4,000 employees using the Tucson Fire Department facility for bus driver training. Additionally, according to Booth, major funding from corporations can be earmarked for the training facility through a foundation set up by the department (B. Booth, personal communication, July 18, 2008).

Research question 4 asked “What financial strategic plans for training centers are in place with other departments.” Questions 5, 7, 8, and 9 of the questionnaire (Appendix D) directly

address research question 4. Question 5 asks “Does the training center (yours or the one you participate in) charge fees for the use of the facilities, classrooms, equipment, etc.” 21 of the 29 (72.4%) responded yes. Question 7 asks “What does the funding go towards?” 52.4% responded operational cost recovery only, 28.6% responded operational cost plus profit (profit could include future capital costs, money back to the general fund, etc.), 4.8% responded capital costs only, and 14.3% responded unknown. Question 8 asks “Does the training center (yours or the one you participate in) utilize a formal fee structure?” 72.4% responded yes, 20.7% responded no, and 6.9% were unknown. 1 of the 5 adding comments stated “We charge for our instructors and expendable items only.” Another added “We charge for FAA airport crash rescue classes.” 2 of the 5 reported their department is working on fees. Question 9 asks “Please indicate what the fees help offset.” 18.2% reported fees are used for rent, 50% reported fees goes toward supplies, 40.9% reported fees are used for utilities, 68.2% reported fees are use for facility maintenance, 50% reported funds from fees are used for both uniform and civilian salaries, 81.8% reported fees goes towards prop costs (which could include pallets, hay, propane, natural gas, or diesel), 59.1% reported fees goes towards equipment/prop maintenance, 40.9% reported fees goes towards equipment/prop replacement, and 22.7% reported funds from fees are used for site growth (expansion, addition props, etc.).

Research question 5 asks “What alternate funding sources are available to West Metro Fire Rescue.” The questionnaire results (Appendix D) show that federal, state, and private funding is used by departments to offset training center costs. Question 6 of the questionnaire (Appendix D) showed a vast majority (89.3%) use funds from local sources to offset costs. 11 of the 25 respondents commented funds are collected by local law enforcement agencies, fire agencies, and public works by way of user fees. Booth supports the findings through the

interview conducted on July 28, 2008. Local funding is a key alternative funding source for training centers. Building relationships with local agencies, police and fire, enhance how each works with one another as well as being cost effective (B. Booth, personal communication, July 18, 2008).

Discussion

It is no secret that funding the fire service is a difficult challenge. Each and every year, fire departments around the nation face budget shortfalls. Typical funding sources through property tax and sales tax revenue are just not enough for salaries, benefits, equipment, protective equipment, apparatus, and facilities. The tug on the budget purse-strings is greater and greater. Adding a training facility to the mix could have such a large impact to the budget that it could be overwhelming. “The cost of using and maintaining a major training facility is very high...” (Moritz, 2000, p. 35).

There are two colors of money concerning training facilities, one to build and one to operate, according to Bill Booth (B. Booth, personal communication, July 18, 2008). Booth’s comments are supported by others researched as well as the questionnaire results. The research revealed opportunities for funding are made available for operational costs. USFA reports there are a wide variety of funding mechanisms including: fees, strategic alliances, and cost sharing (USFA, 2000)

Moritz’s ARP specifically addresses fee structures for the Tucson facility and advocates one fee structure for fire service agencies as cost recovery only, as well as a second fee structure for the private sector (Moritz, 2000). Although user fees are the most utilized type of alternative funding and are a key component, they are just one element. The vast majority of the

questionnaire (Appendix D) respondents indicated local money was the main source of income and within that, user fees made up the majority of the local funding.

Although state and federal funding is available, the funding is typically not obtainable for day-to-day operations. Most of the funding comes by way of DHS and is utilized for one time programs or training curriculums. In essence the grants are seed money. Typically the department will have to take on the cost once the funding expires. While that may make sense to start a program, the reality is the impact on the budget is still there. DHS acknowledges this by advising applicants for the AFG that they must provide evidence that the department will be able to support and sustain beyond the grant period (DHS, 2008). The results from the questionnaire (Appendix D) show that DHS funding is limited and most of the state funding comes by the use of community colleges. West Metro has an exceptional relationship with Red Rocks Community College and their Fire Science Program. Furthering the partnership with this community college within the district boundaries of West Metro Fire Rescue makes great sense.

Together with user fees, private funding is a doable avenue for resources to offset operational costs. Private funding sources appear to be an intriguing means to offset operational costs. Respondents mentioned several times that private money was a funding source for their training center. USFA recommends private funding sources should be researched and groomed over time (USFA, 2000). Bill Booth speaks to setting up a foundation to accept private funds (B. Booth, 2008). West Metro Fire Rescue currently has a foundation in place and could easily accept money from private entities.

Respondents commenting on question 4 of the questionnaire (Appendix D) mentioned several private funding sources which included: industry, businesses, manufacturing companies, utility companies, and local clubs. Currently, West Metro Fire Rescue has relationships with a

large number of corporations, manufacturers, and industrial businesses that could be tapped for a financial partnership. The relationship that is currently in place could be developed into a partnership that will benefit both the private entity as well as the training center. USFA notes “many fire departments...have been successful in public/private partnership ventures including co-development, sharing of resources, and cost tradeoffs” (USFA, 2000, p. 1-5).

Recommendation

The purpose of this ARP was to identify alternative funding sources for operational sustainability for the West Metro Fire Rescue Regional Training Center. The issue for West Metro Fire Rescue is not how to fund the construction of the training center, but to lessen the impact the new training center will have on the operational budget of the district.

Although state and federal funding sources are available, most do not address offsetting operational costs. Furthermore, the money available is through a competitive application process and typically is a one time award.

The community college system is an avenue that would not only benefit WMFR, but the local community college as well. Even though funding does come from the state, programs and partnerships could be developed to ensure a steady stream of revenue and resources for the training center.

Private funding through the department foundation can provide money and resources that are specifically allocated for the training center. Establishing relationships that build trust and confidence are paramount to receiving funds that are able to offset costs. The possibilities for funding in this area are great and need to be explored.

User fees paid by local agencies are as essential as private funding. The benefits of forging the relationships with other local agencies go well beyond any monetary value. The

research was quite convincing that allowing other agencies use of the facilities was a funding method that could not be overlooked.

The research shows it will be critical for West Metro Fire Rescue to develop a strategic business plan for the multifunctional regional training center. Elements of the strategic business plan must come from the recommendations of this ARP. Obviously, the strategic business plan will address a user fee structure that would not only offset day-to-day operational expenses, but would address site growth.

This author recommends that the command staff of West Metro Fire Rescue develop a strategic business plan and under funding sources, integrate opportunities for local agencies to participate in the training center. This author recommends local agencies be all-inclusive and not be limited to local police or fire agencies.

The prospect of partnering with Red Rocks Community College is an area that shows great promise. The opportunities are many and need to be further explored by West Metro and the officials at the community college.

Further recommendations are to cultivate relationships with private entities for funding opportunities at the training center. West Metro must utilize the foundation as a conduit for private funding, endowments, and donations that will offset operational costs.

Further research needs to be conducted to explore the best avenue to foster private funding. Has the day come for sponsorships and what are the implications of such? More research needs to be done in the area of intergovernmental agreements to protect each government entity, if such partnerships are developed at the training center.

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Appendix A

Interview Questions

From: Lombardi, Don
Sent: Wednesday, July 09, 2008 10:20 AM
To: Bill Booth (bbooth@interactbusinessgroup.com)
Subject: Schedule

Hi Bill,

Thanks for taking the time to talk with me the other day. I was wondering if you would have time either Friday 7/11 from 900-1000 Pacific Time or Monday 7/14 from 900-1000 Pacific Time for a phone interview concerning my EFO research paper.

Some points I would like to discuss are:

- Local funding sources available for operational sustainability for our Training Center
- State funding sources available for operational sustainability for our Training Center
- Federal funding sources available for operational sustainability for our Training Center
- Private funding sources available for operational sustainability for our Training Center
- What agencies are using any of these sources for operational sustainability for their training facility
- Are there any publications available that would support my research

I am sure I will think of some other point between now and then, but wanted to give you some lead time to think about these.

Also, I wanted to see if you were available to meet when you are out in Denver next. How does your schedule look Monday 7/21 for breakfast or Tuesday 7/22 for breakfast or lunch, or 7/24 for breakfast or lunch?

Thanks again for your time and much needed help.

Don

*Don Lombardi
Deputy Chief - Administration
West Metro Fire Protection District
433 S Allison Parkway
Lakewood, CO 80226
303.989.4307 ext. 512
720.641.5692 - cell
303.826.6122 - pager*

Appendix C

Cover Letter for Questionnaire

From: Lombardi, Don
Sent: Monday, July 21, 2008 4:01 PM
To: POAKES@state.wy.us
Subject: EFO Applied Research Project Questionnaire

Hello Mr. Oakes,

Below is a link to my questionnaire for my EFO Applied Research Project. I would really appreciate it if you could post the following to explain my project and the questionnaire link both to TRADE 8 region as well as nationally through TRADEnet. Thanks so much for your help with this project.

Don

*Don Lombardi
Deputy Chief - Administration
West Metro Fire Protection District
433 S Allison Parkway
Lakewood, CO 80226
303.989.4307 ext. 512
720.641.5692 - cell
303.826.6122 - pager*

Hello,

My name is Don Lombardi and I am the Deputy Chief at West Metro Fire Rescue in Lakewood, CO. I am in the Executive Fire Officer Program at the National Fire Academy and need some help with my Applied Research Project. West Metro is in the process of building a state of the art training facility on a ten-acre site and should be completed by May 2009. My research project deals with operational sustainability and what local, state, federal, and private funding is available to help offset operational costs. I would appreciate it if you would take a short amount of time and complete a questionnaire. Please go to the questionnaire by using the provided link. I would like to have the questionnaires completed by August 4, 2008.

Thanks you in advance for your time and help.

http://www.surveymonkey.com/s.aspx?sm=F4waEnCbQZOWq1_2btUgHNmA_3d_3d

Hi Don,

Your ARP survey link is now posted to the NSEFO website.

Good luck with the project and with the program.

Tim

Timothy S. Curtis MS, EFO, CFO

Assistant Fire Chief

City of Beloit, WI

Secretary/Great Lakes Director

National Society of Executive Fire Officers www.nsefo.org

608-364-3006 (office)

608-751-6202 (cell)

tcurtis@nsefo.org

tcurtisbfd@charter.net

From: Lombardi, Don [<mailto:DLombardi@westmetrofire.org>]

Sent: Friday, July 25, 2008 2:23 PM

To: tcurtisbfd@charter.net

Subject: EFO Questionnaire

Hello Mr. Curtis,

Angie Krantz directed me to you for some help. My name is Don Lombardi and I am the Deputy Chief at West Metro Fire Rescue in Lakewood, CO. I am in the Executive Fire Officer Program

and need some help with my Applied Research Project. West Metro is in the process of building a state of the art training facility on a ten-acre site and should be completed by May 2009. My research project deals with operational sustainability and what local, state, federal, and private funding is available to help offset operational costs. I would appreciate it if you would be able to post my questionnaire on the National Society of Executive Fire Officers website. I would like to have the questionnaires completed by August 8, 2008.

http://www.surveymonkey.com/s.aspx?sm=F4waEnCbQZOWq1_2btUgHNmA_3d_3d

Thanks you in advance for your time and help.

Don

Don Lombardi

Deputy Chief - Administration

West Metro Fire Protection District

433 S Allison Parkway

Lakewood, CO 80226

303.989.4307 ext. 512

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Appendix D

Don Lombardi - EFOP Research – Question 1		
Please answer demographic questions.		
Answer Options	Response Percent	Response Count
Name:	100.0%	33
Department:	100.0%	33
Address:	100.0%	33
City/Town:	100.0%	33
ZIP/Postal Code:	100.0%	33
State:	100.0%	33
# Uniformed Personnel	100.0%	33
Career/Combination/Volunteer:	100.0%	33
Email Address:	100.0%	33
Phone Number:	100.0%	33
<i>answered question</i>		33
<i>skipped question</i>		0

Questionnaire Results

	Question 1 – Number of Personnel	Response Date
1.	92	Wed, 8/6/08 5:51 PM
2.	50	Tue, 8/5/08 9:29 PM
3.	532	Mon, 7/28/08 3:30 PM
4.	465	Mon, 7/28/08 7:47 AM
5.	18	Sun, 7/27/08 12:27 PM
6.	43	Fri, 7/25/08 5:33 AM
7.	83	Thu, 7/24/08 1:06 PM
8.	114	Thu, 7/24/08 12:55 PM
9.	60	Thu, 7/24/08 12:49 PM
10.	72	Thu, 7/24/08 12:30 PM
11.	54	Thu, 7/24/08 11:54 AM
12.	247	Thu, 7/24/08 11:20 AM
13.	53	Thu, 7/24/08 10:49 AM
14.	70	Thu, 7/24/08 10:02 AM
15.	335	Thu, 7/24/08 10:02 AM

16.	52	Thu, 7/24/08 10:02 AM
17.	52	Thu, 7/24/08 9:38 AM
18.	335	Thu, 7/24/08 9:10 AM
19.	50	Thu, 7/24/08 9:00 AM
20.	36	Thu, 7/24/08 8:37 AM
21.	40	Thu, 7/24/08 8:10 AM
22.	190	Thu, 7/24/08 7:58 AM
23.	40	Thu, 7/24/08 7:57 AM
24.	~250	Thu, 7/24/08 7:56 AM
25.	65	Thu, 7/24/08 7:33 AM
26.	146	Thu, 7/24/08 7:19 AM
27.	302	Thu, 7/24/08 7:18 AM
28.	128	Thu, 7/24/08 7:14 AM
29.	183	Tue, 7/22/08 12:33 PM
30.	311	Tue, 7/22/08 9:32 AM
31.	157	Tue, 7/22/08 8:47 AM
32.	311	Tue, 7/22/08 7:54 AM
33.	150	Tue, 7/22/08 7:52 AM

Question 1 – Type of Department		Response Date
1.	Career	Wed, 8/6/08 5:51 PM
2.	Career	Tue, 8/5/08 9:29 PM
3.	Career	Mon, 7/28/08 3:30 PM
4.	Combination	Mon, 7/28/08 7:47 AM
5.	Combo	Sun, 7/27/08 12:27 PM
6.	Career	Fri, 7/25/08 5:33 AM
7.	Combination	Thu, 7/24/08 1:06 PM
8.	Career	Thu, 7/24/08 12:55 PM
9.	Combination	Thu, 7/24/08 12:49 PM
10.	Combination	Thu, 7/24/08 12:30 PM
11.	Career	Thu, 7/24/08 11:54 AM
12.	Career	Thu, 7/24/08 11:20 AM
13.	Career	Thu, 7/24/08 10:49 AM
14.	Combo	Thu, 7/24/08 10:02 AM
15.	Career	Thu, 7/24/08 10:02 AM
16.	32/20	Thu, 7/24/08 10:02 AM
17.	Combination	Thu, 7/24/08 9:38 AM
18.	Career	Thu, 7/24/08 9:10 AM

19.	Combination	Thu, 7/24/08 9:00 AM
20.	Career	Thu, 7/24/08 8:37 AM
21.	Combination	Thu, 7/24/08 8:10 AM
22.	Career	Thu, 7/24/08 7:58 AM
23.	Combination	Thu, 7/24/08 7:57 AM
24.	Career	Thu, 7/24/08 7:56 AM
25.	Combination	Thu, 7/24/08 7:33 AM
26.	Career	Thu, 7/24/08 7:19 AM
27.	Career	Thu, 7/24/08 7:18 AM
28.	128	Thu, 7/24/08 7:14 AM
29.	Career	Tue, 7/22/08 12:33 PM
30.	Career	Tue, 7/22/08 9:32 AM
31.	Comb	Tue, 7/22/08 8:47 AM
32.	Career	Tue, 7/22/08 7:54 AM
33.	Combination	Tue, 7/22/08 7:52 AM

Don Lombardi - EFOP Research – Question 2		
Does your department participate in a regional training center?		
Answer Options	Response Percent	Response Count
Our department participates with other departments in a regional training center	50.0%	14
Our department is the regional training center and other departments participate	21.4%	6
Our department does not participate with other departments in a regional training center	28.6%	8
	Other (please specify)	11
		<i>answered question</i>
		<i>skipped question</i>
		28
		5

Other (Please Specify)	Comment Text – Question 2	Response Date
1.	Local departments each have specific training areas and we share them	Tue, 8/5/08 9:29 PM
2.	we do participate with our regional partners but not at a designated facility; acquired structures or at host department designated location	Mon, 7/28/08 3:30 PM
3.	We allow other Departments and Industry to use our facility	Mon, 7/28/08 7:47 AM
4.	A larger Dept in area has training tower many departments use. Not really maybe what you are looking at but we do train at the tower and classroom and train together with about 10 departments	Thu, 7/24/08 12:49 PM
5.	We just completed building and opened our own in 10-07.	Thu, 7/24/08 11:20 AM
6.	We have a regional training center ...we have our own and only utilize the regional TC for live fire burns and some new hire orientation.	Thu, 7/24/08 9:10 AM
7.	County training facility	Thu, 7/24/08 7:57 AM
8.	State level fire academy with 9 additional Regional fire schools	Thu, 7/24/08 7:56 AM
9.	We have our own training center but also utilize the County training center for some training although not often	Thu, 7/24/08 7:19 AM
10.	Rocky Mtn Fire Academy with Denver Fire	Tue, 7/22/08 9:32 AM
11.	We share the Rocky Mountain Fire Academy with Denver	Tue, 7/22/08 7:54 AM

Don Lombardi - EFOP Research – Question 3

Does your training center (yours or the one you participate in) offer the following - Please choose all that are applicable

Answer Options	Response Percent	Response Count
Classroom	96.7%	29
Commercial Burn Building - Propane	30.0%	9
Commercial Burn Building - Class A	30.0%	9
Residential Burn Building - Propane	33.3%	10
Residential Burn Building - Class A	50.0%	15
Roof Ventilation Prop	83.3%	25
Vehicle Fire	60.0%	18
Training Tower	83.3%	25
Confined Space Prop	80.0%	24
Trench Rescue Prop	40.0%	12
Auto Extrication Area	86.7%	26
Driver Training Area	50.0%	15
Recruit Academy	60.0%	18
Search Areas	73.3%	22
Other (please specify)		16
answered question		30
skipped question		3

	Other (Please Specify) Comment Text – Question 3	Response Date
1.	Commercial Burn Building - natural gas (3) burn props	Mon, 7/28/08 3:30 PM
2.	Forcible Entry Props, Hazardous Materials Prop, Drafting Pit, Physical Conditioning Course, TRT Training Props, Flammable Liquids Fires	Mon, 7/28/08 7:47 AM
3.	No center.	Thu, 7/24/08 1:06 PM
4.	We have in place those that I checked. We have 3 more years to complete the rest of our 37 acre training facility.	Thu, 7/24/08 12:55 PM
5.	We have a 2-story class A burn prop and a 4-story propane prop, both made from 40-ft containers. We also have an indoor drill area 300x300x30ft tall (old army helo hangar) We have a lightweight (frame/ordinary) construction collapse pile and a heavyweight (steel/concrete) pile We burn actual cars for car fires We will be adding a roof prop and standpipe prop by the end of this year. Trench prop is in planning We just completed a sprinkler and alarm lab	Thu, 7/24/08 10:02 AM
6.	Our propane burn props will be installed within the next 15 months	Thu, 7/24/08 10:02 AM
7.	Flammable liquid simulator- natural gas	Thu, 7/24/08 9:10 AM
8.	Oil wells	Thu, 7/24/08 9:00 AM
9.	Forcible Entry Prop	Thu, 7/24/08 7:58 AM
10.	Propane training field Building collapse simulator Hazardous Material Technician Training facility	Thu, 7/24/08 7:57 AM

- | | | |
|-----|---|-----------------------|
| 11. | Flashover simualtor, elevated and smoked Denver prop, SCBA maze, Port Fire Ext area, only area in the state where ffig foam may be discharged, nozzel handling prop, forcilbe entry props, Z pit, ciricle pit, truck fire, flammable liquids cabinet, flange, and direct current motor fires, hose load simualtors, rolled tanker with varouis dome covers, | Thu, 7/24/08 7:56 AM |
| 12. | The above is offered between our City training center and the County training center. Our City training center does not have the classroom on the training site, it is at one of our stations and we do not have the capacity to use propane at our burn building. | Thu, 7/24/08 7:19 AM |
| 13. | We are in the process of securing funding for a training tower and class A burn building. | Thu, 7/24/08 7:18 AM |
| 14. | Hazardous Materials Props, Tank Cars, Semi Trailers | Tue, 7/22/08 12:33 PM |
| 15. | We are in the planning stage at this time. None of the above structures have been built. | Tue, 7/22/08 8:47 AM |
| 16. | Propane fired props - flange, valve, etc Natural gas fired props under construction - meter prop, flange and equipment fire. | Tue, 7/22/08 7:52 AM |

Don Lombardi - EFOP Research – Question 4

Does your training center (yours of the one you participate in) offer the facilities to users other than Fire Agencies? If yes, please specify.

Answer Options	Response Percent	Response Count
Yes	100.0%	28
No	0.0%	0
	If yes, please specify	27
	<i>answered question</i>	28
	<i>skipped question</i>	5

	Other (Please Specify) Comment Text – Question 4	Response Date
1.	business response teams	Wed, 8/6/08 5:51 PM
2.	EMS, Police, colleges	Tue, 8/5/08 9:29 PM
3.	PD and SO Community College	Mon, 7/28/08 3:30 PM
4.	Industrial Fire Brigades, Local Police, State Agencies	Mon, 7/28/08 7:47 AM
5.	Local Clubs, some Birthday Parties	Sun, 7/27/08 12:27 PM
6.	Commercial applications	Fri, 7/25/08 5:33 AM
7.	No center.	Thu, 7/24/08 1:06 PM
8.	Any agencies we partner with including private industry can use it for free. We charge other agencies for use.	Thu, 7/24/08 12:55 PM
9.	Provide industry fire brigade and vocational school	Thu, 7/24/08 12:49 PM
10.	EMS, Police, Utilities, other fire agencies	Thu, 7/24/08 11:54 AM
11.	We let other cities use our facility as well as other city departments.	Thu, 7/24/08 11:20 AM
12.	Local law enforcement is the chief user of the facility. A local department uses the facility for their pump service testing. One private contractor has used the facility to teach earthquake survival to local businesses. At the moment, there is no avenue to charge a fee for using our facilities. An ordinance has been introduced in local government to give us the ability to recover costs.	Thu, 7/24/08 10:02 AM
13.	N/A	Thu, 7/24/08 10:02 AM
14.	region does - our TC does on a limited basis	Thu, 7/24/08 9:10 AM
15.	Police Special Services Training	Thu, 7/24/08 8:37 AM
16.	Local PD and special response teams; other on a fee basis	Thu, 7/24/08 8:10 AM
17.	Zone 3 Fire Agencies, Contracted to other agencies outside of Zone, Industrial FD, Vo Tec schools	Thu, 7/24/08 7:58 AM
18.	Privat industry, petro chemical industry, public utility providers, manufacturing industry	Thu, 7/24/08 7:57 AM
19.	business and industry, state and federal agencies	Thu, 7/24/08 7:56 AM
20.	don't know	Thu, 7/24/08 7:33 AM
21.	We offer ours to PD for swat and other training. The County training center charges a fee to anyone that uses it. The City training center is offered free of charge.	Thu, 7/24/08 7:19 AM

22.	Industry	Thu, 7/24/08 7:18 AM
23.	police special operations	Thu, 7/24/08 7:14 AM
24.	Facility is used by law enforcement as well	Tue, 7/22/08 12:33 PM
25.	PD is user (not a partner)	Tue, 7/22/08 8:47 AM
26.	Red Rocks Community College and others	Tue, 7/22/08 7:54 AM
27.	Industrial fire brigades, Mine Rescue teams	Tue, 7/22/08 7:52 AM

Don Lombardi - EFOP Research – Question 5		
Does the training center (yours or the one you participate in) charge fees for the use of the facilities, classrooms, equipment, etc.		
Answer Options	Response Percent	Response Count
Yes	72.4%	21
No	27.6%	8
	<i>answered question</i>	29
	<i>skipped question</i>	4

Don Lombardi - EFOP Research – Question 6

Please describe types of funding your training center (yours or the one you participate in) receives. Examples are user fees from local agencies, FEMA grants, State taxes, educational (Community College), etc.

Answer Options	Response Percent	Response Count
Local - Please be specific	89.3%	25
State - Please be specific	46.4%	13
Federal - Please be specific	39.3%	11
Private - Please be specific	50.0%	14
	<i>answered question</i>	28
	<i>skipped question</i>	5

Other (Please Specify)	Comment Text – Question 6 - LOCAL	Response Date
1.	User Fees	Wed, 8/6/08 5:51 PM
2.	user fees	Tue, 8/5/08 9:29 PM
3.	City facility paid for Public Safety Tax	Mon, 7/28/08 3:30 PM
4.	District tax base	Sun, 7/27/08 12:27 PM
5.	fire agencies	Fri, 7/25/08 5:33 AM
6.	Our Department budget, some fees (minimal)	Thu, 7/24/08 12:55 PM
7.	Only user fees for the tower, and fees for having students in class in classroom.	Thu, 7/24/08 12:49 PM
8.	fees for non-fire service agencies	Thu, 7/24/08 12:30 PM
9.	We are funded by the city.	Thu, 7/24/08 11:20 AM
10.	Dues: \$229 per sworn member (police and fire and public works)	Thu, 7/24/08 10:02 AM
11.	Fire department budget based on local property taxes	Thu, 7/24/08 10:02 AM
12.	Regional TC- Fees	Thu, 7/24/08 9:10 AM
13.	All user fees and donations	Thu, 7/24/08 9:00 AM
14.	General budget funds, user fees	Thu, 7/24/08 8:10 AM
15.	Property Taxes	Thu, 7/24/08 7:58 AM
16.	User fees,	Thu, 7/24/08 7:57 AM
17.	tuition charges varies as to course length and student ot instructor ratio	Thu, 7/24/08 7:56 AM
18.	self-sustaining fees for classes	Thu, 7/24/08 7:33 AM
19.	Our training center was completely funded by the City. The County used county taxes and a grant to fund its construction.	Thu, 7/24/08 7:19 AM
20.	Fayetteville Technical Community College	Thu, 7/24/08 7:18 AM
21.	budgeted	Thu, 7/24/08 7:14 AM
22.	Local funding throug municipal budget	Tue, 7/22/08 12:33 PM
23.	Funding from both Denver & Aurora General Fund	Tue, 7/22/08 9:32 AM
24.	Land and construction donations from local energy production companies.	Tue, 7/22/08 8:47 AM
25.	Shared equally with Denver	Tue, 7/22/08 7:54 AM

	Other (Please Specify) Comment Text – Question 6 - STATE	Response Date
1.	County Taxes	Wed, 8/6/08 5:51 PM
2.	State DHS grant funds	Tue, 8/5/08 9:29 PM
3.	Received a one time grant to assist in construction	Mon, 7/28/08 7:47 AM
4.	Grants from state elected officials	Fri, 7/25/08 5:33 AM
5.	might become regional training center that is funded by the state	Thu, 7/24/08 12:30 PM
6.	Community College System	Thu, 7/24/08 11:54 AM
7.	None	Thu, 7/24/08 11:20 AM
8.	Grants from state terrorism task force	Thu, 7/24/08 10:02 AM
9.	REgional - not sure contact Phil Bailey (Bailey.Phillip@scollege.edu	Thu, 7/24/08 9:10 AM
10.	None	Thu, 7/24/08 7:58 AM
11.	Grant	Thu, 7/24/08 7:57 AM
12.	funding allocation \$4.0million	Thu, 7/24/08 7:56 AM
13.	grants	Thu, 7/24/08 7:14 AM

	Other (Please Specify) Comment Text – Question 6 - FEDERAL	Response Date
1.	None	Wed, 8/6/08 5:51 PM
2.	Recently received grant for live fire trailer	Sun, 7/27/08 12:27 PM
3.	Grants	Thu, 7/24/08 12:55 PM
4.	None	Thu, 7/24/08 11:20 AM
5.	Assistance to FF grants	Thu, 7/24/08 10:02 AM
6.	same	Thu, 7/24/08 9:10 AM
7.	None	Thu, 7/24/08 7:58 AM
8.	Unsure	Thu, 7/24/08 7:57 AM
9.	National fire Academy grant \$28,000.00	Thu, 7/24/08 7:56 AM
10.	FAA	Thu, 7/24/08 7:18 AM
11.	none	Thu, 7/24/08 7:14 AM

	Other (Please Specify) Comment Text – Question 6 - PRIVATE	Response Date
1.	None	Wed, 8/6/08 5:51 PM
2.	local donations for materials and labor	Tue, 8/5/08 9:29 PM
3.	User fees from commercial agencies	Fri, 7/25/08 5:33 AM
4.	Working on this, not much luck yet.	Thu, 7/24/08 12:55 PM
5.	Donations	Thu, 7/24/08 11:54 AM
6.	None	Thu, 7/24/08 11:20 AM
7.	Minimal if any	Thu, 7/24/08 10:02 AM
8.	same	Thu, 7/24/08 9:10 AM
9.	Contracts with Industrial users	Thu, 7/24/08 7:58 AM
10.	Casino redevelopment grant,	Thu, 7/24/08 7:57 AM
11.	varouis small donations (cash and/or equipment)	Thu, 7/24/08 7:56 AM
12.	Palm Beach Community College	Thu, 7/24/08 7:14 AM
13.	Rental Fees on Facility Usage	Tue, 7/22/08 9:32 AM
14.	Cash donations, in-kind donations	Tue, 7/22/08 7:52 AM

Don Lombardi - EFOP Research – Question 7

What does the funding go towards?

Answer Options	Response Percent	Response Count
Operational Cost Recovery only	52.4%	11
Operational Cost plus profit (profit could include future capital costs, money back to the general fund, etc.)	28.6%	6
Capital Costs only	4.8%	1
Unknown	14.3%	3
Other (please specify)		7
<i>answered question</i>		21
<i>skipped question</i>		12

	Other (Please Specify) Comment Text – Question 7	Response Date
1.	Capital; operational; preventative maintenance cost	Mon, 7/28/08 3:30 PM
2.	pretty much all into general fund	Thu, 7/24/08 12:49 PM
3.	contact Phil Bailey (Bailey.Phillip@spcollege.edu)	Thu, 7/24/08 9:10 AM
4.	Operating and capital/maintenance costs	Thu, 7/24/08 9:00 AM
5.	All of the above	Thu, 7/24/08 7:58 AM
6.	for the County site only	Thu, 7/24/08 7:19 AM
7.	Replacement of expendable items, and props	Tue, 7/22/08 7:52 AM

Don Lombardi - EFOP Research – Question 8

Does the training center (yours or the one you participate in) utilize a formal fee structure?

Answer Options	Response Percent	Response Count
Yes	72.4%	21
No	20.7%	6
Unknown	6.9%	2
	Other (please specify)	5
<i>answered question</i>		29
<i>skipped question</i>		4

	Other (Please Specify) Comment Text – Question 8	Response Date
1.	We charge for our instructors and expendable items only	Mon, 7/28/08 7:47 AM
2.	We are working to develop that very thing.	Thu, 7/24/08 11:20 AM
3.	This will change within six months and we will be able to charge a user fee.	Thu, 7/24/08 10:02 AM
4.	contact Phil Bailey (Bailey.Phillip@spcollege.edu	Thu, 7/24/08 9:10 AM
5.	We charge for FAA airport crash rescue classes.	Thu, 7/24/08 7:18 AM

Don Lombardi - EFOP Research – Question 9		
Please indicate what the fees help offset		
Answer Options	Response Percent	Response Count
Rent	18.2%	4
Supplies - Including office, classroom, misc. site, etc.	50.0%	11
Utilities	40.9%	9
Facility Maintenance	68.2%	15
Staff - Both uniformed and civilian	50.0%	11
Prop Operational Costs - Including fuel (propane, natural gas, pallets, hay, etc.) for the props	81.8%	18
Equipment/Prop Maintenance	59.1%	13
Equipment/Prop Replacement	40.9%	9
Site Growth - Expansion, additional props, etc.	22.7%	5
	Other (please specify)	5
	<i>answered question</i>	22
	<i>skipped question</i>	11

	Other (Please Specify) Comment Text – Question 9	Response Date
1.	No fees	Mon, 7/28/08 3:30 PM
2.	Nothing; the user fees will be deposited in the city general fund and it will take an appropriation from a member of the assembly (local elected governing body) to return the fund to the fire department.	Thu, 7/24/08 10:02 AM
3.	Our TC support thru bidjet process and grants...Regional TC (Bailey.Phillip@spcollege.edu	Thu, 7/24/08 9:10 AM
4.	other items are sunk costs covered by state allocation	Thu, 7/24/08 7:56 AM
5.	They go into an account that is specific to the RMFA and used for AFD and DFD in travel and training.	Tue, 7/22/08 7:54 AM

Don Lombardi - EFOP Research – Question 10

Please add any additional comments you think might be helpful with my research.

Answer Options	Response Count
	16
<i>answered question</i>	16
<i>skipped question</i>	17

	Comment Text	Response Date
1.	Awhile ago, departments in my area decided it would be easier to each have limited training props and to share them. We have all of these listed scattered throughout the county, and we share them as needed.	Tue, 8/5/08 9:29 PM
2.	Please forward a copy of your study when complete. We are looking at a user fee in the near future. Thanks	Mon, 7/28/08 7:47 AM
3.	I have spent the last 4 years developing our training facility and have essentially 3 left till it is finished. We have 37 acres with 31 different pad sites and 675'x275' driving pad and roadway system. We are also looking at future cost recovery. We have established an Edmond Fire Dept. Training Trust Fund. Our goal is 10 million. With this we could provide free training for all Departments in the region. It hasn't done too well yet. Contact me if you have questions.	Thu, 7/24/08 12:55 PM
4.	If you need additional information please contact me and I can direct you to the proper contact person within our department.	Thu, 7/24/08 11:20 AM
5.	We participate in a state run fire academy. We pay by attendance when we attend.	Thu, 7/24/08 10:49 AM
6.	I can supply you with the intergovernmental agreement and budgets if you like. Our website is www.nipsta.org	Thu, 7/24/08 10:02 AM
7.	Hopefully, my "other" comments were able to be read in their entirety. If not, please feel free to contact me.	Thu, 7/24/08 10:02 AM
8.	I wish we had a regional training center. We were asked to participate in one when it was built 10 years ago, but our chief decided not to participate. We are the largest and the busiest dept in our county and we do not have a training center, hopefully we can someday. I'm interested in see your ARP when it's completed.	Thu, 7/24/08 10:02 AM
9.	Rental fee is \$50.00 per day; \$100.00 for live burns.	Thu, 7/24/08 8:10 AM
10.	I have experince in two states (MN & CT)with developing fixed site fire schools and have traveled to almost all of the state fire academies. Give me a call if you wish to discuss the faillacy of expecting revenue to cover operating costs.	Thu, 7/24/08 7:56 AM
11.	We use two available facilities, one of which is a regional training facility for the State of Illinois' Fire service Institiute. The State has a statute whereby the Institute receives funding from the State based upon a fee placed upon fire insurance written on Illinois properties by out-of-state insurance companies.	Thu, 7/24/08 7:33 AM
12.	The Fayetteville Fire Department training division is assigned at the airport training center. Also, Fayetteville Technical Community College rents the building to conduct fire and ems related training at the facility as well as training for industry. They pay the department a set amount each year for use of the facility. The facility was built with funds from the FAA since we are a regional airport crash fire and rescue training site. There are only two in the state of which Charlotte has the other regional FAA site. We are	Thu, 7/24/08 7:18 AM

currently in the process of securing funding for a 4 story training tower with
burn building capabilities.

13. We are currently in study/investigation mode to develop a Regional Training Center with Denver, are finding that it is expensive and logistically difficult. Tue, 7/22/08 7:54 AM
14. We are currently looking at facility use fees and expect them to be implemented by fall or spring at the latest. Tue, 7/22/08 7:52 AM