

FAMA/FEMSA Member Outlook Report for 2014

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Author's Notes

Throughout the report, the term “average” refers to the statistical mean of the data.

The letter “n” is used to designate the number of the respondents to a particular question. When figuring the percent breakdown for each question, non-respondents were not included in the total in order to achieve “valid percentage” data. This technique is commonly considered to yield the most statistically accurate information.

Tests to analyze the correlation between various respondent characteristics were run for all applicable variables. When a statistical test indicated a dependent relationship at a minimum 95% level of confidence, the correlation between the factors is noted as “significant” in the report.

Summary of Findings

Overall Purpose

The purpose of the research was to gather information regarding trends of member organizations. Additional goals include:

- Determining the effect of the current economic status on fire departments
- Gathering information regarding current apparatus used and potential needs

Dates conducted: The survey blasted on January 20, 2015 and was closed on February 16, 2015.

A total of 87 member companies participated in the survey. The online survey consisted of 26 questions.

Summary of Findings

Members are positive about their industry and anticipate growth: increased factory utilizations, increased capital investments, export growth, and an increase in employment levels.

- Members anticipate an increase in their business; 97% anticipate their business will grow over the next three years.
- Eighty-four percent of respondents believe their capital investments will increase over the next three years.
- Eighty-two percent of respondents expect exports to grow over the next three years.
- Ninety percent of members are projecting full-time employment growth over the next three years.

Introduction

Overall Purpose

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Dates conducted: The survey blasted on January 20, 2015 and was closed on February 16, 2015.

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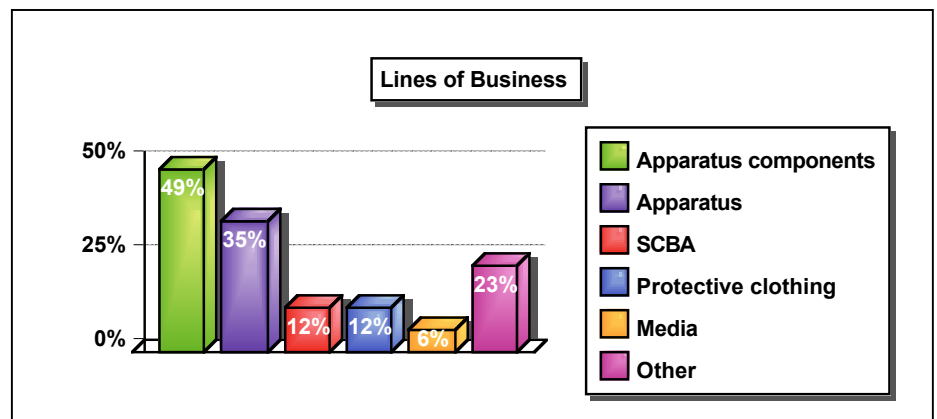
The survey was blasted out to members of both the Fire Apparatus Manufacturers' Association (FAMA) and the Fire and Emergency Manufacturers and Services Association (FEMSA). The survey was written by Jeff Hupke.

Respondent Characteristics

1. Lines of Business

(What line(s) of business are you in?)

Forty-nine percent of respondents sell apparatus components and 35% sell/manufacture apparatus. Twenty-three percent of respondents indicated "other" as their type of business.



2. Geographic Areas Served

(Please estimate the percentage of your primary business sales in each of the following areas so that the total is 100%.)

Members serve the various areas of the country fairly evenly. (Note: n=82.)

Note: Some respondents provided percentages that total less than 100%.

Forty-nine percent of respondents do not do primary business outside of the US and Canada and 51% have locations outside of Canada.

Midwest US	28%
Northeast US	23%
Southeast US	19%
Western US	13%
Canada	11%
Other	8%

Introduction

3. Number of Manufacturing Locations

(How many manufacturing locations do you have in each of the following places?)

The respondents in total have 121 manufacturing locations in the US and 20 in Asia.

	Total locations	1 location	2-5 locations	More than 5 locations
US	121	31	28	1
Asia	20	2	2	1
Europe	17	5		1
Canada	17	9	0	1
South America	4	0	2	0
Central America	1	1	0	0
Other	2	2	0	0

Business Trends

1. Trends Affecting Industry

(What are the biggest trends currently affecting your industry?)

For 38% of the respondents, the “economy/budget cuts/gov. funding/grants” are most affecting them; 18% indicated “technology/digital options/electronic control.” See Appendix B for complete list of verbatim comments.

- “Lack of profit, FEMA grant is messing up the buying cycle and people are putting off buying because they think they might get the grant year to year. The delay of grants awards.”
- “More awareness to preventative maintenance and smaller more maneuverable apparatus.”
- “Manufacturer mergers, economy, cuts in municipal spending.”
- “Chinese imports, low prices and low quality.”
- “LED lights, APU's.”
- “Technology development.”
- “Budget cuts.”
- “More money available for Fire Departments.”
- “Government funding, healthcare, minimum wage.”
- “Budget restraints.”
- “Municipal budgets and cooperative purchasing programs
- “Indecision of print or Internet for advertising. The transition is slower than expected because of generational gaps and overwhelming number of digital options available.”
- “Municipal budgets.”
- “Government budget constraints.”
- “Competition.”

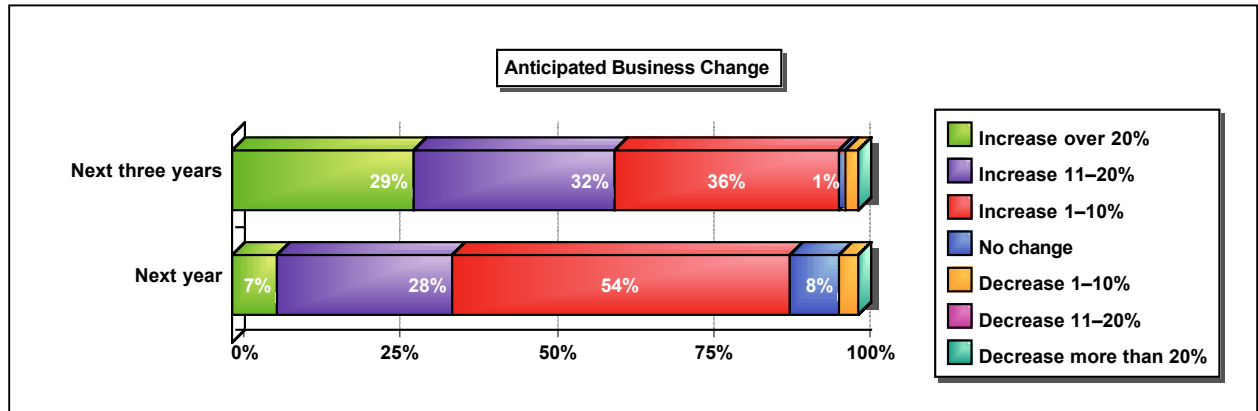
Economy/budget cuts/gov funding/grants	38%
Technology/digital options/electronic control	18%
Gov regulations /OSHA/SCBA/NFPA	10%
Cost/price/cash flow	10%
Less municipal requests/cuts in municipal spending	10%
International/exchange rates/imports	7%
Competition/manufacturer mergers	5%
Slow sales/up and down sales/military sales	5%
Smaller	4%
Consolidation/commodity pricing/group purchasing	4%
Internet/online	4%
Other	7%

Business Trends

2. Anticipated Business Change

(How do you expect your business to change over next year/next three years?)

Eighty-nine percent of respondents expect their business to increase next year and almost all (97%) expect their business to increase during the next three years. Twenty-nine percent of respondents anticipate their business growing over 20% during the next three years and 32% believe it will grow 11-20%. (Note: n=87.)



Results from the 2014 study are more positive than the 2013 and 2012 studies and show a positive trend overall.

	Anticipated change for 2015				Anticipated change for next three years			
	2014 (n=87)	2013 (n=70)	2012 (n=136)	2011 (n=92)	2014 (n=87)	2013 (n=70)	2012 (n=136)	2011 (n=92)
Increase over 20%	7%	7%	6%	9%	29%	20%	18%	17%
Increase 11–20%	28%	14%	11%	13%	32%	43%	31%	37%
Increase 1–10%	54%	53%	47%	42%	36%	29%	41%	39%
No change	8%	21%	29%	24%	1%	7%	6%	4%
Decrease 1–10%	3%	3%	5%	12%	2%	0%	3%	2%
Decrease 11–20%	0%	1%	2%	0%	0%	1%	<1%	0%
Decrease more than 20%	0%	0%	0%	0%	0%	0%	0%	0%

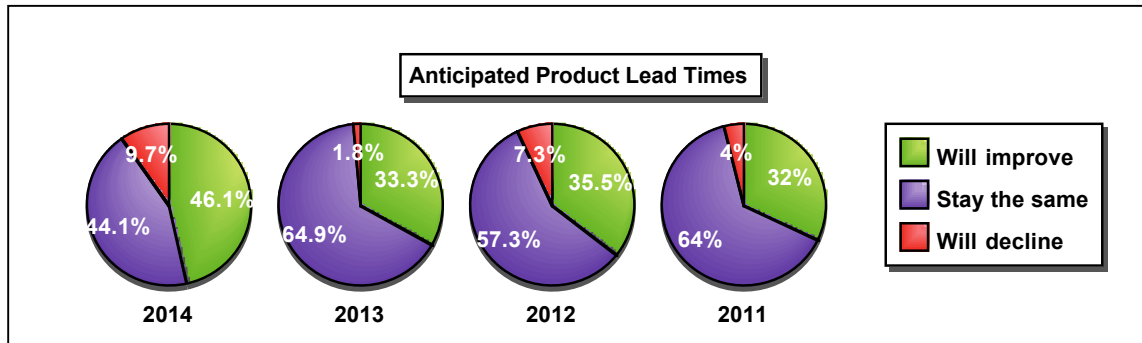
Business Trends

3. Anticipated Product Lead Times Over Next Three Years

(What do you expect in terms of product lead times over the next three years?)

Just under half of respondents anticipate product lead times will improve over the next three years and 44% believe they will stay the same. Ten percent of respondents anticipate they will decline. (Note: n=72.)

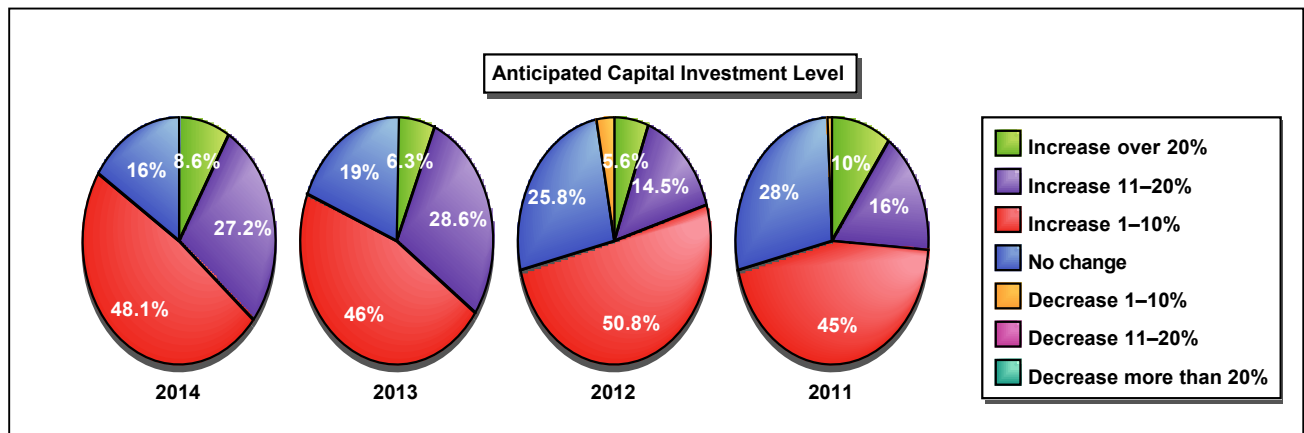
Results from the 2014 study show improvements in lead times over the 2013 study.



4. Expected Change to Capital Investment Over Next Three Years

(What change is expected in the level of capital investment over the next three years?)

Over the next three years, 84% of respondents believe their capital investments will increase—9% of respondents believe their investment will increase over 20%. Capital investment continues to increase when compared to previous studies. (Note: n=81.)

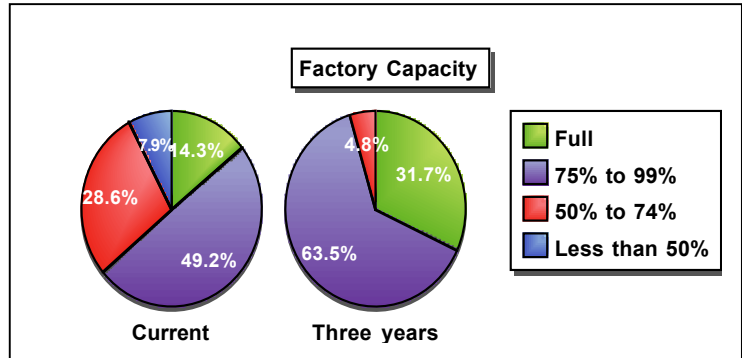


Business Trends

5. Current and Projected Factory Capacity

(What is your current factory capacity/what will it be in three years?)

Fourteen percent of respondents' factories are currently at full capacity and 49% are running at 75% to 99% capacity. Within three years, 32% are anticipated to be at full capacity and 64% will be at 75% to 99% capacity. (Note: n=63.)



In comparing the three-year projections from this year's study to last year's study, a slightly higher percentage of companies will be running at full capacity.

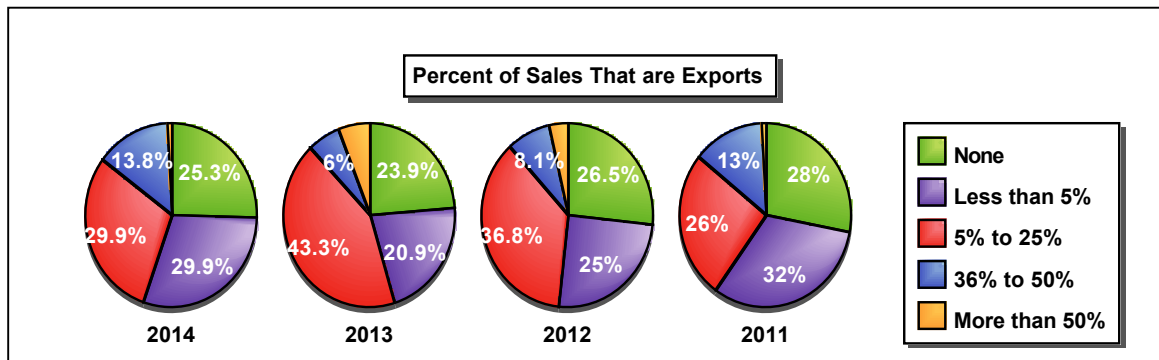
	Current				Three years			
	2014 (n=63)	2013 (n=55)	2012 (n=124)	2011 (n=75)	2014 (n=63)	2013 (n=55)	2012 (n=124)	2011 (n=75)
Full	14%	22%	11%	9%	32	31%	22%	24%
75% to 99%	49%	40%	38%	54%	64	55%	66%	67%
50% to 74%	29%	31%	44%	32%	5	13%	12%	9%
Less than 50%	8%	7%	7%	5%	0	2%	0%	0%

6. Percent of Sales That are Exports

(What percent of your sales do exports represent?)

Seventy-five percent of respondents indicated at least some of their sales are from exports—30% indicated exports are less than 5% of their overall sales and 30% export 5% to 25% of their overall sales. (Note: n=87.)

Overall, the percent of sales that are exports decreased slightly from 2013 to 2014.



Business Trends

7. Anticipated Export Growth

(Over the next three years, what do you expect to happen with the level of exports from your company?)

Eighty-two percent of respondents expect exports to increase, while the remaining respondents do not project a change (17%) or expect a decrease of 11-20% (2%). (Note: n=60.)

Respondents to the 2014 survey are anticipating higher export growth than respondents from the 2013 and 2012 surveys did.

Anticipated Export Growth	2014	2013	2012	2011
Increase over 20%	13%	11%	9%	10%
Increase 11–20%	22%	18%	26%	20%
Increase 1–10%	47%	30%	46%	34%
No change	17%	41%	17%	37%
Decrease 1–10%	0%	0%	1%	0%
Decrease 11–20%	2%	0%	0%	0%
Decrease more than 20%	0%	0%	0%	0%

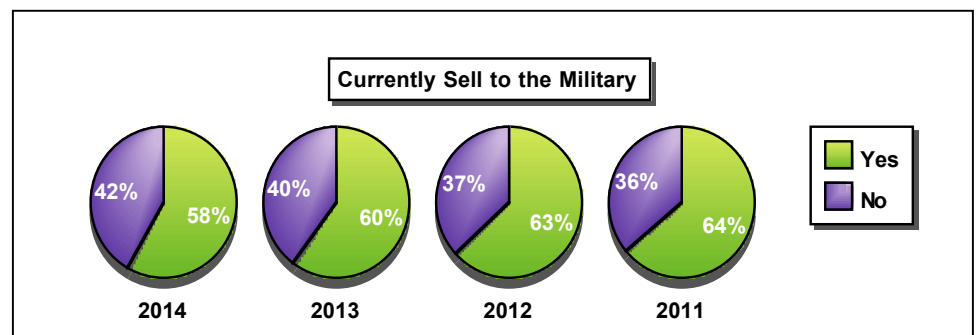
8. Currently Sell to Military

(Do you sell to the military?)

Fifty-eight percent of respondents currently sell to the military. (Note: n=81.)

The percent of respondents who sell to the military has declined slightly over the past four years.

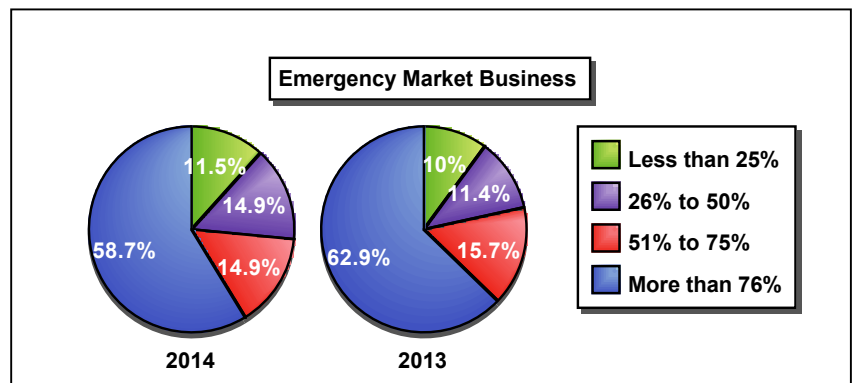
Of those who sell to the military, on average about 11% of their overall sales are to the military, from a low of about 1% to a high of about 50%.



9. Emergency Market Business

(What percentage of your business is related to the emergency market?)

Nearly two-thirds of respondents indicated that more than 76% of their sales are related to the emergency market. (Note: n=87.)

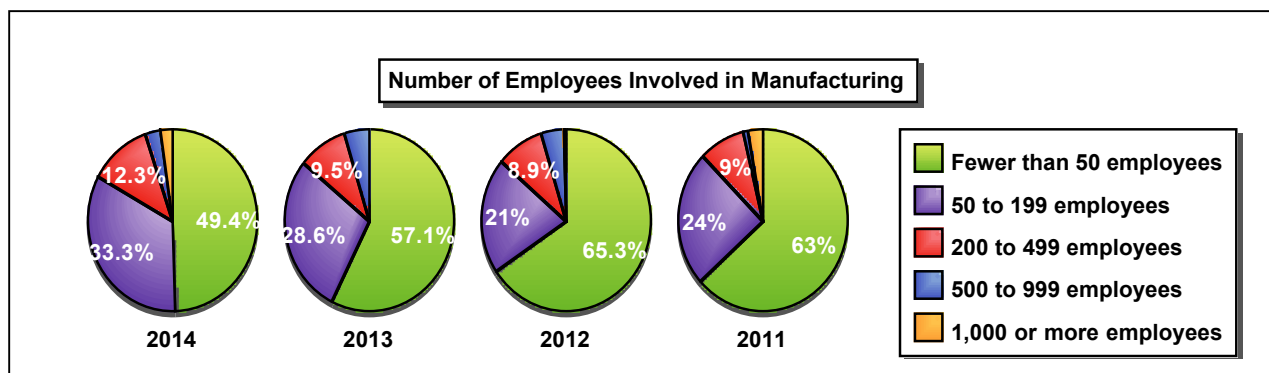


Employment Trends

1. Current Employment

(How many of total employees at your company are involved in fire apparatus or equipment manufacturing?)

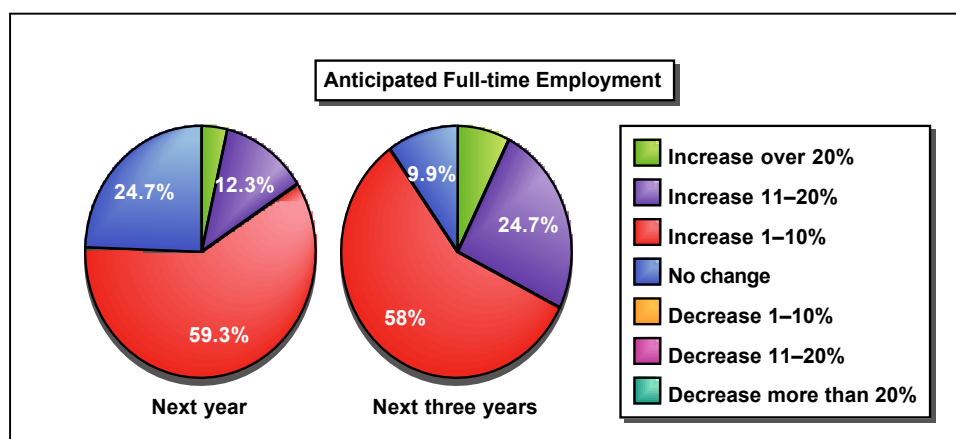
Half of surveyed companies have fewer than 50 employees; 33% have 50 to 199 employees. Total number of employees has increased over the last couple of years. (Note: n=81.)



2. Anticipated Employment

(What is your planned full-time employment for next year/next three years?)

During the next year, the majority of members believe full-time employment will increase (75%) or stay the same (25%). Over the next three years, 90% of members believe full-time employment will increase. (Note: n=81.)



Comparing results from 2014 to 2013 and 2012, overall anticipated full-time employment has increased steadily and is projected to increase in the coming three years.

	Next year			Next Three Years		
	2014 (n=81)	2013 (n=63)	2012 (n=92)	2014 (n=81)	2013 (n=63)	2012 (n=92)
Increase over 20%	4%	3%	0%	7%	6%	2%
Increase 11-20%	12%	6%	5%	25%	30%	15%
Increase 1-10%	59%	57%	44%	58%	49%	56%
No change	25%	29%	48%	10%	13%	21%
Decrease 1-10%	0%	5%	3%	0%	2%	5%
Decrease 11-20%	0%	0%	0%	0%	0%	0%
Decrease more than 20%	0%	0%	0%	0%	0%	0%

Other Trends

1. Concern about Various Issues

(How concerned are you about each of the following issues? Please rate on a scale of 1 to 5, where 1 = does not impact my business and 5 = keeps me up at night.)

Health care costs, insurance costs and overall economic conditions are what keep members up at night. The housing market and availability of credit are the least worrisome.

The findings from 2014 mirror those of the 2013 study. (Note: n=78.)

	Keeps me up at night (5)	(4)	(3)	(2)	Does not impact business (1)
Health care costs	37%	28%	19%	9%	6%
Insurance costs	32%	28%	26%	9%	5%
Overall economic conditions/general sales declines	23%	36%	30%	9%	3%
Funding/budgets	19%	47%	18%	13%	3%
Federal regulation	15%	32%	30%	14%	9%
Competition	14%	31%	33%	19%	3%
Federal taxes	10%	29%	28%	23%	9%
Industry conditions	10%	41%	37%	9%	3%
Product liability & litigation	8%	28%	32%	28%	4%
State/local taxes	6%	31%	27%	27%	9%
Energy costs	5%	31%	32%	27%	6%
Cost of raw materials	5%	40%	40%	9%	6%
Availability of credit	3%	14%	23%	37%	23%
Housing market	1%	18%	32%	23%	26%

Overall, concerns have remained steady for the last three years.

	2014 (n=78)	2013 (n=62)	2012 (n=117)
Health care costs	3.8	3.9	4.0
Insurance costs	3.7	3.8	3.8
Funding/budgets	3.7	3.8	3.9
Overall economic conditions/general sales declines	3.7	3.8	4.1
Industry conditions	3.5	3.6	3.5
Industry conditions	3.5	3.5	3.7
Federal regulation	3.3	3.5	3.6
Cost of raw materials	3.3	3.3	3.2
Competition	3.3	3.3	3.2
Federal taxes	3.1	3.2	3.6
Liability	3.1	3.2	3.1
State/local taxes	3.0	3.1	3.3
Energy costs	3.0	3.0	3.2
Housing market	2.5	2.8	2.6
Availability of credit	2.4	2.4	2.5

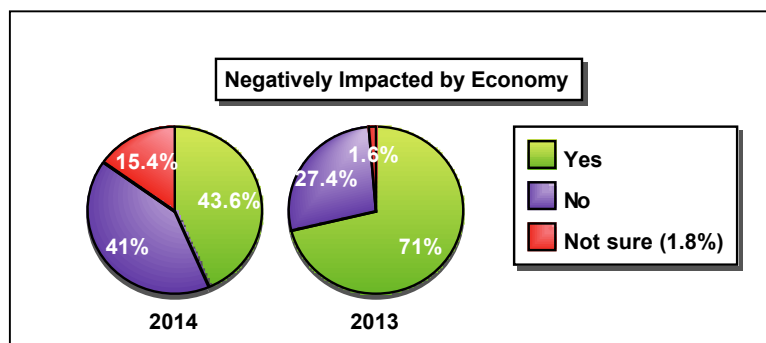
Other Trends

2. Negatively Impacted by Economy

(Is your business being negatively impacted by the economy?)

Less than half (44%) of the respondents are being impacted by the economy. (Note: n=78.)

This is a dramatic change from the previous year when 71% of respondents indicated they were being impacted by the economy.



3. Strategies Being Used During Economic Times

(Which of the following strategies are you using to get through these tough economic times?)

Six out of ten members are trying to become more diversified by entering new markets as one of their strategies. Fifty percent indicated that they are becoming more specialized by focusing on niche markets. Similar to 2013, only 3% are utilizing green technologies. (Note: n=78.)

Overall, the results from 2014 are similar to previous year, although it does appear that niche markets may become more important.

	2014 (n=78)	2013 (n=63)	2012 (n=120)	2011 (n=92)
Becoming more diversified by entering new markets	60%	62%	67%	66%
Becoming more specialized by focusing on niche markets	50%	38%	41%	41%
Focusing on higher margins	41%	40%	43%	42%
Focusing more on exports	38%	40%	44%	46%
Becoming more diversified by entering new markets or focusing on several markets	36%	30%	41%	40%
Developing partnerships/outourcing	26%	22%	23%	24%
Becoming a low cost provider	26%	19%	22%	18%
Utilizing green technologies	4%	3%	4%	8%
Other	9%	10%	9%	13%

4. Most Successful Strategy

(Which of the strategies listed do you think is or will be the most successful?)

Twenty-four percent of members believe focusing on niche markets will be most successful and 22% believe becoming diversified and entering new markets will be most successful. (Note: n=78.)

	2014 (n=78)	2013 (n=63)	2012 (n=120)
Becoming more specialized by focusing on niche markets	24%	19%	14%
Becoming more diversified by entering new markets	22%	21%	33%
Becoming more diversified by entering new markets or focusing on several markets	14%	13%	13%
Focusing on higher margins	12%	15%	8%
Developing partnerships/outourcing	9%	11%	7%
Focusing more on exports	9%	8%	16%
Becoming a low cost provider	4%	7%	7%
Utilizing green technologies	1%	2%	0%
Other	5%	5%	3%

Other Trends

5. Effectiveness of Communication Strategies

(Please rate the effectiveness of each of the following methods used to market your products, where 1 = not at all effective and 5 = extremely effective.)

Most of the members believe their website is most effective in marketing their products; trade shows are the next most effective. (Note: n=74.)

Results mirror those of previous years.

Mean Avg. 1=not at all effective, 5=extremely effective	2014 (n=74)	2013 (n=58)	2012 (n=119)	2011 (n=92)
Website	4.4	4.1	4.1	3.8
Trade Shows	4.2	3.9	3.8	Not asked
Facebook	3.5	3.4	3.4	2.2
Magazine ads	3.4	3.4	3.3	Not asked
Twitter	2.6	2.4	2.6	2.3

6. Investment Made in Core Areas

(Rate the percentage of marketing investment you make in the following three core areas.)

Almost half of a firm's marketing investments are in event marketing such as trade shows. (Note: n=76.)

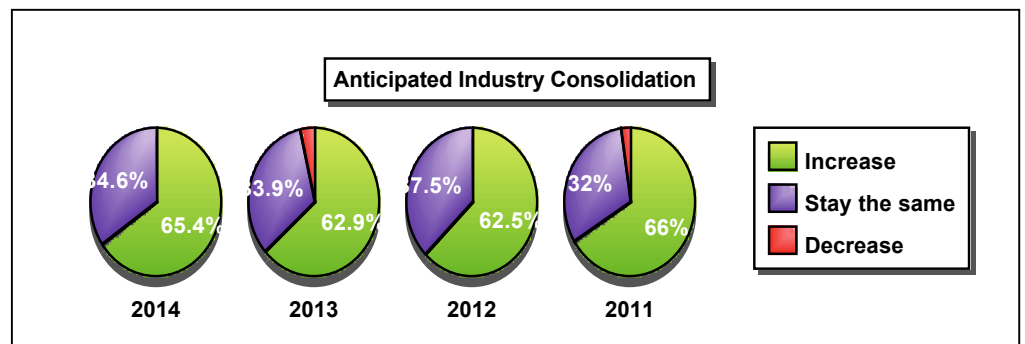
Event marketing	49%
Digital media	30%
Print Media	22%

7. Anticipated Industry Consolidation

(What is your opinion on industry consolidation?)

Nearly two-thirds of respondents believe industry consolidation will increase and 35% believe it will stay the same. (Note: n=78.)

Results mirror the previous years.



8. Gain from Membership in FAMA/FEMSA

(Finally, what value do you gain as a member of FAMA or FEMSA?)

A variety of comments were made regarding what was gained by being a member. Most believe they gain networking opportunities, industry trends and data, and the ability to influence the industry. See Appendix B for complete list of comments.

- "Networking and industry information/exposure."
- "It helped secure an order for a nice mini-pumper in NY State."
- "Trends, stats, closer ties to customers, comradery."
- "It brings us together with our niche market and let's us become involved in the industry."
- "Opportunity to network with vendors, advertisers, and competitors that a busy trade show doesn't allow."
- "Networking and a pulse on the industry."

Other Trends

- “Networking and industry news.”
- “Networking, industry information.”
- “Industry pulse, networking, understanding of latest trends, activities, etc.”
- “A great way to keep up-to-date on changes and trends in the Fire Service.”
- “Countless networking and business partnering opportunities.”
- “Hasn't had an impact as of yet. Happy to belong.”
- “The relationships that I develop and the ability to feel like I may be having some sort of ability to impact the safety of firefighters by making sure that they have a voice in DC.”

Appendix A—Survey

FAMA/FEMSA 2015 Member Companies Outlook Survey

1. What line(s) of business are you in? (**Please check all that apply.**)

- ☐ Apparatus
- ☐ Apparatus components
- ☐ Protective clothing
- ☐ Media
- ☐ SCBA
- ☐ Other (please specify)

2. What are the biggest trends which are currently affecting your industry?

3. How do you expect your business to change during 2014?

- ☐ Increase over 20%
- ☐ Increase 11-20%
- ☐ Increase 1-10%
- ☐ No change
- ☐ Decrease 1-10%
- ☐ Decrease 11-20%
- ☐ Decrease more than 20%

4. How do you expect your business to change over the next three years (2014-2016)?

- ☐ Increase over 20%
- ☐ Increase 11-20%
- ☐ Increase 1-10%
- ☐ No change
- ☐ Decrease 1-10%
- ☐ Decrease 11-20%
- ☐ Decrease more than 20%

5. What percentage of your business is related to the emergency market?

- ☐ Less than 25%
- ☐ 26 to 50%
- ☐ 51 to 75%
- ☐ More than 75%

6. What percentage of your sales do exports represent?

- ☐ None (go to Q5)
- ☐ Less than 5%
- ☐ 5 to 25%
- ☐ 26 to 50%
- ☐ More than 50%

7. Over the next 3 years, what do you expect to happen with the level of exports from your company, in terms of sales volume?

- ☐ Increase over 20%
- ☐ Increase 11-20%
- ☐ Increase 1-10%
- ☐ No change
- ☐ Decrease 1-10%
- ☐ Decrease 11-20%
- ☐ Decrease more than 20%

Appendix A—Survey

8. Please estimate the percentage of your primary business sales in each of the following areas so that the total is 100%.

Northeast US _____

Southeast US _____

Midwest US _____

Western US _____

Canada _____

Other (please specify location and percent) _____

9. Not including the US and Canada, in what other locations do you have primary business sales?

☐ We do not do primary business sales outside the US and Canada

☐ Locations outside the US and Canada

10. Do you sell to the military?

☐ Yes: percentage of primary business sales _____

☐ No

11. What is your current factory capacity?

☐ Full

☐ 75% to 99%

☐ 50% to 74%

☐ Less than 50%

☐ Not applicable

12. What do you anticipate your factory capacity will be in 3 years?

☐ Full

☐ 75% to 99%

☐ 50% to 74%

☐ Less than 50%

☐ Not applicable

13. What change is expected in the level of capital investment over the next 3 years?

☐ Increase over 20%

☐ Increase 11-20%

☐ Increase 1-10%

☐ No change

☐ Decrease 1-10%

☐ Decrease 11-20%

☐ Decrease more than 20%

14. What do you expect in terms of product lead times over the next 3 years?

☐ They will improve

☐ They will stay the same

☐ They will decline

☐ Not applicable

15. How many total employees at your company are involved in fire apparatus or equipment manufacturing?

☐ Fewer than 50

☐ 50 to 199 employees

☐ 200 to 499 employees

☐ 500 to 999 employees

☐ 1000 employees or more

Appendix A—Survey

16. What is your planned full-time employment for next year, 2014?

- ☐ Increase over 20%
- ☐ Increase 11-20%
- ☐ Increase 1-10%
- ☐ No change
- ☐ Decrease 1-10%
- ☐ Decrease 11-20%
- ☐ Decrease more than 20%

17. How much will employment change over the next 3 years at your company?

- ☐ Increase over 20%
- ☐ Increase 11-20%
- ☐ Increase 1-10%
- ☐ No change
- ☐ Decrease 1-10%
- ☐ Decrease 11-20%
- ☐ Decrease more than 20%

18. How concerned are you about each of the following issues? Please rate on a scale of 1 to 5, where 5=Keeps me up at night and 1=This doesn't impact our business.

	Does not impact our business (1)	(2)	(3)	(4)	Keeps me up at night (5)
Federal taxes					
State/local taxes					
Federal regulation					
Insurance costs					
Energy costs					
Funding/budgets					
Overall economic conditions/general sales declines					
Industry conditions					
Cost of raw materials					
Liability					
Health care costs					
Housing market					
Availability of credit					
Competition					
Industry conditions					

19. What is your opinion on industry consolidation over the next three years?

- ☐ It will increase
- ☐ It will stay about the same
- ☐ It will decrease

20. How many manufacturing locations do you have in each of the following places?

US _____
 Canada _____
 Central America _____
 South America _____
 Europe _____
 Asia _____
 Other (please specify) _____

Appendix A—Survey

21. Is your business being negatively impacted by the economy?

- ☐ Yes
- ☐ No
- ☐ Not sure

22. Which of the following strategies are you using to get through these tough economic times? (**Check all that apply.**)

- ☐ Focusing on higher margins
- ☐ Becoming a low cost provider
- ☐ Becoming more diversified by entering new markets
- ☐ Becoming more diversified by entering new markets by focusing on several markets
- ☐ Becoming more specialized by focusing on niche markets
- ☐ Focusing more on exports
- ☐ Utilizing green technologies
- ☐ Developing partnerships/outourcing
- ☐ Other (please specify) _____

23. Which of the following strategies do you think is or will be the most successful? (**Check the one best answer.**)

- ☐ Focusing on higher margins
- ☐ Becoming a low cost provider
- ☐ Becoming more diversified by entering new markets
- ☐ Becoming more diversified by entering new markets by focusing on several markets
- ☐ Becoming more specialized by focusing on niche markets
- ☐ Focusing more on exports
- ☐ Utilizing green technologies
- ☐ Developing partnerships/outourcing
- ☐ Other (please specify) _____

24. Please rate the effectiveness of each of the following methods used to market your products, where 1 is Not at all effective and 5 is Extremely Effective. If your company is not using a particular method, please mark N/A.

	Not at all effective	Not effective	Neither	Effective	Very effective	N/A
Website						
Facebook						
Twitter						
Magazine advertisements						
Trade shows						
Other (please specify)						

25. Rate the percentage of marketing investment you make in the following three core areas. (Total should equal 100%)

Digital Media (social media, website, online banners, email blasts, video, etc) _____ %

Print Media (Placement advertising, direct mail, catalogs, etc) _____ %

Event Marketing (Trade shows, conferences, open houses, hospitality events) _____ %

26. Finally, what value do you gain as a member of FAMA or FEMSA?

Appendix B—Verbatim Comments

What are the biggest trends which are currently affecting your industry?

- Move to electronics
- Continued constraints on budgets
- Increased activity in Military related sales. Increased interest in the international market for new distributors.
- Longer decision making process, competition, lack of standards & ethics
- How information is being consumed....transition to online and mobile
- As a Canadian manufacturer: the USD/CAD rate
- NFPA Standard changes (1981, 1982, 1801), and situational awareness technologies.
- Testing and regulations
- Lack of profit FEMA grant messing up the buying cycle and people putting off buying because they think they might get the grant year to year. The delay of grants awards....
- More awareness to preventative maintenance and smaller more maneuverable apparatus
- Manufacturer mergers, economy, cuts in municipal spending
- Chinese imports, low prices and low quality
- LED lights, APU's
- Technology development
- Budget cuts
- More money available for Fire Departments
- Government funding, healthcare, min wage
- Budget restraints
- Municipal budgets and cooperative purchasing programs
- Indecision of print or Internet for advertising. The transition is slower than expected because of generational gaps and overwhelming number of digital options available.
- Municipal Budgets
- Government budget constraints.
- Competition
- Slow order intake, finding qualified employees
- Funding/Income, Budget Constraints
- lack of funds to purchase new equipment
- Slow sales and low GP
- Electronic Control/Management of components on Apparatus
- NFPA updates
- New technology in vehicles; departments buying with grant money
- Budgets, AFG
- Inadequate schedule.
- Changing technology
- Municipalities having more spending room to purchase new apparatus or repair existing apparatus.
- Group purchasing
- budget issues
- Gov't regulations at the state and federal levels Recruitment and Retention of Qualified Employees
- commodity pricing, increase of offshore imports
- Drop off in municipal inquiries for new apparatus.
- New technology (battery-operated tools), desire for smaller form factor and weight reduction in apparatus where possible.
- Higher tech
- None
- New SCBA from MSA.
- Municipal Shortage of Funds. Fewer Fire. More price competition with the Internet.
- Amount of grant money available
- Coming out of the recession
- Allocation of budgets for FDs
- Declining price points - TI; technology changes - TI; fewer FDs and firefighters - both
- Budgets Products that are not quality Trends
- International Business on the up swing
- Budgets
- Continued OSHA compliance

Appendix B—Verbatim Comments

- budget cuts
- Funding; Federal, State, and Local levels. Political climate
- Reduced funds distributed at the local level for public safety, specifically, municipal fire department funding.
- US dollar more competition
- Departments seeking new and creative ways to lower apparatus costs and the ability to sell our bodies to meet this need.
- Tighter department budgets
- Depressed US Market;
- Federal Spending
- Departments looking to utilize apparatus which are smaller, easier to maneuver and which cost less to operate per call and in overall maintenance.
- very up and down sales in Apparatus
- US Dollar
- Budgeting & Cost Increase
- Economy, state & federal VOC rules & competitors.
- Educating the industry of new technology
- Cash Flow
- Reduction of budgets
- Regulator changes, price pressures and expectations of life of product.
- Municipal Budgets Oil Prices Emerging Markets
- Lack of wanting to move to new and better technology
- funding
- Fuel Efficiency products and developments.
- Cost of aluminum going up due to more automotive use (Ford F-150).

Finally, what value do you gain as a member of FAMA or FEMSA?

- Useful in tracking apparatus sales and extrapolating that into trends; networking with peers; voice on Capital Hill
- Being able to communicate with other key business members in the industry.
- Industry knowledge and connectivity to others
- Networking opportunities with others in the industry, education / market intel, and government relations support.
- I feel it gives us ""part"" of the voice in the industry when it comes to NFPA matters, new regulation etc. FAMA is a proven entity to the whole fire industry.
- knowledge sales info
- Networking
- Networking with other Dealers and Manufacturers
- Industry support and networking
- Contact with other members.
- Keeps us with a pulse on the industry
- FAMA
- Industry information and insights, networking.
- Insight into the market and the factors locally, nationally, internationally that can affect the market. Peer discussions of common issues.
- FEMSA...networking and ideas for articles!
- Camaraderie, Industry insight, strategy
- Keeps up with industry regulations. Upcoming regulations. Interaction within the Emergency Services industry.
- Getting to know our suppliers. Statistics Influence in DC
- Relationship Building, Statistical Data, & Governmental Affairs, Technical Representation
- Knowing what are the latest trends, networking
- Net working with suppliers and other builders
- Avenue to show support to the fire service; a way to be seen in the industry - networking opportunities; information about the industry.
- Networking
- Value to information of our industry. And a voice to NFPA regulations.

Appendix B–Verbatim Comments

- Relationship Building
- Ability to interface and meet others within our industry. Discover new trends and develop business relationships
- networking and statistics.
- Networking, industry info
- Frankly, not much. Truck manufacturers are buying lowest cost possible and are not particularly motivated to stick to NFPA recommendations.
- Networking and industry information/exposure
- It helped secure an order for a nice mini-pumper in NY State.
- Trends, stats, closer ties to customers, comradery
- It brings us together with our niche market and let's us become involved in the industry.
- Opportunity to network with vendors, advertisers, and competitors that a busy trade show doesn't allow.
- Networking and a pulse on the industry
- Networking and industry news
- Getting to do surveys
- Networking, industry information
- Industry pulse, networking, understanding of latest trends, activities, etc.
- A great way to keep up to date on changes and trends in the Fire Service
- Countless networking and business partnering opportunities
- Hasn't had an impact as of yet. Happy to belong.
- The relationships that I develop and the ability to feel like I may be having some sort of ability to impact the safety of firefighters by making sure that they have a voice in DC.
- Industry data and networking
- Industry information, comparative trends & experiences, and networking with other fire apparatus/equipment dealerships and manufacturers.
- FAMA has helped me learn how this industry operates. It also has helped me develop friendships with customers and other suppliers.
- a chance to deal with all manufacture and not be pressured by trade show crowd
- Education of industry, relationships, network, fun
- Industry news and being part of an organization that helps us in our decision making.
- Networking with peers helps better understand market conditions and trends.
- Market Data; Contacts
- Networking and finding out what trends in the market are developing.
- Networking brings the biggest value.
- Partnership & Networking of key individuals in the industry. Getting the edge on economic trends and govt. affairs.
- I keep informed on the Fire Industry
- FAMA Member - Relationships and Information
- Networking & meeting company personal in a causal environment.
- FAMA
- Great Networking opportunity
- FAMA is a valuable membership for our company in terms of industry/regulatory information and networking.
- Interaction with key customers, access to statistic data, information on market conditions
- Not much at this time, but that is more my issue than FAMA's
- Networking with other industry suppliers and competitors.
- Industry knowledge, Networking
- Credibility - recent bid asked for proof of FAMA membership. Networking and statistics.