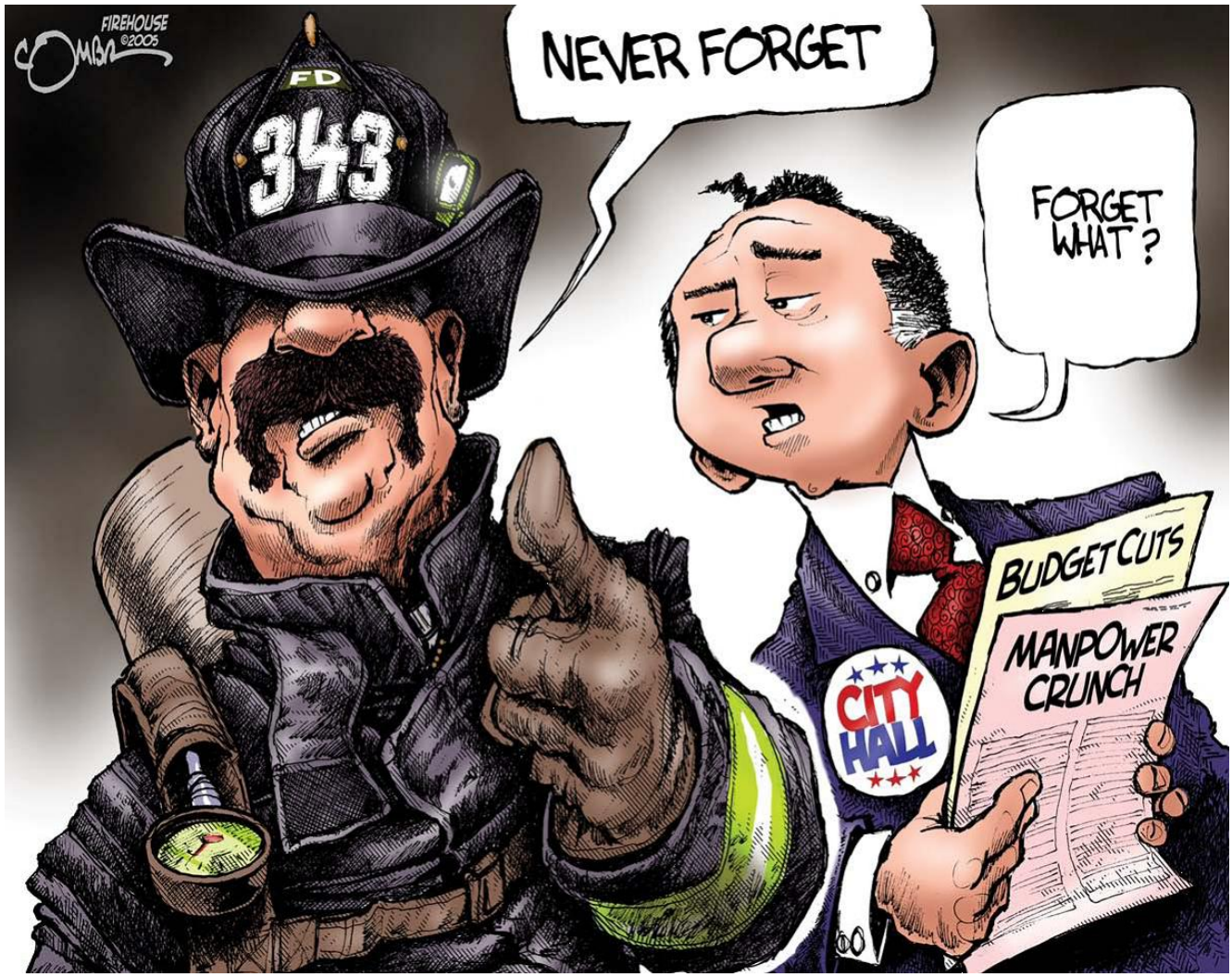
FIREFIGHTER STAFFING, FUNDING…SAFETY AND SURVIVAL





The Financial Crisis of 2008-201?

"STAFFING & RESOURCES: DOING AN ALREADY DIFFICULT JOB WITHOUT THEM?"



Cuts in the Fire Service

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Reductions in Resources



Photo A. Abbott

What's Been Happening?

Our last report was in January of 2012. In the interim, the editor has been preparing the resources necessary to assist modern public safety managers with the data, references, statistical, analytical, and consultative services that will assist them in creating agencies that are responsive, adaptive and effective for their communities. Please feel free to reach out to us if we can be of service to you.

As the initial wave of cutbacks and reductions in fire services, and the subsequent lack of substantial consequences was mitigated through reliance on federal SAFER grants, the fire service is seeing the coming year with fewer resources than ever, no increase in budgets, and an uncertainty towards continued support from the SAFER grant program. Doing 'more with less' has been accomplished through the persistence and tenacity that characterizes the fire service, thus emboldening public officials to now ask 'do even more with even less.' The challenges continue.

Interest and discussion in this historic re-sizing of public fire protection services has greatly diminished. TSL reader email contributions all but stopped. (Do you recall sending any updates, lately?) While updating the many changes with departments, we completed yet another project (#3) to summarize the totals of budgetary actions and their impact on personnel and physical resources. These are summarized in the Multi-Year Summary Report below.

The STAFFING PAGE has been updated and loaded with information, statistics, commentary and advice to aid the readers – managers, policy makers, labor leaders, researchers, community leaders, reporters, and all who have a stake in the public safety of their community. Feel free to use this information as a guide for comparison, inspiration, provocation and education. Let us know if we can be of further help.

1 – From the many comments that the budgetary crisis did not begin with the recent economic crash, but in fact, has been draining some fire departments since 2000, we researched the ***American Fire Services*** archives and brought out the cuts, closures, and staff reductions for the last ten years. Noted also is the Staffing page has reported only on the departments for which you submitted information. Again, we scoured the archives to include those departments that we had not heard about. The **bad** news? – It was a huge task. The **good** news? – We finished three months early. The **results**? – Considerably more career fire departments are in trouble than initially reported.

2 – Analyze and summarize what has happened due to budget cuts in the past year. It is evident that fire departments are being targeted nationwide. The primary objectives are contracts, salaries, and benefit packages. The secondary losses, coming directly from reduced staffing, are losses of stations and companies. Small and mid-size city fire departments are being hit the hardest. Massachusetts and Michigan lead the losses. A more detailed comparison is being researched. In reviewing hundreds of fire department reduction articles, it is clear that municipal officials, both elected and appointed, are resolved and determined to redefine public funded fire suppression. For the most part, resistance by the fire service community has been ineffective. We offer a few of the most common **Do's** and **Don'ts**.

3 – Multi-Year Summary Report

Note the article from the January 2011 issue of "GOVERNING" by Jonathan Walters and read what policy makers are thinking and saying!

Do rotating "Brownouts" serve the public's safety and "share" the risk? Read what's happened in San Diego.

“Despite the cuts, the fire district says service won't be affected,” Look at what tax payers, politicians, and the media are saying.

Also, check out the latest “Amazing Quotes” – The things public policy makers are saying to people.

Do's and Don'ts

DO

Document your services to the community.
Document your successful operations and programs.
Document your prevention and education activities.
Document your community presence at every opportunity.
Document the assets, the jobs, and the tax base, that you are preserving.
Talk about company availability.
Treat the public with professionalism, kindness, and courtesy.
When they need you, they are not usually having a good day. Remember, you may have been to dozens of fires, hundreds of wrecks, and thousands of sick calls, but must people are experiencing their first and only one, and it is tragic for them.
Remember that your mostly secure job has been funded by the taxes of others who may have recently lost their own jobs.

DO NOT

Overemphasize response time.
They are not listening. Most people long to live and vacation in settings where response do not matter as much.
Talk about reaching medical calls in three minutes every time.
They know about having to wait for hours in hospital emergency rooms, doctors offices, and clinics.
Brownout stations or companies.
If you don't need them 24/7/365 – you don't need them.
Implement rotational brownouts.
Don't tell them that a company isn't needed, but that by rotating closures; you can't prioritize which ones you don't need. You are actually telling them that you don't need any from the rotation schedule. Russian roulette has 5 blanks and one bullet – you see the bullet, they see the blanks.
Abuse sick time.
The media is watching.
Do anything that you would not do in front of your parents.
Acts of stupidity, recklessness, and criminal arrests make great headlines.
Inflate your run statistics.
Non duty responses will be scrutinized.
Play the "Buildings will burn and people will die" game.
All fires left alone will go out by themselves eventually and the sick will either get better or worse. You know it – they know it. Talk about what you do for them – not what will happen to them.

This report's updates are in three sections. New and updated information is listed first. Consequences of fire department budget cuts are listed next and cumulative information is listed last. It is there so that you can use it for ideas when you are defending your department against cuts. Please take a moment to review and update the fire departments that you know about and send us the information. If you are forwarding a print article, please send the article rather than just the link. Staffing@firefighterclosecalls.com We are in this together.



What the Public, the Politicians, and the Press Are Saying

For Valley's Public Employee Unions, Tactics Change with Times

By Joe Schoenmann (contact)
Las Vegas Sun
9/2/2012

These aren't the best of times for organized labor.

All around, public employee unions are coming under fire as groups of privileged workers who earn good wages and benefits while most in the private sector wallow in the doldrums of the Great Recession.

Republican political leaders in Wisconsin, Ohio and other states have actively pushed anti-union legislation. The furor in Wisconsin led to a failed recall-election against anti-union Gov. Scott Walker that may, in turn, embolden further attacks on unions in coming years.

In any case, it certainly hasn't helped a nation where public employee unions have stretched over the decades into almost every line of work supported by taxpayers.

In Southern Nevada, Clark County and Las Vegas, unions represent police, firefighters, transit workers, prosecutors, different types of administrators, nurses, maintenance workers, janitors, security guards and more.

For decades, their benefits rose with the fortunes of a growth economy. Everyone it seemed, even private-sector workers, made good money. Tax revenues were high, so rather than open messy labor battles, politicians mostly gave in and gave public-worker unions what they wanted.

When the economy dropped into the abyss in 2007, tax revenues went with it – but union benefits remained. Five years later, politicians who fought to cut into those benefits are reviled by unions but praised by many taxpayers.

Some unions are still fighting. Las Vegas firefighters have denounced city approval of a fire department study that could lead to cost-savings as unnecessary. In June, North Las Vegas police supervisors sued the city to stop a move to gut parts of its union contract.

Last month, the Sun wrote about firefighters in Las Vegas, North Las Vegas and Clark County endorsing a campaign to slam private ambulance companies, seen by some as an attempt to ensure that firefighter EMT service doesn't fall to the budget blade.

At other times, though, the unions have done what would have been unthinkable three or four years ago: They have issued statements of conciliation; they have given up sacred benefits, such as longevity pay, in light of southern Nevada's unrelenting economic struggle. Gone is the anti-administrative rhetoric from Clark County firefighters; and where the police union threatened political retribution to those who didn't see a contract their way some four years ago, it has worked nearly hand-in-hand with the sheriff to approve contracts quickly.

The myriad smaller unions rise and fall with the fortunes of the Big Three: SEIU, firefighters and police. Here's a primer on how circumstances have changed for the major unions in the past five years.

Service Employees International Union

The SEIU represents healthcare workers, maintenance staff and, in the Regional Transportation Commission of Southern Nevada, civil engineers, public information coordinators, planners, traffic signal workers and others.

In early 2007, little notice was paid to a contract between the SEIU and Clark County that granted a 3 percent raise retroactive to 2006, a 4 percent raise in July 2007 and 3 percent boosts in the next two years. At the same time, thousands of those union members remained eligible for merit-pay increases.

Over four years, the raises cost the county an additional $77 million. At the time, a county spokesman called the raises "fair" because they were less than increases in the consumer price index.

County officials also worried they could lose even more if they took their case to an arbitrator. That's because North Las Vegas had recently granted 4 percent raises in each of four years to its union workers. Arbitrators partially base decisions on wages and benefits in surrounding communities; bigger increases in North Las Vegas result in bigger raises in Clark County.

Zoom ahead five years. The financial landscape changed and so have contract terms and negotiation tactics. County administrators, backed by commissioners who seem to scrutinize every dollar spent, acknowledged in late 2011 that in the previous three years, the SEIU's 5,000 workers had averaged wage increases of 12.6 percent total. (At the same time, county prosecutors had received nearly 15 percent in wage increases.)

In August 2011, county commissioners approved a binding agreement forcing some 3,000 University Medical Center workers to pay back an average of $280 each, part of a deal to cut their pay by 2 percent.

Both moves sent a strong signal that county administrators had the support of elected county commissioners.

A few months later, the county and SEIU agreed to a two-year contract that froze longevity pay for a year, erased merit increases for two years and eliminated cost-of-living raises for the same two years. The deal with some 5,000 employees saved the county $20.4 million over two years.

A few weeks ago, SEIU and Regional Transportation Commission negotiators came back with what they believed would be a contract accepted by the commission's board. Except the board didn't like it. While other unions had eliminated longevity pay for new hires, this contract proposal kept longevity pay, albeit at a lower rate. And while it tied various pay raises to the consumer price index – which hadn't been done in previous contracts – transportation commissioners said no and told them to come back with something more austere.

Nick DiArchangel, SEIU spokesman, sees the shift in politics as an opportunity for the unions to become more creative and cohesive.

“You’re going to start seeing public employee unions say ‘we have solutions, we have ideas,’ which are not ‘don’t take from us, don’t take,’ but are paths upon which to build stronger service,” he said. “I think in places where you see things being taken away, the unions haven’t stepped up and said we have a solution.”

What DiArchangel doesn’t see is the demise of unions, which appears to be the wish of various policymakers around the country.

“People with regressive politics have done a great job of tying the economic collapse to public employees and saying that reducing services is the solution,” he added. “This ignores the facts of who created the economic crisis and the housing collapse.”

He doesn’t think a majority of the public feels that way, though.

“I don’t see a public backlash against public employees, and that might be because they make up such a huge portion of our economy,” DiArchangel said, noting his wife is a special-education teacher. “We’re so connected to the fabric of the community. You can’t say ‘that public employee’, because that very same person is in your house or your neighbor.”

Police

Of all the union/administration relationships, perhaps none has appeared as easygoing as the one between the union representing Metro Police officers and the sheriff. As Sheriff Doug Gillespie reported, for 25 years until 2010, Metro’s budget increased 10 percent each year.

A sizable portion of those increases resulted in higher wages and benefits for officers.

But cracks began to appear in 2005, when the union and the staff of former Sheriff Bill Young presented a four-year contract that increased wages and benefits 25.6 percent, or more than 6 percent each year. The contract, however, failed to gain enough votes of Metro’s Fiscal Affairs Committee.

At the time, County Commissioner Tom Collins served as one of two commissioners on the committee. Fearing he would vote in favor of the fat contract, Collins’ fellow commissioners voted 6-1 to remove him from the committee. His replacement, Rory Reid, voted “no” to help defeat the contract. An arbitrator later approved a contract granting wages and benefits totaling 22 percent over four years.

By the time new contract talks came around in 2010, the economy was in full slump.

The union quickly agreed to no cost-of-living increases, though the contract kept intact 4 percent step increases for an officer’s first 10 years and longevity pay that starts at 5 percent and maxes out at 15 percent. Las Vegas and Clark County, which co-fund a majority of Metro’s budget, also agreed to fund all of the state-mandated increases in pension contributions.

Two years later, even relatively tiny wage increases are being rejected. In May, Fiscal Affairs rejected the sheriff’s recommendation for a two-year contract, beginning July 1, 2013, that would give police 3 percent merit increases in year one and 1 percent in year two. When that didn’t fly, he offered 1 percent and 1 percent.

That didn’t fly, either, and negotiations continue.

Chris Collins doesn’t sound worried. The executive director of the Police Protective Association is looking at his union numbers and membership is up by a few percentage points.

He thinks membership numbers are doing well because of two factors; the economy and “the department’s more aggressive stance in discipline and terminations.”

At the same time, they union has avoided making itself a target in the public’s eyes.

“I’m not going to say we’ve fared well (with contracts) but we’ve done as well as anybody in the country as far as what we’ve given back,” Collins said. “We’ve come to terms with the city and county for three years in a row and have avoided arbitration and the big public battles.”

He added that “image is important. The police department needs the public trust.”

When the economy bottomed out, Collins said, unions were caught somewhat off guard by the political attacks against their members. “Public unions did not get out and counter those claims very well, with proof and documentation to say, look, that’s simply not true.”

A new coordinated effort among police associations across the country to disseminate more information about public union costs and benefits, he hopes, will change perceptions.

“As we provide more facts and willingly enter debate, the sentiment will change,” Collins said. “But it’s going to take some doing.”

Fire

No public unions in Southern Nevada have been more beloved for so many years past, yet so reviled in recent times, than those representing firefighters.

Here’s how the leader of another public union, who did not want to be identified, put it: “They lived large for what, 100 years? They’ve always been the most popular. Always been the good guys. Not anymore.”

Only 10 years ago, for example, it was practically sacrilege – or at the least, political death – to square off against a firefighter union. Former County Commissioner Erin Kenny is said to have won her election to office in 1994 and 1998 as a result of her support from firefighters, who campaigned for her door to door.

That kind of power politicians ignore at their own peril.

It’s the kind of power that resulted in firefighter union contracts like no other in the breadth and scope of benefits earned. In the view of some elected leaders, it also created a backdrop that allowed more freedom for firefighters to wrack up large overtime benefits by, as Commissioner Steve Sisolak puts it, “gaming the sick-leave system.”

And then the economy tumbled.

In the past three years, local politicians have pummeled firefighter unions like no other. They made a big target. Firefighters’ benefits and wages are better than everyone else’s, so government bodies looked to those areas for savings.

When the unions fought back without volunteering concessions – their argument was sound from one standpoint: those lucrative contracts were signed by elected leaders – it made headlines.

The change started three years ago. If Erin Kenny was the Clark County Commission poster child for union love, Sisolak is the guy whose poster graces dartboards in county fire stations.

Sisolak took office in 2008, right around the time the economy tanked. Almost immediately, he began criticizing the wages and benefits of firefighters. Two years ago, for instance, the average county firefighter collected wages and benefits totaling $189,000, much of it coming from overtime.

The county firefighter union fought back hard. Members once showed up at one of Sisolak’s informational meetings at Lake Las Vegas, their arms folded as they stood in the back of a meeting room, to stare and try to intimidate him. Sisolak started scrutinizing sick-leave usage, which results in overtime pay and pension contributions for firefighters called to replace a sick co-worker.

The union, meanwhile, fought to maintain hard-won wages and benefits, leading to a contract stalemate. An arbitrator heard the case and sided with the county, adding it did appear some firefighters were gaming the sick-leave system.

Months later, the county fired two firefighters for sick-leave use; both won their jobs back. Meanwhile, the FBI is continuing an investigation into the sick-leave issue.

Remarkably, the county and firefighter union are trying to make nice.

Negotiators for both sides wrapped up two contracts within months of each other earlier this year, saving the county millions; sick-leave and its resulting overtime have fallen dramatically; and in July, Sisolak wrote a lengthy letter to the editor proclaiming “there are many hard-working, honest firefighters who deserve our respect and gratitude.”

Too good to be true? To be sure, there is a bottom-line rationale behind the niceties. In two years, Clark County voters will be given the chance to vote on a special property tax that benefits the Fire Department. Should voters turn down the proposal, the county will have to make up an estimated $15 million that currently contributes to wages, operational costs and capital projects.

Many could lose their jobs. Will they be firefighters or other county employees? Many could lose their jobs. Will they be firefighters or other county employees?

* * *

Sisolak says he doesn’t want, nor does he see the day when public employee unions disappear. But echoing the sentiments of people those on both sides of the fence over the last four to five years, he said the days of fat contracts with no questions asked are gone.

“I think there will always be more scrutiny from here on in,” Sisolak said, adding that even if the economy improves, the memory of this economic downturn will stick in people’s minds for decades to come.

“In this case, I don’t think people’s memories are going to be short,” he added. “No one wants to go through these kind of gut-wrenching decisions again in the future.”

Grand Jury Looks at Fire Agencies

San Bernardino County Sun
11/13/2013

The 2010-11 Santa Clara County Grand Jury looked at the nine fire agencies in that northern California county and found that only 4 percent of the calls for service were to fires, with 70 percent being for medical service and the rest situations including rescues and hazardous materials.

"Fire departments should rethink their response protocols -- which are based on an historically fire-oriented model that does not match today's overwhelmingly medical-based demand for emergency services," the report says. "Given that approximately 70% of calls to fire departments are reporting medical emergencies rather than fire, and that only one of every three crew members (33%) is trained to respond to medical situations and conditions, there appears to be a mismatch between service needed and service provided."

A paramedic typically makes significantly less than a firefighter or firefighter/paramedic, while a fire engine costs five times what an ambulance does, causing unnecessary wear and tear on expensive vehicles, according to the report.

The report also suggests consolidating services from neighboring departments and reorganizing staffing so that seasons or times of day that are known to have a lower number of calls have fewer firefighters.

"In their responses to Grand Jury questions regarding firefighter staffing and salary levels, some interviewees described firefighting as 'the best part-time job in America,' conceding these well-rewarded firefighters wear 'golden handcuffs,'" the report says. "Others acknowledged that firefighters are paid for '23 hours of sitting around for one hour of work' because that is how 'insurance' works."
Firefighters unions in Santa Clara County criticized the report, saying firefighters can respond more quickly, and no major suggestions from the report were implemented.

Private For Profit Firefighting Services

The Private For Profit Firefighting Services industry has recorded impressive growth over the past decade, with revenue posting double-digit gains. Industry growth is largely attributable to a rising trend toward privatization, driven by cutbacks in state and local funding for public sector fire departments. Consequently, governments are increasingly contracting with private sector fire departments, which can be hired on an as-needed basis.

For instance, from 2009 to 2011, the number of public sector firefighters decreased an average 0.6% per year, while the number of private firefighters grew an average 16.9% per year, according to data sourced from the Bureau of Labor Statistics. “Furthermore,” says IBISWorld industry analyst Caitlin Moldvay, “insurance companies are increasingly employing private firefighters to pre-treat insured properties and aid in fire suppression efforts to limit potential property damage in the event of a wildfire.” These factors have led to an expansion of private sector firefighting services. Over the five years to 2012, industry revenue is estimated to rise at an average annual rate of 12.5% to $2.1 billion, including projected growth of 9.7% during 2012.

The Private Firefighting Services industry includes privately-operated companies that charge a subscription fee to homeowners and business owners to provide fire prevention and suppression services. “Most often, subscription services are provided to small towns or unincorporated areas without a publicly funded fire department,” adds Moldvay. In addition, companies provide fire protection services to airports and industrial facilities on a contract basis or are employed by insurance companies or government agencies. Over the past five years, the number of private sector firefighters has grown at an average annual rate of 15.0% to an estimated 16,880 employees. The industry exhibits a low level of market share concentration; industry firms are small because there are no economies of scale to be gained through expansion. Additionally, concentration has fallen over the past five years, primarily due to industry expansion.

The Private Firefighting Services industry is expected to continue expanding, with industry revenue projected to rise through 2017. Continued state and local budget shortfalls are anticipated to lead to greater outsourcing to the private sector. Moreover, insurance companies offering private firefighting services to homeowners in the West and Southwest regions will be a continued source of growth for the industry over the coming five years. For more information, visit IBISWorld’s Private Firefighting Services in the US industry report page.

Public Safety Compensation

By Steven C. Johnson and Chris Francescani

NEW YORK (Reuters) - Pharmacist Michael Nastro is full of admiration for how police responded to a deadly robbery in his suburban New York neighborhood in 2011.

A gunman walked into a pharmacy near his own on Long Island, killed four people and fled with a stash of painkillers. Police in the area, which is part of wealthy Suffolk County, best known for the exclusive Hamptons

beach towns, boosted patrols and gave advice on what to do if the robber hit again. They caught him three days after the shooting.

But Nastro, 50, admits he's torn about police officers' pay and retirement benefits. "I'd be lying to you if I said I wasn't conflicted," he said. "I want good police work, but I'm a taxpayer too. There's got to be a middle ground."

The average annual pension for Suffolk County cops who have retired since 2007 was $86,702, according to figures from the Manhattan Institute, a public policy think tank, against $37,270 for other county employees, excluding teachers. The county, facing a three-year deficit of $530 million, declared a fiscal emergency in March.

Traditionally, U.S. voters have backed generous pay and benefits for the cops and firefighters willing to risk their lives to keep citizens safe. That was especially so after the deaths of many emergency workers in the September 11, 2001, attack on the World Trade Center in New York.

But as economic conditions have worsened and many local governments have run into severe fiscal problems, that attitude has started to change. Since the 2007 recession, some cities have tried to roll back pension benefits and pay, among the most rigid and, in some cases, highest expenses in municipal budgets.

From New York to California and points in between, cops and firefighters have been drawn into pitched battles over their pay and benefits.

In San Diego and San Jose, California's second and third biggest cities, voters in June overwhelmingly backed sweeping pension reforms. In San Jose, all employees will have to choose between reduced benefits or higher retirement contributions.

In the mid-sized California cities of Stockton and San Bernardino, officials say public safety costs were among the factors that forced both to declare bankruptcy. In Vallejo, a former U.S. Navy town near San Francisco that emerged from a three-year bankruptcy last year, public safety pay and benefits were consuming three-quarters of the city's general fund.

Detroit, plagued with one of the highest crime rates in the country, nonetheless cut pay and healthcare benefits for city workers, including police, by 10 percent just over a week ago, a move the mayor says will save the cash-strapped city $102 million a year.

A legal challenge by the Detroit Police Officers Association failed, even as union President Joe Duncan publicly complained of what the cuts would mean for Detroit's ability to hire police, noting that the city is "already 50th on the list of pay for the biggest 50 cities in the United States."

St. Louis this month approved an overhaul of the firefighter retirement system that rolls back decades of increases, while Miami officials trying to plug a $60 million budget gap this week declared "financial urgency," which will let them alter employee contracts. Among the city's proposals: limit overtime for firefighters and require higher health care contributions.

According to an analysis by New York-area newspaper Newsday published last month, police and sheriff's department employees in Nassau and Suffolk counties reached nearly two-thirds of each county's payroll.

"That is why a lot of municipalities are choosing bankruptcy, because it's the only way - other than getting a state control board - of getting out of these salary and pension requirements," said the former top official of Suffolk County, Steve Levy.

SAVINGS AND SAFETY

Striking the right balance between savings and safety is a touchy business, though.

While it's become almost routine for voters to rail against fat paychecks and generous benefits for teachers, transit workers and other public employees, cops and firefighters have in the past been largely spared such anger.

For example, in Wisconsin, where most public workers were stripped of their collective bargaining rights and made to pay more to fund their pensions, firefighters, cops and other public safety workers were given an exemption.

Still, Jim Carver, president of the Nassau County Police Benevolent Association, says politicians have started to target cops and firefighters. The state seized control of Nassau County's finances after the county failed to balance its budget and had its credit rating cut last year.

Carver bristles at the notion that police and firefighters don't deserve what they earn.

"After 9/11, you couldn't find a politician that wasn't rushing to put his arms around a cop or a firefighter," he said. "Ten, 12 years later, we are to blame for everything. Politicians have made us the enemy. We didn't put a gun to anybody's head. These were fairly negotiated contracts."

"EVERYBODY'S COMPLICIT"

To be sure, it took decades of bad decisions and poor management by local authorities to put many communities in fiscal dire straits. In countless cases, cities, counties and states over-promised benefits to retirees but neglected to set aside sufficient reserves to cover their liabilities.

When the economy and stock market were booming, cities often sweetened pension benefits, confident the money would be there in the end. After 9/11, the cops and firefighters' heroic status with the public meant that they were in a particularly strong bargaining position.

But the 2007-2008 recession and the impact of the housing bust on real estate taxes hammered municipal revenues and badly hurt pension funds' investment returns.

The Pew Center on the States said the gap between states' pension promises and liabilities was $757 billion in 2010.

"Everybody's complicit in this," said Lawrence Levy, executive dean of the National Center on Suburban Studies at Hofstra University.

Noel DiGerolamo, head of the Patrolmen's Benevolent Association in Suffolk County, has harsh words for the public officials, saying they should be bearing the blame for fiscal woes.

"Rather than being responsible leaders of government and saying, 'We have these pension obligations that we're going to have to pay,' and saving towards those obligations, they are being politicians," DiGerolamo said. "And when the bill comes due, blaming employees who have worked towards and earned these pensions for 20 or 25 years."

BROKE IN CALIFORNIA

Of course, scores of municipalities are managing to balance their budgets even as costs rise. Only a few of the 90,000 issuers in the municipal debt market are in true distress.

Even many with escalating pension costs can meet their current obligations. It's keeping up with promises to aging citizens who are living longer that keeps officials up at night.

In some cases, contracts that may once have seemed fair are helping to bankrupt cities and leading to severe cuts in services, including fire station closures and reductions in police forces. Eight municipalities have sought

protection from their creditors so far this year, following 13 that filed in 2011, and many others are having to slash their budgets.

San Bernardino, a city of 210,000 some 65 miles east of Los Angeles that has been hit hard by the collapse of the housing market, says public safety spending eats up 73 percent of its general fund budget, with overtime for firefighters especially onerous. Pension costs are expected to reach $25 million this year, double the 2006 level.

The city imposed a temporary 10 percent pay cut, but the firefighters' union successfully challenged it in court and is entitled to back pay. The city council voted last week to suspend debt payments and quit paying into a retiree health fund.

Some 350 miles to the north, Stockton, the biggest U.S. city ever to file for bankruptcy, allows police officers to retire at 50 with pensions based on 3 percent of final pay for each year in service.

When he signed the bankruptcy filing in June, Stockton city manager Bob Deis said a 1996 decision to provide firefighters with free health care in retirement, later expanded to all city employees, was a "Ponzi scheme" that saddled the city with a $417 million liability.

Because their jobs are dangerous and physically taxing, cops and firefighters typically retire after 20 or 30 years on the job, and that's as it should be, said Michael Coleman, a policy adviser for the League of California Cities, an association of municipal officials from the state.

But that's why it's important to keep pensions reasonable.

"I don't think anyone disagrees that these are dangerous jobs. But how much is enough? Unfortunately, I think it's gone too far," Coleman said.

The contrast between benefits in the public and private sectors is stark.

Only 26 percent of U.S. companies offer retiree healthcare benefits, compared with 66 percent that did so in 1988, according to the Kaiser Family Foundation.

Most private sector employees bear the brunt of providing for their retirement by saving money in funds known as 401(k) plans, with companies typically also making contributions. After the 2007 recession, some firms stopped making contributions altogether.

It can all add to tensions as some taxpayers question why their services are being cut or property taxes raised so a city or county can find the money for generous retirement benefits.

In New York, a 2010 investigation by then-attorney general Andrew Cuomo, now governor, found widespread incidence of "pension padding" - public employees working extra overtime in their last year on the job to boost pay and retirement income.

That's especially costly when it comes to well-paid public safety workers. The Manhattan Institute estimates nearly 10 percent of New York State cops and firefighters who retired in 2011 will receive six-figure pensions, from 2 percent in 2001.

NO QUICK FIXES

Quick fixes, however, are unlikely.

Efforts to revamp public pension plans face stiff legal challenges. Each state has its own constitution, courts and case law that affect how it can go about changing retirement systems.

Firefighters in San Bernardino have filed seven legal actions against attempts to scale back pay and benefits since 2007.

In many municipalities, public salaries and pensions are pegged to those offered in comparably sized regional cities. In New York, pensions, once set by the state, cannot be negotiated through collective bargaining.

At the same time, alternative ways to tackle deficits, such as raising taxes, are politically unpopular.
In the small Southern California city of Stanton, voters recently rejected a proposed utility tax hike that would have raised $1.1 million. The city instead cut back on active police and fire staff, which account for 77 percent of its spending.

"Will there be some impact on response time? There could be," said city manager Carol Jacobs. "But this city is not going to go bankrupt."

In some cases, unions have preferred layoffs to reduced retirement benefits. Two troubled cities in New Jersey are cases in point. Camden, one of the state's poorest and most crime-plagued cities, recently cut its police force by about half, and Newark cut its force by a third after unions declined concessions demanded by their city governments.

In New York, former Nassau County Executive Thomas Suozzi, a Long Island Democrat who has clashed with police unions, gave a stark assessment. "We're facing a problem that will be faced by every town in America.

"You can't raise property taxes anymore - people won't go for it. There's no more money. So, do you cut services, which will result in the death of the suburbs, I think, or do you make these salaries and pensions more rational than they've been?"

(Additional reporting by Hilary Russ in New York, Ronald Grover and Tori Richards in Los Angeles, and Jim Christie in San Francisco; Editing by Martin Howell and Leslie Adler)

Making Smart Choices in Bad Economies

by Ed Mund

Times are tough. What's a public system to do?

As public budgets continue to shrink, how can EMS leaders make smart but tough choices that keep their doors open and let them keep serving the public? A report by well-known consultants Fitch & Associates, *Making Smart Choices About Fire and Emergency Medical Services in a Difficult Economy,* looks at problems being faced by emergency services managers and presents a variety of solutions that are working for some.

In many communities, public safety funding makes up as much as two-thirds of the municipal budget. In today's economy, where real estate values have dropped significantly, budgets that rely on property taxes have been impacted dramatically. When community leaders slash budgets in response, emergency managers are left to determine how to save money without costing lives.

According to the authors of the report—Fitch's Joseph J. "Jay" Fitch, PhD, and Michael Ragone and the RedFlash Group's Keith Griffiths, who produced it for the International City/County Management Association (ICMA)—this financial squeeze will not end any time soon. They cite U.S. Fire Administration officials who say that even once the economy rebounds, it will take 1–3 years for municipalities to see increased revenues. Fire-rescue agencies can expect a 3–5-year wait before seeing their budgets increase.

A public agency's sheer size and exposure in the public eye make it an easy target for cuts. One easy and often-used technique is across-the-board cuts that affect every municipal department. The intent is to "share the pain" by treating everyone the same. But not every unit of government has the same mandates and measures to define success. This means across-the-board cuts are liable to have unintended

consequences because the budget "fix" has not been thoroughly thought through. A more accurate process is to have serious policy discussions that take into account what the community really values, then prepare budgets accordingly.

Personnel costs are often a high percentage of agencies' budgets, as well as municipalities' overall expenses. An example in the report cites that public pensions represent 20% of Los Angeles' budget costs. One way cities are lowering these costs is by moving from defined benefit plans to more 401(k)-style defined contributions plans. Another money-saving technique is a tiered system where new hires earn fewer benefits initially, but their benefits increase with tenure.

Attempts to maximize payroll dollars include the ongoing debate over whether it is cheaper to pay overtime and work existing employees more hours, or hire additional responders to save overtime costs. According to the report, the general rule says that if it costs more than 50% of pay to hire and provide benefits to new employees, then it is cheaper to pay overtime to current staff. However, strongly held beliefs and traditions also come into play when trying to decide how to proceed, which makes the overtime-vs.-new-hire decision process unique to each agency considering it.

Some agencies explore using alternative service delivery methods to achieve more (or at least maintain) with less money. But Fitch cautions EMS managers to keep the medicine in mind when looking into solutions that affect response capabilities. "Decisions on how to respond need to be based on sound medical evidence," Fitch says. He notes that response time targets need to reflect how they affect outcomes, not necessarily just some arbitrary performance standard.

The report's authors cite two different concepts that are finding success. In suburban Portland, OR, Tualatin Valley Fire & Rescue runs ALS-equipped and -staffed engines and uses a private third party for transports. The department deploys peak-demand engine companies or rescue response vehicles to answer calls and maintain response times during busy periods.

The San Jose, CA, Fire Department has devised a resource management strategy called dynamic deployment to minimize the impacts on service of shutting down fire companies. They faced some upfront costs for software, communications personnel and ongoing data gathering and analysis, but officials expect to reduce service-level impacts to the most critical calls.

Several other communities are using different means of triaging calls at their dispatch centers and offering callers alternatives such as nurse-assist lines or appointments with and transportation to clinics. Costs are lowered, risk is reduced from fewer emergency runs, and resources remain in service for true emergencies.

The report offers good advice on patient transports for EMS managers trying to decide if ending transports by contracting with third parties would be better. Fitch says this process can be complicated because most requests for proposals only ask applicants what they can do. This makes it hard to evaluate competitors. According to Fitch, a more objective procurement process will clarify the agency's service expectations and ask applicants how they can meet them. RFPs written in this fashion will result in responses that can be objectively compared based on how well applicants meet the designated standards.

Fitch says the bottom line to any decisions that affect response-to-service requests is unique to every agency. "Whatever is decided has to work for that agency based on its mission, staffing, attitudes and local needs," he says.

An ISO Rating Process Primer

Grand Rapids Press

"Insurers alone decide on what rates they will charge and what insurance markets to do business in," said ISO spokeswoman Jessica Riccardi in an e-mail. "As such, ISO cannot speculate on how a fire classification change will affect local property insurance premiums."

If a fire breaks out in your home or apartment, how soon will firefighters arrive? How quickly can they put out the blaze?

The answer depends on where you live, the time of the day and if there's a fire hydrant nearby.

Most homeowners don't think about it much. But the insurance companies have a pretty good idea.

How they calculate the risks depend on the insurance company and their assessment of your community's fire protection.

Many insurers rely on the Insurance Service Office (ISO) "Fire Suppression Rating Schedule" that rates protection in each community.

It's produced by ISO, a private company that sells the information to the insurance industry.

Based on a 1-10 scale, ratings are assigned to each community on the basis of three community factors. More about that later.

The city of Grand Rapids carries West Michigan's highest and best ISO rating at 3, thanks to its full-time staffing in all 11 stations scattered strategically throughout the city.

Other cities with full-time departments such as Holland and Kentwood carry a 4 rating. Communities with a blend of full-time and "paid-on-call" firefighters typically are given ratings from 5 to 7.

Areas with no access to fire hydrants and reliance on all "paid-on-call" staff tend to be assigned a 9.

The panhandle region of Wyoming has been assigned a 10 ever since the city closed the fire station serving that area in 2004.

Although the city has arranged for "automatic aid" to the panhandle from Grandville fire department, the 10 rating still reflects the neighborhood's distance from the nearest Wyoming fire station.

ISO bases its ratings on periodic visits to fire departments, where evaluators assess manpower, level of training, equipment, availability of water and dispatching capabilities.

Fifty percent of the rating is based on the department itself, 40 percent is based on the availability of water and 10 percent is based on a community's dispatching service, according to ISO.

There are no statewide standards for the level of fire protection in a community, State Fire Marshal Ronald Farr said.

"It's a local decision," said Farr, a former Kalamazoo Township fire chief who took the job two years ago. "They have to do a risk assessment for their community and determine the type of protection they want to provide."

For some sparsely populated communities, the high cost of protection out-weighs the risk.

Advocates of improved protection argue that a lower rating means lower homeowner's insurance premiums that offset the higher tax rates that property owners pay to achieve the higher ratings.

ISO officials avoid the argument and declined to comment for this article. "Insurers alone decide on what rates they will charge and what insurance markets to do business in," said ISO spokeswoman Jessica Riccardi in an e-mail. "As such, ISO cannot speculate on how a fire classification change will affect local property insurance premiums."

<u>But on its website, ISO argues the classifications do make a difference.</u>

"On average, per $1,000 of insured property, communities in the worst classification had homeowner fire losses more than twice as high as communities in the best classification," the website said.

"On average, across the country, the cost of fire losses for homeowners policies in communities graded Class 9 is 65 percent higher than in communities graded Class 5."

The difference is greater when commercial property is considered, according to the website. Communities in the worst category had fire losses more than three times as high as communities in the best categories.

Some large insurance companies, such as State Farm and Auto-Owners, say they base premiums on their own calculations.

"We use our own database of claims experience as a substitute for ISO" said State Farm spokeswoman Angie Rinock. "Because we're the largest homeowners insurance company in the nation, we have big enough database to be able to do that."

Andy Flanagan, a spokesman for Auto-Owners, downplayed ISO in his company's rate-setting policies.

"The exposure to loss from other insured perils may also change (a premium), both up and down, based on a company's loss experience," Flanagan said in an e-mail.

A survey of homeowner insurance rates by the Michigan Office of Financial and Insurance Regulation also raised questions about the role ISO ratings play in setting insurance premiums.

For example, the survey indicated many insurers charged identical rates for homes in Clare, rated a 7, as 3-rated Grand Rapids.

On the other hand, Flint and Lansing, both rated 3, saw several insurers charge higher rates than Grand Rapids.

Nonetheless, fire departments and community leaders pay attention to their ISO ratings.

Grandville Mayor James Buck recently urged citizens to call their insurance agents after ISO upgraded the city's classification from a 5 to a 4.

Fire Chief Mike May said Grandville earned the new rating, effective July 1, because of improved dispatch and communication, training documentation, automatic aid agreements with Wyoming and a strong water supply.

"Always ask about discounts," said Lori Conarton, communications director for the Insurance Institute of Michigan.

Many insurers offer discounts for nonsmokers, newer homes, homes with sprinkler systems and hard-wired smoke detectors, Conarton said. Rates also can vary based on the amount and type of coverage and the level of deductibles.

"It's very competitive here in Michigan," Conarton said. "We have hundreds of companies that operate here and each one operates a little differently, based on their own loss experiences."

Firefighters Feel the Squeeze of Shrinking Budgets

In small and large cities alike, firefighters have gone from heroes to budget bait.

BY: Jonathan Walters | January 2011 Governing

As a matter of political gospel -- and survival -- firefighters are sacrosanct. No matter the depths of a municipality's budget crisis, neither the firefighters' ranks, pay nor benefits are touchable. There are no reductions in force for firefighters. And yet, in cities all across the country, that's exactly what has been happening. The men and women in red are becoming as vulnerable to budget cuts as other municipal employees.

The new landscape has clearly been shaped by the brutal fiscal conditions in localities. In an era of such severe economic uncertainty, high-level municipal officials -- elected and otherwise -- have not been shy about portraying firefighters as a group that has vacuumed up more than its fair share of municipal resources -- whether it's for salaries, equipment and firehouses, or for some of the most generous retirement packages offered by local governments today.

But other factors have contributed to the new view, and one is a question of efficacy. There's a growing discussion about whether -- in a world with fewer fires and more emergency medical-related incidents and automobile accidents -- firefighters are deploying resources to maximum effect.

The Cost-Efficiency of Firefighters

Right now, the cost of paying a firefighter is foremost on city officials' minds. Take San Jose, Calif. Over the past decade, the cost of firefighter wages and benefits in the big California city has increased 100 percent, while city revenues have only risen by 20 percent, according to Michelle McGurk, a spokeswoman for the mayor's office. The average firefighter, she says, now costs the city more than $180,000 per year. Moreover, the highest-paid employees in San Jose aren't high-level city managers -- or even the city manager -- but upper-level members of the city fire service. Firefighters with 30 years of service can retire as early as age 50, with 90 percent of their salary.

That was just the beginning of the tough line that the San Jose mayor's office took when it handed out pink slips to 49 firefighters last fall, a decision that the city laid directly at the feet of the San Jose firefighter's union, Local 230. "Let me be very clear," McGurk says, "we didn't have to lay off firefighters. It was the decision of Local 230. They could have come through with concessions."

With an open contract -- the firefighter union's collective bargaining agreement expired in June 2009 -- the city asked Local 230, along with all other city unions with open contracts, to give back roughly 10 percent in wage and benefit concessions in a deal that would have saved the 49 firefighter positions. But Local 230 summarily rejected the idea, arguing that the city wasn't in as bad fiscal shape as it claimed and that firefighters were being asked to bear more than their fair share of cuts.

Painting firefighters as something of a pampered class -- well paid with retirement packages that would be the envy of anyone in either the private or public sectors -- would have been unheard of just a few years ago. Today, it's a widespread practice. Having spent a decade on a post-9/11 pedestal, the profession has been on the receiving end of more stringent scrutiny. Government officials and the public they represent appear to be taking a much harder look at exactly what they are buying when asked to spend bigger and bigger bucks on firefighters, firefighting equipment and emergency response.

In cities where firefighter layoffs haven't occurred, it has frequently been due to concessions wrung from unions -- despite unions' reputation as tough negotiators. But it's not that the unions have caved in easily to city demands. In Jacksonville, Fla., for instance, the firefighters' union at first rejected a contract calling for a two-year, 2 percent pay cut, and that for the first time ever required single firefighters with no dependents to contribute to their health insurance. In the face of rejection, the city promptly followed through on its threat to lay off 15 firefighters, a messy process that involved bumping another two dozen active firefighters to lower-level jobs.

The move was the culmination of several years of tough budgets for Jacksonville, says Misty Skipper, a city spokeswoman. In a city looking at escalating employee costs of 20 percent in the next five years, it means that every employee in government must sacrifice. It's part of a new reality. "In the past, our public safety sectors -- police and fire -- have essentially been held harmless," Skipper says. "This year we knew the gap couldn't be addressed just through nonpublic safety areas."

In the face of layoffs, the Jacksonville firefighters' union capitulated. Besides the 2 percent pay cut, single firefighters without dependents will now contribute 5 percent to their health-care coverage. While the 15 laid-off

firefighters were reinstated with the recent ratification of the firefighters' contract, the city will still eliminate 15 fire and rescue positions through attrition.

"Obviously, a pay cut is never good, especially when you're already on the low end of the pay scale," says Randy Wyse, president of the Jacksonville Association of Firefighters. (Starting pay for fire and rescue personnel in Jacksonville is just more than $34,000, with additional pay available for medical training, firefighting-related educational advancement and longevity.) "But my members understood the economic times and responded."

What irritates Wyse about the firefighter cuts -- over and beyond the sacrifice his members are making -- is that in his view, the city is spending millions to keep its professional football team, the Jaguars, happy, and to develop local amenities like a $600,000 riverwalk. Given that, Wyse thinks the city has the cash for luxuries while it squeezes public safety. He is inclined to label the city's budget crisis "contrived."

Even if city resources may be somewhat constrained, he says, "there's no recession in demand for our services." The number of fire and emergency medical services (EMS) calls is increasing every year. Firefighters are, he says, "becoming the first line in someone's health care."

Fire Departments Around the Country Feel Budget Restrictions

If Jacksonville -- a consolidated city/county government experiencing less budget pain than most large municipalities -- is forcing cuts to fire and rescue, it's easy to predict what's going on in the rest of the country. The litany of cuts, compromises, give backs and service reductions is astonishing.

In the wake of losing 23 firefighter positions in the summer of 2010 -- an almost 25 percent reduction in manpower -- Lowell, Mass., is now counting heavily on mutual aid from surrounding towns for fire suppression services. Firefighters in Muskegon, Mich., ratified a three-year contract that allows the use of more part-time firefighters. In Baltimore, firefighters were given the option of taking five to eight furlough days or risk losing 100 positions. In Elgin, Ill., a Chicago suburb, firefighters agreed to a "no raise, no layoff" contract for 2011 that also reduced its minimum staffing level from 36 to 34, saving the city a reported $750,000 a year.

In Newark, N.J., firefighters joined in a court challenge at the end of last year to contest a city budget that called for laying off hundreds of municipal employees, including two dozen firefighters. San Diego instituted a "rolling brownout" system, whereby certain firehouses are temporarily closed -- an initiative that takes more than one-tenth of the city's fire and rescue complement off the street each day, saving the city nearly $12 million per year. Meanwhile, New York City Mayor Michael Bloomberg recently unveiled a plan to significantly reduce municipal manpower -- a plan that includes closing some fire stations at night. He is also embracing a proposal by the New York Fire Department to charge motorists up to $490 to respond to accidents and car fires.

"It's one of the most challenging times I've ever seen," says Tom Wieczorek, former city manager for Ionia, Mich., and now director of the International City/County Management Association (ICMA) Center for Public Safety Management. In the past, police and fire support staff might have gotten cut, Wieczorek says, but usually front-line police and fire were kept whole. "We're now seeing communities that have been cutting budgets for the past eight years," he says, "but you can only cut parks and recreation so much." Given that 40 to 80 percent of municipal budgets go to public safety, it was inevitable that cuts would eventually hit uniformed services.

One of the big questions right now is whether the fire service is actually learning anything amidst the constant threat of cuts, especially about smarter ways to deploy resources in an era of shrinking budgets and departments. While police departments, especially in larger cities, have embraced a more sophisticated and data-driven approach to the work they do -- allowing them to maintain relatively high performance levels -- there's been less willingness on the fire service's part to embrace data as a way to revamp how fire suppression, EMS and other calls are handled.

For the most part, firefighting is still based on geographically distributed, fixed stations staffed by a set number of personnel who stand by and wait to be dispatched when needed. For the fire service to continue to perform in these leaner times, Wieczorek says, it is now going to have to actively embrace change -- and that's not something that comes easily to the fire service. "The old saying in the fire service," Wieczorek says, "is '100 years of tradition unimpeded by progress.'"

One of the most significant and widely recognized changes in the fire and rescue service is that on average, most calls to fire departments now are for medical emergencies and not fires -- running about 80 percent EMS to 20

percent fire in most jurisdictions where the fire service handles both. At the same time, most calls are either false alarms or not particularly serious. Yet too few fire departments have adapted very well to these realities. For example, San Jose still sends an attack pumper with a full complement of four firefighters to all emergency medical calls.

Tying up four firefighters and a rig for what usually winds up being minor medical emergencies doesn't make any sense, says Bruce Hoover, chief of the Fargo Fire Department in North Dakota. Fargo's protocols used to mirror San Jose's exactly. But now Fargo fire trucks only roll if "there's bleeding, breathing complications or trauma," Hoover says. "We now only respond for true medical emergencies, and that's cut our run count back by 1,000 a year, and has kept apparatus and manpower in place for real emergencies."

But asking tough questions about manpower and deployment is difficult for many municipal officials who don't feel confident tangling with the community's best and bravest. A way to do that, however, without going toe-to-toe with the fire service, Wieczorek says, is simply to ask departments for solid, up-to-date data on demand, along with what measurable results a city is getting for its fire service dollars.

What most municipalities will find when they start to ask good questions about budgets, deployment and service demands is that there aren't many answers to those questions. "We are routinely called into communities to look at manpower and deployment," Wieczorek says. "We find across the board in small and large jurisdictions that data is either nonexistent or totally wrong."

What drives firefighting in the U.S., for the most part, is long-standing practice, not good, current information on what's actually happening on the ground, including number of calls, response times, seriousness of the incident, geographical distribution and time of day, all measured in relation to the geometry of fire service manpower, equipment and deployment.

For example, in one jurisdiction that asked the ICMA to come in and do a thorough analysis of demand, resources and deployment, the ICMA team looked at the busiest five minutes the fire department had in a year. What did the team find? Even at its busiest moment of the year, the city still had seven idle units standing by ready to respond, with 28 available firefighters. Those are just the sorts of analyses -- in combination with the current budget crisis -- that have emboldened policymakers and budget writers to start asking tougher questions about what fire departments really need and how they do business -- and asking them to either hold the line on budgets or cut back.

Looking at both budgets and at more creative and data-driven ways to handle staffing and deployment are key. "Don't get caught up in the hysteria trap of believing that if you pursue things like brownouts and budget cuts that children are going to die and senior citizens will burn up," Wieczorek says. "That might happen, but only if we keep doing business in the same old ways."

Public Safety By Appointment





Late 2008, as the economic fantasy bubble burst, it became apparent that government revenues and the municipal budgeting process would be poorly suited for surviving the impending recession. Municipalities would be cutting services. Firefighter Close Calls decided to document this impact on municipal fire protection as it became evident that the magnitude of the cuts would rival the cuts of earlier generations and foreshadow a revolutionary change in public perception of how the fire service does business.

In the ensuing months, the municipal fire service has seen sizable decreases that can be generally categorized into three distinct areas. Changes have been made in compensation and benefit packages, reductions in staffing have been implemented, and stations and fire fighting units have been discontinued.

Changes in compensation packages have affected not only the fire service but all public sector employees and average working tax payers as well. Significantly, a large percentage of the fire service has secured their compensation and benefits by contractual agreements. In many cases, municipalities did not foresee the reduction of income and were trapped by long term contracts. Municipalities have frequently chosen to involve union labor to offer changes in benefits by forgoing or deferring general wage increases, expanding health insurance co-payments, rescinding promotional opportunities and eliminating overtime. Often these changes have been accepted as bitter-sweet – bitter as concessions of hard won benefits, and sweet for the saving of younger members livelihoods.

Deeper cuts took the form of employee layoffs. Staffing reductions have appeared in several ways. Municipalities froze hiring and overtime, effectively limiting shift staffing to the number of employees that showed up to work each shift. Public perceptions of sick leave abuse lead to official and media audits of work attendance. Employee layoffs have resulted in unit staffing reductions. Larger fire departments have managed to compensate by altering dispatch policies to send more units. Smaller departments that do not have broader resources or automatic aid agreements are simply deploying fewer staff. “Do more with less” and “Do the best you can with what you have” attitudes have capitalized on the fire service’s traditional “Can Do” culture.

The third method of cutting services has been to close units and stations. A common approach has been “brownouts.” These are characterized as temporary eliminations of services to specific neighborhoods or areas, while simultaneously leaving others intact. Some municipalities, in a perception of fairness, have eliminated and restored services from one neighborhood to another, on a rotational basis. Permanent reductions of services have occurred where units and stations have been closed outright. Yet, the job is still getting done.

Which fire departments are getting cut most severely and which ones are remaining intact? Significantly, and perhaps obviously, these issues are affecting the career fire service. Very little in the way of reductions and cuts have been reported from the volunteer fire service. It is the cost of compensation that is driving reductions. In the time immediately following the September 11 murders, the fire service enjoyed a period of approval, adulation and support. The perception of heroes among working people was strong. As the economic recession has swelled the unemployment rate above 10%, public perception has altered. The apparent security and benefits of fire service positions are no longer understood. The frequently used justification that “people will die”, is no longer threatening. Municipal leaders have even justified publishing brownout schedules in the belief that advance publicity will encourage people to be more careful.

“Response times will increase.” This statement no longer impresses the average citizen. While the survivability of a person in cardiac arrest is directly documented to the time that CPR is initiated, the time for a fire to double in size has been reported variously from 10 seconds to 10 minutes. To the individual who calls 911, response time is always from too long to forever, regardless of how long it actually is. Station and unit closures increasing response times are less effective arguments when the public remembers units being closed to increase staffing on others, without protest from the fire service.

Police agencies can document crime rates increasing when fewer officers are deployed. Sanitation services can document increased vermin populations when garbage is allowed to accumulate. School teachers can document declines in student grades when classroom sizes increase, but there is no correlation between the number of fires and how many stations are open. People will march and demonstrate when a fire house closes but seldom will they notice when a fire prevention office is eliminated. The work of the fire service has changed. There are fewer fires even as the population has exploded. Hazardous conditions and medical emergencies have grown, but the fire service still talks about fires. The fire service seldom demonstrates its abilities in front of huge crowds at big fires as often as it shows them to a few people at a time at motor vehicle crashes and medical emergencies.

Stand alone; isolated career municipalities have taken the greatest hits. City managers have made reductions based on perceptions of priorities and concepts of fairness to citizens and employees. Accusations of politics, retribution, and malice have been made. Departments lacking adequate staffing to begin with, are most easily cut, as the inadequacy is already present and only becomes more acute. Largely untouched are departments that serve regions or that participate in extensive automatic aid. Their efficiencies of scale have already been proven. In Fire & EMS departments, reductions are being made primarily on the fire side. EMS in general is not being cut. Some departments are shifting suppression personnel to EMS duties.

Physical resources are essentially unchanged. New stations continue to be constructed and major apparatus are still being purchased. In fact, some municipalities are stimulating their local economies by advancing their capital construction and station renovation projects. As the economy continues towards the bursting of the next bubble, the fire service needs to review the methods by which it expresses the relationship between the value of its services and the preservation of the community's vital interests. It must extensively document the economic impact of its activities against the necessary expenses to achieve community goals. Citizen consumers must be continually educated of the services and benefits provided by the fire service for their hard earned taxed income.

Priorities ???


MAYOR NEWBERRY
CLOSED THIS COMPANY.
WHO IS PROTECTING
YOUR FAMILY?


CLOSED



The Definition

Brownout = Rotating shift by shift closures

The Principle

The IAFF has taken the position that it's best to keep at least four firefighters on each apparatus and, if reductions are absolutely necessary, it's better to idle an apparatus or even temporarily close the station. 02/04/2010 Firehouse.com

The Playbook

Another I-Team discovers firefighters make overtime: Contract negotiating time when money is very tight and suddenly everyone realizes the fire department is way over its overtime budget. This has happened in jurisdiction after jurisdiction across the country since the economy went south. We have run a bunch of stories that fit the pattern. The script goes like this. Political leaders say the OT is busting their budgets and often someone leaks the details to a newspaper or TV station. The news media runs the story showing how firefighters are all the top money makers in town. Someone claims there is something fishy going on. The IAFF points out if you hire firefighters and fill all the vacant positions you can then spend less on overtime. Then there is usually the call to lower minimum staffing requirements. Some of that is now going on in a town near you… Thanks to Dave Statter, Statter911.com

SAFER Grant

"Staffing For Adequate Fire and Emergency Response" Grant

Left Coast to Right Coast ! ! !


THIS FIRE STATION TEMPORARILY
CLOSED
DUE TO STATE AND CITY BUDGET CUTS
KMPH NEWS


FIRE STATION
CLOSED
FOR EMERGENCY: CALL 911
NON EMERGENCY CALL 707-648-4526


BOSTON FIRE DEPARTM
CLOSED


VANCOUVER FIRE DEPARTMENT
6
DON'T CLOSE FIRE STATIONS!!
SUPPORT FIRE PROTECTION!!!



Since we have started this Staffing page, we have seen:

Round 1 (FY2008/2009) –	**Concessions to avoid cuts,**
Round 2 (FY2009/2010) –	**Concessions and Brownouts,**
Round 3 (FY2010/2011) –	**Nothing left to concede, more brownouts, and services cuts**
Round 4 (FY2011/2012) -	**Nothing left to concede, more brownouts, more services cuts, consolidations and mergers**
Round 5 (FY2012/2013) -	**Nothing left to concede, more brownouts, more services cuts, consolidations, mergers, and regionalization**
Round 6 (FY2013/2014) -	**SAFER grants are expiring**
What's Next? –	**Stay tuned and keep an eye on Canada**

Please take a look at the information for your area or department and take a moment to bring us up to date for the next Report. **Staffing@firefighterclosecalls.com**

Multi-year Summary Report

	2008 or Year Not Reported	2009	2010	2011	2012	2013
Budget and Services Reductions	92	26	19	20	17	7
Combinations, Consolidations, Mergers, and Regionalizations	55	15	15	42	52	34
Contract and Compensation Concessions	70	22	44	39	26	6
Demotions	68	47	47	76	194	1
Fire Departments Closed		2	5	1	3	4
Furlough Days	102	95	83	21	-	-
Overtime Eliminated/Reduced	39	12	5	9	4	-
Position Layoffs	444	650	773	505	352	439
Position Eliminations	694	199	267	88	459	575
Services Outsourcing	3	0	6	7	11	32
Shift/Unit Staffing Reductions	161	50	38	33	32	77
Two Year SAFER Grant Rehires	83	158	291	929	156	458
Vacancies Not Filled	1663	262	241	144	639	484
Unit Brownouts	122 Reports 150 Engines 46 Ladders 6 Medical 15 Rescues 1 Squad 4 Battalions 2 Divisions 3 Fireboats 1 CFR 1 HazMat	46 Reports 70 Engines 20 Ladders 1 Fireboat	39 Reports 74 Engines 12 Ladders 2 Rescues 2 HazMats 2 Medical	148 Reports 42 Engines 13 Ladders 14 Medical	169 Reports 53 Stations	132 Reports 12 Stations 12 Engines 1 Ladder 1 Tanker 1 Battalion
Unit Closures	90 Reports 77 Engines 17 Ladders 3 Rescues 13 Medical 3 Battalions 2 Tankers 1 Squad	53 Reports 58 Engines 8 Ladders 5 Medical 1 Rescue 1 Battalion 1 Fireboat	75 Reports 66 Engines 10 Ladders 12 Medical 3 Rescues 1 Squad 1 HazMat 1 Battalion	47 Reports 53 Engines 11 Ladders 3 Rescues 3 Medical 1 HazMat 3 Battalions 1 Division	169 Reports 72 Stations 72 Engines 24 Ladders 1 Rescue	132 Reports 74 Stations 74 Engines 10 Ladders 1 Medical 2 Battalions 1 Fireboat

January 2014 Report

City / State	Event	Proposed / Implemented	Date	Source
Gadsden, AL	Close 2 stations of 8	Implemented	10/5/2012	Gadsden Times
	Not fill 16 vacant positions			
Jefferson County, AL	Bankruptcy action postponed	Postponed	7/31/2012	
	Bankrupt	Pending	11/01/2011	
Anchorage, AK	Brownout 1 Tanker of 5 to avoid overtime	Proposed	2/13/2013	KTVA
	Plan A calls for $30 million in cuts to services.	Proposed	10/5/2012	Anchorage Daily News
	• Eliminate 10 vacant firefighter and EMT positions	Proposed	10/5/2012	
	• Closes Southport Fire Station 15 in southwest Anchorage.	Proposed	10/5/2012	
	• Close 1 Engine of 15	Proposed	10/5/2012	
	Plan B taps new revenues and slices about $18 million in services.	Proposed	10/5/2012	
	• Eliminate 10 vacant firefighter and EMT positions	Proposed	10/5/2012	
	• Reduces overtime to $1.2 million from $3.2 million budgeted for this year.	Proposed	10/5/2012	
	• Close Southport Fire Station 15 in southwest Anchorage.	Proposed	10/5/2012	
	• Close 1 Engine of 15	Proposed	10/5/2012	
	• Close 1 Ladder of 5.	Proposed	10/5/2012	
	• Implement "flexible staffing cascade," which is similar to rolling company brownouts	Proposed	10/5/2012	
	• Designate 2 stations for brownout (14 &10)	Proposed	10/5/2012	
	2%, 5%, 7% budget reduction scenarios	Proposed	FY10/11	
	Restore funding for two fire department units	Proposed	12/3/2010	Daily Miner
	Lay off 24 FD positions	Proposed	10/1/2010	KTUU
	Close 1 Engine	Proposed	10/1/2010	
	Close 1 Ladder	Proposed	10/1/2010	
	7.5% budget reduction percent cuts across all city departments for the next budget. For the fire department, this could mean 37 positions eliminated and three rigs shut down.	Proposed	9/4/2010	KTUU
	Eliminate 37 FD positions	Proposed	9/4/2010	
	Close 3 companies	Proposed	9/4/2010	
	Close 1 auxiliary station	Proposed	10/16/2009	KTUU
	Layoff 7 firefighters (of 392)	Proposed	9/5/2009	
	Eliminate all overtime	Proposed	9/5/2009	
	Eliminate minimum staffing	Proposed	9/5/2009	
	Brownout of 1 or 2 stations (of 15) based on daily staffing	Proposed	9/5/2009	
	Contract concession 3% raise	Proposed	9/5/2009	

	Additional layoffs	Proposed	8/26/2009	
	Additional brownouts	Proposed	8/26/2009	
	Additional permanent unit closures	Proposed	8/26/2009	
	Not fill 14 vacant firefighter positions	Implemented	8/26/2009	
	Combine 1 Engine and 1 Ladder as Quint	Implemented	8/26/2009	
	Layoff 8 (of 400) firefighters, including 3 Battalion Chiefs, 3 Safety Chiefs	Implemented	8/14/2009	
	Rotating brownouts - 1 engine (of 15) per shift, 2 ladders (of 5) per night shift. (Brownout = Rotating shift by shift closures)	Implemented	2/20/2009	Anchorage Daily News
Buckeye, AZ	Firefighters now perform municipal cemetery-management functions.	Implemented	11/26/2011	AZ Republic
	Brownout 1 Station (of 6) 706 to eliminate overtime		11/25/2009	ABC 15 AZ Central
	Eliminate overtime for shift staffing			AZ Republic
Chandler, AZ	Fire Chief to perform duties of vacant assistant city manager position.	Implemented	11/26/2011	AZ Republic
Lake Havasu City, AZ	Brownout 1 Station of 6	Implemented	02//2012	News Herald
Mesa, AZ	Transfer cause and oriugin investigations to suppression captains	Implemented	11/26/2011	AZ Republic
	Fire Department now manages municipal fleet services division.	Implemented	11/26/2011	
	Reduce FD budget $2.7 million	Proposed	4/12/2010	AZ Republic
	Eliminate Fire Prevention unit and 22.5 full time positions	Proposed	4/12/2010	
	Eliminate Fire & Life Safety Education unit	Proposed	4/12/2010	
CalFire Marysville, CA	Reduce staffing from 9 to 6 due to Safer grant expiring	Implemented	4/2/2013	Appeal Democrat
	Reduce shift staffing from 3 to 2	Implemented		
	Layoff temporary part time firefighter	Implemented		
Anaheim, CA	Proposal to merge services with Fullerton and Orange	Proposed	2/11/2012	Register
	In an effort to increase efficiency and cut costs, Anaheim, Fullerton and Orange are examining the possibility of merging their fire departments that collectively serve more than 600,000 residents.	Proposed	3/10/2011	
	Close 1 Engine (of 12)	Implemented	04/?/2009	
Brea, CA	Merged command staff with Fullerton, eliminated 8 duplicate positions	Implemented	2/11/2012	Register
	Reduce staffing on paramedic engines from 4 to 3	Implemented		
Carmel, CA	Merger with Monterey	Proposed	10/9/2008	KSBW.com
Chico, CA	Implement 'Strategic Company Closure' Plan. Staff stations to the city's highest capability with spending as little as possible on overtime.		8/20/2013	KNVN

	Brownout 1 to 2 stations per day			
	Reduce staffing from 3 to 1 airport station three.		7/14/2013	KHSL TV 12
	Laid off 3 firefighters effective 07/01/2010	Proposed	10/15/2010	KRCRTV
	Reduce FD budget $500,000	Proposed		
	Contract concession - reduce salaries	Proposed		
	Reduce minimum shift staffing from 22 to 19	Implemented	8/25/2010	The Orion
	Close 1 Engine (of 6)	Implemented	7/1/2010	
	Contract concessions - defer raises for two years, reduce entry level pay	Implemented	?/?/2008	Chicoer .com
Contra Costa FD, CA	Joint fire station with Moraga Orinda FPD - land acquired	Proposed	2/14/2013	Contra Costa Times
	Due to the failure of Measure Q and a looming deficit, the Board of Directors for the Contra Costa County Fire Protection District was forced to close fire stations to reduce expenses. The Board made the decision to close four fire stations effective January 15, 2013. The closures will save the District approximately $3 million for the second half of Fiscal Year 2012/2013 and between $6 – 8 million in Fiscal Year 2013/2014.		1/15/2013	
	The effected fire stations are:			
	• Fire Station #4 – 700 Hawthorne Drive, Walnut Creek (1 of 4 stations)			
	• Fire Station #11 – 6500 Center Avenue, Clayton (1 of 1 station)			
	• Fire Station #12 – 1240 Shell Avenue, Martinez (1 of 3 stations)			
	• Fire Station - #16 – 4007 Los Arabis Avenue, Lafayette (1 of 3 stations)			
	Voters rejected Measure Q, a temporary, seven-year parcel tax that would have preserved the fire service at an estimated cost of $17 million.		11/7/2012	Contra Costa Times
	Fire Chief is recommending county supervisors shutter about a third of the district's 28 fire stations, which will shave $3 million a year from its $102.4 million annual budget.			
	Wells said "Contra Costa has already lost nine fire stations in the past few years an now, we'll lose four more.			
	Despite 10 percent pay cuts, a lower pay scale for new hires, numerous unfilled positions and widespread deferred equipment repair and purchases, the district started burning through its reserves in 2008.			
	No firefighters will lose their jobs when the first four stations close in January because the district has numerous unfilled vacancies and has been covering shifts with overtime.			
	Because more than 85 percent of the district's 41,500 calls a year involve medical issues, Fire Chief will also consider hiring less expensive supplemental non-firefighter paramedics or emergency medical technicians.			
	Close 10 stations of 28	Proposed	9/10/2012	San Jose Mercury News
	Limiting amount of mutual aid		7/1/2012	
	$6.5 million SAFER Grant to hire 21 firefighters and keep all stations open	Implemented	5/17/2011	News Gazette
	Brownout 2 stations (of 32)	Proposed	1/?/2011	Fire Chief
	Defer pay raises one fiscal year	Implemented		
	Close 8 Stations (of 30) Martinez Station 12, Concord Stations 22 and 6, and Lafayette Station 16	Rescinded	1/1/2011	Inside Bay Area
	Close 1 Engine of 2 in Walnut Creek Station	Implemented	12/14/2010	Contra Costa Times

	Close 1 station in Pittsburg (87)	Rescinded	12/10/2010	Tribune
	Using $8.7 million reserve funds	Implemented		
	Defer $4 million in workers' compensation	Implemented		
	Research a parcel tax	Implemented		
	Brownout 4 stations	Implemented		
	Fill as many as 24 of up to 40 vacant positions	Proposed		
	Close 1 Engine (of 5) in Walnut Creek effective 1/01/2011	Implemented	11/23/2010	Contra Costa Times
	Brownout Pinole Valley station (74) 10 days per month	Implemented	7/15/2010	
Cordelia, CA	Solano County Grand Jury recommends consolidating the western part of the Suisun Fire Protection District with the Cordelia Fire Protection District, and the eastern part with the Montezuma Fire Protection District.	Proposed	4/28/2013	Times Herald
Costa Mesa, CA	Implement two ambulances leased from the Orange County Fire Authority. The ambulances replace a basic life support engine and two advanced life support engine companies.	Implemented	6/16/2013	Daily Pilot
	Reduce shift staffing from 29 to 27	Implemented	6/16/2013	
	Considering contracting to Orange County Fire Authority	Proposed	3/6/2012	Los Angeles Times
	Outsource fire services to Orange County FA	Proposed	2/22/2011	Orange County Register
	Every firefighter was issued a layoff notice last month, but nearly all of them had been offered jobs by the Orange County Fire Authority.	Implemented		
	Contract concessions - contribute 5% (up from 1%) towards retirement fund and forgo scheduled salary increase	Implemented	10/11/2010	Daily Pilot
East Contra Costa FD, CA	Increase Engine staffing from 2 to 3		7/1/2012	
	Measure S to fund fire department defeated		6/8/2012	Contra Costa Times
	Layoff 16 of 43 firefighters and close 3 stations (Bethel Island, Knightsen, Brentwood) OR effective 07/01/2012	Implemented		
	Layoff 19 of 43 firefighters and close 2 stations (Bethel Island, Knightsen)	Rejected		
	Eliminate payment to state for operation of Marsh Creek / Morgan Territory Station	Proposed	12/6/2010	Times
	Close 2 stations (of 8)	Implemented	7/15/2010	
	Eliminate overtime for minimum staffing	Proposed		
	Close 1 station (of 8) (Marsh Creek Morgan Territory)	Rescinded	5/6/2010	Contra Costa Times
	Close 1 Engine (of 13)	Proposed		Pasadena Star News
El Segundo, CA	Considering contracting to Los Angeles County	Proposed	3/6/2012	Los Angeles Times

Emeryville, CA	Emeryville merged w/Alameda Co FD		7/1/2012	Oakand Tribune Los Angeles Times
Fullerton, CA	Proposal to merge services with Anaheim and Orange	Proposed	2/11/2012	Register
	Merged command staff with Brea	Implemented		
	In an effort to increase efficiency and cut costs, Anaheim, Fullerton and Orange are examining the possibility of merging their fire departments that collectively serve more than 600,000 residents.	Proposed	3/10/2011	
Glendale, CA	Replace 21 firefighter positions with 60 part time EMTs	Proposed	2/4/2013	News Press
	Place firefighter paramedics on Engines and run BLS transport	Implemented	1/9/2012	
	Firefighters will transition into firefighter/paramedic roles over the next two years with 8%-15% pay increase	Implemented	12/2/2011	
	Eliminate 21 firefighter positions by attrition	Pending		
	Hire 60 EMTs on hourly basis for ambulance program	Implemented		
	Freeze hiring freeze for all non-essential positions	Implemented	7/1/2009	
	Eliminate another Deputy Chief and one Administrative firefighter	Implemented	7/1/2009	
	FY01/10 Reduce budget 5%	Proposed		
	Eliminate 17 positions by attrition	Implemented		
	FY08/09 Eliminate three positions in Operations (sworn), three positions in Administration (sworn), and one position Administrative Assistant (civilian)	Implemented	6/30/2009	News Press
	Reduce one Deputy to Battalion Chief	Implemented	6/30/2009	
	Reduce budget 5%	Implemented	6/30/2009	
Healdsburg, CA	Disband Fire Depatment and contract with CAL Fire	Rejected	3/20/2013	Press Democrat
	Eliminate Division Chief/Training Officer position two years ago.		//2011	
	A 40-hour fire engineer position eliminated in the 2009-10 fiscal year is now funded with a two-year, $325,000 SAFER grant.		FY09/10	
	Share battalion chief coverage with three agencies for command and control of major incidents.			
Hemet, CA	Eliminate 9 firefighter positions when SAFER grant expires.		8/30/2012	Press Enterprise
	Close 1 Station of 4			
	Reduce FD budget $880,000			
	If the city were to lay off nine firefighters, officials have said it would probably have to close one station.			
	Reevaluate FD operations with respect to call type and volume (primarily medical)	Pending	3/14/2011	Press Enterprise
	Brownout stations when staffing falls below 3	Implemented	8/20/2010	Valley Chronicle
	Early retire 7 positions	Proposed	7/1/2009	
	FY09/10 Reduce FD budget by 26%	Proposed		
	FY09/10 Reduce pay by 8%	Proposed		
	Received $2.6 million federal grant	Implemented		
	Close 1 Station (of 5)	Implemented	5/17/2009	Press Enterprise

	Close 1 Engine (of 5)	Implemented		
	Not fill 12 vacant positions	Implemented		
	Reduce Fire Department budget 20%	Implemented		
	Layoff 3 staff Battalion Chief positions	Rescinded (2)		
Hesperia, CA	Restore 1 Engine and 1 Medic with SAFER grant		8/13/2013	Daily Press
	Voters reject Measure F for new $85 parcel tax for five years to fund FD		1/18/2012	Hesperia Star
	Close 1 station of 5			
	Eliminate 9 county contract FF positions - 3 captains, 3 engineers, 3 firefighter paramedics			
	Eliminate 9 firefighter positions	Proposed	6/15/2011	Hesperia Star
	Reduce Engine staffing from 3 to 2	Proposed	6/15/2011	
Livermore Pleasanton, CA	Reduce unit staffing from 4 to 3	Implemented	3/1/2011	
	Close 1 station (of 10) effective 07/01/2010	Rescinded	2/23/2011	
	Close 1 Engine effective 07/01/2010	Rescinded	2/23/2011	
	Eliminate 6 vacant positions	Implemented	7/1/2010	
Los Angeles, CA	Despite opposition from the command staff and the rank-and-file, Fire Chief Brian Cummings has sent out a notice detailing the plans to add ambulances at 11 fire stations around the city as a way to reduce response times and deal with medical calls.		4/25/2013	Daily News
	Cummings said the six-month pilot program to start May 5 will take one firefighter from 22 light forces now assigned throughout the city. It will add rescue ambulances at five stations based in the San Fernando Valley.			
	Under the proposal, Cummings' plan would place the ambulances in stations that now are only light forces of six members each. One firefighter from that station would be assigned to the ambulance along with a firefighter now based at a task force station where there are 12 firefighters.			
	Valley area stations to get an ambulance include Fire Station 78, 4041 Whitsett Ave., Studio City; Fire Station 75, 15345 San Fernando Mission, Mission Hills; Fire Station 96, 21800 Marilla St., Chatsworth and Fire Station 74, 7777 Foothill Blvd., Sunland-Tujunga.			
	In an interview with The Times editorial board, Cummings said he would like to see a seamless network that connects dispatch systems across municipal borders. The LAFD is in the early stages of developing a computer system designed to work with neighboring dispatch centers, although other agencies will have to pay for similar upgrades to make the plan work.		3/13/2013	Los Angeles Times
	Potential partners include the Los Angeles County Fire Department, the Long Beach Fire Department and the consolidated dispatch center that covers Burbank, Glendale, Pasadena and nine other cities, Cummings said.		3/13/2013	
	Los Angeles' city and county fire agencies agreed in 1979 to link their dispatching operations to save lives and cut costs. But the connection was never made.		3/13/2013	
	Los Angeles' city and county fire agencies agreed in 1979 to link their dispatching operations to save lives and cut costs. But a Times analysis of more than 1 million LAFD responses over the last five years shows the agency rarely reaches across jurisdictional lines for county help. One result: 911 callers within a quarter mile of the city border are nearly 50% more likely to wait more than 10 minutes for rescue crews to arrive.		3/13/2013	
	A long-awaited review of Los Angeles Fire Department response times has found that the agency used inaccurate data "that should not be relied upon until they are properly recalculated and validated." The data were used to make critical reductions in fire		11/16/2012	Los Angeles Times

	station staffing last year.			
	Restore 6 ambulances	Implemented	4/18/2012	Los Angeles Times
	Not fill 318 vacancies		2012	Huffington Post
	The City Council approved the LAFD's controversial redeployment plan, but in a concession to the firefighters union, it voted against eliminating hundreds of firefighter jobs.	Implemented	5/18/2011	KTLA
	It also rejected the elimination of 318 staff positions. City fire jobs will not be eliminated as they come open. Instead, the city will simply keep them vacant.	Implemented	5/18/2011	
	The city council also voted to create a fund to restore some fire services. The $6.9 million is the amount the city hopes to save in contract negotiations with the United Firefighters of Los Angeles.	Implemented	5/18/2011	
	Statistics indicating that 83% of all calls are paramedic-related. The plan concentrates on emergency paramedic response. "The plan deploys levels of field resources to match the needs within each fire station district,"	Implemented	5/16/2011	
	Brownout 6 ambulances (of)daily (Rescinded 07/05/2011)	Implemented	5/15/2011	
	Not fill 400 vacant firefighter positions (0f 3588)	Implemented	5/15/2011	
	Not fill 94 vacant civilian positions (of 438)	Implemented	5/15/2011	
	Reduce shift staffing from 1,073 to 931	Implemented	5/15/2011	
	Close 1 Division Chief (of 3) effective 07/05/2011	Implemented	5/15/2011	Contra Costa Times
	Close 2 Battalion Chiefs (of 16) effective 07/05/2011	Implemented	5/15/2011	
	Close 18 (net) Engines (from 101) effective 07/05/2011	Implemented	5/15/2011	
	Close 7 Ladders (from 49) effective 07/05/2011	Implemented	5/15/2011	
	Upgrade 10 Engines to paramedic level effective 07/05/2011	Implemented	5/15/2011	
	Add 19 (net) Ambulances (to 120) effective 07/05/2011	Implemented	5/15/2011	
	Add 23 ready reserve ambulances cross staffed by suppression companies	Implemented	5/15/2011	
	Eliminate 7 Battalion staff assistant (of 14) effective 07/05/2011	Implemented	5/15/2011	
	Add 1 EMS Supervisor (to 7) effective 07/05/2011	Implemented	5/15/2011	
	Eliminate daily company brownouts	Implemented	5/15/2011	
	He said the new plan adds 4 fire fighting trucks and 2 ambulances back to the rotation at the departments 106 fire stations, although it will not result in the filling of positions after people retire.	Implemented	5/13/2011	KCOP 11
	Brownout 18 fire companies (of 153) daily (Rescinded 07/05/2011)	Implemented	4/27/2011	LA Times
	Brownout 4 Ambulances (of 101) daily (Rescinded 07/05/2011)	Implemented	4/27/2011	
	Brownout 2 Battalion Chiefs (of 16) daily (Rescinded 07/05/2011)	Implemented	4/27/2011	
	Brownout 1 Division Chief (of 3) daily (Rescinded 07/05/2011)	Implemented	4/27/2011	
	Brownouts become permanent (Rescinded 07/05/2011)	Implemented	3/1/2011	LA Times
	Increase daily brownouts from 15 to 22 companies (of 153)	Implemented	12/31/2010	Daily News
	Increase daily brownouts from 3 to 10 EMS Supervisors (of 15)	Implemented	12/31/2010	UFLAC
	Brownout 10 Engines, 5 Ladders, 9 Ambulances, 3 EMS Supervisors daily	Reimplemented	11/21/2010	NBC LA
	Reassign 51 staff positions to suppression during brush fire season to reactivate 15 fire units closed earlier	Rescinded	9/30/2010	Pasadena Star News
	$98 million shortfall in FY09/10, $408 million in FY10/11, and predicted $1 billion by 2013		9/20/2010	Post Tribune
	Newly hired firefighters to work longer and pay 2% of their salary into the pension fund in order to qualify for health care as part of			ABC

	retirement benefits			
	Brownout 2 Hazmat Units (of 3)	Implemented	9/1/2010	
	Layoffs pending contract concessions	Pending	5/20/2010	
	Brownout 10 Ambulances (of 89M & 38 BLS) at night	Proposed	3/10/2010	KABC TV
	Eliminate 64 FD positions	Proposed	2/2/2010	LA Times
	Cancel November recruit class	Implemented	11/1/2009	
	Brownout 10 Engines (of 49 Light Force Engines) per day rotated among 30 (suspended during peak brush fire season)	Reimplemented	8/31/2009	KABC
	Brownout 5 Ladders (of 49) per day rotated among 15 (suspended during peak brush fire season)	Reimplemented	8/31/2009	LA Times
	Brownout 6 BLS Ambulances (of 27 BLS) per day (suspended during peak brush fire season)	Reimplemented	8/31/2009	United FF Local 112
	Close 3 BLS Ambulances (of 27 BLS) * (Part time units) (suspended during peak brush fire season)	Reimplemented	8/31/2009	Daily News
	Close 3 EMS Supervisors (of 15)* (suspended during peak brush fire season)	Reimplemented	8/31/2009	
	Close 1 Battalion Chief (of 16) (suspended during peak brush fire season)	Reimplemented	8/31/2009	
	Reduce FD budget by $59.5 million	Implemented	8/31/2009	City News Service
	Eliminate 87 shift overtime positions	Implemented	8/31/2009	Fire Geezer
	Cancel July recruit class	Implemented	7/1/2009	
	* Note - Year long 24/7 closure of units are not 'Brownouts' by definition			EMT Bravo West
	Brownout 8 additional units	Proposed		
	Reduce shift staffing by 125 of 1,104	Proposed		
	Eliminate salary increases and bonus incentives	Proposed		
	No layoffs or furloughs of sworn personnel	Implemented		
	No stations closed	Implemented		
	Task Forces 4 and 95 will never go unstaffed	Implemented		
	All 89 Paramedic Rescue Ambulances remain staffed	Implemented		
	Air Operations not affected	Implemented		
	No more than 2 strike teams will be allowed to be deployed for mutual aid	Implemented		
	Only 50 recruits this year, which will not cover the anticipated attrition of 120 per year through 2010			
	Higher “collision” rates [LAFD term for resources responding into another district to cover the unavailable first-due resource(s)]			Wave Newspapers
	Longer response times			
	Decreased pre-deployment capabilities / move-up coverage			
	Increased workload			
	In-service training and multi-company drill time will be significantly impacted due to resource/coverage reductions			
Mammoth Lakes, CA	Bankrupt		7/1/2012	
Modesto Regional FA, CA	The Modesto Regional Fire Authority is considering layoffs, brownouts to close $1.8 billion budget gap.	Proposed	6/9/2013	Modesto Bee
	Reduce unit staffing from 3 to 2	Proposed	6/9/2013	

	Outsource airport fire protection	Proposed	6/9/2013	
	Create Regional Fire Authority with Salida and Stanislaus County	Implemented	1/12/2011	
	Brownout units and stations		//2011	
	Hire 9 firefighters with $1.8 million SAFER grant		//2010	
	Eliminated 8 firefighter positions and 16 by attrition		//2010	
	Close 1 (of 2) Ladders		10/7/2009	Modesto Bee
	Brownout 1 (of 11) Engines for 100 days per year		10/7/2009	
	Eliminate FD responses to non life threatening EMS 911 calls		10/7/2009	
Montclair, CA	Two-year pilot program joining administrative staff at the Upland and Montclair fire departments.	Implemented	1/3/2013	Inland Valley Daily Bulletin
	Defer apparatus replacement	Implemented	9/5/2011	Daily Bulletin
Monterey, CA	Furlough of 32 hours	Implemented	7/1/2009	
	Defer pay raises for 22 months	Implemented		
	Consolidated with Pacific Grove		10/9/2008	KSBW.com
Monterey Park, CA	Monterey Park residents to protest against transferring fire services to county		5/31/2013	Zen Vuong
	Brownout 1 Engine of 3 to reduce overtime	Implemented	7/31/2012	Pasadena Star News
	Considering contracting to Los Angeles County	Proposed	3/6/2012	Los Angeles Times
	Submit a 5% reduction scenario resulting in one Engine Brownout	Proposed		
	Reduced availability from mutual aid to Montebello			
Montezuma, CA	Solano County Grand Jury recommends consolidating the western part of the Suisun Fire Protection District with the Cordelia Fire Protection District, and the eastern part with the Montezuma Fire Protection District.	Proposed	4/28/2013	Times Herald
Moraga Orinda, CA	Reduce shift staffing from 19 to 17		10/20/2013	Contra Costa Times
	Cross staff one ambulance with engine company crew			
	County supervisors this week authorized talks between the Contra Costa and Moraga-Orinda fire districts to build and operate a joint station on the Lafayette-Orinda border.		2/14/2013	
Newark, CA	Merged into Alameda County FD	Implemented	3/6/2012	Los Angeles Times Oakland Tribune
Orange, CA	Proposal to merge services with Anaheim and Fullerton	Proposed again	2/11/2012	Register
	In an effort to increase efficiency and cut costs, Anaheim, Fullerton and Orange are examining the possibility of merging their fire departments that collectively serve more than 600,000 residents.	Proposed	3/10/2011	

Pacific Grove, CA	Consolidated with Monterey		10/9/2008	KSBW.com
Pinole, CA	Pinole has turned down a $1.24 million SAFER grant to reopen a shuttered fire station because of concerns about associated costs and pending labor actions		6/19/2013	Oakland Tribune
Pinole, Rodeo, Hercules, Crockett, CA	Closed 2 station of 4		//2012	
	Reduce shift staffing from 6 to 4			
	Share Fire Chief with Rodeo Hercules	Implemented	//2011	
	Close 1 Station (of 2), presently browned out every 3rd shift, effective 07/01/2011	Implemented	3/17/2011	Pinole Patch
	Close 1 Engine company (of 2), presently browned out every 3rd shift	Implemented		
	15% salary cut for all city employees to keep station open every 3rd shift	Rejected	3/16/2011	Contra Costa Times
Placer County, CA	Close 1 Station of 2		9/22/2012	Sacramento Bee
Rancho Adobi, CA	Close 1 station of 3	Implemented	3/10/2013	Press Democrat
Redwood, CA	Two years ago, San Carlos pulled out of a joint fire protection arrangement with Belmont after complaining that its annual share of about $7.1 million was too much. By forming their own fire department in October 2011 and contracting with Redwood City to administer it, San Carlos officials expected to save at least $1 million. But by last summer, the city was having trouble maintaining a full staff, purportedly because it lowered firefighters' salaries to save money. Some veteran firefighters quit and it took time to train their replacements, officials said. As a result, San Carlos officials began exploring whether Redwood City would provide the firefighters.		6/22/2013	Palo Alto Daily News
	Layoff 11 positions	Proposed		Mercury News
	Brownout 1 Engine (of 5)	Implemented		
	Considering formation of regional FD including Belmont, Foster City, San Carlos and San Mateo	Proposed	4/26/2011	
	Bid to take over San Carlos' fire service		1/10/2011	Daily News
	Not fill 20 vacant positions	Implemented	7/13/2010	
	Layoff 15 firefighters (of 70)	Implemented		
	Assume fire services for San Carlos	Proposed	5/28/2010	Daily Journal
Rincon, CA	Windsor and Rincon Valley formed Central Fire Authority in 2011, part of a "joint powers agreement" that created a new agency overseeing both fire departments. The arrangement, facilitated by the retirement of Windsor's longtime fire chief, created a unified command structure and resulted in other savings by eliminating duplication of staff duties and supplies.	Implemented	3/20/2013	Press Democrat
Rodeo Hercules, CA	Share Fire Chief with Pinole	Implemented	2/9/2013	Oakland Tribune
	Brownout 1 of 2 stations	Implemented	2/9/2013	

	Not fill 8 vacancies of 18 positions	Implemented	2/9/2013	
Ross, CA	Ross Town merged with Ross Valley		5/5/2012	Marin Independent Journal
Sacramento, CA	Pension concessions in lieu of 44 layoffs		6/13/2012	Scramento Bee
	6% of salary towards pension		01//2012	
	Investigating potential merger with Sacramento Metro FD	Proposed	11/4/2011	KTXL TV
	Contribute 6% towards pension	Implemented	8/8/2011	Bee
	Defer 5% raise due in 2008 to 2013	Implemented	8/8/2011	
	Rotating brownout of 6 Stations (of 23) (may reduce to 4 from SAFER grant)	Implemented	7/5/2011	ABC News 10
	Close Rescue Squad	Implemented	7/5/2011	
	Close 1 Battalion Chief (of 4)	Implemented	7/5/2011	
	Close 1 Haz Mat Company (of 2)	Implemented	7/5/2011	
	Close Rescue Boats	Implemented	7/5/2011	KCRA
	Not filling 46 vacant positions (65 to date)	Implemented	7/5/2011	ABC News 10
	Reduce FD budget $9.1 million	Implemented	5/24/2011	EMS Network
	Maintain 28 companies daily	Proposed	9/20/2010	Post Tribune
	Rotating brownout of 4 Stations (of 23)	Implemented	6/3/2010	Business Journal
	Contract concession - Freeze salaries for 2 1/2 years	Implemented	7/4/2009	
	Layoff 68 firefighters	Rescinded	7/4/2009	KCRA
	Close 1 Engine (of 23)	Proposed	7/4/2009	
	Close 3 Ladders (of 9)	Proposed	7/4/2009	
	FY09/10 Reduce staffing for 17 (of 23) engine companies to 3			Sacramento Bee
	FY09/10 Reduce FD budget 4%	Implemented		Tribune
	Rotating brownouts of three Engines daily (3 of 23)	Implemented	7/1/2009	
	Not fill 15 attrition vacancies	Implemented	7/1/2009	
	Contract concession - 5% salary	Rejected	6/24/2009	KXTV
	Brownout 2 Stations (of 23)	Implemented	6/13/2009	KTXL
	Layoff 50 firefighters	Proposed	5/28/2009	Bee
	Rotating brownouts of two Engines daily (2 of 23)	Implemented	3/1/2009	
	Rotating brownouts of one Engine daily (1 of 23) at nine stations that have an Engine and a Ladder	Implemented	7/1/2008	Sacramento Press
San Bernardino, CA	FD asked to cut $4 million from its budget and rethink protocols, shifting more to a medical focus rather than fires.		11/13/2013	
	Nine new firefighters must be hired or the city risks losing $6.6 million in SAFER grants.		11/12/2013	San Bernardino County Sun
	Staff reduced from 171 to 134 since 2008			

	Considering outsourcing Fire Department to CAL Fire	Proposed	10/21/2013	San Bernardino County Sun
	Eliminated a two-person paramedic squad.	Implemented	4/8/2013	The Sun
	Eliminate 7 vacant firefighter positions	Implemented		
	In bankruptcy		7/1/2012	Inland Valley Daily Bulletin
	Eliminate 13 positions			
	Eliminate 8 vacant positions	Proposed		The Press Enterprise
	Reduce unit staffing from 4 to 3	Implemented		Friday Flyer
	Eliminate 4 firefighter positions (of 178)	Implemented	8/24/2010	The Sun
San Carlos, CA	Two years ago, San Carlos pulled out of a joint fire protection arrangement with Belmont after complaining that its annual share of about $7.1 million was too much. By forming their own fire department in October 2011 and contracting with Redwood City to administer it, San Carlos officials expected to save at least $1 million. But by last summer, the city was having trouble maintaining a full staff, purportedly because it lowered firefighters' salaries to save money. Some veteran firefighters quit and it took time to train their replacements, officials said. As a result, San Carlos officials began exploring whether Redwood City would provide the firefighters.		6/22/2013	Palo Alto Daily News
	Redwood City currently provides a shared fire chief and other managers to oversee firefighters in San Carlos' two stations. Under the proposed change, San Carlos' firefighters would be absorbed by Redwood City's department and receive the higher pay and benefits its employees get.		2/27/2013	Palo Alto Daily News
	After San Carlos pulled out of its partnership with Belmont in 2011, the city council voted to cut salaries for employees at its new department by 7.5 percent to balance its budget. Citing an improved fiscal picture, the council approved a 2 percent raise in September.			
	Redwood City bids to take over San Carlos' fire service. The three-year proposal calls for two fully-staffed advanced life support companies and reduced costs by reducing the positions of fire chief, three fire battalion chiefs, the fire marshal, two fire inspectors and administrative staff. Those numbers are currently in conflict, with Redwood City estimating no positions to be dropped and the city saying 12.	Implemented	10/1/2011	Bay Area News Group
	Considering stand alone FD with Redwood City	Implemented	10/1/2011	
	Reduce pension benefits from 3% to 2% and raise 50 years to 55	Approved	5/10/2011	
	Reduce vacation and sick time	Implemented		
	Firefighters hired for new San Carlos FD may earn 10% less than current agency	Implemented	5/6/2011	
	Dissolving agreement with Belmont 10/2011	Implemented	4/23/2011	Daily News
	Considering formation of regional FD including Belmont, Foster City, Redwood City, and San Mateo	Rejected	1/15/2011	Daily Journal
	Considering contracting with either State CDFFP or San Mateo for FD services	Rejected	8/5/2010	
	Close 1 station (of 2)	Rejected		Mercury News
	Regionalize training, fire marshal and chief positions and oversight of medical responses	Proposed		KGO-TV
	Outsource fire services to Daly City, Menlo Park, Redwood City, San Mateo or CalFire	Rejected	5/8/2010	Daily Journal
San Francisco, CA	Firefighters blame chronic understaffing caused by the department's failure to fill 400 vacant positions.		4/25/2013	AP
	Reduce FD budget $6 million	Proposed		Chronicle

	Contract concession - delay wage increases	Proposed		
	Reduce overtime limit from 30% to 20% of regular hours	Proposed	7/4/2011	Examiner
	$436 million shortfall, expecting $80-100 million more due to declining revenue collections and state cuts. Mayor asking city departments for 25 percent cuts.	Proposed	9/20/2010	Post Tribune
	Contract concession - forgo 8% pay raises in lieu of layoffs	Implemented	5/26/2010	Chronicle
	Reduce FD budget $6 million	Proposed	7/6/2009	
	Brownout 2 Engines (of 42)	Implemented	7/1/2009	
	Brownout 1 Ladder (of 18)	Implemented	7/1/2009	
	Close 1 Engine (of 43)	Implemented	7/1/2009	
	Close 1 Station (of 43)	Implemented	6/26/2009	Examiner
	Layoff 173 firefighter positions	Proposed	6/11/2009	Bay City News Service
	Close 12 stations (of 42)	Proposed		
San Jose, CA	San Jose hasn't met the county's 911 medical response time target for a single month since summer 2012.	Pending	2/5/2014	Mercury News
	Rehire 13 (of 13) firefighters laid off in 2010 with $15 million SAFER grant	Pending	2/1/2012	
	Rehire 14 (of 27) firefighters laid off in 2010 with $15 million SAFER grant	Implemented	10/1/2011	
	Rehire 22 (of 49) firefighters laid off in 2010 with $15 million SAFER grant	Implemented	8/26/2011	Mercury News
	Brownout 2 Engines (of 31)	Implemented	7/1/2011	KCBS
	Reduce Engine staffing from 5 to 4	Implemented	7/1/2011	
	Proposed Changes Next Fiscal Year			
	$14 million of cuts to Department	Proposed	FY11/12	
	Close more engines and another Truck company	Proposed	FY11/12	
	Reduce staffing on remaining trucks	Proposed	FY11/12	
	10% of total position costs salary concessions	Proposed	FY11/12	
	Brownouts	Proposed	FY11/12	
	Two tier Retirement with new hires getting 401k plan with cost of no more than 14% to City and enrollment in Social Security	Proposed	FY11/12	
	Increase health care co-pays, deductibles and premiums	Proposed	FY11/12	
	No automatic Step increases	Proposed	FY11/12	
	Remove BCs from Union and make them ineligible for Overtime and FLSA pay	Proposed	FY11/12	
	Changes to retirement, sick leave benefits	Proposed	FY11/12	
	Reduction of base pay for all employees	Proposed	FY11/12	
	Freeze step and merit increases until expiration of agreement	Proposed	FY11/12	
	Future step increases will be based on merit in conjunction with an annual performance appraisal	Proposed	FY11/12	
	Increases may not be greater than one step per year in the appropriate class and shall not exceed the top step of a classification's range	Proposed	FY11/12	
	Change steps from 5% to 2.5% and change the number of steps accordingly	Proposed	FY11/12	
	Eliminate Anti-Terrorism Premium	Proposed	FY11/12	
	Eliminate Emergency Medical Technician Premium	Proposed	FY11/12	
	Reduce/Eliminate Uniform Allowance	Proposed	FY11/12	
	Reduce/Eliminate holiday in lieu pay	Proposed	FY11/12	

	Increase employee contribution towards lowest priced plan health insurance	**Proposed**	**FY11/12**	
	Increase co-pays for office visits, prescriptions, emergency room and in and out patient procedures	**Proposed**	**FY11/12**	
	Reduce Health and Dental in Lieu	**Proposed**	**FY11/12**	
	No double coverage – employees already receiving other City provided medical benefits are not eligible for in lieu and no simultaneous coverage allowed	**Proposed**	**FY11/12**	
	Reduce Sick Leave Payout	**Proposed**	**FY11/12**	
	No Sick Leave Payout for New Hires	**Proposed**	**FY11/12**	
	Eliminate/modify SRBR	**Proposed**	**FY11/12**	
	Reduce Pension Formula for New Hires	**Proposed**	**FY11/12**	
	Increase Minimum Retirement Age for New Hires	**Proposed**	**FY11/12**	
	Modification to calculation of Final Average Salary for new hires	**Proposed**	**FY11/12**	
	Reduce maximum COLA and tie to CPI for new hires	**Proposed**	**FY11/12**	
	Sharing of pension prior service cost/unfunded liability with employees	**Proposed**	**FY11/12**	
	Reduce Retirement Survivorship benefits	**Proposed**	**FY11/12**	
	Include Retirement - Workers' Compensation Offset	**Proposed**	**FY11/12**	
	Reduce benefit Retiree Health Care for New Hires	**Proposed**	**FY11/12**	
	Phase in to fully pre-fund Retiree Health Care Funding	**Proposed**	**FY11/12**	
	Add contract provision that specifies circumstances when City would provide City Paid Union Release Time	**Proposed**	**FY11/12**	
	Remove Minimum Staffing language from MOA	**Proposed**	**FY11/12**	
	Modify disciplinary Grievance process to limit appeals of step reduction, suspensions, demotions or dismissals to the Civil Service Commission	**Proposed**	**FY11/12**	
	Conform with current City practice that Letters of Reprimand remain in permanent personnel file	**Proposed**	**FY11/12**	
	Eliminate Immediate Arbitration provision	**Proposed**	**FY11/12**	
	Eliminate Consolidated Arbitration provision	**Proposed**	**FY11/12**	
	Calculation of probationary period shall be actual hours worked, excluding paid/unpaid absences and any time spent on modified duty.	**Proposed**	**FY11/12**	
	Layoff 5 firefighters (of 395)	**Proposed**	**5/9/2011**	**KTVU**
	Brownout 1 Ladder (of 8) effective 07/01/2011	**Proposed**		
	Reduce Ladder staffing from 5 to 4	**Proposed**		
	San Jose voters approved a pair of measures aimed at limiting wage and benefit increases for police and firefighters and allowing reduced pensions for new workers and limit the ability of arbitrators to raise the compensation of police and firefighters..	**Approved**	**5/6/2011**	
	Contract concession - 10% salary reduction	**Implemented**	**3/8/2011**	
	Sketching out a worst-case scenario of San Jose's budget meltdown, city officials warned this week that they could lay off as many as 145 firefighters (of 650), slashing close to a quarter of the city's public safety employees.	**Proposed**	**2/18/2011**	
	Manheim said that even if all 11 unions agree to 10 percent concessions in total compensation, which includes salary and benefits, the FD could still lose 82 positions.	**Proposed**		
	Firefighters union rejected an offer by the city to bring back 49 laid off firefighters if they would accept a cut in pay and benefits of almost 9%.	**Implemented**	**8/27/2010**	**Mercury News**
	Consolidated Office of Emergency Services to FD	**Implemented**		
	Two-tier retirement system for new hires, includes reducing wages and benefits by 10%, removing a no-layoffs provision, changing the vesting time, increasing employee contributions and raising the retirement age, in an effort to get rehired 50 firefighters who were laid off on Aug. 1.	**Proposed**	**8/2/2010**	**KLIV**
	Alternate deployment models and staffing schedules	**Implemented**		

	Layoff 49 firefighters (of 744)	Implemented	7/30/2010	KRON 4
	Eliminate 81 positions	Implemented		
	Contract concession - 5.25% pay reduction	Proposed		
	Increased health care co-pays	Proposed		
	Dynamic' plan to redeploy units	Implemented	7/8/2010	Community Newspapers
	Reduce FD budget $15 million (10%)	Proposed		
	Contract concession - increase firefighter pension contribution 5%	Implemented	5/18/2010	
	Close Engine 33	Rescinded	4/14/2010	
	Layoff 86 firefighters (of 744)	Proposed	3/29/2010	
	Close 5 Engines (of 34)	Proposed	3/29/2010	
	Brownout 1 Engine (of 35)	Rescinded	7/1/2009	
	Convert 1 USAR company (of 3) to a Ladder Company	Proposed	7/1/2009	
	Eliminate positions, 1 Deputy Chief , 1 Battalion Chief (Communications), 1 Arson Investigator, 1 Admninistrative Secretary	Implemented	7/1/2009	Mercury News
	Reduce 50 Support Paramedics (of 147)	Implemented	7/1/2009	
	Consolidate Office of Emergency Services to FD	Implemented	7/1/2009	
	Close 2 stations (of 35)	Rescinded	7/1/2009	
	Reduce Airport staffing from 6 to 4	Implemented	8/1/2010	Oroville Mercury Register
	Close 1 Stations (of 35)	Implemented	8/1/2010	KCBS
	Close 4 Engines (of 34)	Implemented	8/1/2010	
	Close 1 Ladder (of 9)	Implemented	8/1/2010	
	Eliminate all but 10 Support Paramedic	Implemented		
	Eliminated 3 civilian clerical jobs	Implemented		
Santa Ana, CA	FD disbanded and contracted out to Orange County Fire Authority effective 04/20/2012	Implemented	3/6/2012	Los Angeles Times
	Daily fire station staffing will drop from 63 to 48. By contracting with the fire authority, the city gets out of its current labor contract with firefighters, which required higher staffing levels on engines than the fire authority plans to use.	Implemented	3/6/2012	
	All 192 SAFD personnel including dispatchers, fire prevention, fire marshals and 12 non-sworn personnel are being included in the move. "In anticipation of the outsourcing possibility, Orange County left 45 vacant positions open so they could be absorbed."			
	The city will pay about $33.7 million to the OCFA in the first year of an eight-year agreement. The city expects to save between $8.7 million and $10 million per year. The savings would come partly from reducing the number of firefighters on duty at any one time from a current minimum of 63 to 48.		2/24/2012	Firehouse .com
	As part of the move, the city will seek a private provider of ambulance services.			
	Contract services to Orange County Fire Authority, 206 employes transferred to new agency retain 10 stations, reduce minimum shift staffing from 63 to 48	Proposed	12/5/2011	
Santa Barbara, CA	Brownout 1 Station (of 8)	Implemented	7/1/2010	Noozhawk
	Reduce pay 5.5% for 2 years in lieu of closing 1 station and to maintain staffing levels		10/7/2010	Independent

	Reduce FD budget $908,000 (4.7%)	Proposed	5/27/2009	Noozhawk
	Not fill vacant positions	Proposed		
Santa Rosa, CA	Hire 12 firefighters and open all 10 fire stations full-time with SAFER grant.		10/18/2013	The Press Democrat
	Reduce FD budget $1.3 million	Implemented		Press Democrat
	Contract concession - reduce salaries and fringe benefits in lieu of browning out 1 station	Proposed		
	Close 1 Station (of 11)	Rejected	6/15/2011	
	Close 1 Engine (of 11)	Rejected	6/15/2011	
	Reduce FD budget $645,000	Implemented	6/15/2011	
	Brownout 2 Stations (of 11)	Implemented	7/7/2009	
	Brownout 2 Engines (of 11)	Implemented		
Seaside, CA	Merger with Monterey Peninsula Airport	Proposed	05//2012	Monterey Herald
	Merger with Marina	Rejected	2007	
Sonoma, CA	City of Sonoma and Valley of the Moon fire departments merged under the joint umbrella of the Sonoma Valley Fire Authority.	Implemented	3/20/2013	Press Democrat
	Proposal would meld the administrative functions of the two departments. Fire services were already consolidated through a 2002 Joint Powers Agreement.	Implemented	2/25/2011	Sonoma Patch
Stockton, CA	In bankruptcy		7/1/2012	
	Contract concessions - 15% salary decrease, contribute 9% towards pension, no education premium, increased healthcare copay, reduce uniform allowance 50%, raise retirement age to 55, eliminate retirement health care benfits for new hires	Implemented	10/23/2011	
	Layoff 36 firefighters (of)	Implemented	7/2/2011	
	Layoff 48 firefighters (of)	Implemented	7/1/2011	
	Demote 29 officers	Implemented	7/1/2011	
	Close 1 Ladder company (of 3)	Rejected		
	Reduce engine company staffing from 4 to 3	Implemented	7/1/2011	
	Reduce ladder company staffing from 5 to 4	Implemented	7/1/2011	
	Close 1 Engine companies (of 13) effective 06/30/2011	Implemented	7/1/2011	
	Reduce minimum shift staffing from 77 to 51	Implemented	7/1/2011	
	Reduce FD budget $19 million	Implemented	3/23/2011	KXTV 10
	Eliminate responses to non emergencies	Implemented		
	Voters pass Measure H to change the city's charter. Contract disputes between the city and fire department will no longer be settled by an outside arbitrator. It also allows the city to hire a fire chief from outside the department. Currently, a Stockton fire chief must be hired from within.	Passed	11/4/2010	
	The firefighters union filed a lawsuit to have a closed fire station reopened.	Implemented	7/16/2010	Mercury News
	Close 1 Ladder (of 4)	Implemented	6/30/2010	News 10 KXTV
	Contract concessions - reduce salaries and benefits, higher healthcare co-pays and deductibles ($5.7 million) in lieu of 24 layoffs, staffing cuts and company closures	Proposed	6/23/2010	KCRA
	Reduce FD budget $6 million	Proposed	2/11/2009	The Record

	Close 3 companies - deferred by concessions	Deferred	2/11/2009	
	Demote 12 Captains and 12 Engineers	Deferred		
	Layoff 11 firefighters	Deferred		
Suisun, CA	Solano County Grand Jury recommends consolidating the western part of the Suisun Fire Protection District with the Cordelia Fire Protection District, and the eastern part with the Montezuma Fire Protection District.	Proposed	4/28/2013	Times Herald
Union City, CA	Merged into Alameda County FD	Implemented	3/6/2012	Los Angeles Times
Upland, CA	Two-year pilot program joining administrative staff at the Upland and Montclair fire departments.	Implemented	1/3/2013	Inland Valley Daily Bulletin
Vallejo, CA	Reopen sta 25 (closed 7-19-2010)		1/20/2012	Times Herald
	Out of bankrupcy 2011		//2011	
	Reduce minimum shift staffing from 28 to 21	Implemented		
	Reduce minimum shift staffing from 18 to 15	Implemented	10/29/2010	KQED
	Relying on mutual aid			
	Close two stations (2 of 6)	Implemented	7/19/2010	News 10 KXTV
	Close one additional station (1 of 6)	Implemented	7/1/2009	
	Reopen 1 station with Ladder Company	Implemented	7/1/2009	
	Reduce minimum shift staffing to 18	Implemented	7/1/2009	
	Brownout one additional station (1 of 5)	Proposed	6/30/2009	Times Herald
	Reduce minimum shift staffing from 21 to 18	Proposed		Bay City News
	In bankruptcy 2008		05//2008	
	Close two stations (2 of 8)	Implemented	3/1/2008	Times Herald
Valley of the Moon, CA	City of Sonoma and Valley of the Moon fire departments merged under the joint umbrella of the Sonoma Valley Fire Authority.	Implemented	3/20/2013	Press Democrat
Ventura, CA	So the question of how to keep Ventura Fire Department Station No. 4 open comes up often. In 2014 a three-year partnership between the city and federal government ends, creating a potential funding shortfall.		10/5/2013	Ventura County Star
	One big piece in the funding puzzle could come in the form of another federal grant. The department is applying for a $2.4 million grant that would cover the salaries and benefits for nine firefighters from February 2014 to February 2016.			
	Fire Station No. 4, on Telephone Road in east Ventura, closed in July 2010 amid budget cuts. Fire officials pointed to longer response times as proof the decision was wrong and looked for ways to reopen the station.			
	In January 2012, the department received a $2.3 million grant that paid for two years worth of salaries and benefits in exchange for the city pledging to keep the station open a third year.			
	The city learned it might not be responsible for the third year when it decided to apply for the new grant, City Manager Mark Watkins said.			

	Early estimates based the $1.2 million annual operating cost on the salaries of nine new hires, instead of the higher-paid mix of staff at the station, captains and engineers among them.			
Ventura, CA	Keeping Fire Station 4 open costlier than Ventura officials anticipated		12/18/2012	Ventura County Star
	Last year, the Ventura City Council accepted a $2.3 million federal grant that allowed it to reopen Fire Station 4, an east side station off 8303 Telephone Road that was closed because of budget cuts.			
	But staffing and operating the station as cost significantly more than initially thought — $473,000 from November 2011 to October and an additional estimated $402,000 from November to October 2013. Those costs are attributed to overtime, utilities and equipment, items not covered by the grant.			
	Ventura has six fire stations. Station 4, shut in mid-2010, had been chosen for closure after officials determined it would affect response times for the fewest people.			
	Close 1 station (of 6) effective 07/01/2010	Implemented	10/31/2010	Ventura County Star
	Close 1 Engine (of 6) effective 07/01/2010	Implemented		
	Continue 5% compensation reduction for an additional year	Proposed		
	Reduce FD budget $1.4 million	Proposed		
	Performance for meeting response time goals declines from 40% to 13%			
	Relying on mutual aid			
Windsor, CA	Windsor and Rincon Valley formed Central Fire Authority in 2011, part of a "joint powers agreement" that created a new agency overseeing both fire departments. The arrangement, facilitated by the retirement of Windsor's longtime fire chief, created a unified command structure and resulted in other savings by eliminating duplication of staff duties and supplies.	Implemented	3/20/2013	Press Democrat
Danbury, CT	Mayor rejected a $2.1 million SAFER grant to hire 14 firefighters because the "legacy" costs under the fire department's old contract would be too expensive.		2/10/2012	Newstimes.com
Groton, CT	Close 1 Station of 2 in Poquonnock Bridge	Proposed	6/24/2013	The Day
Manchester, CT	Reduce Engine staffing from 4 to 3			
Meriden, CT	Close 1 Station (of 5)	Rescinded again	//2013	
	Close 1 Engine of 5	Rescinded again	//2013	
	Eliminate 1 Captain, 1 Lieutenant, 2 Firefighters, by attrition, save $260,000 salary and $360,000 overtime	Proposed	7/1/2009	
	Concession - 38 hours pay to keep station open	Implemented	5/5/2009	
	Close 1 Station (of 5)	Rescinded	5/4/2009	Record Journal
	Close 1 Engine (of 5)	Rescinded		
New London, CT	Contract agreement would save the 25 jobs and includes extending the firefighters' contract by three years with 2% raises in 2013, 2014 and 2015. The agreement also would reduce mandatory staffing levels from 18 to 16 per shift and would eliminate a 2¼% raise in July and a 2% raise in January. The workforce also would be cut by nine positions as they become vacant.	Proposed	6/13/2012	The Day
	Layoff 25 firefighters of 75 effective 7-1-2012	Rescinded	5/18/2012	Hartford Courant

	Reduce shift staffing by 1 (of 18)	Implemented	8/13/2009	WFSB
	Brownout 1 Ladder (of 2)	Implemented		
Stamford, CT	Referendum question asked voters whether the city should revise its charter to create a combined fire department -- with a single fire chief and fire marshal -- encompassing both career and volunteer firefighters. The charter revision also created two assistant fire chief positions, one for career services and one for volunteer services.	Approved	11/7/2012	Stamford Advocate
	Mayor's five-year, $42.3 million fire services plan would consolidate four of five independent volunteer fire departments into a single organization called the Stamford Volunteer Fire Department.			
	Consolidate 1 career & 5 VFDs	Rejected	2/20/2010	Advocate
	Reduce budgets of volunteer fire companies	Implemented		The Hour
	New Hope FC of Glenbrook - career staffed engine	Implemented	7/1/2007	
	Springdale FC - career staffed engine	Implemented	7/1/2008	
	Turn of the River FC - two career staffed engines, closed one volunteer station	Implemented	7/1/2008	
West Haven, CT	Allingtown dissolves fire tax district, merged with Center District		1/13/2012 & 12/18/2011	New Haven Register
West Shore, CT	Eliminate 5 part-time firefighters for a savings of $20,000 annually	Proposed	7/22/2013	New Haven Register
Washington, DC	D.C. Fire Chief disclosed plans to shuffle resources, meaning fewer ambulances will be in service overnight. The plan, introduced last month by the D.C. Fire Chief would pull paramedics from 14 ambulances between 1 and 7 a.m. and instead have them available for calls during busier hours from 7 a.m. to 11 p.m. Paramedics' shifts would be staggered, increasing the number of ambulances able to provide advanced life support during the afternoon hours, when fire officials say call volume is highest.	Proposed	11/13/2012	WUSA9
	Eliminate 24 hour shifts			
	Paramedics are reportedly leaving D.C. Fire and EMS at such a high rate that the department is facing a critical shortage. WTTG-TV has reported that on many days, the department is unable to fill all of its 14 paramedic-staffed ambulances that are supposed to be in service around the clock. While EMTs account for a majority of the department's EMS responders, it is 100 paramedics short of filling all of its slots. Engine companies are being taken out of service in order to run medical calls. Fire Chief told the news station that the city doesn't have a paramedic shortage.		11/6/2012	WTTG-TV
	Rotating closures of fire and EMS units due to staffing shortages	Implemented	6/23/2012	IAFF 36
	Not fill 130 frozen positions	Proposed		Examiner
	Close stations and units	Proposed		9 News
	Brownout stations and units	Proposed		
	Eliminate 80 positions	Proposed		
	Reduce total staff by 20% 475 of 1,625)	Proposed	11/30/2011	WTOP
	Establish 12 hour shifts, 3 shift schedule	Proposed	11/30/2011	
	Reduce overtime	Implemented	10/5/2011	Times
Boynton Beach, FL	Close 1 Station of 4	Proposed	9/3/2012	Palm Beach Post
	Brownout 1 Engine of 4		10//2011	
	Eliminate 6 firefighter positions		10//2011	

Clay County, FL	Since its inception, Clay's department has used trained "auxiliaries" in addition to career firefighters. There are currently 122 volunteers helping more than 200 career employees.	Implemented	9/25/2012	Florida Times Union
Collier County, FL	In 2010, more than 72% of Collier voters said in a nonbinding straw ballot they would support merging the seven Collier fire districts into one provided it was more efficient and led to better use of tax dollars.		4/9/2013	
	Collier rural fire districts hammered by property value decline, future 'dire'		6/13/2011	Daily News
Delray Beach, FL	City rejects new tax assessment to support fire department		1/19/2012	Sun Sentinel
	Hire 4 firefighters with $600,000 SAFER grant	Implemented	12/1/2011	
	More part-time fiefighters	Proposed		
	Reduce ambulance on duty by 50% nights and weekends per ICMA report	Proposed	10/25/2011	
East Naples, FL	Consolidate with Isles of Capri fire districts		5/28/2013	Naple News
	Functional consolidation with Golden Gate FD	Implemented	4/24/2013	Naple News
	Rehire 5 (of 9) laid off firefighters	Implemented	12/13/20111	
	Layoff 9 firefighters and 1 prevention inspector (of 59)	Implemented	10/30/2011	m marco news
	Contract concession - pay cut 14-17%, copay health insurance	Implemented	10/30/2011	NBC2
	Reduce minimum shift staffing from 20 to number working	Implemented	10/30/2011	
	Brownout 1 Station (of 5)	Implemented	10/30/2011	
	Billing for services	Implemented	10/30/2011	
	Furloughs - one shift per month	Implemented	7/1/2011	WZVN 7
	FD revenue decreased $2.1 million	Implemented	6/13/2011	Daily News
Eustis, FL	Considering consolidation with Mount Dora and Tavares	Proposed		
Golden Gate, FL	Consolidation with East Napes fire district	Implemented	4/24/2013	Naple News
	Postpone equipment replacement	Implemented		
	Hiring freeze	Implemented		
	Eliminate overtime	Implemented		
	Benefits reductions	Implemented		
	Contract concessions - no pay increases for 3 years, no longevity pay, no COLA, reduced benefits	Proposed		
	Close 2 Stations (of 4)	Proposed		
	Layoff 21 firefighters (of 68)	Proposed		
	FD revenue reduced 23%	Implemented	6/13/2011	Daily News
	Seeking tax rate increase	Proposed	5/12/2009	
	Close 1 or 2 stations (of 4)	Rescinded		
Hernando County, FL	Looking to consolidate all FD's into one	Proposed	12/2/2012	Hernando Today

Hillsborough County, FL	Hillsborough County Commission has allocated $5.2 million to add 78 paid staff positions that will replace the 150 remaining volunteers working under Hillsborough County Fire Rescue.		12/12/2012	Tampa Tribune
	"Prior to the end of September, we had six stations primarily staffed with volunteers," including one in Seffner, North Brandon, Dover-Turkey Creek and Bloomingdale, County Fire-Rescue Chief Ron Rogers said.			Tampa Bay Times
	The Bloomingdale fire station and one in Lutz, which each still have volunteers manning the stations at night and on weekends, will be completely staffed by the county come Jan. 1.			
Isles of Capris, FL	Consolidate with East Naples fire district	Implemented	5/28/2013	Naple News
Jacksonville, FL	Given a fire department budget "that will not work," as described by the council auditor, the City Council Finance Committee on Friday provided a tentative $12.6 million funding boost to the department for fiscal 2013-14.		8/19/2013	Daily Record
	Stations No. 11, 12 and 14, each slated to be closed in Brown's budget, were still scheduled to be closed Oct. 1.			
	Cross staff fire and EMS units	Proposed	10/22/2012	Florida Time Union
	Close 4 Stations of 56			
	Close 10 fire companies of 69			WTEV 47
	Reduce FD budget $7 million (Down from $12 million)			WAWS 30
	The contract, approved by 73 percent of the voting membership, preserves the 2 percent pay cut members agreed to three years ago. In return, the city promises that it will not demote or lay off firefighters save for cause.	Implemented	9/27/2012	Florida Times Union
	There used to be multiple departments using volunteers in Duval County before consolidation in the 1960s, and most auxiliaries classified as staff were phased out under Jacksonville Fire and Rescue. Jacksonville still utilizes about 80 volunteers, but unlike the volunteers in Clay and Jacksonville Beach, they are not classified as staff.		9/25/2012	Florida Times Union
	Reduce pay 2%, 5% contribution for health insurance	Proposed	9/27/2010	WOKV TV
	Layoff 15 positions including 14 rookie firefighters and 1 civilian	Rescinded		
	Increase retirement eligibility from 20 to 25 years	Proposed		
	Maintain 10 firefighter positions to maintain adequate coverage without increased use of overtime	Proposed	9/24/2010	First Coast News
	Note: Net position reductions within JFRD is 29 FTE and 14 part-time positions.	Proposed		
	Layoff 29 recruit firefighters	Proposed	5/13/2010	
	Relocate two EMS units to keep stations open	Proposed		
	Eliminate 29 full-time positions and 14 part-time employees (all are currently filled)	Proposed		
	Remove the engine company from Station 12 and replace it with a rescue unit currently at Station 13	Proposed		
	Remove the engine company from Station 14 and replace it with a rescue unit currently at Station 23	Proposed		
	2009/2010 JFRD Operational Changes and Costs Reductions	Proposed		
	Remove engine company from Station 14 and replace with rescue unit	Proposed		
	Rescue unit will be relocated from Station 23	Proposed		
	Station 23 will retain it's engine company	Proposed		
	Will result in elimination of 11 positions	Proposed		
	Eliminate 6 firefighter positions by reducing minimum staffing requirement for Engines 16 and 54 from 4 personnel to 3 personnel	Proposed		
	All other engine companies currently operate with a minimum staffing requirement of 3	Proposed		

	Eliminate chief of fire prevention, 1 rescue Lieutenant and 1 suppression captain at training facility, 1 captain and 1 firefighter in recruiting, 14 part-time positions in cadet program, 3 District 9 chief positions (one per shift), remaining 8 district chiefs will redistribute territories, 3 safety captain positions (one per shift), each shift will still operate with 1 safety captains, 1 uniformed firefighter position at fire museum and replace with civilian	Proposed		
	Eliminate printing of On Scene magazine	Proposed		
	Layoff 40 firefighters (of) pending contract concessions	Proposed	4/4/2010	News4Jax
	Not fill 13 vacant positions	Proposed		
	Close 4 Engines (of 56)	Proposed	4/1/2010	
	Reduce FD budget $4.8 million	Proposed		
	Contract concessions - 3% salary cut or 1 year pay freeze, freeze tenure- based raises, larger health insurance copay	Proposed		
	Close 3 Stations (of 56)	Proposed	8/18/2009	Firefighter Hourly
	Reduce Engine staffing from 4 to 3	Implemented		
	Reduce Administrative staff	Proposed		
	Reduce salaries and operating costs 3%	Proposed		
	Close 2 Stations (of 56)	Proposed	7/14/2009	Times Union
Jacksonville Beach, FL	Auxiliary program to utilize 6 to 8 volunteers to help offset overtime costs	Implemented	9/25/2012	Florida Times Union
Marion County, FL	Contract concession - freeze pay 3 years	Implemented	12/2/2011	Star Banner
	Contract concession - elimination of the top rung of that ladder, a 6 percent reduction in the amount paid in what is now the top tier and an overall reduction of 15 percent in the salary schedule that accompanies gains in seniority and proficiency.	Implemented		
	Clause that mandates a pay cut for anyone who is demoted from being dual-certified as a firefighter and paramedic or emergency medical technician to a single certification.	Implemented		
	Close 3 medic rescues - rescinded $11.4 million SAFER grant	Implemented	12/3/2013	CBS Miami
	Layoff 59 firefighters - rescinded $ 11.4 million SAFER grant	Implemented		
	Contract concession - freeze pay for 3 years, 6% reduction of top tier, 15% reduction of salary schedule, pay reduction for certification lapses	Implemented	12/2/2011	
	Contract concession - freeze pay until 10/2011	Implemented	3/1/2011	
	Consolidate FD with Sheriff Office into Public Safety Department	Proposed	11/22/2010	Star Banner
Mascotte, FL	Officials have proposed the same property-tax rate as last year, $9.61 per $1,000 taxable value, because the city has reached its tax-rate cap. Because of declining property values, that tax rate would collect 17 percent less in revenue.	Proposed	9/10/2012	Orlando Sentinel
Miami Dade, FL	Brownout 6 Stations of 65	Implemented	7/22/2013	Brooks
	Brownout up to 12 units, overtime budget expended	Implemented		
	Layoff 140 firefighters	Proposed		Local10 .com
	Close 6 units	Proposed		
	Eliminate Venom Response Team	Rescinded	7/21/2009	

Minneola, FL	Officials have proposed decreasing the city tax rate to $6.30 per $1,000 taxable value, while adding a fire-assessment fee of $59 per residence.	Proposed	9/10/2012	Orlando Sentinel
	Layoff 4 firefighters (of 12)	Proposed	7/13/2010	WESH
Mount Dora, FL	Considering consolidation Eustis and Tavares	Proposed		
NASA Kennedy Space Center	Contractor agency looking for 20% paycuts to fire-rescue personnel and to eliminate pension plan	Proposed	7/11/2012	Transport Workers Union
Orlando, FL	Two years ago, Orlando narrowly avoided laying off 46 firefighters thanks to an $8.3 million federal SAFER grant. Knowing the grant money would run out, Chief John Miller got the OK to bring in more revenue by buying a fleet of ambulances and taking over most hospital transports in town.		6/23/2012	Orlando Sentinel
	City FD and County FD merger	Proposed		Sentinel
	Reduce FD budget 12%	Proposed		
	Not fill 26 vacant positions, 1 administrative, 25 unfilled vacancies	Proposed		
	Contract concessions - Forgo first quarter 2010 raises, education expense allowances, uniform allowances and physicals for a year	Implemented		
	Eliminate EMS responses	Proposed		
	Close 1 Engine and 1 Rescue Squad	Proposed		
	Layoff 46 firefighter positions (Rescinded by SAFER grant 05/07/2010))	Rescinded	10/2/2009	wftv
	No overtime	Proposed	6/18/2009	USA Today
	Reduce Fire Department budget by 12%	Proposed		
	Use fiscal reserve funding to delay layoffs pending SAFER grant	Implemented	5/7/2010	Sentinel
	Contract concesson - Raises and other benefits to save enough money to delay layoffs until February.	Implemented	5/7/2010	Sentinel
	Close one station (1 of 17)	Rescinded	5/7/2010	Sentinel
	Close 8 Rescues (of 8)	Rescinded	5/7/2010	Sentinel
	Close 1 Ladder (of 5)	Rescinded	5/7/2010	Sentinel
	Brownout companies when shift staffing insufficient	Proposed		
	Contract concession $685,000 in supplemental pay, forgo 1st quarter 2010 pay raises, education reimbursements, uniform allowances, and physicals for one year	Implemented		
	When city officials did hear from FEMA officials, it wasn't good news. In a bureaucratic Catch 22, the agency ruled that Orlando wasn't eligible for the (SAFER) grant because the 46 firefighters had never actually been laid off — even though they hadn't been laid off because the city expected to receive the grant.		5/7/2010	Sentinel
Palm Beach County, FL	Not fill 102 vacant firefighter positions	Proposed	6/26/2012	WPTV
	Reduce medic staffing from 3 to 2	Rescinded	6/26/2012	Sun Sentinel
	Eliminate firefighter paramedics at Palm Beach International Airport	Proposed		Palm Beach Post
	Privatize fire protection at Palm Beach International Airport	Proposed		
	Not fill 65 vacant firefighter positions	Proposed	7/16/2010	WPTV
	Eliminate 40-50 positions	Proposed	7/16/2010	

	Reduce FD budget $17 million or raise taxes 14% in order not to reduce staffing	Proposed	7/27/2009	Sun Sentinel
Saint Johns County, FL	County has approved the concept of a volunteer program.	Proposed	9/25/2012	Florida Times Union
	Layoff 48 additional positions	Proposed	FY2013	
	Layoff 27 positions	Proposed	FY2010	
	Contract concession - merit increases	Proposed		
	Reduce minimum staffing from 3 engine, 2 ladder, 2 rescue	Proposed		
Stuart, FL	Close 1 Station of 3		/2010	
	Close 1 Engine of 3			
Sun 'N Lake, FL	Disbanded FD and contracted to West Sebring FD		2/11/2013	News Sun, Highlands Today
Tavares, FL	Officials are adding a fire-assessment fee of about $12.75 a month, which aims to spread the cost of paying for fire service among those who don't pay property taxes.		9/10/2012	Orlando Sentinel
	Considering consolidation with Eustis and Mount Dora			
Athens Clarke County, GA	Close 1 Ladder of 3		//2012	On Line Athens
	Eliminate 3 positions		//2011	
Augusta Richmond County, GA	Eliminate 3 Battalion Chief, 1 Deputy Chief, and 1 maintenance technician positions (vacant) and 1 Assistant Chief		2/20/2012	Augusta Chronicle
Boise, ID	Joint powers agreement with North Ada County Fire Rescue, operationally and functionally becoming one.	Implemented	12/31/2009	
	Close 1 Station of 19			
Idaho Falls, ID	Brownout 1 Station of 5 due to overtime budget expended	Rescinded	8/9/2013	Post Register
North Ada County, ID	Joint powers agreement with Boise FD, operationally and functionally becoming one.	Implemented	12/31/2009	
	Close 1 station (of 3)	Implemented	10/1/2010	
Teton County, ID	Combine Fire & Ambulance districts	Implemented	1/19/2012	EMS World
Alton, IL	Implement automatic aid to increase fire response staffing to offset insurance rating	Implemented	7/7/2013	The Telegraph
	Layoff 2 firefighters (of 59) (Down from 70 in 2002)	Implemented	11/3/2009	Saint Louis Post Dispatch
	Not fill 3 firefighter vacant positions			

Bloomington, IL	Enhancing technology for automatic aid with Normal	Pending	2/17/2013	Pantagraph
Bolingbrook, IL	Consoilidate FD Chief and PD Chief positions	Implemented	2/17/2013	
Chicago, IL	Mayor's proposals	Proposed	5/30/2012	Sun Times
	Reduce staffing from 10 to 9 in 57 double unit stations with both engine and ladder to save about $17 million per year in salaries and pension benefits by reducing each of three shifts by 57 firefighters.			Chicago Tribune
	5% increase in employee pension contributions; a 10-year freeze in cost-of-living increases for retirees; a five-year increase in the retirement age and a two-tiered pension system for new and old employees.			
	The administration suggests doing away with the uniform allowance, which pays firefighters more than $1,000 per year to cover the cost of cleaning their work clothing. That cost the city about $5.57 million last year.			
	Eliminate 7% premium paid to cross-trained firefighter paramedics.			
	Eliminate duty availability pay. That's money for Fire Department personnel to be available to be called in to work by the city at any time, and it cost $14.9 million last year.			
	Eliminate physical fitness incentive pay for meeting fitness standards			
	Eliminate ability to trade unused furlough days for compensation if leaving the department			
	Those two provisions cost the city $4.58 million in 2011.			
	The average total annual compensation for a Chicago firefighter is $102,000.			
	Limit specialty pay to sharply decrease the $16.7 million spent last year for firefighters who have skills like scuba diving or hazardous materials cleanup. Under the most recent contract, the city agreed to give fire union employees a flat 5 percent annual pay bump if they maintained certification in a special training. Firefighters jumped at the chance, with about 80 percent of the nearly 5,000 union members collecting specialty pay by the end of 2010. The Mayor wants to change the next contract to stipulate that firefighters receive the stipend only for shifts on which they use the skills, Ryan's letter says.			
	Limit holiday pay. Currently, members of the union who work on any of 13 holidays get paid for those days at a higher rate than normal salary. So do those who would have worked the holidays but didn't because they had department-required days off designed to hold down overtime costs. Last year's tab for those payments was more than $19 million, according to city records. Mayor wants to pay only those actually working the holidays.			
	Close stations	Proposed	10/28/2011	
	Increase permitted daily occurrances of short staffing from 30 to 35	Implemented	10/28/2011	
	Firefighters who go home sick during their shifts no longer must be automatically replaced	Implemented	10/28/2011	
	Inspector General suggests reducing unit staffing from 5 to 4	Proposed	10/26/2010	Tribune
	Reduce engine and ladder staffing from 5 to 4	Proposed	10/26/2011	Sun Times
	Furloughs	Proposed	10/29/2009	Firehouse
Decatur, IL	Eliminate 7 positions		1/12/2014	Herald & Review
	Close 1 company of 8 to deal with loss of personnel.			
Dixmoor, IL	Dixmoor FD will be closed effective 12/01/2013. Village officials said it was costing too much to fund the fire department	Implemented	11/21/2013	Firehouse .com

	Dixmoor is planning to have the Harvey FD provide fire protection for the village and to pay a private ambulance service to provide paramedics.	Proposed		Southtown Star
	6 of 12 full-time firefighters had been laid off earlier as a cost-saving measure.	Implemented		
East Joliet, IL	Close 1 station of 2 effective 12/15/2012	Implemented	1/13/2013	st media network
	Reduce shift staffing from 7 to 4	Implemented		
East Saint Louis, IL	Layoff 19 firefighters of 54 when $3.3 million SAFER grant expires	Rescinded	10/16/2013	KMOX
	Mayor said two of those 19 jobs will be rescued the next day, with the salaries picked up by the city's general fund. Next year, the city hopes to bring back eight more employees if it can find $600,000 in the city's budget.	Proposed		
	Layoff 16 firefighters, Rehire 8 in 2014		9/29/2013	Belleville News Democrat
	Brownout 1 Station of 3			
	Plan is to apply for another federal grant that could get the staffing level back to 58. He said the city knew when it won the $3.3 million, two-year grant in 2011 that the city would need to find extra money when it expired to keep the firefighters on duty.	Proposed	9/6/2013	St Louis Post Dispatch
	Brownout 1 Station of 4	Implemented		
	Reduce shift staffing to 6	Implemented		
	Close 1 Engine (of 4)	Implemented	2/1/2011	
	20% pay cut	Proposed		
	Layoff 13 firefighters (of 59)	Implemented	8/1/2010	Saint Louis Today
	Reduce minimum shift staffing from 12 to 9	Implemented		
	Not fill 9 vacant positions	Implemented		
	7% pay cut	Proposed	2/1/2010	
	Close 1 station (of 4)	Implemented	2/1/2010	
	4 furlough days per month	Implemented		Belleville News Democrat
	Not maintaining 12 shift minimum staffing	Proposed		Fox 2 Now
	Eliminate one Assistant Chief position	Proposed	9/22/2009	
	Layoff 5 firefighters and one part time position	Rescinded	9/15/2009	Post Dispatch
	0% pay increase for 3 years in lieu of layoffs	Proposed	?/?/2009	
	Not fill 2 vacant firefighter positions	Rescinded		
Elgin, IL	Staffing reduced	Implemented	3/3/2013	Daily Herald
	Firefighters agreed to a “no raise, no layoff” contract for 2011.	Implemented	3/5/2010	st media network
	Reduce minimum shift staffing from 36 to 34	Implemented		
	Combine staffing of 1 Engine and 1 Ambulance			
Geneva, IL	Staffing reduced	Implemented	3/3/2013	Daily Herald

Libertyville, IL	Staffing reduced from 55 to 39	Implemented	3/3/2013	Daily Herald
	Contract dispatch services to Countryside FPD	Proposed	11/15/2011	Daily Herald
Lombard, IL	Brownout 1 of 3 ambulances when shift staffing falls below 16	Implemented	3/3/2013	Daily Herald
Moline, IL	Eliminate 12 paramedics and contract out EMS to private effective 07/01/2012		1/18/2012	Quad City Times
	Contract EMS services to private provider	Implemented	12/14/2011	KWQC 6
	Layoff 12 firefighters (of)	Implemented	7/1/2011	
Naperville, IL	Reduce staffing from 197 to 186			
	Brownout 2 Ambulances (of 7)	Proposed	5/10/2010	Naperville Patch
	Reduce FD budget $1.0 million	Proposed		Chicago Daily Herald
	On some days, Naperville may have some help from a new partner, the Lisle-Woodridge Fire Protection District. The two recently agreed when each department has an extra firefighter/paramedic on shift at the same time, those two will pair up to staff an ambulance from one of the towns.	Implemented		
Normal, IL	Enhancing technology for automatic aid with Bloomington	Proposed	2/17/2013	Pantagraph
Palos FD, IL	Brownout 1 station of 2	Implemented	1/20/2012	Regional News
Schaumburg, IL	Eliminate battalion chief position by attrition	Proposed	1/19/2012	Chicago Daily Herald
Springfield, IL	Arbitrator rules city must return to 49 on-duty firefighters (from 46), union concedes back pay claim		1/17/2012	SJR
	The decision will mean a fire truck that was shut down because of the lower manning standard will go back in operation			
	Reduce minimum shift staffing from 49 to 46		1/11/2012	SJR State Journal Register
	Union concession claim for back pay for restoring shift staffing to 49			
	Sick time performance standard allows city to reduce minimum shift staffing to 46 when sick time hours used exceed 1,344 hours in any 39 day period			
	21 firefighters hired to total 219 by SAFER grant			
	$8.5 to $12 million shortfall in next fiscal year, potentially eliminating 136 to 192 positions		9/20/2010	Post Tribune
	Rehire 13 laid off firefighters and fill 4 vacancies $1.3 million SAFER Grant (10 in Sept, 7 in Nov)	Pending	4/1/2010	KY3 News
	Contract concession - delay pay raises to rehire 9 firefighters, no layoff guarantee until 9/1/2010	Proposed	3/1/2010	
	4 furlough shifts	Rejected		News Leader
	Postpone pay raises	Implemented	2/28/2010	
	Layoff 17 firefighters (of 188)	Implemented	2/28/2010	
	Reduce minimum shift staffing from 49 to 42	Implemented	2/28/2010	
	Brownout 2 companies (of 15) daily	Implemented		
	Brownout 2 Stations (of 12) daily, 1 station for 6 days at a time	Implemented		

	Close 2 Engines (of 12)	Implemented		
	Layoff 31 firefighter positions	Proposed	7/10/2009	State Journal Register
	Furlough days (3 to 8)	Proposed		
	Reduce FD budget $700,000	Proposed		
	Eliminate new fire class: $564,110	Proposed		
	Eliminate special teams training: $40,000	Proposed		
	Eliminate various support lines: $85,500	Proposed		
	Equipment deferral: $40,000	Proposed		
	Human resources expenses related to police and fire testing: $94,500	Proposed		
	Sangamon County Combined Dispatch System: $200,000	Proposed		
Washington Park, IL	7 firefighters were laid off; only the interim fire chief was retained. The village will rely on volunteers to handle calls.	Implemented	7/5/2013	Belleville News Democrat
West Dundee, IL	Reduce minimum shift staffing to 5	Implemented 04/2012	3/3/2013	Daily Herald
Anderson, IN	Layoff 22 firefighters of 126	Proposed	9/26/2012	Herald Bulletin
	Close 1 Station of 6	Proposed		
	Eliminate ambulance service.	Proposed		
Decatur Township, IN	Merge with Indianapolis	Pending		
Gary, IN	Lay off 15 firefighters and EMTs		12/31/2012	The Times
	Rehire 28 (of 34) laid off firefighters with SAFER grant	Implemented	7/1/2011	
	Restore demoted officers	Implemented	7/1/2011	
	Lay off 4 (of 235) firefighters (effective 12/18/2010)	Implemented	12/28/2010	Post Tribune
	Lay off 30 (of 231) firefighters (effective 12/31/2010)	Implemented	12/28/2010	Times NWI WGN
	Operating 5-6 engines only	Implemented	12/5/2010	
	Relying on mutual aid	Implemented		
	Gary is able, on average, to put just five or six of its 13 fire engines in service daily because of mechanical problems	Implemented		
	Seeking subsidy from airport	Proposed	9/20/2010	
	Reduce FD budget $2.0 million (from $12.8 million)	Proposed	9/20/2010	
	Layoff 37 firefighters (of 231)	Pending	9/20/2010	
	Layoff 4 firefighters and eliminate positions	Implemented	5/27/2010	
	Contract concession - Reduce clothing allowance from $1,500 to $500 annually	Implemented		
	Reduce FD budget $800,000	Implemented		
	Layoff 25 firefighters (of 237)	Proposed	3/11/2010	Post Tribune
	Brownout companies	Implemented		

	Close 1 Engine (of 10)	Proposed	3/19/2010	
	Close 1 Station (of 10)	Proposed	3/19/2010	
	Close 4 Engines (of 14) 3,7,10,13	Implemented	8/22/2008	
	Close 2 Ladders (of) 7,13	Implemented	8/22/2008	
	Close Rescue	Implemented	8/22/2008	
	Close 4 Stations (of 14)	Implemented	8/22/2008	
	Layoff 70 firefighters	Rescinded		
	Contract concession - salary cuts, furloughs	Proposed		
Hammond, IN	Close 1 Ladder of 4		1/23/2012	nwi .com
	Not fill vacancies			
	Layoff 9 firefighters	Proposed		NWI
	Eliminate overtime	Proposed		
Indianapolis, IN	Merge with adjacent township fire departments and create county wide fire service	Ongoing	7/2/2010	the indy channel .com
Lawrence, IN	Leaders in Lawrence have announced the city can no longer afford 24 paramedics. The city said the cuts to paramedics will mean the city can start the new year in the black.		10/5/2012	WTHR 13
	Johnson said the city will be able to keep all five of its fire stations operational by staffing them with four firefighters instead of three. Firefighters, all of whom are trained EMTs, will operate the ambulances based in all five fire stations.			
	Merge with Indianapolis FD (effective 01/01/2011)	Implemented	10/5/2010	
	Cut pay 10.5%, eliminate holiday bonus, reduce other bonuses, 5% copay for health insurance premiums	Proposed	10/27/2009	Indy Channel
	Eliminate 1 Assistant Chief, 1 Deputy Chief, and 1 Division Chief positions by demotions	Proposed		
	Under the consolidation plan, 18 of 127 firefighters would remain with the city of Lawrence, with the rest rolling into IFD.			
	Lawrence Township firefighters were facing layoffs and took a 16% pay cut earlier this year.			
	Reduce pay 10%	Implemented	7/2/2009	
Mishawaka, IN	Arbitrator rules minimum shift staffing at 23 firefighters and 4 EMS		2/7/2012	South Bend Tribune
Muncie, IN	Reopen 2 statio (Mock St) closed in 2009, also McCulloch Park station closed year ago for flooding & mold problems		1/15/2012	Star Press
	Muncie considering 'fire territory' with outlying townships	Proposed	3/13/2011	
	Consolidate with Center Township FD	Implemented	10/21/2010	Star Press
	Close 1 station(of 5)	Implemented	9/5/2010	
	Rehire 25 laid off firefighters with $2.5 million SAFER grant	Proposed	7/16/2010	
	Close 1 station (of 6)	Implemented	6/21/2009	Muncie. Gannett
	FD EMS response to high priority calls only	Implemented	6/21/2009	
	Layoff 32 firefighters (of 104) (35%)	Implemented	6/21/2009	
	Contract concessions - specialty pay, insurance deductables	Proposed		
	Close 1 station (of 7)	Implemented	6/15/2009	

Nevins Township, IN	Merge with Otter Creek Township	Pending	6/6/2013	Tribune Star
Otter Creek Township, IN	Merge with Nevins Township	Pending	6/6/2013	Tribune Star
Pike Township, IN	Merge with Indianapolis	Implemented		
Wayne Township, IN	Merge with Indianapolis	Pending		
Quad Township, IA	The township association, which includes Concordia, Flint River, Tama and Union townships, plans to contract for services with the Burlington Fire Department, which has offered to provide fire protection for 15 to 20 percent less than the offer West Burlington has on the table, said association spokesman Tom Greene.		09//2012	The Hawkeye .com
Covington, KY	Three captains, one lieutenant, one engineer, one firefighter and one paramedic will be eliminated through either retirement, resignation or promotion.	Pending	9/19/2012	WCPO 9
	Reduce shift staffing from 27 to 26			
Lexington, KY	Lexington Fire Chief: Brownouts Will Continue Through 2014 Firefighters said they're understaffed--their authorized strength is 536, but (as of this writing) they're at 499.			
	Not fill 40 attrition vacancies	Implemented	12/9/2011	WKYT 27
	Rotating brownout 4 stations (of 23)	Implemented	12/23/2009	Herald Leader
	Rotating brownout 7 Engines (of 23)	Implemented		
	Rotating brownout 1 Ladder (of 7)	Implemented		
	Rotating brownout 2 Ambulances (of 10)	Implemented		
	Brownout Rescue Squad	Implemented		
	Brownout Crash Fire Rescue	Implemented		
	Brownout HazMat	Implemented		
	Brownout 1 District Chief (of 5)	Implemented		
	Brownout EMS Supervisor	Implemented		
	Brownout Building Maintenance, Community Services, Fire Prevention Bureau	Implemented		
	Cut FD budget by $2.7 million	Implemented		
	Contract concessions - raise, COLA, uniform allowance in lieu of layoffs, station closings, and services reductions	Proposed		
	Reduce FD budget 5%	Implemented		Lex18
	Eliminate overtime for minimum shift staffing	Implemented		
	Postpone raises for one year and monthly uniform allowances for 18 months	Proposed		
	July class of 14 now working	Implemented		
	Class of 26 to finish training in January	Implemented		
Bayou Cane, LA	Close 1 station of 4	Implemented	11/13/2012	Daily Comet
	Layoff 7 staff			

	Eliminate overtime			
	Reduce number of calls that its trucks respond to each year.			
	No longer respond to EMS			
New Iberia, LA	Brownout 1 Station of 5 due to lack of staff		7/8/2013	Darren Robert
New Orleans, LA	Close 2 Ladders of 8	Implemented	07//2013	
	Close 3 Ladders of 11	Implemented	01//2013	NOLA.com
	Lay off 25 communications center call takers (of 65)	Implemented	5/3/2011	WDSU
	Brownout 7 companies daily (of 41)	Implemented		
	11 furlough days by the end of the year	Implemented	7/24/2010	NOLA .com
Auburn, ME	Brownout 1 Station of 3		6/25/2013	Sun Journal
	Brownout 1 Engine of 3			
	Close Rescue (ambulance) and contract to private provider	Proposed		
	Reduce minimum shift staffing from 14 to 13	Implemented	10/5/2009	
	Eliminate Fire Prevention office	Implemented	5/1/2008	
Portland, ME	Close 1 Engine of 6, convert to Medic	Implemented	/2013	
	Cross staff Fireboat and Engine	Implemented	/2013	
	SAFER Grant of $1.05 million to rehire 12 firefighters	Implemented	5/9/2011	Forecaster
	Reopen Rescue Squad	Pending		
	Eliminate 5 FD positions FY09/10	Implemented	3/2/2010	Forecaster
	Contract concession - salary freeze			
	Layoff 9 firefighter positions (of 239)	Implemented	7/5/2009	
	Not filling 4 vacant positions	Implemented	7/5/2009	
	Reduce minimum Engine staffing from 4 to 3	Implemented	7/5/2009	
	Eliminate Service Truck (1 position)	Implemented	7/5/2009	
	Reduce Electrical Division (1 position)	Implemented	7/5/2009	
	Contract concession - eliminate 2.5% pay raise	Rejected	7/1/2009	
	Close Rescue Squad	Implemented	7/1/2008	
	Eliminate 14 positions (of 243) by retirement incentive	Implemented	7/1/2008	wcsh6
	Close 1 Rescue Squad (of 1) (12 positions)	Implemented	7/1/2008	
	Eliminate EMS Shift Supervisor position (4 positions, 2 to administrative staff)	Implemented	7/1/2008	
Veazie, ME	Layoff 2 staff	Proposed	5/27/2013	Bangor Daily News
Anne Arundel County, MD	Redeploy staffing to save $1 million	Pending	7/2/2013	The Capital
	Career firefighters eliminated from one station (1 of 31) - since rescinded	Rescinded		
	Reassign staff to to provide fire apparatus staffing a some stations and ambulance staffing at other stations.	Implemented		

	Lower leave cap from 52 allowed off per day to 32 (full staffing is about 150/day)	Implemented	1/7/2011	
	Higher contribution percentage toward pensions	Implemented	7/1/2010	
Baltimore, MD	West Baltimore's Truck 10, which city officials had planned to close this month, will be kept open at least through June 30	Postponed	10/2/2012	Baltimore Sun
	Change to 24 hour shifts. Mayor's proposed budget calls for firefighters to work seven more hours a week in exchange for a 12.5 percent raise and $2,500 signing bonus. The change would save the city $60 million over the next 10 years, officials say. The new schedule would save $4.5 million in overtime costs alone, officials say, and would allow the city to cut 156 firefighter positions through attrition.	Proposed	4/1/2013	Baltimore Sun
	The mayor's proposal, which would take effect Jan. 1, would require firefighters to work 24 hours before getting two days off. Their work week would rise to an average of 49 hours, a 17 percent increase, and the city could eventually cut the size of the Fire Department by 156 positions.	Implemented		
	That represents a compromise, administration officials say, from an initial proposal to require firefighters to work 56 hours per week and to eliminate 300 positions.			
	• Eliminate 66 vacant positions			
	• Redeploy 1 Engine to closed firehouse (33)	Implemented	72012	
	• Close 1 Ladder (15) effective 7/2012	Implemented	5/3/2012	Baltimore Brew
	• Close 1 Engine Squad (11) effective 7/2012	Implemented	7/9/2012	Firehouse .com
	$127 million shortfall, likely resulting in a next round of layoffs and furloughs after already having eliminated more than 500 positions		9/20/2010	Post Tribune
	5 to 8 furlough days in lieu of 100 layoffs	Proposed		
	Close 2 Engines (of 36)	Rescinded	7/1/2010	
	Close 1 Ladder (of 18)	Rescinded	7/1/2010	
	Continue brownout of 3 companies daily	Implemented		WBAL
	Eliminate 154 positions, 91 filled, 63 vacant (doomsday budget)	Rescinded	6/2/2010	WJZ
	Eliminate 166 positions - 154 positions from closure of 7 fire companies (10% of workforce, 13% of companies)	Proposed	3/25/2010	Letter from Chief James S Clack
	Permanently close 3 fire companies	Proposed		Baltimore Sun
	Continue daily brownout of 4 companies	Implemented		
	91 layoffs pending reduction by attrition	Proposed	3/1/2010	WJZ
	Eliminate 8 Captains, 22 Lieutenants and several more PO and EVD jobs eliminated. This would require temporary demotions of the most recently promoted rated members and effectively "kill" the promotional lists for rated members.	Proposed		
	No apparatus purchases	Proposed		
	Continue furlough days	Proposed		
	Layoff 125 firefighters by summer	Proposed	1/15/2010	Sun
	Close 9-14 companies by summer	Proposed		
	Not fill 90 vacant positions (of 1790)	Proposed		
	Wage freeze	Pending		
	Close 1 engine (of 35)	Rescinded		
	Close 2 ladders (of 18)	Rescinded		
	Close 1 ladder (of 18)	Rescinded		

	Re-evaluate interior fire attack with respect to fewer resources taking longer to arrive	Proposed		
	Quicker declarations of working fires and quicker use of multiple alarms	Proposed		
	5 Furlough days before June 2010	Implemented	10/29/2009	WBAL
	Contract concession equal to $2.9 million	Implemented	10/22/2009	
	Layoff 1 Assistant Chief position	Implemented	9/23/2009	
	Eliminate overtime	Implemented	8/11/2009	
	Reduce FD budget $2.9 million	Proposed		
	Brownout up to 5 companies per shift (3 Engines, 2 Ladders)	Implemented	8/1/2009	
	Close one ladder (of 19) to organize one new medic unit	Implemented	7/8/2009	
	Redeploy one ladder to keep station open	Rescinded	7/1/2009	
	Not fill vacant positions	Implemented	7/1/2009	
	Distribute 10 year smoke detectors	Implemented		
	Reduce non emergency responses by public education	Implemented		
	Brownout up to 6 companies per shift (4 Engines, 3 Ladders)	Implemented / Rescinded	7/1/2009	
	Close one engine (of 36) to organize one new medic unit	Rescinded	7/1/2009	WJZ
	Reduce staffing on Fireboat from 5 to 4	Implemented	4/1/2009	
	Brownout up to 4 companies per shift (3 Engines, 1 Ladder)	Implemented	1/1/2009	
	Close 3 Engines (of 39)	Implemented	7/1/2000	
	Close 4 Ladders (of 23)	Implemented	7/1/2000	
	Close 2 Battalion Chiefs (of 8)	Implemented	7/1/2000	
	Close 5 Stations (of 44)	Implemented	7/1/2000	
Chicopee, MA	Brownout 1 Engine of 6	Implemented	/2006	
	Close 1 Ladder of 3	Implemented	/2004	
Haverhill, MA	Reduce staffing on Rescue Squad from 3 to 1	Implemented	3/1/2012	Eagle Tribune
	Reduce shift staffing from 19 to 17	Implemented		
	Hired 3 laid off Lawrence firefighters	Implemented		
	Consultant recommendation sick leave monitoring	Proposed	5/1/2011	
	Civilianize fire dispatchers and assign firefighters to suppression	Proposed		
	29 firefighters are among more than 200 firefighters statewide who have been suspended from working as EMTs by the state for allegedly falsifying records to show that they completed EMT recertification when they did not actually attend the required training. The suspensions would be spread out over the next year or two to avoid closing fire stations or paying other firefighters excessive overtime to fill in for the suspended firefighters.	Implemented	1/30/2011	
	Not fill 5 of 13 vacant positions (of 95, from 132 in 1977) (10 Firefighters, 2 Captains, 1 Deputy Chief)	Implemented	11/17/2009	Eagle Tribune
	Reduce number of Deputy Chief positions (from 5)	Proposed		
	Higher deductables and premiums for health insurance	Proposed		
	Close 1 engine (of 4)	Proposed	7/1/2009	
	Reduce minimum shift staffing from 19 to 16	Proposed		
	Demote 7 Captains and Lieutenants	Proposed		
	Brownout 1 station (of 4)	Proposed		

	Reduce 9 officers in rank	Proposed	6/30/2009	
	Reduce minimum shift staffing from 19 to 16	Proposed		
	Brownout 1 Engine (of 4)	Implemented	6/14/2009	
	Brownout 1 Station (of 4)	Implemented	6/14/2009	
	Layoff 2 firefighters	Proposed	4/18/2009	
	Reduce FD staffing from 140 down to 90	Implemented	Since 2000	
Lawrence, MA	Mayor's proposal keeps 31 firefighters on the job when the SAFER grant runs out in August.		5/29/2013	Eagle Tribune
	Reorganize 1 Engine with $6.6 millon SAFER grant (closed 8/2009) after 10 firefighter layoff		2/7/2012	
	Hire 38 firefighters with $6.6 million SAFER grant including 23 firefighters laid off in 2010			
	Eliminate 24 firefighter positions	Implemented		Firefighter Hourly
	$6.62 million SAFER Grant ($6.2 million) to rehire 23 firefighters and 15 new firefighters	Implemented		
	Reestablish 1 Ladder	Implemented	4/9/2011	
	Two fire stations set to reopen	Pending	2/20/2011	
	City will receive $6.62 million SAFER grant to hire 38 firefighters, allowing it to restore positions lost to budget cuts and bring in 15 more firefighters. Mayor William Lantigua's office clouded the good news by saying the staffing levels would probably not be sustainable after the two-year grant is exhausted.	Pending	1/22/2011	
	3 laid off firefighters hired by Haverhill	Implemented		
	6 laid off firefighters hired by Lowell	Implemented		
	1 laid off firefighter hired by Massport	Implemented		
	Contract concessions - give up training stipend, one week of vacation & work 24 hours of overtime unpaid	Implemented	9/23/2010	
	Rehire 8 firefighters - 4 by budget, 4 by concessions	Implemented	9/22/2010	
	Contract concessions to rehire 4 firefighters - 10% salary cut, forgo bonuses, and consider other measures	Implemented		
	Mutual aid system is straining, responses revised	Implemented	8/11/2010	
	Requesting mutual aid at more than 10 times prior rate including routine calls	Implemented	8/9/2010	WCVB 5
	Neighboring towns to pick up slack for Lawrence firefighter layoffs	Implemented	7/10/2010	
	Drawing complaints from fire chiefs in surrounding towns, where departments have been forced to pay overtime and risked leaving their communities without enough coverage in order to respond to mutual aid calls from Lawrence.	Implemented		
	Union has offered to give up the 3.5% pay raise received Jan. 1, but they are not willing to reduce their pay	Implemented		
	Reduce FD budget $2.5 million	Implemented		
	Brownout Rescue Squad	Implemented	7/1/2010	
	Reduce minimum shift staffing from 24 to 18	Implemented		
	Close 1 Engine (of 3)	Proposed	7/1/2010	
	Layoff 23 firefighters (of 95)	Implemented	7/1/2010	
	Close 1 station (of 4)	Implemented	7/1/2010	Lowell Sun
	One Captain and two Lieutenants demoted	Implemented	7/1/2010	
	Reduce minimum shift staffing to 18 to 13	Implemented	7/1/2010	Boston Globe
	Layoff 32 firefighters and support staff (of 96)	Proposed	5/11/2010	
	Layoff 8 firefighter positions (of 136)	Implemented	11/4/2009	
	Not fill 19 firefighter vacancies	Implemented		

	Discontinue emergency medical responses	Implemented	9/8/2009	
	Close 2 Engines (of 5)	Implemented	8/14/2009	
	Close 2 Stations (of 6)	Implemented	8/14/2009	
	Contract concessions: delay raises and reduce longevity pay 50%	Implemented		
	Furloughs - 12 days	Rejected		
	Brownout 1 engine (of 4) every day	Implemented	4/1/2009	Eagle Tribune
	Not fill 6 vacant positions from attrition (of 96)	Implemented	3/26/2009	
New Bedford, MA	Layoff 40 personnel if another SAFER grant is not granted - granted	Pending	/2014	
	Limit overtime hiring to 3 then brownout companies	Implemented		
	Received $12.2 million SAFER grant to hire 45 firefighters by July to fully staff 10 companies	Implemented		Standard Times
	32 laid off firefighters rehired	Implemented	11/15/2009	
	Layoff 5 firefighter positions	Implemented	8/21/2009	
	Not filling 16 vacant positions	Implemented		
	Close 1 Engine (of 6)	Implemented	4/26/2009	
	Close 1 Engine (of 7)	Implemented	3/8/2009	
	Brownout 1 Engine (of 7)	Implemented	2/22/2009	Standard Times
	Layoff 35 firefighters	Implemented	2/14/2009	Boston Globe
	Close 1 Engine (of 8)	Implemented	2/19/2003	South Coast Today
	Close Rescue	Implemented	?/?/2002	
North Attleboro, MA	Reduce shift staffing from 14 to 11	Implemented		
	Reduce FD budget $103,000	Implemented	6/1/2011	Sun Chronicle
	Brownout 1 Station (of 3)	Implemented		
	Close 1 Ambulance (of 2)	Implemented		
	Reduce minimum shift staffing from 11 to 9	Implemented		
	Not fill 6 attrition vacancies	Implemented		
	Layoff 2 paramedics	Proposed		
	Rehire 3 laid off firefighters with grant funds	Implemented	11/15/2009	
	Not fill 4 vacant positions	Implemented		
	Layoff 6 career 15 call firefighters	Implemented		
	Not filling 1 retirement vacancy	Implemented		
	Cross staff one engine and rescue	Implemented		
	Reduce minimum shift staffing to 11	Implemented		
	Reduce "unnecessary" driving	Implemented		
Shrewsbury, MA	Lay off 2 firefighters of 38	Proposed	1/31/2012	Chronicle

	Lay off 3 firefighters of 38	Proposed	2/1/2011	Chronicle
	Reduce FD budget $143,000.	Proposed		
Springfield, MA	Layoff 16 firefighters	Implemented	7/1/2012	
	Close 1 Ladder of 5	Implemented	7/1/2012	
	Not fill 43 vacant positions	Implemented		
	Brownout 1 Engine (of 8)	Implemented	7/1/2003	
	Brownout 1 Ladder (of 5)	Implemented	7/1/2003	
	Close 2 Engines (of 10)	Implemented	7/1/2003	
	Close 1 Ladder (of 6)	Implemented	7/1/2003	
	Reduce minimum unit staffing from 4 to 3	Implemented	7/1/2003	
	Reduce minimum shift staffing to 42	Implemented	7/1/2003	
	Layoff 53 firefighters	Implemented	7/1/2003	
	Close 2 Engines (of 12)	Implemented	7/1/2002	
Tewksbury, MA	Brownout 1 Station of 3		2/20/2013	
	Close 1 Engine (of 3)	Implemented	7/15/2009	
	Close 1 Station (of 3)	Implemented		
Weymouth, MA	Reduce shift staffing from 17 to 14	Implemented	11/30/2010	Wick News
	Brownout 1 Engine for absenteeism	Implemented		
	Received $971,158 SAFER grant to rehire 5 firefighter/paramedics	Pending		
	Layoff 5 firefighters (of)	Implemented	7/3/2010	
	Close 1 Station (of 4)	Implemented	4/5/2010	
	Close 1 Engine (of 4)	Implemented	4/5/2010	
	Reduce FD budget $500,000	Implemented		
	Not fill vacant positions	Implemented		
	Eliminate overtime for minimum staffing	Implemented		
	Reduce shift staffing from 22 to 17		2009-2011	
	Eliminate 20 positions by attrition from 108 to 88		2009-2011	
	Eliminate 8 positions by attrition	Implemented	?/2008	
	Close 1 Station (of 5)	Implemented	?/2008	
	Close 1 Engine (of 5)	Implemented	?/2008	
	Convert 1 engine and 1 ladder to single quint unit	Implemented	?/2008	
	Eliminate 12 positions by attrition	Implemented	/2003	Patriot Ledger
	Close 1 Ladder (of 2)	Implemented	/2003	
Woburn, MA	An independent team hired by the city to evaluate the Woburn Fire Dept.'s operations recommended the closure of two stations and the re-deployment of personnel in 3-man teams, in a sweeping report that was delivered last night to the City Council's Public Safety & Licenses Committee.		3/14/2013	Woburn Daily Times

	The 3-member panel from Management Resources Inc. (MRI) called for the immediate closure of the aged Central Square station, and the combination of one other station with a new headquarters.			
	"The long-term reduction of stations from five to three will eliminate the false sense of security of having two people in a fire station," said Donald Bliss, the leader of MRI's fire evaluation team and the former New Hampshire fire marshal. "The city can very effectively still provide adequate coverage under this plan."			
Allen Park, MI	State appointed Emergency Manager		/2012	
	Layoff 28 firefighters (of 28) - eliminate career FD - rescinded following concessions	Rescinded	3/23/2011	Detroit Free Press
	Layoff 9 firefighters (of 17)	Implemented	8/9/2010	News Herald
	Not fill 4 vacant positions from retirement incentives	Implemented		
	Overtime eliminated	Implemented		
Ann Arbor, MI	The city of Ann Arbor is in talks with neighboring Ann Arbor Township regarding a potential merger of their two municipal fire departments. The Ann Arbor Fire Department could absorb Ann Arbor Township's fire department if merger talks progress in that direction.		12/6/2012	Ann Arbor .com
	ICMA Report		12/2/2011	
	Consider replacing one of the downtown fire trucks with a smaller "quick response vehicle" to further reduce staffing.			
	Recommend quick response vehicles equipped with a new foam technology — and manned by two firefighters instead of three — as a way to reduce staffing by one firefighter at Station 3, 2130 Jackson Ave., and also at Station 4, 2415 Huron Parkway.			
	Rely on mutual aid	Implemented	5/15/2011	
	Eliminate 7 firefighter positions (of 89) effective FY11/12	Impemented	4/14/2011	Ann Arbor
	Eliminate 5 firefighter positions effective FY12/13	Implemented		MPFFU
	Reduce minimum shift staffing from 23 to 15	Implemented		
	Rotating brownout of 1 station (of 5) daily	Implemented	2/17/2011	FD website
	Considering establishment of paid on-call department to reduce costs	Proposed	12/4/2010	
	Layoff 3 firefighters (of 90) and 1 management assistant	Implemented	7/1/2010	
	Eliminate 1 vacant position	Implemented	7/1/2010	
	Close 2 Stations (of 5)	Proposed	by 01/04/2010	
	Close 1 Engine (of 4)	Proposed	12/20/2009	
	Layoff 14 firefighters (of 94)	Proposed		
	Close 1 Station (of 6)	Implemented	?/?/2002	Ann Arbor
	Eliminate 23 positions (of 113)	Implemented	?/?/2002	
Armada Township, MI	To receive a $288,000 grant for staffing an additional firefighter/paramedic on each of its 24-hour day and night shifts.	Pending		
Bay City, MI	Bay City's police-fire department merger begins effective 7/01/2013	Implemented	6/30/2013	mlive .com
	Lay off 10 firefighters			
	The city has sent two groups of police officers through a fire training academy involving drills and simulated scenarios.			
	Bay City's merged public safety department will have approximately 80 employees. There will be 38 trained police officers, including the director and his deputy; 28 firefighters, including some top officials; and 11 cross-trained public safety officers.			
	With approximately 30 cross-trained public safety officers on the city's payroll by the end of the year, the city hopes to reopen Fire Station No. 5 on Smith Street by January 2014.			

	November, city leaders could adopt a sweeping plan to merge Bay City's police and fire departments, a move designed to save the city millions each year in public protection costs. proposal to create a cross-trained public safety department	Proposed	10/17/2012	Bay City Times
	The new initiative doesn't depend on a millage and would reduce the fire department's 43-person roster by 15 to 25 people, or a potential cut of 58 percent, officials say. The police's 52-person department would remain the same and police would also assume a fire-protection role in the city.	Proposed		
	Despite cuts, Bay City Fire Department lowers response time in 2010		2/19/2011	Bay City Times
	Layoff 5 firefighters (of)	Proposed	5/19/2010	MILive .com
	Reduce labor cost 10.8%	Proposed		
	Close 1 Station (of 4)	Implemented	1/1/2010	
	Brownout Ladder	Implemented		
	The long-term goal is to shrink the current department of about 50 full-time firefighters down to 36 positions through retirements, and use on-call personnel to supplement the smaller service. The Bay City Commission approved a plan Sept. 12 - overriding the veto of Mayor Charles Brunner - to hire and train 18 on-call firefighters. The intent is not to replace full-time positions as retirements occur. The savings could be more than $1 million annually.	Implemented		WNEM, Bay City Times
	Brownout 1 Station (of 4)	Implemented	9/20/2009	
	Layoff 6 firefighters	Vetoed by Mayor	6/19/2009	
	Close 1 Station (of 4)	Vetoed by Mayor		
	Reduce minimum shift staffing from 15 to 13	Implemented		
	Hire on-call firefighters	Implemented	9/21/2008	
Benton Harbor, MI	Combine police and fire to form Public Safety Department	Proposed	7/1/2012	
	State appointed Emergency Manager	Implemented	2012	
	Eliminates city's FD effective 01/01/2011	Rejected	9/10/2010	Spirit News
	Contract concessions - cross training firefighters and police, 20% employee contribution towards healthcare premiums, and 10% contribution towards pension	Implemented		
	Merge with St Joseph and Benton Township FDs	Proposed	7/21/2010	WSBT
Center Line, MI	City will be using Department of Public Works employees to fight fires.		11/5/2012	Firehouse .com
Dearborn, MI	Consolidate the Dearborn and Melvindale fire departments		8/9/2013	
	SAFER grant $940,595	Pending		
Detroit, MI	The city's police and fire lieutenants and sergeants on Wednesday became the latest municipal employees to have their pay and benefits slashed, with Emergency Financial Manager Kevyn Orr imposing a 10% pay cut, along with other reductions.	Implemented	9/16/2013	Detroit News
	In addition to the wage cut, union members will no longer get overtime for court appearances, while holiday pay was reduced from double-time to time-and-a-half. In addition to about 500 cops, the cuts affect about 400 firefightersIn addition to about 500 cops, the cuts affect about 400 firefighters			
	Detroit will train up to 100 new firefighters, move fire stations and place new equipment in them and redeploy firefighters across the city under a plan taking shape as part of emergency manager Kevyn Orr's effort to restructure city government.	Proposed	8/19/2013	Detroit Free Press
	Edward J. Plawecki Jr., the former judge hired to help craft the plan, said his work is a direct response to a dangerous reality: Detroit	Proposed	8/19/2013	

	has fewer than 800 firefighters, 40 operating fire stations and only 20 ambulances.			
	The city's firefighting division has dropped from 1,027 to 796 since 2011, according to city personnel records. And more resignations are expected, according to labor leaders and firefighters. Detroit has also lost 30 of its 180 EMS technicians in the last year and a half, union officials said.	Proposed	8/19/2013	
	Detroit declares bankruptcy 7/18/13		7/18/2013	
	State appointed Emergency Manager		//2013	
	In July, the Detroit FD was awarded a $22.5 million federal SAFER grant to restore 108 firefighters, just weeks after the city announced it would lay off 164 because of budget issues.		07//2013	
	Detroit plans to rehire 26 laid off firefighters using a $5.6 million SAFER grant.	Implemented	10/12/2012	Free Press
	Firefighters protested the layoff of 27 firefighters and the demotion of nearly 150 others because of firehouse closings.	Implemented	8/12/2012	Detroit News
	• Close 6 Stations	Implemented	7/2/2012	
	• Close 10 Engines of 38	Implemented	7/2/2012	
	• Close 4 Ladders of 22	Implemented	7/2/2012	
	• Close Tac 2	Rescinded	7/2/2012	
	• Demote 2 Battalion Chiefs to Captain	Implemented	7/2/2012	
	• Demote 15 Captains to Lieutenant	Implemented	7/2/2012	
	• Demote 41 Lieutenants to Sargeant	Implemented	7/2/2012	
	• Demote 90 Sergeants to Firefighter	Implemented	7/2/2012	
	• Demote 30 Fire Equipment Operators to FFD	Implemented	7/2/2012	
	• Demote 15 FFDs to FF/DA	Implemented	7/2/2012	
	• Reduce structural responses to 2 engines, 1 ladder, 1 squad, and Battalion Chief	Implemented	7/2/2012	
	$22.5 million SAFER grant to restore 108 firefighter positions	Pending	6/28/2012	Detroit Free Press
	Lay off 164 firefighters. The layoffs could be temporary, as the city hopes to secure a federal grant that would restore the jobs of 108 firefighters.The layoffs could be temporary, as the city hopes to secure a federal grant that would restore the jobs of 108 firefighters.	Proposed	6/26/2012	Free Press
	Mayor hopes that many, if not most, of the remaining 56 firefighters who will lose their jobs will be recalled as the fire department loses others through retirement and attrition. The layoffs represent nearly 19 percent of the fire department's 881 sworn firefighters. There are also 248 EMS technicians.			WJBK-TV
	"Mayor Bing is now calling for $23 million in cuts from the Detroit Fire Department. In the agreement they backed out of, we proposed up to $31 million in real savings including significant give backs and necessary restructuring, with no layoffs and only closing six fire companies permanently", said McNamara.			Detroit News
	Mayor imposed a 10% wage cut on city employees in a bid to save the cash-strapped city about $102 million. Employees also are paying more for health care and are subject to work rule changes, such as longer shifts.	Implemented	4/25/2012	WWJ-TV
	Fire department's budget would decrease about 13% to about $160 million, while its work force would fall to 1,250 from 1,400. It would take a $23.4 million cut, but would retain 100 positions through a federal grant.			WXYZ-TV
	Brownout 24 of 59 companies	Proposed	3/5/2012	
	Still have 8 to 10 fire companies browned out per day			
	City Council seeks to cut 500 public safety	Proposed	11/29/2011	Detroit News
	Wage cuts	Proposed	6/29/2011	
	Brownout 8 to 10 stations and units daily	Implemented	9/10/2010	
	Layoff 20 EMS personnel and not fill 13 vacant positions	Proposed	6/16/2010	WXYZ

	Consolidate with Hamtramck & Highland Park	Proposed		
	Close 2 Stations (of 45)	Implemented	7/1/2005	
	Close 5 Engines (of 41)	Implemented	7/1/2005	
	Close 4 Ladders (of 24)	Implemented	7/1/2005	
	Close 1 Battalion Chief (of 9)	Implemented	7/1/2005	
East Grand Rapids, MI	Merged police and fire emergency response teams into public safety departments	Implemented		
Ecorse,MI	State appointed Emergency Manager	Implemented	/2012	
Essexville, MI	Merged police and fire emergency response teams into public safety departments	Implemented		
Flint, MI	State appointed Emergency Manager		/2012	
	Demotions rescinded for 10 fire officers	Implemented	3/3/2011	Flint Journal
	Brownouts when short staffed	Pending		
	Demote 21 officers	Postponed	1/20/2011	Flint Journal
	Layoff 10 firefighters (of 104) (effective 03/05/2011)	Proposed	1/12/2011	WJRT
	Contract concessions - increase employee contributions to health care and retirement benefits, trim vacation hours and pull back the employee food allowance, for a total benefits cut of 9.9% in lieu of layoffs.	Rejected	11/29/2010	Journal
	Layoffs unless double digit concessions	Pending	10/20/2010	WJRT
	Flint to reopen Stations, rehire 39 firefighters $6.7 million SAFER Grant	Implemented	4/8/2010	WNEM, WJRT
	Mutual aid FDs decide to stop responding to Flint fires	Implemented	4/1/2010	
	Layoff 23 firefighters (of 88)	Implemented	3/25/2010	Flint Journal
	Cover city by mutual aid	Proposed	2/27/2010	Flint Journal
	Close 2 (of 5) stations	Proposed	2/26/2010	WEYI NBC 25
	Stations 4, 5 could close because of budget concerns	Proposed	2/18/2010	WNEM
	Contract concessions 15% salary, overtime, benefits and 20% copay for health insurance	Proposed		NPR Radio
	Layoff 22 firefighters (of 108) in 2009	Implemented	6/18/2009	WJRT-TV
	Replace two engines with squads (2 of 6)	Implemented		USA Today
	Combine Police Chief and Fire Chief as Publlic Safety Director	Implemented	5/21/2009	
	Reduce 26 officers in rank	Implemented	4/10/2009	WJRT
	Close 3 Engines (of 7)	Proposed	?/?/2009	
Garden City, MI	Merging dispatch services with Inkster, Wayne, and Westland	Proposed	7/1/2012	
	Eliminate positions by early retirement incentives	Implemented	1/20/2011	Observer & Eccentric
	Reduce minimum shift staffing from 5 to 4	Proposed		
	Fund FD by reducing other city department budgets	Proposed		
	Close 1 rescue (of 2)	Proposed		

Grand Rapids, MI	ICMA Consultant report:		8/28/2012	Grand Rapids Press
	A net decrease of 59 positions that could save $6.7 million per year.			
	Quick-response vehicles, to be deployed in place of fire engines, could save $2.2 million per year	Implemented		
	Grand Rapids already is planning to debut three quick-response vehicles later this year. The consultant's report recommends adding two more QRVs, and using all of them in place of fire engines.	Implemented		
	Elimination of three medical-response units could save $2.5 million per year and taking three medical-response units out of service, limiting the fire department's emergency-medical response to incidents of cardiac arrest and leaving other calls to private ambulance companies.			
	Transition to a "demand-based" staffing could save $1.9 million per year			
	Provide three more prevention, training and analysis staff, stating that "if a small amount of resources can eliminate the need for a huge and expensive fire response and the related risk of loss of property and life, prevention is an investment well made."			
	Firefighters currently work 24-hour shifts. Consultants recommend a mix of 24-hour and 12-hour shifts to maximize staffing during daytime periods, when demand for fire services is higher.			
	"Traditionally, the fire service has staffed equipment at the same level for all hours of a 24-hour period regardless of the demand," the report states. "A shorter shift would enable the department to have more personnel and units in service during peak hours of the day and a smaller number at night."			
	Consider merging administrative functions with Grand Rapids police			
	Negotiate with the union to let firefighters spend more time doing fire-prevention education at schools and neighborhood groups			
	Consider opportunities for collaboration or consolidation with neighboring fire departments in Kentwood and Wyoming.			
	Fire department plans to test three quick-response units amid looming budget cuts. Pickup trucks with extended cabs and boxes on back can be operated by only 2 firefighters to maintain service with fewer staff	Proposed	2/13/2012	Fire Rescue 1
	The city wants the department to reduce fire spending by 10% in the next three years.	Proposed		
	Merger with Kentwood and Wyoming FDs by 2013	Proposed	5/31/2011	Press
	• "Quick response vehicles," or QRVs. These two-person units would cost less than a traditional fire engine and get to medical and fire emergencies faster. Fire Chief hopes to get two in the next year.	Proposed	5/31/2011	
	• Fire-suppression techniques, such as foam, that allow firefighters to subdue flames more quickly and from safer distances than traditional methods. The department also is exploring new "positive air pressure" tactics that use powerful fans to blow smoke and flames away from non-burning areas.	Proposed	5/31/2011	
	• New duties for firefighters, such as code enforcement.	Proposed	5/31/2011	
	• A new emphasis on prevention, shifting six firefighting positions to create a Fire Prevention Bureau. Their duties could include home inspections through neighborhood associations.	Proposed	5/31/2011	
	• Residential sprinklers and kitchen fire extinguishers. Fire Chief is pursuing a $1 million federal grant that could put low-cost fire suppression equipment in home kitchens, the No. 1 source of house fires.	Proposed	5/31/2011	
	• Smaller, neighborhood fire stations that house smaller crews to "fill in the gaps" in fire-prone neighborhoods. The stations would be attended by quick response vehicles.	Proposed	5/31/2011	
	• Peak-load staffing to replace the current models, which puts firefighters on 24-hour shifts for six days every 14 days. Peak-load staffing would put some firefighters on 10 or 12-hour day shifts, when most calls for emergency and non-emergencies occur.	Proposed	5/31/2011	
	Rehire 17 laid off firefighters with SAFER grant and 5 laid off firefighters with income tax	Implemented	4/27/2010	
	12 firefighters recently retired to save the jobs of younger firefighters facing layoff	Implemented		
	Retirement incentive to return 10-12 firefighters	Proposed	1/1/2010	WWMT

	56 positions lost since 2004 (including 25 from above)	Implemented		
	Layoff 22 firefighters (of 227)	Proposed	12/31/2009	Press
Hamtramck, MI	Lay off 12 firefighters of 29	Implemented	10/1/2012	Detroit Free Press
	Contract concession - forgo payment for 13 annual holidays, increase contribution to pension fund in exchange for keeping a pay raise	Implemented	12/15/2010	
	Not fill 1 vacant position	Implemented		
	No layoffs for one year	Implemented		
	Asking for more concessions - 5% salary cut over the next two years, increase employees' contribution to pension funds.	Rejected		
	Minimum shift staffing of 7			
	Consolidate with Detroit	Proposed		
Holland, MI	Combine administration of fire and police under one chief and cut to minimal staffing levels.	Implemented	3/15/2013	Holland Sentinel
	Eliminate 1 training/safety officer-implemented and 1 community services Lieutenant	Implemented		
	Reduce minimum shift staffing by one	Proposed		
	Combine Fire Chief and Police Chief as Public Safety Chief	Proposed		
	Move EMS service to Public Safety Dept	Proposed		
Howell Area, MI	Special millage tax to support fire department		2/29/2012	Daily Press & Argus
Inkster, MI	Merging dispatch services with Garden City, Wayne, and Westland		7/1/2012	
Melvindale, MI	Consolidate the Dearborn and Melvindale fire departments		8/9/2013	
Niles, MI	Not fill 2 vacant positions lost by attrition	Implemented	2/5/2012	Niles Daily Star
	Reduce shift staffing from 4 to 3	Implemented		
Northville, MI	Will provide fire service to Plymouth (effective 01/01/2012)	Implemented	1/1/2012	Associated Online
	21 full time firefighters to be replaced by 25 part time firefighters	Pending		
	Contract private EMS service	Pending		
Plymouth, MI	Merge with Northville	Implemented	1/1/2012	
	Contracting fire/EMS services to Northville	Pending	2/21/2011	Northville Patch
Pontiac, Waterford, MI	Fire Chief who oversees the new Wayne-Westland fire authority, said the July merger meant an initial savings of about $180,000 to Westland and $130,000 to Wayne and did not require any layoffs.	Implemented	2/1/2012	
	Cash-strapped Pontiac agreed to merge its fire department with that of nearby Waterford. The new Waterford Regional Fire Department, created in February, hired almost all of the former Pontiac firefighters and provides services to the adjacent city under a $6.2-million-a-year contract that will run through 2022.			
	18 early retirements			

	57 transfers			
	Pontiac's fire department being taken over by Waterford Township.	Implemented	12/24/2011	Click On Detroit
	Pontiac firefighters get layoff notices			
	State appointed Emergency Manager			
	Disband FD and contract services from Waterford Township FD. Employees transfer to Waterford Township	Accepted	12/29/2011	Detroit Free Press
	The contract termination came with the following benefits:			
	• The longest-serving 13 firefighters with less than 25 years of service could retire immediately, with their pensions based on an additional year of service credited to them.	Accepted		
	• Four senior firefighters would become officers in Waterford, receiving a $500 bonus for every year served in Pontiac	Accepted		
	• All remaining firefighters would receive a $15,000 one-time payment and would apply for positions within the Waterford Fire Department	Accepted		
	• If any firefighter were laid off in the first three years after the merger, the city would pay them a year's salary, starting at a low of $43,000 for a first-year firefighter with few extra skills.	Accepted		
	The first day of combined service will be Feb. 1.	Pending		
	Layoff 57 firefighters (of 57) effective 02/01/2012	Implemented	12/25/2011	WDIV
	Reduce FD budget by $3 million (33%)	Proposed	12/6/2011	
	Close 2 Stations (of 5)	Proposed	12/6/2011	
	Contract EMS to private provider	Proposed	12/6/2011	
	Cancel vacation leaves	Implemented	1/1/2009	
Saginaw, MI	Assistant city manager Phil Ludos says the city is looking at losing two fire stations. After the July first layoffs are made the department is likely to keep the central station on federal and one of the two stations on the cities west side.		2/27/2013	Saginaw News
	Saginaw Fire Department prepares to close two of four stations under 35-firefighter plan			
	SAGINAW, MI — Though Saginaw leaders and city firefighters are discussing cost-cutting measures, the city administration's backup plan would lay off 15 firefighters and close half Saginaw's fire stations by July.			
	For the fire department, the plan would mean a personnel reduction from 50 to 35, which also is a much smaller staff than any in recent memory.			
	Ludos said, since one of the 35 employees would be a fire marshal and another a training officer, only 33 firefighters would actually be assigned to fire suppression under the new plan.			
	Under the city's three-shift system, he said, Saginaw would no longer be able to support the four-station system it currently operates with 11 firefighters on each shift.			
	"I just don't see that we can keep three stations open." -Saginaw Assistant City Manager for Public Safety Phil Ludos			
	"What we're looking at is closing down two stations," Ludos said. "I just don't see that we can keep three stations open."			
	Though no final decisions have been made, Ludos said a 35-firefighter model would likely include keeping Station 1 (Central Station) at 801 Federal and one of the two stations on the West Side. The remaining two stations would be closed.			
	Fire department staffing			
	2000: 97 sworn firefighters			
	2005: 75 sworn firefighters			
	2010: 67 sworn firefighters			
	2013: 50 sworn firefighters			
	The plan shows two stations under the direction of three battalion chiefs, one assigned to each shift. One station would be staffed by six firefighters per shift, the other with four firefighters per shift, according to the plan.			

	Raines said, with 48 firefighters assigned to fire suppression, the department currently staffs a minimum of 15 firefighters on each of the three shifts.			
	Early in February, the city sent out 36 layoff notices to city police officers and firefighters. Those layoffs could take effect on July 1 if city leadership does not come up with any alternatives for balancing Saginaw's budget.			
	Reorganization plan unveiled	Proposed	5/10/2011	WJRT
	Reduce minimum shift staffing to 16	Proposed		
	Eliminate 3 firefighter positions (of)	Implemented		ABC12
	Close 1 Company (of 6)	Implemented		
	Layoff 20 firefighters (of 65)	Proposed	7/26/2010	Mlive
Taylor, MI	City was expected to reopen its north and south fire stations today.		8/20/2013	Komer
	The Fire Department has not renewed its state certification for advanced life support yet, which Lamarand and Reynolds want to get for the fire engines as part of the reopened stations.			
	Taylor Mayor Jeffrey Lamarand has been ordered by two different judges to accept a $8.1 million grant intended to rehire (32) laid-off firefighters. Only 28 FF remain	Implemented	8/9/2012	Firehouse .com
	City Council passes resolution directing City Manager to accept $8 million SAFER grant to restore 32 FF laid off 8/2011 and reducing staffing to 24	Implemented	6/27/2012	Detroit Free Press
	Layoff 17 firefighters of 42	Implemented	2/15/2012	Click On Detroit
	Privatized EMS	Implemented		
	Sells ladder truck to rescind layoffs	Pending	10/3/2011	Detroit .com
	Close 2 Stations (of 3)	Implemented	10/3/2011	
	Layoff 6 firefighters (of 42)	Proposed	8/20/2011	Southgate News Herald
	Reduce min shift staffing from 14 to 12	Proposed	8/20/2011	
	Layoff 19 firefighters (of 47)	Proposed	6/22/2011	
	Layoff 12 firefighters (of 54)	Implemented		
Traverse City, MI	Pursuing possibility of contracting fire services through Grand Traverse Metro FD.	Proposed	12/10/2012 6/19/2012	Record Eagle
Warren, MI	$2.79 million SAFER grant to hire firefighters			
	Brownout 3 companies daily	Implemented	3/8/2010	Detroit News
	Brownout 4 when staffing below 33	Implemented		
	Reduce minimum shift staffing from 33 to 26	Implemented		
	Eliminate 27 positions by attrition (of 146)	Implemented	/2009	
	Reduce FD staffing from 150 to 120	Implemented		
	Layoff 32 firefighters (of 178)	Implemented	/2005	
Wayne, MI	Merging dispatch services with Garden City, Inkster, and Westland		7/1/2012	
	Merged fire services with Westland		/2011	
	Investigating privatization of police, fire and EMS	Proposed	9/4/2010	Detroit News

Westland, MI	Merging dispatch services with Garden City, Inkster, and Wayne		7/1/2012	
	Merged fire services with Wayne		/2011	
Albert Lea, MN	Firefighters to be productively occupied for 40 of every 56 hours	Implemented	8/19/2012	Albert Lea Tribune
	Layoffs and volunteers	Proposed	6/5/2012	
Duluth, MN	Close 1 Engine of 9		7//2012	
Saint Paul, MN	The union filed a grievance over the department pulling the fifth crew member off rescue squads, and an arbitrator ruled in the union's favor in December 2010, Smith said. The department abided by the ruling, but the union agreed this year that the department could staff one rescue squad with four people to save money.The department abided by the ruling, but the union agreed this year that the department could staff one rescue squad with four people to save money.	Implemented	8/11/2012	Pioneer Press
	In exchange for saving Rescue Squad 2, the task force decided that Engine 13 would be browned out for the rest of the year. And the union agreed that Rescue Squad 3 could be operated with four people.			
	The International Association of Fire Fighters Local 21 signed an agreement with the city Friday, Aug. 10, that will allow the fire department to staff another rescue squad with four people vs. the five called for in the firefighters' contract through the end of 2014. Engine 13 was browned out to make that possible.			
	Close 1 Rescue Squad of 3	Rescinded	8/8/2012	Pioneer Press
	Eliminate 4 Captain and 4 Pump Operator positions	Implemented	7/1/2011	
	Brownout 1 Engine (of 17)	Implemented		
	Received $2 million SAFER grant to hire 18 firefighters and add two new ambulances	Implemented	?/?/2009	
	Maintain minimum shift staffing at 117 and unit staffing at 4	Implemented		
	Close 1 Engine (of 18)	Implemented	1/1/2005	
Gulfport, MS	Not fill vacant positions	Implemented	7/31/2013	WLOX
	Fire Chief also performing Fire Marshal duties	Implemented		
	Not fill 23 vacant positions (of 179)	Implemented	7/6/2010	Gulf Coast News
	Eliminate Fire prevention program	Implemented		
	Reduce FD budget 10%	Proposed	3/29/2010	Sun Herald
	Freeze hiring	Proposed		
	Reduce training budget	Proposed		
	Reduce holiday pay from double time to time and a half	Proposed		
	Eliminate built-in overtime	Implemented		
	Layoff 1 Training Coordinator	Implemented		
	Close 1 Engine (of 12)	Implemented	2/23/2010	WLOX
	Close 1 Station (of 12)	Implemented		
	Eliminate 8 vacant positions - 1 District Chief, 1 Lieutenant, 1 Engineer, 5 Firefighters	Implemented	06/192009	
	Reduce FD budget by $1.2 million	Proposed		
	Layoff 22 firefighter positions	Proposed		

Independence, MO	Restore 3 of 7 positions eliminated in 2011	Implemented	8/25/2012	Kansas City Star
	Close 2 Engines of 10 which had been browned out	Implemented		
	Reduce shift staffing from 30 to 25	Implemented		
	Eliminate 7 positions	Implemented	/2011	
Kansas City, MO	Absorbed 3rd service EMS adding 300 positions	Implemented	7/19/2012	Kansas City Star
	Agreement calls for the retirement or attrition of about 33 of the most senior firefighters, and taking two of the most underused fire companies out of service. It also calls for firefighters to work 53 hours per week before they accrue overtime, instead of 49 1/2 hours per week. That change in overtime rules alone saves $3.5 million a year.		4/27/2012	Kansas City Star
	Additional savings would come from the retirement or voluntary departure of about 17 department employees from the ranks of battalion chiefs, deputy chiefs and civilians.			
	Cut 75 positions by closing one fire station at the former Richards-Gebaur Air Base while consolidating staffing and changing deployments at other fire stations. It could cut 27 technical rescue positions and three Hazardous Materials positions.	Proposed	3/2/2012	
	Eliminate 105 firefighter positions	Implemented	1/19/2012	
	Reduce unit staffing from 4 to 3	Implemented		
	Merged with EMS + 300 positions	Implemented		
	Reduce FD budget $7.6 million	Implemented		
	Consolidate 3rd service EMS into FD	Implemented	7/2/2009	
Bellevue, NE	Rolling brownout of 1 of 4 stations daily	Proposed		
	Plans to hire 63 full-time firefighters over five years.	Proposed		
Omaha, NE	Lay off 19 firefighters	Proposed	11/5/2013	Firehouse .com
	Cut the paramedic training program from 48 to 12.	Proposed		
	Close 1 Engine	Proposed		
	Close 1 Ambulance	Proposed		
	Brownout 3 units	Implemented		
	Allow FD authority to outsource for less tha $20,000	Proposed	9/22/2010	
	Close 4 stations (of 25)	Proposed		KMTV CBS 3
	Reduce FD budget 5-7%	Proposed		
	5% option Close 2 stations and layoff 18 firefighters	Proposed		
	7% option Close 4 stations and layoff 30 firefighters	Proposed		
	Reduce engine staffing from 4 to 3	Proposed		
	Place one for sale for $980,000, which is expected to save the city $50,000 a year in operating expenses.	Implemented	8/14/2010	
	Reduce FD budget $5.5 million	Proposed	7/26/2010	Omaha .com
	Reduce FD budget $1.6 million	Proposed	7/2/2010	
	Postpone recruit class	Proposed		
	Defer apparatus purchases	Proposed		
	Freeze salaries for 2 years	Proposed		
	Reduce pension benefits	Proposed		

	Nebraska lawmakers unanimously approved bill that strengthens cities' abilities to control labor costs	Pending	5/25/2011	
	Firefighter union has filed a new motion with the Nebraska Commission of Industrial Relations that staffing reductions comprmise public safety	Implemented	5/13/2010	KETV
	City wants to reduce personnel, equipment on medical calls	Proposed	3/26/2011	WOWT
	Close 2 Ladders (of 9)	Implemented		
	Close 1 Medic (of 13)	Implemented		
	Layoff 64 firefighters (of 649)	Proposed	3/18/2010	
	Close 1 station (of 25)	Implemented	1/11/2010	WOWT
	Repeal minimum staffing (from 4 to allow 3) and deployment ordinance (number of engines, ladders, medics, and administrative staff	Passed	8/19/2009	World Herald
	Not fill 9 vacant firefighter positions	Implemented		
	Close 1 engine (of 25)	Proposed		
	Close 1 ladder (of 9)	Proposed		
	Close HazMat unit	Proposed		
	Demote upper managers including assistant chiefs, battalion chiefs and captains	Proposed		
	Manage limits on vacation and sick days so fewer firefighters are needed to fill those vacancies	Proposed		
	Reduce minimum unit staffing from 4 to 3	Implemented	6/5/2009	IAFF 385
Las Vegas, NV	Clark County Commission voted Tuesday to merge the Fire Prevention Bureau into the Building Department. It has been under the Clark County Fire Department. Fire inspectors, plan checkers and deputy fire marshals responsible for inspecting sprinklers, fire safety systems and alarms are now part of Clark County's building department.		4/3/2013	Las Vegas Sun
	ICMA Center for Public Safety Management Study Finds Cost Savings For Vegas Fire & Rescue		12/5/2012	
	• That the fire department establish a decision-making process for when its ambulances respond to emergency calls that are also being served by the private ambulance service American Medical Response. Currently, ambulances from the Fire Department and AMR respond to many emergency calls, resulting in a duplication of effort, the report said.			
	• The report further suggests the city consider one of two alternative EMS models, one in which the fire department handles all emergency medical services, which would generate between $12 million and $14 million in additional revenue. The other alternative is to discontinue the 21 rescue units currently operated by the city and turn all emergency medical services over to AMR, saving the city $14 million to $18 million annually.			
	• When negotiating the nonsupervisory collective bargaining agreement, the city should focus on balancing the number of staff granted vacation leave with the amount of staff overtime allowed in an attempt to more efficiently staff the department. The report found the current CBA restricts department management's ability to cover schedule and unscheduled leave, driving up overtime costs.			
	• The department should consider a moving away from its current 24-hour staffing model and consider a mixture of 12-hour and 24-hour shifts, the report said. The report found that emergency calls are concentrated in different parts of the day and the current staffing model leaves the department with underutilized capacity.			
	To complete the report, a team from the ICMA's Center For Public Safety Management made two site visits to observe the department and interview key staff and combined those findings with raw data on the department's performance.			
	Since county officials began questioning firefighters' use of sick leave two years ago, sick-leave requests in the Clark County Fire Department have fallen by 57,000 hours.		3/1/2012	Las Vegas Sun
	A county report obtained in response to a Sun request found that within those 57,000 hours, battalion chiefs' sick leave fell from an average of 164 hours a year two years ago to about 16 hours last year, a 90 percent decline.			

	For rank-and-file firefighters, the average hours of sick leave taken fell from 227 hours two years ago to 136 hours last year, a 40 percent drop.			
	The staggering decline has saved Clark County millions of dollars. Although firefighters are still paid while out sick, the department saved on the cost of an additional firefighter to fill in at overtime rates, which sometimes includes payments into the employees' retirement account.			
	The amount of sick-leave firefighters asked for fell almost immediately after that decision. By July 2011, sick-leave use fell 32 percent on average per pay period.			
	Reduce salaries 8%	Proposed		Review Journal
	Reduce FD budget $3 million	Proposed		
	Brownout 1 Battalion (of 3)	Implemented		
	Brownout 5 companies	Proposed		
	Brownout 3 units daily	Implemented	5/19/2010	
	Firefighter layoffs (double previous)	Proposed	5/6/2010	KWU Fox 5
	Close Tanker	Implemented		
	Contract concession - No cost of living adjustment in FY 2011, no uniform allowances, and a 50% reduction in step increases during the next two years.			
	Increase employees' share of health insurance costs an additional $90 (2-week) per pay period and instead of receiving contributions from the city for all 26 pay periods, the city will only be contributing their share for 24 pay periods			
	Reduction of EMS documentation pay for paramedics of 50% in FY11 and complete elimination in FY12.			
	Consolidate with Clark County, Henderson, and North Las Vegas into one department	Proposed		
North Las Vegas, NV	The North Las Vegas City Council voted unanimously to give the city manager the power to change union contracts in order to balance the city's budget shortfall of $31 million.		6/4/2012	
	The North Las Vegas City Council is scheduled to vote this week on an unusual proposal from City Manager Tim Hacker that would essentially declare the city a disaster area, void union contracts and allow the city to get on semi-solid financial ground.		5/29/2012	Las Vegas Review Journal
	Hacker has proposed a resolution using a state law that allows cities to suspend union agreements during riots, natural disasters, military actions and incidents of civil unrest.			
	Brownout 3 units/stations daily from 8/1 to 1/21	Implemented	8/4/2011	
	Layoff 40 firefighters (of 154) pending additional concessions (separate issue from averted 33 layoff)	Proposed	6/13/2011	
	Eliminate 33 firefighter and 2 support positions	Averted	5/4/2011	
	Contract concessions in lieu of layoffs - 5% base salary reduction, eliminate uniform allowance, educational and bilingual incentives, valued $4 million	Implemented	5/4/2011	EMS Network
	Reduce shift staffing from 58 to	Implemented	5/4/2011	
	30 firefighters deferred from potential layoff and 1 Engine (of 8) deferred from closing by contract concessions	Implemented	11/30/2010	8 News Now
	Reactionary' code enforcement	Proposed		
	Layoff 33 firefighters (of 154)	Proposed	10/20/2010	Post Gazette
	Layoff 8 firefighters (of 162)	Implemented	6/18/2010	Las Vegas Sun
	Reduce FD budget $1.9 million	Proposed	6/2/2010	
	Contract concessions - wage cuts & benefit reductions	Proposed	4/14/2010	
	Reduce unit staffing from 5 to 4	Proposed	4/14/2010	
	Contract concession - no wage increase, 5% reduction in entry level pay, reduce standby pay from $4 to $2 per hour for no layoffs	Implemented	4/14/2010	

	Consolidate with Clark County, Henderson, and Las Vegas into one department	Proposed	4/14/2010	
	Forfeit cost of living raises	Proposed	4/13/2010	
	Close 1 engine (of 8) and 1 additional company	Proposed	4/7/2010	Review Journal
Reno, NV	Dissolve consolidation with Truckee Meadows FPD	Implemented	7/1/2013	
	Fire station brownouts (2) have returned	Implemented	3/18/2013	RGJ
	Temporarily shut down the fire stations on Skyline Boulevard and in the Somerset housing development in order to keep fire department budget in the black.			
	The temporary closures, known as brownouts, were a regular consequence of the city's budget cuts throughout the recession. They lasted up until last summer when Reno got a nearly $14 million federal grant to pay for 64 firefighter positions.			
	Place a two-person rescue crew at stations 7 and 19 when there are brownouts.			
	Contract details efective 07/01/2011	Approved	5/24/2011	
	Salary cut of 3.87% on July 1.			
	Give up 2% bonus for EMT certification			
	Other changes reduce overtime paid to firefighters, adding up to the 7.5 percent savings in pay:			
	Firefighters are to provide 12-hour notice (up from 2 hours) before taking a vacation and must take time off in a minimum of 12-hour blocks, rather than four-hour blocks			
	Overtime pay is to be set at 1.5 times base pay. Currently, firefighters are paid 2.1 times pay when called back to work with little notice and for working holidays.			
	Work schedule is changing, which is expected to reduce sick leave.			
	Fire union leaders will no longer do union business on city-paid leave. They'll have to use their own personal leave time.			
	Contract concession - 7.5% salary reduction to avoid 12 firefighter layoffs	Pending	5/21/2011	
	SAFER Grant to rehire 10 laid off firefighters	Pending		
	Reopen Somersett and Skyline stations with EMS unit	Proposed		
	Reopen Stead Station	Proposed		
	FD positions total 257 from 386 two years ago			
	No cost of living increases since 2009	Implemented		
	Under a grievance settled by an arbitrator this year, the city will have to negotiate with the union to reopen closed stations with two-person rescue units to respond to medical emergencies.	Pending		
	Contract with Sparks	Proposed	5/2/2011	
	Eliminate staffing at suburan sta and replace w/ contract paramedics	Proposed		
	Privatize EMS services	Proposed	4/27/2011	
	Combine Reno, Sierra and Truckee Meadows FDs	Proposed	4/13/2011	KVVU
	Last week, union leaders rejected a proposal from city officials to give a two-week notice before taking vacation time. Under their current contract, firefighters are allowed to take vacation time with only a two-hour notice. This so called "call-back" provision all but ensures overtime pay is required to cover the open shifts. That would save half a million dollars in overtime costs in the current fiscal year. The savings would allow the city to rehire up to six of the 36 firefighters who were laid off last week.	Implemented	3/6/2011	
	Reduce FD budget 10%	Implemented	2/11/2011	KTVN News 2
	Skyline, Stead and North Virginia Street fire stations would be closed daily as has been the case in recent months. Depending on vacations, illness and injuries, the Somersett station would be closed and the Moana station would be reduced from two companies to one company to staff a truck. The Fourth & Valley station would be reduced from a four-person company to a two-	Implemented		8 News Now

	person rescue or medical company and then the Grand Sierra station would be closed. These two stations serve the downtown area.			
	Lay off 36 firefighter positions	Implemented	2/9/2011	KOLO TV
	Eliminate 8 positions vacant by attrition	Implemented	2/8/2011	
	Close at least three fire stations and brownout others	Proposed		
	Regionalize Reno, Sparks, Sierra, and Airport FDs	Proposed	2/23/2010	Gazette Journal
	Contract concession - 2.1% pay reduction	Proposed	1/30/2010	
	Close 1 Engine (of 19)	Implemented		
	Close 1 Ladder (of 5)	Implemented		
	Provide EMS unit with two staff in lieu of Engine with 4 at Somersett Station	Implemented		
	Requesting union to take additional $10 million in pay and benefit reductions	Proposed		
	Close 3 Stations (of 19)	Proposed	1/15/2010	
	Reduce minimum unit staffing from 4 to 3 in lieu of station closures	Proposed	1/14/2010	
	Brownout 3 Stations (of 19) daily	Implemented	1/13/2010	
	Reduce FD budget 5%	Proposed		
	Not replace 50 anticipated vacancies from attrition	Implemented		
	Layoff 12 firefighters, 2 fire prevention officers, 2 clerical 01/15/2010	Proposed	1/12/2010	
	Layoff additional 16 firefighters 07/01/2010	Proposed		
	Reduce minimum shift staffing from 92 to 80	Implemented		
	Not fill 27 vacant positions	Implemented		
	Close 2 Engines (of 19)	Implemented	1/11/2010	
	Not filling 12 vacant firefighter positions due to retirement	Implemented		
	Close 1 Station (of 18)	Proposed	6/2/2009	
	Reduce staffing at four stations from 4 to 2 firefighters on duty on a rotating basis	Proposed	6/1/2009	
	Brownout of two units	Implemented	1/1/2009	
Truckee Meadows, NV	Consolidate with Reno and Sierra FDs	Rescinded	7/1/2013	KVVU
	Terminate Truckee Meadows contract with Reno	Implemented	5/25/2011	Truckee Times
	County wants Engine staffing of 3, City wants Engine staffing of 4	Pending	5/23/2011	
	Consolidate with Reno and Sierra FDs	Proposed	4/13/2011	KVVU
Manchester, NH	Mayor nixes SAFER grant		9/20/2012	NH Union Leader
	Accept $1.2 million SAFER grants despite Mayor's objections to rehire 12 firefighters(8 FF)		8/7/2012	
	Layoff 12 firefighters		7/1/2012	
	Close 1 Ladder of 6	Implemented	7/1/2011	
	Cross staff 4 Engines and 4 Ladders with single crews			
	Lay off 14 firefighters		2011	
	Not fill 22 attrition vacancies			

	Layoff 20 to 25 firefighters	Proposed		
	Brownout two companies per shift	Proposed		
	Brownout Stations	Implemented	6/27/2011	
	Eliminate 6 district chiefs to keep 15 of 22 firefighters slated for layoffs.	Proposed	4/5/2011	
	Reduce minimum shift staffing from 50 to 44	Proposed	4/5/2011	
	Close 3 Ladders (of 5)	Proposed	4/5/2011	
	Layoff 11-15 firefighters and 1-4 by attrition (total 15)	Implemented	4/5/2011	
	Not fill 20 attrition vacancies	Implemented	4/5/2011	
	Brownout 1 Engine (of 10)	Implemented	4/5/2011	
	Brownout 3 Ladders (of 5)	Implemented	4/5/2011	
	Layoffs due to higher than expected health care costs	Proposed	11/18/2010	
	Station closures due to higher than expected health care costs	Proposed		
	Close 1 Engine (of 11)	Implemented	6/14/2009	
	Reduce FD budget $500,000	Implemented	4/7/2009	WMUR
Atlantic City, NJ	SAFER grant extended - gap covered by overtime	Implemented	12/3/2013	The Press of Atlantic City
	With no answer on their SAFER grant due to the government shutdown, the city had to notify 51 firefighters of 256 with layoff notices and 8 demotions Monday in preparation for the end of a federal grant that pays 51 of their salaries.	Pending	10/8/2013	
	Brownout 3 of 11 companies per shift			
	The $9.7 million SAFER grant was awarded in 2011, and actually ran out this past May. But, with $3.5 million unspent, the city was given permission to use the remaining funds.			
	The grant was first awarded after the city laid off 30 firefighters in 2010. It allowed them to hire back all those eligible personnel and add more. As firefighters left the department, those at the top of the list moved over to the city payroll and new firefighters were hired to fill the grant openings.			
	About four firefighters that were laid off last time are on the potential layoff list again, according to personnel records. Two former police officers who were part of citywide layoffs in 2010 and have since gone to the Fire Department also could be laid off.			
	The SAFER funding ($9.7 million) ended in May and Atlantic City may have to lay off as many as 50 firefighters this fall.	Implemented	7/24/2013	
	Atlantic City has added 27 firefighters to its ranks in the past year, more than any other time in recent memory. But the federal grant forcing the city to hire at this rate is running out and, unless it's renewed, the city may have to lay off as many as 50 firefighters this fall.			
	Fire Department leaders applied for the Staffing for Adequate Fire Emergency and Response -- or SAFER -- grant after the city laid off 30 firefighters and 60 police officers in 2010. The $9.7 million grant allowed the department to bring back the laid-off firefighters and increase the number of personnel available to respond to calls.			
	The two-year term ended in May, but the city was given permission to use the approximately $3.5 million left on the grant, which should pay those firefighters until October.			
	But, to be in compliance, the city has to keep 50 firefighters on the grant. As fire personnel leave or retire, those at the top of the grant list have moved over to the city's payroll, meaning new hires were necessary to fill the empty SAFER spots.			
	Hire 13 firefighters with SAFER grant	Implemented	1/5/2013	
	The city was awarded a $9.7 million SAFER grant in February 2011. The grant allowed the FD to bring back 28 laid-off firefighters and hire an additional 20 that November. Several promotions also were paid for with the grant.			
	Hire 21 new firefighters and promote 12 to Captains with Safer Grant	Implemented	11/3/2011	

	Hire 2 new firefighters with city funds	Implemented	11/3/2011	
	Rehire 28 (of 30) laid off firefighters with $9.7 million SAFER grant	Implemented	5/3/2011	
	Layoff 30 firefighters (of 244) effective 09/30/2010	Implemented	9/27/2010	The Press
	Brownout up to 6 companies (of 10) daily	Implemented	9/27/2010	
	Atlantic City agreed in 2010 to let New Jersey take over its finances in an arrangement that allowed the city to spread a $9.5 million deficit over five years, sparing homeowners and businesses a significant property tax increase.	Implemented	9/27/2010	
Camden, NJ	The state Supreme Court said it won't review a ruling that allows Camden officials to roll back wages for city firefighters.	Implemented	8/1/2013	
	Combine Engines and Ladders to run together as Task Forces with four firefighters (3 of 3 Engines & Ladders)	Implemented		Inquirer
	Reduce staffing on Task Forces (3) to minimum 1 officer & 3 firefighters. Reduce staffing on other Engines (4) to minimum 1 officer & 1 firefighter. Reduce staffing on Rescue Squad to 1 officer & 3 firefighters. Do not staff accountability officer.	Implemented		
	No overtime hiring for personnel on leave. Acting officers	Implemented		
	Minimum staffing and no acting officer contract clauses not being honored	Implemented		
	SAFER Grant ($2.5 million) to rehire 15 laid off firefighters (of 67) effective 07/01/2011	Implemented	3/17/2011	Courier Post
	Rehire 15 additional laid off firefighters pending federal grants	Pending		
	Fire officials in Philadelphia have reached an agreement to assist the neighboring city of Camden, NJ in the event of a major catastrophe.	Implemented	2/18/2011	Associated Press
	May rehire 13 firefighters	Implemented	1/17/2011	Associated Press
	Contract with Pennsauken to cover part of Camden	Implemented	12/5/2010	
	26 furlough days and a 10% pay cut, or	Proposed		
	No furlough days and a 20% pay cut. Under either arrangement, extra pay for	Proposed		
	Eliminate extra pay for longevity, working off-hour shifts, and buying uniforms	Proposed		6ABC
	Layoff 67 firefighters (of 240) effective 01/18/2011 (4 Deputy Chiefs, 4 Battaliion Chiefs, 15 Captains, 44 Firefighters	Implemented	12/1/2010	Philadelphia Inquirer
	Demote 27 officers	Implemented	12/1/2010	Firehouse
	Increase workweek hours from 42 to 56	Proposed	7/12/2010	Courier Post
	Reduce minimum shift staffing from 49 to 25	Implemented		
	Brownout up to 5 companies (of 11)	Implemented		
	Mutual aid required 383 times in 2009 compared to 196 in 2008			
Jersey City, NJ	Reduce from 4 to 3 suppression battalions to place more firefighters on duty and free up fire captains who have been acting as safety officers to save $1 million.	Implemented	10/22/2013	Jersey Journal
	Ten months into 2013, the fire department has used its entire $2.6 million overtime budget, which the city blames on inefficient staffing, particularly at the captain rank. Moving to 3 battalions will reduce the number of battalion chiefs the city needs.			
	The extra battalion chiefs will now act as safety officers.			
	Received $8.2 million SAFER grant to hire 64 new firefighters		2/24/2011	Jersey City Independent
	Brownout 4-5 Engines (of 15) daily	Implemented		
	Brownout 1-2 Ladders (of 9) daily	Implemented		
	Brownout 4 companies daily	Implemented	12/5/2010	Philadelphia Inquirer

	Seeking concessions in lieu of layoffs	Proposed		
	46 retirements due to legislation to cap retirement sick leave payouts	Implemented	2/25/2010	
	Brownout 4 companies (of 22)	Implemented	2/7/2010	
	Reduce arson unit from 13 to 2	Implemented		
Linden, NJ	Layoff 32 firefighters, wants contract concessions	Proposed	3/20/2013	WABC7
	1 laid off firefighter rehired	Implemented	4/1/2011	
	Demotions rescinded	Rescinded	2/15/2011	
	Layoff 6 firefighters (of 121) (effective 01/2011)	Implemented	1/25/2011	Star Ledger
	Not fill 5 vacancies due to attrition	Implemented	1/25/2011	
	Demote 2 officers (lieutenants)	Implemented	1/25/2011	
	Close 1 company (of 5)	Implemented	1/25/2011	
	No layoffs in exchange for wage concessions.	Implemented	10/28/2010	Star Ledger
Long Beach, NJ	Layoff 5 firefighters 07/01/2012 ($0.9 SAFER grant)	Rescinded	12/1/2012	WABC7
Pleasantville, NJ	Lay off 5 firefighters of 47		11/16/2013	The Press of Atlantic City
	Not fill vacancies			
	Outsource EMS			
Trenton, NJ	Brownout 1 or 2 companies based on absenteism	Implemented	2/22/2012	
	Discontinue EMS responses	Implemented		
	Reduce minimum shift staffing to 41 from 49	Implemented		
	Reduce Engine staffing from 4 to 3	Implemented		
	Reduce minimum shift staffing from 48 to 41	Proposed		NJ , Star Ledger
	Eliminate training officer position	Proposed		
	Reduce minimum engine staffing from 4 to 3	Implemented		
	Layoff 3 fiefighters (of 198)	Proposed	4/1/2011	
	Layoff 61 firefighters (of 198) effective 01/05/2011	Rescinded	12/18/2010	Times
	Received $13.7 million SAFER grant to rescind 61 firefighter layoffs	Implemented		
	Contract concessions - 5% salary reduction, health care and retirement	Implemented		
	Close 4 stations (of 7)	Proposed	8/30/2010	Times
	Demote 4 Battalion Chiefs and 16 Captains	Proposed		
	Reduce Engine staffing from 4 to 3	Proposed		
	Layoff 78 firefighters (of 198)	Proposed	7/14/2010	larouche .pac
	Contract concession - 10% pay cut	Proposed	6/23/2010	Trentonian
	Close 1 station (of 7)	Proposed	3/30/2010	
	Layoff 40 firefighters (of 198)	Proposed		
	Close 3 Stations (of 10)	Implemented	06/?/2002	
	Close 2 Engines (of 9)	Implemented	06/?/2002	

	Close 1 Ladder (of 3)	Implemented	06/?/2002	
	Eliminate 2 Deputy Chief, 1 Battalion Chief, 13 Captains, 1 Director, 52 Firefighter positions	Implemented	Since 2002	Courier Post
	Fire Chief says that the department has lost one third of its staff since 2002 due to budget cuts	Implemented		Trenton Patch
Westfield, NJ	Not fill 10 vacancies	Implemented	7/13/2012	Huffington Post
	Eliminate 1 Deputy Chief and 1 Fire Inspector	Implemented		
	Reduce shift staffing from 9 to 7	Implemented		
	Brownout Ladder	Implemented		
Las Cruces, NM	Six-month pilot program implementing an ambulance-size squad unit	Pending	6/19/2013	Sun News
Buffalo, NY	Vacancies in high-ranking positions in the Buffalo Fire Department are creating a safety issue for firefighters, according to the department's chief of health and safety.		4/13/2013	Buffalo News
	Close 1 Engine (of 20)	Implemented	2/17/2006	
	Close 1 Ladder (of 10)	Implemented	11/18/2005	
	Close 1 Ladder (of 11)	Implemented	3/1/2004	
	Close 1 Engine (of 21)	Implemented	11/1/2003	
	Close 1 Ladder (of 12)	Implemented	11/1/2003	
	Close 2 Engines (of 23)	Implemented	7/1/2002	
	Close 1 Rescue Squad (of 2)	Implemented	7/1/2002	
Garden City, NY	Layoff 6 firefighters and demote 1 officer of 28	Proposed	12/20/2012	Garden City Patch
Plattsburgh, NY	Mayor says city would save money by switching to eight-hour shifts, but firefighters want the 24-hour shifts.	Proposed	2/26/2013	Press Republican
	Re-establish volunteer component	Proposed		
	Reduce minimum shift staffing from 7 to 6 to reduce overtime	Implemented	7/1/2009	
	Reduce department staffing from 40 to 36	Implemented	7/1/2009	
	Eliminate positions: 1 Assistant Chief, 1 day Captain, 1 day Lieutenant, 1 Administrative Secretary	Implemented	7/1/2009	
	No staffing for Ladder (of 1)	Implemented	7/1/2009	
	Reduce staffing on 1 Engine to 2	Implemented	7/1/2009	
	Stop sending new recruits to either the NYS fire academy or other City academy, and opt to train in house with a private contractor	Implemented	7/1/2009	
	Reduce minimum shift staffing from 8 to7	Implemented	7/1/2006	
Rochester, NY	Provide fire services by contract to West Brighton	Implemented		
	Close Safety Battalion Chief	Rescinded	1/18/2012	
	Close 1 suppression battalion of 3	Implemented	8/23/2011	WHEC
	Convert 2 Midi Quint companies (of 2) to 2 Engine and 1 Ladder companies, net staffing reduction of 6	Implemented	7/1/2011	
	Reduce FD budget $500,000	Proposed	1/11/2010	WHEC
	Reduce minimum shift staffing from 98 to 89	Implemented		

	Reduce FD budget 14% ($5.9 million)	Proposed		13 WHAM
	Layoffs	Proposed		
	Close stations	Proposed		
	The number of authorized uniformed firefighters has fallen more than 10% – from 504 in 2001 to 447 today.			Democrat & Chronicle
	Convert 2 Midi Quint companies (of 4) to 2 Ladder companies, net staffing reduction of 4	Implemented	7/1/2010	
	Eliminate 16 sworn positions (of 471) to 454	Implemented	10/1/2009	
	Convert 3 Midi Quint companies (of 7) to 2 Engine and 1 Ladder companies, net staffing reduction of 6	Implemented	10/1/2009	
	Reduce FD budget 10%	Implemented	7/1/2009	
	Eliminate 16 sworn positions (of 470) to 454	Implemented	7/1/2009	
	Eliminate 8 positions (of 454)	Implemented		
	Convert two Midi Quint companies (of 9) to Ladder companies, net staffing reduction of 4	Implemented	7/1/2008	
Syracuse, NY	Close 1 station of 12	Impemented	1/16/2013	Post Standard
	Close 1 Engine of 10	Impemented		
	Reduce shift staffing from 69 to 65	Impemented		
Utica, NY	Close two stations of 6	Proposed	10/3/2012	YNN
	Reduce staffing from 135 to 123	Proposed		
	Ordinance to eliminate the chief fire marshal position		9/10/2012	Observer Dispatch
	Brownout 2 of 6 stations		04//2012	
Yonkers, NY	YFD unions got a court order to stop proposed brownouts that were scheduled to begin today. Two companies targeted are E-312 and L-71. The cut in manpower would violate a contractual minimum manpower level.	Pending	8/7/2013	
	Brownout 1 Engine of 11 daily	Implemented	6/12/2013	
	Brownout 1 Ladder of 6 daily	Implemented	6/12/2013	
	Brownout 1 suppression Battalion based on absenteism	Implemented	6/12/2013	
	Reestablish Safety Battalion until SAFER grant expires	Implemented	6/12/2013	
	Rehire 8 Firefighters and rescind 6 demotions	Implemented	8/10/2010	
	Restore 1 Engine	Implemented	8/10/2010	
	Restore 1 Ladder	Implemented	8/10/2010	
	Close 1 Engine of 11	Implemented	7/15/2010	
	Close 1 Ladder of 6	Implemented	7/1/2010	
	Close Safety Battalion	Implemented	7/1/2010	
	Lay off 36 firefighters, demote 32 Lieutenants to Firefighter, demote 6 Captains to Lieutenant	Implemented	7/1/2010	
	Layoff 11 firefighters (of)	Implemented	7/1/2009	
	Demote 17 fire officers	Implemented	7/1/2009	
	Close 1 Ladder (of 6)	Proposed	12/1/2008	LoHud
Falls, Wake Forest, NC	Falls FD (Sta 21) merged w/Wake Forest FD as Sta 5	Implemented	3/25/2012	
	Merging with Wake Forest FD	Proposed	7/8/2009	NBC 17

Indian Beach, NC	A feasibility report on the consolidation of the Pine Knolls Shores and Indian Beach fire departments is under consideration. Each town has said it wants to maintain their existing stations. If each were maintained, personnel could be reduced by four position -- one chief and three paid firefighters -- for an estimated initial savings in salary and benefits of $213,300. If a merger is to occur, it would not happen before July 1, 2014.		6/19/2013	Daily News
Johnston County NC	County absorbs EMS staff of individual squads			
Pine Knolls Shores, NC	A feasibility report on the consolidation of the Pine Knolls Shores and Indian Beach fire departments is under consideration. Each town has said it wants to maintain their existing stations. If each were maintained, personnel could be reduced by four position -- one chief and three paid firefighters -- for an estimated initial savings in salary and benefits of $213,300. If a merger is to occur, it would not happen before July 1, 2014.		6/19/2013	Daily News
Wake Forest, Falls, NC	Falls FD (Sta 21) merged w/Wake Forest FD as Sta 5		3/25/2012	
Canton, OH	Eliminate 7 firefighter positions	Proposed		Canton Repository
	Brownout stations/units	Implemented	6/6/2011	Repository
	15 Laid off firefighters rehired after appeal	Implemented	12/19/2009	Canton Republican
	Layoff 15 probationary firefighters	Implemented	8/18/2009	Firefighter Hourly
	Close 2 Stations (of 9)	Implemented	8/14/2009	News Net 5
	Combine crews for fire and EMS units	Implemented	8/13/2009	Canton Rep
	Reduce 28 positions to part time by reducing hours 44%	Rejected		
	Lay off 28 firefighters (of 172) (including 15 who were just rehired)	Implemented		
	Brownout 2 Engines (of 7)	Implemented		
	Discontinue EMS service	Proposed		
	Combine Engine and Ambulance staffing		6/15/2009	
Cinncinati, OH	Brownouts reveal problems for Cincinnati Fire Dept.		10/15/2013	WLWT .com
	An engine crew didn't arrive on the scene of the fire on Budmar Drive Monday night for 11 minutes, when national fire standards said it should have taken five minutes and 40 seconds.			
	The problem came when the call came in and Engine 51, the company that would normally respond within about three minutes, was out on another run. Engine 20 is the second in line to respond and would have been expected to be on scene within eight minutes but that engine was browned out. The response had to come from the third choice, Engine 12, which was 11 minutes away.			
	It's a numbers problem -- from firefighters -- to equipment according to Braun. CFD is authorized to have 841 firefighters but the current level is at 780. The department has 40 pieces of equipment -- like engines and ladder trucks to fight fires in the city but with the brownouts, "You start taking equipment away and we take about five pieces of equipment away about every day then you drop below the minimum for the coverage of the city," Braun said.			
	There is some help on the horizon. Two federal grants totaling $13.5 million have started new recruits in the pipeline. Forty recruits graduated last spring and another 40 are expected to graduate in February.			

	Alter said the city averages five brownouts per day, which is an ongoing concern.			
	Layoff 118 firefighters (80 firefighters and 38 recruits)	Proposed	4/18/2013	WCPO
	Close 4 Engines	Proposed	4/18/2013	WCPO
	$4 million unexpected tax income may restore 42 firefighter positions and reduce fire company closures from 11 to 9, and firefighter layoffs from 144 to 102	Proposed	12/16/2010	Enquirer
	Layoff 144 firefighters (of 819) effective 01/02/2011		12/7/2010	Enquirer
	Reduce minimum unit staffing from 4 to 3	Proposed		
	Close 7 Engines (of 26)	Proposed		
	Close 4 Ladders (of 12)	Proposed		
	Contract concessions - freeze wages for 2011 and 2012	Implemented	10/28/2010	WLWT 5
	Eliminate longevity pay	Rejected	10/28/2010	WLWT 5
	Layoff 169 firefighters (of 819) (effective 01/02/2011)	Proposed	10/28/2010	Fox 19
	Rotating brownout 10 companies daily (of 39)	Proposed		
	Close 5 stations (of 26)	Proposed again		
	Close 9 engines (of 26)	Proposed again	10/27/2010	WLWT 5
	Close 5 Ladders (of 12)	Proposed again	10/27/2010	WLWT 5
	Close 1 Squad (of 2)	Proposed	10/27/2010	WLWT 5
	Reduce FD budget $11 million	Proposed	10/11/2010	WLWT 5
	Brownout 2 to 4 companies daily	Implemented	7/20/2010	WLWT
	Layoff 47 firefighters (of 819) in June	Proposed	1/3/2010	Enquirer
	Brownout 4 Ladders (of 12) through December 2009	Implemented	8/6/2009	Firefighter Hourly
	Reduce salaries and benefits by 14%	Proposed	8/6/2009	
	Close 4 companies	Rejected	7/24/2009	
	Reduce staffing from 4 to 3 on 8 companies and close 2 companies	Rejected	7/24/2009	
	Brownout 6 ladders (of 12)	Rejected		
	Reduce FD budget $5 million	Implemented	7/1/2009	
	Furloughs - 6 days	Rejected	7/1/2009	
	Layoff 105 firefighters (of 819)	Proposed		WLWT
	Close 2 BLS ambulances (of 8)	Proposed		
Cleveland, OH	Firefighters in Cleveland are upset that the city is hiring EMTs instead of firefighters.			newsnet5 .com
	Cleveland will begin this month to integrate the city's Fire Department with ambulance service in a series of moves officials say will improve responses to medical calls while maintaining fire protection. Starting Feb. 11, firefighters trained as paramedics will be placed aboard some trucks, and ambulance crews will operate out of some fire stations, first steps aimed at speeding up the delivery of life-saving care and rides to hospitals.	Implemented	2/1/2013	Plain Dealer
	Decline SAFER Grant ($4.5 million) to avoid 31 of 51 firefighter layoffs	Implemented	5/26/2011	Firehouse
	Close 1 Ladder (of 14)	Implemented	5/20/2011	Fox 8
	Reduce firefighter dispatchers from 6 to 5	Implemented		
	Reduce on duty fire investigators from 2 to 1	Implemented		
	Assign staff officers to suppression during summer vacation period	Implemented		WJW-TV
	Redeploy units	Implemented		
	Postpone 2011 training class	Implemented		

	Not fill 18 EMS vacancies	Implemented		
	Layoff 51 firefighters (of 836) effective 06/01/2011	Implemented	5/16/2011	WKYC-TV
	Close 5 companies (of 40)	Rescinded		
	Demote 4 fire battalion chiefs, 3 captains and 10 lieutenants	Proposed		
	Rotational brownout of 5 companies (of selected 12 of 40) - 9 Engines (of 23), 2 Ladders (of 13), 1 Rescue Squad (of 4)	Implemented		
	Merge EMS with FD	Proposed	4/27/2011	
	$23 million shortfall, 12 police and firefighters laid off per $1 million - 276		9/20/2010	
	Close 1 Ladder (of 15)	Implemented	1/14/2010	
	Demote 18 officers	Pending		
	Contract concession - reduce pay 4%	Pending		
	Combine Rescue Squad and Tactical Rescue into two piece Rescue Task Force Company - reduce staffing from 8 to 6	Implemented	1/13/2010	Post Tribune
	Brownout 1 Ladder (of 15)	Rescinded	1/13/2010	
	Brownout 2 Engines (of 25) for 1/2 year	Implemented	1/11/2010	Fox 8
	Layoff 38 firefighters (of 992)	Implemented	1/11/2010	
	Layoff 37 firefighters (of 884)			
	Contract concession - reduce salaries 4%			
	Reduce FD budget $2.75 million			
	Not fill 80 attrition vacancies	Implemented	12/23/2009	Crescent News
	Brownout Fireboat Station	Implemented	9/10/2009	The Plain Dealer
	Close 2 Engines (of 27)	Implemented	1/9/2004	
	Close 2 Ladders (of 15) L13 too?	Implemented	1/9/2004	
	Eliminate 118 positions eliminated since 2004	Implemented	Since 2004	
	Layoff 70 firefighters in 2003 and 80 by attrition since then	Implemented	?/2003	
Dayton, OH	Brownout 2 Engines	Implemented	8/3/2012	Dayton Daily News
	Brownout Rescue Squad	Implemented	1/1/2010	
	Close 1 Ladder (of 6)	Implemented	1/1/2010	
	Brownout 1 Ladder (of 6)	Implemented	1/1/2010	Daily News
	Reduce FD budget $2 million	Implemented		
	Two year hiring feeze due to federal lawsuit	Implemented		
	Reduce minimum shift staffing to 65	Implemented		
	Contract out dispatch & communications	Implemented		
	Demote all District Chiefs (10)	Implemented	7/1/2009	
	Close 1 Rescue (of 2)	Implemented	?/?/2009	
	Close 1 Engine (of 9)	Implemented	?/?/2009	
	Contract concession - salary freeze, pay for four holidays	Implemented		
	Reduce FD budget $2.4 million	Implemented		
	Brownouts of 6 Engines	Implemented		
	Brownouts of 3 Ladders	Implemented		
	Close 1 Station (of 13)	Implemented	7/30/2005	

	Brownout 1 Ladder (of 6)	Implemented	7/15/2004	
	Close 3 Engines (of 12) 8,15,16	Implemented	1/1/2004	
	Close 2 Engines (of 14)	Implemented	04/?/2002	
	Close 1 Station (of 14)	Implemented	04/?/2002	
Hamilton, OH	Reorganization to eliminate 2 Captains of 9, 4 Lieutenants of 15, and 6 Apparatus Drivers of 21	Pending	7/11/2013	Hamilton Journal News
	Based on study, the city laid off five firefighters, temporarily closed Station 27 and took an apparatus out of service at Station 22.	Implemented		
	Lay off 18 firefighters when federal SAFER grant expires.	Postponed	4/12/2013	
	Establish additional EMS unit at recently closed station	Pending		
	Reduce minimum shift staffing from 28 to 22	Implemented		
	Close 1 Station of 6	Implemented	1/2/2013	
	Layoff 5 firefighter/EMTS	Implemented	1/2/2013	
	Close 2 Ladders of 2	Implemented	1/2/2013	
	Brownout 1 Station of 6	Implemented		
	Study recommends closing 2 stations	Proposed	11/24/2012	
	Increase workweek from 48 to 52 hours to reduce 17.5 positions and for $825,000 savings	Proposed		
	Layoffs 3 firefighters	Proposed		
	Contract concession - 3% pay raise	Proposed		onntv
Lancaster, OH	Reopen Station 3 for medics	Impemented	1/24/2012	Columbus Dispatch
	Contract concession - defer pay increase			
	Layoff 13 firefighters (of 81)	Implemented	10/26/2011	
	Close Fire Prevention Bureau	Implemented	10/26/2011	
	Close 1 Station (of 3)	Implemented	10/26/2011	
	Close 1 Engine (of 2)	Implemented	10/26/2011	
	Close 1 Ambulance (of 3)	Implemented	10/26/2011	
	Reduce minimum shift staffing from 22 to 16	Implemented	10/26/2011	
	Layoff 13 ff and not filling attrition down 68 from 92		10/24/2011	
	Cross staff medic with Ladder		10/24/2011	
	Close 1 Engine (of 3)	Implemented	8/21/2011	
	Reduce staffing on EMS units	Implemented		Eagle Gazette
	Not fill 11 attrition vacancies	Implemented		American Independent
Liberty Township, OH	Layoff 26 firefighters of 49	Proposed	12/28/2012	Columbus Dispatch
Madison (Richland) Township, OH	Disband FD	Proposed		

Middletown, OH	$1 million SAFER grant expiring and FY14/15 budget has $400,000 deficit.	Pending	9/23/2013	Middletown Journal
	Reduce shift staffing from 16 to 13	Proposed		
	Layoff 9 firefighters (of)	Implemented	11/29/2011	Journal
	Not fill 2 attrition vacancies	Proposed	6/8/2011	WLWT
	Contract concession - 2% pay cut and SAFER grant to avert layoffs	Proposed	6/8/2011	
	Brownout 1 Station (of 3) effective 01/01/2012	Proposed	6/8/2011	
	Brownout 1 Engine (of 4)	Proposed	6/8/2011	
	Close 1 Station (of 5)	Implemented	7/1/2005	
	Close 1 Engine (of 5)	Implemented		
	Close 1 Medic (of 4)	Implemented		Fox 19
	Eliminate vacant Administrative Deputy Chief, Fire Marshal and Training Captain positions	Implemented		
Orange Township, OH	Lay off of 22 firefighters (of 48) delayed for at least five months yesterday by using money meant for new snowplows and tree removal to cover their salaries.	Implemented	12/28/2012	Columbus Dispatch
Ottawa Hills, OH	Merge with Toledo FD (20 year contract effective 01/01/2011). Toledo will staff station and 10 firefighters will be absorbed by Toledo	Implemented	10/15/2010	WTVG TV WTOL Toledo Blade
Perrysburg, OH	Reduce staffing 20%	Proposed		
Shaker Heights, OH	Layoff 10 firefighters (17%)		7/19/2012	
	EfficientGOV is monitoring the success of two Ohio towns, University Heights and Shaker Heights, in the development of a regional fire department.			
	Reduce workweek hours and pay of all non-bargaining unit employees by 10%, including Fire Chief, 2 Assistant Chiefs, 1 Fire Inspector and 2 Secretaries. They will have one furlough day off without pay every two weeks until the end of the year.	Implemented	7/1/2009	Firefighter Hourly
	Fire Chief fired for refusing to cut services	Implemented		
	Not fill two positions caused by retirement	Implemented	6/19/2009	
	Lay off 4 firefighters	Implemented	3/30/2009	
Steubenville, OH	Lay off 2 firefighters - SAFER grant not approved		03/2013	
	Lay off 5 firefighters	Proposed	2/26/2013	Herald Star
	Close 1 Station of 3	Proposed	2/26/2013	
	Received $300,000 SAFER grant to rehire 3 laid off firefighters	Pending	12/30/2010	WTOV9
	Layoff 3 (of 41) firefighters	Implemented	10/1/2009	WTOV 9
	Reduce minimum shift staffing from 11 to 10	Implemented		
Sycamore Township, OH	Layoff 14 of 27 firefighters and 70 part time firefighters	Proposed	/2012	
	Reduce shift staffing from 16 to 12	Proposed		

Tiffin, OH	Eliminate 12 positions by attrition from 40 to 28	Proposed	/2012	
	Reduce shift staffing from 12 to 7	Proposed	/2012	
	Close 1 station of 2	Proposed	/2012	
Toledo, OH	Eliminate dedicated staffing for 3 Ladders (of 6) and use by special call only	Implemented	4/9/2012	The Blade
	Close 1 Ladder of 5	Rescinded	1/1/2011	
	Assume fire services by contract for Ottawa Hills. Staffing provided for their station			
	Contract concession - pay reduction	Proposed		Independent Collegian
	Close one Ladder company (of 5)	Proposed		WTVG - TV
	Reduce minimum shift staffing from 103 to 99	Proposed		
	Layoff 125 firefighters (of)	Rescinded	3/17/2010	
	Fee for services	Rejected		
	Concessions in lieu of layoffs	Proposed		
	New fire class will save Toledo money	Pending	11/16/2010	WTVG-TV
	Absorbing Ottawa Hills station and staff (20 year contract effective 01/01/2011)	Pending	11/29/2010	WTOL
University Heights, OH	EfficientGOV is monitoring the success of two Ohio towns, University Heights and Shaker Heights, in the development of a regional fire department.			
Wright Patterson AFB, OH	Wright-Patterson firefighters could end emergency runs to local communities because of reduced manpower if furloughs of civilian base employees hit, a firefighter union leader says.	Proposed	4/7/2013	Dayton Daily News
	Mandatory unpaid time off the job would mean a two-person emergency central dispatch would be reduced to one staffer, and firefighters could not support a hazardous materials team at the base, said Roy Colbrunn, president of the International Association of Fire Fighters Local F-88.	Pending	4/7/2013	
	The base has about 13,000 civilian employees who face anticipated 14-day unpaid furloughs or time off beginning in June because of budget cuts. The Pentagon must reduce spending by $41 billion through the end of September. The firefighters work 48 hours shifts, so the reductions would hit overtime pay, Colbrunn said.	Pending	4/7/2013	
	The number of Wright-Patter-son firefighters on a shift would drop to 14 from about 23 today, he said.	Proposed	4/7/2013	
Tulsa, OK	$8.6 million SAFER grants expiring on 46 firefighter and 101 police officer positions	Pending	3/2/2012	Tulsa World
	Implement two ems squads	Implemented	7/1/2010	
	TFD Restructuring @ $1.7 million	Implemented	7/1/2010	
	Furlough participation @ $1.3 million and	Implemented	7/1/2010	
	Other benefit concessions @ $1.4 million... TOTAL: $4.4 million	Implemented	7/1/2010	
	5.2% Wage Reduction FY 2010 @ $1.03 million	Implemented	7/1/2010	
	5.2% Wage Reduction FY 2011 @ $2.5 million	Implemented	7/1/2010	
	Further TFD Restructuring @ $180,000	Implemented	7/1/2010	
	Furlough participation @ $1.3 million	Implemented	7/1/2010	
	Other benefit concessions @ $600,000.... TOTAL : $5.6 million	Implemented	7/1/2010	
	TOTAL CONCESSIONS THRU JUNE of June of 2011: $10 MILLION	Implemented	7/1/2010	
	Allowing TFD to take over as primary EMS provider...	Proposed		
	A Water Bill FEE to Support Fire & First Response initiatives	Proposed		

	A Dedicated Sales Tax to offset Fire & First Response initiatives	Proposed		
	A Voluntary Assessment on Utility bills…	Proposed		
	SAFER Grant to hire 46 new firefighters lost through attrition	Pending	6/1/2011	News On 6
	Received $4.2 million SAFER grant to hire 46 new firefighters	Pending	2/11/2011	
	Tulsa has 631 firefighters, compared with 676 in December 2009, because of the suspension of firefighter academies two years ago. Tulsa has an attrition rate of 20 to 24 firefighters per year.			
	Contract concession - 5.2% salary cut in lieu of 147 firefighter (of 674) layoffs for 17 months	Implemented	1/26/2010	Tulsa World
	Contract concession - eliminate fitness pay and a clothing allowance	Implemented		
	Department restructuring that eliminates some positions through attrition	Implemented		
	Implement two ems squads	Implemented	1/22/2010	
	Layoff 49 (of 674) firefighters and demote 36 - 2.2% option	Proposed	1/7/2010	
	Layoff 116 firefighters and demote 43 - 4.4% option	Proposed		
	Layoff 19 firefighters and demote 19 - Reorganization option	Proposed		
	Reduce FD budget 2.2% and 4.4%	Proposed		
	Brownout 8 or 9 companies	Rescinded	12/21/2009	
	Reduce minimum unit statffing from 4 to 3	Implemented		
	Contract concession - eliminate 3% in benefits, delay performance raises, and rearrange vacations	Implemented		Firefighter Hourly
	Restructure upper management to eliminate 2 District Chief, 2 sworn staff, and 3 Captains	Implemented	12/18/2009	
	Not fill 19 firefighter vacancies	Implemented		
	Cancel May 2010 academy class	Implemented		
	8 furlough days	Implemented	8/18/2009	News On 6
	Close 1 Engine (of 31)	Implemented	06/?/2001	KJRH
Clackamas County FD 1, OR	Share staff with Boring FD	Implemented	7/13/2011	Sandy Post
	Merged with Milwaukee, Clarkes & Oregon City	Implemented	7/1/2008	
Clarkes, OR	Merged with Clackamas Co FD 1	Implemented	7/1/2008	
Gresham, OR	Shared staffing with Portland	Implemented		
Milwaukee, OR	Merged with Clackamas Co FD 1	Implemented	7/1/2008	
Oregon City, OR	Merged with Clackamas Co FD 1	Implemented	7/1/2008	
Portland, OR	Restore 26 firefighter positions with 4.5 SAFER grant		2013	
	Close 2 stations	Rescinded	2013	
	Layoff and eliminate 26 firefighter positions	Rescinded	2012	
	Shared staffing with Gresham			
Salem, OR	Operate 1 Station part time Monday to Thursday 0800 to 1800	Implemented	1/20/2012	KPTV

Allentown, PA	Reduce staff from 145 to 125	Implemented	11/21/2012	Morning Call
	The FD replaces officers on vacation, but any other absence, including sick time, military leave or long-term disability leave is not filled. This week the fire department operated with 24 firefighters. Sometimes it is as low as 19 or 20.	Implemented	11/21/2012	Express Times
	Lay off 20 firefighters of 145	Implemented	11/21/2012	WFMZ .com
	Close 1 Ladder of 2	Implemented	8/21/2012	
	Arbitration Agreement effective January 2012 through 2015		8/15/2012	
	• Freezes firefighter salaries for two years then 3% raises the final two			
	• Reduces minimum shift staffing requirements from 30 firefighters per shift to 25			
	• Caps amount of overtime used in future firefighter pensions at 10%, rather than 100% previously allowed.			
	• Requires firefighters to provide a valid medical certification to obtain paid sick leave benefits after three sick days, rather than six sick days under the old agreement.			
	The union is also appealing the 10 percent pension cap, as well as the elimination of a buyback option for pension credits and cost-of-living adjustments for employees who retired between 2005 and 2012, according to court records.			
	The department saw 42 retirements in 2011, 29 of which occurred during the final three months of the year so firefighters could try to take advantage of the previous agreement's retirement benefits.			
	Fire Chief said 16 new firefighter hires are starting academy training next week, which will still leave 20 vacancies.			
	54 of 141 firefighters eligible to retire in FY11/12	Pending	10/13/2011	Morning Call
	City seeking to change early retirement clause, sick day policy and minimum staffing	Proposed		
	Reduce shift staffing from 32 to 30	Implemented		
	Close 2 Engines (of 9)	Implemented	7/1/2008	
	Media scrutinizing sick leave			
Bethlehem, PA	Reduce shift staffing to 18	Implemented	11/21/2012	WFMZ .com
	Close 1 Station (of 5) effective 12/07/2011 Convert to EMS	Implemented	8/26/2011	Express Times
	Brownout 1 Engine whenever staffing at 22 or less	Implemented		Morning Call
	Mayor claimed firefighters "game the system" on overtime and sick pay.			
	Eliminate minimum shift staffing requirement granted by arbitration	Accepted	11/4/2011	
Chambersburg, PA	Eliminate 8 firefighter positions depending on SAFER grant	Pending	6/26/2012	Public Opinion
	The department is currently made up of the chief and deputy chief, 18 firefighters and three captains, which work 24-hour shifts with 48 hours off. There are five firefighters per shift with a mandatory minimum of five each shift and one ambulance in service.	Proposed	6/26/2012	
	The Change in Focus Plan would have made the following changes:	Proposed	6/26/2012	
	- Eliminate the deputy chief position.	Proposed	6/26/2012	
	- Downsize to eight firefighters and five captains	Proposed	6/26/2012	
	- Work 12-hour shifts similar to police department.	Proposed	6/26/2012	
	- Have five firefighters on hand during daylight shift (a minimum of four) and two during overnight shift.	Proposed	6/26/2012	
	- Two ambulances in service.	Proposed	6/26/2012	
	Layoff 8 firefighters (of 21)	Proposed	12/1/2011	ABC 27

Harmar Township, PA	Merging with Springdale Township to form Allegheny Valley FC 1	Implemented	5/23/2012	Valley News Dispatch
Harrisburg, PA	Close 1 station (of 4)		8/20/2013	WHTM ABC 27
	Brownout stations			
	Bankruptcy action considered		/2011	
	Brownout 3 Engines (of 5)	Implemented		
	Lay off 8 firefighters (of 84)	Proposed	12/28/2010	
	City placed under State financial control	Implemented		
	Mayor may use surplus to rescind proposed layoffs and station closure	Proposed	12/8/2010	
	Layoff 9 firefighters (of 84)	Proposed	12/7/2010	
	Reduce FD budget $1.5 million	Proposed	12/6/2010	WGAL 8
	Layoff 10 firefighters (of 84)	Proposed	12/2/2010	Patriot News
	Early retirements to avoid furloughs	Proposed		
	Change work schedule to 24/48 to eliminate built in 6 weeks of overtime	Proposed	11/24/2010	
	Greater reliance on volunteers	Proposed	11/22/2010	WHTM 27
	Minimum shift staffing = 17		9/8/2010	
	Close 1 station (of 4)	Proposed	8/10/2010	
Hazleton, PA	Firefighters in West Hazleton and Hazleton are coordinating training, equipment training and joint purchases.	Implemented	6/11/2013	Citizens' Voice Standard Speaker
Johnstown, PA	Close 1 station of 3	Pending	8/25/2011	Tribune Democrat
	Layoff 4 firefighters (of 37) effective 12/31/2011	Pending	8/25/2011	
	Layoff 4 firefighters (of 41) effective 08/19/2011	Implemented	8/25/2011	WJAC TV
	Brownout 1 Station (of 3)	Implemented		
Lancaster, PA	Close 1 Ladder of 2	Implemented	5/31/2011	iaff319.org
	24-hours-on and 48-hours-off work schedule, which would involve firefighters working 48 hours a week instead of 42.	Proposed	3/13/2011	Intelligencer Journal
	Reduce minimum shift staffing to 8	Implemented	3/2/2011	Eagle Gazette
	Remove health care benefits, pension pickups and work force levels from collective bargaining.	Proposed		
	New employees will not be eligible for the city pickup of the employee retirement contribution	Proposed		
	The maximum number of hours that can be paid for a sick leave buyout reduced to 240.	Proposed		
	Reduce FD budget $360,000	Proposed	11/22/2010	Eagle Gazette
	Layoff 4 firefighters (of 45)	Implemented	2/3/2010	CBS 21
	Contract concession - 2.25% salary reduction	Implemented		
	Reduce minimum shift staffing to 12	Proposed		

Manchester Twp, PA	may merge with York Area United F&R		1/20/2012	FOX43.com
Mars, PA	Merging with Valencia FC as Adams Area FD		1/1/2007	
McDonald, PA	McDonald, Midway, and Mount Pleasant Township Fire Companies merging as Fort Cherry FD		2012	
Midway, PA	McDonald, Midway, and Mount Pleasant Township Fire Companies merging as Fort Cherry FD		2012	
Mont Clare FC, PA	Consolidated with Mont Clare to form Black Rock VFC		1/16/2012	
Mount Pleasant, PA	McDonald, Midway, and Mount Pleasant Township Fire Companies merging as Fort Cherry FD		2012	
Oaks FC, PA	Consolidated with Mont Clare to form Black Rock VFC		1/16/2012	
Philadelphia, PA	Eliminate 108 firefighters positions to pay for arbitration award	Proposed	8/10/2012	Philadelphia Inquirer
	Firefighter injuries up 26%		5/29/2011	Daily News
	Fire officials in Philadelphia have reached an agreement to assist the neighboring city of Camden, NJ in the event of a major catastrophe. The agreement comes as both cities are struggling with their budgets and targeting their fire departments for cuts. Camden laid off 67 firefighters and Philadelphia has shut down firehouses in rolling brown outs.	Implemented	2/18/2011	Associated Press 6ABC
	City challenges arbitrated four-year contract, which calls for 3% raises over each of the next three years and no furloughs.			Philly .com
	Despite Brownouts, Philly Overtime Costs Up		2/1/2011	Metro Philadelphia
	The city of Philadelphia filed an appeal of the arbitration award issued to firefighters last month, on the grounds that it is too expensive. Under the contract, the 2,200 members of International Association of Fire Fighters Local 22, receive 9% raises, will shift to a new system of paying healthcare bills and new hires will be given the option of a "hybrid" retirement plan that includes a 401(k). But the award did not give the city the ability to furlough firefighters, which the mayor has argued is crucial to manage costs.		11/17/2010	Philadelphia Inquirer
	Close 1 Engine while station being rebuilt (2 years)	Implemented	8/6/2010	Philly
	Brownout 2 additional Engines days	Implemented		Daily News
	Brownout 1 additional Engine and 1 Ladder nights	Implemented	8/4/2010	Inquirer
	Reduce daily training 60%	Implemented		
	Reduce FD budget $3.6 million	Proposed		
	Cut firefighter recruit classes	Proposed	5/20/2010	Fox 29 News
	Close 6 Engines (of 56)	Proposed	FY2010	KYW - TV
	Close 3 Ladders (of 26)	Proposed	FY2010	
	Close 5 Medic units (of 50)	Proposed	FY2010	
	Reduce FD budget $16.7 million	Proposed	FY2010	
	Reduce FD budget by $8 million	Proposed		Inquirer
	Layoff 36 Officer, 120 Firefighter positions, 40 Paramedic positions	Proposed	10/2/2009	

	Eliminate 2 Captain, 7 Lieutenant, 22 Battalion Chief Aide positions	Proposed	8/18/2009	Firefighter Hourly
	Close five Engines (5 of 61)	Implemented	1/5/2009	WPVI
	Close two Ladders (2 of 28)	Implemented	1/5/2009	
Pittsburgh, PA	Reorganize heavy rescue service from 3rd service EMS to FD	Proposed	10/10/2012	Tribune Review
	Seeking to reduce shift staffing from 163	Proposed	12/25/2012	TribLive
	Combine 2 Engines (of 30) and 2 Ladders (of 12) into Quints	Implemented	?/?/2007	
	Eliminate 100 FD positions	Implemented		
	Close 6 Engines (of 36)	Implemented	3/21/2005	
Reading, PA	Reduced unit staffing from 3 to 2	Implemented	8/21/2012	Reading Eagle
	Number of injuries to firefighters has increased by at least 30% since April 2011.	Implemented	8/21/2012	
	Reduce shift staffing from 22 to 18 not including 2 chiefs and 6 medics	Implemented	3/20/2012	
	Close 2 of 11 companies	Implemented	3/20/2012	
	Reduce minimum shift staffing from 22 to 18	Implemented	8/23/2011	
	3-year wage freeze for city employees, and layoffs.	Proposed	5/6/2010	WFMZ
	Layoff 20 firefighters and 7 paramedics (of 142)	Proposed	12/4/2009	WFMZ
	Reduce FD Budget $3 million ($2 million suppresion, $1 million EMS)	Proposed	11/6/2009	
	Reduce minimum shift staffing from 22 to 21	Implemented		
	Close 1 (of 3) ambulances	Proposed		
	Close 1 (of 7) Engines	Proposed		
	Close 3 (of 3) Ladders	Proposed		
	Eliminate mutual aid responses	Proposed		
	Eliminate FD medical first response	Proposed		
Scranton, PA	City closed on a $6.25 million loan from a union-owned bank that will allow the city to cover today's payroll and back wages withheld last month when salaries were slashed to minimum wages, as well as pay some bills, officials said.	Implemented	8/31/2012	Citizens' Voice
	Witheld wages to be repaid with interest	Pending	7/31/2012	Firehouse .com
	Mayor unilaterally slashed pay of nearly 400 city employees to the federal minimum wage of $7.25 an hour. "When we get through this, everybody will be made whole, so they will be paid all the money that they're owed."	Implemented	6/28/2012	Times Tribune
	$5 million SAFER grant to rehire 30 firefighters (13 rehired earlier + 17 additional)	Implemented	6/22/2012	
	Restore 1 Engine and 12 firefighters after fire	Implemented	3/17/2012	
	Layoff 29 firefighters of 130	Implemented	1/1/2012	
	Close 3 Engines of 7	Implemented	1/1/2012	
	Brownout 2 Engines of remaining 4 Engines	Implemented	1/1/2012	
	Close 1 Ladder of 2	Implemented	1/1/2012	
	Layoff 8 firefighters (of 137)	Proposed	8/29/2011	Times Leader
	Not fill 2 vacant positions	Implemented		
	Brownouts	Implemented		

	Close 2 Stations (of 8)	Implemented		
	Close 1 Engine (of 7)	Implemented		
	Combine Fire Marshal and Training Deputy into one position	Implemented		
	Administrative fire captain, fire inspector and fire prevention officer will lose their titles and resume roles in fire suppression at their current salaries.	Implemented	7/30/2011	
	Not fill 5 vacant positions (of 144) by attrition	Proposed	11/21/2010	
	Eliminate 7 administrative positions and fund 2 positions with federal funds	Proposed		
	Reduce FD budget $1.5 million	Proposed		
	Layoff 34 firefighters (of 139)	Proposed		
	Close 2 Engines (of 7)	Proposed		
	Close 1 Ladder (of 2)	Proposed		
	Close 1 Station (of 8)	Proposed		
	Close Wyoming Ave station	Proposed		
	Layoff 29 firefighters (of 144)	Proposed	11/16/2010	Times Tribune
	Change from 4 shift to 3 shift schedule	Implemented	4/1/2009	
Springdale Township, PA	Merged with Harmar Township to form Allegheny Valley FC 1	Implemented	5/23/2012	Valley News Dispatch
Valencia, PA	Merging with Mars FC as Adams Area FD		1/1/2007	
West Hazleton, PA	Firefighters in West Hazleton and Hazleton are coordinating training, equipment training and joint purchases.	Implemented	6/11/2013	Citizens' Voice Standard Speaker
Wilkes Barre, PA	Reduce shift staffing from 12 to 11	Implemented	10/10/2012	Times Leader
	Brownout 1 station of 3 when staffing short	Implemented	10/10/2012	
	Lay off 11 firefighters of 64 remaining down to 53	Implemented	11/30/2012	Citizens Voice
	Not fill 5 vacancies by retirement	Implemented		
	Contract concessions - forego 3% pay raise and give up several paid holidays, estimated to save $500,000.	Implemented		
	Reduce shift staffing from 16 to 12	Implemented		
	Brownout 1 engine (of 3)	Implemented	3/16/2010	
	Reduce minimum shift staffing from 14 to 12 (of 75 total)	Implemented	3/6/2010	Times Leader
	Not fill 19 vacant positions from attrition	Implemented		Citizens Voice
	Brownout 1 Engine (of 4)	Implemented		
	Close 1 Engine (of 5) 4	Implemented	10/20/2004	
	Close 1 Station (of 4)	Implemented	10/20/2004	
	Close 1 Engine (of 6) 9	Implemented	5/21/2004	
	Close 1 Station (of 5)	Implemented	5/21/2004	

York, PA	Close 2 Stations and combine into 1 station (of 4)	Proposed	3/31/2011	
	Close 1 Engine company (of 4)	Proposed		
	Close 1 station (of 4)	Proposed	10/6/2010	WPMT TV
	Merge with York Area United Fire and Rescue	Implemented	11/26/2010	York Dispatch
York Area United F&R	Regionalized six years ago.		1/24/2013	Standard Speaker
Central Coventry, RI	A Kent County Superior Court judge ordered complete liquidation by 11:59 p.m. on April 11. He said voters have "spoken loudly" and decided to "take the risk." Residents of the fire district voted down a 36 percent tax hike on Tuesday, a decision officials said left the district without the money to operate.Residents of the fire district voted down a 36 percent tax hike on Tuesday, a decision officials said left the district without the money to operate. Officials shut down three of the fire district's five fire stations Friday morning.	Implemented	3/29/2013	NBC 10 News
	Unless the governor or the General Assembly act, all five stations will be closed within the next 12 days.	Rescinded	3/29/2013	
	Central Coventry is one of four fire districts in the town.			
	46 Firefighters to lose their jobs when Central Coventry stations close	Pending		
	Firefighters with the Central Coventry Fire District have been working without pay as their department searches for ways to meet payroll.		10/13/2012	Providence Journal
Central Falls, RI	Reduce shift staffing from 9 to 7	Implemented	8/6/2013	LA Times
	In Bankruptcy		4/20/2012	WPRI .com
	Receiver wants pension concessions from retirees			
	Layoff 4 firefighters	Rehired	11/23/2011	
	City declares bankruptcy, contracts voided and now free to renegotiate	Implemented	8/7/2011	Providence Journal
	Employees and retirees, effective Monday, must pay:	Proposed		Guardian
	* a higher health insurance deductible	Proposed		AP
	* changes in medical co-payments			
	* a 20% co-share of health insurance premiums			
	* retirees must begin to pay 20% of their medical coverage effective immediately			
Johnston, RI	Johnston, North Providence, East Providence seeking payment for sending mutual aid to Providence	Pending	9/9/2012	WPRI 12
Pawtucket, RI	Close 1 Engine of 6	Implemented	2011	
	Layoffs and furloughs	Proposed		WPRI
Florence County, SC	Plan to consolidate Florence County's emergency services under one administrative umbrella.		2/17/2013	Florence Morning News
Brentwood, TN	Reduce Engine staffing to 2	Implemented	8/28/2013	
	Reduce Ladder staffing to 1	Implemented	8/28/2013	
	Reduce Rescue staffing to 2	Implemented	8/28/2013	

	Replace Battalion Chiefs with Captain	Implemented	8/28/2013	
Chattanooga, TN	Close 1 Engine (of 20)	Rescinded 06/2011	?/?/2001	
	Close 1 Ladder (of 5)	Implemented	?/?/2001	
Cleveland, TN	If Bradley County and Cleveland decide next week to merge fire, rescue and emergency medical services, the new department would become functional on July 1, 2012.	Rejected	7/1/2012	
	Merge Cleveland City FD and Bradley County FD	Proposed	6/2/2009	
Memphis, TN	Brownout up to 4 companies per shift "one in each quarter of the city, at a time" limited to times when up to 28 people are out sick and the department has exceeded its daily overtime budget.	Implemented	1/10/2014	WMCTV5
	Close 1 Engine of 56	Implemented	8/3/2013	Commercial Appeal
	Close 1 Ladder and redeploy 1 Ladder	Implemented	8/3/2013	
	Eliminate 122 FD positions by attrition, none to require layoffs. 30 of those positions are holdovers from cuts slated for last year.	Pending	7/11/2013	
	Reduce FD budget $5.8 million	Pending	7/11/2013	
	Fire Chief said at a news conference that other fire companies will be decommissioned before July 1, 2014.	Pending	7/11/2013	
	Eliminate 92 positions by attrition over the next year.	Pending	7/10/2013	
	Close 1 Station effective 08/01/2013	Implemented	7/9/2013	WMC TV-5
	Close 1 Ladder 0f 25 effective 08/01/2013	Implemented	7/9/2013	
	Close 4 Ladders of 25 effective 07/01/2012	Implemented	6/18/2012	Commercial Appeal
	Redeploy 5 Ladders	Implemented	6/18/2012	
	Close 1 Rescue Squad of 3	Implemented	6/18/2012	
	Reduce staff by attrition over three year plan.	Pending	6/18/2012	
	Replace 2 Engines and 2 Ladders with 2 Quints	Implemented	6/18/2012	
	Close 3 Battalions (of 14)	Implemented	//2012	
	Change retirement from 25 years on the job - to age 55. The accrual rate of interest an employee can collect from the pension plan would drop from 2.5% to 2.25%. An early retiree would lose 5 percent of their pension for every year left on their tenure.	Proposed	6/2/2011	
	Plan to cuts 111 firefighters over 3 years	Proposed	5/4/2011	
	Close 6 Ladders (of 27) over 3 years	Proposed		WMC TV
	Close 6 Engines (of 57) over 3 years	Proposed		
	Create 6 Quints	Proposed		
	Close 1 Rescue Squad (of 3)	Proposed		
	Implement 8 SUV alternative response vehicles for EMS	Implemented	4/22/2011	FOX 13
	Not fill senior command staff positions vacated by attrition	Proposed		
	Disband 1 division, engine & ladder companies	Proposed		
	Close 1 Ladder (of 28)	Implemented	1/29/2006	Flyer
Shelby County, TN	Reduce Engine staffing from 4 to 3	Implemented	11/2/2012	Commercial Appeal
	No overtime replacements for sick or vacationing personnel	Implemented	11/2/2012	
	Establish 2 Med Squads, pickups staffed with a paramedic and an emergency medical technician.	Implemented	11/2/2012	

Austin, TX	Austin Fire Department and ESD 6 negotiating possible merger	Proposed	1/20/2012	Chronicle
	Reduce minimum unit staffing from 4 to 3	Proposed	4/4/2009	
	Close 1 Station (of 43)	Proposed		
	Brownouts	Proposed		
	Reduce unit staffing, shift firefighters from support functions to suppression	Implemented		American Statesman
Bryan, TX	The Bryan City Council unanimously approved a resolution Tuesday evening that could increase minimum staffing levels for the fire department over the next 10 years.		7/10/2013	The Eagle
	The resolution states the city will now strive to increase the minimum staffing level to four firefighters on each truck, and give an aide to each battalion chief within the next decade.			
	McGregor said the fire department currently staffs three firefighters on each truck, but many fire service regulatory agencies recommend staffing each truck with four. He said many cities nationwide strive to achieve a four-firefighter minimum staffing level on each truck.			
	By the time it is fully implemented in 2023, 33 new positions will be created. The staff increase would be funded through the general fund, and the approximate annual cost when fully implemented is $2 million in today's dollars.			
	The number of positions that can be added each year will depend on how much funding is available. City Manger Kean Register said the city will be adding six new positions starting with the new fiscal year in October.			
	McGregor said the fire department will begin staffing four firefighters on the ladder truck, which goes to every fire, and then start increasing staffing on the engines in the coming years.			
Fort Worth, TX	Fort Worth Reinstates 12 Firefighters, Six Code Officers	Implemented	8/23/2013	Star Telegram
	With the dozen positions restored, Chief Rudy Jackson said he will have to deactivate two companies instead of four on average per day.			
	Last week, facing the prospect of 36 lost positions, Jackson said he would have to deactivate four fire companies on average per day, and would limit the deactivations to the city's 12 stations that have double companies. A company is made up of one vehicle and its crew, and Fort Worth has 42 stations in all. Jackson said the deactivations would increase average response times by one minute and 48 seconds at the stations were deactivations occur.			
	Thursday, with the restorations, Jackson said he would have to deactivate two companies on average per day and would limit those to the eight stations within the loop that have double companies, a move to allay fears of lengthy response times in Fort Worth's sprawling suburbs, particularly in the North.			
	Reduce overtime $2.1 million	Rescinded	9/21/2010	
	Eliminate 36 vacation relief positions	Rescinded	9/21/2010	
	Rotating brownouts of 5 companies daily	Rescinded	9/21/2010	
	4% increase to the City's pension contributions.	Proposed	9/21/2010	
	Eliminate retiree health benefits for new hires	Proposed	4/2/2010	Star Telegram
Irving, TX	FD budget reduced from $36 million to $33 million	Implemented		WFAA News
Kilgore, TX	Eliminate administrative Battalion Chief position and add part time administrative assistant	Pending	5/27/2013	News Herald

Fairfax County, VA	A brand-new, multimillion-dollar fire station built by Fairfax County will likely remain closed next year because officials say the cash-strapped county can't afford to staff and maintain it. County Executive has recommended delaying the opening of the $11.3 million station as part of his fiscal 2014 budget to save $4.2 million in firefighter salaries and building costs.	Pending	3/20/2013	The Washington Examiner
	Scale back ambulance service to help meet the $1.5 million in cuts the agency has been ordered to make before the start of fiscal 2012	Proposed	2/1/2011	Washington Examiner
	Eliminate overnight service for two of the county's four basic ambulance units. The county's 37 "advanced life support" units would not be affected.	Proposed		
	Eliminate dedicated staffing for HazMat	Proposed		
	Eliminate 1 paramedic position	Proposed		
	Reduce overtime	Proposed		
Hampton, VA	The automatic mutual aid medical transport agreement between Newport News and Hampton is still on the way, even though it's been delayed by several months, officials said.	Pending	3/7/2013	Daily Press
	Two other shared services initiatives are further along, with the city implementing the shared hiring process for 2013 hires, and the combined warehouse is nearly completed.	Implemented		
Newport News, Hampton, VA	The automatic mutual aid medical transport agreement between Newport News and Hampton is still on the way, even though it's been delayed by several months, officials said.	Pending	3/7/2013	Daily Press
	Two other shared services initiatives are further along, with the city implementing the shared hiring process for 2013 hires, and the combined warehouse is nearly completed.	Implemented		
	Close 1 Engine (of 11) 301	Implemented	7/1/2010	
	Close 1 Engine (of 10)	Implemented		
	Brownout 4 Engines/Squads (of 9)	Implemented		
	Eliminate 5 non sworn positions	Implemented	?/2009	Daily Press
	Brownout 4 (of 10) Engines	Implemented		
Portsmouth, VA	Brownout 2 Engines for staffing shortages	Implemented	8/13/2012	Virginian Pilot
	Brownout 1 Engine (of 9)	Implemented		
	Not fill 30 attrition vacancies (of 242)	Implemented	10/16/2011	Virginian Pilot
Spotsylvania County, VA	County's plan to hire 55 additional fire and rescue personnel through January 2014 may not be enough.	Pending	8/15/2012	Free Lance Star
Stafford County, VA	County funded 109 full-time fire and rescue positions; 7 additional firefighters are funded by a $1 million federal SAFER grant over two years, which the county accepted in April.	Implemented	2/15/2012	Free Lance Star
	Even as other Stafford County agencies saw significant budget cuts, the Stafford County, VA, (Metro Washington, DC), Board of Supervisors held the Stafford County Fire and Rescue Department harmless from any FY10 budget cuts, maintaining 4 person suppression units	Implemented		
	SAFER Grant to hire 7 new firefighters for 2 years	Pending	4/20/2011	Fredericksburg .com
Central Valley Ambulance Authority, WA	Layoff 13 EMTs	Proposed	12/6/2011	Skagit Valley Herald
	Eliminate 1 Ambulance of 5			

Eastside, WA	Agency policy is to run one of its stations with 2 full-time firefighters compared to the typical three if one employee calls in sick. If the agency is understaffed by two positions, it will close a station and send the extra employee to a neighboring station.	Implemented	12/30/2012	
	Reduce staffing at stations in Issaquah, Sammamish and other communities from 3 to 2	Proposed	11/6/2010	
	Rotating brownout 1 station	Proposed		
	Renegotiated union contracts, change work rules, freeze or reduce wages, alter health care plans, tap reserve funds and adjust equipment-replacement plans to prevent service cuts.	Implemented		
Eatonville, WA	3% pay cut	Implemented	1/13/2012	KSEE 24 News
	Eliminate Fire Chief	Implemented		
Lacey 3, WA	$2.4 million federal SAFER grant provided the funds needed to hire 12 firefighters to help re-staff station	Implemented	7/26/2013	The Olympian
	Close one station (1 of 6)	Implemented	04/2012	
	Eliminate 3 firefighter, 3 administrative positions	Implemented	1/5/2009	
	Lay off 3 firefighters	Implemented		
	Reduce shift staffing to 13	Implemented		
	Close 1 Station (of 7)	Implemented	13/31/2008	Olympian
Lakewood, WA	Lakewood & University Place merged 03/01/2011	Implemented	3/1/2011	
Redmond, WA	Close 1 Station of 7	Implemented		
Soap Lake, WA	Officials are again talking about contracting fire and EMS services.	Pending	11/25/2013	Columbia Basin Herald
	Contracting with Grant County Fire District 7	Rejected		
Spokane, WA	Established on a trial basis 3 one-person units using SUVs to respond part-time to 911 calls for problems likely to be non-life-threatening.	Implemented	8/6/2013	Spokesman Review
	Reduce Engine from 4 to 3 to allow paramedics to be scheduled on 2 additional units effective 8/1/2011	Implemented	7/12/2011	Spokesman Review
	Unions to give up their 2011 cost-of-living raises and to agree to pick up any increased costs of employee medical benefits above 4 percent a year. She has said those departments with unions that make concessions would face 3 percent cuts instead of 9 percent, thus preventing layoffs.		11/19/2010	Spokesman Review
	Not fil 15 vacant firefighter positions			
	Union's concession last year involved pushing forward on a cheaper medical plan that it already had agreed to pursue in an earlier contract, and the creation of incentives to entice higher-paid firefighters to retire. Officials say the program has lowered the city's costs, though in some cases it has caused unexpected boosts in overtime.			
	13 firefighters who got layoff notices would remain employed, and of the 15 vacant firefighting jobs, only seven would be eliminated.		10/1/2010	
	Close 1 Engine (of 14)	Rescinded	1/1/2005	News Tribune
	Convert 1 Engine and 1 Ladder into single unit Quint	Implemented	1/1/2005	

Tacoma, WA	Close 1 Station of 16	Implemented	1/31/2013	
	Close 2 Engines of 16 and replace with EMS medic units	Implemented	1/8/2013	KING5 .com
	Close 2 Engines of 16 and replace with EMS squad units	Implemented	1/8/2013	
	Eliminate 42 firefighter and 2 staff positions	Implemented	12/7/2011	News Tribune
	Cut $4.5 million from $48.7 million budget	Implemented		
	Eliminate Fireboat staffing	Implemented		
	Brownout Fireboat	Implemented		
	Layoff 47 firefighters (of)	Proposed	11/18/2011	KOMO
	Close 4 stations (of 16)	Proposed		
Union Gap, WA	Union Gap is expected to start negotiations with Yakima to contract with the city for fire services.	Pending	11/23/2013	Herald Republic
	Union Gap terminated fire Chief Chris Jensen on Nov. 1 as part of its departmental restructuring and combined the fire and police under one department managed by acting Public Safety Director Greg Cobb.	Implemented		
University Place, WA	Lakewood & University Place WA merged 03/01/2011	Implemented	3/1/2011	
Vancouver, WA	Instead of dispatching a three or-four person crew in a fire engine to a 911 call about someone complaining of back pain, the Vancouver Fire Department may test next year how well it works to send a firefighter-paramedic and a firefighter in a SUV.	Pending	12/13/2012	The Columbian
	Reopen closed station	Implemented	11/7/2011	Columbian
	The closure of Fire Station 6 created a “doughnut hole” in coverage in the center of the city, and boundaries were shuffled so other stations would cover the area. But in January, response times in the area had increased by an average of 3 minutes and 48 seconds to a total of 9 minutes.	Proposed	3/26/2011	KGW NWCN
	SAFER Grant ($2.3 million) to hire 13 firefighters and reopen 1 station for 2 years	Proposed	3/25/2011	Oregonian
	Response times to emergency calls around Station 6, went up in January, the first month the station was shuttered. Compared with January of last year, average response times have gone up by 3 minutes and 48 seconds — from 5 minutes and 12 seconds to 9 minutes.		2/8/2011	Columbian
	Close 1 station (of) eff 01/01/2011 #6	Implemented	12/31/2010	
	Close 1 Ladder (of 2)	Implemented	12/31/2010	Columbian
	Merge with Clark County Fire District 5	Proposed	11/15/2010	Columbian
	Eliminate 10 positions by attrition	Implemented		
	Not fill 5 vacant positions	Implemented		
	Reduce FD budget $1.8 million	Proposed		Seattle Times
	Reduce fire prevention staff 46%	Implemented		
	Reduce administration and suport staff 30%	Implemented		
	Close 1 station (of 10) by 1/01/2011 but may reopen 7/1/2011 with SAFER grant	Implemented	7/15/2010	FOX 12
	Layoff 15 firefighters (of 147)	Proposed		
	Fire District 5 funding 5 firefighter positions	Implemented		
	Combine Districts 5 & 6 into regional fire authority	Proposed	5/1/2010	
	Close 1 Medical Response unit	Implemented	2/24/2010	

	Concession of 4% COLA	Implemented		
	Close 1 Rescue unit to staff new Engine 10	Implemented	1/1/2010	Columbian
Walla Walla, WA	City council questions use of new $850,000 ladder truck for medical responses. Fire Chief calls it training.	Pending	8/18/2013	Union Bulletin
Wenatchee, WA	Layoff 8 firefighters of 28	Proposed	5/18/2012	Wenatchee World
	Discontinue EMS responses and contract out	Pending		
Yakima, WA	Provide fire services to Union Gap by contract	Proposed		
	Eliminate Battalion Chief positions	Proposed	6/19/2013	
	Agreement to take a 3 percent pay cut to help balance the city's 2011 budget and preserve jobs. Not exactly. Questioned about the claim more closely this week, Assistant City Manager Dave Zabell conceded that what the firefighters agreed to was really more like a reduction in benefits than a cut in pay:			Herald Republic
Bradley Prosperity, WV	Close 1 Station of 3	Proposed	1/21/2012	Register Herald
Charleston, WV	Cross-train police officers to fight fires.	Proposed	2/17/2012	Daily Mail
	Brownout 1 station of 8	Proposed	1/20/2012	WSAZ
	In addition, council members slashed 15 positions within the Fire Department, cutting the staff to 171. The department now has 186 slots, of which 10 are vacant and three are on long-term leave, so two jobs will have to be cut through attrition.	Proposed	12/16/2011	Gazette
	Eliminate Kelly days	Proposed	12/5/2011	WSAZ
	Require firefighters to work more than 212 hours in a 28-day period to qualify for overtime. Currently, firefighters are paid overtime simply when they work an unscheduled shift, regardless if the hours worked exceed those requirements.	Proposed	12/5/2011	
	Consolidate Stations 2 and 7 in new location	Proposed	12/5/2011	
	Consolidate Stations 3 and 5 in new location	Proposed	12/5/2011	
	Layoff 3 firefighter and eliminate 12 attrition vacancies (of 186)		12/5/2011	
	Reduce minimum station staffing from 3 to 2		12/5/2011	
	Brownout 1 Ladder (of 2)		12/5/2011	
	Reduce FD staff from 186 to 171		12/5/2011	
	Separate EMS from FD to reduce overtime	Proposed	11/7/2011	
	Reduce sick leave from 15 to 10 hours per month	Impemented	11/7/2011	Daily Mail
	Cede 1 Station (of 9) to South Charleston FD	Implemented	8/15/2011	
	Fire department study: Close two stations, add 5th Ambulance	Proposed	7/19/2011	Charleston Gazette
	Close 1 Ladder (of 3)	Implemented	2002?	
Green Bay, WI	Close 1 Engine of 8	Implemented	8/20/2012	Fox 11 News
	Close 1 Station of 8	Implemented	8/20/2012	
	Reduce minimum shift staffing from 42 to 38	Implemented		WTAQ
	FY08/09 Reduce Fire Department budget by $1.4 million	Implemented		

	Not fill 15 vacant firefighter, one Battalion Chief positions	Implemented		
	Reduce shift staffing from 47 to 43	Implemented		
	Close one Ladder Company (1 of 3)	Implemented		
	No overtime coverage for one suppression Battalion Chief (1 of 2)	Implemented		
	Reduce fire inspection frequency to cut costs	Implemented	11/17/2010	
	Hire 8 firefighters (to 185)	Implemented		
La Crosse, WI	Hiring 5 new firefighters to reurn to authorized staffing	Pending	8/29/2012	La Crosse Tribune
	Reduce minimum shift staffing from 25 to 21	Rescinded	5/6/2011	Tribune
	No overtime for minimum shift staffing	Postponed		
	Authorization to hire 9 firefighters	Pending	5/13/2011	
	Brownout 1 Ladder andd 2 EMS	Rescinded	5/22/2011	
Lannon, WI	The villages of Lannon and Menomonee Falls could reach an agreement to consolidate fire departments by the end of summer.	Pending	3/19/2013	Sussex Sun
	Construct combined station	Pending		
Menomonee Falls, WI	The villages of Lannon and Menomonee Falls could reach an agreement to consolidate fire departments by the end of summer.	Pending	3/19/2013	Sussex Sun
	Construct combined station			
Milwaukee, WI	Close 3 Engines of 32	Implemented	10/19/2013	Journal Sentinal
	Close 1 Ladder of 14	Implemented	10/19/2013	
	Eliminate 48 firefighter positions	Implemented	10/19/2013	
	Layoff 12 firefighters (of)	Proposed	9/27/2011	
	Rotating brownout 3 companies to reassign 24 staff	Proposed	9/27/2011	
	Close 1 company to create 2 additional EMS uints	Proposed	9/27/2011	
	Contract out EMS	Proposed	4/29/2011	WISN
	Increase assistant chiefs from 1 to 3 and decrease deputy chiefs from 7 to 3	Proposed	10/12/2010	
	Eliminate 1 battalion chief and 1 public information officer position	Proposed		
	Brownout 2 companies	Proposed		
	Rotating brownout 2 companies daily (from 3)	Implemented	2/3/2010	
	Close 1 Ladder (of 16)	Implemented	12/27/2009	Journal Sentinel
	Close 2 (of 36) stations	Proposed		
	Reduce minimum staffing on remaining Ladders from 5 to 4	Proposed		WISN
	Brownout 3 companies per day (effective 12/27/2009)	Implemented	12/8/2009	Fox 6 WITI
	Contract concession - two year wage freeze	Proposed	10/12/2009	
	Contract concession - eliminate step increases	Proposed		Housewatch
	Reduce ladder staffing from 5 to 4	Proposed		
	Close 1 Engine (of 36)	Proposed		
	Close 1 Ladder (of 16)	Proposed		

	Reduce overtime staffing	Proposed		
	Close 1 Engine (of 37)	Implemented	12/27/2008	
	Reduce staffing on certain Ladders from 5 to 4	Implemented	12/27/2008	
CANADA				
Rocky View County, AB	Brownout stations due to staffing shortages	Implemented	8/20/2013	Calgary Herald
	Lay off 12 firefighters of 24	Implemented		
	Reduce shift staffing from 5 to 4	Implemented		
Corner Brook, NF	Lay off 4 firefighters after pay raise	Implemented	2/15/2012	CBC News
Halifax, NS	Considering shutting five rural fire stations	Proposed	3/20/2013	CBC News
Toronto, ON	Close 1 station of 87	Proposed	12/7/2012	Globe & Mail
	Close 5 Engines	Proposed	12/7/2012	
	Close 3 Ladders	Proposed	12/7/2012	
	Not fill 104 vacancies	Implemented	12/7/2012	
	Brownout 6 companies daily	Implemented	12/7/2012	
	Possible merger with EMS	Proposed	8/24/2012	Toronto Star
	Defer hiring two recruiting classes (typically about 40 recruits each) and increase the number of vacant positions in the FD from 64 to 132 as a way to save money.	Implemented	8/24/2012	
	Reduce FD budget 10%	Proposed		
	Layoff 400 firefighters (of)	Proposed		
	Close 20 companies (of)	Proposed		
Wasaga Beach, ON	Fire department told not to request more staff until 2015		12/27/2011	The Sun
London, UK	In an effort to cut costs, the London Fire Brigade recently permanently closed 10 Fire Stations, including several of the Brigade's busiest in the heart of London, and laid off over 550 firefighters. As a result, 14 companies, or units, have been disbanded. The Brigade's total station number has dropped from 112 to 102. (10E, 2R, 2L) 550 firefighters)			

Brownout Casualties

BROWNOUT-RELATED INCIDENTS

San Diego, CA Union Tribune February 7, 2011

• The Lincoln Park fire station had its engine sidelined Feb. 24 and a second vehicle was busy helping someone who had trouble breathing. That led a Southcrest engine to respond to a second emergency in the Lincoln Park area, which led a Golden Hill engine to respond to a pregnancy in Southcrest. Then the Southcrest engine, done

with its previous emergency, had to respond to a heart-attack in Golden Hill. The engine didn't get there until 10 minutes after the call, and the patient was pronounced dead at the scene.

• Sam Taylor, 83, was killed after a faulty space heater ignited a March 19 fire at his Golden Hill apartment. Normally, a fire engine would have arrived from the Golden Hill station three blocks away, but the engine was out of service that day. Instead, a fire engine in Barrio Logan two miles away showed up three minutes and 29 seconds later.
• Bentley Do, 2, choked on a gum ball and died July 20. City paramedics didn't arrive at his Mira Mesa home until 9½ minutes after receiving the 911 call. A fire engine at the station a block from Bentley's home was responding to a trauma call elsewhere that would normally have been handled by a different engine, which was out of service for the day as part of the brownout policy.

• An electrical malfunction sparked a Nov. 29 garage fire that eventually spread to a Clairemont home's kitchen and attic causing $600,000 in damage. Three nearby fire engines were out of service for repairs while a fourth was browned out. The next closest engine in Bay Park didn't arrive for nearly 10 minutes. A fire department report concluded "an increased loss to this dwelling was the result of the delay."

There's little debate that the city's response to fire and medical emergencies has worsened under the brownouts, affecting an untold number of residents, but the numbers weren't great to begin with.

For example, the nationally accepted standard for emergency personnel to arrive on scene within five minutes is 90 percent of the time. San Diego met that goal 55.5 percent of the time the year before the brownouts and fell to 53.6 percent after. That figure was as low as 50 percent in 2006.

Seven of the 13 brownout stations are below 50 percent, including a low of 24 percent in Rancho Peñasquitos.

The biggest roadblock to improving response times is a lack of resources, a problem well before brownouts. A past study indicated the city would need to add 22 fire stations to meet national standards.

A new study on the city's fire services by Folsom-based Citygate Associates, one of the most respected fire-consulting firms in the country, is expected to be released Feb. 16. Several people who have been briefed on the initial results say the firm will recommend the city end brownouts and build up to 10 new stations.

Chief Reacts To Report On City Fire Coverage

Study Suggests Smaller Fire Crews To Help Shorten Response Times

San Diego, CA Union Tribune February 16, 2011

SAN DIEGO -- Using two-man firefighter crews to shorten response times and cover more ground gained support among some San Diego city officials Wednesday.

Ten of the 19 neighborhoods are big enough to warrant their own fire station, while the remaining nine could be covered by two-man crews, one of whom would be a paramedic, according to the study.

The report recommended building 10 new fire stations -- at a cost of $100 million -- to fully cover the city and bring response times down. Frank DeClercq, who heads the firefighters union, said city officials should look for money to build two stations per year.

The chief said he liked the idea of what Citygate called "fast response units." "We're looking at an innovative concept of smaller things called fast response squads -- two-person units filling those other nine gaps which are in the seams between fire stations and don't really justify a full fire station by themselves," said Mainar.

Councilwoman Lorie Zapf, a public safety committee member, issued a memo, urging the city to deploy two or three teams for a two-year trial period to see how they work.

The report urged improvements along:
Home Avenue, a major thoroughfare through City Heights
in Paradise Hills
in the College Area near San Diego State University
in Skyline

in Encanto
the west end of Governor Drive, near Regents Road, in the southern part of University City

According to city officials, there are currently 47 firehouses in San Diego, but 13 of them are under brown-outs.

We really needed a depth-of-analysis; when money does become available to us, where can we best apply it? My initial priority: Let's restore the eight brown-outs, Mainar responded.

Councilman Todd Gloria told 10News, "To try to fill that $11 million gap created by brown-outs, it's hard enough. To come up with $100 million to build 10 new stations to get the response we need will seem impossible without new revenue."

If we relax that standard by a minute, we can build 10 fire stations, he said

Mainar said he hopes to restore two of the browned-out stations to full service during fiscal 2012.

They're Watching . . .

Trading the call of duty for a call of convenience

Boston, MA Boston Globe January 30, 2011

When a firefighter can't make his shift, a colleague steps in, on condition the favor will be returned.

But there are scores of Boston firefighters whose shifts have been covered by others for weeks or months at a time, with no record they have ever reciprocated and worked off the debt.

A second form of shift-swapping abuse has a more tangible — and extremely costly — bottom line. Between January 2006 and last September, firefighters who had agreed to work shifts for others called in sick 29,000 times, forcing the department to pay millions in overtime to others to fill the shifts.

One firefighter who was given credit for working 269 shifts for others actually called in sick for 107 of those shifts.

In 2008, for example, the Globe reported that scores of firefighters were staying out on injured leave for extended periods, and that more than 100 firefighters were awarded higher disability pensions after claiming career-ending injuries occurred while they were filling in for superiors at higher pay rates. That practice led to federal indictments and changes to state pension laws.

What's more, Fraser may have undercut his standing to demand tighter controls on swaps: Last March, he bowed to entreaties from <…> and others and rehired the firefighter. And Fraser said recently that the 2007 resignation erased <…>'s obligation to repay the 554 days he owed.

Settling debts privately The lack of accounting — and the absence of limits that other fire departments routinely impose on shift swaps — has nurtured a subterranean culture in which some firefighters pay cash to others to work their shifts, or repay the obligation by doing outside work like home renovation projects for their firehouse creditors, according to interviews with several firefighters, who asked that they not be identified by name.

One telltale sign that much of the debt has been settled privately: Fraser and Keating said not a single firefighter who is owed shifts has ever filed a complaint. Under-the-table cash payments would violate tax laws if the income is unreported.

Keating said the department is developing a system that will more effectively monitor swaps, but limiting the number of shifts any one firefighter can rack up could be difficult. In 1996, when shift-swapping became part of a contract dispute, an arbitrator ruled that the department could not impose a limit without negotiating it through collective bargaining.

Contractually, firefighters are supposed to work 16 shifts a month — half of them 10-hour daytime shifts and the other half 14-hour nighttime shifts. In many firehouses, however, they swap shifts so they work 10-hour and 14-hour shifts back-to-back, from 8 a.m. to 8 a.m. That system, a boon to those with second jobs, allows firefighters to work eight 24-hour shifts a month.

Tyler said the swap system is an "administrative nightmare'' for the department. District chiefs, he said, cannot be assured that firefighters who appear for duty are accustomed to working together, in an environment "where teamwork is very important.

Under department regulations, district chiefs are required to approve every swap in advance. But the department abandoned that practice several years ago, according to Keating.

Cost of calling in sick

The department's inability to monitor personnel practices has been costly: For example, the department was unaware how many firefighters were calling in sick for the shifts they promised to cover until the Globe pointed out the numbers.

In the 56 months starting in January 2006, firefighters on tap to work for colleagues took sick days 29,401 times.

According to the records, 79 firefighters called in sick 50 times or more after they agreed to take someone else's shift. Atop that list was <…>, who took sick days for 107 of the 269 shifts he was scheduled to fill in.

About half the time when someone is sick, the department has to bring someone in on overtime, at one-and-a-half times regular pay. That would put the cost to taxpayers for the shift-swapping sick calls at between $6 million and $8 million since 2006, according to a Globe calculation based on the department's average overtime rates.

Nevada Official Wants Firefighter Sick Leave Probe

Clark County, NV Las Vegas Sun January 22, 2011

Months later, Sisolak offered what he called proof after the Fire Department adopted a policy in mid-2010 to slow overtime pay for sick leave: Instead of requiring three battalion chiefs to be on duty at all times, only two were required if a third called in sick.

If someone called in sick, no one else was being called in to make overtime wages. Over a 12-week period, sick-leave use by battalion chiefs fell 80 percent compared with the same 12 weeks in 2009.

FBI Reviews Facts of Nevada Sick Leave Scandal

Clark County, NV FOX 5 February 2, 2011

The union on Tuesday also released a copy of a flier titled "It's Not Your Time" that warns firefighters not to abuse the system.

Report Says Nev. Firefighters Planned Sick Time

Clark County, NV FOX 5 February 15, 2011

One issue commissioners said they are worried about is that the majority of firefighters who may have abused sick leave have been in the department for 25 to 30 years and may try to retire early to avoid any repercussions.

The county said the sick time abuse cost the county about $7 million in 2009.

In 2010, county figures show, SEIU's 5,700 members are on pace to take 4,500 hours of union leave, while the firefighters' 754 members are on pace for 5,100 hours. For every 1,000 hours worked, firefighters would be taking 2.4 hours of leave versus 0.4 hours for SEIU members.

County considers seeking reimbursement over firefighter sick leave abuse

Clark County, NV Las Vegas Sun February 15, 2011



Who’re You Gonna Call ? ? ?


YOUR
ENGINE COMPANY
IS CLOSED.
YOU AND YOUR FAMILY
ARE IN DANGER!
Call the Mayors office and your
city councilor and DEMAND they
return it back to service.
(213) 978·0600
CITY HALL & MAYOR VILLARAIGOSA
ARE GAMBLING WITH YOUR LIVES!


YOUR
ENGINE COMPANY
IS CLOSED.
You and your family
are in DANGER!
Call the Mayors office and
your city councilor and
DEMAND they return
it back to service.
617-635-4500
Mayor Menino is





Amazing Quotes

Or

"I Can't Believe Someone Really Said That"

This is a collection of quotations taken from published articles over the last 30 months. All names have been redacted out. In fairness, some quotes come from officials who "Get It." The rest will scare and anger you. Look at what they are saying and go out and *EDUCATE* them! Ignorance, Wisdom or Prophecy – You Decide

"No firefighter ever died in a fire that was prevented." Francis Brannigan

He called the budget "public enemy number one," in his state of the city. In September he said "<City> is in a crisis. We have a fiscal emergency a service-level emergency, all driven by sky-rocketing retirement costs."

"Most of us in fire services feel like nothing's broke."

"Their fire protection level will not be significantly reduced or diminished," < > said. "I can say that with confidence with this station."

The fire chief says shutting down Station < > shouldn't affect response times

He added that reductions in fire companies would not greatly affect response times.

The mayor contends that the city doesn't have the money to pay its share of the costs associated with the federal <SAFER> grant including overtime, unemployment costs after the grant runs out and workman's compensation that extends beyond the two-year period.

Brown outs are nothing else than dress rehearsals for permanent closures.

It will be a historic day for the fire service in < city>, a day that came about because of the hard work of our members and the willingness to set aside our personal interests to do what is right to

better serve our community”

No city has ever required or expected their firefighters to kill themselves as part of the job

"We're going to do anything we can to save money," Mayor <…> said. "It's these firefighter’s millionaire pensions that have got us in trouble."

“We’re only going to save money if we quit sending $500,000 fire trucks to medical emergencies,” said during a recent budget discussion.

"I'm being asked not to eliminate services from the fire department. Many in the department feel this is wrong; there have been discussions that this could harm <…>. However, most firefighters don't live in <…>. The towns where they live, most don't have fire and EMS services,"

Mayor claimed firefighters "game the system" on overtime and sick pay.

Proponents of regionalization have this to say to people who like having their own hometown police force and firefighting department: Get over it. That is, unless you don't mind paying a premium for those services.

Despite the cuts, the fire district says service won't be affected

The annual fire losses are a tiny fraction of the fire department budget. We could just pay the losses, close the fire department, and still come out ahead.

We need to prevent fires more than to extinguish fires.

"Every single community here would feel that pain some time," <… > said. "Each neighborhood will get to see if they're feeling lucky on a given day. That's the way it needs to be done."

Fire Chief Vows That Budget Cuts Won't Deplete Services

The Mayor also said that he does not think the City needs <number> firehouses. “I have never seen a firehouse put out a fire,” he said.

But if one of them had to be closed, <…> says he'd recommend shutting down a different one each week on a rotating basis -- something he calls "firehouse roulette."

Fire Chief insists that the layoffs and aging equipment don't mean that service will be reduced

<…> said that he has been in departments with three times the manpower as <…>, but that manpower does not in itself prevent tragedy. “People will die no matter how many firefighters you have.”

Mayor – “The district has an obligation to the community to make cuts”

But if one of them <station> had to be closed, <…> says he'd recommend shutting down a different one each week on a rotating basis -- something he calls "firehouse roulette."

Mayor – “Everybody should feel the cuts across the board”

"Every single community here would feel that pain some time," he said. "Each neighborhood will get to see if they're feeling lucky on a given day. That's the way it needs to be done."

Councilman characterized the firefighters' contract as unaffordable.

Most politicians do not know what we do, when we do it. They do see however our 24 - 48 hour shifts, side jobs, firefighters driving high end vehicles and living well in this economic recession. We are not helping ourselves here.

“The contract for the firefighters is too generous for <…> to afford, especially in this economic downturn”

Fire Chief <…> insists equipment failures and staffing cuts are not affecting his department's ability to protect the city. “We'll just have to work harder”

We will certainly have to lean on neighboring departments to help us

Interesting how Fire Departments go career, then cut staff, but do not revert to paid on call for safety, instead remaining fully career and understaffed

The question council members must answer <,…> is whether they can continue to pay for it. <fire protection>

Fire Chief – “The stations would be closed until better economic times when re-opening would be ***evaluated again.*** <emphasis added>

<…> suggested two possible approaches to reducing overtime costs: "working short," or running three-man engines if the fourth scheduled worker is sick or on vacation, or switching from four to three crew members per engine permanently.

Brownouts result in fewer emergency responders, fewer responders mean longer response times, and longer response times carry a greater risk of injury or death.

Mayor says city can afford to cut firefighters more easily than police

Fire Chief defended the two-firefighter <Ladder staffing> policy

Mayor said cuts in the training budget will not hurt the quality of police and fire services.

The chief has assured us these suggestions for cuts came from the department heads, <…> said. "And the chief and they've assured us they don't think public safety will be compromised."

New equipment, faster response times, better training -- those were but a few of the benefits Mayor <…> said <…> Township residents began enjoying when the township's fire department merged with the <…> Fire Department last month. You're getting the most appropriate, closest equipment able to respond throughout the city, said <…> Chief <…>. "Everybody is trained at the same level. Everybody's equipped at the same level of all the departments that have merged in." There have been no layoffs, and firefighter salaries have not changed. Residents could also see up to $<…> in tax savings in the next year, <…> said.

“…research<ed> the savings and found that the city can save $4,500.00 per station in utilities. So for a mere $9,000.00, <is it> worth the increased response times and fuel consumption for these pieces of equipment to respond to their old area?”

“Because the fire department was able to incorporate a labor-intensive service by adding just four additional people, doesn't this suggest that the department was overstaffed before taking on the ambulance service”

Fire Chief – “When times were good and property values were high, we got fat. Now that the money is not there, we are getting leaner."

Mayor said public safety is one of the most important services the city provides and the city owes it to taxpayers to investigate all other expenses before cutting that service.

Fire Chief <…>, who had been quoted as saying that cutting truck crews by 25 percent will work just fine, did not return our calls.

“We're facing a severe budget crisis <…> and there is a limited number of places to go to solve the problems and the most logical is public safety because they are the only department who haven't suffered in past years in the funding,"

Relied heavily upon statement from the Fire Chief who said the layoffs "will not endanger the health and safety of the township."

I am not at all comfortable with the prospect of reducing the scope or the size of our department, but it is the reality that we have

For people in that neighborhood, it's better response, <…> said of the impact of the new station. It also will give those homeowners better insurance rates.

Mayor insists that closing the fire station will have no effect on public safety.

Not only was <…>, the engine company from the fire station next door, on another run at the time of the fire at <…> Avenue that seriously injured Firefighter/Paramedic <…>, so was <…>, the second due engine. Third due <…>, from <…>, also wasn't available because of the city's policy to close fire companies each shift due to serious budget problems.

The mayor calls the cuts difficult but necessary after being unable to win concessions from the firefighters union. *Blame the employees for service reductions due to financial issues that are not their responsibility*.

There are "always at least two chiefs at a working fire," so <…>'s absence would have had no impact on how the emergency was handled.

Does anyone really believe we would not respond with what is needed? <…> asked. "Of course we would. This is about asking the firefighters to share in the sacrifice we are asking other workers."

Fire Chief <…> said his department would do its best to continue to respond promptly to fire calls and efficiently put out fires, even if the layoffs occur as scheduled.

While that is commendable, it is only a part of the bigger picture of wages and compensation, he said. "This is no longer about returning to normal. It's about determining what the new normal will be."

For <…>, it's an opportunity to serve. You get to help people every day -- there's no greater calling than helping others, he said.

Let's say there's one firefighter there, he's going to go into that structure and will die if necessary for that citizen. Why stop at one fatality?

What it comes down to is that one man (firefighter) will be doing 25 percent more work" if the layoffs happen, the chief said.

Mayor insisted the (station) closing will not compromise public safety because there is a concentration of four other fire stations in a 1.6-mile radius. "It is not some big deal," he said.

The town plans to keep the ***one-man ladder truck team*** <emphasis added>

Fire Chief repeatedly said the proposed cuts to the fire department will not affect safety.

<…> said it's impossible to say if the closure of station <…> played a factor in the <…> Street fire's outcome, or if trucks from the shuttered facility would have arrived before others.

"The biggest danger in station closures is response times citywide and that's occurring on a daily basis,"

The seven minute response time is reasonable, Mayor <…> said.

"The leadership of the Fire and EMS department does not feel the actions taken so far is jeopardizing public safety whatsoever"

Budget cuts have cost valuable minutes in some emergencies. "That's part of the sacrifice in order to meet the monetary budget. Time counts. The faster we can get to people in need, the more effective we can become."

Chief told news that fire protection in the city will not be compromised by the [station] closing.

Where these <…> companies are located, we'll be a minute, two minutes slower getting to an incident right by these stations

"Eliminating tactical depth from FD resources is like a professional baseball team with only one pitcher (no bull pen)"

The mayor added that the city would likely depend more heavily than ever on mutual aid from other departments to fight the worst fires

Instead of five minutes, emergency calls in closed station territory were nearly doubling. "Six, seven, twelve, fourteen minutes that's significant when it's a life or death situation," <…> says. Fire flashover usually occurs in about 4 and half minutes. It takes just four to six minutes for someone suffering a heart attack to have brain damage"

"These firefighters only have to work 70 to 90 days, so why can't they just show up when they are scheduled? They have a good job, they get paid to sleep (eight hours of a 24-hour shift), they have generous benefits and a great schedule. It is time they leave Disney World and enter the real world."

The Fire Department believes it is more equitable to all citizens to rotate the closures among all <...> stations during this period.

These firefighters chose this profession. You have to do whatever it takes.

But the deadly fire on Saturday "gave us a concrete example of the importance of protecting our public safety budget," <…> said in a <…> statement announcing his mid-year budget reductions. The budget has no Fire Department reductions

Three Versus Four Person Staffing

Over the past 25 years a number of studies have been carried out to determine the differences between three and four person staffing. The vast majority conclude firefighters, and citizens, are at more risk with less staffing. The Providence Fire Department studied the issue back in 1994. Here were some of their findings:

Four-person companies operated during the study period sustained 24 percent fewer injuries than did the three-person companies that operated during the control period. Time loss injuries decreased by 25 percent in the 4-person companies. From a budgetary standpoint the injuries cost money especially if the injury is career ending. Further, the effectiveness of a 3 person rig is reduced by over 30% from a four person rig. This is not only vital at fires but also at medical calls.

From Sea To Shining Sea







Cumulative

New Items in Red

City / State	Event	Proposed / Implemented	Date	Source
Atmore, AL	Close 1 station (of 2)	Proposed	2/25/2010	
	Not fill 5 firefighter vacancies (of 19)	Proposed		
Birmingham, AL	Reduce FD budget $12 million (overtime)	Implemented	6/15/2010	WBRC, NBC13
	Reduce FD budget 10% across the board	Proposed		CBS42
	20% pay cut (reported as adjustment)	Implemented	8/3/2010	My Fox AL
Calera, AL	Reduce minimum shift staffing from 8 to 6	Proposed	6/1/2009	WBRC-TV MyFoxAL
	Reduce pay 5% (up to 20% proposed)	Proposed		
Forestdale, AL	Reduce salaries 35% in lieu of layoffs (15 firefighters)	Proposed	9/13/2010	
Gadsden, AL	Close 2 stations of 8	Implemented	10/5/2012	Gadsden Times
	Not fill 16 vacant positions			
Helena, AL	Layoff 12 part time firefighters (of)	Proposed		CBS442
Huntsville, AL	Not fill vacant Fire Chief position	Proposed		
	City hiring freeze	Proposed		
Jefferson County, AL	Bankruptcy action postponed	Postponed	7/31/2012	
	Bankrupt	Pending	11/01/2011	
Mobile, AL	Not filling 50 vacant positions	Implemented	5/23/2010	Press Register

	No overtime for minimum shift staffing	Implemented	5/23/2010	
	Close 1 Station (of 20)	Implemented	4/15/2010	
	Reduce minimum unit staffing from 4 to 3	Implemented	4/15/2010	
	Close 2 Stations (of 19)	Implemented	4/15/2010	
	Brownout 3 Engines (of 19)	Implemented	4/15/2010	
	Brownout 1 Ladder (of 5)	Implemented	4/15/2010	
	Contract concessions - 5-15% pay cut, eliminate food allowance, reduce vacation accrual from 56 to 72 hour basis	Proposed	4/13/2010	Firehouse Examiner
	Received $2.5 million SAFER grant to hire 30 new firefighters		4/7/2010	AL .com
	Close Fireboat	Implemented	//2009	
	Close 1 Engine (of 20)	Implemented	//2003	
Pritchard, AL	Stopped making pension payments to its retirees	Implemented		
Tuskegee, AL	Reduce salaries 15%	Proposed	7/29/2010	Tuskegee News
Anchorage, AK	Brownout 1 Tanker of 5 to avoid overtime	Proposed	2/13/2013	KTVA
	Plan A calls for $30 million in cuts to services.	Proposed	10/5/2012	Anchorage Daily News
	• Eliminate 10 vacant firefighter and EMT positions	Proposed	10/5/2012	
	• Closes Southport Fire Station 15 in southwest Anchorage.	Proposed	10/5/2012	
	• Close 1 Engine of 15	Proposed	10/5/2012	
	Plan B taps new revenues and slices about $18 million in services.	Proposed	10/5/2012	
	• Eliminate 10 vacant firefighter and EMT positions	Proposed	10/5/2012	
	• Reduces overtime to $1.2 million from $3.2 million budgeted for this year.	Proposed	10/5/2012	
	• Close Southport Fire Station 15 in southwest Anchorage.	Proposed	10/5/2012	
	• Close 1 Engine of 15	Proposed	10/5/2012	
	• Close 1 Ladder of 5.	Proposed	10/5/2012	
	• Implement "flexible staffing cascade," which is similar to rolling company brownouts	Proposed	10/5/2012	
	• Designate 2 stations for brownout (14 &10)	Proposed	10/5/2012	
	2%, 5%, 7% budget reduction scenarios	Proposed	FY10/11	
	Restore funding for two fire department units	Proposed	12/3/2010	Daily Miner
	Lay off 24 FD positions	Proposed	10/1/2010	KTUU
	Close 1 Engine	Proposed	10/1/2010	
	Close 1 Ladder	Proposed	10/1/2010	
	7.5% budget reduction percent cuts across all city departments for the next budget. For the fire department, this could mean 37 positions eliminated and three rigs shut down.	Proposed	9/4/2010	KTUU
	Eliminate 37 FD positions	Proposed	9/4/2010	
	Close 3 companies	Proposed	9/4/2010	
	Close 1 auxiliary station	Proposed	10/16/2009	KTUU
	Layoff 7 firefighters (of 392)	Proposed	9/5/2009	
	Eliminate all overtime	Proposed	9/5/2009	

	Eliminate minimum staffing	Proposed	9/5/2009	
	Brownout of 1 or 2 stations (of 15) based on daily staffing	Proposed	9/5/2009	
	Contract concession 3% raise	Proposed	9/5/2009	
	Additional layoffs	Proposed	8/26/2009	
	Additional brownouts	Proposed	8/26/2009	
	Additional permanent unit closures	Proposed	8/26/2009	
	Not fill 14 vacant firefighter positions	Implemented	8/26/2009	
	Combine 1 Engine and 1 Ladder as Quint	Implemented	8/26/2009	
	Layoff 8 (of 400) firefighters, including 3 Battalion Chiefs, 3 Safety Chiefs	Implemented	8/14/2009	
	Rotating brownouts - 1 engine (of 15) per shift, 2 ladders (of 5) per night shift. (Brownout = Rotating shift by shift closures)	Implemented	2/20/2009	Anchorage Daily News
Arizona	Arizona State Fire Marshal's Office Suspends Programs	Implemented	1/7/2011	
	The cuts appear to be part of a program Governor Jan Brewer (R) introduced in her state-of-the-state address Monday: "I'm establishing the Commission on Privatization and Efficiency, or COPE," she said. "COPE will identify state services and agencies whose functions can be eliminated, consolidated, streamlined or outsourced to achieve greater operational efficiency in meeting the needs of our citizens."			
	Specifically, cuts to the OSFM include but are not limited to:			
	§ Suspension of all training and certification programs conducted by the Training Division.			
	§ Reduction in OSFM involvement in the State Fire School (its role will now be limited to supporting the initiatives and work of the State Fire Training committee).			
	§ Discontinuation of regional outreach planning and coordination.			
	In addition, the OSFM will no longer:			
	§ Coordinate statewide fire training curricula and validate fire instructor qualifications.			
	§ Accept any training programs for national accreditation.			
	§ Coordinate and certify high school fire science and community college fire career preparation programs.			
	§ Apply for the annual fire training grant from the National Fire Academy.			
	§ Support or offer assistance for the National Fire Incident Reporting System.			
	§ Make available statewide fire life and property loss information and statistics.			
	§ Participate in the State Fire Mutual Aid Plan.			
	§ Compile, catalog and track the availability of fire resources in Arizona.			
	§ Develop and support a centralized Juvenile Fire setter tracking database.			
	§ Investigate fires in school, state and county buildings.			
	§ Provide fire investigation assistance to local fire jurisdictions.			
	§ Conduct regular fire inspection of business occupancies in unincorporated areas.			
Buckeye, AZ	Firefighters now perform municipal cemetery-management functions.	Implemented	11/26/2011	AZ Republic
	Brownout 1 Station (of 6) 706 to eliminate overtime		11/25/2009	ABC 15 AZ Central
	Eliminate overtime for shift staffing			AZ Republic

Chandler, AZ	Fire Chief to perform duties of vacant assistant city manager position.	Implemented	11/26/2011	AZ Republic
El Mirage, AZ	Rehire 3 firefighters laid off from 08/2010	Implemented	10/18/2010	AZ Central
	Layoff 6 firefighters (of 24) effective 08/2010	Implemented	10/2/2010	AZ Republic
	Layoff 5 firefighters (of 20) effective 08/05/2010	Implemented	8/5/2010	ABC15
	SAFER grant $650,000	Implemented	7/1/2010	ABC 15
	Contract concessions - furloughs, reduced paid holidays, no uniform allowance	Proposed		
Flagstaff, AZ	Eliminate 11 positions, 7 layoff, 4 attrition	Rescinded	4/26/2011	
	Reduce staffing	Proposed	2/10/2011	Daily Sun
	Close 1 station (of 7) after new 4th station opened	Proposed	2/10/2011	
	Close 1 Engine (of 6) after new 4th station opened	Proposed	2/10/2011	
	Close 2 stations (of 6)	Rescinded	2/10/2011	
	Layoff 1 inspector	Implemented	7/1/2010	
	Layoff 2 firefighters (of 86)	Proposed	4/4/2010	
	Close 1 Engine (of 7)	Implemented	4/4/2010	
	Close 1 Station (of 7)	Proposed	2/4/2010	
	Layoff 16 firefighters and 4 administrative positions	Proposed	2/4/2010	
	Contract concession - 1% pay cut	Proposed	2/4/2010	
	Cut capital budget	Implemented	?/2009	Daily Sun
Fort Mojave Mesa, AZ	Reduce municipal pension contributions in lieu of layoffs	Proposed		Daily News
	Eliminate uniform allowance in lieu of layoffs	Proposed		
Gilbert, AZ	Close 1 Engine (of 5)	Implemented	4/27/2010	AZ Republic
	Brownout 1 Station (of 4)	Implemented	4/27/2010	
Glendale, AZ	Layoffs	Proposed		
Lake Havasu City, AZ	Brownout 1 Station of 6	Implemented	02//2012	News Herald
Mesa, AZ	Transfer cause and oriugin investigations to suppression captains	Implemented	11/26/2011	AZ Republic
	Fire Department now manages municipal fleet services division.	Implemented	11/26/2011	
	Reduce FD budget $2.7 million	Proposed	4/12/2010	AZ Republic
	Eliminate Fire Prevention unit and 22.5 full time positions	Proposed	4/12/2010	
	Eliminate Fire & Life Safety Education unit	Proposed	4/12/2010	
Phoenix, AZ	Freeze firefighter hiring until Summer 2013	Implemented	10/13/2010	AZ Central

	Furloughs	Implemented	10/13/2010	
	Eliminate 78 vacant positions	Implemented	10/13/2010	
	Not fill 21 positions (of 1600) vacant by attrition until mid 2013	Implemented	10/13/2010	Arizona Republic
	Requesting $6.8 million from federal government to hire 42 firefighters by next year, before the city's hiring freeze could begin to affect response times.	Proposed	10/6/2010	Tucson Citizen
	Contract concessions - 2% salary reduction and 4 furlough days over 2 years to save 3 Engines and 42 positions	Implemented	2/24/2010	Fox 10 News
	Eliminate 40 positions by attrition	Proposed	1/31/2010	AZ Republic
	Eliminate civilian support positions, demotions	Proposed	1/31/2010	
	Eliminate fire marshall and fire prevention inspectors	Proposed	1/31/2010	
	Close 6 Engines (of 61) and 84 firefighter positions to save $10.9 million	Proposed	1/31/2010	
	Close 1 Ladder (of 13)	Proposed	1/31/2010	
	Close 3 Ambulances (of 23) to save $3.0 million	Proposed	1/31/2010	
	Eliminate 144 (of 1700) positions department wide	Proposed	1/31/2010	
	Reduce FD Budget by $25.8 million	Proposed	1/31/2010	
	Eliminate 18 Battalion Chief and Captain positions in 3 (of 8) battalions to save $3.5 million	Proposed	1/31/2010	
	Eliminate Fire Marshal and Fire Prevention Inspector positions	Proposed	1/31/2010	
	Not fill 154 sworn vacancies (of 1,750 positions)	Implemented	1/31/2010	
Prescott, AZ	Reduce FD budget $750,000	Proposed		
	Demote 2 officers	Proposed		
	Not fill 3 vacant positions	Proposed		
	No capital expenditures	Proposed		
	Eliminate pay step increases and performance bonuses	Proposed		
Scottsdale, AZ	Reduce live burn training to once per year	Implemented		Firefighter Hourly
Tempe, AZ	City imposed 5% wage cut (by way of furloughs)	Proposed	7/26/2010	State Press
	Close 2 Engines (of 8)	Proposed		
	Contract concession - 2% salary reduction	Pending	4/13/2010	AZ Republic
Tucson, AZ	Close 2 Stations (of 21)	Rescinded	12/15/2010	
	Close ? Engines (of 22)	Rescinded	12/15/2010	
	Close 1 Medic (of 18) effective 02/01/2011	Rescinded	12/15/2010	
	Close 3 Alpha units (of 4) effective 02/01/2011	Rescinded	12/15/2010	
	Close 1 Medic (of 18) effective 06/01/2011	Proposed	12/15/2010	
	Close 1 Alpha units (of 4) effective 06/01/2011	Proposed	12/15/2010	
	Close 1 Tanker (of 2) effective 06/01/2011	Proposed	12/15/2010	
	Eliminate 1 Assistant Chief, 1 Deputy Chief, 1 Captain (Training), 6 Inspectors effective 06/01/2011	Proposed	12/15/2010	
	Close all 4 Alpha units	Proposed	12/15/2010	

	Not fill vacancies caused by attrition (20 existing, 27 by February, 57 by June) To offset that loss, 8 captains, 12 engineers and 12 paramedics must be created by promotions as of June 1, 2011	Proposed	12/7/2010	KOLD13
	Layoff 33 firefighters - worst case	Proposed	12/7/2010	
	Reduce FD budget by $5 millon for FY11/12 (6.7% of budget)	Proposed	12/2/2010	KGUN9
	Current plan involves no layoffs, only cutbacks through attrition effective 06/01/2011	Proposed	12/2/2010	
	Eliminate 90 FD positions (55 by attrition)	Proposed	11/15/2010	KGUN9
	Reduce FD budget 10%	Proposed	11/?/2010	KVOA
	Layoff 100 firefighters	Proposed		
	Voters defeat Proposition 400 sales tax increase for public safety	Implemented		
	Layoff 100-150 firefighters (of 528)	Proposed	8/31/2010	
	Eliminate 151 FD positions (90 by attrition)	Proposed	8/6/2010	
	Layoff 140 firefighters (of 528) "Layoff firefighters and other staff, including public education officers, inspectors, captains, hazardous-materials, and other special-operations personnel"	Proposed	12/14/2009	AZ Daily Sun / Star
	Reduce FD budget 15%	Proposed	12/14/2009	
	Close 3 stations (of 21)	Proposed	12/14/2009	
	Close 3 Engines (of 22) or 3 Ladders (of 10)	Proposed	12/14/2009	
White Mountain Lake, AZ	Layoff entire staff	Implemented	1/17/2009	Independent
	Close station	Implemented	1/18/2009	
	Fire Department disbanded due to lack of funding	Implemented	1/18/2009	
Fayetteville, AR	Considering layoffs	Proposed	11/2/2010	Observer
Jonesboro, AR	Layoff 27 firefightyers (of 112) (doomsday budget)	Proposed	6/23/2010	Jonesboro Sun
Little Rock, AR	Reduce FD budget $450,000	Implemented	9/20/2010	Post Tribune
Maumelle, AR	Not fill 6 vacant positions (of 21)	Implemented	7/2/2009	Monitor
	Brownout 1 Engine (of 2)	Implemented	7/2/2009	
	Reduce minimum shift staffing from 6 to 4	Implemented	7/2/2009	
	Reduce minimum Engine staffing from 3 to 2	Implemented	7/2/2009	
Pine Bluff, AR	New taxes and SAFER Grant to rehire 6 firefighters	Implemented	04/01/2011	
	Increase minimum shift staffing from 22 to 24, later to 28	Implemented	04/01/2011	
	Restore 1 Engine to full time (to 6), later (to 7)	Implemented	04/01/2011	
	Maintain 8 companies in full time service	Implemented	04/01/2011	
	Brownout 2 Engines (of 7)	Implemented	12//2010	
	Close 2 EMS units (of 2)	Implemented	12//2010	
	Reduce minimum shift staffing from 26 to 22	Implemented	11//2010	
	Increase administrative staff from 4 to 10	Implemented	2008-2010	

	Reduce staffing on Ladder companies to 1 (rescinded 07/2010)	Rescinded	01//2008	
	Place ladder companies out of service to keep engines staffed (rescinded 12/2010)	Rescinded	01//2008	
	Eliminate overtime (emergencies only)	Implemented	01//2008	
California	Surcharge on home insurance premiums to raise $150 million for local governments to provide mutual aid	Proposed	7/6/2009	CNN
CalFire Marysville, CA	Reduce staffing from 9 to 6 due to Safer grant expiring	Implemented	4/2/2013	Appeal Democrat
	Reduce shift staffing from 3 to 2	Implemented		
	Layoff temporary part time firefighter	Implemented		
Cal Fire	Reduce pay 9.32%	Implemented		
	Reduce Engine staffing from 4 to 3	Proposed	6/12/2011	
	Eliminate 800 seasonal firefighting positions	Proposed		
	Replace career staff with volunteer at Canyon Lake Station	Proposed	5/16/2011	Press Enterprise
	4.8 % surcharge on homeowner and business property insurance premiums	Proposed	4/1/2010	
	Brownout Bonny Doon station in Santa Cruz County	Proposed		
	Reduce Engine staffing from 4 to 3	Proposed		
	Reduce budget 33% (approximately $250 million)	Proposed		
	Shift responsibilty for fire protection and EMS in certain SRA (state responsibility areas) to local governments	Proposed		
	FY09/10 Reduce budget $80 million	Implemented	7/1/2009	
	Layoff 600 full-time firefighters	Proposed		
	Layoff 1,100 seasonal firefighters	Proposed		
	Close 11 conservation camps	Proposed		
	Close 20 single-engine stations	Proposed		
	Reducing crew staffing	Proposed		
	Parcel tax, flat fee	Proposed	6/14/2009	Union Telegraph
Calfire, CA San Mateo / Santa Cruz	Shift fire responsibility from state to local governments.		2/16/2011	Half Moon Bay Review
	Reduce the staffing on wildland fire engines from 4 to 3 at Pescadero, SkyLonda and Belmont.			
Alameda, CA	Union agreed to drop its minimum staffing measure from the November ballot.		6/24/2011	Sun
	Increase employee pension contribution from 9% to 11%			
	Six year freeze on pay increases			
	Not include spouses in retirement health plan for new hires			
	New work schedule trial			
	Implement a hazardous material response program, a confined space rescue unit, and a fire boat/water rescue program.			
	Rehire 6 laid off firefighters with SAFER grant	Pending Approval	5/21/2010	Contra Costa Times
	Reduce minimum shift staffing from 27 to 21	Implemented	7/1/2009	

	Brownout 1 Ladder (of 2)	Proposed		
	Layoff 2 firefighters (of 95)	Implemented	06/?/2009	
	Layoff 1 firefighter (of 93)			
	Close 1 station (of 5)	Implemented	4/1/2009	
	Close 1 Engine (of 5)	Implemented	4/1/2009	
	Eliminate 16 FD positions (of 111)	Implemented	//2008	
Alhambra, CA	Unfilled vacancies for Assistant Chief and six firefighter positions	Implemented		
	Fees for services	Implemented		
Anaheim, CA	Proposal to merge services with Fullerton and Orange	Proposed	2/11/2012	Register
	In an effort to increase efficiency and cut costs, Anaheim, Fullerton and Orange are examining the possibility of merging their fire departments that collectively serve more than 600,000 residents.	Proposed	3/10/2011	
	Close 1 Engine (of 12)	Implemented	04/?/2009	
Arcadia, CA	Minimum staffing in Administration, Fire Prevention & Suppression (3 person companies)	Implemented		
	Cut $215,000 (non personnel)	Implemented	FY08/09	
	Reduce budget 5% ($600,000)	Proposed	FY09/10	
Arcata, CA	Merger with Eureka and Humboldt Fire District #1	Proposed		Pasadena Star News
Bakersfield, CA	Limit retirement benefits for firefighters hired in January	Implemented	11/5/2010	Firehouse .com
	Contract concession - staffing levels	Implemented	9/22/2010	
	Reduce FD budget $890,000	Implemented	9/8/2010	KERO 23
	Layoff 9 firefighters (of 181)	Proposed	9/8/2010	
	Reduce minimum shift staffing from 57 to 55	Implemented	9/8/2010	
	Close 1 Station (of 14)	Proposed	6/15/2010	Californian
Belmont, CA	Close 1 Engine (of 4)	Implemented		Fire Dispatch
	Investigating shared support services with neighboring FD's	Proposed		Mercury News
	Belmont says it may start its own fire department again, but it's looking at other options as well.	Implemented	10/1/2011	
	Considering formation of regional FD including Foster City, Redwood City, San Carlos, and San Mateo	Proposed		
	Reduce wages 10%	Implemented	9/29/2011	Bay Area News
	Establish Ladder company	Implemented	9/29/2011	
	End partnership with San Carlos FD	Implemented	4/23/2011	Daily News
Benicia, CA	Staffing cuts	Implemented		
	Layoff Fire Chief	Proposed	5/3/2011	KTVU
	Merge with Police Department to form Public Safety Department	Proposed		
	Eliminate 2 firefighter positions	Proposed		

Beverly Hills, CA	Eliminate discretionary expenses	Implemented		
	Partially freeze vacant positions. Unless the position is essential to operations or is a revenue generating position (e.g. parking enforcement), it is to be held vacant.	Implemented		
	FY09/10 Plan reduced budget by 10% and 15%	Proposed		
Big Bear Lake, CA	Outsource fire services to or merging with another fire agency. the San Bernardino County Fire Department and Cal Fire would be the most viable options	Proposed	11/13/2010	SB Co Sun
Brea, CA	Merged command staff with Fullerton, eliminated 8 duplicate positions	Implemented	2/11/2012	Register
	Reduce staffing on paramedic engines from 4 to 3	Implemented		
Burbank, CA	Reduce minimum shift staffing from 38 to 36	Implemented	7/10/2009	
	Reduce FD budget $1.27 million	Implemented		
	Reduce minimum Engine staffing from 4 to 3	Implemented		
	Not fill 4 vacant firefighter positions and 1 clerical position. Demote one captain position	Implemented		
	FY09/10 Reduce budget 5%	Implemented		
	Close 1 Engine (of 6)	Proposed	7/1/2009	
	Eliminate one Captain and one clerical position. Do not fill four firefighter positions	Proposed		
	Brownout one fire company for four months	Proposed		
Burlingame, CA	Brownout 1 station (of 3)	Proposed	4/12/2011	County Times
	Close 1 station (of 3)	Implemented	10/1/2010	Daily Journal, Examiner
Butte County, CA	Eliminate 23 firefighter positions	Proposed		Mercury Register
	Brownout 2 Stations daily	Implemented	7/1/2009	
	Layoff 1 Division Chief, 1 Battalion Chief, 2 Training Officers and 2 Fire Prevention Officers	Proposed	4/24/2009	Gridley Herald
	Rotating brownout 1 station (of 12) daily	Implemented	3/26/2009	Enterprise Record
Camp Roberts, CA	Two furlough days (9.3% pay cut)	Implemented	7/1/2009	
	Reduce FD budget 30%	Implemented	7/1/2009	
	Replace overtime with compensatory time	Implemented	7/1/2009	
	One additional furlough day	Proposed		
	Layoff of 2 firefighters (of 15)-proposed	Proposed		
	Reduce pay 5 to 10%	Proposed		
Carmel, CA	Merger with Monterey	Proposed	10/9/2008	KSBW.com

Carmel Valley, CA	Consolidate with Monterey County Regional Fire Protection District	Pending		Monterey Herald	
Central County (Burlingame), CA	Reduce Ladder staffing from 4 to 3	Implemented			
	Contract concession - salary increase	Implemented			
Central County, CA	Merge with Millbrae and San Bruno	Approved	4/12/2011	Daily Journal, Examiner, County Times	
Chico, CA	Implement 'Strategic Company Closure' Plan. Staff stations to the city's highest capability with spending as little as possible on overtime.		8/20/2013	KNVN	
	Brownout 1 to 2 stations per day				
	Reduce staffing from 3 to 1 airport station three.		7/14/2013	KHSL TV 12	
	Laid off 3 firefighters effective 07/01/2010	Proposed	10/15/2010	KRCRTV	
	Reduce FD budget $500,000	Proposed			
	Contract concession - reduce salaries	Proposed			
	Reduce minimum shift staffing from 22 to 19	Implemented	8/25/2010	The Orion	
	Close 1 Engine (of 6)	Implemented	7/1/2010		
	Contract concessions - defer raises for two years, reduce entry level pay	Implemented	?/?/2008	Chicoer .com	
Chula Vista, CA	Contribute 9% of salary into pension	Implemented	1/3/2011	10 News	
	Forgo future 4.5% pay increase	Implemented			
	Implement two tiered fhiring system	Implemented			
Clovis, CA	Brownout 1 Station (of 5)	Implemented	7/1/2009	KFSN	
Colton, CA	Lay off 7 firefighters (of)	Proposed	12/4/2010	San Jose Mercury News	
	Brownout 1 Station (of 4)	Implemented		San Bernardino Sun	
	Eliminate 9 firefighter positions (of 30) by attrition	Proposed		SGV Tribune	
	Contract concessions - reduce salary and benefits in an effort to minimize layoffs	Implemented	7/1/2010	Contra Costa Times	
Contra Costa FD, CA	Joint fire station with Moraga Orinda FPD - land acquired	Proposed	2/14/2013	Contra Costa Times	

	Due to the failure of Measure Q and a looming deficit, the Board of Directors for the Contra Costa County Fire Protection District was forced to close fire stations to reduce expenses. The Board made the decision to close four fire stations effective January 15, 2013. The closures will save the District approximately $3 million for the second half of Fiscal Year 2012/2013 and between $6 – 8 million in Fiscal Year 2013/2014.		1/15/2013	
	The effected fire stations are:			
	• Fire Station #4 – 700 Hawthorne Drive, Walnut Creek (1 of 4 stations)			
	• Fire Station #11 – 6500 Center Avenue, Clayton (1 of 1 station)			
	• Fire Station #12 – 1240 Shell Avenue, Martinez (1 of 3 stations)			
	• Fire Station - #16 – 4007 Los Arabis Avenue, Lafayette (1 of 3 stations)			
	Voters rejected Measure Q, a temporary, seven-year parcel tax that would have preserved the fire service at an estimated cost of $17 million.		11/7/2012	Contra Costa Times
	Fire Chief is recommending county supervisors shutter about a third of the district's 28 fire stations, which will shave $3 million a year from its $102.4 million annual budget.			
	Wells said "Contra Costa has already lost nine fire stations in the past few years and now, we'll lose four more.			
	Despite 10 percent pay cuts, a lower pay scale for new hires, numerous unfilled positions and widespread deferred equipment repair and purchases, the district started burning through its reserves in 2008.			
	No firefighters will lose their jobs when the first four stations close in January because the district has numerous unfilled vacancies and has been covering shifts with overtime.			
	Because more than 85 percent of the district's 41,500 calls a year involve medical issues, Fire Chief will also consider hiring less expensive supplemental non-firefighter paramedics or emergency medical technicians.			
	Close 10 stations of 28	Proposed	9/10/2012	San Jose Mercury News
	Limiting amount of mutual aid		7/1/2012	
	$6.5 million SAFER Grant to hire 21 firefighters and keep all stations open	Implemented	5/17/2011	News Gazette
	Brownout 2 stations (of 32)	Proposed	1/?/2011	Fire Chief
	Defer pay raises one fiscal year	Implemented		
	Close 8 Stations (of 30) Martinez Station 12, Concord Stations 22 and 6, and Lafayette Station 16	Rescinded	1/1/2011	Inside Bay Area
	Close 1 Engine of 2 in Walnut Creek Station	Implemented	12/14/2010	Contra Costa Times
	Close 1 station in Pittsburg (87)	Rescinded	12/10/2010	Tribune
	Using $8.7 million reserve funds	Implemented		
	Defer $4 million in workers' compensation	Implemented		
	Research a parcel tax	Implemented		
	Brownout 4 stations	Implemented		
	Fill as many as 24 of up to 40 vacant positions	Proposed		
	Close 1 Engine (of 5) in Walnut Creek effective 1/01/2011	Implemented	11/23/2010	Contra Costa Times
	Brownout Pinole Valley station (74) 10 days per month	Implemented	7/15/2010	
Copperopolis, CA	Increase pension contribution to 30% from 25%	Proposed		

Cordelia, CA	Solano County Grand Jury recommends consolidating the western part of the Suisun Fire Protection District with the Cordelia Fire Protection District, and the eastern part with the Montezuma Fire Protection District.	Proposed	4/28/2013	Times Herald
Corte Madera, CA	Consolidate personnel with Larkspur, San Rafael, and Southern Marin	Proposed	3/24/2011	Independent Journal
Costa Mesa, CA	Implement two ambulances leased from the Orange County Fire Authority. The ambulances replace a basic life support engine and two advanced life support engine companies.	Implemented	6/16/2013	Daily Pilot
	Reduce shift staffing from 29 to 27	Implemented	6/16/2013	
	Considering contracting to Orange County Fire Authority	Proposed	3/6/2012	Los Angeles Times
	Outsource fire services to Orange County FA	Proposed	2/22/2011	Orange County Register
	Every firefighter was issued a layoff notice last month, but nearly all of them had been offered jobs by the Orange County Fire Authority.	Implemented		
	Contract concessions - contribute 5% (up from 1%) towards retirement fund and forgo scheduled salary increase	Implemented	10/11/2010	Daily Pilot
Culver City, CA	Extended contracts with no increases for Fire Management and Firefighters Associations	Implemented		
	Municipal hiring freeze	Implemented		
Downey, CA	Unfilled vacant Assistant Chief position	Implemented		
	Municipal hiring freeze	Implemented		
East Contra Costa FD, CA	Increase Engine staffing from 2 to 3		7/1/2012	
	Measure S to fund fire department defeated		6/8/2012	Contra Costa Times
	Layoff 16 of 43 firefighters and close 3 stations (Bethel Island, Knightsen, Brentwood) OR effective 07/01/2012	Implemented		
	Layoff 19 of 43 firefighters and close 2 stations (Bethel Island, Knightsen)	Rejected		
	Eliminate payment to state for operation of Marsh Creek / Morgan Territory Station	Proposed	12/6/2010	Times
	Close 2 stations (of 8)	Implemented	7/15/2010	
	Eliminate overtime for minimum staffing	Proposed		
	Close 1 station (of 8) (Marsh Creek Morgan Territory)	Rescinded	5/6/2010	Contra Costa Times
	Close 1 Engine (of 13)	Proposed		Pasadena Star News
El Cajon, CA	Consolidated with La Mesa and Lemon Grove into a single agency 01/01/2010	Implemented	7/22/2010	East County Magazine
El Monte, CA	Close 1 Station (of 4)	Implemented	9/1/2009	Pasadena Star News

	Close 1 Engine (of 4)	Implemented		San Gabriel Valley Tribune
El Segundo, CA	Considering contracting to Los Angeles County	Proposed	3/6/2012	Los Angeles Times
Emeryville, CA	Emeryville merged w/Alameda Co FD		7/1/2012	Oakand Tribune Los Angeles Times
Escondido, CA	Reduce ambulance deployment from 4 to 3 at night	Proposed		
	Contract concessions - salary and benefit reductions in lieu of layoffs for 6 months	Implemented		
	Close 1 Engine (of 7)	Implemented		
	Layoff 10 Emergency Medical Technicians		7/6/2009	
	Close 1 Ambulance (of 5)	Implemented	7/1/2009	North County Times
	Layoff 28 firefighter and 3 administrative positions	Rescinded	1/17/2009	Union Tribune
Eureka, CA	Early retire Fire Chief and 1 Captain	Implemented	7/21/2010	Times Standard
	Eliminate funding for replacement ladder truck	Implemented	7/19/2010	Contra Costa Times
	Merge with Arcata and Humboldt Fire District #1	Proposed		Pasadena Star News
	Eliminate 3 currently vacant positions	Implemented	7/15/2010	Times Standard
Fairfield, CA	FY 07/08 Eliminate Deputy Chief Administrative Support (vacant), Battalion Chief Training (vacant), Administrative Assistant (retirement).	Implemented		
	FY 08/09 Cut discretionary spending (cell contracts, medical supplies, pagers, etc) $221,000). Eliminate Fire Prevention Inspctor II Public Education Officer positions. Reassign Inspector III/Plans Examiner to the Community Development division (part of	Implemented		
	FY 09/10 Eliminate Fire Prevention Bureau, Fire Marshal and Assistant Fire Marshal positions.	Proposed		
Folsom, CA	Employees contribute 5% towards pension	Implemented	7/3/2011	Sacramento Bee
	Payments to employees' portion of the California Public Employees' Retirement System will rise to the full 9%	Implemented		
	Revised retirement formula for new hires	Implemented		
	Increase monthly contributions to health care insurance	Implemented		
Foster City	Considering formation of regional FD including Belmont, Redwood City, San Carlos, and San Mateo	Proposed		
Fremont, CA	Close 1 Station (of 11)	Implemented		

Fresno, CA	Contract concession - 5% salary reduction and reduced health benefits	Proposed	4/1/2011	
	Eliminate code enforcement positions	Proposed	11/18/2010	Fresno Bee
	Furloughs (96 hours per annum)	Implemented	12/1/2009	
	Keep fire stations 10 and 18 open but go ahead with firefighter furloughs	Implemented		
	Close 2 Stations (of 19)	Rescinded	12/1/2009	
	Close 3 companies	Implemented	7/1/2009	
	Close 1 Battalion Chief	Implemented	7/1/2009	
	Reduce response levels	Implemented	7/1/2009	
	Reduce minimum shift staffing to 63 (from 69)	Implemented	7/1/2009	
Fullerton, CA	Proposal to merge services with Anaheim and Orange	Proposed	2/11/2012	Register
	Merged command staff with Brea	Implemented		
	In an effort to increase efficiency and cut costs, Anaheim, Fullerton and Orange are examining the possibility of merging their fire departments that collectively serve more than 600,000 residents.	Proposed	3/10/2011	
Gilroy, CA	12 furlough days	Implemented	FY09/10	
	Reduce pay 10 hours equivalent per month	Implemented	FY09/10	
	Suspend merit raises in FY09/10 and postpone until 01/01/2012	Implemented	FY09/10	
	Brownout 1 Station (of 3)	Implemented	11/1/2009	Dispatch
	Layoff 4 firefighters	Implemented	12/1/2008	
	Not fill 2 vacant firefighter positions	Implemented	12/1/2008	
Glendale, CA	Replace 21 firefighter positions with 60 part time EMTs	Proposed	2/4/2013	News Press
	Place firefighter paramedics on Engines and run BLS transport	Implemented	1/9/2012	
	Firefighters will transition into firefighter/paramedic roles over the next two years with 8%-15% pay increase	Implemented	12/2/2011	
	Eliminate 21 firefighter positions by attrition	Pending		
	Hire 60 EMTs on hourly basis for ambulance program	Implemented		
	Freeze hiring freeze for all non-essential positions	Implemented	7/1/2009	
	Eliminate another Deputy Chief and one Administrative firefighter	Implemented	7/1/2009	
	FY01/10 Reduce budget 5%	Proposed		
	Eliminate 17 positions by attrition	Implemented		
	FY08/09 Eliminate three positions in Operations (sworn), three positions in Administration (sworn), and one position Administrative Assistant (civilian)	Implemented	6/30/2009	News Press
	Reduce one Deputy to Battalion Chief	Implemented	6/30/2009	
	Reduce budget 5%	Implemented	6/30/2009	
Healdsburg, CA	Disband Fire Depatment and contract with CAL Fire	Rejected	3/20/2013	Press Democrat
	Eliminate Division Chief/Training Officer position two years ago.		//2011	
	A 40-hour fire engineer position eliminated in the 2009-10 fiscal year is now funded with a two-year, $325,000 SAFER grant.		FY09/10	
	Share battalion chief coverage with three agencies for command and control of major incidents.			

Hemet, CA	Eliminate 9 firefighter positions when SAFER grant expires.		8/30/2012	Press Enterprise
	Close 1 Station of 4			
	Reduce FD budget $880,000			
	If the city were to lay off nine firefighters, officials have said it would probably have to close one station.			
	Reevaluate FD operations with respect to call type and volume (primarily medical)	Pending	3/14/2011	Press Enterprise
	Brownout stations when staffing falls below 3	Implemented	8/20/2010	Valley Chronicle
	Early retire 7 positions	Proposed	7/1/2009	
	FY09/10 Reduce FD budget by 26%	Proposed		
	FY09/10 Reduce pay by 8%	Proposed		
	Received $2.6 million federal grant	Implemented		
	Close 1 Station (of 5)	Implemented	5/17/2009	Press Enterprise
	Close 1 Engine (of 5)	Implemented		
	Not fill 12 vacant positions	Implemented		
	Reduce Fire Department budget 20%	Implemented		
	Layoff 3 staff Battalion Chief positions	Rescinded (2)		
Hermosa Beach, CA	Freeze Assistant Chief position	Implemented		
	Reduce shift staffing from 6 to 5. Two Engines & one Paramedic Ambulance	Proposed		
	Reduce sworn personnel 20% (from 20 to 16)	Proposed		
Hesperia, CA	Restore 1 Engine and 1 Medic with SAFER grant		8/13/2013	Daily Press
	Voters reject Measure F for new $85 parcel tax for five years to fund FD		1/18/2012	Hesperia Star
	Close 1 station of 5			
	Eliminate 9 county contract FF positions - 3 captains, 3 engineers, 3 firefighter paramedics			
	Eliminate 9 firefighter positions	Proposed	6/15/2011	Hesperia Star
	Reduce Engine staffing from 3 to 2	Proposed	6/15/2011	
Humboldt FD#1	Merge with Arcata and Eureka	Proposed		Pasadena Star News
Inglewood, CA	Close 1 engine (of 4) for 3 years (effective 01/01/2011) Rely on resources of LA County FD	Proposed	12/1/2010	
	Close 1 station (of 4) for 3 years (effective 01/01/2011) Rely on resources of LA County FD	Proposed	10/13/2010	Wave
Kern County, CA	Close 1 Station (of 50)	Proposed	6/4/2010	Techachapi news
	Layoff 12 firefighters (recruit class)	Proposed	4/26/2010	Bakersfield Californian

Keyes, CA	Seeking to join Modesto Regional Fire Authority	Proposed		
Lake Elsinore, CA	Eliminate subsidy of Riverside County Station in Cayon Hills	Proposed	5/29/2011	
La Mesa, CA	Consolidated with El Cajon and Lemon Grove into a single agency 01/01/2010	Implemented	7/22/2010	East County Magazine
Larkspur, CA	Consolidate personnel with Corte Madera, San Rafael, and Southern Marin	Proposed	3/24/2011	Independent Journal
Lemon Grove, CA	Consolidated with El Cxajon and La Mesa into a single agency 01/01/2010	Implemented	7/22/2010	East County Magazine
Lincoln, CA	Close 1 station (of 3)	Implemented		
	Eliminate overtime	Implemented	5/11/2011	KTXL
Livermore Pleasanton, CA	Reduce unit staffing from 4 to 3	Implemented	3/1/2011	
	Close 1 station (of 10) effective 07/01/2010	Rescinded	2/23/2011	
	Close 1 Engine effective 07/01/2010	Rescinded	2/23/2011	
	Eliminate 6 vacant positions	Implemented	7/1/2010	
Lodi, CA	Reduce minimum shift staffing from 15 to 12	Implemented	3/1/2009	
	Reduce pay 2.5%	Implemented	3/1/2009	
	No overtime - comp time	Implemented	3/1/2009	
	One Engine browned out when staffing falls below 15 (1 of 4)	Implemented	3/1/2009	
Long Beach, CA	New building inspection fees to fund 3 firefighter positions	Proposed	12/1/2010	
	Close 1 engine (of 21)	Proposed		
	Rotating brownouts - 1 company daily in multi unit stations	Implemented	10/22/2010	Mercury News
	Rotating brownouts of 6 stations	Proposed	9/15/2010	
	Close 3 engines (of 21)	Proposed	9/14/2010	
	Close 1 ambulance (of 14)	Proposed	9/14/2010	
	Reduce minimum shift staffing from 133 to 126	Proposed	9/14/2010	
	Revise pensions	Proposed		
	Eliminate 12 to 15 positions from FD	Proposed	8/27/2010	
	Contract concession - forgo pay raise in 2011	Implemented	7/29/2010	Gazettes
	Close 2 Engines (of 21)	Implemented	7/23/2010	
	Staff Engine 1 days and Engine 18 nights	Rescinded	10/1/2009	Press Telegram
	Operate Engine 14 and Ladder 14 with one 5 person crew as two piece company	Implemented		

	Reduce FD budget $3.2 million (4.4%)	Proposed		
	Reduce minimum shift staffing from 137 to 130	Proposed		
	Brownout 1 Fireboat (of 3)	Implemented		
	Reduce FD budget $3.2 million (4.4%)	Proposed		
	Consolidate 2 Engines and 2 Ladders into 2 Light Forces (Engine with 4, Ladder with 2, running as one unit)	Implemented		Inside Bay Area
Los Angeles, CA	Despite opposition from the command staff and the rank-and-file, Fire Chief Brian Cummings has sent out a notice detailing the plans to add ambulances at 11 fire stations around the city as a way to reduce response times and deal with medical calls.		4/25/2013	Daily News
	Cummings said the six-month pilot program to start May 5 will take one firefighter from 22 light forces now assigned throughout the city. It will add rescue ambulances at five stations based in the San Fernando Valley.			
	Under the proposal, Cummings' plan would place the ambulances in stations that now are only light forces of six members each. One firefighter from that station would be assigned to the ambulance along with a firefighter now based at a task force station where there are 12 firefighters.			
	Valley area stations to get an ambulance include Fire Station 78, 4041 Whitsett Ave., Studio City; Fire Station 75, 15345 San Fernando Mission, Mission Hills; Fire Station 96, 21800 Marilla St., Chatsworth and Fire Station 74, 7777 Foothill Blvd., Sunland-Tujunga.			
	In an interview with The Times editorial board, Cummings said he would like to see a seamless network that connects dispatch systems across municipal borders. The LAFD is in the early stages of developing a computer system designed to work with neighboring dispatch centers, although other agencies will have to pay for similar upgrades to make the plan work.		3/13/2013	Los Angeles Times
	Potential partners include the Los Angeles County Fire Department, the Long Beach Fire Department and the consolidated dispatch center that covers Burbank, Glendale, Pasadena and nine other cities, Cummings said.		3/13/2013	
	Los Angeles' city and county fire agencies agreed in 1979 to link their dispatching operations to save lives and cut costs. But the connection was never made.		3/13/2013	
	Los Angeles' city and county fire agencies agreed in 1979 to link their dispatching operations to save lives and cut costs. But a Times analysis of more than 1 million LAFD responses over the last five years shows the agency rarely reaches across jurisdictional lines for county help. One result: 911 callers within a quarter mile of the city border are nearly 50% more likely to wait more than 10 minutes for rescue crews to arrive.		3/13/2013	
	A long-awaited review of Los Angeles Fire Department response times has found that the agency used inaccurate data "that should not be relied upon until they are properly recalculated and validated." The data were used to make critical reductions in fire station staffing last year.		11/16/2012	Los Angeles Times
	Restore 6 ambulances	Implemented	4/18/2012	Los Angeles Times
	Not fill 318 vacancies		2012	Huffington Post
	The City Council approved the LAFD's controversial redeployment plan, but in a concession to the firefighters union, it voted against eliminating hundreds of firefighter jobs.	Implemented	5/18/2011	KTLA
	It also rejected the elimination of 318 staff positions. City fire jobs will not be eliminated as they come open. Instead, the city will simply keep them vacant.	Implemented	5/18/2011	
	The city council also voted to create a fund to restore some fire services. The $6.9 million is the amount the city hopes to save in contract negotiations with the United Firefighters of Los Angeles.	Implemented	5/18/2011	
	Statistics indicating that 83% of all calls are paramedic-related. The plan concentrates on emergency paramedic response. "The plan deploys levels of field resources to match the needs within each fire station district,"	Implemented	5/16/2011	
	Brownout 6 ambulances (of)daily (Rescinded 07/05/2011)	Implemented	5/15/2011	

	Not fill 400 vacant firefighter positions (0f 3588)	Implemented	5/15/2011	
	Not fill 94 vacant civilian positions (of 438)	Implemented	5/15/2011	
	Reduce shift staffing from 1,073 to 931	Implemented	5/15/2011	
	Close 1 Division Chief (of 3) effective 07/05/2011	Implemented	5/15/2011	Contra Costa Times
	Close 2 Battalion Chiefs (of 16) effective 07/05/2011	Implemented	5/15/2011	
	Close 18 (net) Engines (from 101) effective 07/05/2011	Implemented	5/15/2011	
	Close 7 Ladders (from 49) effective 07/05/2011	Implemented	5/15/2011	
	Upgrade 10 Engines to paramedic level effective 07/05/2011	Implemented	5/15/2011	
	Add 19 (net) Ambulances (to 120) effective 07/05/2011	Implemented	5/15/2011	
	Add 23 ready reserve ambulances cross staffed by suppression companies	Implemented	5/15/2011	
	Eliminate 7 Battalion staff assistant (of 14) effective 07/05/2011	Implemented	5/15/2011	
	Add 1 EMS Supervisor (to 7) effective 07/05/2011	Implemented	5/15/2011	
	Eliminate daily company brownouts	Implemented	5/15/2011	
	He said the new plan adds 4 fire fighting trucks and 2 ambulances back to the rotation at the departments 106 fire stations, although it will not result in the filling of positions after people retire.	Implemented	5/13/2011	KCOP 11
	Brownout 18 fire companies (of 153) daily (Rescinded 07/05/2011)	Implemented	4/27/2011	LA Times
	Brownout 4 Ambulances (of 101) daily (Rescinded 07/05/2011)	Implemented	4/27/2011	
	Brownout 2 Battalion Chiefs (of 16) daily (Rescinded 07/05/2011)	Implemented	4/27/2011	
	Brownout 1 Division Chief (of 3) daily (Rescinded 07/05/2011)	Implemented	4/27/2011	
	Brownouts become permanent (Rescinded 07/05/2011)	Implemented	3/1/2011	LA Times
	Increase daily brownouts from 15 to 22 companies (of 153)	Implemented	12/31/2010	Daily News
	Increase daily brownouts from 3 to 10 EMS Supervisors (of 15)	Implemented	12/31/2010	UFLAC
	Brownout 10 Engines, 5 Ladders, 9 Ambulances, 3 EMS Supervisors daily	Reimplemented	11/21/2010	NBC LA
	Reassign 51 staff positions to suppression during brush fire season to reactivate 15 fire units closed earlier	Rescinded	9/30/2010	Pasadena Star News
	$98 million shortfall in FY09/10, $408 million in FY10/11, and predicted $1 billion by 2013		9/20/2010	Post Tribune
	Newly hired firefighters to work longer and pay 2% of their salary into the pension fund in order to qualify for health care as part of retirement benefits			ABC
	Brownout 2 Hazmat Units (of 3)	Implemented	9/1/2010	
	Layoffs pending contract concessions	Pending	5/20/2010	
	Brownout 10 Ambulances (of 89M & 38 BLS) at night	Proposed	3/10/2010	KABC TV
	Eliminate 64 FD positions	Proposed	2/2/2010	LA Times
	Cancel November recruit class	Implemented	11/1/2009	
	Brownout 10 Engines (of 49 Light Force Engines) per day rotated among 30 (suspended during peak brush fire season)	Reimplemented	8/31/2009	KABC
	Brownout 5 Ladders (of 49) per day rotated among 15 (suspended during peak brush fire season)	Reimplemented	8/31/2009	LA Times
	Brownout 6 BLS Ambulances (of 27 BLS) per day (suspended during peak brush fire season)	Reimplemented	8/31/2009	United FF Local 112
	Close 3 BLS Ambulances (of 27 BLS) * (Part time units) (suspended during peak brush fire season)	Reimplemented	8/31/2009	Daily News
	Close 3 EMS Supervisors (of 15)* (suspended during peak brush fire season)	Reimplemented	8/31/2009	
	Close 1 Battalion Chief (of 16) (suspended during peak brush fire season)	Reimplemented	8/31/2009	
	Reduce FD budget by $59.5 million	Implemented	8/31/2009	City News Service

	Eliminate 87 shift overtime positions	Implemented	8/31/2009	Fire Geezer
	Cancel July recruit class	Implemented	7/1/2009	
	* Note - Year long 24/7 closure of units are not 'Brownouts' by definition			EMT Bravo West
	Brownout 8 additional units	Proposed		
	Reduce shift staffing by 125 of 1,104	Proposed		
	Eliminate salary increases and bonus incentives	Proposed		
	No layoffs or furloughs of sworn personnel	Implemented		
	No stations closed	Implemented		
	Task Forces 4 and 95 will never go unstaffed	Implemented		
	All 89 Paramedic Rescue Ambulances remain staffed	Implemented		
	Air Operations not affected	Implemented		
	No more than 2 strike teams will be allowed to be deployed for mutual aid	Implemented		
	Only 50 recruits this year, which will not cover the anticipated attrition of 120 per year through 2010			
	Higher "collision" rates [LAFD term for resources responding into another district to cover the unavailable first-due resource(s)]			Wave Newspapers
	Longer response times			
	Decreased pre-deployment capabilities / move-up coverage			
	Increased workload			
	In-service training and multi-company drill time will be significantly impacted due to resource/coverage reductions			
Los Angeles County, CA	Freeze promotions	Implemented		The Signal
	Continuing freeze on vacant non-emergency positions	Implemented		LA Co Financial Plan Update
	Continuing freeze on all non-essential services and supplies	Implemented		
	Continuing reduction of non-essential travel/training	Implemented		
	Continuing deferral of 4-person staffing	Implemented		
	Reassigning of staff battalion chiefs to activate needed field battalion	Proposed		
	Reducing overtime related to special assignments	Proposed		
	Reducing overtime related to recruit training	Proposed		
	Downsizing of FD bureaus from seven to six	Proposed		
	Shutting down 20-25 engine companies	Proposed		
	Capital projects curtailments $3.6	Proposed		
	Cancel helicopter replacement and capital projects	Proposed		
Los Altos, CA	Considering consolidation of administrative functions with Mountain View, Palo Alto, and Sunnyvale.	Proposed	3/4/2011	Sunnyvale Sun
Madera County, CA	Close 2 (of 19) stations	Proposed	9/24/2009	Sierra Star
	Option 1: Eliminate one training Captain, one fire Captain and two fire Apparatus Engineers at the Cal Fire Amador stations at Ahwahnee and Raymond during the non-fire season.	Proposed		

	Option 2: Eliminate one Battalion Chief and close one of the following fire stations: Bonadelle Station 19, Madera Acres Station 3, Madera Station 1 or Oakhurst Station 12	Proposed		
	Option 3: Eliminate one training Captain or a Battalion Chief and close one of the fire stations on a rotating basis.	Proposed		
Mammoth Lakes, CA	Bankrupt		7/1/2012	
Manteca, CA	Reserve firefighters took a 56% pay to allow more membership	Implemented		Bulletin
Menlo Park, CA	Fire union formally rejects "last, best and final offer" from Menlo Park Fire Protection District	Implemented	12/8/2010	Daily News
Millbrae, CA	Combine Stations 35 and 38	Proposed	4/13/2011	County Times
	Merger Central County and San Bruno	Approved	4/12/2011	Daily Journal, Examiner
Milpitas, CA	18 furlough days	Implemented	8/5/2010	
Modesto Regional FA, CA	The Modesto Regional Fire Authority is considering layoffs, brownouts to close $1.8 billion budget gap.	Proposed	6/9/2013	Modesto Bee
	Reduce unit staffing from 3 to 2	Proposed	6/9/2013	
	Outsource airport fire protection	Proposed	6/9/2013	
Modesto, CA	Create Regional Fire Authority with Salida and Stanislaus County	Implemented	1/12/2011	
	Brownout units and stations		//2011	
	Hire 9 firefighters with $1.8 million SAFER grant		//2010	
	Eliminated 8 firefighter positions and 16 by attrition		//2010	
	Close 1 (of 2) Ladders		10/7/2009	Modesto Bee
	Brownout 1 (of 11) Engines for 100 days per year		10/7/2009	
	Eliminate FD responses to non life threatening EMS 911 calls		10/7/2009	
Montclair, CA	Two-year pilot program joining administrative staff at the Upland and Montclair fire departments.	Implemented	1/3/2013	Inland Valley Daily Bulletin
	Defer apparatus replacement	Implemented	9/5/2011	Daily Bulletin
Montebello, CA	Increasing budgeted overtime, changing shift schedule, changing staffing arrangements and contracting fire services with LA County.	Proposed	11/2/2010	
	Dependence on mutual aid is affecting resources of mutual aid responders		11/2/2010	
	The Montebello fire department had the slowest response times, an average of 5 minutes and 38 seconds, of 11 fire departments served by the regional dispatch system, more than a minute longer than the next slowest department. Faced with a $4 million general fund shortfall in May, city officials cut firefighter overtime and take a station out of service for part of May and June. The fire chief admits that these actions were "a factor" in the department's slow response times.		8/23/2010	Whittier Daily News

	Rotating brownout 1 Paramedic Engine (of 3) to limit overtime costs	Implemented	5/4/2010	San Gabriel Valley Tribune
	Reduce overtime	Implemented		
	Brownout 1 Station (of 3)	Implemented	5/1/2010	
	Brownout 1 Engine (of 3)	Implemented	5/1/2010	
	Reduce minimum shift staffing from 16 to 12	Implemented	5/1/2010	
	Close 1 Ladder (Combining 2 ladders with staffing of 3 into 1 ladder with staffing of 4)	Implemented	3//2010	Whittier Daily News
	Reduce minimum shift staffing from 18 to 16	Implemented	3//2010	
Monterey, CA	Furlough of 32 hours	Implemented	7/1/2009	
	Defer pay raises for 22 months	Implemented		
	Consolidated with Pacific Grove		10/9/2008	KSBW.com
Monterey Park, CA	Monterey Park residents to protest against transferring fire services to county		5/31/2013	Zen Vuong
	Brownout 1 Engine of 3 to reduce overtime	Implemented	7/31/2012	Pasadena Star News
	Considering contracting to Los Angeles County	Proposed	3/6/2012	Los Angeles Times
	Submit a 5% reduction scenario resulting in one Engine Brownout	Proposed		
	Reduced availability from mutual aid to Montebello			
Montezuma, CA	Solano County Grand Jury recommends consolidating the western part of the Suisun Fire Protection District with the Cordelia Fire Protection District, and the eastern part with the Montezuma Fire Protection District.	Proposed	4/28/2013	Times Herald
Moraga Orinda, CA	Reduce shift staffing from 19 to 17		10/20/2013	Contra Costa Times
	Cross staff one ambulance with engine company crew			
	County supervisors this week authorized talks between the Contra Costa and Moraga-Orinda fire districts to build and operate a joint station on the Lafayette-Orinda border.		2/14/2013	
Mountain View, CA	Reduce minimum shift staffing from 21 to 19	Implemented		Voice
	Brownout Rescue	Implemented		
	Considering consolidation of administrative functions with Los Altos, Palo Alto, and Sunnyvale.	Proposed	3/4/2011	Sunnyvale Sun
Newark, CA	Merged into Alameda County FD	Implemented	3/6/2012	Los Angeles Times Oakland Tribune
Newport Beach, CA	Contract concessions - forgo pay raises and increase pension contribution	Pending	4/9/2010	Daily Pilot

Norco, CA	Contract fire services with County FD, 18 firefighters rehired by CalFire, eliminate Fire Chief and two clerical positions effective 01/01/2012	Implemented	9/5/2011	
	Contract concessions - reduce salaries 22%, eliminate education incentive benefits & gym membership, limit health insurance premium subsidies, no sick, holiday or vacation hours while on unpaid leave, freeze retirement benefits, and city to manage department's overtime.	Implemented	06/?/2011	
	Reduce FD budget $1 million	Implemented	5/27/2011	
	Layoff 6 firefighters (of 20)	Rescinded	6/22/2009	Press Enterprise
Oakdale, CA	Merged with Oakdale FPD	Implemented	12/21/2010	
	Oakdale FD, Oakdale FPD and Stanislaus Consolidated FPD have asked the CALfire for a proposal for firefighting services.	Proposed		
	Eliminate 9 firefighters (of 37) by attrition and layoffs	Implemented	10/?/2009	Modesto Bee
	Rotating brownout of 1 station (of 3)	Implemented	10/?/2009	
Oakland, CA	Close 1 Engine (of 25)	Implemented	8/1/2003	
	Close Fireboat	Implemented	8/1/2003	
	Not hiring recruit class (11)	Implemented		San Fran Chronicle
Oceanside, CA	Eliminate 1 Ambulance (of 4)	Implemented	10/18/2009	Union Tribune
	Reduce FD budget $934,00 (in addition to earlier reduction of $530,000)	Implemented		
	Eliminate 3 support staff positions	Proposed		
	Reduce minimum shift staffing from 33 to 31	Proposed		
	Employees to pay 4% of pension contribution	Implemented	9/9/2010	North Coast Times
	Eliminate 1 Battalion Chief and 2 Captain positions	Implemented	5/1/2009	
	Eliminate overtime staffing of ambulances	Proposed		
	Reduce FD budget $1.464 million	Proposed		
	Reduce minimum shift staffing from 33 to 31	Proposed		
Olivehurst, CA	Eliminate 1 Captain position (of 4) and reduce 1 administrative position to part time	Implemented	11/11/2010	Appeal Democrat
Orange, CA	Proposal to merge services with Anaheim and Fullerton	Proposed again	2/11/2012	Register
	In an effort to increase efficiency and cut costs, Anaheim, Fullerton and Orange are examining the possibility of merging their fire departments that collectively serve more than 600,000 residents.	Proposed	3/10/2011	
Orange County, CA	Pay concessions	Implemented		
	Rolling company brownouts	Implemented		
	Eliminate reserve firefghter program	Proposed		
	Contract concessions - forgo pay raises, begin contributions to retirement (2.5% increasing to 9% by 2013) and pay more toward health benefits	Implemented	12/2/2010	Register
	Increase retirement age from 50 to 55	Implemented		

Orcutt, CA	Department disbanded and merged with Santa Barbara County FD	Implemented	8/11/2008	
Orinda, CA	Change from Moraga Orinda Fire District to Contra Costa Fire District	Proposed	1/1/2010	Contra Costa Times
Pacific Grove, CA	Consolidated with Monterey		10/9/2008	KSBW.com
Palm Springs, CA	Close 1 Station (of 5)	Proposed	7/8/2009	Desert Sun KESQ 3
	Reduce Ladder company staffing from 3 to 2, combine staff with Medic Squad	Implemented		
	Rescind one SAFER grant position	Implemented		
Palo Alto, CA	Eliminate minimum shift staffing (29 presently)	Implemented	9/30/2011	
	Reduce pension benefits for new hires	Implemented	9/30/2011	
	Retirees to contribute 10% of medical insurance premiums	Implemented	9/30/2011	
	Employees to contribute 9% to CalPers pensions (was employer contribution)	Implemented	9/30/2011	
	Wage increases frozen until 06/30/2014	Implemented	9/30/2011	
	No COLA until 06/30/2014 (2%)	Implemented	9/30/2011	
	Brownout 1 Station daily	Implemented	5/23/2011	
	Close 1 Engine (of 8)	Proposed		
	Close Rescue company	Proposed		
	Reduce FD budget $2.3 million	Implemented		
	Eliminate 9-18 firefighter positions	Proposed		
	Voters reject firefighter-backed measure that would have blocked staffing reductions.	Implemented	5/6/2011	
	Close 1 Station (of 8)	Proposed		
	Considering consolidation of administrative functions with Los Altos, Mountain View, and Sunnyvale.	Proposed	3/4/2011	Sunnyvale Sun
	Discontinuing overtime and implement alternative staffing at Station 8	Implemented	2/8/2011	Daily News
	Consolidate FD & PD administration, support and emergency management	Proposed	2/3/2011	
	Consolidate Stations 2 & 5	Proposed	2/3/2011	
	Voters reject Measure R which would have required two public hearings and a citywide election to close fire stations or reduce staffing	Rejected	11/5/2010	Firehouse .com
	Commission study to determine how many firefighters city needs.	Implemented	7/14/2010	KTVU
	Brownout 1 Engine (of 8)	Implemented		Mercury News
	Delay pay raise for one year	Proposed		
Paradise, CA	Brownout 1 Station (of 3)	Implemented	11/12/2009	Enterprise Record
Pasadena, CA	Reduce FD budget 1%	Proposed		
	Close 1 Station (of 8)	Proposed		
	Layoffs	Proposed		

	FY09/10 Submit a 5% and 10% reduction	Proposed		
	Eliminating all "value added" programs (programs carried out by field members)	Proposed		
	Rotating Brownout for the 5%; browning out a second station to make the 10%	Proposed		
	FY08/09 Submit a 5% reduction	Implemented		
	FY08/09 Brownout one station for the balance of the year	Implemented		
	FY08/09 Fire Department budget cut 1%	Implemented		
	Eliminate promoted Paramedic positions ($60,000)	Proposed		
	FY08/09 1.25% pay reduction for the balance of the FY. Fire Chief also	Implemented		
	Close 1 Ladder (of 2) (implemented 06/16/2010)	Rescinded	12/15/2010	Star News
	Not fill 2 vacant management positions in FY11	Pending	12/15/2010	
Paso Robles, CA	Freeze hiring	Implemented		
	Not fill 1 vacant Battalion Chief and 4 Firefighter positions	Implemented		
	Reduce minimum shift staffing from 8 to 7	Implemented		
	Suspend pay increase	Implemented	FY09/10	
	Suspend pay increase	Proposed	FY10/11	
	Reduce minimum shift staffing from 7 to 6	Implemented		
	Suspend FY10/11 contract retirement increase (from 2 @ 50 to 3 @55)	Proposed		
Patterson, CA	Brownout 1 Station (of 2)	Implemented		
Pinole, CA	Pinole has turned down a $1.24 million SAFER grant to reopen a shuttered fire station because of concerns about associated costs and pending labor actions		6/19/2013	Oakland Tribune
Pinole, Rodeo, Hercules, Crockett, CA	Closed 2 station of 4		//2012	
	Reduce shift staffing from 6 to 4			
	Share Fire Chief with Rodeo Hercules	Implemented	//2011	
	Close 1 Station (of 2), presently browned out every 3rd shift, effective 07/01/2011	Implemented	3/17/2011	Pinole Patch
	Close 1 Engine company (of 2), presently browned out every 3rd shift	Implemented		
Pinole, CA	15% salary cut for all city employees to keep station open every 3rd shift	Rejected	3/16/2011	Contra Costa Times
Placer County, CA	Close 1 Station of 2		9/22/2012	Sacramento Bee
Poway, CA	Implement 3% employee contribution to California Public Employees Retirement System	Proposed	7/1/2009	
Presidio, CA	Close one Ladder (1 of 1)	Implemented		
	Close one ALS ambulance (1 of 1)	Implemented		
	Reduce staffing to 26 (from 42)	Implemented		
	Delay arbitration	Implemented		

	Close 1 station (of 2) (Fort Cronkhite)	Implemented	9/21/2010	Marin Independent Journal
	Close 1 Engine (of 2)	Implemented		
	Contract fire services to Southern Marin FPD (effective 10/01/2010)	Implemented		
Rancho Adobi, CA	Close 1 station of 3	Implemented	3/10/2013	Press Democrat
Redding, CA	Contribute 9% towards pension	Implemented	9/20/2011	
	No wage increases through 2014	Implemented	9/20/2011	
	Revise pension threshold (raise retirement age)	Implemented	9/20/2011	
	Increase medical insurance premium contribution from 10 to 13%	Implemented	9/20/2011	
	Two tier health plan	Implemented	9/20/2011	
	Recruit volunteers to staff closed station	Rejected	6/18/2011	
	Close 1 Station (of 7) (effective 01/01/2011)	Implemented	11/11/2010	
	Layoff 1 Assistant Fire Marshal	Proposed	11/13/2010	KHSLTV
	Eliminate 9 firefighter positions by attrition	Proposed	11/13/2010	
	Reduce minimum shift staffing from 19 to 17	Implemented		
	Defer pay raise for 1 year to keep station open and extend contract 1 year	Implemented		
	Eliminate seasonal paid on call staff	Implemented		
	Rehire retirees	Proposed		
	Not fill 3 firefighter vacancies	Implemented	5/1/2010	m. redding
	Reduce overtime	Implemented		
	Reduce minimum engine staffing from 3 to 2	Implemented		
	The budget-cutting plan also warns the city eventually might need to close a fire station and lay off up to six firefighters if certain union concessions, planned retirements and other scenarios do not pan out later this year.	Implemented		Record Searchlight
	Close 1 Station (of 8)	Implemented	10/2/2009	
	Demote 3 Captains and 6 Engineers	Proposed	10/2/2009	
	Layoff 6 firefighters	Proposed	10/2/2009	
	Contract concessions - No step raises, no COLAs, defer 5% raise and higher insurance co-pays in lieu of layoffs and station closure. Extend current contract until 2014	Implemented	10/2/2009	KRCR TV
	Layoff 6 firefighters	Implemented	8/28/2009	
	Close 1 Station (of 7)	Rejected		
	Layoff 3 firefighter positions	Implemented		
	Reduce minimum shift staffing from 24 to 23	Implemented		
	Eliminate 1 Plans Checker and 1 Fire Prevention Specialist from Fire Prevention Bureau	Proposed		Redding .com
	Eliminate Paid-on-Call / Seasonal program	Implemented		
	Eliminate river rescue boat	Implemented		
Redondo Beach, CA	Hiring freeze on all positions	Implemented		
	Merge with Hermosa Beach FD	Pending	1/1/2010	

Redwood, CA	Two years ago, San Carlos pulled out of a joint fire protection arrangement with Belmont after complaining that its annual share of about $7.1 million was too much. By forming their own fire department in October 2011 and contracting with Redwood City to administer it, San Carlos officials expected to save at least $1 million. But by last summer, the city was having trouble maintaining a full staff, purportedly because it lowered firefighters' salaries to save money. Some veteran firefighters quit and it took time to train their replacements, officials said. As a result, San Carlos officials began exploring whether Redwood City would provide the firefighters.		6/22/2013	Palo Alto Daily News
	Layoff 11 positions	Proposed		Mercury News
	Brownout 1 Engine (of 5)	Implemented		
	Considering formation of regional FD including Belmont, Foster City, San Carlos and San Mateo	Proposed	4/26/2011	
	Bid to take over San Carlos' fire service		1/10/2011	Daily News
	Not fill 20 vacant positions	Implemented	7/13/2010	
	Layoff 15 firefighters (of 70)	Implemented		
	Assume fire services for San Carlos	Proposed	5/28/2010	Daily Journal
Rialto, CA	Brownout 1 Station (of 4)	Proposed		S B Sun
Richmond, CA	Brownout 1 Ladder (of 2)	Implemented		
Rincon, CA	Windsor and Rincon Valley formed Central Fire Authority in 2011, part of a "joint powers agreement" that created a new agency overseeing both fire departments. The arrangement, facilitated by the retirement of Windsor's longtime fire chief, created a unified command structure and resulted in other savings by eliminating duplication of staff duties and supplies.	Implemented	3/20/2013	Press Democrat
Riverside County, CA	County to Close Fire Station #43 (Blythe)	Rejected Again	4/29/2011	Friday Flyer
	Reduce FD budget $9.9 million	Proposed		
	Layoff 55 firefighters (of)	Proposed		
	Union concessions valued $1.6 million	Implemented		KPSP
	Charging new fees for services to overcome $4.3 million budget deficit	Proposed	3/22/2011	Press Enterprise
	Close 3 stations (of 92)	Rescinded	1/13/2011	Desert Sun
	Close station in Oasis eff 01-01-2011 - close Engine and add Medic at Mecca station	Rescinded	1/13/2011	
	Close station in El Cerrito and contract fire services to Corona FD	Rescinded	1/13/2011	
	Close station in Blythe and add one position in adjacent Ripley and Blythe Airport stations	Rescinded	1/13/2011	
	Create reserve volunteer program	Implemented	12/8/2010	Associated Press
	Convert 3 stations from career staff to the county's new reserve volunteer program.	Proposed	12/3/2010	Press Enterprise
	Reduce staffing at 6 stations	Proposed		
	Shift state-funded engines to 4 county stations, allowing reductions in county-paid staff	Proposed		Desert Independent
	Layoff 69 firefighters	Proposed		
	Create independent county wide FD	Rescinded	11/30/2010	KESQ

	Reduce FD budget $4.8 million	Proposed		
	202 positions eliminated since 2008	Proposed	11/5/2010	
	Implement cost recovery billing of insurance companies	Proposed		
	Cal Fire management in Sacramento has agreed to help the county by shifting state-funded engines to county stations, allowing reductions in county-paid staff. The moves would take place in the communities of Goodmeadow, Glenoaks, Cherry Valley and Sage.	Proposed		
	Eliminate 28 vacant positions	Implemented		
Rodeo Hercules, CA	Share Fire Chief with Pinole	Implemented	2/9/2013	Oakland Tribune
	Brownout 1 of 2 stations	Implemented	2/9/2013	
	Not fill 8 vacancies of 18 positions	Implemented	2/9/2013	
Rubidoux, CA	Close Ladder	Implemented	5/22/2011	Press Enterprise
	Reduce minimum shift staffing from 7 to 3	Implemented		
Ross, CA	Ross Town merged with Ross Valley		5/5/2012	Marin Independent Journal
Sacramento, CA	Pension concessions in lieu of 44 layoffs		6/13/2012	Scramento Bee
	6% of salary towards pension		01//2012	
	Investigating potential merger with Sacramento Metro FD	Proposed	11/4/2011	KTXL TV
	Contribute 6% towards pension	Implemented	8/8/2011	Bee
	Defer 5% raise due in 2008 to 2013	Implemented	8/8/2011	
	Rotating brownout of 6 Stations (of 23) (may reduce to 4 from SAFER grant)	Implemented	7/5/2011	ABC News 10
	Close Rescue Squad	Implemented	7/5/2011	
	Close 1 Battalion Chief (of 4)	Implemented	7/5/2011	
	Close 1 Haz Mat Company (of 2)	Implemented	7/5/2011	
	Close Rescue Boats	Implemented	7/5/2011	KCRA
	Not filling 46 vacant positions (65 to date)	Implemented	7/5/2011	ABC News 10
	Reduce FD budget $9.1 million	Implemented	5/24/2011	EMS Network
	Maintain 28 companies daily	Proposed	9/20/2010	Post Tribune
	Rotating brownout of 4 Stations (of 23)	Implemented	6/3/2010	Business Journal
	Contract concession - Freeze salaries for 2 1/2 years	Implemented	7/4/2009	
	Layoff 68 firefighters	Rescinded	7/4/2009	KCRA
	Close 1 Engine (of 23)	Proposed	7/4/2009	
	Close 3 Ladders (of 9)	Proposed	7/4/2009	
	FY09/10 Reduce staffing for 17 (of 23) engine companies to 3			Sacramento Bee
	FY09/10 Reduce FD budget 4%	Implemented		Tribune
	Rotating brownouts of three Engines daily (3 of 23)	Implemented	7/1/2009	

	Not fill 15 attrition vacancies	Implemented	7/1/2009	
	Contract concession - 5% salary	Rejected	6/24/2009	KXTV
	Brownout 2 Stations (of 23)	Implemented	6/13/2009	KTXL
	Layoff 50 firefighters	Proposed	5/28/2009	Bee
	Rotating brownouts of two Engines daily (2 of 23)	Implemented	3/1/2009	
	Rotating brownouts of one Engine daily (1 of 23) at nine stations that have an Engine and a Ladder	Implemented	7/1/2008	Sacramento Press
Sacramento Metro FD, CA	Investigating potential merger with Sacramento City FD	Proposed	11/4/2011	KTXL TV
	Reduce salaries 12%	Implemented	7/5/2011	ABC News 10
	Media scrutinizing FD compensation	Implemented	3/13/2011	
	Layoff 24 non sworn Administrative and Support staff members from clerical, fire prevention, finance, facilities, logistics, radio shop and public education divisions	Implemented	8/19/2009	
	Retirement incentive	Implemented		
	Not filling open positions created by retirement	Implemented		
	Reassign 3 EMS Captains, 3 Training Captains, 1 Safety Captain, and 1 Special operations captain to emergency response	Implemented		
	Demoted 18 Captains and 20 Engineers	Implemented		
	13 staff "redirected," or demoted to lower paying positions	Implemented		
	Reduce budget $4.1 million	Implemented		
	Reduce budget $11 million	Proposed		
	Close 3 Engines and Stations (of 43)	Implemented	6/15/2009	
	Contract concession - pay raises	Implemented	5/29/2009	
	Brownout 1 Station	Implemented		Sacramento Bee
Salida, CA	Create Regional Fire Authority with Modesto and Stanislaus County	Implemented	1/12/2011	Modesto Bee
San Bernardino, CA	FD asked to cut $4 million from its budget and rethink protocols, shifting more to a medical focus rather than fires.		11/13/2013	
	Nine new firefighters must be hired or the city risks losing $6.6 million in SAFER grants.		11/12/2013	San Bernardino County Sun
	Staff reduced from 171 to 134 since 2008			
	Considering outsourcing Fire Department to CAL Fire	Proposed	10/21/2013	San Bernardino County Sun
	Eliminated a two-person paramedic squad.	Implemented	4/8/2013	The Sun
	Eliminate 7 vacant firefighter positions	Implemented		
	In bankruptcy		7/1/2012	Inland Valley Daily Bulletin
	Eliminate 13 positions			
	Eliminate 8 vacant positions	Proposed		The Press Enterprise
	Reduce unit staffing from 4 to 3	Implemented		Friday Flyer
	Eliminate 4 firefighter positions (of 178)	Implemented	8/24/2010	The Sun

San Bernardino County, CA	Reduce Engine staffing at 5 stations from 3 to 2	Implemented	7/2/2011	Daily Press
San Bruno, CA	Merger with Central County and Millbrae	Approved	4/12/2011	Daily Journal, Examiner, County Times
San Carlos, CA	Two years ago, San Carlos pulled out of a joint fire protection arrangement with Belmont after complaining that its annual share of about $7.1 million was too much. By forming their own fire department in October 2011 and contracting with Redwood City to administer it, San Carlos officials expected to save at least $1 million. But by last summer, the city was having trouble maintaining a full staff, purportedly because it lowered firefighters' salaries to save money. Some veteran firefighters quit and it took time to train their replacements, officials said. As a result, San Carlos officials began exploring whether Redwood City would provide the firefighters.		6/22/2013	Palo Alto Daily News
	Redwood City currently provides a shared fire chief and other managers to oversee firefighters in San Carlos' two stations. Under the proposed change, San Carlos' firefighters would be absorbed by Redwood City's department and receive the higher pay and benefits its employees get.		2/27/2013	Palo Alto Daily News
	After San Carlos pulled out of its partnership with Belmont in 2011, the city council voted to cut salaries for employees at its new department by 7.5 percent to balance its budget. Citing an improved fiscal picture, the council approved a 2 percent raise in September.			
	Redwood City bids to take over San Carlos' fire service. The three-year proposal calls for two fully-staffed advanced life support companies and reduced costs by reducing the positions of fire chief, three fire battalion chiefs, the fire marshal, two fire inspectors and administrative staff. Those numbers are currently in conflict, with Redwood City estimating no positions to be dropped and the city saying 12.	Implemented	10/1/2011	Bay Area News Group
	Considering stand alone FD with Redwood City	Implemented	10/1/2011	
	Reduce pension benefits from 3% to 2% and raise 50 years to 55	Approved	5/10/2011	
	Reduce vacation and sick time	Implemented		
	Firefighters hired for new San Carlos FD may earn 10% less than current agency	Implemented	5/6/2011	
	Dissolving agreement with Belmont 10/2011	Implemented	4/23/2011	Daily News
	Considering formation of regional FD including Belmont, Foster City, Redwood City, and San Mateo	Rejected	1/15/2011	Daily Journal
	Considering contracting with either State CDFFP or San Mateo for FD services	Rejected	8/5/2010	
	Close 1 station (of 2)	Rejected		Mercury News
	Regionalize training, fire marshal and chief positions and oversight of medical responses	Proposed		KGO-TV
	Outsource fire services to Daly City, Menlo Park, Redwood City, San Mateo or CalFire	Rejected	5/8/2010	Daily Journal
San Diego, CA	City council passes budget resolution which includes a full restoration of all browned-out engines on July 1. The resolution passed by a vote of 7-1.	Implemented	7/1/2011	Union Tribune
	Study recommends 10-27 new stations		2/14/2011	Union Tribune
	Council members complained that San Diego firefighters earn more than their private sector colleagues			
	Bankruptcy for the city of San Diego is openly being discussed.		11/17/2010	KPBS

	Layoff 60 firefighters - Voters rejected Proposition D	Proposed	11/5/2010	Firehouse .com
	Reduce FD budget $7.2 million in FY11/12	Proposed	10/22/2010	10 News
	Brownout 5 additional Engines (of 44)	Proposed		
	Eliminate staffing for seasonal firefighting helicopter	Proposed		
	Reduce salaries 8.5%	Proposed		
	Fire protection consultant found that San Diego needs 11 new fire stations. A past study indicated the city would need to add 22 fire stations to meet national standards.		7/30/2010	East County Magazine
	Reduce FD budget $34.7 million (6%)	Implemented	FY10/11	KFMB TV8
	Cut administrative staff, community-education programs, then fire station and lifeguard services.	Implemented	6/28/2010	
	Not fill 50 vacant positions (construction plan check and lifeguard sections)	Implemented	3/23/2010	Fox 5
	Disband 3 Engines (of 47)	Implemented	2/6/2010	City News Service
	Brownout 10 Engines (of 44) engines from two unit stations daily (effective 02/06/2010)	Implemented	2/26/2010	Union Tribune
San Diego County, CA	Fire protection consultant found that San Diego County needs 3 new fire stations.		7/30/2010	East County Magazine
	Create Joint Powers Agreement consolidated fire agencies in county	Proposed	9/15/2010	KPBS
San Francisco, CA	Firefighters blame chronic understaffing caused by the department's failure to fill 400 vacant positions.		4/25/2013	AP
	Reduce FD budget $6 million	Proposed		Chronicle
	Contract concession - delay wage increases	Proposed		
	Reduce overtime limit from 30% to 20% of regular hours	Proposed	7/4/2011	Examiner
	$436 million shortfall, expecting $80-100 million more due to declining revenue collections and state cuts. Mayor asking city departments for 25 percent cuts.	Proposed	9/20/2010	Post Tribune
	Contract concession - forgo 8% pay raises in lieu of layoffs	Implemented	5/26/2010	Chronicle
	Reduce FD budget $6 million	Proposed	7/6/2009	
	Brownout 2 Engines (of 42)	Implemented	7/1/2009	
	Brownout 1 Ladder (of 18)	Implemented	7/1/2009	
	Close 1 Engine (of 43)	Implemented	7/1/2009	
	Close 1 Station (of 43)	Implemented	6/26/2009	Examiner
	Layoff 173 firefighter positions	Proposed	6/11/2009	Bay City News Service
	Close 12 stations (of 42)	Proposed		
San Gabriel, CA	Increase the Utility User Tax	Implemented	11/00/2008	
San Jose, CA	San Jose hasn't met the county's 911 medical response time target for a single month since summer 2012.	Pending	2/5/2014	Mercury News
	Rehire 13 (of 13) firefighters laid off in 2010 with $15 million SAFER grant	Pending	2/1/2012	
	Rehire 14 (of 27) firefighters laid off in 2010 with $15 million SAFER grant	Implemented	10/1/2011	

	Rehire 22 (of 49) firefighters laid off in 2010 with $15 million SAFER grant	**Implemented**	**8/26/2011**	**Mercury News**
	Brownout 2 Engines (of 31)	**Implemented**	**7/1/2011**	**KCBS**
	Reduce Engine staffing from 5 to 4	**Implemented**	**7/1/2011**	
	Proposed Changes Next Fiscal Year			
	$14 million of cuts to Department	**Proposed**	**FY11/12**	
	Close more engines and another Truck company	**Proposed**	**FY11/12**	
	Reduce staffing on remaining trucks	**Proposed**	**FY11/12**	
	10% of total position costs salary concessions	**Proposed**	**FY11/12**	
	Brownouts	**Proposed**	**FY11/12**	
	Two tier Retirement with new hires getting 401k plan with cost of no more than 14% to City and enrollment in Social Security	**Proposed**	**FY11/12**	
	Increase health care co-pays, deductibles and premiums	**Proposed**	**FY11/12**	
	No automatic Step increases	**Proposed**	**FY11/12**	
	Remove BCs from Union and make them ineligible for Overtime and FLSA pay	**Proposed**	**FY11/12**	
	Changes to retirement, sick leave benefits	**Proposed**	**FY11/12**	
	Reduction of base pay for all employees	**Proposed**	**FY11/12**	
	Freeze step and merit increases until expiration of agreement	**Proposed**	**FY11/12**	
	Future step increases will be based on merit in conjunction with an annual performance appraisal	**Proposed**	**FY11/12**	
	Increases may not be greater than one step per year in the appropriate class and shall not exceed the top step of a classification's range	**Proposed**	**FY11/12**	
	Change steps from 5% to 2.5% and change the number of steps accordingly	**Proposed**	**FY11/12**	
	Eliminate Anti-Terrorism Premium	**Proposed**	**FY11/12**	
	Eliminate Emergency Medical Technician Premium	**Proposed**	**FY11/12**	
	Reduce/Eliminate Uniform Allowance	**Proposed**	**FY11/12**	
	Reduce/Eliminate holiday in lieu pay	**Proposed**	**FY11/12**	
	Increase employee contribution towards lowest priced plan health insurance	**Proposed**	**FY11/12**	
	Increase co-pays for office visits, prescriptions, emergency room and in and out patient procedures	**Proposed**	**FY11/12**	
	Reduce Health and Dental in Lieu	**Proposed**	**FY11/12**	
	No double coverage – employees already receiving other City provided medical benefits are not eligible for in lieu and no simultaneous coverage allowed	**Proposed**	**FY11/12**	
	Reduce Sick Leave Payout	**Proposed**	**FY11/12**	
	No Sick Leave Payout for New Hires	**Proposed**	**FY11/12**	
	Eliminate/modify SRBR	**Proposed**	**FY11/12**	
	Reduce Pension Formula for New Hires	**Proposed**	**FY11/12**	
	Increase Minimum Retirement Age for New Hires	**Proposed**	**FY11/12**	
	Modification to calculation of Final Average Salary for new hires	**Proposed**	**FY11/12**	
	Reduce maximum COLA and tie to CPI for new hires	**Proposed**	**FY11/12**	
	Sharing of pension prior service cost/unfunded liability with employees	**Proposed**	**FY11/12**	
	Reduce Retirement Survivorship benefits	**Proposed**	**FY11/12**	
	Include Retirement - Workers' Compensation Offset	**Proposed**	**FY11/12**	
	Reduce benefit Retiree Health Care for New Hires	**Proposed**	**FY11/12**	
	Phase in to fully pre-fund Retiree Health Care Funding	**Proposed**	**FY11/12**	

	Add contract provision that specifies circumstances when City would provide City Paid Union Release Time	**Proposed**	**FY11/12**	
	Remove Minimum Staffing language from MOA	**Proposed**	**FY11/12**	
	Modify disciplinary Grievance process to limit appeals of step reduction, suspensions, demotions or dismissals to the Civil Service Commission	**Proposed**	**FY11/12**	
	Conform with current City practice that Letters of Reprimand remain in permanent personnel file	**Proposed**	**FY11/12**	
	Eliminate Immediate Arbitration provision	**Proposed**	**FY11/12**	
	Eliminate Consolidated Arbitration provision	**Proposed**	**FY11/12**	
	Calculation of probationary period shall be actual hours worked, excluding paid/unpaid absences and any time spent on modified duty.	**Proposed**	**FY11/12**	
	Layoff 5 firefighters (of 395)	**Proposed**	**5/9/2011**	**KTVU**
	Brownout 1 Ladder (of 8) effective 07/01/2011	**Proposed**		
	Reduce Ladder staffing from 5 to 4	**Proposed**		
	San Jose voters approved a pair of measures aimed at limiting wage and benefit increases for police and firefighters and allowing reduced pensions for new workers and limit the ability of arbitrators to raise the compensation of police and firefighters..	**Approved**	**5/6/2011**	
	Contract concession - 10% salary reduction	**Implemented**	**3/8/2011**	
	Sketching out a worst-case scenario of San Jose's budget meltdown, city officials warned this week that they could lay off as many as 145 firefighters (of 650), slashing close to a quarter of the city's public safety employees.	**Proposed**	**2/18/2011**	
	Manheim said that even if all 11 unions agree to 10 percent concessions in total compensation, which includes salary and benefits, the FD could still lose 82 positions.	**Proposed**		
	Firefighters union rejected an offer by the city to bring back 49 laid off firefighters if they would accept a cut in pay and benefits of almost 9%.	**Implemented**	**8/27/2010**	**Mercury News**
	Consolidated Office of Emergency Services to FD	**Implemented**		
	Two-tier retirement system for new hires, includes reducing wages and benefits by 10%, removing a no-layoffs provision, changing the vesting time, increasing employee contributions and raising the retirement age, in an effort to get rehired 50 firefighters who were laid off on Aug. 1.	**Proposed**	**8/2/2010**	**KLIV**
	Alternate deployment models and staffing schedules	**Implemented**		
	Layoff 49 firefighters (of 744)	**Implemented**	**7/30/2010**	**KRON 4**
	Eliminate 81 positions	**Implemented**		
	Contract concession - 5.25% pay reduction	**Proposed**		
	Increased health care co-pays	**Proposed**		
	Dynamic' plan to redeploy units	**Implemented**	**7/8/2010**	**Community Newspapers**
	Reduce FD budget $15 million (10%)	**Proposed**		
	Contract concession - increase firefighter pension contribution 5%	**Implemented**	**5/18/2010**	
	Close Engine 33	**Rescinded**	**4/14/2010**	
	Layoff 86 firefighters (of 744)	**Proposed**	**3/29/2010**	
	Close 5 Engines (of 34)	**Proposed**	**3/29/2010**	
	Brownout 1 Engine (of 35)	**Rescinded**	**7/1/2009**	
	Convert 1 USAR company (of 3) to a Ladder Company	**Proposed**	**7/1/2009**	
	Eliminate positions, 1 Deputy Chief , 1 Battalion Chief (Communications), 1 Arson Investigator, 1 Admninistrative Secretary	**Implemented**	**7/1/2009**	**Mercury News**
	Reduce 50 Support Paramedics (of 147)	**Implemented**	**7/1/2009**	
	Consolidate Office of Emergency Services to FD	**Implemented**	**7/1/2009**	

	Close 2 stations (of 35)	Rescinded	7/1/2009	
	Reduce Airport staffing from 6 to 4	Implemented	8/1/2010	Oroville Mercury Register
	Close 1 Stations (of 35)	Implemented	8/1/2010	KCBS
	Close 4 Engines (of 34)	Implemented	8/1/2010	
	Close 1 Ladder (of 9)	Implemented	8/1/2010	
	Eliminate all but 10 Support Paramedic	Implemented		
	Eliminated 3 civilian clerical jobs	Implemented		
San Leandro, CA	Layoff 9 firefighters	Proposed	7/10/2010	Inside Bay Area
San Mateo, CA	Assume fire services for San Carlos	Proposed	5/8/2010	Daily Journal
	Considering formation of regional FD including Belmont, Foster City, Redwood City, San Carlos, and San Mateo	Proposed	5/8/2010	
San Mateo County, CA	The county estimates saving $300,000 from sharing command, staff, training and advanced life support. Another $350,000 in savings could come from transferring two of the three Cal Fire staff to Station 16 in San Carlos to operate a “quick attack” vehicle.		2/11/2011	Daily News
	San Mateo County could save up to $650,000 annually by partnering with San Carlos for fire service through a longer work week, shared equipment and salary freezes, according to a contract proposal released Friday.		1/15/2011	Durand Daily Journal
San Miguel, CA	Close one additional engine company (1 of 7)	Implemented	11/1/2011	
	Tax increase	Proposed		
	Reduce Engine minimum staffing from 3 to 2	Proposed	10/20/2011	
	Close Ladder	Rescinded	7/22/2010	
	Eliminate 1 training and 1 prevention position	Implemented	7/1/2009	
	Close one engine company (1 of 8)	Implemented	7/1/2009	
	Reduce FD budget 8%	Proposed		
	Freeze hiring and promotions (4 vacancies)	Implemented	7/1/2008	East County Magazine
	Contract concession - retirement benefit, salary, overtime	Implemented		
San Rafael, CA	Consolidate personnel with Corte Madera, Larkspur, and Southern Marin	Proposed	3/24/2011	Independent Journal
Santa Ana, CA	FD disbanded and contracted out to Orange County Fire Authority effective 04/20/2012	Implemented	3/6/2012	Los Angeles Times
	Daily fire station staffing will drop from 63 to 48. By contracting with the fire authority, the city gets out of its current labor contract with firefighters, which required higher staffing levels on engines than the fire authority plans to use.	Implemented	3/6/2012	
	All 192 SAFD personnel including dispatchers, fire prevention, fire marshals and 12 non-sworn personnel are being included in the move. "In anticipation of the outsourcing possibility, Orange County left 45 vacant positions open so they could be absorbed."			

	The city will pay about $33.7 million to the OCFA in the first year of an eight-year agreement. The city expects to save between $8.7 million and $10 million per year. The savings would come partly from reducing the number of firefighters on duty at any one time from a current minimum of 63 to 48.		2/24/2012	Firehouse .com
	As part of the move, the city will seek a private provider of ambulance services.			
	Contract services to Orange County Fire Authority, 206 employes transferred to new agency retain 10 stations, reduce minimum shift staffing from 63 to 48	Proposed	12/5/2011	
Santa Barbara, CA	Brownout 1 Station (of 8)	Implemented	7/1/2010	Noozhawk
	Reduce pay 5.5% for 2 years in lieu of closing 1 station and to maintain staffing levels		10/7/2010	Independent
	Reduce FD budget $908,000 (4.7%)	Proposed	5/27/2009	Noozhawk
	Not fill vacant positions	Proposed		
Santa Clara, CA	City employees are being told to accept pay cuts or layoffs. The cuts being demanded are either a 5.15 percent salary cut or 12 days of unpaid leave, and they are also being told to give up a 4.5 percent pay raise that had been scheduled for December. Otherwise, the city plans to lay off 82 people, about 9 percent of its workforce, in January.		11/18/2010	penipress, Santa Clara Weekly
	Close 1 Engine (of 10)	Implemented	10/15/2001	
	Contract concession - salary freeze	Implemented	5/6/2011	Mercury News
Santa Monica, CA	FY08/09 Submit a 3% reduction or revenue increase scenario	Implemented		
	FY09/10 Submit a 5% reduction or revenue increase scenario	Proposed		
	Fire Department proposes to return unused CIP funds to accomplish the 3% and 5% reduction scenario requests.	Proposed		
	Hiring freeze for all non-safety employees with the exception on a case by case basis with specific approval from the City Manager.	Implemented		
Santa Rosa, CA	Hire 12 firefighters and open all 10 fire stations full-time with SAFER grant.		10/18/2013	The Press Democrat
	Reduce FD budget $1.3 million	Implemented		Press Democrat
	Contract concession - reduce salaries and fringe benefits in lieu of browning out 1 station	Proposed		
	Close 1 Station (of 11)	Rejected	6/15/2011	
	Close 1 Engine (of 11)	Rejected	6/15/2011	
	Reduce FD budget $645,000	Implemented	6/15/2011	
	Brownout 2 Stations (of 11)	Implemented	7/7/2009	
	Brownout 2 Engines (of 11)	Implemented		
Sausalito, CA	Merge with Southern Marin FPD (already under contract for management services)	Proposed	11/12/2011	
	Contract with Southern Marin FD	Proposed	?/?/2004	Independent Journal
Seaside, CA	Merger with Monterey Peninsula Airport	Proposed	05//2012	Monterey Herald
	Merger with Marina	Rejected	2007	

Shasta College, CA	Disband FD	Proposed	2/16/2009	
Sierra Madre, CA	Close 1 Station (of 2)	Proposed		
Sonoma, CA	City of Sonoma and Valley of the Moon fire departments merged under the joint umbrella of the Sonoma Valley Fire Authority.	Implemented	3/20/2013	Press Democrat
	Proposal would meld the administrative functions of the two departments. Fire services were already consolidated through a 2002 Joint Powers Agreement.	Implemented	2/25/2011	Sonoma Patch
South County Fire Authority, CA	Reduce Engine minimum staffing from 3 to 2	Proposed	3/1/2010	Tracy Press
South San Francisco, CA	Reduce minimum shift staffing from 20 to 19	Implemented	1/1/2009	
	Not filling vacant Deputy Chief position	Implemented	1/1/2009	
	Reduce FD budget 3%	Implemented	1/1/2009	
	Operate Quint apparatus with 2 staff	Implemented	1/1/2009	
	Reduce FD budget 5% by reducing workweek hours for contract staff	Implemented	7/1/2009	
Southern Marin, CA	Annex Sausalito FD	Proposed	3/24/2011	Independent Journal
	Consolidate personnel with Corte Madera, Larkspur, and San Rafael	Proposed		
Stanislaus County CA	The Oakdale Fire Department, Oakdale Fire Protection District and Stanislaus Consolidated Fire Protection District, faced with rising costs and falling revenue, have asked the California Department of Forestry and Fire Protection for a proposal for firefighting services.	Proposed	12/21/2010	Modesto Bee
	Consolidate to regionalize 19 separate FD's	Proposed	6/10/2010	Fire Chief
	City of Oakdale & Oakdale Rural Fire District merged	Implemented	03/?/2010	
	Stanislaus Consolidated Fire Protection District, Modesto, Salida Fire Protection District and the county fire warden's office discussing merger	Proposed		
Stockton, CA	In bankruptcy		7/1/2012	
	Contract concessions - 15% salary decrease, contribute 9% towards pension, no education premium, increased healthcare copay, reduce uniform allowance 50%, raise retirement age to 55, eliminate retirement health care benfits for new hires	Implemented	10/23/2011	
	Layoff 36 firefighters (of)	Implemented	7/2/2011	
	Layoff 48 firefighters (of)	Implemented	7/1/2011	
	Demote 29 officers	Implemented	7/1/2011	
	Close 1 Ladder company (of 3)	Rejected		
	Reduce engine company staffing from 4 to 3	Implemented	7/1/2011	
	Reduce ladder company staffing from 5 to 4	Implemented	7/1/2011	
	Close 1 Engine companies (of 13) effective 06/30/2011	Implemented	7/1/2011	
	Reduce minimum shift staffing from 77 to 51	Implemented	7/1/2011	
	Reduce FD budget $19 million	Implemented	3/23/2011	KXTV 10
	Eliminate responses to non emergencies	Implemented		

	Voters pass Measure H to change the city's charter. Contract disputes between the city and fire department will no longer be settled by an outside arbitrator. It also allows the city to hire a fire chief from outside the department. Currently, a Stockton fire chief must be hired from within.	Passed	11/4/2010	
	The firefighters union filed a lawsuit to have a closed fire station reopened.	Implemented	7/16/2010	Mercury News
	Close 1 Ladder (of 4)	Implemented	6/30/2010	News 10 KXTV
	Contract concessions - reduce salaries and benefits, higher healthcare co-pays and deductibles ($5.7 million) in lieu of 24 layoffs, staffing cuts and company closures	Proposed	6/23/2010	KCRA
	Reduce FD budget $6 million	Proposed	2/11/2009	The Record
	Close 3 companies - deferred by concessions	Deferred	2/11/2009	
	Demote 12 Captains and 12 Engineers	Deferred		
	Layoff 11 firefighters	Deferred		
Suisun, CA	Solano County Grand Jury recommends consolidating the western part of the Suisun Fire Protection District with the Cordelia Fire Protection District, and the eastern part with the Montezuma Fire Protection District.	Proposed	4/28/2013	Times Herald
Sunnyvale, CA	Considering consolidation of administrative functions with Los Altos, Mountain View, and Palo Alto.	Proposed	3/4/2011	Sunnyvale Sun
Temecula, CA	Reduce seasonal staffing from 4 to 3	Implemented	5/22/2011	
Torrance, CA	Reduce budget 2% and 4%	Proposed	FY09/10	
Tulare Co, CA	Brownout 1 Engine (of 38)	Proposed		
Union City, CA	Merged into Alameda County FD	Implemented	3/6/2012	Los Angeles Times
Upland, CA	Two-year pilot program joining administrative staff at the Upland and Montclair fire departments.	Implemented	1/3/2013	Inland Valley Daily Bulletin
Vallejo, CA	Reopen sta 25 (closed 7-19-2010)		1/20/2012	Times Herald
	Out of bankrupcy 2011		//2011	
	Reduce minimum shift staffing from 28 to 21	Implemented		
	Reduce minimum shift staffing from 18 to 15	Implemented	10/29/2010	KQED
	Relying on mutual aid			
	Close two stations (2 of 6)	Implemented	7/19/2010	News 10 KXTV
	Close one additional station (1 of 6)	Implemented	7/1/2009	
	Reopen 1 station with Ladder Company	Implemented	7/1/2009	
	Reduce minimum shift staffing to 18	Implemented	7/1/2009	
	Brownout one additional station (1 of 5)	Proposed	6/30/2009	Times Herald

	Reduce minimum shift staffing from 21 to 18	Proposed		Bay City News
	In bankruptcy 2008		05//2008	
	Close two stations (2 of 8)	Implemented	3/1/2008	Times Herald
Valley of the Moon, CA	City of Sonoma and Valley of the Moon fire departments merged under the joint umbrella of the Sonoma Valley Fire Authority.	Implemented	3/20/2013	Press Democrat
Ventura, CA	So the question of how to keep Ventura Fire Department Station No. 4 open comes up often. In 2014 a three-year partnership between the city and federal government ends, creating a potential funding shortfall.		10/5/2013	Ventura County Star
	One big piece in the funding puzzle could come in the form of another federal grant. The department is applying for a $2.4 million grant that would cover the salaries and benefits for nine firefighters from February 2014 to February 2016.			
	Fire Station No. 4, on Telephone Road in east Ventura, closed in July 2010 amid budget cuts. Fire officials pointed to longer response times as proof the decision was wrong and looked for ways to reopen the station.			
	In January 2012, the department received a $2.3 million grant that paid for two years worth of salaries and benefits in exchange for the city pledging to keep the station open a third year.			
	The city learned it might not be responsible for the third year when it decided to apply for the new grant, City Manager Mark Watkins said.			
	Early estimates based the $1.2 million annual operating cost on the salaries of nine new hires, instead of the higher-paid mix of staff at the station, captains and engineers among them.			
Ventura, CA	Keeping Fire Station 4 open costlier than Ventura officials anticipated		12/18/2012	Ventura County Star
	Last year, the Ventura City Council accepted a $2.3 million federal grant that allowed it to reopen Fire Station 4, an east side station off 8303 Telephone Road that was closed because of budget cuts.			
	But staffing and operating the station as cost significantly more than initially thought — $473,000 from November 2011 to October and an additional estimated $402,000 from November to October 2013. Those costs are attributed to overtime, utilities and equipment, items not covered by the grant.			
	Ventura has six fire stations. Station 4, shut in mid-2010, had been chosen for closure after officials determined it would affect response times for the fewest people.			
	Close 1 station (of 6) effective 07/01/2010	Implemented	10/31/2010	Ventura County Star
	Close 1 Engine (of 6) effective 07/01/2010	Implemented		
	Continue 5% compensation reduction for an additional year	Proposed		
	Reduce FD budget $1.4 million	Proposed		
	Performance for meeting response time goals declines from 40% to 13%			
	Relying on mutual aid			
Ventura Co, CA	Brownout 1 Ladder (of 5)	Implemented		
Vernon, CA	FY09/10 No COLA increase	Proposed		
Visalia, CA	Close 1 CALFire Station	Proposed	5/6/2009	Times Delta
Vista, CA	Close 1 Ambulance (of 4)	Implemented	1/9/2011	Sign On San Diego

	Reduce shift staffing from 27 to 25	Implemented	1/9/2011	North County Times
Watsonville, CA	Contract for services	Proposed	6/5/2011	Santa Cruz Sentinel
	Layoff 4 firefighters in lieu of contract concessions	Proposed		
West Covina, CA	FY09/10 Reduce budget additional 5%	Proposed		West Covina FF Assoc
	Layoff six firefighter paramedics	Proposed		
	Close 1 Medic (of 2)	Proposed	1/1/2011	
	FY08/09 Reduce budget 5%	Implemented		
	Eliminated four positions (three sworn, one civilian Management Analyst)	Implemented		
	Reduce Fire Inspector to part time	Implemented		
	Reduce shift staffing to 25. Reduce Ladder staffing to 3	Implemented		
	Freeze for all non-essential positions	Implemented		
	Reduce budget additional 5%	Implemented		
	Eliminate 6 positions (of 66)	Proposed	1/1/2011	
	Brownout 1 paramedic engine (of 5)	Implemented	8/12/2010	Valley Tribune
	Brownout 1 medic unit (of 2)	Proposed		
	Close 1 Engine (of 5)	Implemented	7/1/2010	
	Eliminate 9 positions (of 75)	Implemented	7/1/2010	
	Layoff 15 firefighters (of 81)	Proposed	5/18/2010	
	Reduce minimum shift staffing from 25 to 20	Proposed		
	Eliminate 2 FD positions (of 83)	Implemented	FY09/10	
	Eliminate 3 positions (of 78) 3 unfilled	Implemented	FY08/09	
	Eliminate 2 FD positions (of 85)	Implemented	FY08/09	
Windsor, CA	Windsor and Rincon Valley formed Central Fire Authority in 2011, part of a "joint powers agreement" that created a new agency overseeing both fire departments. The arrangement, facilitated by the retirement of Windsor's longtime fire chief, created a unified command structure and resulted in other savings by eliminating duplication of staff duties and supplies.	Implemented	3/20/2013	Press Democrat
Woodland, CA	Layoff 3 firefighters (of 48)	Implemented	6/24/2010	Daily Democrat
	Close 1 Engine (of 4)	Implemented		
Yuba City, CA	Rotating brownouts of all 5 stations for 3 days per month each	Implemented	7/7/2011	Appeal Democrat News10 Net
	Reduce station staffing from 3 to 2			
	Reduce FD budget 10%			

Colorado	Amendment 60 - Reset all mil levys to original values. Cancel all prior voter approved tax increases for funding. This is for EVERY special tax district which includes 2 of the 4 largest fire departments in Colorado. are special tax districts. Cuts up to 48% personnel and resources could result.			
	Amendment 61 - No government borrowing of any sort without voter approval.			
	Proposition 101 - Reduces car registration to 1912 equivalent values. Funds roads, state, and special districts.			
Aurora, CO	Contract concession - reduce future salaries by 5%	Proposed	5/17/2010	Denver News
Basalt, CO	Considering merger with Carbondale to save taxpayers money and increase efficiency by pooling resources.	Proposed	11/30/2010	Post Independent
Carbondale, CO	Considering merger with Basalt to save taxpayers money and increase efficiency by pooling resources.	Proposed	11/30/2010	Post Independent
Colorado Springs, CO	Layoff 35 firefighters (of 456)	Proposed	FY2010	
	Not fill 11 vacant positions	Proposed		
	Close 2 medical squads (of 3)	Proposed		
	Close 1 Rescue Squad (of 2)	Proposed		
	Eliminate vacant promoted positions and associated operating costs $1,017,337	Proposed		
	In 2009, the Fire Department cut five firefighter positions in addition to the fourteen that were cut previously to meet the initial 2009 budget. As a result, the hazardous materials unit was taken out of service as a full-time staffed unit, reducing, by four, the number of personnel needed to staff emergency units daily. The hazardous materials team is now assigned to staff both an engine and the hazardous materials unit. Due to the staffing change, and because there have been no expansions of paramedic service in recent years, there are more positions in the promoted ranks than are currently needed. If these positions are eliminated, the present minimum dailyin the promoted ranks than are currently needed. If these positions are eliminated, the present minimum daily staffing can be maintained with a small, offsetting increase in overtime funds that can be covered within the existing budget.			Independent
	Reduce minimum staffing overtime $200,000	Proposed		
	With the cross-staffing of the hazardous materials unit and reassignments made by the Fire Department to reduce costs, the need for overtime for minimum daily staffing has been reduced. However, this is partially offset by the loss of salary savings from eliminating the vacant line positions proposed above. As a result, $200,000 is the maximum reduction in overtime that can be taken without taking additional units out of service.			
	Eliminate Squad 108 and the associated six firefighter positions and reduce overtime for minimum staffing $511,865	Proposed		
	Eliminating Squad 108 will affect first-due coverage primarily in PEZ 5 and to a lesser degree in PEZ 4. Eight-minute coverage, the percentage of calls to which the Fire Department's first unit arrives within eight minutes of when the call is received, would drop from 90% to 88% in PEZ 5 and from 93% to between 90% and 91% in PEZ 4. City-wide eight-minute coverage would decline approximately 0.8% to 89.7%. Structure fire coverage, the percentage of calls to which three engines and a ladder truck arrive within twelve minutes, would decline due to the work shifted to engine and truck companies. PEZ 6 would see the largest decline in structure fire coverage, from 88% to a little above 87%. More dramatic than changes in coverage will be the increases in workload on nearby companies.			

	The largest workload impacts would be on Engine 8 and Truck 8, which would see annual responses increase from 5,500 and 1,922 to 6,283 and 2,330 respectively. This would mean that Engine 8 would run to more than 17 calls per day on average, responding to a new emergency call approximately every hour and twenty-three minutes. Engine 1 and Truck 1 would also see major increases in responses from 4,583 and 1,649 to 5,141 and 1,916 respectively.			
	Cross-staff heavy rescue with a truck company, eliminating twelve firefighter positions, associated operating, and overtime for minimum staffing $936,731	**Proposed**		
	This would be accomplished by removing Heavy Rescue as a full-time unit and cross-staffing it with a ladder truck; one crew would cover two units. While this change would not have a major impact on first company coverage, the effect on structure fire coverage is significant. Structure fire coverage would decline by more than 5 percentage points in PEZs 7 and 9, and PEZs 3 and 4 are affected to a lesser degree. City-wide structure fire coverage would decline more than 2% to 89.4%. Workload impacts would be felt throughout the system. The companies most impacted will have to cease or curtail inspecting high-risk occupancies, such as multi-family residential properties, where local fire history shows the largest loss of life has occurred.			
	Eliminate Squad 7 and the associated 6 firefighter positions and reduce overtime $572,067	**Proposed**		
	Coverage impacts assume that Squad 108 is eliminated and that Heavy Rescue is cross-staffed. The effect on first response of eliminating Squad 7 would be felt primarily in PEZ 8, where eight-minute coverage would drop from above 91% to about 88.5%. Engine 7's workload would more than double, from 2,413 estimated responses before any budget reductions to 5,510 responses: an increase of 3,097 responses. The effect on structure fire coverage is primarily in PEZ 9, where it will drop by a full percentage point due to the increase in workload on firefighting units.			
	Reduce FD budget $3.2 million (2.2%)	**Proposed**	**10/1/2009**	**KRDO**
Denver, CO	**Maintain unit staffing at 4 and maintain all support services**	**Proposed**		
	Delay June recruit class	**Proposed**		
	Ambulance dispatch proposal	**Proposed**		
	Fund Sundgren lawsuit	**Proposed**		
	Maintain budget transparency	**Proposed**		
	No additional concessions to be sought	**Proposed**		
	$120 million shortfall, layoffs of 80 positions & early retirement of 322 city employees	**Proposed**	**9/20/2010**	**Post Tribune**
	Defer 1% Post-Employment Health Plan Contribution	**Proposed**	**FY10/11**	
	Defer 2009 Uniform Maintenance ($450 per member).	**Proposed**	**FY10/11**	
	Defer 8 hour birthday pay	**Proposed**	**FY10/11**	
	Deposit additional 52 hours annual sick leave	**Proposed**	**FY10/11**	
	Reduce FD budget $9 million	**Proposed**	**8/1/2009**	
	Close 4 companies	**Proposed**		
	Eliminate 7 chief positions	**Proposed**		
	Layoff 66 firefighter positions	**Proposed**		
	Defer 1% Post-Employment Health Plan Contribution	**Proposed**	**FY09/10**	
	Defer 2009 Uniform Maintenance ($450 per member).	**Proposed**	**FY09/10**	
	Defer 8 hour birthday pay	**Proposed**	**FY09/10**	
	Deposit additional 52 hours annual sick leave	**Proposed**	**FY09/10**	
	Reduce full responses by 1 Ladder (from 2)	**Proposed**		

Eagle, CO	Considering merger with Gypsum to save taxpayers money and increase efficiency by pooling resources.	Proposed	11/30/2010	Post Independent
Glenwood Springs, CO	Glenwood Springs, New Castle, Rifle, Silt and West Garfield County fire districts may reorganize as a regional fire authority. The departments have since signed an Automatic Aid Agreement, allowing them to "share resources and personnel based upon actual or anticipated response needs.	Proposed	11/30/2010	Post Independent
Greeley, CO	Cancels automatic aid to some communities	Proposed		Tribune
Gypsum, CO	Considering merger with Eagle to save taxpayers money and increase efficiency by pooling resources.	Proposed	11/30/2010	Post Independent
Mountain View, CO	Close 1 station (of 6)	Proposed	10/26/2008	Denver Post
New Castle, CO	Glenwood Springs, New Castle, Rifle, Silt and West Garfield County fire districts may reorganize as a regional fire authority. The departments have since signed an Automatic Aid Agreement, allowing them to "share resources and personnel based upon actual or anticipated response needs.	Proposed	11/30/2010	Post Independent
Pagosa, CO	FY08/09 Reduce adopted Fire Department budget 2.65%	Implemented		
Rifle, CO	Glenwood Springs, New Castle, Rifle, Silt and West Garfield County fire districts may reorganize as a regional fire authority. The departments have since signed an Automatic Aid Agreement, allowing them to "share resources and personnel based upon actual or anticipated response needs.	Proposed	11/30/2010	Post Independent
Sheridan, CO	Disband FD and contract with Denver	Implemented	9/1/2010	
	Contract concessions - No step raises, 48 furlough hours, pay cuts	Proposed	7/2/2009	CBS4 Denver
Silt, CO	Glenwood Springs, New Castle, Rifle, Silt and West Garfield County fire districts may reorganize as a regional fire authority. The departments have since signed an Automatic Aid Agreement, allowing them to "share resources and personnel based upon actual or anticipated response needs.	Proposed	11/30/2010	Post Independent
West Garfield County, CO	Glenwood Springs, New Castle, Rifle, Silt and West Garfield County fire districts may reorganize as a regional fire authority. The departments have since signed an Automatic Aid Agreement, allowing them to "share resources and personnel based upon actual or anticipated response needs.	Proposed	11/30/2010	Post Independent
Connecticut State	Close CT Valley Hospital FD	Implemented	5/7/2011	Courant
	Layoff 3 firefighter positions (of 3)	Implemented		
Belltown, CT	Merger with Long Ridge, Springdale, and Turn of River to form one department	Accepted	6/3/2011	Advocate
Bridgeport, CT	Close 1 Engine (of 9)	Proposed		

	Close 1 Engine (of 10)	Implemented	10/14/2005	
Bristol, CT	Non emergency apparatus movement curtailed (inspections (surveys), driver training, food runs, or public events)	Implemented		
	All purchasing suspended	Implemented		
Danbury, CT	Mayor rejected a $2.1 million SAFER grant to hire 14 firefighters because the "legacy" costs under the fire department's old contract would be too expensive.		2/10/2012	Newstimes.com
Glenbrook, CT	Merge with Stamford	Implemented	7/1/2007	
Groton, CT	Close 1 Station of 2 in Poquonnock Bridge	Proposed	6/24/2013	The Day
Hartford, CT	Layoff four non uniform support staff	Implemented	8/1/2008	
Long Ridge, CT	Merger with Belltown, Springdale, and Turn of River to form one department	Accepted	6/3/2011	Advocate
Manchester, CT	Reduce Engine staffing from 4 to 3			
Meriden, CT	Close 1 Station (of 5)	Rescinded again	//2013	
	Close 1 Engine of 5	Rescinded again	//2013	
	Eliminate 1 Captain, 1 Lieutenant, 2 Firefighters, by attrition, save $260,000 salary and $360,000 overtime	Proposed	7/1/2009	
	Concession - 38 hours pay to keep station open	Implemented	5/5/2009	
	Close 1 Station (of 5)	Rescinded	5/4/2009	Record Journal
	Close 1 Engine (of 5)	Rescinded		
New Britain, CT	Reduce minimum Engine staffing from 4 to 3	Implemented	7/1/2011	
	Eliminate 12 firefighter positions by attrition	Implemented	7/1/2011	
	Close 1 (of 9) companies	Implemented	3/1/2010	
	Close Rescue (permanently)	Implemented	3/28/2010	
New Haven, CT	Billing for emergency responses	Proposed		
	Close 1 Engine (of 10) to create 2 EMS units	Pending	1/1/2011	
New London, CT	Contract agreement would save the 25 jobs and includes extending the firefighters' contract by three years with 2% raises in 2013, 2014 and 2015. The agreement also would reduce mandatory staffing levels from 18 to 16 per shift and would eliminate a 2¼% raise in July and a 2% raise in January. The workforce also would be cut by nine positions as they become vacant.	Proposed	6/13/2012	The Day
	Layoff 25 firefighters of 75 effective 7-1-2012	Rescinded	5/18/2012	Hartford Courant
	Reduce shift staffing by 1 (of 18)	Implemented	8/13/2009	WFSB

	Brownout 1 Ladder (of 2)	Implemented		
Springdale, CT	Merger with Belltown, Long Ridge and Turn of River to form one department	Accepted	6/3/2011	Advocate
Stamford, CT	Referendum question asked voters whether the city should revise its charter to create a combined fire department -- with a single fire chief and fire marshal -- encompassing both career and volunteer firefighters. The charter revision also created two assistant fire chief positions, one for career services and one for volunteer services.	Approved	11/7/2012	Stamford Advocate
	Mayor's five-year, $42.3 million fire services plan would consolidate four of five independent volunteer fire departments into a single organization called the Stamford Volunteer Fire Department.			
Stamford, CT	Consolidate 1 career & 5 VFDs	Rejected	2/20/2010	Advocate
	Reduce budgets of volunteer fire companies	Implemented		The Hour
	New Hope FC of Glenbrook - career staffed engine	Implemented	7/1/2007	
	Springdale FC - career staffed engine	Implemented	7/1/2008	
	Turn of the River FC - two career staffed engines, closed one volunteer station	Implemented	7/1/2008	
Thompsonville, CT	Reduce minimum shift staffing from 4 to 3	Implemented	7/22/2010	
	Eliminate overtime for minimum shift staffing	Implemented		
	Rely on mutual aid for staffing minimums	Implemented		
	Lay off 5 (of 18) firefighters	Rescinded	10/6/2009	Hartford Courant
Turn of River, CT	Merger with Belltown, Long Ridge, and Springdale to form one department	Accepted	6/3/2011	Advocate
Waterbury, CT	Close 1 Engine (of 9)	Implemented	7/1/2009	
	Layoff 16 firefighter positions	Proposed		
	Close 1 Engine (of 8)	Proposed	6/4/2010	Yeshiva World News
	Close Rescue Squad and combine with Engine	Implemented	2/28/2011	
West Hartford, CT	Close one station (1 of 5)	Rescinded	7/1/2009	
West Haven, CT	Allingtown dissolves fire tax district, merged with Center District		1/13/2012 & 12/18/2011	New Haven Register
West Shore, CT	Eliminate 5 part-time firefighters for a savings of $20,000 annually	Proposed	7/22/2013	New Haven Register
West Stafford, CT	Funding reduced to 2007 Levels	Implemented		
Westport, CT	Reject $1.2 million SAFER grant to hire 8 firefighters contingent upon contract concessions	Implemented	7/7/2010	Westport Now

Dover, DE	All city employees to take 12 unpaid furlough days & the deferral of capital improvements	Implemented	9/20/2010	Post Tribune
New Castle County, DE	Layoff 9 paramedic trainees	Implemented	04/?/2009	
Wilmington, DE	Rehire 14 firefighters with SAFER grant	Implemented	7/10/2011	
	Layoff 17 firefighters (of 164)	Implemented	1/1/2011	
	Close Rescue	Implemented	1/1/2011	
	Layoff 1 firefighter	Implemented	11/11/2010	Delaware On Line
	Brownout 1 Engine (of 6)	Implemented	10/1/2009	
	Brownout one company (of 9)	Implemented	7/1/2009	
	Reduce salaries 5%	Rejected		
	Not fill vacant positions	Proposed		
	Layoff 8 firefighters (of 173)	Implemented	7/1/2009	
	Contract concessions - no salary and step increases for one year	Rejected	6/17/2009	News Journal
Washington, DC	D.C. Fire Chief disclosed plans to shuffle resources, meaning fewer ambulances will be in service overnight. The plan, introduced last month by the D.C. Fire Chief would pull paramedics from 14 ambulances between 1 and 7 a.m. and instead have them available for calls during busier hours from 7 a.m. to 11 p.m. Paramedics' shifts would be staggered, increasing the number of ambulances able to provide advanced life support during the afternoon hours, when fire officials say call volume is highest.	Proposed	11/13/2012	WUSA9
	Eliminate 24 hour shifts			
	Paramedics are reportedly leaving D.C. Fire and EMS at such a high rate that the department is facing a critical shortage. WTTG-TV has reported that on many days, the department is unable to fill all of its 14 paramedic-staffed ambulances that are supposed to be in service around the clock. While EMTs account for a majority of the department's EMS responders, it is 100 paramedics short of filling all of its slots. Engine companies are being taken out of service in order to run medical calls. Fire Chief told the news station that the city doesn't have a paramedic shortage.		11/6/2012	WTTG-TV
	Rotating closures of fire and EMS units due to staffing shortages	Implemented	6/23/2012	IAFF 36
	Not fill 130 frozen positions	Proposed		Examiner
	Close stations and units	Proposed		9 News
	Brownout stations and units	Proposed		
	Eliminate 80 positions	Proposed		
	Reduce total staff by 20% 475 of 1,625)	Proposed	11/30/2011	WTOP
	Establish 12 hour shifts, 3 shift schedule	Proposed	11/30/2011	
	Reduce overtime	Implemented	10/5/2011	Times
Florida Dept of Children & Families	Disband FD (18 firefighters reassigned)	Proposed	5/6/2010	WCTV
Bayshore, FL	Minimum shift staffing reduced from 4 to 3	Implemented		

	Contract concession - salary freeze	Implemented		
	Contract concession - Holiday comp time in lieu of holiday pay (12 hours per holiday)	Implemented		
Bellaire Bluffs, FL	FD merged with Largo FD	Implemented	10/1/2009	Saint Petersburg Times
	Terminate Fire Chief	Implemented	8/6/2009	
Big Corkscrew Island, FL	Tax revenue reduced 25%	Implemented	6/13/2011	Daily News
	Layoff 3 firefighters (of)	Implemented	8/11/2010	WINK
	Reduce FD budget 31%	Implemented		
	Rehire 3 laid off firefighters with SAFER grant	Implemented		
Boca Raton, FL	Eliminate 1 Deputy Chief (of 2) and Assistant Chief (both allowed to retire)	Implemented	10/1/2010	
Bonita Springs, FL	Early retirement for 13 officers, firefighters, and staff	Implemented		
	Reduce minimum shift staffing by 3	Implemented		
	Reduce overtime 90%	Implemented		
	Reassign to inspectors to suppression	Implemented		
	Eliminate some administrative staff positions	Implemented		
	Downgrade 1 HR staff position	Implemented		
	Replace 1 Engine (4 staff) with 1 Light Rescue (2 staff)	Implemented		
	Reduce FD budget 10%	Proposed	//2010	
	Reduce FD budget 30%	Implemented	2008 & 2009	
Boynton Beach, FL	Close 1 Station of 4	Proposed	9/3/2012	Palm Beach Post
	Brownout 1 Engine of 4		10//2011	
	Eliminate 6 firefighter positions		10//2011	
Broward County, FL	Eliminate 9 of 68 positions at Fort Lauderdale Hollywood International Airport	Implemented	3/27/2010	Sun Sentinel
Cape Coral, FL	Brownouts suspended due to increased response times and reduced availability	Suspended	5/12/2011	Daily Breeze
	Brownout 1 Engine company (of 10) (2 already browned out)	Proposed	4/12/2011	WZVN
	Reduce Engine staffing from 3 to 2	Proposed		
	Brownout 1 unit daily	Implemented	3/1/2011	
	Brownout up to 3 units daily	Implemented	1/1/2011	
	Reduce overtime and brownout more units	Proposed	7/15/2010	NBC2
	Contract concession - freeze pay	Implemented		WINK TV
	Brownout up to 4 units daily	Implemented	7/14/2010	WZVN

	Reduce FD budget $450,000	Implemented		
	Reduce FD & PD budgets $4 million	Proposed	9/4/2010	News Press
Casselberry, FL	Eliminate 3 firefighter, 1 clerical, 1 Deputy Chief, 1 Support Services Battalion Chief, 1 Fire Inspector and 1 EMS Billing Clerk positions (of 42)	Implemented	2/1/2010	
	Eliminate most of training budget	Implemented		
Citrus County, FL	Consolidate FD with Sheriff Office into Public Safety Department	Proposed		
Clay County, FL	Since its inception, Clay's department has used trained "auxiliaries" in addition to career firefighters. There are currently 122 volunteers helping more than 200 career employees.	Implemented	9/25/2012	Florida Times Union
Clearwater, FL	Not fill vacancies by attrition		9/1/2010	St Petersburg Times
	Close 1 Rescue unit (of 7)			
Coconut Creek, FL	Merger of Coconut Creek, Coral Springs, Margate, and Parkland into one regional service. Coral Springs currently provides services to Parkland and Margate contracts with Coconut Creek. Presently, In the two departments that serve four cities, there are three fire chiefs, three fire prevention bureaus and two separate training divisions	Proposed	12/23/2011	Sun Sentinel
Collier County, FL	In 2010, more than 72% of Collier voters said in a nonbinding straw ballot they would support merging the seven Collier fire districts into one provided it was more efficient and led to better use of tax dollars.		4/9/2013	
	Collier rural fire districts hammered by property value decline, future 'dire'		6/13/2011	Daily News
Coral Springs, FL	Merger of Coconut Creek, Coral Springs, Margate, and Parkland into one regional service. Coral Springs currently provides services to Parkland and Margate contracts with Coconut Creek. Presently, In the two departments that serve four cities, there are three fire chiefs, three fire prevention bureaus and two separate training divisions	Proposed	12/23/2011	Sun Sentinel
Daytona Beach, FL	Curtail providing mutual aid due to staffing reductions in county FD	Implemented	3/16/2010	News Journal
Deerfield Beach, FL	Merging with Broward County, employees transfer to county	Implemented	10/1/2011	
	Reduce FD budget $2 million	Implemented	5/25/2010	Sun Sentinel
	Layoffs	Proposed		
	Not filling 5 vacant positions	Implemented		
Deland, FL	Cuts but no layoffs	Proposed	5/25/2010	
Delray Beach, FL	City rejects new tax assessment to support fire department		1/19/2012	Sun Sentinel

	Hire 4 firefighters with $600,000 SAFER grant	Implemented	12/1/2011	
	More part-time fiefighters	Proposed		
	Reduce ambulance on duty by 50% nights and weekends per ICMA report	Proposed	10/25/2011	
Dunedin, FL	Eliminate benefits	Proposed		
East Naples, FL	Consolidate with Isles of Capri fire districts		5/28/2013	Naple News
	Functional consolidation with Golden Gate FD	Implemented	4/24/2013	Naple News
	Rehire 5 (of 9) laid off firefighters	Implemented	12/13/20111	
	Layoff 9 firefighters and 1 prevention inspector (of 59)	Implemented	10/30/2011	m marco news
	Contract concession - pay cut 14-17%, copay health insurance	Implemented	10/30/2011	NBC2
	Reduce minimum shift staffing from 20 to number working	Implemented	10/30/2011	
	Brownout 1 Station (of 5)	Implemented	10/30/2011	
	Billing for services	Implemented	10/30/2011	
	Furloughs - one shift per month	Implemented	7/1/2011	WZVN 7
	FD revenue decreased $2.1 million	Implemented	6/13/2011	Daily News
Englewood, FL	Reduce FD budget 10%	Proposed	8/11/2009	Sarasota Herald Tribune
Estero, FL	Not filling 5 vacant administrative positions	Implemented		
Eustis, FL	Considering consolidation with Mount Dora and Tavares	Proposed		
Fort Myers, FL	Close 1 (of 6) stations	Proposed		
	Not fill 4 vacant firefighter positions	Implemented		
	Discretionary response to calls	Implemented	9/24/2009	News Press
	Layoff 17 firefighters (of 94), 4 Inspectors, 1 Operations Chief, and 1 Secretary	Implemented	9/23/2009	WINK News
	Layoff 32 (of 126) firefighters	Implemented	9/1/2009	NBC2
	Close 2 EMS Rescues (of 3)	Implemented		
	Close 1 Ladder (of 2)	Implemented		
	Prioritize calls	Implemented		
Fort Myers Beach, FL	Close 1 Station (of 2)	Proposed		Lehigh Acres Citizen
	Close 1 (of 3) stations	Implemented		WZVN
	Layoff 6 (of 52) firefighters	Implemented	9/8/2009	
	Reduce FD budget $1.4 million	Proposed		
	Contract concessions: Raise, COLA, seniority, severance package	Proposed		

	Reduce minimum staffing	Proposed		
Fort Walton Beach, FL	Eliminate 3 battalion chief positions	Rejected	6/1/2010	Daily News
Gainesville, FL	Reduce FD budget $2 million	Proposed	7/1/2010	Gainesville .com
	Layoff 11 firefighters (of)	Proposed		
Golden Gate, FL	Consolidation with East Napes fire district	Implemented	4/24/2013	Naple News
	Postpone equipment replacement	Implemented		
	Hiring freeze	Implemented		
	Eliminate overtime	Implemented		
	Benefits reductions	Implemented		
	Contract concessions - no pay increases for 3 years, no longevity pay, no COLA, reduced benefits	Proposed		
	Close 2 Stations (of 4)	Proposed		
	Layoff 21 firefighters (of 68)	Proposed		
	FD revenue reduced 23%	Implemented	6/13/2011	Daily News
	Seeking tax rate increase	Proposed	5/12/2009	
	Close 1 or 2 stations (of 4)	Rescinded		
Hernando County, FL	Looking to consolidate all FD's into one	Proposed	12/2/2012	Hernando Today
Hialeah, FL	Contract concessions valued $4-6 million avert layoffs - pay cuts, 5% increase contribution towards health care premiums, 7 furlough days, no holiday pay for one year, reduced tuition reimbursement	Implemented	12/1/2011	
	Layoff 105 firefighters (of 266) or $4 million in concessions - Layoff 14 firefighters, 9 trainees, and eliminate 12 vacancies effective 10/01/2011 (of 266), Layoff 35 firefighters, effective 12/01/2011, Layoff 35 firefighters, effective 03/01/2012	Averted	9/16/2011	
	City ordered to rehire laid-off firefighters	Implemented	4/28/2011	
	Eliminate 4% paramedic premium pay	Implemented		
	Layoff 17 firefighters including 3 captains, 8 lieutenants, & 3 district chiefs participating in deferred retirement option program (DROP)	Implemented	12/2/2010	
	Contract concession - Reduce base pay 7%, freeze pay raises, change benefits and holiday pay for birthdays	Proposed	11/23/2010	
	Furloughs of firefighters equal to $4.4 million	Implemented	9/24/2010	Miami Herald
Hillsborough County, FL	Hillsborough County Commission has allocated $5.2 million to add 78 paid staff positions that will replace the 150 remaining volunteers working under Hillsborough County Fire Rescue.		12/12/2012	Tampa Tribune
	"Prior to the end of September, we had six stations primarily staffed with volunteers," including one in Seffner, North Brandon, Dover-Turkey Creek and Bloomingdale, County Fire-Rescue Chief Ron Rogers said.			Tampa Bay Times
	The Bloomingdale fire station and one in Lutz, which each still have volunteers manning the stations at night and on weekends, will be completely staffed by the county come Jan. 1.			
Hollywood, FL	Merger with county	Proposed	10/1/2011	
	Reduce salaries 12.5%	Implemented	6/1/2011	

	Not filling 22 vacant positions	Implemented		
	Browning out Ladder companies (3)	Implemented		
	Reducing staffing on Engines	Implemented		
	Eliminate overtime	Implemented		
	Contract concessions - 5 furlough days, next cost of living increase, some holiday pay, uniform services, and $250 pay allotment	Proposed		Miami Herald
	Eliminate 18 firefighter and 2 chief positions	Proposed		
	Layoff 26 firefighters (of)	Implemented	9/17/2010	
	City commission declared a "financial emergency, earlier this month, allowing it to unilaterally re-open union contracts.	Implemented		Sun Sentinel
Immokalee, FL	Layoff 6 firefighters (5 will transfer to Collier County EMS, 1 will transfer to Isle of Capris FD) and 1 firefighter buyout	Implemented	6/21/2011	
	Layoff 10 firefighters or 10-15% pay cut	Proposed		
	Contract fire inspections to Big Corkscrew Island	Proposed		
	FD revenue decreased 17%	Implemented	6/13/2011	
	Reduce minimum shift staffing to 5	Implemented	5/28/2011	
	Eliminate Fire Chief	Implemented	5/21/2011	Daily News
	Eliminate 6 firefighter positions (of 21) and 2 staff (of 7)	Implemented	5/21/2011	
	Close 1 Station (of 3)	Implemented	5/21/2011	
	Close 1 Engine (of 3)	Implemented	5/21/2011	
Iona McGregor, FL	Layoff 2 (of 3) Fire Prevention Inspectors and 1 Assistant Fire Marshal	Implemented		
	Reduce services	Implemented	8/26/2010	
Isles of Capris, FL	Consolidate with East Naples fire district	Implemented	5/28/2013	Naple News
Indian River, FL	Contract concession - Eliminate longevity raises	Proposed	7/21/2009	
Jacksonville, FL	Given a fire department budget "that will not work," as described by the council auditor, the City Council Finance Committee on Friday provided a tentative $12.6 million funding boost to the department for fiscal 2013-14.		8/19/2013	Daily Record
	Stations No. 11, 12 and 14, each slated to be closed in Brown's budget, were still scheduled to be closed Oct. 1.			
	Cross staff fire and EMS units	Proposed	10/22/2012	Florida Time Union
	Close 4 Stations of 56			
	Close 10 fire companies of 69			WTEV 47
	Reduce FD budget $7 million (Down from $12 million)			WAWS 30
	The contract, approved by 73 percent of the voting membership, preserves the 2 percent pay cut members agreed to three years ago. In return, the city promises that it will not demote or lay off firefighters save for cause.	Implemented	9/27/2012	Florida Times Union
	There used to be multiple departments using volunteers in Duval County before consolidation in the 1960s, and most auxiliaries classified as staff were phased out under Jacksonville Fire and Rescue. Jacksonville still utilizes about 80 volunteers, but unlike the volunteers in Clay and Jacksonville Beach, they are not classified as staff.		9/25/2012	Florida Times Union

	Reduce pay 2%, 5% contribution for health insurance	Proposed	9/27/2010	WOKV TV
	Layoff 15 positions including 14 rookie firefighters and 1 civilian	Rescinded		
	Increase retirement eligibility from 20 to 25 years	Proposed		
	Maintain 10 firefighter positions to maintain adequate coverage without increased use of overtime	Proposed	9/24/2010	First Coast News
	Note: Net position reductions within JFRD is 29 FTE and 14 part-time positions.	Proposed		
	Layoff 29 recruit firefighters	Proposed	5/13/2010	
	Relocate two EMS units to keep stations open	Proposed		
	Eliminate 29 full-time positions and 14 part-time employees (all are currently filled)	Proposed		
	Remove the engine company from Station 12 and replace it with a rescue unit currently at Station 13	Proposed		
	Remove the engine company from Station 14 and replace it with a rescue unit currently at Station 23	Proposed		
	2009/2010 JFRD Operational Changes and Costs Reductions	Proposed		
	Remove engine company from Station 14 and replace with rescue unit	Proposed		
	Rescue unit will be relocated from Station 23	Proposed		
	Station 23 will retain it's engine company	Proposed		
	Will result in elimination of 11 positions	Proposed		
	Eliminate 6 firefighter positions by reducing minimum staffing requirement for Engines 16 and 54 from 4 personnel to 3 personnel	Proposed		
	All other engine companies currently operate with a minimum staffing requirement of 3	Proposed		
	Eliminate chief of fire prevention, 1 rescue Lieutenant and 1 suppression captain at training facility, 1 captain and 1 firefighter in recruiting, 14 part-time positions in cadet program, 3 District 9 chief positions (one per shift), remaining 8 district chiefs will redistribute territories, 3 safety captain positions (one per shift), each shift will still operate with 1 safety captains, 1 uniformed firefighter position at fire museum and replace with civilian	Proposed		
	Eliminate printing of On Scene magazine	Proposed		
	Layoff 40 firefighters (of) pending contract concessions	Proposed	4/4/2010	News4Jax
	Not fill 13 vacant positions	Proposed		
	Close 4 Engines (of 56)	Proposed	4/1/2010	
	Reduce FD budget $4.8 million	Proposed		
	Contract concessions - 3% salary cut or 1 year pay freeze, freeze tenure- based raises, larger health insurance copay	Proposed		
	Close 3 Stations (of 56)	Proposed	8/18/2009	Firefighter Hourly
	Reduce Engine staffing from 4 to 3	Implemented		
	Reduce Administrative staff	Proposed		
	Reduce salaries and operating costs 3%	Proposed		
	Close 2 Stations (of 56)	Proposed	7/14/2009	Times Union
Jacksonville Beach, FL	Auxiliary program to utilize 6 to 8 volunteers to help offset overtime costs	Implemented	9/25/2012	Florida Times Union
Lake County, FL	Discuss automatic between county and 12 independent city FD's within the county	Proposed	12/10/2010	Orlando Sentinel

Lake Worth, FL	Fire assessment fee to pay for fire fighter pensions	Proposed	5/17/2011	Palm Beach Post
Lauderdale Lakes, FL	Broward County removing 1 Ladder for non payment of fees	Implemented	11/13/2010	Sun Sentinel
	Broward County removing 12 firefighters for non payment of fees	Implemented		
Leesburg, FL	Eliminated Inspection division	Implemented		
	No minimum staffing taking units out of service	Implemented		
	Brownout stations	Implemented		
	Layoff 4 firefighters	Proposed		
	Not fill 3 vacant positions	Implemented		
Lehigh Acres, FL	Reduce FD budget $900,000	Implemented	2/10/2010	
	Additional 20% budget cut forecast	Proposed		
	Eliminate FD ambulance service	Proposed		Lehigh News Star
	Eliminate all admininistrative positions other than the Fire Chief, Fire Marshal, Administrative Assistant, Financial Specialist and Secretary. Eliminate Maintenance Division, Public Information Officer, EMS Division Chief and Logistics Chief.		10/1/2009	
	Not filling vacant positions	Implemented		
	Layoff 37 firefighters (of 107)	Implemented	9/15/2009	
	4 day workweek for HQ on Milwaukee Blvd			
	Close 2 Ambulances (of 5)	Implemented		
	Layoff 2 (of 3) Fire Prevention Inspectors	Implemented		
	Close stations (1 of 5)	Implemented		Breeze News papers
	Restructure investigations call out response	Implemented		
	Reduce number of exterior lights	Implemented		
	Install motion sensitive light switches to reduce electrical consumption	Implemented		
	Reschedule public training courses, ie CPR, CERT, First Aid to eliminate overtime	Implemented		
	Suspend non essential spending	Implemented		
	Taxable property value down 46.9%			
	Reduce minimum suppression unit staff from 3 to 2	Implemented		
	Change work schedules to four 10 hour days			
	Layoff 35 firefighters (of 107) and 4 administrative staff	Implemented	8/18/2009	Firefighter Hourly
	Lay off 9 firefighters (of 109)	Implemented	8/1/2009	
	Close 1 Engine, 1 Tanker, 1 Ladder and Station	Implemented		News Press
	Lay off 12 firefighters (of 121)	Implemented	7/1/2009	
	Reduce minimum shift staffing from 15 to 12	Implemented		
	Close two ambulances (of 5)	Implemented		WBBH - TV
	Reduce budget 12-40%	Implemented		
	Lay off 9 firefighters (of 130) + 2 administrative staff, ultimately 30 firefighters, more next year	Implemented	6/2/2009	

	Layoff 4 firefighters (of 111)	Implemented	6/1/2009	WINK News
	Close 1 Stations (of 5)	Implemented	5/31/2009	The Citizen
Madeira Beach, FL	May merge with Treasure Island to address ISO staffing deficiency	Proposed	12/23/2010	St Petersburg Times
Margate, FL	Merger of Coconut Creek, Coral Springs, Margate, and Parkland into one regional service. Coral Springs currently provides services to Parkland and Margate contracts with Coconut Creek. Presently, In the two departments that serve four cities, there are three fire chiefs, three fire prevention bureaus and two separate training divisions	Proposed	12/23/2011	Sun Sentinel
Marion County, FL	Contract concession - freeze pay 3 years	Implemented	12/2/2011	Star Banner
	Contract concession - elimination of the top rung of that ladder, a 6 percent reduction in the amount paid in what is now the top tier and an overall reduction of 15 percent in the salary schedule that accompanies gains in seniority and proficiency.	Implemented		
	Clause that mandates a pay cut for anyone who is demoted from being dual-certified as a firefighter and paramedic or emergency medical technician to a single certification.	Implemented		
	Close 3 medic rescues - rescinded $11.4 million SAFER grant	Implemented	12/3/2013	CBS Miami
	Layoff 59 firefighters - rescinded $ 11.4 million SAFER grant	Implemented		
	Contract concession - freeze pay for 3 years, 6% reduction of top tier, 15% reduction of salary schedule, pay reduction for certification lapses	Implemented	12/2/2011	
	Contract concession - freeze pay until 10/2011	Implemented	3/1/2011	
	Consolidate FD with Sheriff Office into Public Safety Department	Proposed	11/22/2010	Star Banner
Mascotte, FL	Officials have proposed the same property-tax rate as last year, $9.61 per $1,000 taxable value, because the city has reached its tax-rate cap. Because of declining property values, that tax rate would collect 17 percent less in revenue.	Proposed	9/10/2012	Orlando Sentinel
Miami, FL	Consolidate with County FD	Proposed		Miami Herald
	Reduce salaries 40%	Proposed	9/1/2010	
	Cap pensions at $100,000	Proposed		
	Reduce salaries 5% for those earning $39,000, up to 12% for those earning over $120,000	Proposed	10/1/2010	
	Eliminate college education support to shoe reimbursements	Proposed		
	Yearly pension payouts for anyone not yet vested will max out at $100,000 - effective 09/30/2010	Proposed		
	Employee's pension payout, -- now based on the highest earning two years will adjust to five year average	Proposed		
	Spouses who now collect pension payouts for life if their partner dies would collect for 10 years.	Proposed		
	Pension payout in 2011 is $106 million (25% of the city's entire operating budget. Payout in 2014 would have grown to $146 million.			
	Example, a 55-year-old firefighter with 36 years of service who earned $135,000 in his final year of employment could leave the department with a lump sum payout of $984,000 -- and $133,000 a year for life.			
	Accept salary cuts of 5-12% or "crippling layoffs" are possible.	Proposed	8/11/2010	CBS4
	Declaring ‘financial urgency,’ Miami tells unions to redo contracts	Implemented	8/15/2011	
	Eliminate paid holidays (11)	Proposed		

	Defer equipmant replacement for 1 year	Proposed		
Miami Dade, FL	Brownout 6 Stations of 65	Implemented	7/22/2013	Brooks
	Brownout up to 12 units, overtime budget expended	Implemented		
	Layoff 140 firefighters	Proposed		Local10 .com
	Close 6 units	Proposed		
	Eliminate Venom Response Team	Rescinded	7/21/2009	
Minneola, FL	Officials have proposed decreasing the city tax rate to $6.30 per $1,000 taxable value, while adding a fire-assessment fee of $59 per residence.	Proposed	9/10/2012	Orlando Sentinel
	Layoff 4 firefighters (of 12)	Proposed	7/13/2010	WESH
Mount Dora, FL	Considering consolidation Eustis and Tavares	Proposed		
NASA Kennedy Space Center	Contractor agency looking for 20% paycuts to fire-rescue personnel and to eliminate pension plan	Proposed	7/11/2012	Transport Workers Union
New Smyrna Beach, FL	Not filling 5 vacant positions	Proposed	5/25/2010	
	Layoff 8 firefighter positions	Proposed	5/25/2010	
	Reduce FD budget $500,000	Proposed	5/25/2010	
	Close 1 Station (of 5)	Proposed	5/25/2010	
	Close 1 Engine (of 5)	Proposed	5/25/2010	
North Fort Myers, FL	Layoff 1 (of 3) Fire Prevention Inspectors	Implemented		
North Naples, FL	Reduce FD revenue 9.25% ($2.4 million)	Implemented	6/13/2011	Daily News
North Port, FL	Layoffs (number not specified) and furlough days.	Proposed	7/13/2010	Herald Tribune
Ocala, FL	Consultant Study - Eliminate 23 to 35 FD positions, 1 Engine and 1 Ambulance	Proposed	2/4/2010	Ocala
Orange County, FL	Consolidate City of Orlando and Orange County Fire Departments	Proposed	6/22/2009	Orlano Sentinel
Orlando, FL	Two years ago, Orlando narrowly avoided laying off 46 firefighters thanks to an $8.3 million federal SAFER grant. Knowing the grant money would run out, Chief John Miller got the OK to bring in more revenue by buying a fleet of ambulances and taking over most hospital transports in town.		6/23/2012	Orlando Sentinel
	City FD and County FD merger	Proposed		Sentinel
	Reduce FD budget 12%	Proposed		
	Not fill 26 vacant positions, 1 administrative, 25 unfilled vacancies	Proposed		

	Contract concessions - Forgo first quarter 2010 raises, education expense allowances, uniform allowances and physicals for a year	Implemented		
	Eliminate EMS responses	Proposed		
	Close 1 Engine and 1 Rescue Squad	Proposed		
	Layoff 46 firefighter positions (Rescinded by SAFER grant 05/07/2010))	Rescinded	10/2/2009	wftv
	No overtime	Proposed	6/18/2009	USA Today
	Reduce Fire Department budget by 12%	Proposed		
	Use fiscal reserve funding to delay layoffs pending SAFER grant	Implemented	5/7/2010	Sentinel
	Contract concesson - Raises and other benefits to save enough money to delay layoffs until February.	Implemented	5/7/2010	Sentinel
	Close one station (1 of 17)	Rescinded	5/7/2010	Sentinel
	Close 8 Rescues (of 8)	Rescinded	5/7/2010	Sentinel
	Close 1 Ladder (of 5)	Rescinded	5/7/2010	Sentinel
	Brownout companies when shift staffing insufficient	Proposed		
	Contract concession $685,000 in supplemental pay, forgo 1st quarter 2010 pay raises, education reimbursements, uniform allowances, and physicals for one year	Implemented		
	When city officials did hear from FEMA officials, it wasn't good news. In a bureaucratic Catch 22, the agency ruled that Orlando wasn't eligible for the (SAFER) grant because the 46 firefighters had never actually been laid off — even though they hadn't been laid off because the city expected to receive the grant.		5/7/2010	Sentinel
Ormond Beach, FL	Not fill retirement and separation vacancies	Proposed	5/25/2010	
	Reduce unit staffing from 3 to 2	Proposed	10/21/2009	News 13
	Reduce shift staffing to 16	Proposed		
Osceola County, FL	Close 1 station (of 15)	Proposed	10/21/2010	WFTV
	Close 2 stations (of 15)	Rescinded	7/13/2010	WESH
	Reduce FD budget $3 million	Proposed		
	Layoff 12 firefighters	Proposed again	7/3/2010	Orlando Sentinel
	Reduce FD budget $650,000	Proposed		
	10 days without pay	Proposed		
	Postpone pay raises 1 year	Proposed		
	Cash in lieu of vacation	Proposed		
	Layoff 55 firefighters (of)	Rescinded	6/27/2010	WFTV
	Reduce FD budget $2.9 million	Proposed		
	Layoff 12 firefighters	Rejected	9/6/2009	News 13
	Close 1 (of 15) stations	Rescinded		
Oviedo, FL	Reduce minimum shift staffing rom 14 to 13	Proposed	7/19/2010	Fox 35 News
	Convert 1 of 3 engines to staff additional medical unit	Proposed		
	Reduce overtime costs by replacing a three-men truck crew with a two-man rescue crew on days when overtime is incurred to save $137,000.	Proposed	7/15/2010	Seminole Chronicle

Palm Bay, FL	Reduce overtime	Proposed	4/1/2010	Florida Today
	Contract concessions - pay freezes, no longevity bonuses, cut incentive pay	Proposed	3/1/2010	Florida Today
	Contract concession - pension benefits	Proposed		
Palm Beach, FL	City defaults on fire-rescue contract and payments	Implemented	6/18/2011	
	Reduce firefighter pension benefits	Implemented	4/22/2011	Post
	Layoff 2 firefighters (of 33)	Proposed	8/10/2010	Daily News
Palm Beach County, FL	Not fill 102 vacant firefighter positions	Proposed	6/26/2012	WPTV
	Reduce medic staffing from 3 to 2	Rescinded	6/26/2012	Sun Sentinel
	Eliminate firefighter paramedics at Palm Beach International Airport	Proposed		Palm Beach Post
	Privatize fire protection at Palm Beach International Airport	Proposed		
	Not fill 65 vacant firefighter positions	Proposed	7/16/2010	WPTV
	Eliminate 40-50 positions	Proposed	7/16/2010	
	Reduce FD budget $17 million or raise taxes 14% in order not to reduce staffing	Proposed	7/27/2009	Sun Sentinel
Palm Beach Gardens, FL	Reduce pensions	Proposed	7/10/2011	Post
Parkland, FL	Merger of Coconut Creek, Coral Springs, Margate, and Parkland into one regional service. Coral Springs currently provides services to Parkland and Margate contracts with Coconut Creek. Presently, In the two departments that serve four cities, there are three fire chiefs, three fire prevention bureaus and two separate training divisions	Proposed	12/23/2011	Sun Sentinel
Pasco County, FL	Staff career station with volunteers	Implemented		
	Not fill 20 vacant positions	Implemented		
	Layoff 68 firefighter positions	Proposed	6/13/2009	Pasco Tribune
	Reduce minimum unit staffing from 3 to 2 at 16 of 21 stations	Proposed	6/13/2009	St Petersburg Times
Pembroke Pines, FL	Reduce pay and benefits 28%	Proposed		
Port Orange, FL	Not filling nine vacant positions for new station and four vacant fire inspector positions	Implemented		
	Reduce minimum shift staffing to 13	Implemented	6/3/2010	Daytona Beach News Journal
	Eliminate overtime by browning out central fire station	Implemented	6/3/2010	
	Close 1 Station (of 5)	Proposed	5/25/2010	

	Close 1 Engine (of 5)	Proposed	5/25/2010	
	Minimum company staffing reduced from 4 to 3	Rescinded	05//2009	
	Not filling four vacant fire inspector positions	Rescinded	05//2009	
Riviera Beach, FL	Merger with Palm Beach County Fire-Rescue	Proposed	10/1/2011	Sun Sentinel
	Layoff 4 firefighter paramedic positions (of 64)	Implemented	9/18/2009	
	Quarterly 24 hour furloughs	Proposed		
Saint Johns County, FL	County has approved the concept of a volunteer program.	Proposed	9/25/2012	Florida Times Union
	Layoff 48 additional positions	Proposed	FY2013	
	Layoff 27 positions	Proposed	FY2010	
	Contract concession - merit increases	Proposed		
	Reduce minimum staffing from 3 engine, 2 ladder, 2 rescue	Proposed		
Saint Petersburg, FL	Eliminate overtime for minimum shift staffing		5/12/2011	WTSP
	Minimum staffing is temporarily suspended			
	Brownout units when short staffed	Implemented		
	Assume EMS patient transport	Proposed	11/28/2010	Times
	Eliminate 11 firefighter positions (of 379)	Proposed	5/25/2010	FOX 13
	Close 1 Engine (of 13)	Proposed	5/25/2010	
	Contract concession - wage freeze	Proposed	5/25/2010	
	Layoff 5 (of 379) firefighters	Proposed	10/1/2009	Tampa Bay
	Reduce minimum shift staffing from 80 to 72. Minimum staffing on engines is 3, ladders is 2	Proposed	6/13/2009	Times
	Not fill 12 vacant firefighter positions	Implemented		
Sanford, FL	3 week furloughs for all Administration (6) and Fire Prevention (4)	Implemented	10/1/2009	
Sarasota County, FL	Reduce minimum unit staffing from 3 to 2 at six stations (of 26)	Implemented	7/21/2010	Tampa Tribune
Southwest Ranches, FL	Switched contract from County to Pembroke Pines	Implemented	10/1/2011	Sun Sentinel
Stuart, FL	Close 1 Station of 3		/2010	
	Close 1 Engine of 3			
Sun 'N Lake, FL	Disbanded FD and contracted to West Sebring FD		2/11/2013	News Sun, Highlands Today
Tarpon Springs, FL	Restructure firefighterf job classifications to reduce 4 classifications to 3	Proposed	5/4/2011	Suncoast News

Tavares, FL	Officials are adding a fire-assessment fee of about $12.75 a month, which aims to spread the cost of paying for fire service among those who don't pay property taxes.		9/10/2012	Orlando Sentinel
	Considering consolidation with Eustis and Mount Dora			
Topsail Beach, FL	Layoff Fire Marshal	Implemented	3/10/2011	Star News
Treasure Island, FL	May merge with Madeira Beach to address ISO staffing deficiency	Proposed	12/23/2010	St Petersburg Times
Volusia County, FL	Layoff or transfer 15-18 firefighters	Implemented	5/25/2010	
	Close 1 Station (of 23)	Implemented	10/22/2009	
	Brownout stations when staffing unavailable	Implemented	10/22/2009	cf news 13
	Reduce minimum Engine staffing to 2	Implemented		
	Eliminate overtime	Implemented		
Winter Springs, FL	FD merged with Seminole County FD	Implemented	6/30/1905	
Athens Clarke County, GA	Close 1 Ladder of 3		//2012	On Line Athens
	Eliminate 3 positions		//2011	
Atlanta, GA	Close Squad	Reopened	7/1/2011	
	Hire 75 new firefighters with $9.8 million SAFER grant effective 06/2011	Implemented	6/1/2011	
	Increase unit staffing from 3 to 4	Pending		
	Hire class of 70 effective 03/2011	Implemented	3/1/2011	
	Furlough all employees at the rate of 10% of regular base hours in addition to the relief days. Equal to a 10% reduction in force every day and a 10% pay cut. Also results in staffing levels of 3 and 3 and no relief factor. Any unscheduled leave (sick	Rescinded	8/18/2009	Firefighter Hourly
	Support staff offices closed on Fridays	Implemented		
	1 Engine placed back in service	Rescinded	8/18/2009	
	Re-open Station closed since 12/25/2008	Implemented	7/9/2009	Journal Constitution
	ISO grading reported to have indicated deficiencies requiring action to prevent lower rating (2 to 4)	Implemented	6/4/2009	
	Close Station & Engine (1 of 35)	Implemented	12/25/2008	
	Close one Ladder (1 of 14)	Implemented	12/25/2008	
	No overtime to fill shift vacancies	Implemented		
	Brownouts (as many as 7 stations per shift, 6 of 34 stations, 5 of 34 Engines, 2 of 13 Ladders) during shift staffing shortages. (Brownout = Rotating shift by shift closures)	Implemented		
	Eliminate 120 authorized positions	Implemented		
	Reduce unit staffing from 4 to 3	Implemented		
	Lay off 27 fire recruits prior to graduation from recruit school and 12 civilian support employees	Implemented		

	Implement a hiring freeze	Implemented		
	Re-implement mandatory relief days	Implemented		
	Close Station & Engine (1 of 36)	Implemented	7/14/2008	
	ISO rating changed from Class 2 to Class 4	Implemented		
	3% pay cut to all employees earning more than $80,000	Implemented		
Augusta Richmond County, GA	Eliminate 3 Battalion Chief, 1 Deputy Chief, and 1 maintenance technician positions (vacant) and 1 Assistant Chief		2/20/2012	Augusta Chronicle
Bartow County, GA	Furlough Administrative Staff minimum 1 day per month for 11 months	Implemented		
	Holiday pay for Thanksgiving, Christmas, & New Years only	Implemented		
	Reduce travel & training	Implemented		
	FY08/09 Reduce Fire Department budget 6%	Implemented		
	12 furlough days for all administrative staff	Implemented		
	Construction of new stations not already staffed have been delayed	Implemented		
	Cancelled volunteer recruit school	Implemented		
Byron, GA	Freeze hiring	Implemented		
	Not fill 2 SAFER Grant firefighter positions	Implemented		
Camden County, GA	Hire prisoners to staff stations	Proposed	9/8/2011	News4Jax
Canton, GA	Layoff 1 Training Officer	Implemented	11/?/2008	
Cobb County, GA	$6.5 million budget deficit	Proposal 1	3/29/2011	WABE
	Layoff & eliminate 82 firefighter positions (of)	Proposal 1		
	Close 1 Ladder companies (of 8)	Proposal 1		
	Eliminate ALS EMS program	Proposal 1		
	Close 8 EMS units (of 12)	Proposal 1		
	Layoff & eliminate 72 firefighter positions (of)	Proposal 2		
	Close 1 Station (of 28)	Proposal 2		
	Close 4 Ladder companies (of 8)	Proposal 2		
	Eliminate ALS EMS program	Proposal 2		
	Seeking increase in fire fund mill rate by .6 mills	Proposed		
DeKalb County, GA	Atlanta offering to hire laid off firefighters	Proposed	4/7/2011	WSBTV
	Reduce FD budget $7 million	Implemented		
	Eliminate EMS transport (16 units) - contract out	Implemented		
	Not fill 12 vacant positions	Implemented		
	Layoff 82 recruit firefighters (of 892)	Implemented	3/29/2011	

	Privatize EMS services	Proposed	2/24/2011	CBS Atlanta
	$6.9 million SAFER grant to hire firefighters	Implemented	?/2009	
East Point, GA	Close two stations (2 of 4)	Implemented	7/1/2008	
	Layoff 65 firefighters (65 of 110)	Implemented	7/1/2008	
	Suspend paid holidays and benefits	Implemented	7/1/2008	
Gwinnett County, GA	Delay opening 3 Stations for 1 year	Implemented	4/9/2010	
	No staffing (66) for 3 new fire stations	Proposed	7/9/2009	Journal Constitution
Hall County, GA	Not fill 26 vacant positions	Implemented		
	Eight hour furlough per month for Administrative staff, 24 hour furlough per quarter for line staff	Implemented	10/1/2008	
	Freeze hiring, capital expenditure, pay, non-scheduled overtime, travel.	Implemented		
	Implement zero based budgeting	Implemented		
	Not filling eighteen vacancies (5 in Training Division, Assistant Chief Operations)	Implemented		
	Curtail special operations training (Dive Team, Haz Mat)	Implemented		
Macon, GA	Retirees to pay full premiums for health benefits.	Rejected	6/24/2010	13MAZ, Macon .com
Roswell, GA	Employe off duty firefighters from other FDs as part time employees (122 of 140)	Implemented	11/13/201	Journal Constitution
Saint Mary's, GA	Reduce minimum Quint (2) staffing from 3 to 2	Implemented	7/1/2009	
	Eliminate 6 firefighter positions	Implemented	10/1/2008	
	Freeze hiring and promotion	Implemented	10/1/2008	
	Reduce full time administrative staff to part time, shift duties to line officers	Implemented	10/1/2008	
	Reduce apparatus maintenance and staff training to minimum levels	Implemented	10/1/2008	
	Reduce FD budget t0 2006 equivalent	Implemented	10/1/2008	
Statesboro, GA	Eliminate fire chief , 2 captain, and 1 fire education positions	Proposed		Herald
Sumter County, GA	Hire prisoners to staff stations	Implemented	//2009	News4Jax
Turner County, GA	Eliminate 3 paramedic positions	Rescinded	6/4/2010	
	Close 1 EMS Station (of 2)	Rescinded	6/3/2010	WALB News
Hana Airport, HI	No staffing	Implemented	10/12/2010	KITV 4

Honolulu, HI	Consolidate EMS & city emergency services into FD eliminating duplicated administration, dispatch & communication	Proposed	8/2/2011	Star Advertiser
	Close Fireboat or reduce staffing from 6 to 2	Proposed	3/30/2010	
	Delaying recruit class	Implemented	4/3/2009	KITV-4 News
Honolulu Airport, HI	Not fill 7 vacant positions (of 53)	Implemented	10/12/2010	KITV 4
Kalaupapa Airport, HI	No staffing	Implemented	10/12/2010	KITV 4
Kahului Airport, HI	Reduce minimum shift staffing from 8 to 5	Implemented	10/12/2010	KITV 4
Kapalua Airport, HI	Reduce minimum shift staffing to 3 daytime and 1 nightime	Implemented	10/12/2010	KITV 4
Lanai Airport, HI	Reduce minimum shift staffing to 3 daytime and 1 nightime	Implemented	10/12/2010	KITV 4
Maui County, HI	Eliminate helicopter operations	Implemented	4/30/2010	Maui News
	Eliminate operations chief position	Implemented	7/15/2010	
Molokai Airport, HI	Reduce minimum shift staffing to 3 daytime and 1 nightime	Implemented	10/12/2010	KITV 4
Blackfoot, ID	Layoff 12 firefighters (of 24)	Rescinded	4/28/2010	Idaho Falls Post Register, News 8
Boise, ID	Joint powers agreement with North Ada County Fire Rescue, operationally and functionally becoming one.	Implemented	12/31/2009	
	Close 1 Station of 19			
Idaho Falls, ID	Brownout 1 Station of 5 due to overtime budget expended	Rescinded	8/9/2013	Post Register
North Ada County, ID	Joint powers agreement with Boise FD, operationally and functionally becoming one.	Implemented	12/31/2009	
	Close 1 station (of 3)	Implemented	10/1/2010	
Teton County, ID	Combine Fire & Ambulance districts	Implemented	1/19/2012	EMS World
Timberlake, ID	Eliminate Fire Chief and Administrative Assistant positions	Implemented	6/9/2010	
	Contract with the neighboring fire district for management, sharing fire chiefs and administration.	Implemented	6/9/2010	

Upper Fords Creek, ID	Combine Chief & Assistant Chief duties	Implemented		
Worley, ID	Close one station (1 of 6)	Implemented		
Addison, IL	Reduce minimum shift staffing from 17 to 16	Implemented	7/1/1905	
	Not fill 3 vacant positions	Implemented	7/1/1905	
Alsip, IL	Considering merger with Chicago Ridge and Oak Lawn	Proposed	7/7/2010	Chicago Tribune
Alton, IL	Implement automatic aid to increase fire response staffing to offset insurance rating	Implemented	7/7/2013	The Telegraph
	Layoff 2 firefighters (of 59) (Down from 70 in 2002)	Implemented	11/3/2009	Saint Louis Post Dispatch
	Not fill 3 firefighter vacant positions			
Aurora, IL	City asking for 10% salary givebacks from all empoyees.	Proposed	11/30/2010	Beacon News Sun Times
	Close 1 Ladder (of 3)	Implemented		
Belleville, IL	SAFER grant to rehire 11 laid off firefighters and 11 new hires for 2 years	Implemented		News Democrat
Bloomington, IL	Enhancing technology for automatic aid with Normal	Pending	2/17/2013	Pantagraph
Bolingbrook, IL	Consoilidate FD Chief and PD Chief positions	Implemented	2/17/2013	
Broadview, IL	Brownout Ladder	Proposed		
	Brownout Rescue Squad	Proposed		
	Layoff 13 firefighters (of 39)	Proposed	6/1/2006	
	Reduce minimum shift staffing from 8 to 4	Proposed		
	ISO rating changed from 2 to 5	Proposed		
Canton, IL	Eliminate training funding	Implemented	7/14/2010	Daily Ledger
	Eliminate dive team	Proposed	7/10/2010	Journal Star
Champaign, IL	Eliminate overtime for minimum shift staffing	Proposed	2/27/2011	News Gazette
	Brownout 1 Engine when minimum shift staffing is less than 27	Proposed		
	Reduce funding for public education programs and additional training programs for fire personnel.	Proposed		
	Reduce minimum shift staffing from 27 to 25	Proposed		

Chicago, IL	Mayor's proposals	Proposed	5/30/2012	Sun Times
	Reduce staffing from 10 to 9 in 57 double unit stations with both engine and ladder to save about $17 million per year in salaries and pension benefits by reducing each of three shifts by 57 firefighters.			Chicago Tribune
	5% increase in employee pension contributions; a 10-year freeze in cost-of-living increases for retirees; a five-year increase in the retirement age and a two-tiered pension system for new and old employees.			
	The administration suggests doing away with the uniform allowance, which pays firefighters more than $1,000 per year to cover the cost of cleaning their work clothing. That cost the city about $5.57 million last year.			
	Eliminate 7% premium paid to cross-trained firefighter paramedics.			
	Eliminate duty availability pay. That's money for Fire Department personnel to be available to be called in to work by the city at any time, and it cost $14.9 million last year.			
	Eliminate physical fitness incentive pay for meeting fitness standards			
	Eliminate ability to trade unused furlough days for compensation if leaving the department			
	Those two provisions cost the city $4.58 million in 2011.			
	The average total annual compensation for a Chicago firefighter is $102,000.			
	Limit specialty pay to sharply decrease the $16.7 million spent last year for firefighters who have skills like scuba diving or hazardous materials cleanup. Under the most recent contract, the city agreed to give fire union employees a flat 5 percent annual pay bump if they maintained certification in a special training. Firefighters jumped at the chance, with about 80 percent of the nearly 5,000 union members collecting specialty pay by the end of 2010. The Mayor wants to change the next contract to stipulate that firefighters receive the stipend only for shifts on which they use the skills, Ryan's letter says.			
	Limit holiday pay. Currently, members of the union who work on any of 13 holidays get paid for those days at a higher rate than normal salary. So do those who would have worked the holidays but didn't because they had department-required days off designed to hold down overtime costs. Last year's tab for those payments was more than $19 million, according to city records. Mayor wants to pay only those actually working the holidays.			
	Close stations	Proposed	10/28/2011	
	Increase permitted daily occurrances of short staffing from 30 to 35	Implemented	10/28/2011	
	Firefighters who go home sick during their shifts no longer must be automatically replaced	Implemented	10/28/2011	
	Inspector General suggests reducing unit staffing from 5 to 4	Proposed	10/26/2010	Tribune
	Reduce engine and ladder staffing from 5 to 4	Proposed	10/26/2011	Sun Times
Chicago, IL	Furloughs	Proposed	10/29/2009	Firehouse
Chicago Ridge, IL	Considering merger with Alsip and Oak Lawn	Proposed	7/7/2010	Chicago Tribune
Decatur, IL	Eliminate 7 positions		1/12/2014	Herald & Review
	Close 1 company of 8 to deal with loss of personnel.			
DeKalb, IL	Administrative Furlough Days (5)	Implemented	FY09	
	10% reduction in overtime	Implemented	FY09	
	Eliminate 1 Firefighter and 1 Assistant Chief position through attrition	Implemented	FY09	
	No capital purchases (vehicle/equipment replacement)	Implemented	FY09 & 10	

	Eliminate discretionary purchases	Implemented	FY09 & 10	
	Freeze administrative pay	Pending	FY10	
	Vacate positions through attrition	Pending	FY10	
	Layoff 3 firefighters (of 54)	Pending	FY10	
	Close one station	Pending	FY10	
	Unit staffing changes	Pending	FY10	
	Contract concession - freeze pay	Pending	FY10	
	Discontinue Hazardous Material and Technical Rescue Team programs	Pending	FY10	
	FY10 Reduce training funds	Pending	FY10	
	Taxpayers to vote on public safety pensions	Proposed	8/10/2010	Daily Chronicle
Dixmoor, IL	Dixmoor FD will be closed effective 12/01/2013. Village officials said it was costing too much to fund the fire department	Implemented	11/21/2013	Firehouse .com
	Dixmoor is planning to have the Harvey FD provide fire protection for the village and to pay a private ambulance service to provide paramedics.	Proposed		Southtown Star
	6 of 12 full-time firefighters had been laid off earlier as a cost-saving measure.	Implemented		
Downers Grove, IL	Layoff 5 firefighters	Implemented		
	Combine staffing of Ladder and Squad (from 4 to 3)	Implemented		
	Close 1 Paramedic Engine (of 3) and its station.	Proposed	1/1/2010	
	Use two personnel from Engine 1 to staff a new (4th) ambulance in neighboring FPD station.	Proposed		
	Dropping minimum manning to 17 (from 19 two years ago).	Proposed		
East Dundee, IL	Close 1 station (of 2) effective 12/01/2010	Implemented	11/23/2010	Daily Herald
East Joliet, IL	Close 1 station of 2 effective 12/15/2012	Implemented	1/13/2013	st media network
	Reduce shift staffing from 7 to 4	Implemented		
East Saint Louis, IL	Layoff 19 firefighters of 54 when $3.3 million SAFER grant expires	Rescinded	10/16/2013	KMOX
	Mayor said two of those 19 jobs will be rescued the next day, with the salaries picked up by the city's general fund. Next year, the city hopes to bring back eight more employees if it can find $600,000 in the city's budget.	Proposed		
	Layoff 16 firefighters, Rehire 8 in 2014		9/29/2013	Belleville News Democrat
	Brownout 1 Station of 3			
	Plan is to apply for another federal grant that could get the staffing level back to 58. He said the city knew when it won the $3.3 million, two-year grant in 2011 that the city would need to find extra money when it expired to keep the firefighters on duty.	Proposed	9/6/2013	St Louis Post Dispatch
	Brownout 1 Station of 4	Implemented		
	Reduce shift staffing to 6	Implemented		
	Close 1 Engine (of 4)	Implemented	2/1/2011	
	20% pay cut	Proposed		

	Layoff 13 firefighters (of 59)	Implemented	8/1/2010	Saint Louis Today
	Reduce minimum shift staffing from 12 to 9	Implemented		
	Not fill 9 vacant positions	Implemented		
	7% pay cut	Proposed	2/1/2010	
	Close 1 station (of 4)	Implemented	2/1/2010	
	4 furlough days per month	Implemented		Belleville News Democrat
	Not maintaining 12 shift minimum staffing	Proposed		Fox 2 Now
	Eliminate one Assistant Chief position	Proposed	9/22/2009	
	Layoff 5 firefighters and one part time position	Rescinded	9/15/2009	Post Dispatch
	0% pay increase for 3 years in lieu of layoffs	Proposed	?/?/2009	
	Not fill 2 vacant firefighter positions	Rescinded		
Elgin, IL	Staffing reduced	Implemented	3/3/2013	Daily Herald
	Firefighters agreed to a "no raise, no layoff" contract for 2011.	Implemented	3/5/2010	st media network
	Reduce minimum shift staffing from 36 to 34	Implemented		
	Combine staffing of 1 Engine and 1 Ambulance			
Evanston, IL	Contract concessions - Increase benefit contributions by 10%, suspend pay for six holidays for one year, one-year pay freeze if the city agrees to talk with the union before making any changes to maintenance or service levels.	Proposed	7/1/2010	Pioneer Local
	Layoff 3 firefighters (of 104)	Proposed	6/17/2010	Triblocal
	Close 1 station (of 5)	Proposed		
	Close 1 engine (of 5)	Proposed		
Geneva, IL	Staffing reduced	Implemented	3/3/2013	Daily Herald
Glenview, IL	Brownout 1 Ambulance (of 3) from 1900 to 0700 when staffing levels are below minimum effective 01/19/2011	Implemented	1/20/2011	Pioneer Local
	Reduce minimum shift staffing from 22 to 20	Implemented	1/20/2011	Journal Tribune
Hoffman Estates, IL	Brownout 1 Ambulance (of 4)	Implemented	12/8/2011	Chicago Daily Herald
	Not fill 13 attrition vacancies (of 106)	Implemented		
Joliet, IL	Contract concession - 4% pay freeze until 2012	Proposed		
	Contract concession - Eliminate step raises until 2012	Proposed		
	Contract concession - Iinsurance copay	Proposed		
	Eliminate overtime until 2012	Proposed		
	Layoff 16 to 60 firefighters based on concessions	Proposed		
	Early retirement incentive eliminated 1 Chief of EMS, 1 Captain in charge of building inspections, and 1 Captain in charge of public education. This eliminated the inspection and public education offices.	Implemented		

	Reduce minimum unit staffing to 2	Implemented		
Lakewood, IL	Lay off full time chief, part time deputy chief and change full time firefighters to part time	Pending	11/19/2010	North West Herald
	Merging with Woodstock effective 01/01/2011	Pending	11/15/2010	Chicago Tribune
Libertyville, IL	Staffing reduced from 55 to 39	Implemented	3/3/2013	Daily Herald
	Contract dispatch services to Countryside FPD	Proposed	11/15/2011	Daily Herald
Lombard, IL	Brownout 1 of 3 ambulances when shift staffing falls below 16	Implemented	3/3/2013	Daily Herald
Mattoon, IL	Reduce minimum shift staffing from 36 to 30	Implemented		
Mid America Airport, IL	Layoff 3 firefighters (of 11)	Implemented	7/1/2010	
Moline, IL	Eliminate 12 paramedics and contract out EMS to private effective 07/01/2012		1/18/2012	Quad City Times
	Contract EMS services to private provider	Implemented	12/14/2011	KWQC 6
	Layoff 12 firefighters (of)	Implemented	7/1/2011	
Mount Prospect, IL	Layoff 9 firefighters (of)	Proposed	10/13/2010	Journal Topics
	Reduce FD budget 27%	Proposed		
Mount Vernon, IL	Close 1 station (of 4) on 05/01/2010	Implemented	4/29/2010	
	Not fill 2 vacant firefighter positions	Implemented		
Naperville, IL	Reduce staffing from 197 to 186			
	Brownout 2 Ambulances (of 7)	Proposed	5/10/2010	Naperville Patch
	Reduce FD budget $1.0 million	Proposed		Chicago Daily Herald
	On some days, Naperville may have some help from a new partner, the Lisle-Woodridge Fire Protection District. The two recently agreed when each department has an extra firefighter/paramedic on shift at the same time, those two will pair up to staff an ambulance from one of the towns.	Implemented		
Normal, IL	Enhancing technology for automatic aid with Bloomington	Proposed	2/17/2013	Pantagraph
Oak Lawn, IL	Merger with Alsip and Chicago Ridge	Proposed	7/7/2010	
	Eliminate 3 (of 86) firefighter positions	Proposed	8/31/2009	CBS
	Eliminate 11 (of 83) firefighter positions	Rejected		Chicago Tribune
	Reduce unit staffing from 4 to 3	Proposed		
	Contract concessions - holiday pay, salary increases, furloughs, in lieu of 11 (of 75) firefighter layoffs	Approved	8/26/2009	South Town Star

Oak Park, IL	Layoff 5 (of 60) firefighter positions (11 sworn, 1 civilian positions total to date)	Implemented	10/1/2009	Firehouse
	Not fill 1 vacant position		9/22/2009	
Palos FD, IL	Brownout 1 station of 2	Implemented	1/20/2012	Regional News
Park Ridge, IL	Layoff 3 firefighter paramedic positions (of 40)	Proposed	4/1/2010	Park Ridge Herald
	Close Ladder Company	Proposed		Pioneer Press
	Reduce minimum shift staffing from 12 to 11	Proposed		
Peoria, IL	Layoff 15 firefighters	Proposed	10/15/2010	PJStar
	Close 1 Engine (of 12)	Implemented	1/1/2004	
Pleasantview, IL	Restore shift staffing to 26 with overtime	Implemented	2/9/2010	
Rockford, IL	Close 1 Engine (of 11)	Proposed	1/1/2011	
	Reduce minimum shift staffing from 60 to 56	Rescinded	1/1/2011	
	Reduce FD budget $1.5 million	Proposed		
	Reduce minimum Engine staffing from 4 to 3 to save units	Implemented		
	Layoff 20 firefighters	Rescinded	10/25/2010	WIFR
	Arbitrator rules that the FD has to keep 64 firefighters on duty per shift	Implemented	10/19/2010	
	Close 2 stations (of 11) 3,8	Rescinded	7/13/2010	
	Reduce fire prevention programs and fire inspections	Implemented		
	Reduce minimum shift staffing from 64 to 60	Rescinded	7/1/2010	
	Close 1 Engine (of 10)	Proposed	7/1/2010	
	Reduce Engine Company staffing from 4 to 3	Proposed	9/15/2009	Register Star
	Reduce shift staffing from 64 to 56	Proposed		
	General wage concession	Proposed		
Rolling Meadows, IL	Not fill 1 Training Lieutenant position	Proposed		
	Not fill 1 Battalion Chief position (retiring)	Proposed		
	Not fill 2 Firefighter positions until 2010	Proposed		
	Not fill 1 Secretary position	Proposed		
	Moving Deputy Chief to temporarily fill Battalion Chief vacancy until at least 2010	Proposed		
	Contract concessions - benefits	Proposed		
Schaumburg, IL	Eliminate battalion chief position by attrition	Proposed	1/19/2012	Chicago Daily Herald

Sidell, IL	Voters rejecting a measure to bond $360,000 for a new station.	Implemented	11/5/2010	Firehouse
Springfield, IL	Arbitrator rules city must return to 49 on-duty firefighters (from 46), union concedes back pay claim		1/17/2012	SJR
	The decision will mean a fire truck that was shut down because of the lower manning standard will go back in operation			
	Reduce minimum shift staffing from 49 to 46		1/11/2012	SJR State Journal Register
	Union concession claim for back pay for restoring shift staffing to 49			
	Sick time performance standard allows city to reduce minimum shift staffing to 46 when sick time hours used exceed 1,344 hours in any 39 day period			
	21 firefighters hired to total 219 by SAFER grant			
	$8.5 to $12 million shortfall in next fiscal year, potentially eliminating 136 to 192 positions		9/20/2010	Post Tribune
	Rehire 13 laid off firefighters and fill 4 vacancies $1.3 million SAFER Grant (10 in Sept, 7 in Nov)	Pending	4/1/2010	KY3 News
	Contract concession - delay pay raises to rehire 9 firefighters, no layoff guarantee until 9/1/2010	Proposed	3/1/2010	
	4 furlough shifts	Rejected		News Leader
	Postpone pay raises	Implemented	2/28/2010	
	Layoff 17 firefighters (of 188)	Implemented	2/28/2010	
	Reduce minimum shift staffing from 49 to 42	Implemented	2/28/2010	
	Brownout 2 companies (of 15) daily	Implemented		
	Brownout 2 Stations (of 12) daily, 1 station for 6 days at a time	Implemented		
	Close 2 Engines (of 12)	Implemented		
	Layoff 31 firefighter positions	Proposed	7/10/2009	State Journal Register
	Furlough days (3 to 8)	Proposed		
	Reduce FD budget $700,000	Proposed		
	Eliminate new fire class: $564,110	Proposed		
	Eliminate special teams training: $40,000	Proposed		
	Eliminate various support lines: $85,500	Proposed		
	Equipment deferral: $40,000	Proposed		
	Human resources expenses related to police and fire testing: $94,500	Proposed		
	Sangamon County Combined Dispatch System: $200,000	Proposed		
Sterling, IL	5 hours work without pay per 2 week pay period	Proposed	5/1/2010	
	Layoff 3 firefighters (of)	Pending	4/20/2010	Daily Gazette
	Contract concession - postpone 3% raise until 04/30/2011	Proposed	9/9/2009	Daily Gazette
	Reduce apparatus maintenance	Implemented		
	Higher health insurance premiums			
	Layoff 6 firefighter positions	Implemented	9/2/2009	Sauk Valley News
	Rehire 6 firefighters	Proposed		
	Close 1 Station (of 2)	Implemented	9/1/2009	

	Reopen 1 station	Proposed		
Streamwood, IL	Close 1 station (of 3)	Implemented		Daily Herald
Urbana, IL	Reduce FD budget 10%	Proposed	7/19/2010	Springfield News Sun
	Layoff 2 firefighters (of)	Implemented		
Washington Park, IL	7 firefighters were laid off; only the interim fire chief was retained. The village will rely on volunteers to handle calls.	Implemented	7/5/2013	Belleville News Democrat
Waukegan, IL	Layoff 13 firefighters (of)	Proposed	6/1/2011	Chicago Sun Times
	Retain 5 laid off firefighters (of 13) with $1.2 million SAFER grant	Implemented		
West Dundee, IL	Reduce minimum shift staffing to 5	Implemented 04/2012	3/3/2013	Daily Herald
Wheeling, IL	Layoff Fire Marshal	Implemented		
	Eliminate 6 Firefighter positions through attrition	Implemented		
	Return 2 SAFER Grants for 3 Firefighters each	Implemented		
Worth, IL	Merger with North Palos FPD	Proposed	11/20/2008	Chicago Tribune
183rd ANG FD, IL	Mission extended from 10/01/2008 to 10/01/2010	Implemented		State Journal Register
	Layoff 16 firefighters effective 09/30/2011		11/3/2010	
Anderson, IN	Layoff 22 firefighters of 126	Proposed	9/26/2012	Herald Bulletin
	Close 1 Station of 6	Proposed		
	Eliminate ambulance service.	Proposed		
Brownsburg Fire Territory, IN	Layoff 8 employees (6 paramedics, 2 staff)	Proposed	8/26/2010	
Center Township, IN	Contract with Muncie	Proposed	7/16/2010	
Crawfordsville, IN	Hire 9 firefighter paramedics with SAFER grant	Pending	6/10/2010	Fire Chief
Decatur Township, IN	Merge with Indianapolis	Pending		

Evansville, IN	Close 2 Engines (of 14)	Proposed	10/26/2009	Courier & Press
	Close 2 Stations (of 14)	Postponed	11/3/2009	14 WFIE WEHT 25
Fort Wayne, IN	Combine 3 Engine and Ladder stations (3 of 5) staffed with 7 firefighters into quints staffed with 6 firefighters	Proposed		
	Minimum staffing on engines and ladders reduced to 3 from 4	Implemented		
	Close 1 Ladder (of 6)	Implemented	?/?/2007	
Franklin Township, IN	Merge with Indianapolis FD (effective 07/01/2010)	Implemented		Indianapolis Star
Frankton, IN	May close, insufficient funds	Proposed	7/11/2009	Herald Bulletin
Gary, IN	Lay off 15 firefighters and EMTs		12/31/2012	The Times
	Rehire 28 (of 34) laid off firefighters with SAFER grant	Implemented	7/1/2011	
	Restore demoted officers	Implemented	7/1/2011	
	Lay off 4 (of 235) firefighters (effective 12/18/2010)	Implemented	12/28/2010	Post Tribune
	Lay off 30 (of 231) firefighters (effective 12/31/2010)	Implemented	12/28/2010	Times NWI WGN
	Operating 5-6 engines only	Implemented	12/5/2010	
	Relying on mutual aid	Implemented		
	Gary is able, on average, to put just five or six of its 13 fire engines in service daily because of mechanical problems	Implemented		
	Seeking subsidy from airport	Proposed	9/20/2010	
	Reduce FD budget $2.0 million (from $12.8 million)	Proposed	9/20/2010	
	Layoff 37 firefighters (of 231)	Pending	9/20/2010	
	Layoff 4 firefighters and eliminate positions	Implemented	5/27/2010	
	Contract concession - Reduce clothing allowance from $1,500 to $500 annually	Implemented		
	Reduce FD budget $800,000	Implemented		
	Layoff 25 firefighters (of 237)	Proposed	3/11/2010	Post Tribune
	Brownout companies	Implemented		
	Close 1 Engine (of 10)	Proposed	3/19/2010	
	Close 1 Station (of 10)	Proposed	3/19/2010	
	Close 4 Engines (of 14) 3,7,10,13	Implemented	8/22/2008	
	Close 2 Ladders (of) 7,13	Implemented	8/22/2008	
	Close Rescue	Implemented	8/22/2008	
	Close 4 Stations (of 14)	Implemented	8/22/2008	
	Layoff 70 firefighters	Rescinded		
	Contract concession - salary cuts, furloughs	Proposed		
Gregg Township, IN	Lay off 20 firefighters (of 20) (effective 10/2010) FD is now volunteer only	Implemented	11/24/2010	6 News
	Discontinue ambulance service	Implemented		

Hammond, IN	Close 1 Ladder of 4		1/23/2012	nwi .com
	Not fill vacancies			
	Layoff 9 firefighters	Proposed		NWI
	Eliminate overtime	Proposed		
Huntington, IN	Layoff 6 firefighters	Proposed	11/6/2009	
Indianapolis, IN	Merge with adjacent township fire departments and create county wide fire service	Ongoing	7/2/2010	the indy channel .com
Knight Township, IN	FD disbanded - Fire/EMS services contracted to Evansville effective 01/01/2011 - 2014	Implemented	10/27/2010	WFIE 14 Courier Press
Kokomo, IN	Layoff 12 firefighters (of 112)	Implemented	5/24/2011	
	Contract EMS to local hospitals	Implemented	5/24/2011	
	Rehire 3 firefighters	Proposed	11/9/2009	Firefighter Hourly
	Concession - salary raises for 2009 and 2010	Proposed	7/1/2009	
	Close two ambulances, shift responsibility to local hospitals	Implemented	5/6/2009	
	Layoff 21 firefighters (of 121)	Implemented	1/1/2008	Tribune Enterprise
	Layoff 12 firefighters (of 100)	Implemented		
	Eliminate FD ambulance service	Implemented		
LaPorte, IN	Not filling 2 vacant firefighter positions	Implemented		Herald Argus
	FY08/09 Reduce fire department budget 13%	Implemented		
	FY09/10 Lay off six firefighters	Proposed		
	Close 1 station (of 3)	Proposed	11/6/2010	
	Eliminate overtime for minimum shift staffing	Proposed		
	Reduce minimum shift staffing from 10 to 8	Proposed		
	Reduce FD budget 1%	Pending		
Lawrence, IN	Leaders in Lawrence have announced the city can no longer afford 24 paramedics. The city said the cuts to paramedics will mean the city can start the new year in the black.		10/5/2012	WTHR 13
	Johnson said the city will be able to keep all five of its fire stations operational by staffing them with four firefighters instead of three. Firefighters, all of whom are trained EMTs, will operate the ambulances based in all five fire stations.			
	Merge with Indianapolis FD (effective 01/01/2011)	Implemented	10/5/2010	
	Cut pay 10.5%, eliminate holiday bonus, reduce other bonuses, 5% copay for health insurance premiums	Proposed	10/27/2009	Indy Channel
	Eliminate 1 Assistant Chief, 1 Deputy Chief, and 1 Division Chief positions by demotions	Proposed		
	Under the consolidation plan, 18 of 127 firefighters would remain with the city of Lawrence, with the rest rolling into IFD.			
	Lawrence Township firefighters were facing layoffs and took a 16% pay cut earlier this year.			

Lawrence Township, IN	Reduce pay 10%	Implemented	7/2/2009	
Logansport, IN	Withdrawing participation in County Mutual Aid	Implemented	4/10/2011	
	Charging fee for mutal aid (outside of city)	Implemented		
	Early retire 7 firefighters	Implemented	1/7/2011	WLFI 18
	Close 1 station (of 3)	Implemented	1/7/2011	
	Charge for fire calls to homes in outlying Cass County townships or stop service.	Proposed		
	Retire 15 senior firefighters to on call status with 24% larger pension payment	Proposed	8/24/2010	
	Layoff 10 firefighters (of 39)	Proposed	7/13/2010	
	Layoff 10 firefighters (of 52) by 01/01/2010	Implemented	6/23/2009	Pharos Tribune
	Close 1 station (of 3)	Proposed		
	Retirement incentive	Proposed		
	Reduce FD budget 5%	Implemented		
Madison Township, IN	Fire Chief foregoing pay until the end of the year	Implemented	9/1/2010	FOX9
	Full-time firefighters cut to half-time and are now paid the minimum wage	Implemented	9/1/2010	
	Reduce salaries minimum wage (21 firefighters)	Implemented	8/30/2010	The Indy Channel
	Reduce daily staffing from 9 to 5	Implemented		
	Close 1 station (of 2)	Implemented		
	Reduce workweek hours to one 24 hour shift per week	Implemented		
	Health insurance for members and dependents will cease Oct. 1	Implemented		
	No overtime or training for the remainder of the year.	Implemented		
McCulloch, IN	Annexed by Jeffersonville (effective 01/01/2011)	Implemented	11/25/2010	Evening News & Tribune
Mishawaka, IN	Arbitrator rules mininimum shift staffing at 23 firefighters and 4 EMS		2/7/2012	South Bend Tribune
Muncie, IN	Reopen 2 statio (Mock St) closed in 2009, also McCulloch Park station closed year ago for flooding & mold problems		1/15/2012	Star Press
	Muncie considering 'fire territory' with outlying townships	Proposed	3/13/2011	
	Consolidate with Center Township FD	Implemented	10/21/2010	Star Press
	Close 1 station(of 5)	Implemented	9/5/2010	
	Rehire 25 laid off firefighters with $2.5 million SAFER grant	Proposed	7/16/2010	
	Close 1 station (of 6)	Implemented	6/21/2009	Muncie. Gannett
	FD EMS response to high priority calls only	Implemented	6/21/2009	
	Layoff 32 firefighters (of 104) (35%)	Implemented	6/21/2009	
	Contract concessions - specialty pay, insurance deductables	Proposed		
	Close 1 station (of 7)	Implemented	6/15/2009	

Nevins Township, IN	Merge with Otter Creek Township	Pending	6/6/2013	Tribune Star
New Albany, IN	Close 1 Ambulance (of 2)	Proposed	10/22/2009	News & Tribune
New Waverly, IN	Contracting fire services to Logansport	Proposed	12/25/2010	Pharos Tribune
Otter Creek Township, IN	Merge with Nevins Township	Pending	6/6/2013	Tribune Star
Perry Township, IN	Merge with Indianapolis FD (effective 09/05/2009)	Implemented	8/1/2009	Indy Channel
Pike Township, IN	Merge with Indianapolis	Implemented		
Richmond, IN	Close 1 Station (of 5)	Proposed	3/16/2010	Paladium
South Bend, IN	Layoff 35 firefighter and 10 paramedic positions	Proposed	10/1/2009	WSJV Fox28
	Freeze hiring	Implemented		
	Eliminate 1 (of 4) Assistant Chief positions	Proposed		
	Reduce FD budget 29.4%	Proposed		
	Station brownouts	Proposed		
	Close 5 units	Proposed		
Union City, IN	Reduce FD budget 22%	Implemented	2/11/2010	Winchester News Gazette
	Eliminate overtime for minimum shift staffing	Implemented		
Warren Township, IN	Merge with Indianapolis FD (effective 07/01/2010)	Implemented		
Washington Township, IN	Merge with Indianapolis FD (effective 01/01/2006)	Implemented		
Wayne Township, IN	Merge with Indianapolis	Pending		
Ankeny, IA	Brownout 1 station (of 2)	Implemented	?/?/2009	
Des Moines, IA	Eliminate overtime for minimum staffing	Implemented	8/19/2009	Omaha World Herald
	Brownout companies	Implemented		

Keokuk, IA	Not replacing Assistant Chief position when it becomes vacant by retirement	Pending	1/31/2011	Gate City Daily
	Forgo 3% raise	Proposed	1/31/2011	
Quad Township, IA	The township association, which includes Concordia, Flint River, Tama and Union townships, plans to contract for services with the Burlington Fire Department, which has offered to provide fire protection for 15 to 20 percent less than the offer West Burlington has on the table, said association spokesman Tom Greene.		09//2012	The Hawkeye .com
Merriam, KS	Reduce minimum shift staffing from 6 to 5	Implemented	5/1/2009	
	Reduce minimum Ladder staffing to 2	Implemented	5/1/2009	
	Not fill vacant Fire Marshal position	Implemented	5/1/2009	
	Defer 2 proposed firefighter positions from 2009 budget to 2010 budget	Implemented	5/1/2009	
Wichita, KS	Brownouts		6/8/2011	
	Eliminate 8 positions in FY11/12	Proposed	7/30/2010	KWCH
	Close 2 Ladders (of 6)	Implemented	?/?/2003	
Bell County, KY	Close 2 stations (of 7)	Implemented	12/21/2011	Middlesboro Daily News
Camp Taylor, KY	Close 1 station (of 2)	Implemented		Courier Journal
Covington, KY	Three captains, one lieutenant, one engineer, one firefighter and one paramedic will be eliminated through either retirement, resignation or promotion.	Pending	9/19/2012	WCPO 9
	Reduce shift staffing from 27 to 26			
Dixie Suburban FPD, Lake Dreamland, KY	Merge with Lake Dreamland FD	Implemented	7/12/2011	WFPL WLKY WAVE
Frankfort, KY	Not fill 11 vacant positions	Implemented	7/1/2009	
	Reduce FD budget 6%	Implemented	7/1/2009	
	Eliminate longevity and COLA raises	Implemented	7/1/2009	
	Reduce minimum unit staffing to 2	Implemented	7/1/2009	
Henderson, KY	Close 1 Station (of 4)	Proposed	2/15/2011	Evansville Courier & Press
Lexington, KY	Lexington Fire Chief: Brownouts Will Continue Through 2014 Firefighters said they're understaffed--their authorized strength is 536, but (as of this writing) they're at 499.			
	Not fill 40 attrition vacancies	Implemented	12/9/2011	WKYT 27

	Rotating brownout 4 stations (of 23)	Implemented	12/23/2009	Herald Leader
	Rotating brownout 7 Engines (of 23)	Implemented		
	Rotating brownout 1 Ladder (of 7)	Implemented		
	Rotating brownout 2 Ambulances (of 10)	Implemented		
	Brownout Rescue Squad	Implemented		
	Brownout Crash Fire Rescue	Implemented		
	Brownout HazMat	Implemented		
	Brownout 1 District Chief (of 5)	Implemented		
	Brownout EMS Supervisor	Implemented		
	Brownout Building Maintenance, Community Services, Fire Prevention Bureau	Implemented		
	Cut FD budget by $2.7 million	Implemented		
	Contract concessions - raise, COLA, uniform allowance in lieu of layoffs, station closings, and services reductions	Proposed		
	Reduce FD budget 5%	Implemented		Lex18
	Eliminate overtime for minimum shift staffing	Implemented		
	Postpone raises for one year and monthly uniform allowances for 18 months	Proposed		
	July class of 14 now working	Implemented		
	Class of 26 to finish training in January	Implemented		
Louisville, KY	Brownout 1 Engine (of 19)	Implemented		
	Brownout 2 Rescue Squads (of 2)	Implemented		
	Close 1 Engine (of 20)	Implemented		
	Close 2 Engines (of 22) and 2 Ladders (of 10) to form Quints	Implemented	1/11/2009	
Lyndon, KY	Brownout 1 station (of 2) (effective 11/09/2010)	Implemented	11/5/2010	WAVE 3
	Reduce FD budget $200,000, cut back on training and equipment. If the budget crisis continues, layoffs are possible	Implemented	6/23/2010	Fox41
Morehead, KY	The Morehead-Rowan County Rescue Squad disbanded	Implemented	3/17/2011	Lexington Herald Leader
Richmond, KY	Layoffs	Proposed	6/8/2011	Richmond Register
Bayou Cane, LA	Close 1 station of 4	Implemented	11/13/2012	Daily Comet
	Layoff 7 staff			
	Eliminate overtime			
	Reduce number of calls that its trucks respond to each year.			
	No longer respond to EMS			
Bossier City, LA	Layoff 80 police and fire positions	Proposed	9/20/2010	Post Tribune
	Layoff 6 firefighters	Implemented	3/17/2010	AP

	Layoff 18 firefighters	Proposed	12/1/2009	KTBC KTBS
	Freeze hiring	Proposed		
	Reduce overtime, educational assistance, and raises	Proposed		
	Close 1 station (of 9)	Proposed	10/16/2009	KSLA TV
	Layoff 40 firefighters (of 216)	Proposed		
Denham Springs, LA	Lay off the Secretary to the Fire Chief and Training / Safety Officer	Implemented	2/28/2009	
Houma, LA	Close 1 Station (of 5)	Implemented	10/25/2009	
New Iberia, LA	Brownout 1 Station of 5 due to lack of staff		7/8/2013	Darren Robert
New Orleans, LA	Close 2 Ladders of 8	Implemented	07//2013	
	Close 3 Ladders of 11	Implemented	01//2013	NOLA.com
	Lay off 25 communications center call takers (of 65)	Implemented	5/3/2011	WDSU
	Brownout 7 companies daily (of 41)	Implemented		
	11 furlough days by the end of the year	Implemented	7/24/2010	NOLA .com
Shreveport, LA	Implement (Single Paramedic Rapid Intervention Non-Transport) (SPRINT) units to replace full-sized fire engines on medical calls. SUVs from public/private partnership	Implemented	8/5/2010	Fire Chief
	Hire 6 firefighters laid off from Bossier City	Implemented	3/17/2010	AP
Auburn, ME	Brownout 1 Station of 3		6/25/2013	Sun Journal
	Brownout 1 Engine of 3			
Auburn, ME	Close Rescue (ambulance) and contract to private provider	Proposed		
	Reduce minimum shift staffing from 14 to 13	Implemented	10/5/2009	
	Eliminate Fire Prevention office	Implemented	5/1/2008	
Augusta, ME	Layoffs	Implemented	9/20/2010	Post Tribune
	Eliminate overtime	Implemented		
Bangor, ME	Reduce FD budget $675,000	Proposed		
	Close 1 station (of 3)	Proposed		
	Layoff 7 firefighters (of 89)	Proposed		
	Not fill 2 vacant positions	Proposed		
Biddeford, ME	Reduce hours for 2 firefighters from 40 to 32	Implemented		
Falmouth, ME	Close one station and engine (of 4) to staff an ambulance 24/7. Cover area by mutual aid	Proposed	6/1/2009	News 8

Gray, ME	No pay raises	Proposed		
	Eliminate minimum shift staffing from 7 to 5 and to 1 at night. Minimum staffing is 2 per Engine and Ladder.	Proposed		
	Utilize call personnel for staffing.	Proposed		
Portland, ME	Close 1 Engine of 6, convert to Medic	Implemented	/2013	
	Cross staff Fireboat and Engine	Implemented	/2013	
	SAFER Grant of $1.05 million to rehire 12 firefighters	Implemented	5/9/2011	Forecaster
	Reopen Rescue Squad	Pending		
	Eliminate 5 FD positions FY09/10	Implemented	3/2/2010	Forecaster
	Contract concession - salary freeze			
	Layoff 9 firefighter positions (of 239)	Implemented	7/5/2009	
	Not filling 4 vacant positions	Implemented	7/5/2009	
	Reduce minimum Engine staffing from 4 to 3	Implemented	7/5/2009	
	Eliminate Service Truck (1 position)	Implemented	7/5/2009	
	Reduce Electrical Division (1 position)	Implemented	7/5/2009	
	Contract concession - eliminate 2.5% pay raise	Rejected	7/1/2009	
	Close Rescue Squad	Implemented	7/1/2008	
	Eliminate 14 positions (of 243) by retirement incentive	Implemented	7/1/2008	wcsh6
	Close 1 Rescue Squad (of 1) (12 positions)	Implemented	7/1/2008	
	Eliminate EMS Shift Supervisor position (4 positions, 2 to administrative staff)	Implemented	7/1/2008	
Sanford, ME	Eliminate vacant full time Fire Prevention Officer position	Implemented	2/23/2009	
	No overtime hiring	Implemented		
	Reduce budget by $86,000	Proposed		
South Portland, ME	Reduce minimum staffing from 13 to 12 from 0800-1800.	Implemented	4/1/2009	
	Postpone hiring 2 vacant positions until next fiscal year (2 others to be filled)	Implemented		
	Minimize engine company responses to EMS calls to a minimum	Implemented		
	Staff 1 of 3 companies at 2 during the day and 3 at night	Implemented		
	Limit EMS responses by fire companies	Implemented		
	Staff 2 of 3 companies with 2 when someone is out sick and staff both with 3 at night with overtime if needed	Implemented		
	Not fill 3 vacant positions	Implemented		
	No cost of living increase for 2 years (2009 & 2010)	Implemented		
Veazie, ME	Layoff 2 staff	Proposed	5/27/2013	Bangor Daily News
Annapolis, MD	Layoff 5 firefighters (of 143)	Implemented	3/31/2010	The Capital
	Layoff 46 firefighters (of 138)	Proposed		
	Reduce Engine staffing from 3 to 2	Proposed		
	Annapolis Fire Chief Doug Remaley told the City Council yesterday he would rather they lay off more firefighters than cut his overhead budget or kill any of his department's special units.			

	Alderman Ross Arnett, D-Ward 8, said the department was ripe for deep cuts. He proposed the 138-firefighter department cut 46 uniform positions, and that the department staff fire engines with two firefighters at a time rather than three.			
Anne Arundel County, MD	Redeploy staffing to save $1 million	Pending	7/2/2013	The Capital
	Career firefighters eliminated from one station (1 of 31) - since rescinded	Rescinded		
	Reassign staff to to provide fire apparatus staffing a some stations and ambulance staffing at other stations.	Implemented		
	Lower leave cap from 52 allowed off per day to 32 (full staffing is about 150/day)	Implemented	1/7/2011	
	Higher contribution percentage toward pensions	Implemented	7/1/2010	
Baltimore, MD	West Baltimore's Truck 10, which city officials had planned to close this month, will be kept open at least through June 30	Postponed	10/2/2012	Baltimore Sun
	Change to 24 hour shifts. Mayor's proposed budget calls for firefighters to work seven more hours a week in exchange for a 12.5 percent raise and $2,500 signing bonus. The change would save the city $60 million over the next 10 years, officials say. The new schedule would save $4.5 million in overtime costs alone, officials say, and would allow the city to cut 156 firefighter positions through attrition.	Proposed	4/1/2013	Baltimore Sun
	The mayor's proposal, which would take effect Jan. 1, would require firefighters to work 24 hours before getting two days off. Their work week would rise to an average of 49 hours, a 17 percent increase, and the city could eventually cut the size of the Fire Department by 156 positions.	Implemented		
	That represents a compromise, administration officials say, from an initial proposal to require firefighters to work 56 hours per week and to eliminate 300 positions.			
	• Eliminate 66 vacant positions			
	• Redeploy 1 Engine to closed firehouse (33)	Implemented	72012	
	• Close 1 Ladder (15) effective 7/2012	Implemented	5/3/2012	Baltimore Brew
	• Close 1 Engine Squad (11) effective 7/2012	Implemented	7/9/2012	Firehouse .com
	$127 million shortfall, likely resulting in a next round of layoffs and furloughs after already having eliminated more than 500 positions		9/20/2010	Post Tribune
	5 to 8 furlough days in lieu of 100 layoffs	Proposed		
	Close 2 Engines (of 36)	Rescinded	7/1/2010	
	Close 1 Ladder (of 18)	Rescinded	7/1/2010	
	Continue brownout of 3 companies daily	Implemented		WBAL
	Eliminate 154 positions, 91 filled, 63 vacant (doomsday budget)	Rescinded	6/2/2010	WJZ
	Eliminate 166 positions - 154 positions from closure of 7 fire companies (10% of workforce, 13% of companies)	Proposed	3/25/2010	Letter from Chief James S Clack
	Permanently close 3 fire companies	Proposed		Baltimore Sun
	Continue daily brownout of 4 companies	Implemented		
	91 layoffs pending reduction by attrition	Proposed	3/1/2010	WJZ
	Eliminate 8 Captains, 22 Lieutenants and several more PO and EVD jobs eliminated. This would require temporary demotions of the most recently promoted rated members and effectively "kill" the promotional lists for rated members.	Proposed		
	No apparatus purchases	Proposed		
	Continue furlough days	Proposed		

Baltimore, MD	Layoff 125 firefighters by summer	Proposed	1/15/2010	Sun
	Close 9-14 companies by summer	Proposed		
	Not fill 90 vacant positions (of 1790)	Proposed		
	Wage freeze	Pending		
	Close 1 engine (of 35)	Rescinded		
	Close 2 ladders (of 18)	Rescinded		
	Close 1 ladder (of 18)	Rescinded		
	Re-evaluate interior fire attack with respect to fewer resources taking longer to arrive	Proposed		
	Quicker declarations of working fires and quicker use of multiple alarms	Proposed		
	5 Furlough days before June 2010	Implemented	10/29/2009	WBAL
	Contract concession equal to $2.9 million	Implemented	10/22/2009	
	Layoff 1 Assistant Chief position	Implemented	9/23/2009	
	Eliminate overtime	Implemented	8/11/2009	
	Reduce FD budget $2.9 million	Proposed		
	Brownout up to 5 companies per shift (3 Engines, 2 Ladders)	Implemented	8/1/2009	
	Close one ladder (of 19) to organize one new medic unit	Implemented	7/8/2009	
	Redeploy one ladder to keep station open	Rescinded	7/1/2009	
	Not fill vacant positions	Implemented	7/1/2009	
	Distribute 10 year smoke detectors	Implemented		
	Reduce non emergency responses by public education	Implemented		
	Brownout up to 6 companies per shift (4 Engines, 3 Ladders)	Implemented / Rescinded	7/1/2009	
	Close one engine (of 36) to organize one new medic unit	Rescinded	7/1/2009	WJZ
	Reduce staffing on Fireboat from 5 to 4	Implemented	4/1/2009	
	Brownout up to 4 companies per shift (3 Engines, 1 Ladder)	Implemented	1/1/2009	
	Close 3 Engines (of 39)	Implemented	7/1/2000	
	Close 4 Ladders (of 23)	Implemented	7/1/2000	
	Close 2 Battalion Chiefs (of 8)	Implemented	7/1/2000	
	Close 5 Stations (of 44)	Implemented	7/1/2000	
Baltimore County, MD	Reduce staffing levels through attrition and more effective use of technology.	Implemented	11/5/2010	Firehouse
Cumberland, MD	5 (of 80) unpaid hours per 2 week pay period	Proposed	9/17/2009	
	Reduce FD budget 8%	Proposed		
	Early retirement package	Proposed		
	Eliminate career staffing (65). Replace with volunteer.	Proposed	9/15/2009	Times News
	Reduce minimum shift staffing from 13 to 12	Implemented	12/12/2009	
	Furlough days	Proposed		
	Reduce FD budget 8%	Proposed		
Frederick County, MD	Eliminate 7 management positions	Proposed	2/3/2011	News Post

	Not fund 34 positions	Proposed		
Montgomery County, MD	Pay raises denied	Implemented	11/25/2010	Examiner
	Close 11 ambulances	Rejected		
	Layoff 18 administrative staff	Proposed		WAMU
	Layoff 80 firefighters (of)	Proposed		
	Reduce volunteer budget $1 million	Proposed	10/6/2010	Post
	Cuts if ambulance fee repealed	Proposed	8/11/2010	Gazette
	3 to 8 furlough days in FY10/11	Pending	5/21/2010	Examiner
	Bill for emergency ambulance service	Implemented	6/26/2009	WUSA9
Prince George's County, MD	No career staffing at 8 stations (of 46) (Holiday Furlough)	Implemented	05/28/2010 05/31/2010	IAFF 1619
	Career staffing for ambulance only 3 station (of 46) (Holiday Furlough)	Implemented		
	No career staffing (day work) 13 stations (of 46) (Holiday Furlough)	Implemented		
	6 Battalion Chiefs and 2 EMS Supervisors placed Out of Service (Holiday Furlough)	Implemented		
	Fireboat placed Out of Service (Holiday Furlough)	Implemented		
	Federal judge rules furloughs unconstitutional, and refund of lost wages. County warns of 'massive' layoffs		8/18/2009	WUSA - TV
	Eliminate career staffing in selected stations	Implemented	7/26/2009	
	Eliminate 1 Engine to staff new ALS unit	Implemented		
	Concentrate career staff in fewer stations so that those stations can operate more than one unit	Implemented		
	Furlough shifts - 80 hours per employee	Implemented		STATter911
	Rotating station brownouts, up to 4 (of 44) at one time or 7 in one day, filling by volunteers where available	Implemented	7/1/2009	
	Layoff 48 positions (of 849)	Proposed		
	Not filling 3 vacant Battalion Chief positions	Implemented		
	Expenditure controls on equipment, maintenance, & supplies	Implemented		
	Reduce overtime spending by 75%	Implemented		
	Reduce staffing at two stations from 6 to 2 for staffing paramedic ambulance only	Implemented	6/17/2009	
	Eliminate all career staff from 2 stations on day shift	Implemented		
	Eliminate all career staff from 2 stations on night shift	Implemented		
	Rotating station brownouts due to lack of career staffing	Implemented		
	Brownout Fireboat station	Implemented		
Ocean City, MD	Reduce 1 ALS unit (of 6) from full time to part time	Implemented		
Salisbury, MD	Stations 1 and 2 plan alternate daily closures to accommodate budget cuts.	Implemented	6/6/2010	Daily Times
	Reduce hours of ambulance availability	Implemented		

Massachusetts	The Patrick administration earmarked $20 million in federal stimulus funding to help cities and towns rehire as many laid-off firefighters as possible, prevent further layoffs and address staffing reductions caused by attrition. More funding awards are expected to be announced. Eighty-seven fire departments from across the state submitted applications to be considered for the funds.	Implemented	10/7/2009	Boston Channel
Abington, MA	Reduce shift minimum staffing from 5 to 4	Proposed	11/17/2009	WHDH
	Reduce FD budget 7%	Proposed		
	Layoff civilian dispatchers and 1 firefighter	Proposed		
	Close 1 Station (of 2)	Proposed	11/16/2009	Enterprise
Amesbury, MA	Eliminate four firefighter positions (1 retirement, 3 layoff) (4 of 32)	Implemented	12/30/2008	
	Reduce shift staffing from 8 to 7	Implemented		
Andover, MA	Reduce staffing on Ladder from 2 to 1	Implemented	7/1/2009	Eagle Tribune
Arlington, MA	Brownout 1 Engine (of 4)	Implemented		
Attleboro, MA	Not fill 11 vacant positions	Implemented		
Beverly, MA	Brownout 1 Engine (of 4)	Implemented		
	Brownout Ladder	Implemented		
Boston, MA	Media scrutinizing shift swapping, sick leave, overtime and disability retirements	Pending	1/30/2011	Globe
	$130 million shortfall, resulting in layoffs of more than 500 municipal employees		9/20/2010	Post Tribune
	19% pay raise over 5 FY, firefighters to receive back pay in lump sum	Implemented	6/10/2010	
	Pay increase exchange for undergoing drug and alcohol testing, and to delay the benefit for a year, to June 30, 2011.	Pending		
	Voluntary staffing of stations closed by brownouts	Implemented & Rescinded	8/19/2009	Boston Globe
	Rotating brownouts of 3 Engines (of 34) and 1 Ladder (of 22) based on absences	Implemented & Rescinded	8/11/2009	
	Eliminate 2 Districts (of 11) (Officers reassigned)	Implemented	7/1/2009	
	Positions reduced by attrition since 2000: 11 District Chiefs, 9 Captains, 8 Lieutenants, 200 Firefighters	Implemented	6/30/2009	
Bridgewater, MA	Reduce FD budget $850,000	Proposed	5/16/2010	
	Discontinue ambulance service	Proposed		
	Layoff 20 firefighters (of 36)	Proposed		
	Close satellite fire station	Proposed		
	Close Ladder	Proposed		
	Demote 1 Captain and 1 Lieutenant	Proposed		
	Reduce minimum shift staffing from 10 to 3	Proposed		
	Eliminate fire prevention division			

	Brownout 1 Station (of 2)	Implemented		Boston Globe
	Brownout 1 Engine (of 2)	Implemented		
	Layoff 8 firefighters (of 29)	Implemented		
	Rehire laid off firefighters with federal stimulus funds	Implemented	11/15/2009	
Brockton, MA	Layoff 15 firefighters (of 185)	Proposed	7/1/2009	
	Close 1 Ladder (of 3)	Proposed		
	Close 1 Engine (of 5)	Proposed		
	Not filling 27 vacant firefighter positions	Implemented		
	Layoff 20 firefighters (of 185)	Rescinded	5/28/2009	
	Contract concessions in lieu of layoffs	Implemented		
	Eliminate 28 FD positions	Implemented	/2008	Fire Depts Network .net
Brookline, MA	Brownout 1 Engine (of 6)	Implemented		
	Brownout Rescue Squad	Implemented		
Cambridge, MA	Brownout Rescue Squad	Implemented		
	Not filling 12 vacant positions	Implemented		
	No overtime to maintain minimum shift staffing	Implemented		
Chicopee, MA	Brownout 1 Engine of 6	Implemented	/2006	
	Close 1 Ladder of 3	Implemented	/2004	
Dalton, MA	Reduce FD budget 31%	Implemented		Berkshire Eagle
Danvers, MA	Reduce minimumshift staffing from 10 to 8	Implemented	5/1/2009	
Dedham, MA	Brownout 1 Ladder (of 2)	Implemented		
Dudley, MA	All municipal employees notified of potential layoff (Fire Department has 6 of 34 municipal employees)	Proposed		
Easton, MA	Layoff firefighters	Implemented		
	Rehire laid off firefighters with federal stimulus funds	Implemented	11/15/2009	
	Brownout 1 Station (of 3)	Implemented	8/10/2011	Gatehouse News
Fall River, MA	45 laid off firefighters rehired with federal stimulus funds	Implemented	11/15/2009	
	Reopened 1 engine (of 2 that were closed)	Implemented		
	Reopened 1 ladder	Implemented		
	Restored independent staffing for the Rescue Squad	Implemented		

	Restored Chief's Aides	Implemented		
	Close 1 Ladder (of 3)	Rescinded	11/1/2009	
	Reduce salaries 8%	Rejected	7/17/2009	Herald News
	Layoff 45 firefighters (of 232)	Implemented	3/13/2009	
	Close two Engines (2 of 8)	Implemented		
	Reduce staffing of Rescue Squad to one. Cross staff with Engine	Implemented		
	Eliminate Chiefs Aides	Implemented		
	Reduce shift staffing to 28 (from 36)	Implemented		
	Not fill 12 vacant positions due to retirements	Implemented		
	Reduce FD staff from 232 to 164 in 2008	Implemented	/2008	
Fitchburg, MA	Brownout 1 Engine (of 4)	Implemented		
	Brownout 1 Ladder (of 2)	Implemented		
	Layoff 5 firefighters (of 67) (35 positions (of 97) eliminated since 2004)	Proposed	7/1/2009	Telegram & Gazette
	Eliminate 2 Deputy Chief positions	Implemented		
	Demote 7 officers	Proposed		
	Not filling 5 vacant positions	Proposed		
	Contract concession 3% pay general, + 15% by demotions	Proposed		
Franklin, MA	Eliminated 3 firefighter and 3 staff positions (of 38) since 2008	Implemented	12/26/2010	Daily News
Gardner, MA	Layoff 3 firefighters	Rescinded	8/1/2009	
	Reduce shift staffing to 5 (2 in BC Car, 2 on Engine, 1 on Ladder)	Implemented		
Gloucester, MA	Brownout 3 Engines (of 5)	Implemented	4/8/2009	Times
	Reduce minimum shift staffing from 18 to 11	Implemented		
	Brownout 3 Stations (of 4)			
	Brownout Ambulance			
	Not fill 4 vacant positions			
	Regionalize communications	Proposed		
	No overtime to maintain minimum shift staffing	Implemented		
	Reduce FD staffing from 100 to 68	Implemented	Since 2000	
Haverhill, MA	Reduce staffing on Rescue Squad from 3 to 1	Implemented	3/1/2012	Eagle Tribune
	Reduce shift staffing from 19 to 17	Implemented		
	Hired 3 laid off Lawrence firefighters	Implemented		
	Consultant recommendation sick leave monitoring	Proposed	5/1/2011	
	Civilianize fire dispatchers and assign firefighters to suppression	Proposed		
	29 firefighters are among more than 200 firefighters statewide who have been suspended from working as EMTs by the state for allegedly falsifying records to show that they completed EMT recertification when they did not actually attend the required training. The suspensions would be spread out over the next year	Implemented	1/30/2011	

	or two to avoid closing fire stations or paying other firefighters excessive overtime to fill in for the suspended firefighters.			
	Not fill 5 of 13 vacant positions (of 95, from 132 in 1977) (10 Firefighters, 2 Captains, 1 Deputy Chief)	Implemented	11/17/2009	Eagle Tribune
	Reduce number of Deputy Chief positions (from 5)	Proposed		
	Higher deductables and premiums for health insurance	Proposed		
	Close 1 engine (of 4)	Proposed	7/1/2009	
	Reduce minimum shift staffing from 19 to 16	Proposed		
	Demote 7 Captains and Lieutenants	Proposed		
	Brownout 1 station (of 4)	Proposed		
	Reduce 9 officers in rank	Proposed	6/30/2009	
	Reduce minimum shift staffing from 19 to 16	Proposed		
	Brownout 1 Engine (of 4)	Implemented	6/14/2009	
	Brownout 1 Station (of 4)	Implemented	6/14/2009	
	Layoff 2 firefighters	Proposed	4/18/2009	
	Reduce FD staffing from 140 down to 90	Implemented	Since 2000	
Hingham, MA	Close 1 Station (of 3)	Rescinded	1/15/2010	Gate House News
	Regionalize communications	Proposed		
Holyoke, MA	Brownout 1 Station (of 4)	Implemented	8/6/2009	The Republican
	Brownout 1 Engine (of 5)	Implemented		
	Not fill 5 vacant positions (of 88)	Implemented		
Hull, MA	Brownout 2 Engines (of 3)	Implemented		
	Brownout 1 Station (of 2)	Implemented		
	Layoff firefighters	Implemented		
	Rehire laid off firefighters with federal stimulus funds	Implemented	11/15/2009	
Kingston, MA	Eliminated call force – unknown number	Implemented		
	-			
Lakeville, MA	Layoff 13 (of 27) call firefighters	Implemented		
	Rehire laid off firefighters with federal stimulus funds	Implemented	11/15/2009	
Lawrence, MA	Mayor's proposal keeps 31 firefighters on the job when the SAFER grant runs out in August.		5/29/2013	Eagle Tribune
	Reorganize 1 Engine with $6.6 millon SAFER grant (closed 8/2009) after 10 firefighter layoff		2/7/2012	
	Hire 38 firefighters with $6.6 million SAFER grant including 23 firefighters laid off in 2010			
	Eliminate 24 firefighter positions	Implemented		Firefighter Hourly
	$6.62 million SAFER Grant ($6.2 million) to rehire 23 firefighters and 15 new firefighters	Implemented		
	Reestablish 1 Ladder	Implemented	4/9/2011	

	Two fire stations set to reopen	Pending	2/20/2011	
	City will receive $6.62 million SAFER grant to hire 38 firefighters, allowing it to restore positions lost to budget cuts and bring in 15 more firefighters. Mayor William Lantigua's office clouded the good news by saying the staffing levels would probably not be sustainable after the two-year grant is exhausted.	Pending	1/22/2011	
	3 laid off firefighters hired by Haverhill	Implemented		
	6 laid off firefighters hired by Lowell	Implemented		
	1 laid off firefighter hired by Massport	Implemented		
	Contract concessions - give up training stipend, one week of vacation & work 24 hours of overtime unpaid	Implemented	9/23/2010	
	Rehire 8 firefighters - 4 by budget, 4 by concessions	Implemented	9/22/2010	
	Contract concessions to rehire 4 firefighters - 10% salary cut, forgo bonuses, and consider other measures	Implemented		
	Mutual aid system is straining, responses revised	Implemented	8/11/2010	
	Requesting mutual aid at more than 10 times prior rate including routine calls	Implemented	8/9/2010	WCVB 5
	Neighboring towns to pick up slack for Lawrence firefighter layoffs	Implemented	7/10/2010	
	Drawing complaints from fire chiefs in surrounding towns, where departments have been forced to pay overtime and risked leaving their communities without enough coverage in order to respond to mutual aid calls from Lawrence.	Implemented		
	Union has offered to give up the 3.5% pay raise received Jan. 1, but they are not willing to reduce their pay	Implemented		
	Reduce FD budget $2.5 million	Implemented		
	Brownout Rescue Squad	Implemented	7/1/2010	
	Reduce minimum shift staffing from 24 to 18	Implemented		
	Close 1 Engine (of 3)	Proposed	7/1/2010	
	Layoff 23 firefighters (of 95)	Implemented	7/1/2010	
	Close 1 station (of 4)	Implemented	7/1/2010	Lowell Sun
	One Captain and two Lieutenants demoted	Implemented	7/1/2010	
	Reduce minimum shift staffing to 18 to 13	Implemented	7/1/2010	Boston Globe
	Layoff 32 firefighters and support staff (of 96)	Proposed	5/11/2010	
	Layoff 8 firefighter positions (of 136)	Implemented	11/4/2009	
	Not fill 19 firefighter vacancies	Implemented		
	Discontinue emergency medical responses	Implemented	9/8/2009	
	Close 2 Engines (of 5)	Implemented	8/14/2009	
	Close 2 Stations (of 6)	Implemented	8/14/2009	
	Contract concessions: delay raises and reduce longevity pay 50%	Implemented		
	Furloughs - 12 days	Rejected		
	Brownout 1 engine (of 4) every day	Implemented	4/1/2009	Eagle Tribune
	Not fill 6 vacant positions from attrition (of 96)	Implemented	3/26/2009	
Lexington, MA	Brownout 2 Engines (of 3)	Implemented		
	Brownout 1 Station (of 2)	Implemented		
Lowell, MA	Hiring 6 laid off Lawrence firefighters	Implemented	10/13/2010	
	Layoff 23 firefighter positions (of)	Implemented		
	City now counts heavily on mutual aid from surrounding towns for fire suppression services.	Implemented		

	Rehire 9 firefighters with federal stimulus funds	Implemented	11/15/2009	
	Rotating brownout 3 companies	Implemented	7/1/2009	Sun
Lynn, MA	Close 1 station (of 6)	Proposed	7/1/2009	
	Close 1 engine (of 6)	Proposed	7/1/2009	
	Close 1 Ladder (of 3)	Implemented	7/1/2009	
	Close 1 EMS Squads (of 2)	Implemented	1/1/2007	
	Reorganize 1 Engine	Implemented	7/1/2005	
	Close 1 EMS Squad (of 3)	Implemented	7/1/2003	
	Close Rescue	Implemented	7/1/2003	
	Close 2 Engines (of 7) 8,11	Implemented	7/1/2003	
	Close 1 ladder (of 4)	Implemented	7/1/2002	
	Close 1 Engine (of 8) 10	Implemented	7/1/2002	
Malden, MA	Lay off 10 firefighters (of) (effective 08/07/2010)	Implemented	8/11/2010	Boston Globe
	Close 1 station (of 4) (effective 08/07/2010)	Implemented	8/11/2010	
	Close 1 Engine (of 4) (effective 08/07/2010)	Implemented		
	Two Lieutenants demoted	Implemented		
	SAFER grant rescinded	Implemented		
	Layoff 13 to 16 firefighters	Proposed	7/14/2010	larouche .pac
	6 SAFER grant funded positions may be lost	Proposed		
	Increase health care copays	Proposed		
Marlborough, MA	Reduce minimum shift staffing from 17 to 15	Implemented	12/26/2010	Daily News
	Reduce minimum shift staffing from 15 to 13	Implemented		
	Not fill 2 vacant positions	Implemented		
Massport, MA	Hired 1 laid off Lawrence firefighter	Implemented		
Medford, MA	Contract concession - delay 11.5% pay raise for 18 months	Implemented	4/22/2010	Boston Globe
Methuen, MA	Combine 1 crew of 3 for engine and ladder. Crew responds with either unit based on nature of call.	Implemented		Boston Globe
	Rolling brownouts	Implemented		
	Layoff firefighters	Implemented		
	Not fill 7 vacant firefighter positions	Implemented	8/12/2010	
	Rehire laid off firefighters with federal stimulus funds	Implemented	11/15/2009	
Metrofire, MA	Some FD's lack consistent daily staffing to participate in mutual aid	Implemented		CNC
Middleborough, MA	Close 1 Station (of 3)	Implemented	9/15/2009	

	Brownout 1 Station (of 2)	Implemented		
Millville, MA	Consolidate FD with bordering town	Proposed	9/3/2009	Milford Daily News
Milton, MA	Layoff 5 firefighters (of 55)	Proposed		
	Brownout 1 Ladder (of 2)	Implemented		
	Brownout 1 Engine (of 3)	Implemented	2/9/2009	
	Reduce minimum shift staffing from 11 to 10	Implemented		
	Closed 1 Station (of 3)	Implemented		
Monson, MA	Layoff firefighters	Implemented		
	Rehire laid off firefighters with federal stimulus funds	Implemented	11/15/2009	
Natick, MA	Privatize EMS	Rejected	12/26/2010	Daily News
	Minimum shift staffing of 17			
New Bedford, MA	Layoff 40 personnel if another SAFER grant is not granted - granted	Pending	/2014	
	Limit overtime hiring to 3 then brownout companies	Implemented		
	Received $12.2 million SAFER grant to hire 45 firefighters by July to fully staff 10 companies	Implemented		Standard Times
	32 laid off firefighters rehired	Implemented	11/15/2009	
	Layoff 5 firefighter positions	Implemented	8/21/2009	
	Not filling 16 vacant positions	Implemented		
	Close 1 Engine (of 6)	Implemented	4/26/2009	
	Close 1 Engine (of 7)	Implemented	3/8/2009	
	Brownout 1 Engine (of 7)	Implemented	2/22/2009	Standard Times
	Layoff 35 firefighters	Implemented	2/14/2009	Boston Globe
	Close 1 Engine (of 8)	Implemented	2/19/2003	South Coast Today
	Close Rescue	Implemented	?/?/2002	
Newburyport, MA	Brownout 1 Station (of 3)	Implemented	5/25/2011	Daily News
	Reduce minimum shift staffing from 7 to5	Implemented		
Newton, MA	Close 2 Engines (of 8)	Implemented	7/1/2005	
North Attleboro, MA	Reduce shift staffing from 14 to 11	Implemented		
	Reduce FD budget $103,000	Implemented	6/1/2011	Sun Chronicle
	Brownout 1 Station (of 3)	Implemented		

	Close 1 Ambulance (of 2)	Implemented		
	Reduce minimum shift staffing from 11 to 9	Implemented		
	Not fill 6 attrition vacancies	Implemented		
	Layoff 2 paramedics	Proposed		
	Rehire 3 laid off firefighters with grant funds	Implemented	11/15/2009	
	Not fill 4 vacant positions	Implemented		
	Layoff 6 career 15 call firefighters	Implemented		
	Not filling 1 retirement vacancy	Implemented		
	Cross staff one engine and rescue	Implemented		
	Reduce minimum shift staffing to 11	Implemented		
	Reduce "unnecessary" driving	Implemented		
Norton, MA	Close 1 station (of 3)	Implemented	6/30/2010	WBZ
	Layoff 5 call firefighters	Implemented		
	Not fill 1 vacant position	Implemented		
Peabody, MA	Brownout 1 Engine (of 5)	Implemented		
Plymouth, MA	Rehire 5 firefighters with SAFER grant of more than $600,000	Implemented	5/28/2010	
	Layoff 5 firefighters	Implemented	7/1/2009	Patriot Ledger
Quincy, MA	Close 1 Engine (of 9)	Implemented		Patriot Ladger
	Close 2 Ladders (of 5)	Implemented		
	Layoff 5 firefighters (of)	Proposed	5/4/2010	
	Rehire laid off firefighters with federal stimulus funds	Implemented	11/15/2009	
	Close Rescue Squad	Implemented	?/?/2003	
	Layoff firefighters	Implemented		
Revere, MA	Brownout 1 Ladder (of 2)	Implemented		
	Layoff 7 firefighter positions	Rescinded	7/1/2009	
	Contract concession - give up 3 uniform allowances	Implemented	7/1/2009	
	Not fill 8 vacant positions	Implemented	7/1/2009	
	Rotating brownouts of 1 Engine (of 4) or 1 Ladder (of 2) daily	Implemented	3/1/2009	
	No overtime for minimum shift staffing unless 2 companies will be brouwned out	Implemented	3/1/2009	`
Salem, MA	Brownout 1 Station (of 4)	Implemented		
	Brownout 1 Engine (of 4)	Implemented		
	Brownout 1 Ladder (of 2)	Implemented		
	Not fill 1 vacant Deputy Chief position	Implemented	9/18/2009	Eagle Tribune

Sandwich, MA	Brownout 1 Station (of 3)	Implemented	6/1/2010	Cape Cod Times
Saugus, MA	Brownout 1 Engine (of 2)	Implemented		
	Brownout 1 Station (of 2)	Implemented		
Shrewsbury, MA	Lay off 2 firefighters of 38	Proposed	1/31/2012	Chronicle
	Lay off 3 firefighters of 38	Proposed	2/1/2011	Chronicle
	Reduce FD budget $143,000.	Proposed		
Somerset, MA	Eliminated call force – unknown number	Implemented		
Somerville, MA	Brownout 1 Engine (of 6)	Implemented		
Springfield, MA	Layoff 16 firefighters	Implemented	7/1/2012	
	Close 1 Ladder of 5	Implemented	7/1/2012	
	Not fill 43 vacant positions	Implemented		
	Brownout 1 Engine (of 8)	Implemented	7/1/2003	
	Brownout 1 Ladder (of 5)	Implemented	7/1/2003	
	Close 2 Engines (of 10)	Implemented	7/1/2003	
	Close 1 Ladder (of 6)	Implemented	7/1/2003	
	Reduce minimum unit staffing from 4 to 3	Implemented	7/1/2003	
	Reduce minimum shift staffing to 42	Implemented	7/1/2003	
	Layoff 53 firefighters	Implemented	7/1/2003	
	Close 2 Engines (of 12)	Implemented	7/1/2002	
Taunton, MA	Brownout 2 Stations (of 5)	Implemented	7/3/2011	Daily Gazette WPRI
Tewksbury, MA	Brownout 1 Station of 3		2/20/2013	
	Close 1 Engine (of 3)	Implemented	7/15/2009	
	Close 1 Station (of 3)	Implemented		
Walpole, MA	Rehire 4 firefighters through union concessions (no pay increase in year 1 of contract, drop minimum staffing to 7 out of 8 while still running 1 engine and 2 ambulances)	In the hiring process now	12/ /2009	
	Not fill one vacant position	Implemented		
	Rehire laid off firefighters with federal stimulus funds	Implemented	11/15/2009	
	Layoff 3 firefighters	Implemented	7/1/2009	
	Reduce minimum shift staffing from 8 to 7	Implemented	7/1/2009	
	Close one station (of 2)	Implemented	7/1/2009	

Watertown, MA	Brownout 1 Ladder (of 2)	Implemented	2/4/2011	Tab & Press
	Reduce FD budget 5%	Proposed		
	Layoff ? Firefighters	Proposed		
	Close 1 Station (of 3)	Proposed		
	Close 1 Engine (of 3)	Proposed		
	Close 1 Ladder (of 2)	Proposed		
	Not fill 9 positions vacant by attrition	Proposed		
	Reduce minimum shift staffing from 19 to 16	Implemented		
	Reduce minimum shift staffing from 16 to 14	Proposed		
West Springfield, MA	Brownout 1 Engine (of 3)	Implemented		
Weymouth, MA	Reduce shift staffing from 17 to 14	Implemented	11/30/2010	Wick News
	Brownout 1 Engine for absenteeism	Implemented		
	Received $971,158 SAFER grant to rehire 5 firefighter/paramedics	Pending		
	Layoff 5 firefighters (of)	Implemented	7/3/2010	
	Close 1 Station (of 4)	Implemented	4/5/2010	
	Close 1 Engine (of 4)	Implemented	4/5/2010	
	Reduce FD budget $500,000	Implemented		
	Not fill vacant positions	Implemented		
	Eliminate overtime for minimum staffing	Implemented		
	Reduce shift staffing from 22 to 17		2009-2011	
	Eliminate 20 positions by attrition from 108 to 88		2009-2011	
	Eliminate 8 positions by attrition	Implemented	?/2008	
	Close 1 Station (of 5)	Implemented	?/2008	
	Close 1 Engine (of 5)	Implemented	?/2008	
	Convert 1 engine and 1 ladder to single quint unit	Implemented	?/2008	
	Eliminate 12 positions by attrition	Implemented	/2003	Patriot Ledger
	Close 1 Ladder (of 2)	Implemented	/2003	
Winthrop, MA	Brownout 1 Ladder (of 2)	Implemented		
Woburn, MA	An independent team hired by the city to evaluate the Woburn Fire Dept.'s operations recommended the closure of two stations and the re-deployment of personnel in 3-man teams, in a sweeping report that was delivered last night to the City Council's Public Safety & Licenses Committee.		3/14/2013	Woburn Daily Times
	The 3-member panel from Management Resources Inc. (MRI) called for the immediate closure of the aged Central Square station, and the combination of one other station with a new headquarters.			
	"The long-term reduction of stations from five to three will eliminate the false sense of security of having two people in a fire station," said Donald Bliss, the leader of MRI's fire evaluation team and the former New Hampshire fire marshal. "The city can very effectively still provide adequate coverage under this plan."			

Worcester, MA	Hire 10 firefighters to offset attrition (384)	Implemented	8/12/2010	
	Increase recruit class from 29 to 39	Implemented		
	Not fill 22 positions (of 406)	Implemented		
	Rehire 16 laid off firefighters with federal stimulus funds	Implemented	11/15/2009	
	Not fill 5 vacant positions (of 384)	Proposed		
	Layoff 20 firefighters (406)	Proposed	4/1/2009	Telegram & Gazette
	Close 2 Engines (of 15)	Implemented	7/1/2007	
Yarmouth, MA	Close 1 station (of 3)	Reopened	6/30/2009	Cape Cod Times
	Contract concession - 2010 annual pay raise			
Allen Park, MI	State appointed Emergency Manager		/2012	
	Layoff 28 firefighters (of 28) - eliminate career FD - rescinded following concessions	Rescinded	3/23/2011	Detroit Free Press
	Layoff 9 firefighters (of 17)	Implemented	8/9/2010	News Herald
	Not fill 4 vacant positions from retirement incentives	Implemented		
	Overtime eliminated	Implemented		
Ann Arbor, MI	The city of Ann Arbor is in talks with neighboring Ann Arbor Township regarding a potential merger of their two municipal fire departments. The Ann Arbor Fire Department could absorb Ann Arbor Township's fire department if merger talks progress in that direction.		12/6/2012	Ann Arbor .com
	ICMA Report		12/2/2011	
	Consider replacing one of the downtown fire trucks with a smaller "quick response vehicle" to further reduce staffing.			
	Recommend quick response vehicles equipped with a new foam technology — and manned by two firefighters instead of three — as a way to reduce staffing by one firefighter at Station 3, 2130 Jackson Ave., and also at Station 4, 2415 Huron Parkway.			
	Rely on mutual aid	Implemented	5/15/2011	
	Eliminate 7 firefighter positions (of 89) effective FY11/12	Impemented	4/14/2011	Ann Arbor
	Eliminate 5 firefighter positions effective FY12/13	Implemented		MPFFU
	Reduce minimum shift staffing from 23 to 15	Implemented		
	Rotating brownout of 1 station (of 5) daily	Implemented	2/17/2011	FD website
	Considering establishment of paid on-call department to reduce costs	Proposed	12/4/2010	
	Layoff 3 firefighters (of 90) and 1 management assistant	Implemented	7/1/2010	
	Eliminate 1 vacant position	Implemented	7/1/2010	
	Close 2 Stations (of 5)	Proposed	by 01/04/2010	
	Close 1 Engine (of 4)	Proposed	12/20/2009	
	Layoff 14 firefighters (of 94)	Proposed		
Ann Arbor, MI	Close 1 Station (of 6)	Implemented	?/?/2002	Ann Arbor
	Eliminate 23 positions (of 113)	Implemented	?/?/2002	
Armada Township, MI	To receive a $288,000 grant for staffing an additional firefighter/paramedic on each of its 24-hour day and night shifts.	Pending		

Battle Creek, MI	Not filling 12 vacancies (of 87 positions)	Implemented		
	Layoff 9 firefighters (of 75)	Implemented	7/1/2010	Enquirer
	Furlough 20 hours to rehire laid off firefighters	Pending	5/9/2010	
	Rehire 9 laid off firefighters (of 66)	Pending		
	3 furlough days	Rejected	4/23/2010	Wood TV 8
	Brownout Ladder	Implemented		
	Reduce minimum shift staffing from 24 to 20	Implemented		
	Reduce minimum unit staffing	Proposed		
Bay City, MI	November, city leaders could adopt a sweeping plan to merge Bay City's police and fire departments, a move designed to save the city millions each year in public protection costs. proposal to create a cross-trained public safety department	Proposed	10/17/2012	Bay City Times
	The new initiative doesn't depend on a millage and would reduce the fire department's 43-person roster by 15 to 25 people, or a potential cut of 58 percent, officials say. The police's 52-person department would remain the same and police would also assume a fire-protection role in the city.	Proposed		
	Despite cuts, Bay City Fire Department lowers response time in 2010		2/19/2011	Bay City Times
	Layoff 5 firefighters (of)	Proposed	5/19/2010	MILive .com
	Reduce labor cost 10.8%	Proposed		
	Close 1 Station (of 4)	Implemented	1/1/2010	
	Brownout Ladder	Implemented		
	The long-term goal is to shrink the current department of about 50 full-time firefighters down to 36 positions through retirements, and use on-call personnel to supplement the smaller service. The Bay City Commission approved a plan Sept. 12 - overriding the veto of Mayor Charles Brunner - to hire and train 18 on-call firefighters. The intent is not to replace full-time positions as retirements occur. The savings could be more than $1 million annually.	Implemented		WNEM, Bay City Times
	Brownout 1 Station (of 4)	Implemented	9/20/2009	
	Layoff 6 firefighters	Vetoed by Mayor	6/19/2009	
	Close 1 Station (of 4)	Vetoed by Mayor		
	Reduce minimum shift staffing from 15 to 13	Implemented		
	Hire on-call firefighters	Implemented	9/21/2008	
Bay City, MI	Bay City's police-fire department merger begins effective 7/01/2013	Implemented	6/30/2013	mlive .com
	Lay off 10 firefighters			
	The city has sent two groups of police officers through a fire training academy involving drills and simulated scenarios.			
	Bay City's merged public safety department will have approximately 80 employees. There will be 38 trained police officers, including the director and his deputy; 28 firefighters, including some top officials; and 11 cross-trained public safety officers.			
	With approximately 30 cross-trained public safety officers on the city's payroll by the end of the year, the city hopes to reopen Fire Station No. 5 on Smith Street by January 2014.			
	Close 1 Station of 5	Implemented	9/20/2009	
Benton Harbor, MI	Combine police and fire to form Public Safety Department	Proposed	7/1/2012	

	State appointed Emergency Manager	Implemented	2012	
	Eliminates city's FD effective 01/01/2011	Rejected	9/10/2010	Spirit News
	Contract concessions - cross training firefighters and police, 20% employee contribution towards healthcare premiums, and 10% contribution towards pension	Implemented		
	Merge with St Joseph and Benton Township FDs	Proposed	7/21/2010	WSBT
Birmingham, MI	Reduce staffing from 35 to 25	Proposed	10/11/2009	Observer & Eccentric Hometown
	Reduce minimum shift staffing from 9 to 8	Proposed		
Bridgeport Township, MI	Layoff 1 firefighter (of 4)	Implemented	12/9/2010	Saginaw News
Brownstown, MI	Contract concession - forgo overtime payments for extra shifts to the extent allowable under federal law	Implemented	10/13/2009	
Canton Township, MI	Deferring apparatus replacement	Implemented		
Center Line, MI	City will be using Department of Public Works employees to fight fires.		11/5/2012	Firehouse .com
Clinton Township, MI	Eliminate 4 firefighter and 3 administrative positions by attrition	Proposed		
	Eliminate discretionary and capital spending	Proposed		
	Additional firefighter layoffs	Proposed	04/?/2011	
	Layoff building inspectors	Implemented		
	SAFER Grant to rehire 7 firefighters	Pending		
	Lay off 12 firefighters (of 70)	Implemented		C & G News
	Close 1 station (of 5)	Implemented	8/31/2010	
	Close 1 Engine (of 5)	Implemented	8/31/2010	
	Layoff 7 firefighters (of 87)	Implemented	8/16/2010	
	Not fill 10 vacant positions from attrition (of 80)	Implemented		
	No overtime for minimum shift staffing	Implemented		
	Reduce minimum shift staffing from 23 to number reporting	Implemented		
Coldwater, MI	Contract concessions - 2 years of raises, increase health care contribution	Implemented		
	Reduce paid-on-call budget 50%			
	Reduce paid-on-call firefighters from 9 to 6			
	Minimum shift staffing of 4			
	We run out of one station with just 4 firefighters per shift.			
Columbia Township, MI	Close FD on Sundays	Proposed	7/1/2009	Jackson Citizen Patriot

	Contract concession - 10% employee contribution towards benefits	Proposed		
	-			
Commerce Township, MI	Layoff 2 firefighters	Proposed	1/1/2010	
	Brownout 1 station (of 4)	Proposed		
	Eliminate overtime	Implemented		
	Operate engines driver only	Implemented		
Crystal Falls, MI	Layoff 3 firefighters (of 3)	Proposed	2/3/2010	The Daily News
Dearborn, MI	Consolidate the Dearborn and Melvindale fire departments		8/9/2013	
	SAFER grant $940,595	Pending		
Dearborn Heights, MI	Layoff 4 firefighter, 1 operator and 1 inspector positions	Proposed		Press & Guide
Detroit, MI	The city's police and fire lieutenants and sergeants on Wednesday became the latest municipal employees to have their pay and benefits slashed, with Emergency Financial Manager Kevyn Orr imposing a 10% pay cut, along with other reductions.	Implemented	9/16/2013	Detroit News
	In addition to the wage cut, union members will no longer get overtime for court appearances, while holiday pay was reduced from double-time to time-and-a-half. In addition to about 500 cops, the cuts affect about 400 firefightersIn addition to about 500 cops, the cuts affect about 400 firefighters			
	Detroit will train up to 100 new firefighters, move fire stations and place new equipment in them and redeploy firefighters across the city under a plan taking shape as part of emergency manager Kevyn Orr's effort to restructure city government.	Proposed	8/19/2013	Detroit Free Press
	Edward J. Plawecki Jr., the former judge hired to help craft the plan, said his work is a direct response to a dangerous reality: Detroit has fewer than 800 firefighters, 40 operating fire stations and only 20 ambulances.	Proposed	8/19/2013	
	The city's firefighting division has dropped from 1,027 to 796 since 2011, according to city personnel records. And more resignations are expected, according to labor leaders and firefighters. Detroit has also lost 30 of its 180 EMS technicians in the last year and a half, union officials said.	Proposed	8/19/2013	
	Detroit declares bankruptcy 7/18/13		7/18/2013	
	State appointed Emergency Manager		//2013	
	In July, the Detroit FD was awarded a $22.5 million federal SAFER grant to restore 108 firefighters, just weeks after the city announced it would lay off 164 because of budget issues.		07//2013	
	Detroit plans to rehire 26 laid off firefighters using a $5.6 million SAFER grant.	Implemented	10/12/2012	Free Press
	Firefighters protested the layoff of 27 firefighters and the demotion of nearly 150 others because of firehouse closings.	Implemented	8/12/2012	Detroit News
	• Close 6 Stations	Implemented	7/2/2012	
	• Close 10 Engines of 38	Implemented	7/2/2012	
	• Close 4 Ladders of 22	Implemented	7/2/2012	
	• Close Tac 2	Rescinded	7/2/2012	
	• Demote 2 Battalion Chiefs to Captain	Implemented	7/2/2012	
	• Demote 15 Captains to Lieutenant	Implemented	7/2/2012	
	• Demote 41 Lieutenants to Sargeant	Implemented	7/2/2012	
	• Demote 90 Sergeants to Firefighter	Implemented	7/2/2012	

	• Demote 30 Fire Equipment Operators to FFD	Implemented	7/2/2012	
	• Demote 15 FFDs to FF/DA	Implemented	7/2/2012	
	• Reduce structural responses to 2 engines, 1 ladder, 1 squad, and Battalion Chief	Implemented	7/2/2012	
	$22.5 million SAFER grant to restore 108 firefighter positions	Pending	6/28/2012	Detroit Free Press
	Lay off 164 firefighters. The layoffs could be temporary, as the city hopes to secure a federal grant that would restore the jobs of 108 firefighters.The layoffs could be temporary, as the city hopes to secure a federal grant that would restore the jobs of 108 firefighters.	Proposed	6/26/2012	Free Press
	Mayor hopes that many, if not most, of the remaining 56 firefighters who will lose their jobs will be recalled as the fire department loses others through retirement and attrition. The layoffs represent nearly 19 percent of the fire department's 881 sworn firefighters. There are also 248 EMS technicians.			WJBK-TV
	"Mayor Bing is now calling for $23 million in cuts from the Detroit Fire Department. In the agreement they backed out of, we proposed up to $31 million in real savings including significant give backs and necessary restructuring, with no layoffs and only closing six fire companies permanently", said McNamara.			Detroit News
	Mayor imposed a 10% wage cut on city employees in a bid to save the cash-strapped city about $102 million. Employees also are paying more for health care and are subject to work rule changes, such as longer shifts.	Implemented	4/25/2012	WWJ-TV
	Fire department's budget would decrease about 13% to about $160 million, while its work force would fall to 1,250 from 1,400. It would take a $23.4 million cut, but would retain 100 positions through a federal grant.			WXYZ-TV
	Brownout 24 of 59 companies	Proposed	3/5/2012	
	Still have 8 to 10 fire companies browned out per day			
	City Council seeks to cut 500 public safety	Proposed	11/29/2011	Detroit News
	Wage cuts	Proposed	6/29/2011	
	Brownout 8 to 10 stations and units daily	Implemented	9/10/2010	
	Layoff 20 EMS personnel and not fill 13 vacant positions	Proposed	6/16/2010	WXYZ
	Consolidate with Hamtramck & Highland Park	Proposed		
	Close 2 Stations (of 45)	Implemented	7/1/2005	
	Close 5 Engines (of 41)	Implemented	7/1/2005	
	Close 4 Ladders (of 24)	Implemented	7/1/2005	
	Close 1 Battalion Chief (of 9)	Implemented	7/1/2005	
Detroit Metro Airport, MI	Lay off 7 firefighters (of 15) (effective 08/09/2010)	Implemented		
	Close 1 station (of 2)	Implemented		
	Reduce shift staffing to 2	Implemented		
East Grand Rapids, MI	Merged police and fire emergency response teams into public safety departments	Implemented		
Eastpointe, MI	End mutual aid with Harper Woods due to staffing in Harper Woods	Proposed		C&G News
Ecorse,MI	State appointed Emergency Manager	Implemented	/2012	
Essexville, MI	Merged police and fire emergency response teams into public safety departments	Implemented		

Farmington Hills, MI	Layoff 4 firefighters (of)	Proposed	6/6/2010	Observer
	Contract concession - forgo 3% raise	Proposed		
	Reduce FD budget 16%	Proposed		
	Not fill 4 vacant firefighter positions	Proposed		
Ferndale, MI	Close 1 Station (of 2)	Rejected	5/8/2011	Observer & Eccentric
	Reduce minimum shift staffing from 6 to 4	Rejected		
	Eliminate EMS service	Rejected		
	SAFER Grant ($851,164	Implemented		
	Layoff 8 firefighters (of 25) to achieve 20% FD budget reduction	Rejected	4/24/2011	Daily Tribune
	Merger with Hazel Park	Proposed	8/8/2010	Oakland Press
	Layoffs 4 firefighters (of 32) and 3 by attrition	Implemented	5/2/2010	Royal Oak Daily Tribune
Flint, MI	State appointed Emergency Manager		/2012	
	Demotions rescinded for 10 fire officers	Implemented	3/3/2011	Flint Journal
	Brownouts when short staffed	Pending		
	Demote 21 officers	Postponed	1/20/2011	Flint Journal
	Layoff 10 firefighters (of 104) (effective 03/05/2011)	Proposed	1/12/2011	WJRT
	Contract concessions - increase employee contributions to health care and retirement benefits, trim vacation hours and pull back the employee food allowance, for a total benefits cut of 9.9% in lieu of layoffs.	Rejected	11/29/2010	Journal
	Layoffs unless double digit concessions	Pending	10/20/2010	WJRT
	Flint to reopen Stations, rehire 39 firefighters $6.7 million SAFER Grant	Implemented	4/8/2010	WNEM, WJRT
	Mutual aid FDs decide to stop responding to Flint fires	Implemented	4/1/2010	
	Layoff 23 firefighters (of 88)	Implemented	3/25/2010	Flint Journal
	Cover city by mutual aid	Proposed	2/27/2010	Flint Journal
	Close 2 (of 5) stations	Proposed	2/26/2010	WEYI NBC 25
	Stations 4, 5 could close because of budget concerns	Proposed	2/18/2010	WNEM
	Contract concessions 15% salary, overtime, benefits and 20% copay for health insurance	Proposed		NPR Radio
	Layoff 22 firefighters (of 108) in 2009	Implemented	6/18/2009	WJRT-TV
	Replace two engines with squads (2 of 6)	Implemented		USA Today
	Combine Police Chief and Fire Chief as Publlic Safety Director	Implemented	5/21/2009	
	Reduce 26 officers in rank	Implemented	4/10/2009	WJRT
	Close 3 Engines (of 7)	Proposed	?/?/2009	
Flint Township, MI	Reduce minimum shift staffing from 3 to 2	Implemented	5/17/2011	WJRT
	Reduce overtime for minimum shift staffing			
	Layoff 3 firefighters (of 14)	Proposed	10/29/2009	

	Close 1 station (of 3)	Proposed		
	Reduce minimum unit staffing to 1, reduce minimum shift staffing to 3	Proposed		
	Reduce FD budget 16.5%	Implemented		
Garden City, MI	Merging dispatch services with Inkster, Wayne, and Westland	Proposed	7/1/2012	
	Eliminate positions by early retirement incentives	Implemented	1/20/2011	Observer & Eccentric
	Reduce minimum shift staffing from 5 to 4	Proposed		
	Fund FD by reducing other city department budgets	Proposed		
	Close 1 rescue (of 2)	Proposed		
Grand Blanc, MI	Voters approved a 10-year levy to fund the FD that serves both the city and the township. Doubles the FD budget of $734,000 and will be used to keep up with state-mandated equipment costs and to hire three full-time firefighters.	Implemented	11/5/2010	Firehouse .com
Grand Rapids, MI	ICMA Consultant report:		8/28/2012	Grand Rapids Press
	A net decrease of 59 positions that could save $6.7 million per year.			
	Quick-response vehicles, to be deployed in place of fire engines, could save $2.2 million per year	Implemented		
	Grand Rapids already is planning to debut three quick-response vehicles later this year. The consultant's report recommends adding two more QRVs, and using all of them in place of fire engines.	Implemented		
	Elimination of three medical-response units could save $2.5 million per year and taking three medical-response units out of service, limiting the fire department's emergency-medical response to incidents of cardiac arrest and leaving other calls to private ambulance companies.			
	Transition to a "demand-based" staffing could save $1.9 million per year			
	Provide three more prevention, training and analysis staff, stating that "if a small amount of resources can eliminate the need for a huge and expensive fire response and the related risk of loss of property and life, prevention is an investment well made."			
	Firefighters currently work 24-hour shifts. Consultants recommend a mix of 24-hour and 12-hour shifts to maximize staffing during daytime periods, when demand for fire services is higher.			
	"Traditionally, the fire service has staffed equipment at the same level for all hours of a 24-hour period regardless of the demand," the report states. "A shorter shift would enable the department to have more personnel and units in service during peak hours of the day and a smaller number at night."			
	Consider merging administrative functions with Grand Rapids police			
	Negotiate with the union to let firefighters spend more time doing fire-prevention education at schools and neighborhood groups			
	Consider opportunities for collaboration or consolidation with neighboring fire departments in Kentwood and Wyoming.			
	Fire department plans to test three quick-response units amid looming budget cuts. Pickup trucks with extended cabs and boxes on back can be operated by only 2 firefighters to maintain service with fewer staff	Proposed	2/13/2012	Fire Rescue 1
	The city wants the department to reduce fire spending by 10% in the next three years.	Proposed		
	Merger with Kentwood and Wyoming FDs by 2013	Proposed	5/31/2011	Press
	• "Quick response vehicles," or QRVs. These two-person units would cost less than a traditional fire engine and get to medical and fire emergencies faster. Fire Chief hopes to get two in the next year.	Proposed	5/31/2011	

	• Fire-suppression techniques, such as foam, that allow firefighters to subdue flames more quickly and from safer distances than traditional methods. The department also is exploring new "positive air pressure" tactics that use powerful fans to blow smoke and flames away from non-burning areas.	Proposed	5/31/2011	
	• New duties for firefighters, such as code enforcement.	Proposed	5/31/2011	
	• A new emphasis on prevention, shifting six firefighting positions to create a Fire Prevention Bureau. Their duties could include home inspections through neighborhood associations.	Proposed	5/31/2011	
	• Residential sprinklers and kitchen fire extinguishers. Fire Chief is pursuing a $1 million federal grant that could put low-cost fire suppression equipment in home kitchens, the No. 1 source of house fires.	Proposed	5/31/2011	
	• Smaller, neighborhood fire stations that house smaller crews to "fill in the gaps" in fire-prone neighborhoods. The stations would be attended by quick response vehicles.	Proposed	5/31/2011	
	• Peak-load staffing to replace the current models, which puts firefighters on 24-hour shifts for six days every 14 days. Peak-load staffing would put some firefighters on 10 or 12-hour day shifts, when most calls for emergency and non-emergencies occur.	Proposed	5/31/2011	
	Rehire 17 laid off firefighters with SAFER grant and 5 laid off firefighters with income tax	Implemented	4/27/2010	
	12 firefighters recently retired to save the jobs of younger firefighters facing layoff	Implemented		
	Retirement incentive to return 10-12 firefighters	Proposed	1/1/2010	WWMT
	56 positions lost since 2004 (including 25 from above)	Implemented		
Grand Rapids, MI	Layoff 22 firefighters (of 227)	Proposed	12/31/2009	Press
Hamtramck, MI	Lay off 12 firefighters of 29	Implemented	10/1/2012	Detroit Free Press
	Contract concession - forgo payment for 13 annual holidays, increase contribution to pension fund in exchange for keeping a pay raise	Implemented	12/15/2010	
	Not fill 1 vacant position	Implemented		
	No layoffs for one year	Implemented		
	Asking for more concessions - 5% salary cut over the next two years, increase employees' contribution to pension funds.	Rejected		
	Minimum shift staffing of 7			
	Consolidate with Detroit	Proposed		
Harper Woods, MI	Create Public Safety Department (combined police and fire trained personnel)	Proposed	1/8/2011	
	Layoffs and contracting out	Proposed		
	Cross train police in firefighting	Implemented		Detroit Free Press
	Layoff 4 firefighter paramedics (of 11)	Proposed	7/9/2010	
	Mutual aid cities looking to discontinue responses	Proposed		
Hazel Park, MI	Merger with Ferndale	Proposed	8/8/2010	Oakland Press
	Merger with Madison Heights	Rejected		
	Merger with Royal Oak	Rejected		
Highland Park, MI	Consolidate with Detroit	Proposed		

Holland, MI	Combine administration of fire and police under one chief and cut to minimal staffing levels.	Implemented	3/15/2013	Holland Sentinel
	Eliminate 1 training/safety officer-implemented and 1 community services Lieutenant	Implemented		
	Reduce minimum shift staffing by one	Proposed		
	Combine Fire Chief and Police Chief as Public Safety Chief	Proposed		
	Move EMS service to Public Safety Dept	Proposed		
Howell Area, MI	Special millage tax to support fire department		2/29/2012	Daily Press & Argus
Inkster, MI	Merging dispatch services with Garden City, Wayne, and Westland		7/1/2012	
Jackson, MI	Close 2 stations (of 3)	Proposed	2/13/2011	WLNS
	Close 2 stations (of 3)	Implemented	2/7/2011	Citizen Patriot
	Close 1 engine (of 3)	Implemented	2/7/2011	MPFFU
	Demote officers	Proposed		
	Eliminate overtime	Proposed		
	Reduce shift minimum staffing from 6 to 5	Implemented	2/1/2011	
	Layoff 15 firefighters (of 31) in July	Proposed		
	City Manager has proposed keeping just two firefighters who have police training and hiring 10 public safety officers with both police and fire training. That would give the department a base of firefighters to start with and give police officers time to get fire training.	Proposed	2/1/2011	Citizen Patriot
	Neighboring township FD's to provide coverage in outlying areas	Implemented	1/11/2011	WLNS 6
	Brownout main fire station to avoid paying overtime (3 hour brownout)	Implemented	9/16/2009	MIlive
	Reduce shift minimum staffing to 6	Implemented		
	11 positions down in 2 years	Implemented		
	Close 1 Station (of 3)	Suspended	9/15/2009	WLNS
	Not fill 9 vacant positions (of 36)	Proposed		Post Gazette
Lansing, MI	Close 2 stations (of 8)	Implemented	7/1/2011	WLNS
	Layoff 71 firefighters (of)	Proposed	4/14/2011	State Journal
	Layoff 60 firefighters (of)	Proposed	3/15/2011	WOOD 8
	Close 1 Engine (of 10)	Implemented	7/1/2010	
	Reduce minimum shift staffing by 3	Implemented	7/1/2010	
	Close 1 Engine (of 11)	Implemented	6/25/2010	
	Contract concession - $1.5 million equivalent	Pending	4/14/2010	WILX
	Close 1 Engine (of 11)	Implemented	10/27/2003	
Leoni Township, MI	Close fire department, revert to public safety officers (6 full time and 4 part time)	Implemented	11/1/2009	
	Cross train police in firefighting	Implemented		
	4 career firefighters can become public safety officers			

	Layoff 4 firefighters (of 7)	Implemented	5/8/2009	Jackson Citizen Patriot
	Brownout 1 Station (of 2)	Implemented		
Lockport, MI	Contract out for fire protection	Proposed	2/10/2009	Gazette
Madison Heights, MI	May decline $490,750 SAFER grant for rehiring 2 firefighters	Rejected	2/8/2011	WJBK
	Reduce minimum shift staffing from 8 to 6.	Implemented	7/1/2010	
	Shared fire service with neighboring community which reduced minimum shift staffing from 6 to 4	Implemented	7/1/2010	Daily Tribune
	Close 1 Engine (of 2)	Implemented	7/1/2010	
	Layoff 5 firefighters (of 33)	Implemented	7/1/2010	
	Brownout Ladder (73% of the time)	Implemented	7/1/2009	
	Reduce minimum shift staffing from 9 to 8	Implemented	7/1/2009	
	Eliminate 1 Fire Inspector position (of 2)	Implemented	7/1/2006	
	Merger with Hazel Park	Rejected		FOX
Marysville, MI	Eliminate 3 firefighter positions (of 11)	Proposed		
Melvindale, MI	Consolidate the Dearborn and Melvindale fire departments		8/9/2013	
Monroe, MI	Eliminate 10 firefighter positions (of 41)	Implemented	6/30/2010	
	Budget cuts	Proposed	4/6/2010	13 ABC
	Close 1 Station (of 2)	Proposed	7/1/2009	Detroit Free Press
	Eliminate 9 firefighter positions (of 31)	Proposed	7/1/2009	
	Shift EMS to regional ambulance service	Proposed		
	Reduce minimum shift staffing from 8 to 7	Proposed		
Muskegon, MI	Greater reliance on part-time firefighters.	Proposed		
Muskegon Township, MI	Contract concession - freeze wages	Implemented		
Niles, MI	Not fill 2 vacant positions lost by attrition	Implemented	2/5/2012	Niles Daily Star
	Reduce shift staffing from 4 to 3	Implemented		
Northville, MI	Will provide fire service to Plymouth (effective 01/01/2012)	Implemented	1/1/2012	Associated Online
	21 full time firefighters to be replaced by 25 part time firefighters	Pending		
	Contract private EMS service	Pending		
Northville Township, MI	Freeze hiring	Implemented		

Norton Shores, MI	Layoff 3 firefighters (of)	Proposed	5/6/2010	Muskegon Chronicle
	Contract concessions - Wages and benefits	Proposed		
Pfizer Chemical, MI	Eliminate staffed FD and establish on call industrial fire brigade	Proposed	12/31/2009	
	Absorb firefighters into other company positions	Proposed	12/31/2009	
Plymouth, MI	Merge with Northville	Implemented	1/1/2012	
Plymouth, MI	Contracting fire/EMS services to Northville	Pending	2/21/2011	Northville Patch
Pontiac, Waterford, MI	Fire Chief who oversees the new Wayne-Westland fire authority, said the July merger meant an initial savings of about $180,000 to Westland and $130,000 to Wayne and did not require any layoffs.	Implemented	2/1/2012	
	Cash-strapped Pontiac agreed to merge its fire department with that of nearby Waterford. The new Waterford Regional Fire Department, created in February, hired almost all of the former Pontiac firefighters and provides services to the adjacent city under a $6.2-million-a-year contract that will run through 2022.			
	18 early retirements			
	57 transfers			
	Pontiac's fire department being taken over by Waterford Township.	Implemented	12/24/2011	Click On Detroit
	Pontiac firefighters get layoff notices			
	State appointed Emergency Manager			
	Disband FD and contract services from Waterford Township FD. Employees transfer to Waterford Township	Accepted	12/29/2011	Detroit Free Press
	The contract termination came with the following benefits:			
	• The longest-serving 13 firefighters with less than 25 years of service could retire immediately, with their pensions based on an additional year of service credited to them.	Accepted		
	• Four senior firefighters would become officers in Waterford, receiving a $500 bonus for every year served in Pontiac	Accepted		
	• All remaining firefighters would receive a $15,000 one-time payment and would apply for positions within the Waterford Fire Department	Accepted		
	• If any firefighter were laid off in the first three years after the merger, the city would pay them a year's salary, starting at a low of $43,000 for a first-year firefighter with few extra skills.	Accepted		
	The first day of combined service will be Feb. 1.	Pending		
	Layoff 57 firefighters (of 57) effective 02/01/2012	Implemented	12/25/2011	WDIV
	Reduce FD budget by $3 million (33%)	Proposed	12/6/2011	
	Close 2 Stations (of 5)	Proposed	12/6/2011	
	Contract EMS to private provider	Proposed	12/6/2011	
	Cancel vacation leaves	Implemented	1/1/2009	
Portage, MI	City Hiring Freeze (implemented 7/1/2009)	Implemented	7/1/2009	
	Not fill vacant firefighter position	Implemented	7/1/2009	
Redford Township, MI	Hire part-time firefighters to provide necessary services with employees who will work at lower wages without fringe benefits as alternative to laying off full time firefighter paramedics.	Proposed	8/8/2010	Observer

	SAFER grants for $1.16 million	Pending		
Romulus, MI	Not fill 1 vacant position (of 15)	Implemented		
	Reduce FD budget 10% to 15%	Implemented		
Roseville, MI	Not fill 3 vacant positions	Implemented	7/1/2009	
	End mutual aid with Harper Woods due to staffing in Harper Woods	Proposed		C&G News
Royal Oak, MI	Layoff 8 firefighters (of 59) (effective 09/12/2010)		9/16/2010	Daily Tribune
	Layoff 2 firefighters (of 61)	Implemented	08/?/2010	
	Layoff 16 firefighters (of 61) pending contract concessions	Pending	5/12/2010	Oakland Press
	Merger with Hazel Park	Rejected		
Saint Clair Shores, MI	End mutual aid with Harper Woods due to staffing in Harper Woods	Proposed		C&G News
Saint Joseph, MI	Layoff Fire Chief	Implemented		WNDU-TV
Saginaw, MI	Assistant city manager Phil Ludos says the city is looking at losing two fire stations. After the July first layoffs are made the department is likely to keep the central station on federal and one of the two stations on the cities west side.		2/27/2013	Saginaw News
	Saginaw Fire Department prepares to close two of four stations under 35-firefighter plan			
	SAGINAW, MI — Though Saginaw leaders and city firefighters are discussing cost-cutting measures, the city administration's backup plan would lay off 15 firefighters and close half Saginaw's fire stations by July.			
	For the fire department, the plan would mean a personnel reduction from 50 to 35, which also is a much smaller staff than any in recent memory.			
	Ludos said, since one of the 35 employees would be a fire marshal and another a training officer, only 33 firefighters would actually be assigned to fire suppression under the new plan.			
	Under the city's three-shift system, he said, Saginaw would no longer be able to support the four-station system it currently operates with 11 firefighters on each shift.			
	"I just don't see that we can keep three stations open." -Saginaw Assistant City Manager for Public Safety Phil Ludos			
	"What we're looking at is closing down two stations," Ludos said. "I just don't see that we can keep three stations open."			
	Though no final decisions have been made, Ludos said a 35-firefighter model would likely include keeping Station 1 (Central Station) at 801 Federal and one of the two stations on the West Side. The remaining two stations would be closed.			
	Fire department staffing			
	2000: 97 sworn firefighters			
	2005: 75 sworn firefighters			
	2010: 67 sworn firefighters			
	2013: 50 sworn firefighters			
	The plan shows two stations under the direction of three battalion chiefs, one assigned to each shift. One station would be staffed by six firefighters per shift, the other with four firefighters per shift, according to the plan.			

	Raines said, with 48 firefighters assigned to fire suppression, the department currently staffs a minimum of 15 firefighters on each of the three shifts.			
	Early in February, the city sent out 36 layoff notices to city police officers and firefighters. Those layoffs could take effect on July 1 if city leadership does not come up with any alternatives for balancing Saginaw's budget.			
	Reorganization plan unveiled	Proposed	5/10/2011	WJRT
	Reduce minimum shift staffing to 16	Proposed		
	Eliminate 3 firefighter positions (of)	Implemented		ABC12
	Close 1 Company (of 6)	Implemented		
	Layoff 20 firefighters (of 65)	Proposed	7/26/2010	Mlive
Southfield, MI	SAFER grant $2 million	Pending		
Southgate, MI	SAFER grant $791,680	Pending		
Sterling Heights, MI	Eliminate 1 Fire Inspector position	Proposed		
Sturgis, MI	Reduce minimum shift staffing from 4 to 2	Implemented		
	Eliminate EMS service	Implemented		
Taylor, MI	City was expected to reopen its north and south fire stations today.		8/20/2013	Komer
	The Fire Department has not renewed its state certification for advanced life support yet, which Lamarand and Reynolds want to get for the fire engines as part of the reopened stations.			
	Taylor Mayor Jeffrey Lamarand has been ordered by two different judges to accept a $8.1 million grant intended to rehire (32) laid-off firefighters. Only 28 FF remain	Implemented	8/9/2012	Firehouse .com
	City Council passes resolution directing City Manager to accept $8 million SAFER grant to restore 32 FF laid off 8/2011 and reducing staffing to 24	Implemented	6/27/2012	Detroit Free Press
	Layoff 17 firefighters of 42	Implemented	2/15/2012	Click On Detroit
	Privatized EMS	Implemented		
	Sells ladder truck to rescind layoffs	Pending	10/3/2011	Detroit .com
	Close 2 Stations (of 3)	Implemented	10/3/2011	
	Layoff 6 firefighters (of 42)	Proposed	8/20/2011	Southgate News Herald
	Reduce min shift staffing from 14 to 12	Proposed	8/20/2011	
	Layoff 19 firefighters (of 47)	Proposed	6/22/2011	
	Layoff 12 firefighters (of 54)	Implemented		
Traverse City, MI	Pursuing possibility of contracting fire services through Grand Traverse Metro FD.	Proposed	12/10/2012 6/19/2012	Record Eagle
Warren, MI	$2.79 million SAFER grant to hire firefighters			
	Brownout 3 companies daily	Implemented	3/8/2010	Detroit News
	Brownout 4 when staffing below 33	Implemented		

	Reduce minimum shift staffing from 33 to 26	Implemented		
	Eliminate 27 positions by attrition (of 146)	Implemented	/2009	
	Reduce FD staffing from 150 to 120	Implemented		
	Layoff 32 firefighters (of 178)	Implemented	/2005	
Wayne, MI	Merging dispatch services with Garden City, Inkster, and Westland		7/1/2012	
	Merged fire services with Westland		/2011	
	Investigating privatization of police, fire and EMS	Proposed	9/4/2010	Detroit News
Westland, MI	Merging dispatch services with Garden City, Inkster, and Wayne		7/1/2012	
	Merged fire services with Wayne		/2011	
Ypsilanti, MI	Contract concession - 5% salary cut and increased health care contributiuon in lieu of no firefighter layoffs for two years	Proposed	5/12/2010	Ann Arbor
Ypsilanti Township, MI	Early retirement incentive for firefighters with 23 years of experience to receive their full pension	Pending	5/9/2010	Ypsilanti Courier
	Reduce minimum shift staffing from 8 to 6	Pending		
	Close 1 station (of 4)	Proposed		
	Close 1 Engine (of 4)	Proposed		
Minnesota	Reduce firefighter training budget $10 million		3/5/2010	KAALTV, Daily Herald
Albert Lea, MN	Firefighters to be productively occupied for 40 of every 56 hours	Implemented	8/19/2012	Albert Lea Tribune
	Layoffs and volunteers	Proposed	6/5/2012	
Austin, MN	No staffing from 10:30 PM to 7:00 AM	Implemented	1/3/2009	
Becker, MN	Change fire chief position from full time to part time on-call	Implemented	11/30/2010	Saint Cloud Times
Bethel, MN	A multi-city regional fire district is under study by the cities of Bethel, Nowthen, Oak Grove, Ramsey, and St. Francis	Proposed	11/23/2011	Star Tribune
Brainerd, MN	Layoff 6 firefighters (of 6)	Implemented	5/1/2010	Dispatch
	Fire Chief position and administrative specialist position remain	Proposed		
	Also recommended: The creation of a full-time deputy fire chief to act as a supervisor, perform the chief's duties in the chief's absence and to perform the duties of a fire inspector. He also recommended increasing the number of paid on-call firefighters from 40 to 45 in order to secure the city's fire protection insurance rating.			
Duluth, MN	Close 1 Engine of 9		7//2012	
Maplewood, MN	Close 2 Stations (of 5) effective 03/01/2011	Implemented	1/12/2011	KSTP 5

Minneapolis, MN	Discontinue board up service by FD personnel	Implemented	12/1/2011	
	Layoff 10 firefighters (of)	Proposed	8/21/2011	
	Rotating brownouts	Implemented		
	Reduce minimum staffing from 96 to 92 or less	Implemented		
	Lay off 6 firefighters and 3 by attrition effective 09/01/2011	Implemented	8/10/2011	KARE 11
	Layoff 8 firefighters (of)	Proposed	2/14/2011	FOX 9
	Close 1 Rescue Squad (of 2)	Implemented	11/3/2010	
	Reduce minimum shift staffing from 114 to 96	Implemented		
	Not replace 32 vacancies by retirement	Implemented	10/1/2010	
	Reduce Ladder staffing from 4 to 3	Implemented	7/24/2010	
	Not fill 24 vacant positions (from attrition)	Implemented	12/7/2009	KSTP-TV
	Layoff 27 (of 450) firefighters	Rescinded	12/7/2009	Star Tribune
	Reduce FD budget $2.6 million	Proposed		
	Layoff 18 firefighters	Implemented	?/?/2008	
	Close 1 Ladder (of 6)	Implemented	12/29/2003	
	Close 1 Engine (of 23)	Implemented	7/31/2003	
	Close 1 Ladder (of 7)	Implemented	5/15/2003	
	Close 1 Ladder (of 8)	Implemented	1/2/2002	
	Eliminated 90 positions >18% since 2001			
Nowthen, MN	A multi-city regional fire district is under study by the cities of Bethel, Nowthen, Oak Grove, Ramsey, and St. Francis	Proposed	11/23/2011	Star Tribune
Oak Grove, MN	A multi-city regional fire district is under study by the cities of Bethel, Nowthen, Oak Grove, Ramsey, and St. Francis	Proposed	11/23/2011	Star Tribune
Ramsey, MN	A multi-city regional fire district is under study by the cities of Bethel, Nowthen, Oak Grove, Ramsey, and St. Francis	Proposed	11/23/2011	Star Tribune
Roseville, MN	Reduce shift staffing from 5 to 4 from 2200 to 1000 daily	Implemented		
Saint Francis, MN	A multi-city regional fire district is under study by the cities of Bethel, Nowthen, Oak Grove, Ramsey, and St. Francis	Proposed	11/23/2011	Star Tribune
Saint Paul, MN	The union filed a grievance over the department pulling the fifth crew member off rescue squads, and an arbitrator ruled in the union's favor in December 2010, Smith said. The department abided by the ruling, but the union agreed this year that the department could staff one rescue squad with four people to save money.The department abided by the ruling, but the union agreed this year that the department could staff one rescue squad with four people to save money.	Implemented	8/11/2012	Pioneer Press
	In exchange for saving Rescue Squad 2, the task force decided that Engine 13 would be browned out for the rest of the year. And the union agreed that Rescue Squad 3 could be operated with four people.			
	The International Association of Fire Fighters Local 21 signed an agreement with the city Friday, Aug. 10, that will allow the fire department to staff another rescue squad with four people vs. the five called for in the firefighters' contract through the end of 2014.			

	Engine 13 was browned out to make that possible.			
	Close 1 Rescue Squad of 3	Rescinded	8/8/2012	Pioneer Press
	Eliminate 4 Captain and 4 Pump Operator positions	Implemented	7/1/2011	
	Brownout 1 Engine (of 17)	Implemented		
	Received $2 million SAFER grant to hire 18 firefighters and add two new ambulances	Implemented	?/?/2009	
	Maintain minimum shift staffing at 117 and unit staffing at 4	Implemented		
	Close 1 Engine (of 18)	Implemented	1/1/2005	
South Metro, MN	Implement EMS tax	Proposed	6/19/2011	Pioneer Press
Biloxi, MS	Contract concession - reduce longevity pay	Proposed	4/27/2010	Sun Herald
	Reduce overtime	Implemented		
Gulfport, MS	Not fill vacant positions	Implemented	7/31/2013	WLOX
	Fire Chief also performing Fire Marshal duties	Implemented		
	Not fill 23 vacant positions (of 179)	Implemented	7/6/2010	Gulf Coast News
	Eliminate Fire prevention program	Implemented		
	Reduce FD budget 10%	Proposed	3/29/2010	Sun Herald
	Freeze hiring	Proposed		
	Reduce training budget	Proposed		
	Reduce holiday pay from double time to time and a half	Proposed		
	Eliminate built-in overtime	Implemented		
	Layoff 1 Training Coordinator	Implemented		
	Close 1 Engine (of 12)	Implemented	2/23/2010	WLOX
	Close 1 Station (of 12)	Implemented		
	Eliminate 8 vacant positions - 1 District Chief, 1 Lieutenant, 1 Engineer, 5 Firefighters	Implemented	06/192009	
	Reduce FD budget by $1.2 million	Proposed		
	Layoff 22 firefighter positions	Proposed		
Jackson, MS	Not fill 19 vacant officer positions - 12 Captains, 7 District Chiefs	Implemented	3/23/2009	Clarion Ledger
Meridian, MS	Close 1 Station (of 7)	Implemented	3/9/2011	WTOK
	Close 1 Engine (of 8)	Implemented		
Tupelo, MS	Contract concession - One unpaid holiday every 57 days (3 - 19 day work cycles)	Implemented		NE MS Daily Journal
	Eliminate overtime	Proposed	8/19/2010	WTVA
Columbia, MO	$4 million budget shortfall in FY09/10, covered by cutbacks in personnel & programs	Implemented	9/20/2010	Post Tribune

	Close 1 Engine (of 8)	Proposed	7/30/2010	Missourian
	Not fill 4 vacant positions	Implemented	9/2/2009	
	Brownout 1 Station (of 9) when shift staffing falls below 35	Implemented	8/31/2009	
Crestwood, MO	Reduce shift staffing to 7	Proposed	12/31/2009	
	Eliminate 3 positions by attrition	Proposed	12/31/2009	
Jackson, MO	Voters passed a 1/4 cent sales taxes for FD operations, including a 2nd fire station.	mplemented	11/5/2010	Firehouse
Independence, MO	Restore 3 of 7 positions eliminated in 2011	Implemented	8/25/2012	Kansas City Star
	Close 2 Engines of 10 which had been browned out	Implemented		
	Reduce shift staffing from 30 to 25	Implemented		
	Eliminate 7 positions	Implemented	/2011	
Kansas City, MO	Absorbed 3rd service EMS adding 300 positions	Implemented	7/19/2012	Kansas City Star
	Agreement calls for the retirement or attrition of about 33 of the most senior firefighters, and taking two of the most underused fire companies out of service. It also calls for firefighters to work 53 hours per week before they accrue overtime, instead of 49 1/2 hours per week. That change in overtime rules alone saves $3.5 million a year.		4/27/2012	Kansas City Star
	Additional savings would come from the retirement or voluntary departure of about 17 department employees from the ranks of battalion chiefs, deputy chiefs and civilians.			
	Cut 75 positions by closing one fire station at the former Richards-Gebaur Air Base while consolidating staffing and changing deployments at other fire stations. It could cut 27 technical rescue positions and three Hazardous Materials positions.	Proposed	3/2/2012	
	Eliminate 105 firefighter positions	Implemented	1/19/2012	
	Reduce unit staffing from 4 to 3	Implemented		
	Merged with EMS + 300 positions	Implemented		
	Reduce FD budget $7.6 million	Implemented		
	Consolidate 3rd service EMS into FD	Implemented	7/2/2009	
Neosho, MO	Layoff 3 firefighters (of 7)	Implemented	9/30/2010	
	Close 1 station (of 2)	Implemented		
	Layoff 10 firefighters (of 24)	Implemented	8/10/2010	Neosho Daily News
	Eliminate EMS response	Implemented		
	Brownout 1 station (of 2)	Implemented		
	Reduce minimum shift staffing to number reporting	Implemented		
	Reduce fire prevention and public education	Implemented		
	Prioritization of multiple calls	Implemented		
	Layoff 7 firefighters (of 14)	Implemented	8/10/2010	
	Eliminate 1 Deputy Chief position	Implemented	7/7/2010	Joplin Globe
Saint Louis, MO	Contract concessions - 216 hour of pay, night differential, matrix raises, increase workwee hours from 52 to 56	Implemented	4/28/2011	St Louis American

	$3.2 million SAFER grant rescinds layoff of 30 firefighters (of 860)	Rescinded	3/30/2011	Post Dispatch
	Lay off 30 firefighters (of 860)	Proposed	3/15/2011	KSDK
	Eliminate 24 positions by attrition	Proposed		
	Not fill 19 existing vacant positions	Implemented		KMOV
	Layoff 30 to 60 firefighters (of 860)	Rescinded	02/?/2011	KDSK
	Reduce FD budget $2 to $4.5 million	Proposed	02/?/2011	
	Close 4 Stations (of 36)	Proposed		
	Proposed contract revisions applying to new hires		12/15/2010	Business Journal
	Increasing minimum number of years before retirement from 20 to 25.	Proposed		
	Raise minimum age at which retired firefighter can collect pension to 55	Proposed		
	Reduce annual pension increase for years worked over 25	Proposed		
	Require firefighters who are no longer able to physically do the job as a firefighter to do other work if they are able, rather than collect disability pensions.	Proposed		
	Require firefighter pension contributions to remain in the system when firefighters retire	Proposed		
	Change basis of pension calculations from last two years of salary to last three years of salary	Proposed		St Louis Today
	Layoff 30 to 60 firefighters (of 860)	Proposed	10/13/2010	
	Close 2 stations (of 36)	Proposed	10/13/2010	Saint Louis Today
	2nd round additional cuts dependent upon $5 million grant	Proposed		
	Pension contributions rising from 1/8th to 1/3rd of FD budget	Proposed		
	City moved to change laws that allowed city employees, including firefighters, to cash out half their accumulated sick days when they retired and use the other half to build up years of service and final pay, which would boost their retirement payouts.	Proposed	10/7/2010	Post Dispatch
	Negotiate pay cuts, pension changes and layoffs	Proposed		Firehouse
	Reduce pay $1,600 annually	Implemented	7/3/2010	KMOX
	Reduce paid time off by 112 hours	Implemented		
	Layoff 24 firefighters (of)	Proposed	6/3/2010	KSDK
	Reduce FD Budget $2 million	Proposed		
	Close 1 Station (of 36)	Proposed		KMOX
	Privatize EMS services	Proposed	3/12/2010	
	Close 1 Station (of 3) at Lambert Saint Louis Airport 07/01/2010	Proposed	2/8/2010	Beacon
	Reduce airport staff from 79 to 58	Proposed		KMOV
Springfield, MO	Reduce budget	Proposed		Ozarks First
	Not fill 23 vacant positions (may fill 6 in July)	Implemented		
	Reducing minimum shift staffing from 51 to 48	Implemented		
	No overtime to maintain shift staffing	Implemented		
	$13.7 million in budget cuts, four positions eliminated and furloughs of 158 employees		9/20/2010	Post Tribune
	Increase rotating brownouts to 2 companies daily	Implemented	7/8/2009	KY3 News
	Brownout 2 (of 12) stations per day	Implemented	7/1/2009	KSPR News

	Brownout 1 (of 12) stations per day and 1 fire unit	Implemented	4/21/2009	KOLR 10 News
Billings, MT	Purchase smaller apparatus	Proposed	4/12/2010	Gazette
	The firefighters said using the QRVs would reduce response times because firefighters would have to transfer gear between regular trucks and the QRVs, depending on the emergency call. The firefighters said the QRV concept would work in Billings, but only if the city hired more firefighters to staff the new trucks.			
Helena, MT	Eliminate 1 firefighter position (of)	Implemented	7/13/2010	Independent Record
Kalispell, MT	Layoff 7 firefighters (of 30) effective 05/15/2011	Pending	4/14/2011	Daily Inter Lake
	Reduce shift staffing from 10 to 7	Pending		
Bellevue, NE	Rolling brownout of 1 of 4 stations daily	Proposed		
	Plans to hire 63 full-time firefighters over five years.	Proposed		
Grand Island, NE	Refused SAFER grant for 6 new firefighters	Implemented	6/16/2011	Firehouse
	Not fill 5 vacant positions	Implemented	7/10/2010	The Independent
	Reduce FD budget 4%	Proposed	7/22/2010	Omaha .com
Lincoln, NE	Reduce minimum unit staffing from 4 to 3	Implemented	8/19/2009	Omaha World Herald
	Supplement ambulances with suburbans loaded up with fire extinguishers to fight fires and stop sending firetrucks on medical emergencies.	Proposed	7/24/2010	Journal Star
Omaha, NE	Lay off 19 firefighters	Proposed	11/5/2013	Firehouse .com
	Cut the paramedic training program from 48 to 12.	Proposed		
	Close 1 Engine	Proposed		
	Close 1 Ambulance	Proposed		
	Brownout 3 units	Implemented		
	Allow FD authority to outsource for less tha $20,000	Proposed	9/22/2010	
	Close 4 stations (of 25)	Proposed		KMTV CBS 3
	Reduce FD budget 5-7%	Proposed		
	5% option Close 2 stations and layoff 18 firefighters	Proposed		
	7% option Close 4 stations and layoff 30 firefighters	Proposed		
	Reduce engine staffing from 4 to 3	Proposed		
	Place one for sale for $980,000, which is expected to save the city $50,000 a year in operating expenses.	Implemented	8/14/2010	
	Reduce FD budget $5.5 million	Proposed	7/26/2010	Omaha .com
	Reduce FD budget $1.6 million	Proposed	7/2/2010	

	Postpone recruit class	Proposed		
	Defer apparatus purchases	Proposed		
	Freeze salaries for 2 years	Proposed		
	Reduce pension benefits	Proposed		
	Nebraska lawmakers unanimously approved bill that strengthens cities' abilities to control labor costs	Pending	5/25/2011	
	Firefighter union has filed a new motion with the Nebraska Commission of Industrial Relations that staffing reductions comprmise public safety	Implemented	5/13/2010	KETV
	City wants to reduce personnel, equipment on medical calls	Proposed	3/26/2011	WOWT
	Close 2 Ladders (of 9)	Implemented		
	Close 1 Medic (of 13)	Implemented		
	Layoff 64 firefighters (of 649)	Proposed	3/18/2010	
	Close 1 station (of 25)	Implemented	1/11/2010	WOWT
	Repeal minimum staffing (from 4 to allow 3) and deployment ordinance (number of engines, ladders, medics, and administrative staff	Passed	8/19/2009	World Herald
	Not fill 9 vacant firefighter positions	Implemented		
	Close 1 engine (of 25)	Proposed		
	Close 1 ladder (of 9)	Proposed		
	Close HazMat unit	Proposed		
	Demote upper managers including assistant chiefs, battalion chiefs and captains	Proposed		
	Manage limits on vacation and sick days so fewer firefighters are needed to fill those vacancies	Proposed		
	Reduce minimum unit staffing from 4 to 3	Implemented	6/5/2009	IAFF 385
Nevada Division of Forestry	Transferring responsibility for staffing the Mount Charleston fire stations to Clark County in the next 18 months	Rescinded	5/3/2011	Las Vegas Review Journal
Clark County, NV	Firefighters are pushing legislation to allow fire departments in Clark and Washoe counties to create regional agencies similar to Metro Police	Proposed	3/20/2011	
	County and media are scrutinizing sick leave use	Pending		
	County OKs contract with firefighters that saves $7.4 million	Implemented	2/1/2011	
	2% salary reduction for a savings of $3.4 million	Implemented		
	Freeze salary increases	Implemented		
	Change longevity pay calculations	Implemented		
	Savings of $738,036 due to a lower contribution to the union's insurance trust	Implemented		
	Savings of $500,000 attributed to modifications of the long-term disability policy	Implemented		
	Policy changes to improve the county's ability to investigate abuse of sick leave	Implemented		
	Create separate airport FD (35 ff)	Proposed	7/19/2010	
	Transfer 33 airport firefighters to other stations	Proposed		
	Close Heavy Rescue	Implemented	6/15/2010	
	Close HazMat	Implemented	6/15/2010	
	Eliminate staffing for breathing apparatus unit	Implemented	6/15/2010	
	Eliminate staffing for water tanker unit	Implemented	6/15/2010	
	Reduce overtime $5.5 million	Pending		

	Consolidate with Henderson, Las Vegas, and North Las Vegas into one department	Proposed		
	Transfer Laughlin station to Bullhead City AZ (12 firefighters)	Proposed		
	Privatize airport firefighting	Proposed	6/11/2010	
	Reduce salaries	Proposed	2/16/2010	
	Rotating company brownouts	Proposed	6/28/2009	Mercury News
	Freeze hiring for vacant positions	Proposed	5/28/2009	Las Vegas Sun
Henderson, NV	Contract concession - Eliminate cost of living increases for two years	Proposed		Review Journal
	Consolidate with Clark County, Las Vegas, and North Las Vegas into one department	Proposed		
Las Vegas, NV	Clark County Commission voted Tuesday to merge the Fire Prevention Bureau into the Building Department. It has been under the Clark County Fire Department. Fire inspectors, plan checkers and deputy fire marshals responsible for inspecting sprinklers, fire safety systems and alarms are now part of Clark County's building department.		4/3/2013	Las Vegas Sun
	ICMA Center for Public Safety Management Study Finds Cost Savings For Vegas Fire & Rescue		12/5/2012	
	• That the fire department establish a decision-making process for when its ambulances respond to emergency calls that are also being served by the private ambulance service American Medical Response. Currently, ambulances from the Fire Separtment and AMR respond to many emergency calls, resulting in a duplication of effort, the report said.			
	• The report further suggests the city consider one of two alternative EMS models, one in which the fire department handles all emergency medical services, which would generate between $12 million and $14 million in additional revenue. The other alternative is to discontinue the 21 rescue units currently operated by the city and turn all emergency medical services over to AMR, saving the city $14 million to $18 million annually.			
	• When negotiating the nonsupervisory collective bargaining agreement, the city should focus on balancing the number of staff granted vacation leave with the amount of staff overtime allowed in an attempt to more efficiently staff the department. The report found the current CBA restricts department management's ability to cover schedule and unscheduled leave, driving up overtime costs.			
	• The department should consider a moving away from its current 24-hour staffing model and consider a mixture of 12-hour and 24-hour shifts, the report said. The report found that emergency calls are concentrated in different parts of the day and the current staffing model leaves the department with underutilized capacity.			
	To complete the report, a team from the ICMA's Center For Public Safety Management made two site visits to observe the department and interview key staff and combined those findings with raw data on the department's performance.			
	Since county officials began questioning firefighters' use of sick leave two years ago, sick-leave requests in the Clark County Fire Department have fallen by 57,000 hours.		3/1/2012	Las Vegas Sun
	A county report obtained in response to a Sun request found that within those 57,000 hours, battalion chiefs' sick leave fell from an average of 164 hours a year two years ago to about 16 hours last year, a 90 percent decline.			
	For rank-and-file firefighters, the average hours of sick leave taken fell from 227 hours two years ago to 136 hours last year, a 40 percent drop.			
	The staggering decline has saved Clark County millions of dollars. Although firefighters are still paid while out sick, the department saved on the cost of an additional firefighter to fill in at overtime rates, which sometimes includes payments into the employees' retirement account.			
	The amount of sick-leave firefighters asked for fell almost immediately after that decision. By July 2011, sick-leave use fell 32 percent on average per pay period.			

	Reduce salaries 8%	Proposed		Review Journal
	Reduce FD budget $3 million	Proposed		
	Brownout 1 Battalion (of 3)	Implemented		
	Brownout 5 companies	Proposed		
	Brownout 3 units daily	Implemented	5/19/2010	
	Firefighter layoffs (double previous)	Proposed	5/6/2010	KWU Fox 5
	Close Tanker	Implemented		
	Contract concession - No cost of living adjustment in FY 2011, no uniform allowances, and a 50% reduction in step increases during the next two years.			
	Increase employees' share of health insurance costs an additional $90 (2-week) per pay period and instead of receiving contributions from the city for all 26 pay periods, the city will only be contributing their share for 24 pay periods			
	Reduction of EMS documentation pay for paramedics of 50% in FY11 and complete elimination in FY12.			
	Consolidate with Clark County, Henderson, and North Las Vegas into one department	Proposed		
North Las Vegas, NV	The North Las Vegas City Council voted unanimously to give the city manager the power to change union contracts in order to balance the city's budget shortfall of $31 million.		6/4/2012	
	The North Las Vegas City Council is scheduled to vote this week on an unusual proposal from City Manager Tim Hacker that would essentially declare the city a disaster area, void union contracts and allow the city to get on semi-solid financial ground.		5/29/2012	Las Vegas Review Journal
	Hacker has proposed a resolution using a state law that allows cities to suspend union agreements during riots, natural disasters, military actions and incidents of civil unrest.			
	Brownout 3 units/stations daily from 8/1 to 1/21	Implemented	8/4/2011	
	Layoff 40 firefighters (of 154) pending additional concessions (separate issue from averted 33 layoff)	Proposed	6/13/2011	
	Eliminate 33 firefighter and 2 support positions	Averted	5/4/2011	
	Contract concessions in lieu of layoffs - 5% base salary reduction, eliminate uniform allowance, educational and bilingual incentives, valued $4 million	Implemented	5/4/2011	EMS Network
	Reduce shift staffing from 58 to	Implemented	5/4/2011	
	30 firefighters deferred from potential layoff and 1 Engine (of 8) deferred from closing by contract concessions	Implemented	11/30/2010	8 News Now
	Reactionary' code enforcement	Proposed		
	Layoff 33 firefighters (of 154)	Proposed	10/20/2010	Post Gazette
	Layoff 8 firefighters (of 162)	Implemented	6/18/2010	Las Vegas Sun
	Reduce FD budget $1.9 million	Proposed	6/2/2010	
	Contract concessions - wage cuts & benefit reductions	Proposed	4/14/2010	
	Reduce unit staffing from 5 to 4	Proposed	4/14/2010	
	Contract concession - no wage increase, 5% reduction in entry level pay, reduce standby pay from $4 to $2 per hour for no layoffs	Implemented	4/14/2010	
	Consolidate with Clark County, Henderson, and Las Vegas into one department	Proposed	4/14/2010	
	Forfeit cost of living raises	Proposed	4/13/2010	
	Close 1 engine (of 8) and 1 additional company	Proposed	4/7/2010	Review Journal
Reno, NV	Dissolve consolidation with Truckee Meadows FPD	Implemented	7/1/2013	
	Fire station brownouts (2) have returned	Implemented	3/18/2013	RGJ

	Temporarily shut down the fire stations on Skyline Boulevard and in the Somerset housing development in order to keep fire department budget in the black.			
	The temporary closures, known as brownouts, were a regular consequence of the city's budget cuts throughout the recession. They lasted up until last summer when Reno got a nearly $14 million federal grant to pay for 64 firefighter positions.			
	Place a two-person rescue crew at stations 7 and 19 when there are brownouts.			
	Contract details efective 07/01/2011	**Approved**	**5/24/2011**	
	Salary cut of 3.87% on July 1.			
	Give up 2% bonus for EMT certification			
	Other changes reduce overtime paid to firefighters, adding up to the 7.5 percent savings in pay:			
	Firefighters are to provide 12-hour notice (up from 2 hours) before taking a vacation and must take time off in a minimum of 12-hour blocks, rather than four-hour blocks			
	Overtime pay is to be set at 1.5 times base pay. Currently, firefighters are paid 2.1 times pay when called back to work with little notice and for working holidays.			
	Work schedule is changing, which is expected to reduce sick leave.			
	Fire union leaders will no longer do union business on city-paid leave. They'll have to use their own personal leave time.			
	Contract concession - 7.5% salary reduction to avoid 12 firefighter layoffs	**Pending**	**5/21/2011**	
	SAFER Grant to rehire 10 laid off firefighters	**Pending**		
	Reopen Somersett and Skyline stations with EMS unit	**Proposed**		
	Reopen Stead Station	**Proposed**		
	FD positions total 257 from 386 two years ago			
	No cost of living increases since 2009	**Implemented**		
	Under a grievance settled by an arbitrator this year, the city will have to negotiate with the union to reopen closed stations with two-person rescue units to respond to medical emergencies.	**Pending**		
	Contract with Sparks	**Proposed**	**5/2/2011**	
	Eliminate staffing at suburan sta and replace w/ contract paramedics	**Proposed**		
	Privatize EMS services	**Proposed**	**4/27/2011**	
	Combine Reno, Sierra and Truckee Meadows FDs	**Proposed**	**4/13/2011**	**KVVU**
	Last week, union leaders rejected a proposal from city officials to give a two-week notice before taking vacation time. Under their current contract, firefighters are allowed to take vacation time with only a two-hour notice. This so called "call-back" provision all but ensures overtime pay is required to cover the open shifts. That would save half a million dollars in overtime costs in the current fiscal year. The savings would allow the city to rehire up to six of the 36 firefighters who were laid off last week.	**Implemented**	**3/6/2011**	
	Reduce FD budget 10%	**Implemented**	**2/11/2011**	**KTVN News 2**
	Skyline, Stead and North Virginia Street fire stations would be closed daily as has been the case in recent months. Depending on vacations, illness and injuries, the Somersett station would be closed and the Moana station would be reduced from two companies to one company to staff a truck. The Fourth & Valley station would be reduced from a four-person company to a two-person rescue or medical company and then the Grand Sierra station would be closed. These two stations serve the downtown area.	**Implemented**		**8 News Now**
	Lay off 36 firefighter positions	**Implemented**	**2/9/2011**	**KOLO TV**
	Eliminate 8 positions vacant by attrition	**Implemented**	**2/8/2011**	
	Close at least three fire stations and brownout others	**Proposed**		
	Regionalize Reno, Sparks, Sierra, and Airport FDs	**Proposed**	**2/23/2010**	**Gazette Journal**

	Contract concession - 2.1% pay reduction	Proposed	1/30/2010	
	Close 1 Engine (of 19)	Implemented		
	Close 1 Ladder (of 5)	Implemented		
	Provide EMS unit with two staff in lieu of Engine with 4 at Somersett Station	Implemented		
	Requesting union to take additional $10 million in pay and benefit reductions	Proposed		
	Close 3 Stations (of 19)	Proposed	1/15/2010	
	Reduce minimum unit staffing from 4 to 3 in lieu of station closures	Proposed	1/14/2010	
	Brownout 3 Stations (of 19) daily	Implemented	1/13/2010	
	Reduce FD budget 5%	Proposed		
	Not replace 50 anticipated vacancies from attrition	Implemented		
	Layoff 12 firefighters, 2 fire prevention officers, 2 clerical 01/15/2010	Proposed	1/12/2010	
	Layoff additional 16 firefighters 07/01/2010	Proposed		
	Reduce minimum shift staffing from 92 to 80	Implemented		
	Not fill 27 vacant positions	Implemented		
	Close 2 Engines (of 19)	Implemented	1/11/2010	
	Not filling 12 vacant firefighter positions due to retirement	Implemented		
	Close 1 Station (of 18)	Proposed	6/2/2009	
	Reduce staffing at four stations from 4 to 2 firefighters on duty on a rotating basis	Proposed	6/1/2009	
	Brownout of two units	Implemented	1/1/2009	
Sierra, NV	County wants Engine staffing of 3, City wants Engine staffing of 4	Pending	5/23/2011	
	Consolidate with Reno and Truckee Meadows FDs	Proposed	4/13/2011	KVVU
	District must split or shrink to stay afloat due to budgetary reasons	Proposed	10/26/2010	Gazette Journal
	Brownout Arrowcreek station	Implemented	8/1/2010	KOLO TV
Sparks, NV	Reduce unit staffing from 4 to 3	Implemented	5/2/2011	
	The FD has lost 26 firefighters over the past couple of years	Implemented	7/10/2010	
	Contract concession - 7.5% salary cut	Pending	5/7/2010	
	Rehire 4 laid off firefighters	Pending	5/2/2010	My 4 News
	Layoff 11 firefighters (of)	Rescinded	4/28/2010	Gazette Journal
	Reduce minimum staffing on engines from 4 to 3	Implemented	4/26/2010	KOLO TV
Storey County, NV	Close 1 station (of 5)	Proposed	1/26/2010	Gazette Journal
	Layoff 5 firefighters (of) and 1 Division Chief	Proposed		
	Eliminate 12 part time firefighter positions	Proposed		
	Reduce FD Budget $800,000 (20%)	Proposed		
Truckee Meadows, NV	Consolidate with Reno and Sierra FDs	Rescinded	7/1/2013	KVVU
	Terminate Truckee Meadows contract with Reno	Implemented	5/25/2011	Truckee Times
	County wants Engine staffing of 3, City wants Engine staffing of 4	Pending	5/23/2011	

	Consolidate with Reno and Sierra FDs	Proposed	4/13/2011	KVVU
Washoe County, NV	Reestablish independent fire department with five stations, two-person rescue units or three-man crews rather than pay overtime to maintain four-man fire engine crews.	Pending	11/11/2011	
	Terminate Truckee Meadows contract with Reno over staffing level of 4	Implemented	5/25/2011	Truckee Times
	Consolidate fire districts with Reno	Proposed	3/13/2011	Gazette Journal
Berlin, NH	Layoff 2 firefighters (of 20)		3/10/2010	Berlin Reporter
Concord, NH	Eliminate overtime for minimum staffing	Implemented	7/1/2009	
	Close 1 Engine (of 4)	Implemented	6/27/2009	
	Reduce minimum shift staffing from 22 to 19	Implemented	6/27/2009	
	Impact of closing 1 Engine (of 4) at night - Ladder responses increased 618%, Engine 7 out of district responses increased nearly 300%, 278% at night, Engine 4 increased 176%, Engine 5 increased 33%		11/11/2008	Monitor
	Eliminate 3 vacant positions	Proposed		
	Close 1 Ladder (of 2)	Implemented		
	Not filling 5 vacancies	Implemented		
Derry, NH	Reduce fire prevention and education from 5 days a week to 2	Implemented	1/15/2010	WZID FM
	Reduce dispatchers on duty from 2 to 1	Implemented		
	Reduce minimum shift staffing from 18 to 15	Proposed	7/1/2009	Eagle Tribune
Dover, NH	Reduce minimum shift staffing from 12 to 11	Proposed	6/30/2010	
	Brownout Ladder	Proposed		
	Close 1 Station (of 3)	Proposed	4/1/2010	Fosters
Manchester, NH	Mayor nixes SAFER grant		9/20/2012	NH Union Leader
	Accept $1.2 million SAFER grants despite Mayor's objections to rehire 12 firefighters(8 FF)		8/7/2012	
	Layoff 12 firefighters		7/1/2012	
	Close 1 Ladder of 6	Implemented	7/1/2011	
	Cross staff 4 Engines and 4 Ladders with single crews			
	Lay off 14 firefighters		2011	
	Not fill 22 attrition vacancies			
	Layoff 20 to 25 firefighters	Proposed		
	Brownout two companies per shift	Proposed		
	Brownout Stations	Implemented	6/27/2011	
	Eliminate 6 district chiefs to keep 15 of 22 firefighters slated for layoffs.	Proposed	4/5/2011	
	Reduce minimum shift staffing from 50 to 44	Proposed	4/5/2011	
	Close 3 Ladders (of 5)	Proposed	4/5/2011	
	Layoff 11-15 firefighters and 1-4 by attrition (total 15)	Implemented	4/5/2011	

	Not fill 20 attrition vacancies	Implemented	4/5/2011	
	Brownout 1 Engine (of 10)	Implemented	4/5/2011	
	Brownout 3 Ladders (of 5)	Implemented	4/5/2011	
	Layoffs due to higher than expected health care costs	Proposed	11/18/2010	
	Station closures due to higher than expected health care costs	Proposed		
	Close 1 Engine (of 11)	Implemented	6/14/2009	
	Reduce FD budget $500,000	Implemented	4/7/2009	WMUR
Merrimack, NH	Eliminate 4 firefighter positions (of)	Proposed	12/3/2010	Nashua Telegraph
North Hampton, NH	Reduce shift staffing from 5 to 4	Implemented		
Portsmouth, NH	Close 1 station (of 3)	Implemented	7/1/2011	
	Close 1 Engine (of 3)	Implemented	7/1/2011	
	Close 1 Ambulance (of 2)	Implemented	7/1/2011	
	Not fill 1 fire prevention position	Implemented	7/1/2011	
	Reduce minimum shift staffing from 13 to 19	Implemented	7/1/2011	
	Close 1 Engine (of 3)	Proposed	2/26/2011	
	Close 1 Ambulance (of 2)	Proposed		
	Close 1 station (of 3) permanently	Proposed		
	Reduce FD budget $245,000	Proposed		
	Not fill Deputy Chief position when vacant by retirement	Proposed		
	Close 1 station (of 3)	Proposed	2/2/2010	
	Reduce FD budget 4%	Proposed		
	Reduce minimum shift staffing from 16 to 14	Proposed		
	Merger with Newington	Proposed		
	Close 1 ambulance	Proposed	1/21/2010	Seacoast Online
Rochester, NH	Brownout 1 station (of 2)	Implemented	11/30/2010	Daily Democrat
	Reduce minimum staffing to number reporting (of 7)	Implemented		
Salem, NH	Eliminate 1 Captain position	Proposed	9/10/2010	Eagle Tribune
	Eliminate overtime	Proposed		
	Reduce FD budget $315,000	Proposed		
New Jersey Statewide	Delay NJ civil service exam to February 2010 or possibly January 2011.	Implemented	2/1/2010	
New Jersey State Division of Fire Safety	Eliminate the Office of Fire Department Preparedness and Arson units	Proposed	7/1/1905	

New Jersey State Division of Forestry	Furloughs	Proposed		
Atlantic City, NJ	SAFER grant extended - gap covered by overtime	Implemented	12/3/2013	The Press of Atlantic City
	With no answer on their SAFER grant due to the government shutdown, the city had to notify 51 firefighters of 256 with layoff notices and 8 demotions Monday in preparation for the end of a federal grant that pays 51 of their salaries.	Pending	10/8/2013	
	Brownout 3 of 11 companies per shift			
	The $9.7 million SAFER grant was awarded in 2011, and actually ran out this past May. But, with $3.5 million unspent, the city was given permission to use the remaining funds.			
	The grant was first awarded after the city laid off 30 firefighters in 2010. It allowed them to hire back all those eligible personnel and add more. As firefighters left the department, those at the top of the list moved over to the city payroll and new firefighters were hired to fill the grant openings.			
	About four firefighters that were laid off last time are on the potential layoff list again, according to personnel records. Two former police officers who were part of citywide layoffs in 2010 and have since gone to the Fire Department also could be laid off.			
	The SAFER funding ($9.7 million) ended in May and Atlantic City may have to lay off as many as 50 firefighters this fall.	Implemented	7/24/2013	
	Atlantic City has added 27 firefighters to its ranks in the past year, more than any other time in recent memory. But the federal grant forcing the city to hire at this rate is running out and, unless it's renewed, the city may have to lay off as many as 50 firefighters this fall.			
	Fire Department leaders applied for the Staffing for Adequate Fire Emergency and Response -- or SAFER -- grant after the city laid off 30 firefighters and 60 police officers in 2010. The $9.7 million grant allowed the department to bring back the laid-off firefighters and increase the number of personnel available to respond to calls.			
	The two-year term ended in May, but the city was given permission to use the approximately $3.5 million left on the grant, which should pay those firefighters until October.			
	But, to be in compliance, the city has to keep 50 firefighters on the grant. As fire personnel leave or retire, those at the top of the grant list have moved over to the city's payroll, meaning new hires were necessary to fill the empty SAFER spots.			
	Hire 13 firefighters with SAFER grant	Implemented	1/5/2013	
	The city was awarded a $9.7 million SAFER grant in February 2011. The grant allowed the FD to bring back 28 laid-off firefighters and hire an additional 20 that November. Several promotions also were paid for with the grant.			
	Hire 21 new firefighters and promote 12 to Captains with Safer Grant	Implemented	11/3/2011	
	Hire 2 new firefighters with city funds	Implemented	11/3/2011	
	Rehire 28 (of 30) laid off firefighters with $9.7 million SAFER grant	Implemented	5/3/2011	
	Layoff 30 firefighters (of 244) effective 09/30/2010	Implemented	9/27/2010	The Press
	Brownout up to 6 companies (of 10) daily	Implemented	9/27/2010	
	Atlantic City agreed in 2010 to let New Jersey take over its finances in an arrangement that allowed the city to spread a $9.5 million deficit over five years, sparing homeowners and businesses a significant property tax increase.	Implemented	9/27/2010	
Bayonne, NJ	Close 2 Engines (of 7)	Implemented	5/13/2010	
	Close 1 Battalion Chief (of 2)	Implemented		
	Issue 45 day layoff notices issued to city employees, including police and fire officials	Implemented	7/1/2009	Hudson Reporter

	City requesting union concessions of deferred pay raises, reduced health care benefits and furloughs	Proposed		
	Reorganize structure of the Fire Department to one fire chief, up to three deputy chiefs, no more than five battalion chiefs, up to 11 captains, 29 lieutenants and up to 140 firefighters in lieu of layoffs	Proposed	4/29/2009	Jersey Journal 3/20/2009
	Reduce 31 Captains positions (31 of 42) to newly reinstated rank of Lieutenant.	Proposed		
	Reduce budget by $2 million (from $15.5 million).	Proposed		
	Close 1 engine (of 7)	Proposed	2/25/2010	
	Close 1 station (of 7)	Proposed		
	Reduce FD budget $1 million	Proposed		
	Eliminate 23 positions vacant by attrition	Proposed		
	Convert one company to Rescue Squad	Implemented		
Belleville, NJ	Brownout 2 Stations (of 3)	Implemented	7/1/2011	
	Brownout 2 Engines (of 2)	Implemented	7/1/2011	
Bloomfield, NJ	Brownout 1 engine (of 3)	Implemented	7/1/2011	
	Reduce FD budget $600,000	Implemented	2/17/2010	Star Ledger
	Reduce minimu shift staffing from 16 to 14 to reduce overtime	Implemented	2/17/2010	
	Close 1 station (of 4)	Implemented	2/17/2010	
	Brownout 1 engine (of 4)	Implemented	2/17/2010	
Camden, NJ	The state Supreme Court said it won't review a ruling that allows Camden officials to roll back wages for city firefighters.	Implemented	8/1/2013	
	Combine Engines and Ladders to run together as Task Forces with four firefighters (3 of 3 Engines & Ladders)	Implemented		Inquirer
	Reduce staffing on Task Forces (3) to minimum 1 officer & 3 firefighters. Reduce staffing on other Engines (4) to minimum 1 officer & 1 firefighter. Reduce staffing on Rescue Squad to 1 officer & 3 firefighters. Do not staff accountability officer.	Implemented		
	No overtime hiring for personnel on leave. Acting officers	Implemented		
	Minimum staffing and no acting officer contract clauses not being honored	Implemented		
	SAFER Grant ($2.5 million) to rehire 15 laid off firefighters (of 67) effective 07/01/2011	Implemented	3/17/2011	Courier Post
	Rehire 15 additional laid off firefighters pending federal grants	Pending		
	Fire officials in Philadelphia have reached an agreement to assist the neighboring city of Camden, NJ in the event of a major catastrophe.	Implemented	2/18/2011	Associated Press
	May rehire 13 firefighters	Implemented	1/17/2011	Associated Press
	Contract with Pennsauken to cover part of Camden	Implemented	12/5/2010	
	26 furlough days and a 10% pay cut, or	Proposed		
	No furlough days and a 20% pay cut. Under either arrangement, extra pay for	Proposed		
	Eliminate extra pay for longevity, working off-hour shifts, and buying uniforms	Proposed		6ABC
	Layoff 67 firefighters (of 240) effective 01/18/2011 (4 Deputy Chiefs, 4 Battaliion Chiefs, 15 Captains, 44 Firefighters	Implemented	12/1/2010	Philadelphia Inquirer
	Demote 27 officers	Implemented	12/1/2010	Firehouse
	Increase workweek hours from 42 to 56	Proposed	7/12/2010	Courier Post
	Reduce minimum shift staffing from 49 to 25	Implemented		

	Brownout up to 5 companies (of 11)	**Implemented**		
	Mutual aid required 383 times in 2009 compared to 196 in 2008			
Camden County, NJ	**County plans to create a countywide police and fire service that would provide coverage at a fee to municipalities who opt into the shared service agreement, replacing the traditional town department model**	**Proposed**	**1/15/2011**	**Philly .com**
	Present consolidations:			
	Beaver Brook Regional Fire Alliance			
	Bellmawr, Barrington, and Runnemede FD's working together			
	Talks of a Sterling police and/ or fire consolidation, Laurel Springs, Hi-Nella, Magnolia, Somerdale, and Stratford			
	Lindenwold, Clementon and Laurel Springs with joint operations and training			
Cheesequake, NJ	**Lay off one firefighter (ft) and one fire inspector (pt)**	**Implemented**		
Clifton, NJ	**Contract concession 84 hours of pay, layoffs rescinded, demotions reversed, Station & Engine re-opened**	**Rescinded**	**5/10/2009**	**Clifton Journal**
	Close 1 station (of 6)	**Rescinded**	**3/6/2009**	
	Close 1 Engine (of 6)	**Rescinded**	**3/6/2009**	
	Layoff 12 firefighters, 1 administrator	**Implemented**	**3/6/2009**	
	Demote two Lieutenants	**Implemented**	**3/6/2009**	
	Not filling 4 vacant positions	**Implemented**	**3/6/2009**	
	Layoff 16 firefighters (of 126) , 1 Deputy Chief, 1 staff		**2/17/2009**	
	Demote 1 Captain and 3 Lieutenants		**2/17/2009**	
	Layoff 20 firefighters (of 140)		**1/9/2009**	
	Fire union will work for two weeks without pay	**Proposed**	**2/26/2009**	
	Brownout 1 engine (of 6)	**Implemented**		
Collingswood, NJ	**Considering whether to accept $400,000 SAFER grant to rehire 3 laid off firefighters**	**Pending**	**1/14/2011**	
	Layoff 3 firefighters (of 16)	**Implemented**	**7/1/2010**	**Philadelphia Inquirer**
East Orange, NJ	**Brownout 1 engines (of 4)**	**Implemented**	**7/1/2011**	
	Brownout 1 engines (of 5)	**Implemented**	**7/1/2010**	
Edison, NJ	**Close 1 company**	**Implemented**	**10/31/2010**	**Star Ledger**
	Reduce minimum staffing from 22 to 20	**Implemented**		
	Layoff 6 firefighter positions (of 129)	**Implemented**	**7/25/2009**	**Star Ledger**
	Rehire 4 firefighters	**Approved**		**Firefighter Hourly**
Gloucester City, NJ	**Layoff 8 firefighters (of)**	**Proposed**	**6/13/2010**	**Philadelphia Inquirer**

Harrison, NJ	Close 1 Station (of 2)	Implemented	7/1/2011	
	Brownout 1 Engine (of 2)	Implemented	7/1/2011	
	Brownout Ladder	Implemented	7/1/2011	
Irvington, NJ	Brownout 1 Engine (of 4)	Implemented		
	21 firefighters were given lay off notices effective 03/11/2011	Implemented	1/22/2011	
	10 firefighters were laid off and then brought back 2 months later	Implemented	07/?/2010	
	Layoff 20 firefighters (of 97)	Proposed	5/11/2010	Star Ledger
	Contract concession - Eliminate scheduled raises and longevity payments and getting contributions for health benefits	Implemented		
Jersey City, NJ	Reduce from 4 to 3 suppression battalions to place more firefighters on duty and free up fire captains who have been acting as safety officers to save $1 million.	Implemented	10/22/2013	Jersey Journal
	Ten months into 2013, the fire department has used its entire $2.6 million overtime budget, which the city blames on inefficient staffing, particularly at the captain rank. Moving to 3 battalions will reduce the number of battalion chiefs the city needs.			
	The extra battalion chiefs will now act as safety officers.			
	Received $8.2 million SAFER grant to hire 64 new firefighters		2/24/2011	Jersey City Independent
	Brownout 4-5 Engines (of 15) daily	Implemented		
	Brownout 1-2 Ladders (of 9) daily	Implemented		
	Brownout 4 companies daily	Implemented	12/5/2010	Philadelphia Inquirer
	Seeking concessions in lieu of layoffs	Proposed		
	46 retirements due to legislation to cap retirement sick leave payouts	Implemented	2/25/2010	
	Brownout 4 companies (of 22)	Implemented	2/7/2010	
	Reduce arson unit from 13 to 2	Implemented		
Lakewood, NJ	Privatize EMS	Proposed		
Linden, NJ	Layoff 32 firefighters, wants contract concessions	Proposed	3/20/2013	WABC7
	1 laid off firefighter rehired	Implemented	4/1/2011	
	Demotions rescinded	Rescinded	2/15/2011	
	Layoff 6 firefighters (of 121) (effective 01/2011)	Implemented	1/25/2011	Star Ledger
	Not fill 5 vacancies due to attrition	Implemented	1/25/2011	
	Demote 2 officers (lieutenants)	Implemented	1/25/2011	
	Close 1 company (of 5)	Implemented	1/25/2011	
	No layoffs in exchange for wage concessions.	Implemented	10/28/2010	Star Ledger
Long Beach, NJ	Layoff 5 firefighters 07/01/2012 ($0.9 SAFER grant)	Rescinded	12/1/2012	WABC7
Maplewood, NJ	Reduce minimum shift staffing from 10 to 8	Implemented		Maplewood .Local Source
	Layoff 3 firefighters (of 41)	Rescinded	3/23/2009	Star Ledger

	Contract concession - no pay increase, health insurance co-pay	Proposed		
Monroe Township, NJ	Layoff 2 firefighters	Proposed	2/19/2010	
Monclair, NJ	FD will administer property, building code, and fire prevention enforcement	Implemented	7/12/2011	Times
Morris Township, NJ	Privatize or defer to state agency the duties of the Fire Prevention Bureau	Proposed	5/2/2010	
	Layoff 2 firefighters (of 20)	Proposed		
	Also under consideration is the laying off of two career firefighters. The Morris Township Fire Department is made up of 20 career firefighters and volunteers. The department operates five fire stations around the township with a total of eight apparatuses.	Proposed		
	Currently, the township Fire Department operates with a shortage of full-time firefighters. Eliminating two career firefighters in an already slim department puts residents at risk of a fire without enough personnel to stop it. Often, there is only one firefighter on duty during the day at any one of the five stations	Proposed		
Morristown, NJ	Contract concession - wage freeze for two years in lieu of 3 firefighter layoffs (of)	Pending	5/13/2010	Daily Record
Mount Laurel, NJ	Layoff 13 firefighters (of 50) and 2 administrative staff	Rescinded	3/28/2010	Burlington County Times
	Demotions	Proposed		CBS3
	Freeze hiring	Proposed		
	Reduce minimum shift staffing	Proposed		
	Close stations	Proposed		
	Contract concessions - copay for health insurance, eliminate longevity pay, reduce holiday	Proposed		
Newark, NJ	$7.1 million SAFER grant to hire up to 70 new firefighters and reopen 3 closed companies	Pending	4/28/2011	Star Ledger
	Eliminate 130 firefighters by attrition	Implemented	12/5/2010	Philadelphia Inquirer
	Layoff 96 firefighters (effective 11/13/2010)	Implemented	10/28/2010	AP
	Layoff 24 firefighters	Proposed		
	Brownout 1 Battalion Chief (of 3)	Implemented		
	80 firefighters opted for retirement to avoid uncertainty	Implemented		
	Close 2 Engines (of 17)	Implemented	10/28/2010	
	Close 2 Ladder (of 9)	Implemented	10/28/2010	
	Close 1 Battalion Chief (of 4)	Implemented	10/28/2010	
	Close 2 Engines (of 19)	Implemented		
	Close 2 stations (of 17)	Proposed		
	Close 1 Ladder (of 10)	Implemented		
	Brownout 2 Engines (of 17)	Implemented		
	Brownout 1 Ladder (of 9)	Implemented		

North Hudson, NJ	Brownout 1 engine (of 12) daily when staffing falls below 60 ()	Implemented		
	FD sued for delayed response	Pending		
	Rotating brownouts of 2 Engines, 1 Squad, and 1 Rescue Squad	Implemented		
	Reduce minimum shift staffing from 60 to 53	Implemented		
	Close 1 Engine (of 7)	Implemented	6/29/2010	
	Close 1 Ladder (of 5)	Implemented	6/29/2010	
	Close 1 Squad (of 5)	Implemented	6/29/2010	
	Brownout 2 companies when staffing below 60	Proposed	1/18/2010	
	Close 1 Engine (of 13)	Implemented	?/?/2004	Jersey Journal
Nutley, NJ	Lay off 4 firefighters (of 37) (effective 12/31/2010)	Implemented		
Ocean City, NJ	Replace 6 retiring firefighters with EMTs	Proposed	11/30/2011	The Press
	Reduce minimum shift staffing from 18 to 17	Proposed	11/30/2011	
	Not fill 3-5 vacant firefighter positions	Implemented	4/1/2010	Shore News Today
	Brownout 1 Station (of 3)	Proposed		
	Increase health insurance copay	Proposed		
	Hire 4 firefighters laid off from other departments	Implemented		
Orange, NJ	Layoff 12 firefighters (of 65)	Implemented	1/11/2011	Associated Press
	Close 1 Engine (of 3)	Implemented		
	Brownout 1 Engine (of 2)	Implemented		
Passaic, NJ	Demotions by one rank for 6 months	Proposed	6/18/2010	The Record
	Layoff 10 firefighters, 8 paid with federal grant money and 1 fire prevention clerk	Proposed	5/18/2010	New Jersey
	Contract concession - forgo 4% wage increase	Proposed	5/18/2010	
Passaic, NJ	Two weeks without pay	Proposed		
	Layoff 17 firefighters (of)	Implemented	8/14/2011	
	Demote 6 officers by one rank	Implemented	8/14/2011	
Paterson, NJ	Layoff 33 Emergency medical technicians (of)	Proposed	3/16/2011	The Record
Perth Amboy, NJ	Layoff 20 (of 20) FD emergency medical technicians	Implemented	9/1/2009	My Central Jersey
	Shift city EMS service to Raritan Bay Medical Center	Proposed		
Pleasantville, NJ	Lay off 5 firefighters of 47		11/16/2013	The Press of Atlantic City

	Not fill vacancies			
	Outsource EMS			
Robbinsville, NJ	Reduce minimum Engine staffing from 3 to 2	Implemented		
	Reduce shift minimum staffing from 5 to 4	Implemented		
	Eliminate overtime	Implemented		
	Layoff 2 firefighters (of)	Implemented	12/17/2009	NJ
	Increase health insurance copay	Implemented		
Teaneck, NJ	Combine permanent positions of police and fire chief	Rescinded	11/30/2010	The Record
	Demote 6 Deputy Chiefs to Captain, 5 Captains to Lieutenant, 6 Lieutenants to Firefighter	Proposed	Effective 6/25/2009	
	Change one position from full time to part time	Proposed		
	Layoff 11 firefighters (of 100)	Proposed	6/4/2009	North Jersey
Trenton, NJ	Brownout 1 or 2 companies based on absenteism	Implemented	2/22/2012	
	Discontinue EMS responses	Implemented		
	Reduce minimum shift staffing to 41 from 49	Implemented		
	Reduce Engine staffing from 4 to 3	Implemented		
	Reduce minimum shift staffing from 48 to 41	Proposed		NJ , Star Ledger
	Eliminate training officer position	Proposed		
	Reduce minimum engine staffing from 4 to 3	Implemented		
	Layoff 3 fiefighters (of 198)	Proposed	4/1/2011	
	Layoff 61 firefighters (of 198) effective 01/05/2011	Rescinded	12/18/2010	Times
	Received $13.7 million SAFER grant to rescind 61 firefighter layoffs	Implemented		
	Contract concessions - 5% salary reduction, health care and retirement	Implemented		
	Close 4 stations (of 7)	Proposed	8/30/2010	Times
	Demote 4 Battalion Chiefs and 16 Captains	Proposed		
	Reduce Engine staffing from 4 to 3	Proposed		
	Layoff 78 firefighters (of 198)	Proposed	7/14/2010	larouche .pac
	Contract concession - 10% pay cut	Proposed	6/23/2010	Trentonian
	Close 1 station (of 7)	Proposed	3/30/2010	
	Layoff 40 firefighters (of 198)	Proposed		
	Close 3 Stations (of 10)	Implemented	06/?/2002	
	Close 2 Engines (of 9)	Implemented	06/?/2002	
	Close 1 Ladder (of 3)	Implemented	06/?/2002	
	Eliminate 2 Deputy Chief, 1 Battalion Chief, 13 Captains, 1 Director, 52 Firefighter positions	Implemented	Since 2002	Courier Post
	Fire Chief says that the department has lost one third of its staff since 2002 due to budget cuts	Implemented		Trenton Patch
Ventnor, NJ	Reduce FD budget $600,000	Implemented		

	All overtime given as compensatory time in lieu of money	Implemented		
	Contract concession - All FD members give back $1500	Implemented		
	Eliminate 4 firefighter positions	Implemented		
West Orange, NJ	Layoff 16 firefighters (of) (effective 03/15/2011)	Proposed	3/15/2011	
	Demote 11 fire officers	Proposed	3/15/2011	
	Close 1 Engine (of 4)	Proposed		
Westfield, NJ	Not fill 10 vacancies	Implemented	7/13/2012	Huffington Post
	Eliminate 1 Deputy Chief and 1 Fire Inspector	Implemented		
	Reduce shift staffing from 9 to 7	Implemented		
	Brownout Ladder	Implemented		
Willingboro, NJ	Delay settling contract since 2007	Continuing		Burlington County Times
Albuquerque, NM	Firefighters are calling in sick so often on weekends, the FD's overtime budget is over almost $300,000		11/1/2010	Firehouse
	Brownouts due to absenteism	Proposed		
	Contract concession - reduce wages 2.47%	Proposed	7/1/2010	KOAT KOB
Las Cruces, NM	Six-month pilot program implementing an ambulance-size squad unit	Pending	6/19/2013	Sun News
Mesilla, NM	Eliminated six part time positions	Implemented		
	Eliminated uniform budget	Implemented		
	Eliminated take home vehicles for Marshals	Implemented		
	Freeze new vacancies	Implemented		
	Reduce Fire Chief salary 20%	Implemented	1/4/2009	
	Reduce hourly employees to 32 hours per week	Implemented		
	Defer building new station	Implemented		
	Recruit volunteers in place of part timers	Implemented		
	Attrition rate up	Implemented		
New York State	Simplify procedure for consolidating FIRE & SPECIAL DISTRICTs			
Batavia, NY	Discontinue FD ambulance - shift to private provider	Proposed	9/1/2009	
	Layoff 24 paramedics	Proposed		
	Replace career firefighters with volunteers	Proposed		
	Investigate changing from career to combination career/volunteer staffing	Proposed	5/27/2009	Batavia News
	Eliminate Fire Chief's car and stipend	Proposed		

Binghamton, NY	Hire 8 new firefghters at the beginning of next year with $1million SAFER grant		12/6/2010	WBNG
	Close 1 station (of 6)	Implemented	?/2010	WBGH
	Close 1 Engine (of 5)	Implemented	?/2010	IAFF 729
	Close 1 Ambulnace (of 6)	Implemented	?/2010	
	Contract concession - no pay raise	Proposed		
	Reduce FD budget 10%	Proposed		
	Consolidation with Johnson City	Proposed		
	Layoff 10 (of 135) firefighters	Implemented	9/10/2009	WBNG
	Layoff 10 firefighters (of 132)	Proposed	8/11/2009	Press & Sun Bulletin
Buffalo, NY	Vacancies in high-ranking positions in the Buffalo Fire Department are creating a safety issue for firefighters, according to the department's chief of health and safety.		4/13/2013	Buffalo News
	Close 1 Engine (of 20)	Implemented	2/17/2006	
	Close 1 Ladder (of 10)	Implemented	11/18/2005	
	Close 1 Ladder (of 11)	Implemented	3/1/2004	
	Close 1 Engine (of 21)	Implemented	11/1/2003	
	Close 1 Ladder (of 12)	Implemented	11/1/2003	
	Close 2 Engines (of 23)	Implemented	7/1/2002	
	Close 1 Rescue Squad (of 2)	Implemented	7/1/2002	
Canandaigua, NY	Layoff 4 firefighters (of 10)	Proposed	7/1/2010	Daily Messenger
	Merge with Cheshire FD	Proposed		
	Changing fire district boundaries and taking a more regional approach	Proposed		
	Expanding cooperation with the Canandaigua VA Fire Department	Proposed		
	Layoff 4 firefighters (of 14)	Proposed	1/1/2010	Democrat & Chronicle
	Not fill 1 firefighter vacancy	Implemented		WHEC
	Eliminate career staff from 1 station (of 2)	Proposed		MPNow
Champion, NY	Contract fireservices to West Carthage	Proposed	12/7/2010	Watertown Daily Times
Cohoes, NY	Merge with Watervliet	Proposed	11/19/2010	FOX 23
	Reduce minimum shift staffing from 6 to 5	Implemented	9/30/2010	
	Brownout 1 station (of 3)	Implemented	9/29/2010	Times Union
	Reduce total staff from 36 to 32	Implemented	?/?/2010	
	Brownout 1 Engine (of 2)	Implemented		
Corning, NY	Reduce minimum shift staffing from 6 to 4	Proposed	5/10/2010	WETM TV
	Layoff 7 firefighters (of 24)	Proposed	2/28/2010	Corning Leader

Endicott, NY	Eliminate EMS service	Implemented	5/4/2011	Press Connects
	Eliminate overtime to maintain minimum shift staffing	Implemented	/2005	
	There are 27 firefighters on the village payroll.			
	Reduce minimum shift staffing from 7 to 2	Implemented	6/1/2010	Press & Sun Bulletin
Erie County, NY	Study consolidation of 98 FD's that provide municipal fire services in the county	Proposed	6/17/2010	WCAX
Fairview, NY	Disband FD	Proposed		
Garden City, NY	Layoff 6 firefighters and demote 1 officer of 28	Proposed	12/20/2012	Garden City Patch
Ithaca, NY	Close 1 Engine (of 5)	Implemented		
	Close 1 Ladder (of 2)	Implemented		
	Close 1 Rescue Squad (of 1)	Implemented		
	Layoff 3 firefighters and 1 deputy chief	Proposed		
Johnson City, NY	Create a combined paid and volunteer department	Proposed	11/16/2010	WBNG
	Create a fire district.	Proposed		
	Layoff 6 firefighters (of 39)	Proposed	5/31/2009	
	Eliminate 6 positions	Proposed		Press & Sun Bulletin
	Brownout 1 station (of 2)	Proposed		
	Consolidate with Endicott FD	Proposed		
Kingston, NY	Not fill 3 vacant firefighter positions	Implemented		
	Layoff 8 (of 60) firewfighters and 4 (of 8) dispatchers	Proposed		
	Debate whether to accept SAFER grant to hire 4 firefighters to replace 6 who left with an early retirement incentive		6/21/2010	Daily Freeman
Lockport, NY	The city is going to court to try to overturn a state arbitrator's ruling that the Fire Department doesn't assign enough firefighters to each shift. It's determined to neither hire nor pay overtime.	Proposed		Buffalo News
	Establish combination or volunteer FD	Proposed		
	Reduce minimum shift staffing from 10 to 9	Implemented		
Lowell, NY	FD disbanded - lack of volunteers	Implemented	3/22/2010	WKTV
New Rochelle, NY	Layoff 6 firefighters (of 156)	Implemented		
	Reduce minimum company staffing from 4 to 3	Implemented		

New York City, NY	Close 5 Stations	Rescinded	6/25/2011	FOX 8
	The fire department would also shrink to 10,282 staffers — the lowest number since "at least" 1980, the report said.		6/1/2011	
	120 firefighter vacancies cannot be filled due to a hiring freeze by a federal judge who ruled the entrance exam was discriminatory.	Implemented		
	Implement controls on medical leave, light duty, and/or other leave			
	Close 15 Engines (of 204 (197 Engine, 7 Squad)	Rescinded	3/12/2011	Daily News
	Close 5 Ladders (of 143)	Rescinded		
	Reduce Engine staffing from 6 to 5 on remaining 60 of 194 Engines upon expiration of union agreement	Implemented	2/1/2011	-
	The FDNY has existing operational protocols to address reduced staffing on engine and ladder companies, including when firefighters go on medical leave during a tour. The city's 143 ladder companies will continue to be staffed with 5 firefighters and an officer (crew of 6) at the start of the tour. Also, FDNY protocol calls for two engine companies - not one - to stretch and operate a hose line at a fire. The city has in the last seven years reduced the 60 engine staffing level four times due to high rates of firefighter medical leave, a change provided for in the original 1996 Roster Staffing agreement.			
	Close 20 companies at night	Rejected Again	1/6/2011	WNYC/WQXR News
	Bill motorists up to $490 to respond to accidents and car fires	Rejected		
	The 20 fire companies Mayor Michael Bloomberg proposed to shutter will remain open as part of a deal negotiated between the administration and the City Council		6/29/2010	Wall Street Journal
	Close 16 companies	Rescinded	7/1/2009	
	Eliminate 30 ambulance shifts	Rescinded	7/1/2009	
	Implement 9-1-1 call takers for fire calls	Implemented	5/4/2009	
	Close 12 units from multiple unit stations	Rescinded		
	Cap administrative overtime	Rescinded		
	Close 3 Engines (of 204 (197 Engine, 7 Squad)) and 1 Ladder (of 143) presently being under daily brownout.	Rescinded / Proposed Again	1/17/2009	NY1
	Close 6 Engines (of 210)	Implemented	5/25/2003	
	Eliminate 27 Fire Marshal and 5 Supervisor positions by attrition	Proposed		
	Reduce minimum staffing from 5 to 4 on 64 engines	Rescinded / Proposed Again		
	Layoff 1,050 firefighters and close 42 companies (Albany contingency plan)	Proposed	3/12/2010	Daily News
	Reduce staffing on 60 Engines	Proposed		
	Close 20 to 62 companies	Rescinded	2/1/2010	NY1 News
Newburgh, NY	Layoff 12 firefighters and 1 administrative position	Proposed	10/28/2010	Times Herald Record
	Close 1 station (of 2)	Proposed		
	Reduce shift staffing from 10 to 7	Proposed		
	Hire part time firefighters in place of paying overtime	Proposed		
North Tonowanda, NY	Close 1 Engine (of 6)	Implemented		

Onondaga County, NY	NY State government consolidation law		4/1/2010	
	Consolidate 57 individual FDs	Proposed	3/3/2010	Post Standard
Plattsburgh, NY	Mayor says city would save money by switching to eight-hour shifts, but firefighters want the 24-hour shifts.	Proposed	2/26/2013	Press Republican
	Re-establish volunteer component	Proposed		
	Reduce minimum shift staffing from 7 to 6 to reduce overtime	Implemented	7/1/2009	
	Reduce department staffing from 40 to 36	Implemented	7/1/2009	
	Eliminate positions: 1 Assistant Chief, 1 day Captain, 1 day Lieutenant, 1 Administrative Secretary	Implemented	7/1/2009	
	No staffing for Ladder (of 1)	Implemented	7/1/2009	
	Reduce staffing on 1 Engine to 2	Implemented	7/1/2009	
	Stop sending new recruits to either the NYS fire academy or other City academy, and opt to train in house with a private contractor	Implemented	7/1/2009	
	Reduce minimum shift staffing from 8 to7	Implemented	7/1/2006	
Riverhead, NY	Layoff 1 fire marshal (of 3)	Implemented	10/20/2010	Riverhead Local
Rochester, NY	Provide fire services by contract to West Brighton	Implemented		
	Close Safety Battalion Chief	Rescinded	1/18/2012	
	Close 1 suppression battalion of 3	Implemented	8/23/2011	WHEC
	Convert 2 Midi Quint companies (of 2) to 2 Engine and 1 Ladder companies, net staffing reduction of 6	Implemented	7/1/2011	
	Reduce FD budget $500,000	Proposed	1/11/2010	WHEC
	Reduce minimum shift staffing from 98 to 89	Implemented		
	Reduce FD budget 14% ($5.9 million)	Proposed		13 WHAM
	Layoffs	Proposed		
	Close stations	Proposed		
	The number of authorized uniformed firefighters has fallen more than 10% – from 504 in 2001 to 447 today.			Democrat & Chronicle
	Convert 2 Midi Quint companies (of 4) to 2 Ladder companies, net staffing reduction of 4	Implemented	7/1/2010	
	Eliminate 16 sworn positions (of 471) to 454	Implemented	10/1/2009	
	Convert 3 Midi Quint companies (of 7) to 2 Engine and 1 Ladder companies, net staffing reduction of 6	Implemented	10/1/2009	
	Reduce FD budget 10%	Implemented	7/1/2009	
	Eliminate 16 sworn positions (of 470) to 454	Implemented	7/1/2009	
	Eliminate 8 positions (of 454)	Implemented		
	Convert two Midi Quint companies (of 9) to Ladder companies, net staffing reduction of 4	Implemented	7/1/2008	
Saratoga Springs, NY	Layoff 7 firefighters (of 32)	Proposed	1/1/2010	Times Union
	Layoff 14 Firefighter positions cut Including 2 recruits	Proposed	5/28/2009	IAFF
	Reduce FD budget $1.3 million	Proposed		
	Brownout 1 station (of 2) (Brownout = Rotating shift by shift closures)	Proposed		

	IAFF commissioned report finds staffing shortage		5/24/2009	Capitol News 9
	Layoff 7 firefighter positions	Proposed	12/24/2009	Saratogian
Schenectady, NY	Restore 14 firefighter positions	Proposed	12/21/2010	
	Prioritize responses	Proposed	10/22/2010	WNYT
	Reduce shift staffing from 18 to 12	Proposed		WRGB 6
	Layoff 22 firefighters (of 120)	Implemented	10/5/2010	Gazette Reporter
	Eliminate ambulance service	Implemented		
	Close 1 station (of 4)	Proposed	10/4/2010	Times Union
Syracuse, NY	Close 1 station of 12	Impemented	1/16/2013	Post Standard
	Close 1 Engine of 10	Impemented		
	Reduce shift staffing from 69 to 65	Impemented		
Tonowanda, NY	Close 1 station (of 3)	Implemented		
Troy, NY	Brownout 2 Engines (of 6)	Implemented		
	Brownout Rescue Squad	Implemented		
	Staff 1 Engine and 1 Ambulance with single crew	Implemented	10/29/2009	Albany Times Union
Utica, NY	Close two stations of 6	Proposed	10/3/2012	YNN
	Reduce staffing from 135 to 123	Proposed		
	Ordinance to eliminate the chief fire marshal position		9/10/2012	Observer Dispatch
	Brownout 2 of 6 stations		04//2012	
Watervliet, NY	Merge with Cohoes	Proposed	11/19/2010	FOX 23
White Plains, NY	Layoff 9 firefighters (of 160) (169 authorized)	Implemented	5/19/2010	Lower Hudson
	Brownout 2 companies (of 10)	Implemented	5/19/2010	Journal News
Yonkers, NY	YFD unions got a court order to stop proposed brownouts that were scheduled to begin today. Two companies targeted are E-312 and L-71. The cut in manpower would violate a contractual minimum manpower level.	Pending	8/7/2013	
	Brownout 1 Engine of 11 daily	Implemented	6/12/2013	
	Brownout 1 Ladder of 6 daily	Implemented	6/12/2013	
	Brownout 1 suppression Battalion based on absenteism	Implemented	6/12/2013	
	Reestablish Safety Battalion until SAFER grant expires	Implemented	6/12/2013	
	Rehire 8 Firefighters and rescind 6 demotions	Implemented	8/10/2010	

	Restore 1 Engine	Implemented	8/10/2010	
	Restore 1 Ladder	Implemented	8/10/2010	
	Close 1 Engine of 11	Implemented	7/15/2010	
	Close 1 Ladder of 6	Implemented	7/1/2010	
	Close Safety Battalion	Implemented	7/1/2010	
	Lay off 36 firefighters, demote 32 Lieutenants to Firefighter, demote 6 Captains to Lieutenant	Implemented	7/1/2010	
	Layoff 11 firefighters (of)	Implemented	7/1/2009	
	Demote 17 fire officers	Implemented	7/1/2009	
Yonkers, NY	Close 1 Ladder (of 6)	Proposed	12/1/2008	LoHud
Asheville, NC	Close 1 Rescues (of 2)	Implemented	7/9/2007	
Charlotte, NC	Modify annual pay raise	Implemented	12/6/2010	WSOCTV
Falls, Wake Forest, NC	Falls FD (Sta 21) merged w/Wake Forest FD as Sta 5	Implemented	3/25/2012	
	Merging with Wake Forest FD	Proposed	7/8/2009	NBC 17
Greensboro, NC	Close 1 Ladder (of 9)	Proposed	3/27/2011	News Record
	Eliminate 1 deputy fire marshal position			
	Dispatch fewer trucks due to fuel costs	Proposed	2/24/2011	WGHP TV8
	Close 1 Ladder (of 6)	Implemented	?/?/2006	
	Cut training and computer equipment	Implemented		
	Not fill 9 vacant positions	Implemented		
	Close 2 Rescues (of 2)	Implemented	10/21/2005	
Indian Beach, NC	A feasibility report on the consolidation of the Pine Knolls Shores and Indian Beach fire departments is under consideration. Each town has said it wants to maintain their existing stations. If each were maintained, personnel could be reduced by four position -- one chief and three paid firefighters -- for an estimated initial savings in salary and benefits of $213,300. If a merger is to occur, it would not happen before July 1, 2014.		6/19/2013	Daily News
Johnston County NC	County absorbs EMS staff of individual squads			
Mount Airy, NC	Take over EMS		10/20/2010	Mount Airy News
Pine Knolls Shores, NC	A feasibility report on the consolidation of the Pine Knolls Shores and Indian Beach fire departments is under consideration. Each town has said it wants to maintain their existing stations. If each were maintained, personnel could be reduced by four position -- one chief and three paid firefighters -- for an estimated initial savings in salary and benefits of $213,300. If a merger is to occur, it would not happen before July 1, 2014.		6/19/2013	Daily News
Ramseur, NC	Eliminate 2 firefighter positions	Implemented	7/1/2009	
	Return fire department from combination to volunteer		7/1/2009	

Salisbury, NC	Brownout 1 Engine (of 4)	Implemented		
Wake Forest, Falls, NC	Falls FD (Sta 21) merged w/Wake Forest FD as Sta 5		3/25/2012	
Great Bend, ND	Firefighters donated their retirement funds to help pay for a new fire truck.	Implemented	8/18/2010	Bismarck Tribune
Ohio	The state's new collective bargaining law was defeated Tuesday after an expensive union-backed campaign that pitted firefighters, police officers and teachers against the Republican establishment.		11/9/2011	Associated Press
	Ohio Gov. John Kasich says he expects the state's Republican-controlled House to pass a bill that would bar all public workers from striking and limit the bargaining rights of their unions. They wouldn't be able to negotiate health care benefits or certain working conditions.		3/4/2011	Associated Press
Akron, OH	Rehire 10 firefighters for buyouts & concessions	Proposed	02/?/2010	
	13 officers took early retirement	Implemented		News Now
	Rehire 37 laid off firefighters (to 352) with SAFER grant	Pending		
	Additional layoffs and furloughs expected in FY10/11	Proposed	3/11/2010	Beacon Journal
	Layoff 28 firefighters	Proposed	12/?/2009	
	Layoff 38 (of 368) firefighters - including entire rookie class hired last July	Implemented	10/1/2009	
American Township, OH	Relinquish self dispatch to County Sheriff	Implemented	9/27/2010	Lima News
Arlington Heights, OH	Department closed - insufficient funding	Implemented	12/29/2008	WCPO
Ashland, OH	Cut FD budget and reduce staff	Implemented	7/1/2009	
	Eliminate emergency call back for manpower for empty station	Implemented	7/1/2009	
	Not filling 3 vacant firefighter and 1 Fire Inspector positions	Implemented	7/1/2009	
Bath Township, OH	Relinquish self dispatch to County Sheriff	Implemented	9/27/2010	Lima News
Big Island Township, OH	22 volunteer firefighters resigned due to lack of spending to replace antiquated equipment, including trucks and breathing equipment	Implemented	4/22/2010	Columbus Dispatch
Bluffton, OH	Relinquish self dispatch to County Sheriff	Implemented	9/27/2010	Lima News
Boardman, OH	Brownout 2 Stations (of 3)	Proposed	9/10/2009	
	Reduce minimum shift staffing from 10 to 8	Implemented		
	Contract concessions - pay freeze through 2011 and increased members' health-insurance contributions to 10 percent uncapped.	Proposed		

Brooklyn, OH	Reduce minimum shift staffing from 7 to 6	Proposed	8/1/2009	
Brunswick, OH	Freeze overtime (effective 09/2010)	Implemented	12/6/2010	
	Reinstate full six- person staffing model for the remainder of the year (from 5)	Implemented		
Campbell, OH	Revert to volunteer FD - career firefighters to leave by normal attrition, career Fire Chief to remain	Pending	5/19/2010	Vindicator
Cairo-Monroe Township, OH	Relinquish self dispatch to County Sheriff	Implemented	9/27/2010	Lima News
Canton, OH	Eliminate 7 firefighter positions	Proposed		Canton Repository
	Brownout stations/units	Implemented	6/6/2011	Repository
	15 Laid off firefighters rehired after appeal	Implemented	12/19/2009	Canton Republican
	Layoff 15 probationary firefighters	Implemented	8/18/2009	Firefighter Hourly
	Close 2 Stations (of 9)	Implemented	8/14/2009	News Net 5
	Combine crews for fire and EMS units	Implemented	8/13/2009	Canton Rep
	Reduce 28 positions to part time by reducing hours 44%	Rejected		
	Lay off 28 firefighters (of 172) (including 15 who were just rehired)	Implemented		
	Brownout 2 Engines (of 7)	Implemented		
	Discontinue EMS service	Proposed		
	Combine Engine and Ambulance staffing		6/15/2009	
Carlisle, OH	Voters approved a tax increase of slightly more than $21 annually for owners of property with a value of $130,000 to generate an additional $36,000 annually with $27,000 a year going to the fire department's $118,000 annual budget.	Implemented	11/5/2010	Firehouse .com
Chiilicothe, OH	Reduce minimum shift staffing from 12 to 9	Implemented	2/12/2011	Columbus Dispatch
	Close 1 Station (of 2) (effective 02/18/2011)	Implemented	2/11/2011	Gazette
	Layoff 5 firefighters (of 43)	Implemented	9/25/2010	Gazette
	Close 1 Station (of 3) (effective 09/25/2010)	Implemented	9/25/2010	
	Reduce minimum shift staffing to 12	Implemented		
	Contract concession - 2% pay decrease	Proposed		
	Close EMS unit	Proposed		
	Voters rejected an income-tax increase to avoid publicsafety layoffs	Implemented		Fire Rescue 1
Cinncinati, OH	Brownouts reveal problems for Cincinnati Fire Dept.		10/15/2013	WLWT .com
	An engine crew didn't arrive on the scene of the fire on Budmar Drive Monday night for 11 minutes, when national fire standards said it should have taken five minutes and 40 seconds.			

	The problem came when the call came in and Engine 51, the company that would normally respond within about three minutes, was out on another run. Engine 20 is the second in line to respond and would have been expected to be on scene within eight minutes but that engine was browned out. The response had to come from the third choice, Engine 12, which was 11 minutes away.			
	It's a numbers problem -- from firefighters -- to equipment according to Braun. CFD is authorized to have 841 firefighters but the current level is at 780. The department has 40 pieces of equipment -- like engines and ladder trucks to fight fires in the city but with the brownouts, "You start taking equipment away and we take about five pieces of equipment away about every day then you drop below the minimum for the coverage of the city," Braun said.			
	There is some help on the horizon. Two federal grants totaling $13.5 million have started new recruits in the pipeline. Forty recruits graduated last spring and another 40 are expected to graduate in February.			
	Alter said the city averages five brownouts per day, which is an ongoing concern.			
	Layoff 118 firefighters (80 firefighters and 38 recruits)	Proposed	4/18/2013	WCPO
	Close 4 Engines	Proposed	4/18/2013	WCPO
	$4 million unexpected tax income may restore 42 firefighter positions and reduce fire company closures from 11 to 9, and firefighter layoffs from 144 to 102	Proposed	12/16/2010	Enquirer
	Layoff 144 firefighters (of 819) effective 01/02/2011		12/7/2010	Enquirer
	Reduce minimum unit staffing from 4 to 3	Proposed		
	Close 7 Engines (of 26)	Proposed		
	Close 4 Ladders (of 12)	Proposed		
	Contract concessions - freeze wages for 2011 and 2012	Implemented	10/28/2010	WLWT 5
	Eliminate longevity pay	Rejected	10/28/2010	WLWT 5
	Layoff 169 firefighters (of 819) (effective 01/02/2011)	Proposed	10/28/2010	Fox 19
	Rotating brownout 10 companies daily (of 39)	Proposed		
	Close 5 stations (of 26)	Proposed again		
	Close 9 engines (of 26)	Proposed again	10/27/2010	WLWT 5
	Close 5 Ladders (of 12)	Proposed again	10/27/2010	WLWT 5
	Close 1 Squad (of 2)	Proposed	10/27/2010	WLWT 5
	Reduce FD budget $11 million	Proposed	10/11/2010	WLWT 5
	Brownout 2 to 4 companies daily	Implemented	7/20/2010	WLWT
	Layoff 47 firefighters (of 819) in June	Proposed	1/3/2010	Enquirer
	Brownout 4 Ladders (of 12) through December 2009	Implemented	8/6/2009	Firefighter Hourly
	Reduce salaries and benefits by 14%	Proposed	8/6/2009	
	Close 4 companies	Rejected	7/24/2009	
	Reduce staffing from 4 to 3 on 8 companies and close 2 companies	Rejected	7/24/2009	
	Brownout 6 ladders (of 12)	Rejected		
	Reduce FD budget $5 million	Implemented	7/1/2009	
	Furloughs - 6 days	Rejected	7/1/2009	
	Layoff 105 firefighters (of 819)	Proposed		WLWT
	Close 2 BLS ambulances (of 8)	Proposed		
Cleveland, OH	Firefighters in Cleveland are upset that the city is hiring EMTs instead of firefighters.			newsnet5 .com

	Cleveland will begin this month to integrate the city's Fire Department with ambulance service in a series of moves officials say will improve responses to medical calls while maintaining fire protection. Starting Feb. 11, firefighters trained as paramedics will be placed aboard some trucks, and ambulance crews will operate out of some fire stations, first steps aimed at speeding up the delivery of life-saving care and rides to hospitals.	Implemented	2/1/2013	Plain Dealer
	Decline SAFER Grant ($4.5 million) to avoid 31 of 51 firefighter layoffs	Implemented	5/26/2011	Firehouse
	Close 1 Ladder (of 14)	Implemented	5/20/2011	Fox 8
	Reduce firefighter dispatchers from 6 to 5	Implemented		
	Reduce on duty fire investigators from 2 to 1	Implemented		
	Assign staff officers to suppression during summer vacation period	Implemented		WJW-TV
	Redeploy units	Implemented		
	Postpone 2011 training class	Implemented		
	Not fill 18 EMS vacancies	Implemented		
	Layoff 51 firefighters (of 836) effective 06/01/2011	Implemented	5/16/2011	WKYC-TV
	Close 5 companies (of 40)	Rescinded		
	Demote 4 fire battalion chiefs, 3 captains and 10 lieutenants	Proposed		
	Rotational brownout of 5 companies (of selected 12 of 40) - 9 Engines (of 23), 2 Ladders (of 13), 1 Rescue Squad (of 4)	Implemented		
	Merge EMS with FD	Proposed	4/27/2011	
	$23 million shortfall, 12 police and firefighters laid off per $1 million - 276		9/20/2010	
	Close 1 Ladder (of 15)	Implemented	1/14/2010	
	Demote 18 officers	Pending		
	Contract concession - reduce pay 4%	Pending		
	Combine Rescue Squad and Tactical Rescue into two piece Rescue Task Force Company - reduce staffing from 8 to 6	Implemented	1/13/2010	Post Tribune
	Brownout 1 Ladder (of 15)	Rescinded	1/13/2010	
	Brownout 2 Engines (of 25) for 1/2 year	Implemented	1/11/2010	Fox 8
	Layoff 38 firefighters (of 992)	Implemented	1/11/2010	
	Layoff 37 firefighters (of 884)			
	Contract concession - reduce salaries 4%			
	Reduce FD budget $2.75 million			
	Not fill 80 attrition vacancies	Implemented	12/23/2009	Crescent News
	Brownout Fireboat Station	Implemented	9/10/2009	The Plain Dealer
	Close 2 Engines (of 27)	Implemented	1/9/2004	
	Close 2 Ladders (of 15) L13 too?	Implemented	1/9/2004	
	Eliminate 118 positions eliminated since 2004	Implemented	Since 2004	
Cleveland, OH	Layoff 70 firefighters in 2003 and 80 by attrition since then	Implemented	?/2003	
Cleveland Heights, OH	SAFER grant was turned down by Cleveland Heights, Ohio last year, after elected officials were wary of losing the option to lay off employees in uncertain economic times.	Implemented	1/7/2011	Firehouse
Cleves, OH	Disband village fire department. (effective 02/01/2011)	Implemented	12/30/2010	Cincinnati .com
	Contract fire services with Miami Township	Implemented		

Clintonville, OH	Seagrave, a major employer in Clintonville, considering layoffs		10/18/2010	WFRV News
Columbus, OH	Not filling 51 vacant positions	Implemented		
	Eliminate ALS level EMS service	Proposed		Dispatch
	Not filling 51 vacant positions	Proposed	8/4/2009	
	Contract concession - defer pay raises	Proposed		
	Reduce FD budget by $18.9 million	Proposed		
	Eliminate community-outreach, education and training programs	Proposed		
	Close 7 stations (of 32)	Rescinded	6/18/2009	USA Today
	Proposed layoffs rescinded by referendum	Rescinded		
	Eliminate 238 positions (of 1511) (19%)	Rescinded	6/4/2009	TV 10
Conneaut, OH	Layoff 1 firefighter	Proposed		Star Beacon
	Close 1 station (of 4)	Implemented	6/13/2010	
Cuyahoga Heights, OH	Layoff 4 firefighters (of 24)	Implemented		
	Not filling 3 vacancies from attrition	Implemented		
	Layoff 10 firefighters (of 20)	Proposed		
Dayton, OH	Brownout 2 Engines	Implemented	8/3/2012	Dayton Daily News
	Brownout Rescue Squad	Implemented	1/1/2010	
	Close 1 Ladder (of 6)	Implemented	1/1/2010	
	Brownout 1 Ladder (of 6)	Implemented	1/1/2010	Daily News
	Reduce FD budget $2 million	Implemented		
	Two year hiring feeze due to federal lawsuit	Implemented		
	Reduce minimum shift staffing to 65	Implemented		
	Contract out dispatch & communications	Implemented		
	Demote all District Chiefs (10)	Implemented	7/1/2009	
	Close 1 Rescue (of 2)	Implemented	?/?/2009	
	Close 1 Engine (of 9)	Implemented	?/?/2009	
	Contract concession - salary freeze, pay for four holidays	Implemented		
	Reduce FD budget $2.4 million	Implemented		
	Brownouts of 6 Engines	Implemented		
	Brownouts of 3 Ladders	Implemented		
	Close 1 Station (of 13)	Implemented	7/30/2005	
	Brownout 1 Ladder (of 6)	Implemented	7/15/2004	
	Close 3 Engines (of 12) 8,15,16	Implemented	1/1/2004	
Dayton, OH	Close 2 Engines (of 14)	Implemented	04/?/2002	
	Close 1 Station (of 14)	Implemented	04/?/2002	

Delaware City, OH	Voters passed income-tax increase to pay for 2 new stations, new equipment and 18 additional firefighters	Implemented	11/5/2010	Firehouse .com
	Investigating merger of Police and Fire departments	Proposed	1/30/2010	This Week
	Turn EMS over to county	Proposed		
East Cleveland, OH	Layoff 10 firefighters (of)	Proposed	10/19/2011	News Net 5
East Liverpool, OH	Not filling 2 vacant positions (of 14)	Proposed	6/3/2009	
	Convert FD to volunteer	Proposed		
Elyria, OH	Close 1 Station (of 4)	Implemented		
	Reduce minimum shift staffing from 17 to 11	Implemented		
	Received $3.7 million SAFER grant to hire 23 new firefighters for two years	Pending	1/21/2011	
	Hire 12 firefighters with SAFER grant (increases to 75)	Implemented	7/13/2010	
	Eliminate minimum shift staffing	Implemented		
	Rehire 9 laid off firefighters and 7 new firefighters (total 23) for 2 years with SAFER Grant	Pending	3/30/2010	Chronicle Telegram
	Reopen 2 Stations (of 3 Stations closed)	Pending		ONN TV
	Reduce minimum shift staffing to 10, occasionally 6	Implemented		
	Close 1 (of 4) stations	Implemented	10/29/2009	News Net 5
	Layoff 8 firefighter positions (of 56)	Implemented	10/4/2009	Chronicle Telegram
	Reduce FD budget $1.2 million	Implemented		
	Demote 8 officers	Implemented		
	Brownout 3 stations (of 4) based on number of staff reporting at 0800.	Implemented	9/18/2009	
	Layoff 10 firefighters	Implemented	9/18/2009	
	Demote 9 officers - 14% pay cut	Implemented	9/5/2009	Morning Journal
	Layoff 8 firefighter (of 48) and 1 mechanic positions	Implemented	04/?/2009	
	Contract concession - return bonuses		3/11/2009	
	Reduce FD budget $1.2 million	Implemented	2/20/2009	
	Layoff 11 firefighters (of 67)	Rehired	2/17/2009	newsnet5
	Reduce minimum shift staffing from 14 to number reporting at 0800. No minimum staffing	Implemented		wkyc
	Contract concessions - overtime, clothing allowance, hazard pay	Rejected by Council		
Fairborn, OH	Layoff 3 firefighters	Implemented	11/12/2010	WHIO TV
	Brownout 1 station (of 3)	Proposed		
Findlay, OH	Layoff 17 firefighters (of 50)	Proposed	8/20/2009	WTOL
	Close 1 Station (of 4)	Proposed		
Fostoria, OH	Layoff 4 firefighters (of 21)	Implemented	6/23/2010	
	Layoff 4 firefighters (of 17)	Implemented		

	Not fill 3 vacant positions by attrition	Implemented		
	Layoff 2 firefighter positions (2 of 23)	Implemented	4/6/2010	
	Reduce minimum shift staffing from 9 to 6	Implemented		
	Combine Fire Chief & Fire Marshal positions	Implemented		
	Close 1 Station (of 3)	Implemented	/2009	
	Layoff 3 firefighter positions (of 26)	Implemented	?/?/2008	Review Times
Franklin, OH	Reduce overtime	Implemented	11//2008	
	Reduce FD budget	Implemented		
	Not filling one dispatcher vacancy	Implemented		
Garfield Heights, OH	State oversight committee to take control of the city's finances.	Proposed	/2009	
	Layoff 35 municipal employees	Pending		
Grand River, OH	Reduce budget 47%	Implemented		
	Reduce paid staffing and pay rates	Implemented		
Greenfield, OH	Merge FD into newly consolidated joint fire district	Proposed	11/?/2009	Brown News
	Layoff 4 firefighters (of 4) Revert to all volunteer department	Implemented	8/28/2009	Times Gazette
	Layoff 3 firefighters (of 7)	Implemented	3/2/2009	
Hamilton, OH	Reorganization to eliminate 2 Captains of 9, 4 Lieutenants of 15, and 6 Apparatus Drivers of 21	Pending	7/11/2013	Hamilton Journal News
	Based on study, the city laid off five firefighters, temporarily closed Station 27 and took an apparatus out of service at Station 22.	Implemented		
	Lay off 18 firefighters when federal SAFER grant expires.	Postponed	4/12/2013	
	Establish additional EMS unit at recently closed station	Pending		
	Reduce minimum shift staffing from 28 to 22	Implemented		
	Close 1 Station of 6	Implemented	1/2/2013	
	Layoff 5 firefighter/EMTS	Implemented	1/2/2013	
	Close 2 Ladders of 2	Implemented	1/2/2013	
	Brownout 1 Station of 6	Implemented		
	Study recommends closing 2 stations	Proposed	11/24/2012	
	Increase workweek from 48 to 52 hours to reduce 17.5 positions and for $825,000 savings	Proposed		
	Layoffs 3 firefighters	Proposed		
	Contract concession - 3% pay raise	Proposed		onntv
Hamilton Township, OH	Contract dispatch communications to City of Columbus	Proposed	4/11/2011	Columbus Dispatch

Lafayette-Jackson Township, OH	Relinquish self dispatch to County Sheriff	Implemented	9/27/2010	Lima News
Lakemore, OH	Merge FD with Springfield FD	Proposed	6/11/2009	
	Merge with Springfield Township FD	Proposed Again	3/24/2011	South Side Leader
Lakewood, OH	Reduce shift staffing from 24 to 20	Implemented	4/1/2008	
	Close 1 Engine (1 of 3), three Medics (3 of 3) and 1 Shift Commander & Aide (1 of 1)	Implemented	4/1/2008	
Lancaster, OH	Reopen Station 3 for medics	Impemented	1/24/2012	Columbus Dispatch
	Contract concession - defer pay increase			
	Layoff 13 firefighters (of 81)	Implemented	10/26/2011	
	Close Fire Prevention Bureau	Implemented	10/26/2011	
	Close 1 Station (of 3)	Implemented	10/26/2011	
	Close 1 Engine (of 2)	Implemented	10/26/2011	
	Close 1 Ambulance (of 3)	Implemented	10/26/2011	
	Reduce minimum shift staffing from 22 to 16	Implemented	10/26/2011	
	Layoff 13 ff and not filling attrition down 68 from 92		10/24/2011	
	Cross staff medic with Ladder		10/24/2011	
	Close 1 Engine (of 3)	Implemented	8/21/2011	
	Reduce staffing on EMS units	Implemented		Eagle Gazette
	Not fill 11 attrition vacancies	Implemented		American Independent
Liberty Township, OH	Layoff 26 firefighters of 49	Proposed	12/28/2012	Columbus Dispatch
Lima, OH	Reorganize 3 Assistant Chiefs on 24 hour shifts for 2 Deputy Chiefs on 5 day 40 hour schedule	Implemented	7/29/2011	Lima News
	Demotions without pay cuts but no raises until lower positions catch up	Implemented	7/29/2011	
	Close 1 Station (of 5)	Implemented	7/29/2011	
	Close 1 Engine (of 5)	Implemented	7/29/2011	
	Increase Engine staffing from 2 to 3	Implemented	7/29/2011	
Lorain, OH	Layoff 7 firefighters in 2013 when SAFER grant expires	Proposed	11/15/2011	
	Received $1.7 million SAFER grant to rehire 7 laid off firefighters and 5 new firefighters	Implemented	1/21/2011	Chronicle Telegram
	Restore total staff to 82 from 70	Implemented		
	Layoff 11 firefighters (of 70) by 10/02/2010	Rescinded	10/22/2010	
	Demote 6 Lieutenants	Rescinded	10/22/2010	
	Layoff 11 firefighters (of 70)	Implemented	8/2/2010	
	Close 3 stations (of 4)	Implemented		

	Demote some officers	Implemented		
	Fire training office will close within two weeks and the department will have one officer devoted to inspections	Implemented		
	Reduce minimum shift staffing to 10 (from 14)	Implemented		
	Defer pay in 2011, and to push this year's 27th pay period into 2011	Proposed		
	Rehire 4 of 7 laid off firefighters by contract concessions	Pending	4/14/2010	
	Layoff 3 firefighter positions (of 77)	Implemented	4/1/2010	
	Layoff 7 firefighters (of 77)	Implemented	3/31/2010	
	Reduce FD budget $800,000	Proposed		
	Defer 20% of salary	Proposed		
	Not fill 4 vacant positions (of 81)	Implemented		
	Close 1 station (of 4)	Implemented		
	Brownout up to 3 stations (of 4)	Implemented	/2009	
	Not fill 28 vacant positions (of 109)	Implemented		
	Reduce minimum shift staffing from 23 to 17	Implemented		Morning Journal
	Reduce minimum shift staffing from 17 to 14	Implemented	6/8/2009	
Madison (Richland) Township, OH	Disband FD	Proposed		
Mansfield, OH	Judge's preliminary injunction orders 6 laid off firefighters to be temporarily reinstated returning to 88 and shift staffing to 21 (laid off 8/2010)		2/25/2011	
	Mansfield Fire Department Chief John Harsch issued a directive last week limiting the number of firefighters scheduled to work each day to 19. That's two fewer than the minimum level of 21 per day required under the city's contract with the International Association of Firefighters.			
	Station 4, on South Main Street near Cook Road, was closed Wednesday because even before the layoffs, firefighter staffing citywide for the day reached only 17. It's likely that Station 4 will need to be closed again Saturday, then "intermittently," including every three days in the short term. However, it's not yet a certainty Station 4 would be closed on a regular basis.			
	Because of low staffing citywide, Rescue Squad 2 also was not staffed Wednesday.			
	Harsch said he is evaluating what to do after Feb. 18. Stations could be closed whenever manning drops to 18 or below, the chief said.			
	The directive also said that on days the three assistant chiefs were not working, they would not be replaced.			
	Fire trucks affected			
	The decision to close Mansfield Fire Department's Station 4 on some days affects equipment, too.			
	Station 4 is home to the city's second tallest ladder truck, which can reach 75 feet. It is now housed in Station 1 downtown.			
	The city's tallest truck, Ladder 1, can reach 100 feet. It developed a mechanical problem, and parts won't be available to fix it for several days, Chief John Harsch said. It's likely to be out of service until Monday, he said.			
	The long-term plan is to return the tallest ladder truck to service, and have the 75-foot ladder truck available at Station 4 whenever that station is open, Harsch said. In his directive Dec. 30, Harsch said Ladder 1 would not be staffed for now.			
	Fire Chief John Harsch's contingency plan for running fire service with reduced staff in 2011 involves closing South Main Street and Springmill Street stations on days when firefighter staffing falls to 15.		1/14/2011	

	Harsch recently ordered the South Main street station to close any day the number of firefighters falls to 18. South Main Street will be closed because its territory is most easily covered by other stations, Harsch said.			
	Whenever manpower falls to 15, the Springmill Street station also will be temporarily closed. The Springmill Street station was second on the list because it also was not equipped with a rescue squad, the chief said.			
	"Ones (the downtown station) and Twos (Brookwood Way) can kind of cover Six's area," he said.			
	The interim safety-service director was asked whether he has concerns about closing the only fire station north of Park Avenue West when staffing drops to 15.			
	"On the EMS side, we don't want to do that (take stations out of service). But we still have pretty competent private EMS services available to residents of the city -- if it comes to that," Messer said. "We were only able to leave a quarter-million dollars in the fire department budget for overtime in 2011. It would take over $1 million just to sustain the overtime needs for minimum manning at 21."			
	The city filed Thursday with the State Employment Relations Board to reopen its contract with the International Association of Fire Fighters Local 266.		1/8/2011	
	Staffing option - 20 firefighters, 5 stations, 5 Engines, 3 Ambulances			
	Staffing option - 19 firefighters, 5 stations, 5 Engines, 3 Ambulances			
	Staffing option - 18 firefighters, 4 stations, 4 Engines, 3 Ambulances			
	Staffing option - 17 firefighters, 4 stations, 4 Engines, 2 Ambulances			
	Staffing option - 16 firefighters, 4 stations, 4 Engines, 2 Ambulances			
	Staffing option - 15 firefighters, 3 stations, ? Engines, ? Ambulances			
	The city's newest fire station, on Mansfield's near south side, may be closed every third day for at least the next several weeks, because of reduced manpower.	Proposed	1/6/2011	
	With six firefighters scheduled to be laid off Feb. 18, the chance that a second station may be intermittently closed increases, officials said.			
	Not fill 4 vacant positions (of 96)	Proposed	12/14/2010	
	20 firefighters (of 24) recalled (since 7/12/2009)	Implemented	9/22/2009	
	Stations and units reopened	Implemented		
	The ruling means Station No. 3 on Sunset Boulevard will reopen and Station No. 6 on Springmill Street won't be subject to periodic closing when someone calls off sick.	Implemented		
	Harsch said he wasn't sure how the news would affect the fire prevention bureau, which has been down to one person since the layoffs. The other two members were transferred to manning lines.	Implemented		
	By reducing minimum staffing levels from 21 daily to 16 or 17.	Implemented		
	By cutting the department's total number below 88.	Implemented		
	Before the layoffs, the department employed 90 sworn firefighters. Assistant Chief Bishop said that in addition to the 20, another four may also return, but that wasn't certain.	Implemented		
	Layoff 20 firefighters additional	Proposed		
	Close 1 Station (of 5)	Rescinded	7/20/2009	10TV News
	Layoff 4 firefighters	Implemented		
	Layoff 20 firefighters (of 94) by 07/13/2009	Rescinded	7/13/2009	
	Close 1 station, possibly 2 (of 5)	Implemented	7/13/2009	
	Close 1 engine (of 5) and 1 medic (of 3)	Implemented	7/13/2009	
	Demote 8 Captains	Proposed		
	Lay off 6 firefighter positions (effective 02/28/2011)	Pending		News Journal
	Layoff 29 firefighters	Implemented	4/10/2009	

	Layoff 4 firefighters (of 98)	Implemented		
	Layoff 4 firefighters (of)	Implemented		
	Layoff 25 firefighters (of)	Proposed		
Marion, OH	Close 2 Stations (of 3)	Proposed		
Marysville, OH	SAFER Grant ($660,000) to rehire 3 firefighters for two years.	Implemented	2/2/2011	
	Reduce FD budget 26%	Implemented		
	Reduce minimum shift staffing from 3 to 2	Implemented		
	Reduce salaries 20% for all city staff	Implemented	?/2010	Appeal Democrat
Massillon, OH	Bill for EMS transport	Proposed	8/31/2009	Independent
Middletown, OH	$1 million SAFER grant expiring and FY14/15 budget has $400,000 deficit.	Pending	9/23/2013	Middletown Journal
	Reduce shift staffing from 16 to 13	Proposed		
	Layoff 9 firefighters (of)	Implemented	11/29/2011	Journal
	Not fill 2 attrition vacancies	Proposed	6/8/2011	WLWT
	Contract concession - 2% pay cut and SAFER grant to avert layoffs	Proposed	6/8/2011	
	Brownout 1 Station (of 3) effective 01/01/2012	Proposed	6/8/2011	
	Brownout 1 Engine (of 4)	Proposed	6/8/2011	
	Close 1 Station (of 5)	Implemented	7/1/2005	
	Close 1 Engine (of 5)	Implemented		
	Close 1 Medic (of 4)	Implemented		Fox 19
	Eliminate vacant Administrative Deputy Chief, Fire Marshal and Training Captain positions	Implemented		
Moreland Hills, OH	Merger of fire services in Moreland Hills, Orange, Pepper Pike and Woodmere	Proposed	6/26/2011	Plain Dealer
Monroe, OH	Close 1 Station (of 3)	Proposed	4/6/2010	Blade
	Layoff 8 firefighters (of 27)	Proposed	4/6/2010	
	Eliminate paramedic service	Proposed	4/6/2010	
Newark, OH	Eliminate overtime for minimum staffing (19)	Proposed	12/30/2010	
	Brownout 1 EMS unit (of 3)	Proposed	12/30/2010	
North Olmsted, OH	Layoff 5 firefighters	Implemented	1/1/2009	News Net 5
	Reduce shift staffing to 9	Implemented	1/1/2009	
	FY09/10 Reduce budget 5%	Proposed	1/1/2009	
Norton, OH	The city's new fire station will no longer be staffed each day from 10 pm to 6 am effective 01/01/2012	Implemented	11/12/2011	Beacon Journal

	Layoff 9 Fire/EMS employees and 41 shifts will be eliminated from the schedule.	Implemented	11/12/2011	
	The city will cut 79 shifts effective 01/01/2012	Implemented	11/12/2011	
Norwich Township, OH	Contract dispatch communications to City of Columbus	Proposed	4/11/2011	Columbus Dispatch
Norwood, OH	City issues paychecks marked void or partial	Implemented	4/17/2011	WLWT
Orange, OH	Merger of fire services in Moreland Hills, Orange, Pepper Pike and Woodmere	Proposed	6/26/2011	Plain Dealer
Orange Township, OH	Lay off of 22 firefighters (of 48) delayed for at least five months yesterday by using money meant for new snowplows and tree removal to cover their salaries.	Implemented	12/28/2012	Columbus Dispatch
Ottawa Hills, OH	Merge with Toledo FD (20 year contract effective 01/01/2011). Toledo will staff station and 10 firefighters will be absorbed by Toledo	Implemented	10/15/2010	WTVG TV WTOL Toledo Blade
Parma, OH	Reduce minimum shift staffing from 25 to 22	Implemented		
	Chief and Assistant Chief have 1 day each without pay every 2 weeks until end of 2009.	Implemented		
	2 stations to be staffed with one crew of 3 for engine and ALS unit based on nature of call.	Proposed		
	Reduce FD budget 5.6%	Proposed		
Pepper Pike, OH	Merger of fire services in Moreland Hills, Orange, Pepper Pike and Woodmere	Proposed	6/26/2011	Plain Dealer
Perrysburg, OH	Reduce staffing 20%	Proposed		
Portsmouth, OH	Brownout 1 station (of 3)	Implemented	8/6/2010	WSAZ
Sandusky, OH	Layoff 6 firefighters	Proposed	1/26/2010	Register
	Brownout 1 Station (of 3)	Implemented		Morning Journal
Shaker Heights, OH	Layoff 10 firefighters (17%)		7/19/2012	
	EfficientGOV is monitoring the success of two Ohio towns, University Heights and Shaker Heights, in the development of a regional fire department.			
	Reduce workweek hours and pay of all non-bargaining unit employees by 10%, including Fire Chief, 2 Assistant Chiefs, 1 Fire Inspector and 2 Secretaries. They will have one furlough day off without pay every two weeks until the end of the year.	Implemented	7/1/2009	Firefighter Hourly
	Fire Chief fired for refusing to cut services	Implemented		
	Not fill two positions caused by retirement	Implemented	6/19/2009	
	Lay off 4 firefighters	Implemented	3/30/2009	

Spencerville, OH	Relinquish self dispatch to County Sheriff	Implemented	9/27/2010	Lima News
Springfield Township, OH	Contract concessions in lieu of 6 firefighter layoffs - pay and overtime freeze and increased employee contributions for insurance	Implemented	11/23/2011	WKRC 12
	Merge with Lakemore FD	Proposed	3/24/2011	South Side Leader
Steubenville, OH	Lay off 2 firefighters - SAFER grant not approved		03/2013	
	Lay off 5 firefighters	Proposed	2/26/2013	Herald Star
	Close 1 Station of 3	Proposed	2/26/2013	
	Received $300,000 SAFER grant to rehire 3 laid off firefighters	Pending	12/30/2010	WTOV9
	Layoff 3 (of 41) firefighters	Implemented	10/1/2009	WTOV 9
	Reduce minimum shift staffing from 11 to 10	Implemented		
Sycamore Township, OH	Layoff 14 of 27 firefighters and 70 part time firefighters	Proposed	/2012	
	Reduce shift staffing from 16 to 12	Proposed		
Sylvania Twp, OH	Not filling three firefighter vacancies	Implemented		
	Laid off five positions	Implemented	/2007	
	Township requesting concession of minimum staffing clause in contract	Proposed		
Tallmadge, OH	Retiring Fire Chief position will be replaced with shift supervisors	Proposed		
Tiffin, OH	Eliminate 12 positions by attrition from 40 to 28	Proposed	/2012	
	Reduce shift staffing from 12 to 7	Proposed	/2012	
	Close 1 station of 2	Proposed	/2012	
Toledo, OH	Eliminate dedicated staffing for 3 Ladders (of 6) and use by special call only	Implemented	4/9/2012	The Blade
	Close 1 Ladder of 5	Rescinded	1/1/2011	
	Assume fire services by contract for Ottawa Hills. Staffing provided for their station			
	Contract concession - pay reduction	Proposed		Independent Collegian
	Close one Ladder company (of 5)	Proposed		WTVG - TV
	Reduce minimum shift staffing from 103 to 99	Proposed		
	Layoff 125 firefighters (of)	Rescinded	3/17/2010	
	Fee for services	Rejected		
	Concessions in lieu of layoffs	Proposed		
	New fire class will save Toledo money	Pending	11/16/2010	WTVG-TV
	Absorbing Ottawa Hills station and staff (20 year contract effective 01/01/2011)	Pending	11/29/2010	WTOL
Twinsburg, OH	Brownout 1 Station (of 4)	Implemented	8/20/2009	Fox 8 WJW-TV

	Layoff 20 part time firefighters	Proposed	7/1/2009	Bulletin
University Heights, OH	EfficientGOV is monitoring the success of two Ohio towns, University Heights and Shaker Heights, in the development of a regional fire department.			
Urbana, OH	Reduce FD budget 10%	Pending 01/29/2010	12/23/2009	
	Layoff 6 to 10 police and firefighters	Proposed		
Warren, OH	Rescind brownouts of 2 stations, closure of 1 engine	Implemented	4/16/2011	WKBN
	SAFER Grant ($4.9 million) to rehire 10 laid off firefighters and hire 15 new firefighters for 2 years. Restores staffing to 75 (2008 level)	Implemented	4/1/2011	
	Fire station reopens (Engine only); residents relieved (Parkman Rd closed 2009)	Pending	02/?/2011	WFMJ
	The Parkman Road station won't operate quite the way it did in 2009 and won't be open every day of the week, but having a second station could reduce response times to some calls on the west side, Fire Chief Ken Nussle said.	Pending		
	The station will house three firefighters 24 hours a day on the days when there are enough firefighters to man the station. That will happen about 70 percent of the time, Nussle said.	Pending		
	Any time there are 14 firefighters working on a shift, there will be enough to open two fire stations. When there are at least 17 per shift, the station on Atlantic Street Northeast will open, Nussle said.	Pending		
	The department has 61 firefighters now, including the chief. That works out to 19 firefighters plus one inspector on each shift, but there are up to five people off per shift for vacations and other reasons.	Pending		
	The 15 firefighters to be hired in waves over the next two months with the money being received from a $5 million, two-year federal Staffing for Adequate Fire and Emergency Response (SAFER) grant will give the department 75 firefighters, or 19 to 24 per shift.	Pending		
	With Thursday's reopening of the Parkman Road Northwest fire station, the city has a second operational station for the first time since April 2009.	Pending	1/28/2011	
	Hire 13 firefighters with $5 million 2 year SAFER grant (to 62 ff) + 10 rehires in Dec	Pending	10/8/2010	Vindicator
	Hire trained paramedic to restore EMS service	Pending		
	Reduce minimum unit staffing from 4 to 3	Pending		
	Received $4.9 million SAFER grant to rehire 11 firefighters laid off 01/2009 (of 75) and hire 13 additional to increase staffing to 74	Implemented	9/23/2010	
	Contract concession - 10% pay & benefit cut (2.5 percent reduction in pay, elimination of the city's paying the 6 percent of the pension costs, $400 annual uniform allowance, $500 annual attendance bonus, longevity pay and changes in health-care coverage)	Implemented	7/3/2009	
	Marc Titus, president of Firefighters Local 204, said the concessions result in the 58 firefighters giving the city 29% of the money needed to offset its $1.6 million shortfall, even though the firefighters make just 23% of the wages in the city's general	Implemented		
	Eliminated 13 positions by attrition since 2009	Implemented		
	Close 2 stations (of 3)	Implemented	07//2009	
	Layoff 18 firefighter positions	Rescinded	7/3/2009	
	Brownout 2 Stations (of 3)	Implemented	01//2009	
	Reduce minimum shift staffing to 12	Implemented	01//2009	
	Eliminate overtime for staffing	Implemented	01//2009	
	Layoff 11 firefighters	Implemented	01//2009	Tribune Chronicle
	Close 1 Engine (of 3)	Implemented	1/1/2009	
	Freeze pay for one year	Implemented	1/1/2009	

	Demote 3 officers	Implemented	1/1/2009	
	Eliminate 9 positions by attrition	Implemented	1/1/2009	
	Not filling 4 vacant firefighter positions	Implemented	1/1/2009	
Warrensville Heights, OH	Layoff 7 firefighters (of 33)	Implemented	12/23/2009	News Net 5
	Demote District Chiefs to Shift Commander Captains	Implemented	7/1/2009	
	City requesting concessions in lieu of additional layoffs			
Westminster, OH	Relinquish self dispatch to County Sheriff	Implemented	9/27/2010	Lima News
Wilmington, OH	Layoff 3 full time firefighters, 1 Inspector, 11 part time firefighters (of 33)	Implemented	4/15/2010	Dayton Daily News
Wright Patterson AFB, OH	Wright-Patterson firefighters could end emergency runs to local communities because of reduced manpower if furloughs of civilian base employees hit, a firefighter union leader says.	Proposed	4/7/2013	Dayton Daily News
	Mandatory unpaid time off the job would mean a two-person emergency central dispatch would be reduced to one staffer, and firefighters could not support a hazardous materials team at the base, said Roy Colbrunn, president of the International Association of Fire Fighters Local F-88.	Pending	4/7/2013	
	The base has about 13,000 civilian employees who face anticipated 14-day unpaid furloughs or time off beginning in June because of budget cuts. The Pentagon must reduce spending by $41 billion through the end of September. The firefighters work 48 hours shifts, so the reductions would hit overtime pay, Colbrunn said.	Pending	4/7/2013	
	The number of Wright-Patter-son firefighters on a shift would drop to 14 from about 23 today, he said.	Proposed	4/7/2013	
Woodmere, OH	Merger of fire services in Moreland Hills, Orange, Pepper Pike and Woodmere	Proposed	6/26/2011	Plain Dealer
Xenia, OH	Layoff 6 firefighters (of)	Implemented		
	Voters rejected a firefighter minimum staffing level proposal	Implemented	11/5/2010	Firehouse
Zanesville, OH	Furloughs	Proposed		Times Recorder
	Pay cuts	Proposed		
Broken Arrow, OK	Close 1 Station (of 6)			Ledger
	Eliminate 1 Ambulance			Tulsa World
Oklahoma City, OK	Reduce FD budget 4%	Proposed	6/10/2010	Fire Chief
	Contract concession - salary and benefit reductions to avoid layoffs	Proposed	5/26/2010	NewsOK
	Option No. 1, the Fire Department will not cut any positions and will instead add 10 positions with money from the MAPS use-tax fund.	Proposed	5/25/2010	KOCO
	However, option No. 1 can only be accomplished with the firefighters' union accepting certain concessions, the city said.	Proposed	5/25/2010	
	Option No. 2, the department will be forced to cut 29 positions as well as place one engine and three brush-pumper vehicles out of service.	Proposed	5/25/2010	

	Layoff 29 firefighters (of 950)	Proposed	5/5/2010	Oklahoman
	Close 1 Engine and 3 Brush units	Proposed	5/5/2010	Assoc Press
	Contract concession - forgo raises	Rejected	2/28/2010	Oklahoman
	Reduce unit staffing from 4 to 3	Implemented	8/19/2009	Omaha World Herald
Sapulpa, OK	Not fill 5 vacant positions	Implemented	7/14/2010	larouche .pac . net
	Eliminate clothing allowance and holiday overtime pay	Proposed		
	Increase insurance copays	Proposed		
	Layoff 4 firefighters (of)	Proposed		
Stillwater, OK	**Discontinue EMS service, contract to private provider**	Implemented	6/1/2011	
Tulsa, OK	$8.6 million SAFER grants expiring on 46 firefighter and 101 police officer positions	Pending	3/2/2012	Tulsa World
	Implement two ems squads	Implemented	7/1/2010	
	TFD Restructuring @ $1.7 million	Implemented	7/1/2010	
	Furlough participation @ $1.3 million and	Implemented	7/1/2010	
	Other benefit concessions @ $1.4 million... TOTAL: $4.4 million	Implemented	7/1/2010	
	5.2% Wage Reduction FY 2010 @ $1.03 million	Implemented	7/1/2010	
	5.2% Wage Reduction FY 2011 @ $2.5 million	Implemented	7/1/2010	
	Further TFD Restructuring @ $180,000	Implemented	7/1/2010	
	Furlough participation @ $1.3 million	Implemented	7/1/2010	
	Other benefit concessions @ $600,000.... TOTAL : $5.6 million	Implemented	7/1/2010	
	TOTAL CONCESSIONS THRU JUNE of June of 2011: $10 MILLION	Implemented	7/1/2010	
	Allowing TFD to take over as primary EMS provider...	Proposed		
	A Water Bill FEE to Support Fire & First Response initiatives	Proposed		
	A Dedicated Sales Tax to offset Fire & First Response initiatives	Proposed		
	A Voluntary Assessment on Utility bills…	Proposed		
	SAFER Grant to hire 46 new firefighters lost through attrition	Pending	6/1/2011	News On 6
	Received $4.2 million SAFER grant to hire 46 new firefighters	Pending	2/11/2011	
	Tulsa has 631 firefighters, compared with 676 in December 2009, because of the suspension of firefighter academies two years ago. Tulsa has an attrition rate of 20 to 24 firefighters per year.			
	Contract concession - 5.2% salary cut in lieu of 147 firefighter (of 674) layoffs for 17 months	Implemented	1/26/2010	Tulsa World
	Contract concession - eliminate fitness pay and a clothing allowance	Implemented		
	Department restructuring that eliminates some positions through attrition	Implemented		
	Implement two ems squads	Implemented	1/22/2010	
	Layoff 49 (of 674) firefighters and demote 36 - 2.2% option	Proposed	1/7/2010	
	Layoff 116 firefighters and demote 43 - 4.4% option	Proposed		
	Layoff 19 firefighters and demote 19 - Reorganization option	Proposed		
	Reduce FD budget 2.2% and 4.4%	Proposed		
	Brownout 8 or 9 companies	Rescinded	12/21/2009	

	Reduce minimum unit statffing from 4 to 3	Implemented		
	Contract concession - eliminate 3% in benefits, delay performance raises, and rearrange vacations	Implemented		Firefighter Hourly
	Restructure upper management to eliminate 2 District Chief, 2 sworn staff, and 3 Captains	Implemented	12/18/2009	
	Not fill 19 firefighter vacancies	Implemented		
	Cancel May 2010 academy class	Implemented		
	8 furlough days	Implemented	8/18/2009	News On 6
	Close 1 Engine (of 31)	Implemented	06/?/2001	KJRH
Albany, OR	Investigate combining fire services with Corvallis	Proposed	2/4/2011	Gazette Times
Boring, OR	Share staff with Clackamas County FD 1	Implemented	7/13/2011	Sandy Post
Clackamas County FD 1, OR	Share staff with Boring FD	Implemented	7/13/2011	Sandy Post
	Merged with Milwaukee, Clarkes & Oregon City	Implemented	7/1/2008	
Clarkes, OR	Merged with Clackamas Co FD 1	Implemented	7/1/2008	
Colton, OR	Share resources with Molalla to explore whether they can share resources to avoid duplication, save money and to form partnerships to seek state and federal grants together	Proposed	09/?/2010	Oregon Live
Cornelius, OR	Share fire chief services with Forest Grove	Proposed	11/?/2010	News Times
Corvallis, OR	Investigate combining fire services with Albany	Proposed	2/4/2011	Gazette Times
Eugene, OR	Close 1 Engine (of 10) effective 07/01/2011	Averted	6/28/2011	KVAL
	Eliminate 3 Captain positions by attrition	Implemented		
	City council endorses administrative merger with Springfield FD	Pending	1/21/2010	Register Guard
Forest Grove, OR	Share fire chief services with Cornelius	Proposed	11/?/2010	News Times
Gresham, OR	Shared staffing with Portland	Implemented		
Hillsboro, OR	Reduce FD budget $2.8 million	Implemented	6/2/2009	Argus
Hood River, OR	Layoff 1 full-time Firefighter Paramedic as of July 1		4/25/2010	
	Eliminate 1 Fire Marshal position by layoff	Implemented	7/1/2009	Hood River News
	Replace overtime with compensatory time	Implemented	7/1/2009	
	Contract concessions: 5% COLA, holiday pay, wage increases (in	Implemented	7/1/2009	

	lieu of layoffs)			
	Multiple operational line item deductions.	Implemented	7/1/2009	
Milwaukee, OR	Merged with Clackamas Co FD 1	Implemented	7/1/2008	
Molalla, OR	Share resources with Colton to explore whether they can share resources to avoid duplication, save money and to form partnerships to seek state and federal grants together	Proposed	09/?/2010	Oregon Live
Oregon City, OR	Merged with Clackamas Co FD 1	Implemented	7/1/2008	
Portland, OR	Restore 26 firefighter positions with 4.5 SAFER grant		2013	
	Close 2 stations	Rescinded	2013	
	Layoff and eliminate 26 firefighter positions	Rescinded	2012	
	Shared staffing with Gresham			
Salem, OR	Operate 1 Station part time Monday to Thursday 0800 to 1800	Implemented	1/20/2012	KPTV
Springfield, OR	City council endorses administrative merger with Eugene FD	Pending	1/21/2010	Register Guard
Allentown, PA	Reduce staff from 145 to 125	Implemented	11/21/2012	Morning Call
	The FD replaces officers on vacation, but any other absence, including sick time, military leave or long-term disability leave is not filled. This week the fire department operated with 24 firefighters. Sometimes it is as low as 19 or 20.	Implemented	11/21/2012	Express Times
	Lay off 20 firefighters of 145	Implemented	11/21/2012	WFMZ .com
	Close 1 Ladder of 2	Implemented	8/21/2012	
	Arbitration Agreement effective January 2012 through 2015		8/15/2012	
	• Freezes firefighter salaries for two years then 3% raises the final two			
	• Reduces minimum shift staffing requirements from 30 firefighters per shift to 25			
	• Caps amount of overtime used in future firefighter pensions at 10%, rather than 100% previously allowed.			
	• Requires firefighters to provide a valid medical certification to obtain paid sick leave benefits after three sick days, rather than six sick days under the old agreement.			
	The union is also appealing the 10 percent pension cap, as well as the elimination of a buyback option for pension credits and cost-of-living adjustments for employees who retired between 2005 and 2012, according to court records.			
	The department saw 42 retirements in 2011, 29 of which occurred during the final three months of the year so firefighters could try to take advantage of the previous agreement's retirement benefits.			
	Fire Chief said 16 new firefighter hires are starting academy training next week, which will still leave 20 vacancies.			
	54 of 141 firefighters eligible to retire in FY11/12	Pending	10/13/2011	Morning Call
	City seeking to change early retirement clause, sick day policy and minimum staffing	Proposed		
	Reduce shift staffing from 32 to 30	Implemented		
Allentown, PA	Close 2 Engines (of 9)	Implemented	7/1/2008	
	Media scrutinizing sick leave			

Applewold, PA	Merge with East Franklin FC	Proposed	3/21/2011	Leader Times
Altoona, PA	Contract concession - wage freezes, furloughs, brownouts and additional health care payments	Implemented		
	Layoff firefighters	Rejected	8/23/2011	Mirror
	Lump sum payment of $15,000 to retire early, no firefighter takers	Rejected		
	Brownout 1 Station in lieu of minimum shift staffing (13)	Rejected		
	Increase workweek hours from 42 to 56	Rejected		
Apollo, PA	Merge both town FDs	Proposed	10/9/2011	Valley News Dispatch
Bethlehem, PA	Reduce shift staffing to 18	Implemented	11/21/2012	WFMZ .com
	Close 1 Station (of 5) effective 12/07/2011 Convert to EMS	Implemented	8/26/2011	Express Times
	Brownout 1 Engine whenever staffing at 22 or less	Implemented		Morning Call
	Mayor claimed firefighters "game the system" on overtime and sick pay.			
	Eliminate minimum shift staffing requirement granted by arbitration	Accepted	11/4/2011	
Braeview, PA	FD closed by Township	Implemented	9/15/2009	Valley News Dispatch, Tribune Review
Butler, PA	Hire part time firefighters	Implemented		Butler Eagle
Central City, PA	New taxes	Proposed		
Chambersburg, PA	Eliminate 8 firefighter positions depending on SAFER grant	Pending	6/26/2012	Public Opinion
	The department is currently made up of the chief and deputy chief, 18 firefighters and three captains, which work 24-hour shifts with 48 hours off. There are five firefighters per shift with a mandatory minimum of five each shift and one ambulance in service.	Proposed	6/26/2012	
	The Change in Focus Plan would have made the following changes:	Proposed	6/26/2012	
	- Eliminate the deputy chief position.	Proposed	6/26/2012	
	- Downsize to eight firefighters and five captains	Proposed	6/26/2012	
	- Work 12-hour shifts similar to police department.	Proposed	6/26/2012	
	- Have five firefighters on hand during daylight shift (a minimum of four) and two during overnight shift.	Proposed	6/26/2012	
	- Two ambulances in service.	Proposed	6/26/2012	
	Layoff 8 firefighters (of 21)	Proposed	12/1/2011	ABC 27

Clairton, PA	Lay off and eliminate Fire Chief position (only paid member of 50+ volunteers FD)	Implemented	11/11/2010	WPXI, Tribune Review
Duncannon, PA	1 Engine and 1 Towerladder out of service - no funds for repairs	Implemented	3/1/2009	21 News
East Franklin, PA	Merge with Applewold FC	Proposed	3/21/2011	Leader Times
Easton, PA	Media scrutinizing sick leave	Pending		
Erie, PA	Close 2 dual companies and revert to 1 Engine and 1 Ladder leaving 5 Engines and 1 Ladder in service. Staff Ladder with 5 and Engines with 4. Increase minimum shift staffing from 24 to 25	Pending	4/8/2010	
	Closing 1 company (of 6) w/in 30 days as of 3/16/2010 to comply w/staffing mandate	Implemented	3/16/2010	Times News
	The arbitrator's award, part of a four-year contract awarded in January 2009, required the city to adjust firefighter staffing by adding a fifth firefighter to every rig if the city maintains six or fewer companies, or by adding a seventh company, starting Jan. 1.			
	The arbitrator also ruled that the city must discontinue its "dual companies" in favor of single companies for safety reasons. Dual companies are those in which a single crew can respond with a ladder or pump truck, depending on the call. Two of the city's six companies are dual companies.			
	Sinnott declined to comment about the possibility of shutting down Engine Co. 11, a scenario that had been discussed during previous talks of consolidation and closure.			
	Combine 2 Engines (of 6) and 2 Ladders (of 2) - one crew for both rigs	Implemented	/2009	
	Close 1 Engine (of 7)	Implemented	09/?/2005	
Fort Indiantown Gap, PA	Close FD 0000-0800 daily, shift to local volunteer companies	Proposed	2/13/2011	Daily News
Hanover Township, PA	Close 1 Station (of 6)	Implemented		
Harmar Township, PA	Merging with Springdale Township to form Allegheny Valley FC 1	Implemented	5/23/2012	Valley News Dispatch
Harrisburg, PA	Close 1 station (of 4)		8/20/2013	WHTM ABC 27
	Brownout stations			
	Bankruptcy action considered		/2011	
	Brownout 3 Engines (of 5)	Implemented		
	Lay off 8 firefighters (of 84)	Proposed	12/28/2010	
	City placed under State financial control	Implemented		
	Mayor may use surplus to rescind proposed layoffs and station closure	Proposed	12/8/2010	
	Layoff 9 firefighters (of 84)	Proposed	12/7/2010	
	Reduce FD budget $1.5 million	Proposed	12/6/2010	WGAL 8

	Layoff 10 firefighters (of 84)	Proposed	12/2/2010	Patriot News
	Early retirements to avoid furloughs	Proposed		
	Change work schedule to 24/48 to eliminate built in 6 weeks of overtime	Proposed	11/24/2010	
	Greater reliance on volunteers	Proposed	11/22/2010	WHTM 27
	Minimum shift staffing = 17		9/8/2010	
	Close 1 station (of 4)	Proposed	8/10/2010	
Hazleton, PA	Firefighters in West Hazleton and Hazleton are coordinating training, equipment training and joint purchases.	Implemented	6/11/2013	Citizens' Voice Standard Speaker
Johnstown, PA	Close 1 station of 3	Pending	8/25/2011	Tribune Democrat
	Layoff 4 firefighters (of 37) effective 12/31/2011	Pending	8/25/2011	
	Layoff 4 firefighters (of 41) effective 08/19/2011	Implemented	8/25/2011	WJAC TV
	Brownout 1 Station (of 3)	Implemented		
Kittanning, PA	Selling aerial ladder due to financial troubles	Proposed	6/30/2011	
Lancaster, PA	Close 1 Ladder of 2	Implemented	5/31/2011	iaff319.org
	24-hours-on and 48-hours-off work schedule, which would involve firefighters working 48 hours a week instead of 42.	Proposed	3/13/2011	Intelligencer Journal
	Reduce minimum shift staffing to 8	Implemented	3/2/2011	Eagle Gazette
	Remove health care benefits, pension pickups and work force levels from collective bargaining.	Proposed		
	New employees will not be eligible for the city pickup of the employee retirement contribution	Proposed		
	The maximum number of hours that can be paid for a sick leave buyout reduced to 240.	Proposed		
	Reduce FD budget $360,000	Proposed	11/22/2010	Eagle Gazette
	Layoff 4 firefighters (of 45)	Implemented	2/3/2010	CBS 21
	Contract concession - 2.25% salary reduction	Implemented		
	Reduce minimum shift staffing to 12	Proposed		
Leithsville, PA	Hire other municipal empoyees as firefighters	Proposed	9/19/2009	Morning Call
Lewisberry, PA	Considering a takeover by the Fairview Township Fire Department	Proposed	9/27/2011	WPMT TV
Lower Burrel, PA	Close 1 (of 3) volunteer FD's in city (Braeview)	Implemented	9/17/2009	Pittsburgh Post Gazette
Manchester Twp, PA	may merge with York Area United F&R		1/20/2012	FOX43.com

Mars, PA	Merging with Valencia FC as Adams Area FD		1/1/2007	
McDonald, PA	McDonald, Midway, and Mount Pleasant Township Fire Companies merging as Fort Cherry FD		2012	
Meadville, PA	Close 1 station (of 4)	Implemented	2/24/2011	Firehouse
Mechanicsville, PA	FD closed, assets for sale	Implemented	7/15/2010	
Midway, PA	McDonald, Midway, and Mount Pleasant Township Fire Companies merging as Fort Cherry FD		2012	
Mont Clare FC, PA	Consolidated with Mont Clare to form Black Rock VFC		1/16/2012	
Moosic, PA	Government leaders recommend a countywide fire department to resolve coverage problems.	Proposed	1/20/2011	PFESI
Mount Pleasant, PA	McDonald, Midway, and Mount Pleasant Township Fire Companies merging as Fort Cherry FD		2012	
New Castle, PA	Eliminate 24 firefighter positions and revert to volunteers	Proposed		
Oaks FC, PA	Consolidated with Mont Clare to form Black Rock VFC		1/16/2012	
Old Forge, PA	Government leaders recommend a countywide fire department to resolve coverage problems.	Proposed	1/20/2011	PFESI
Penn Township, PA	Perdix FC abolished	Implemented	1/11/2010	CBS 21 News
Philadelphia, PA	Eliminate 108 firefighters positions to pay for arbitration award	Proposed	8/10/2012	Philadelphia Inquirer
	Firefighter injuries up 26%		5/29/2011	Daily News
	Fire officials in Philadelphia have reached an agreement to assist the neighboring city of Camden, NJ in the event of a major catastrophe. The agreement comes as both cities are struggling with their budgets and targeting their fire departments for cuts. Camden laid off 67 firefighters and Philadelphia has shut down firehouses in rolling brown outs.	Implemented	2/18/2011	Associated Press 6ABC
	City challenges arbitrated four-year contract, which calls for 3% raises over each of the next three years and no furloughs.			Philly .com
	Despite Brownouts, Philly Overtime Costs Up		2/1/2011	Metro Philadelphia
	The city of Philadelphia filed an appeal of the arbitration award issued to firefighters last month, on the grounds that it is too expensive. Under the contract, the 2,200 members of International Association of Fire Fighters Local 22, receive 9% raises, will shift to a new system of paying healthcare bills and new hires will be given the option of a "hybrid" retirement plan that includes a 401(k). But the award did not give the city the ability to furlough firefighters, which the mayor has argued is crucial to manage costs.		11/17/2010	Philadelphia Inquirer
	Close 1 Engine while station being rebuilt (2 years)	Implemented	8/6/2010	Philly
	Brownout 2 additional Engines days	Implemented		Daily News

	Brownout 1 additional Engine and 1 Ladder nights	Implemented	8/4/2010	Inquirer
	Reduce daily training 60%	Implemented		
	Reduce FD budget $3.6 million	Proposed		
	Cut firefighter recruit classes	Proposed	5/20/2010	Fox 29 News
	Close 6 Engines (of 56)	Proposed	FY2010	KYW - TV
	Close 3 Ladders (of 26)	Proposed	FY2010	
	Close 5 Medic units (of 50)	Proposed	FY2010	
	Reduce FD budget $16.7 million	Proposed	FY2010	
	Reduce FD budget by $8 million	Proposed		Inquirer
	Layoff 36 Officer, 120 Firefighter positions, 40 Paramedic positions	Proposed	10/2/2009	
	Eliminate 2 Captain, 7 Lieutenant, 22 Battalion Chief Aide positions	Proposed	8/18/2009	Firefighter Hourly
	Close five Engines (5 of 61)	Implemented	1/5/2009	WPVI
	Close two Ladders (2 of 28)	Implemented	1/5/2009	
Pine Township, PA	Pine Township Engine Company merging with Grove City Rescue Squad	Proposed	1/14/2011	Allied News
Pittsburgh, PA	Reorganize heavy rescue service from 3rd service EMS to FD	Proposed	10/10/2012	Tribune Review
	Seeking to reduce shift staffing from 163	Proposed	12/25/2012	TribLive
	Combine 2 Engines (of 30) and 2 Ladders (of 12) into Quints	Implemented	?/?/2007	
	Eliminate 100 FD positions	Implemented		
	Close 6 Engines (of 36)	Implemented	3/21/2005	
Pottstown, PA	Merge four independent fire companies - 12 career drivers	Proposed	9/14/2010	PA Fire & Emergency Services Institute
Reading, PA	Reduced unit staffing from 3 to 2	Implemented	8/21/2012	Reading Eagle
	Number of injuries to firefighters has increased by at least 30% since April 2011.	Implemented	8/21/2012	
	Reduce shift staffing from 22 to 18 not including 2 chiefs and 6 medics	Implemented	3/20/2012	
	Close 2 of 11 companies	Implemented	3/20/2012	
	Reduce minimum shift staffing from 22 to 18	Implemented	8/23/2011	
	3-year wage freeze for city employees, and layoffs.	Proposed	5/6/2010	WFMZ
	Layoff 20 firefighters and 7 paramedics (of 142)	Proposed	12/4/2009	WFMZ
	Reduce FD Budget $3 million ($2 million suppresion, $1 million EMS)	Proposed	11/6/2009	
	Reduce minimum shift staffing from 22 to 21	Implemented		
	Close 1 (of 3) ambulances	Proposed		
	Close 1 (of 7) Engines	Proposed		
	Close 3 (of 3) Ladders	Proposed		
	Eliminate mutual aid responses	Proposed		
	Eliminate FD medical first response	Proposed		

Scranton, PA	City closed on a $6.25 million loan from a union-owned bank that will allow the city to cover today's payroll and back wages withheld last month when salaries were slashed to minimum wages, as well as pay some bills, officials said.	Implemented	8/31/2012	Citizens' Voice
	Witheld wages to be repaid with interest	Pending	7/31/2012	Firehouse .com
	Mayor unilaterally slashed pay of nearly 400 city employees to the federal minimum wage of $7.25 an hour. "When we get through this, everybody will be made whole, so they will be paid all the money that they're owed."	Implemented	6/28/2012	Times Tribune
	$5 million SAFER grant to rehire 30 firefighters (13 rehired earlier + 17 additional)	Implemented	6/22/2012	
	Restore 1 Engine and 12 firefighters after fire	Implemented	3/17/2012	
	Layoff 29 firefighters of 130	Implemented	1/1/2012	
	Close 3 Engines of 7	Implemented	1/1/2012	
	Brownout 2 Engines of remaining 4 Engines	Implemented	1/1/2012	
	Close 1 Ladder of 2	Implemented	1/1/2012	
	Layoff 8 firefighters (of 137)	Proposed	8/29/2011	Times Leader
	Not fill 2 vacant positions	Implemented		
	Brownouts	Implemented		
	Close 2 Stations (of 8)	Implemented		
	Close 1 Engine (of 7)	Implemented		
	Combine Fire Marshal and Training Deputy into one position	Implemented		
	Administrative fire captain, fire inspector and fire prevention officer will lose their titles and resume roles in fire suppression at their current salaries.	Implemented	7/30/2011	
	Not fill 5 vacant positions (of 144) by attrition	Proposed	11/21/2010	
	Eliminate 7 administrative positions and fund 2 positions with federal funds	Proposed		
	Reduce FD budget $1.5 million	Proposed		
	Layoff 34 firefighters (of 139)	Proposed		
	Close 2 Engines (of 7)	Proposed		
	Close 1 Ladder (of 2)	Proposed		
	Close 1 Station (of 8)	Proposed		
	Close Wyoming Ave station	Proposed		
	Layoff 29 firefighters (of 144)	Proposed	11/16/2010	Times Tribune
	Change from 4 shift to 3 shift schedule	Implemented	4/1/2009	
Springdale Township, PA	Merged with Harmar Township to form Allegheny Valley FC 1	Implemented	5/23/2012	Valley News Dispatch
Taylor, PA	Government leaders recommend a countywide fire department to resolve coverage problems.	Proposed	1/20/2011	PFESI
Uniontown, PA	Rehire 6 laid off firefighters (12/09) per arbitrator	Implemented	9/24/2010	IAFF
	Replace career firefighters with volunteers	Proposed		
	Layoff 7 firefighters (of 7) by 12/31/2010	Proposed	8/27/2010	Tribune Review

	Reduce shift staffing from 6 to 2	Implemented	12/31/2009	Assoc Press
	Layoff 7 firefighters (of 14)	Implemented	3/13/2009	
	Furloughs	Implemented		
	Close 1 Station (of 2)	Rescinded		
Upper Freehold Township & Allentown Borough, PA	Layoff 1 firefighter (of)	Implemented	4/27/2010	Examiner
Valencia, PA	Merging with Mars FC as Adams Area FD		1/1/2007	
Wellsboro, PA	Loss of tax funding - $5,000 to $10,000.	Implemented		
West Hazleton, PA	Firefighters in West Hazleton and Hazleton are coordinating training, equipment training and joint purchases.	Implemented	6/11/2013	Citizens' Voice Standard Speaker
Wilkes Barre, PA	Reduce shift staffing from 12 to 11	Implemented	10/10/2012	Times Leader
	Brownout 1 station of 3 when staffing short	Implemented	10/10/2012	
	Lay off 11 firefighters of 64 remaining down to 53	Implemented	11/30/2012	Citizens Voice
	Not fill 5 vacancies by retirement	Implemented		
	Contract concessions - forego 3% pay raise and give up several paid holidays, estimated to save $500,000.	Implemented		
	Reduce shift staffing from 16 to 12	Implemented		
	Brownout 1 engine (of 3)	Implemented	3/16/2010	
	Reduce minimum shift staffing from 14 to 12 (of 75 total)	Implemented	3/6/2010	Times Leader
	Not fill 19 vacant positions from attrition	Implemented		Citizens Voice
	Brownout 1 Engine (of 4)	Implemented		
	Close 1 Engine (of 5) 4	Implemented	10/20/2004	
	Close 1 Station (of 4)	Implemented	10/20/2004	
	Close 1 Engine (of 6) 9	Implemented	5/21/2004	
	Close 1 Station (of 5)	Implemented	5/21/2004	
Wilkinsburg, PA	Close FD and contract fire services to Pittsburgh	Implemented	3/17/2011	Post Gazette
	Merge with Pittsburgh FD in 2011	Pending	10/16/2010	Tribune Review
	Close 1 Engine (of 2)	Pending		
	Close Ladder	Pending		
	Close 1 station (of 2) (originally proposed 12/28/2002)	Pending		WTAE
York, PA	Close 2 Stations and combine into 1 station (of 4)	Proposed	3/31/2011	

	Close 1 Engine company (of 4)	Proposed		
	Close 1 station (of 4)	Proposed	10/6/2010	WPMT TV
	Merge with York Area United Fire and Rescue	Implemented	11/26/2010	York Dispatch
York Area United F&R	Regionalized six years ago.		1/24/2013	Standard Speaker
Barrington, RI	Brownout Ladder	Implemented		
Central Coventry, RI	A Kent County Superior Court judge ordered complete liquidation by 11:59 p.m. on April 11. He said voters have "spoken loudly" and decided to "take the risk." Residents of the fire district voted down a 36 percent tax hike on Tuesday, a decision officials said left the district without the money to operate.Residents of the fire district voted down a 36 percent tax hike on Tuesday, a decision officials said left the district without the money to operate. Officials shut down three of the fire district's five fire stations Friday morning.	Implemented	3/29/2013	NBC 10 News
	Unless the governor or the General Assembly act, all five stations will be closed within the next 12 days.	Rescinded	3/29/2013	
	Central Coventry is one of four fire districts in the town.			
	46 Firefighters to lose their jobs when Central Coventry stations close	Pending		
	Firefighters with the Central Coventry Fire District have been working without pay as their department searches for ways to meet payroll.		10/13/2012	Providence Journal
Central Falls, RI	Reduce shift staffing from 9 to 7	Implemented	8/6/2013	LA Times
	In Bankruptcy		4/20/2012	WPRI .com
	Receiver wants pension concessions from retirees			
	Layoff 4 firefighters	Rehired	11/23/2011	
	City declares bankruptcy, contracts voided and now free to renegotiate	Implemented	8/7/2011	Providence Journal
	Employees and retirees, effective Monday, must pay:	Proposed		Guardian
	* a higher health insurance deductible	Proposed		AP
	* changes in medical co-payments			
	* a 20% co-share of health insurance premiums			
	* retirees must begin to pay 20% of their medical coverage effective immediately			
Cranston, RI	Not filling 16 vacant positions	Implemented		
	Layoff 4 Deputy Chief, 2 Captains, 3 Lieutenants	Proposed		
	Reduce minimum shift staffing	Proposed		
Cumberland, RI	Consolidate 4 FDs to 1	Proposed	7/19/2010	Providence Journal
East Providence, RI	Eliminate 28 firefighter positions	Implemented	9/20/2010	Post Tribune
Johnston, RI	Johnston, North Providence, East Providence seeking payment for sending mutual aid to Providence	Pending	9/9/2012	WPRI 12

Lincoln, RI	Albion, Lonsdale and Saylesville districts have launched an effort to reach some kind of consolidation. Also, Lime Rock, Manville and Quinnville Fire Districts	Proposed	12/1/2011	
	While most communities have a total fire/EMS budget about 20% higher than the police budget, in Lincoln it was most recently a combined $6.7 million for fire/EMS -- nearly double the police budget.			
	Consolidate 3 FDs to 1	Proposed	7/19/2010	Providence Journal
	-			
North Kingstown, RI	Brownout 2 Stations (of 5)	Implemented		
	Layoff 8 firefighters (of 66)	Proposed	4/28/2011	Independent
	Close 1 Station (of 5)	Proposed		
	Close 1 Engine (of 6)	Proposed		
	Increase workweek from 42 hours to 56 hours, no additional compensation	Proposed		
North Providence, RI	Close 1 station (of 4)	Implemented	12/2/2009	Providence Journal
	Close 1 Engine (of 4)	Implemented	12/2/2009	
	Contract concession - 1.5% pay cut and increase health insurance co-pay	Proposed	7/1/2009	
	Reduce minimum shift staffing from 22 to 17	Proposed		
Pawtucket, RI	Close 1 Engine of 6	Implemented	2011	
	Layoffs and furloughs	Proposed		WPRI
Providence, RI	Private investigator for injury and sick leave	Implemented		WPRI
	Brownout engines and ladders to staff additional medic units	Proposed		
	Reduce FD budget $6 million	Proposed	6/5/2011	ABC 6
	Layoff 100 firefighters (of 390)	Proposed		
	Not fill 35-40 attrition vacancies	Implemented		
	City is asking for the following:	Proposed	5/24/2011	
	■ take a 1% salary cut			
	■ give up a 3% salary hike			
	■ give up a scheduled retroactive salary payment			
	■ a 1% or 2% reduction in annual longevity bonuses.			
Tiverton, RI	Reduce budget 15% FY09/10	Proposed	7/1/2009	Newport Daily News
Warwick, RI	Contract concessions - pay reduction, increased health insurance co-pay, no raises	Proposed		WPRI
Woonsocket, RI	Close 1 Ladder (of 2) effective 01/30/2011	Implemented	1/30/2011	Patch
	Reduce minimum shift staffing from 26 to 23	Implemented	1/29/2011	The Call
	Eliminate 8 positions reducing total staff from 132 to 124	Implemented		NBC 10

	Layoff 11 firefighters (of 134)	Rescinded	3/9/2009	Woonsocket Call
	Not filling 7 vacant positions	Implemented		
	Limit firefighters from working more than 48 hours in a row without a break	Implemented	3/9/2009	Providence Journal
	Elimination response of an Engine to EMS incidents	Implemented	3/9/2009	WPRI
	Close 1 engine (of 5)	Implemented	3/9/2009	
	Close 1 Station (of 5)	Implemented	3/9/2009	
	Restrict outside employment	Implemented	04//2009	EMS News
	Contract concessions - 5% pay, 15% health insurance co-pay	Proposed		
Charleston, SC	Furlough 24 hours	Implemented	12/7/2009	
Columbia / Richland County, SC	Reducing minimum shift staffing from 66 to 60			
	Re-establish 1 Engine (of 2) using holiday pay savings	Implemented	3/1/2010	
	Engines 8, 9 and 14 have been out of service. Engine 9 was placed back in service while engines 8 and 14 remain shuttered.			
	Postpone new station construction	Implemented		Star
	Start charging retired workers for their health insurance premiums	Proposed		
	Reduce FD budget $1.2 million	Implemented		
	Combine 2 Engines (of 31) and 2 Ladders (of 4) with 4 staff each to 2 Quints with 5 staff each	Implemented		Columbia FF Assoc
	Contract concessions - 3.75% pay cut, 5.5% lost benefits through unpaid furloughs, 3-5% salary shift into increased health insurance premiums, and changing of retirement benefits, reduce holiday pay 50%, 6.69% reduction in guaranteed retention pay, 2.5% cost of living loss, 2% merit/ step raise loss, Furloughs 16 hours - 2% salary equivalent, 50% federal holiday benefit reduction - 4% salary equivalent, 2.75% salary cut, 20 year retirement insurance benefit increased to 25 years for new hires	Implemented	12/1/2009	Firefighter Hourly
	Company officers perform building inspections - no pay increase	Proposed		IAFF
	Eliminate 1 Assistant Chief, Chief of Special Operations, 3 Driver positions	Implemented		
	Eliminate 1 Chief / Volunteer Coordinatorand 3 Battalion Safety Chief positions	Proposed		
	Eliminate 1 Engine, make 1 Ladder quint, to staff Engine 34	Proposed	10/22/2009	State
	Eliminate 6 of 8 paid holidays	Implemented	9/1/2009	
	Not filling 19 vacant positions	Implemented	4/8/2009	WIS TV
Florence County, SC	Plan to consolidate Florence County's emergency services under one administrative umbrella.		2/17/2013	Florence Morning News
Greer, SC	3 furlough days	Proposed	6/23/2009	Firefighter Hourly
Lee County, SC	Lee County fire station to lose 24-hour staffing	Proposed		Item
North Myrtle Beach, SC	Reduce FD/PD training budget 39.7%	Implemented	7/1/2009	Sun News

	Eliminate Training Captain positions	Implemented	7/1/2009	
	Reduce minimum Engine staffing to 1	Implemented	7/1/2009	
	No staffing for Ladder (of 1)	Implemented	7/1/2009	
Taylors, SC	Eliminate Deputy Fire Marshal and 3 civilian dispatchers	Proposed	11/19/2010	
Westview Fairforest, SC	Layoff 1 Assistant Chief	Proposed	2/27/2009	
	Close 1 Station (of 3)	Proposed	2/15/2009	SHJ
Anderson County, TN	County grants to FD's to be cut 50%	Proposed	4/20/2011	
Ashland City, TN	May stop responding to all calls outside city limits if the county doesn't help them out.	Proposed	1/5/2011	WSMV
Bradley County, TN	Merge Cleveland City FD and Bradley County FD	Proposed	6/2/2009	
	If Bradley County and Cleveland decide next week to merge fire, rescue and emergency medical services, the new department would become functional on July 1, 2012.	Pending	7/1/2012	
Brentwood, TN	Reduce Engine staffing to 2	Implemented	8/28/2013	
	Reduce Ladder staffing to 1	Implemented	8/28/2013	
	Reduce Rescue staffing to 2	Implemented	8/28/2013	
	Replace Battalion Chiefs with Captain	Implemented	8/28/2013	
Chattanooga, TN	Close 1 Engine (of 20)	Rescinded 06/2011	?/?/2001	
	Close 1 Ladder (of 5)	Implemented	?/?/2001	
Cleveland, TN	If Bradley County and Cleveland decide next week to merge fire, rescue and emergency medical services, the new department would become functional on July 1, 2012.	Rejected	7/1/2012	
	Merge Cleveland City FD and Bradley County FD	Proposed	6/2/2009	
Gallatin, TN	SAFER Grant ($1.5 million) to hire 15 new firefighters for 2 years (to 60)	Pending		
Heiskell, TN	Close FD and contract to Rural Metro	Proposed	5/13/2011	WATE 6
	Charge subscriptions	Proposed		
Kingsport, TN	SAFER Grant to hire 6 new firefighters for 2 years	Pending	4/26/2011	Tri Cities
Memphis, TN	Brownout up to 4 companies per shift "one in each quarter of the city, at a time" limited to times when up to 28 people are out sick and the department has exceeded its daily overtime budget.	Implemented	1/10/2014	WMCTV5
	Close 1 Engine of 56	Implemented	8/3/2013	Commercial Appeal
	Close 1 Ladder and redeploy 1 Ladder	Implemented	8/3/2013	

	Eliminate 122 FD positions by attrition, none to require layoffs. 30 of those positions are holdovers from cuts slated for last year.	Pending	7/11/2013	
	Reduce FD budget $5.8 million	Pending	7/11/2013	
	Fire Chief said at a news conference that other fire companies will be decommissioned before July 1, 2014.	Pending	7/11/2013	
	Eliminate 92 positions by attrition over the next year.	Pending	7/10/2013	
	Close 1 Station effective 08/01/2013	Implemented	7/9/2013	WMC TV-5
	Close 1 Ladder 0f 25 effective 08/01/2013	Implemented	7/9/2013	
	Close 4 Ladders of 25 effective 07/01/2012	Implemented	6/18/2012	Commercial Appeal
	Redeploy 5 Ladders	Implemented	6/18/2012	
	Close 1 Rescue Squad of 3	Implemented	6/18/2012	
	Reduce staff by attrition over three year plan.	Pending	6/18/2012	
	Replace 2 Engines and 2 Ladders with 2 Quints	Implemented	6/18/2012	
	Close 3 Battalions (of 14)	Implemented	//2012	
	Change retirement from 25 years on the job - to age 55. The accrual rate of interest an employee can collect from the pension plan would drop from 2.5% to 2.25%. An early retiree would lose 5 percent of their pension for every year left on their tenure.	Proposed	6/2/2011	
	Plan to cuts 111 firefighters over 3 years	Proposed	5/4/2011	
	Close 6 Ladders (of 27) over 3 years	Proposed		WMC TV
	Close 6 Engines (of 57) over 3 years	Proposed		
	Create 6 Quints	Proposed		
	Close 1 Rescue Squad (of 3)	Proposed		
	Implement 8 SUV alternative response vehicles for EMS	Implemented	4/22/2011	FOX 13
	Not fill senior command staff positions vacated by attrition	Proposed		
	Disband 1 division, engine & ladder companies	Proposed		
	Close 1 Ladder (of 28)	Implemented	1/29/2006	Flyer
Morristown, TN	Freeze hiring 9 vacant positions (of 91) with 7 to follow from attrition	Implemented		
	Reduce unit staffing from 4 to 3	Implemented		
	Close 1 Station (of 4)	Proposed	5/25/2010	WBIR
	Layoff 9 firefighters (of 75)	Proposed		
Shelby County, TN	Reduce Engine staffing from 4 to 3	Implemented	11/2/2012	Commercial Appeal
	No overtime replacements for sick or vacationing personnel	Implemented	11/2/2012	
	Establish 2 Med Squads, pickups staffed with a paramedic and an emergency medical technician.	Implemented	11/2/2012	
Union City, TN	Brownout 1 Engine (of 3)	Implemented		
	Eliminate 9 (of 42) positions (4 vacant, 1 separation, 1 retirement)	Proposed	10/17/2009	
	Reduce minimum shift staffing from 10 to 4	Implemented		
	No overtime staffing	Implemented		
	Reduce FD budget 7%	Implemented	FY08/09	
	Close 1 station (of 3)	Proposed		

Abilene, TX	No longer pursuing EMS for FD	Rescinded	6/24/2011	Reporter News
Austin, TX	Austin Fire Department and ESD 6 negotiating possible merger	Proposed	1/20/2012	Chronicle
	Reduce minimum unit staffing from 4 to 3	Proposed	4/4/2009	
	Close 1 Station (of 43)	Proposed		
	Brownouts	Proposed		
	Reduce unit staffing, shift firefighters from support functions to suppression	Implemented		American Statesman
Bryan, TX	The Bryan City Council unanimously approved a resolution Tuesday evening that could increase minimum staffing levels for the fire department over the next 10 years.		7/10/2013	The Eagle
	The resolution states the city will now strive to increase the minimum staffing level to four firefighters on each truck, and give an aide to each battalion chief within the next decade.			
	McGregor said the fire department currently staffs three firefighters on each truck, but many fire service regulatory agencies recommend staffing each truck with four. He said many cities nationwide strive to achieve a four-firefighter minimum staffing level on each truck.			
	By the time it is fully implemented in 2023, 33 new positions will be created. The staff increase would be funded through the general fund, and the approximate annual cost when fully implemented is $2 million in today's dollars.			
	The number of positions that can be added each year will depend on how much funding is available. City Manger Kean Register said the city will be adding six new positions starting with the new fiscal year in October.			
	McGregor said the fire department will begin staffing four firefighters on the ladder truck, which goes to every fire, and then start increasing staffing on the engines in the coming years.			
Dallas, TX	$190 million budget shortfall; 637 full-time positions to be eliminated, including 347 layoffs	Proposed	9/20/2010	Post Tribune
	Furloughs	Implemented		
	Outsource EMS services	Proposed	8/5/2010	
Euless, TX	Unfill vacant Assistant Chief and Firefighter position	Implemented		
	Freeze positions opened by early retirement package	Implemented		
Flower Mound, TX	Reassign Squad staff to Engines	Implemented	9/20/2011	
Fort Worth, TX	Fort Worth Reinstates 12 Firefighters, Six Code Officers	Implemented	8/23/2013	Star Telegram
	With the dozen positions restored, Chief Rudy Jackson said he will have to deactivate two companies instead of four on average per day.			
	Last week, facing the prospect of 36 lost positions, Jackson said he would have to deactivate four fire companies on average per day, and would limit the deactivations to the city's 12 stations that have double companies. A company is made up of one vehicle and its crew, and Fort Worth has 42 stations in all. Jackson said the deactivations would increase average response times by one minute and 48 seconds at the stations were deactivations occur.			
	Thursday, with the restorations, Jackson said he would have to deactivate two companies on average per day and would limit those to the eight stations within the loop that have double companies, a move to allay fears of lengthy response times in Fort Worth's sprawling suburbs, particularly in the North.			

	Reduce overtime $2.1 million	Rescinded	9/21/2010	
	Eliminate 36 vacation relief positions	Rescinded	9/21/2010	
	Rotating brownouts of 5 companies daily	Rescinded	9/21/2010	
	4% increase to the City's pension contributions.	Proposed	9/21/2010	
	Eliminate retiree health benefits for new hires	Proposed	4/2/2010	Star Telegram
Galveston, TX	Reduce unit staffing from 4 to 3	Rescinded	10/19/2010	
	Not fill 3 vacant positions	Proposed		
	Reduce FD budget was cut 10% ($1.0 million)	Pending	10/19/2010	
	Contract concessions - Give up Kelly days to keep unit staffing at 4, increase workweek hours from 52.5 to 56 hours, reduce hourly wage rate	Implemented		
	2 inspectors transferred to Planning under CDGB grant funds to keep them employed.	Implemented		
	City offer a generous medical and sick time package to 9 senior firefighters to prevent layoffs.	Implemented		
	Eliminate Training Chief position	Implemented		
	Lost 1 Administrative position (eliminated Training Chief's position – Training Chief was promoted to Assistant Chief and Assistant Chief has been Interim Fire Chief. AC duties split between the two positions.	Implemented		
	Eliminate 12 firefighter positions (of 123) by retirement incentives	Proposed	8/15/2010	Daily News
	Eliminate 8 "Kelly" days for salary increase	Proposed	8/10/2010	Daily News
	Reduce FD budget $1 million	Proposed		
	Reduce minimum shift staffing from 30 to ???	Proposed	7/24/2010	GC Daily News
Garland, TX	Reassign Fire Marshals to suppresssion	Implemented	8/23/2009	Fire Fighter Hourly
	Furlough days (3)	Implemented		
	Salary reduction 1.5%	Implemented		
	Consolidate 2 Engines (of 11) and 2 (of 5) Ladders into single quints	Implemented	?07/01/2008	
Houston, TX	Contract concessions - two-year pay freeze and a 1% raise in the third year of the contract		6/19/2011	Click 2 Houston
	Layoff 238 firefighters (of)	Rescinded	5/18/2011	
	The fire department would lose $25 million.			
	Reduce FD budget $14 million	Proposed	3/3/2011	
	Close 7 EMS squads (of 18) to create paramedic pool for absenteism	Implemented	12/1/2010	Chronicle
	Reassign firefighters to other stations (of 92) when stations closed for renovation	Proposed		
	93% of the FD's $441 million budget is spent on personnel costs for 3,900 firefighters and 241 civilians			
	The FD has 575 firefighters who have been on the job 30 or more years, and due to terms of the city's deferred retirement option program many may elect to retire this fall, Garrison notes. The average termination pay to firefighters for accumulated vacation and sick leave they did not take is $65,000, but last year one retiring district chief collected a $187,000 termination check, records show.			
	City challenging basis of pension calculations	Pending	12/8/2010	KHOU 11
	Transfer 40 administrative positions to emergency response	Proposed	11/17/2010	
	Limit overtime for training, managing vacation time and outsourcing the department's uniform shop	Proposed	11/17/2010	Chronicle

	Lay off 4 civilians will be necessary if a planned outsourcing of the department's uniform shop is accomplished.	Proposed		
	Cut overtime for department-mandated events such as cadet graduations, open houses and officer development.	Proposed		
	Ration vacation time during the summer months and holiday season.	Proposed		
	Other cuts include consolidating warehouse services and lifting the cap of 720 vacation days firefighters can accrue over their career.	Proposed		
	Increase ambulance transport fees from $415 to $1,000, extending efforts to bring fees for city services nearer to the "cost of service."	Proposed		
	Brownouts	Proposed	10/22/2010	Firehouse
	$10 million FD budget shortage	Pending	10/13/2010	Chronicle
	Reduce FD budget 3%	Proposed	4/28/2010	Chronicle
	Furloughs 1 to 2 days per month	Proposed	3/11/2010	KHOU
Irving, TX	FD budget reduced from $36 million to $33 million	Implemented		WFAA News
Kilgore, TX	Eliminate administrative Battalion Chief position and add part time administrative assistant	Pending	5/27/2013	News Herald
Lake Travis, TX	Merger with Austin Fire Department prior to annexation	Proposed		Statesman
Longview, TX	Reassign 1 administrative staff battalion chief position to suppression.	Pending	FY11/12	
	Eliminate Fire Inspector position and create 2 float positions	Implemented	FY09/10	
Lufkin, TX	Close 1 Station (of 5)	Proposed	2/18/2010	KTRE
Nacogdoches, TX	Brownout 1 Engine (of 5)	Implemented		
Midvale, UT	Merging FD with Unified Fire Authority as a result of $2 million budget shortfall by dwindling tax revenues. Effective 07/01/2011	Implemented	4/22/2011	
Rutland, VT	Rehire 3 vacant positions	Approved	7/1/2010	
	Maintain minimum staffing of 7	Proposed		
	Not fill three vacant firefighter positions	Implemented		
	No overtime hiring for shift staffing	Implemented		
Saint Albans, VT	Layoff 3 (of 9) firefighters	Proposed	9/22/2009	
	City and town FDs to respond together	Proposed		
	Eliminate 6 firefighter positions	Rescinded		Fox 44 News
	Layoff 4 (of 13) firefighters	Implemented	?/2008	WCAX
Saint Johnsbury, VT	Eliminate the 10-member full-time fire department and rely on on-call firefighters	Proposed	9/17/2010	Boston Globe

South Burlington, VT	Close 1 Station (of 2)	Proposed	1/11/2011	WPTZ 5
	Return SAFER grant	Proposed		
	Layoff 6 firefighters (of)	Proposed		
Chesapeake, VA	Eliminate 12 vacant positions	Proposed	7/3/2010	
	Close 2 medic units (of 10)	Proposed	7/3/2010	
	Prioritizing EMS calls	Implemented	5/14/2010	Virginian Pilot
	Variable staffing levels based on activity levels	Pending		
	Reduce FD budget $887,000	Proposed		
	Reduce response assignments	Pending		
Fairfax County, VA	A brand-new, multimillion-dollar fire station built by Fairfax County will likely remain closed next year because officials say the cash-strapped county can't afford to staff and maintain it. County Executive has recommended delaying the opening of the $11.3 million station as part of his fiscal 2014 budget to save $4.2 million in firefighter salaries and building costs.	Pending	3/20/2013	The Washington Examiner
	Scale back ambulance service to help meet the $1.5 million in cuts the agency has been ordered to make before the start of fiscal 2012	Proposed	2/1/2011	Washington Examiner
	Eliminate overnight service for two of the county's four basic ambulance units. The county's 37 "advanced life support" units would not be affected.	Proposed		
	Eliminate dedicated staffing for HazMat	Proposed		
	Eliminate 1 paramedic position	Proposed		
	Reduce overtime	Proposed		
Hampton, VA	The automatic mutual aid medical transport agreement between Newport News and Hampton is still on the way, even though it's been delayed by several months, officials said.	Pending	3/7/2013	Daily Press
	Two other shared services initiatives are further along, with the city implementing the shared hiring process for 2013 hires, and the combined warehouse is nearly completed.	Implemented		
Newport News, Hampton, VA	The automatic mutual aid medical transport agreement between Newport News and Hampton is still on the way, even though it's been delayed by several months, officials said.	Pending	3/7/2013	Daily Press
	Two other shared services initiatives are further along, with the city implementing the shared hiring process for 2013 hires, and the combined warehouse is nearly completed.	Implemented		
	Close 1 Engine (of 11) 301	Implemented	7/1/2010	
	Close 1 Engine (of 10)	Implemented		
	Brownout 4 Engines/Squads (of 9)	Implemented		
	Eliminate 5 non sworn positions	Implemented	?/2009	Daily Press
	Brownout 4 (of 10) Engines	Implemented		
Portsmouth, VA	Brownout 2 Engines for staffing shortages	Implemented	8/13/2012	Virginian Pilot
	Brownout 1 Engine (of 9)	Implemented		
	Not fill 30 attrition vacancies (of 242)	Implemented	10/16/2011	Virginian Pilot

Richmond, VA	Brownout up to 5 Quints (of 20)	Implemented		
	Reduce staffing of Rescue Squads from 5 to 4	Implemented		
	Close 1 Air Light unit (of 2)	Implemented		
	Not fill 15 vacant positions	Implemented		
	Reduce overtime staffing for vacancies, sick and other leaves	Implemented		
Spotsylvania County, VA	County's plan to hire 55 additional fire and rescue personnel through January 2014 may not be enough.	Pending	8/15/2012	Free Lance Star
Stafford County, VA	County funded 109 full-time fire and rescue positions; 7 additional firefighters are funded by a $1 million federal SAFER grant over two years, which the county accepted in April.	Implemented	2/15/2012	Free Lance Star
	Even as other Stafford County agencies saw significant budget cuts, the Stafford County, VA, (Metro Washington, DC), Board of Supervisors held the Stafford County Fire and Rescue Department harmless from any FY10 budget cuts, maintaining 4 person suppression units	Implemented		
	SAFER Grant to hire 7 new firefighters for 2 years	Pending	4/20/2011	Fredericksburg .com
Aberdeen, WA	Members voted to reverse 4% COLA	Implemented		
	Administration taking furlough days, pay cuts	Implemented		
	Eliminate Elementary Fire Prevention program- cut from budget	Implemented		
	Two vacant positions - one possibly will be filled (33 on floor)	Implemented		
	All outside training curtailed	Implemented		
	Cut spending for supplies to minimum needed for emergency response operations.	Implemented		
Algona, WA	Merger of Algona, Auburn, and Pacific into Valley Regional Fire Authority	Implemented	?/?/2007	
Auburn, WA	Merger of Algona, Auburn, and Pacific into Valley Regional Fire Authority	Implemented	?/?/2007	Mukilteo Beacon
Bellevue, WA	Brownouts of downtown Aid Car on weekends (1 of 7)	Implemented		
	Brownouts of other units. Bellevue Aid cars supplement engine staffing on fire calls due to 3 man staffing of engines.	Proposed		
	Eliminate cross staffing of Engine by Aid Car	Proposed		
Bremerton, WA	Close 1 station (of 3)	Proposed	1/6/2011	
	Reduce 2011 FD budget $400,000	Proposed	11/19/2010	Patriot
	May merge with Central Kitsap FD and South Kitsap FD	Proposed	10/1/2010	Kitsap Sun
	Contract concession - forgo 3.4% raise	Implemented	1/5/2011	
	Not fill 1 vacant training lieutenant position	Implemented		
Brier, WA	Regional fire department could be formed in south Snohomish County. Mayors and city councils of Brier, Edmonds, Lynnwood, Mill Creek, Mountlake Terrace, Mukilteo and Woodway will meet to discuss the possibility of forming a Regional Fire Authority.	Proposed	1/31/2011	Lynnwood Today

Camas, WA	Merge with Washougal	Proposed	8/17/2010	Columbian
	Eliminate 2 firefighter positions	Pending		
Central Kitsap, WA	May merge with Bremerton FD and South Kitsap FD	Proposed	12/21/2010	Kitsap Sun
Central Valley Ambulance Authority, WA	Layoff 13 EMTs	Proposed	12/6/2011	Skagit Valley Herald
	Eliminate 1 Ambulance of 5			
Chehalis, WA	13 hour unpaid furlough	Proposed	9/30/2009	
	Eliminate outside training	Proposed	9/2/2009	
	Postpone apparatus replacement	Proposed		
	8 unpaid hours per week	Proposed		
	Furlough of 8 hours per month	Implemented	5/1/2009	Chronicle
	Reduce minimum shift staffing from 3 to 2	Implemented	5/1/2009	
	Layoff 2 firefighter positions	Proposed		
Clark County Dist 5, WA	Merge with Vancouver	Proposed	11/15/2010	Columbian
Clearview FD 7, WA	Eliminate EMS	Implemented		
	Rotating brownouts (7 stations)	Implemented		
Cowlitz FD#2, WA	5% pay cut and health benefit reduction in lieu of layoffs	Implemented		TDN .com
Eastside, WA	Agency policy is to run one of its stations with 2 full-time firefighters compared to the typical three if one employee calls in sick. If the agency is understaffed by two positions, it will close a station and send the extra employee to a neighboring station.	Implemented	12/30/2012	
	Reduce staffing at stations in Issaquah, Sammamish and other communities from 3 to 2	Proposed	11/6/2010	
	Rotating brownout 1 station	Proposed		
	Renegotiated union contracts, change work rules, freeze or reduce wages, alter health care plans, tap reserve funds and adjust equipment-replacement plans to prevent service cuts.	Implemented		
Eatonville, WA	3% pay cut	Implemented	1/13/2012	KSEE 24 News
	Eliminate Fire Chief	Implemented		
Edmonds, WA	Regional fire department could be formed in south Snohomish County. Mayors and city councils of Brier, Edmonds, Lynnwood, Mill Creek, Mountlake Terrace, Mukilteo and Woodway will meet to discuss the possibility of forming a Regional Fire Authority.	Proposed	1/31/2011	Lynnwood Today
	Contract fire and EMS services to Fire District 1, in which its firefighters and paramedics are still at their stations but are now District 1 employees.	Implemented	12/29/2010	Mukilteo Beacon
Everett, WA	Brownout of 1 Engine (of 6)	Implemented	10/15/2010	

	Brownout 2 Aid Cars (of 3)	Implemented	10/15/2010	
Gig Harbor, WA	Layoff 1 fire inspector	Implemented		News Tribune
Hanford, WA	Reduce staffing from 27 to 25	Implemented	7/1/2009	
Kent, WA	Formed a fire authority with King County Fire District #37.	Implemented	1/31/2011	Lynnwood Today
	Form regional fire authority with independent funding	Implemented	12/29/2010	Reporter
	A fire district could also be formed, where the city could be annexed into nearby Fire District 5. Currently, the city answers all of Fire District 5's calls under a contract for service.			Mukilteo Beacon
Kirkland, WA	Brownout 1 Station (of 5)	Proposed		Reporter
Lacey 3, WA	$2.4 million federal SAFER grant provided the funds needed to hire 12 firefighters to help re-staff station	Implemented	7/26/2013	The Olympian
	Close one station (1 of 6)	Implemented	04/2012	
	Eliminate 3 firefighter, 3 administrative positions	Implemented	1/5/2009	
	Lay off 3 firefighters	Implemented		
	Reduce shift staffing to 13	Implemented		
	Close 1 Station (of 7)	Implemented	13/31/2008	Olympian
Lakewood, WA	Lakewood & University Place merged 03/01/2011	Implemented	3/1/2011	
Lynwood, WA	Regional fire department could be formed in south Snohomish County. Mayors and city councils of Brier, Edmonds, Lynnwood, Mill Creek, Mountlake Terrace, Mukilteo and Woodway will meet to discuss the possibility of forming a Regional Fire Authority.	Proposed	1/31/2011	Lynnwood Today
	Cities of Mukilteo and Lynnwood are discussing an interlocal agreement (ILA) in which the two would establish joint fire and EMS services.	Proposed	12/29/2010	Mukilteo Beacon
Mill Creek, WA	Regional fire department could be formed in south Snohomish County. Mayors and city councils of Brier, Edmonds, Lynnwood, Mill Creek, Mountlake Terrace, Mukilteo and Woodway will meet to discuss the possibility of forming a Regional Fire Authority.	Proposed	1/31/2011	Lynnwood Today
Mountlake Terrace, WA	Regional fire department could be formed in south Snohomish County. Mayors and city councils of Brier, Edmonds, Lynnwood, Mill Creek, Mountlake Terrace, Mukilteo and Woodway will meet to discuss the possibility of forming a Regional Fire Authority.	Proposed	1/31/2011	Lynnwood Today
Mukilteo, WA	Cities of Mukilteo and Lynnwood are discussing an interlocal agreement (ILA) in which the two would establish joint fire and EMS services.	Proposed	12/29/2010	Mukilteo Beacon
	Regional fire department could be formed in south Snohomish County. Mayors and city councils of Brier, Edmonds, Lynnwood, Mill Creek, Mountlake Terrace, Mukilteo and Woodway will meet to discuss the possibility of forming a Regional Fire Authority.	Proposed	1/31/2011	Lynnwood Today
North Kitsap, WA	Consolidating with Poulsbo	Proposed	11/?/2010	Pacific Northwest

North Whidbey 2, WA	Close 4 volunteer stations (of 9)	Proposed		
Pacific, WA	Merger of Algona, Auburn, and Pacific into Valley Regional Fire Authority	Implemented	?/?/2007	
Poulsbo/ Kitsap County Fire District 18, WA	Reduce minimum shift staffing from 9 to 8	Implemented		Pacific Northwest
	Staff 3rd station only when staffing is at 9 or more	Implemented		
	Not fill vacant Deputy Chief position	Implemented		
	No overtime unless staffing is below 7	Implemented		
	Consolidate with North Kitsap	Proposed	11/?/2010	
Redmond, WA	Close 1 Station of 7	Implemented		
Sammamish, WA	Outsource FD services to local Fire District	Implemented	8/5/2010	
Seattle, WA	$72 million budget shortfall, resulting in the elimination of 310 positions	Proposed	9/20/2010	
	Reduce Battalions from 7 to 6	Proposed		Seattle PI
	Lower cost-of-living adjustments (COLAs) over the next three years	Implemented		
	Close 1 Battalion Chief (of 6)	Implemented		
	Eliminate Assistant Fire Marshal, New Construction Lieutenant, and Haz Mat Inspector positions	Implemented		
	Reduce FD budget $4.7 million	Proposed		
	Brownouts and station closures	Proposed		
	Reduce engine staffing from 4 to 3 (rescinded following fire fatalities)	Rescinded	6/15/2010	KIRO 7 KING 5
	In 2005, the city and the firefighters union, agreed after months of debate to have four-person engine crews if firefighters worked two additional shifts per year.		6/14/2010	Seattle PI
	If there was a catastrophe, they could temporarily reduce those levels below four, "In this case, they sent us a letter to view the financial downturn as a catastrophe."			Post Tribune
Snohomish County, WA	Regional fire department could be formed in south Snohomish County. Mayors and city councils of Brier, Edmonds, Lynnwood, Mill Creek, Mountlake Terrace, Mukilteo and Woodway will meet to discuss the possibility of forming a Regional Fire Authority.	Proposed	1/31/2011	Lynnwood Today
Soap Lake, WA	Officials are again talking about contracting fire and EMS services.	Pending	11/25/2013	Columbia Basin Herald
	Contracting with Grant County Fire District 7	Rejected		
South King, WA	Reducing staff by attrition	Proposed	1/1/2011	
	Will consider layoffs, early retirement incentives and shrinking its footprint as solutions to cut spending and preserve tax revenue.	Proposed	11/15/2010	Federal Way Mirror
	• Cut overtime in half;	Proposed		

	• Close 1 aid car (of 4) — a vehicle that carries EMTs — and making another part time;	Proposed		
	• Leave four positions vacant;	Proposed		
	• Freezing administrative salaries at 2010 levels;	Proposed		
	• Reducing public education programs;	Proposed		
	• Continuing a hiring freeze;	Proposed		
	• Cutting all capital expenditures — money used to build buildings — except paying debt;	Proposed		
	• Cutting non-mandatory expenses related to Community Emergency Response Team training.	Proposed		
	The number of union workers is down to around 128 due to retirements. One or two firefighters may retire in the upcoming year.			
	Freeze all internal positions	Proposed	8/30/2010	Highline Times
South Kitsap, WA	May merge with Bremerton FD and Central Kitsap FD	Rejected	6/11/2011	Kitsap Sun
S Whidbey Island, WA	Eliminate 7 paid call firefighters	Proposed		
Spokane, WA	Established on a trial basis 3 one-person units using SUVs to respond part-time to 911 calls for problems likely to be non-life-threatening.	Implemented	8/6/2013	Spokesman Review
	Reduce Engine from 4 to 3 to allow paramedics to be scheduled on 2 additional units effective 8/1/2011	Implemented	7/12/2011	Spokesman Review
	Unions to give up their 2011 cost-of-living raises and to agree to pick up any increased costs of employee medical benefits above 4 percent a year. She has said those departments with unions that make concessions would face 3 percent cuts instead of 9 percent, thus preventing layoffs.		11/19/2010	Spokesman Review
	Not fil 15 vacant firefighter positions			
	Union's concession last year involved pushing forward on a cheaper medical plan that it already had agreed to pursue in an earlier contract, and the creation of incentives to entice higher-paid firefighters to retire. Officials say the program has lowered the city's costs, though in some cases it has caused unexpected boosts in overtime.			
	13 firefighters who got layoff notices would remain employed, and of the 15 vacant firefighting jobs, only seven would be eliminated.		10/1/2010	
	Close 1 Engine (of 14)	Rescinded	1/1/2005	News Tribune
	Convert 1 Engine and 1 Ladder into single unit Quint	Implemented	1/1/2005	
Stevens County FPD 1, WA	No overtime for coverage	Implemented		
	Not filling vacant positions	Implemented		
	Raise taxes	Proposed	08//2009	
	Close 3 stations (of 8)	Proposed		
Tacoma, WA	Close 1 Station of 16	Implemented	1/31/2013	
	Close 2 Engines of 16 and replace with EMS medic units	Implemented	1/8/2013	KING5 .com
	Close 2 Engines of 16 and replace with EMS squad units	Implemented	1/8/2013	
	Eliminate 42 firefighter and 2 staff positions	Implemented	12/7/2011	News Tribune

	Cut $4.5 million from $48.7 million budget	Implemented		
	Eliminate Fireboat staffing	Implemented		
	Brownout Fireboat	Implemented		
	Layoff 47 firefighters (of)	Proposed	11/18/2011	KOMO
	Close 4 stations (of 16)	Proposed		
Tukwilla, WA	Reduce Ladder staffing from 4 to 3	Implemented		
Union Gap, WA	Union Gap is expected to start negotiations with Yakima to contract with the city for fire services.	Pending	11/23/2013	Herald Republic
	Union Gap terminated fire Chief Chris Jensen on Nov. 1 as part of its departmental restructuring and combined the fire and police under one department managed by acting Public Safety Director Greg Cobb.	Implemented		
University Place, WA	Lakewood & University Place WA merged 03/01/2011	Implemented	3/1/2011	
Vancouver, WA	Instead of dispatching a three or-four person crew in a fire engine to a 911 call about someone complaining of back pain, the Vancouver Fire Department may test next year how well it works to send a firefighter-paramedic and a firefighter in a SUV.	Pending	12/13/2012	The Columbian
	Reopen closed station	Implemented	11/7/2011	Columbian
	The closure of Fire Station 6 created a "doughnut hole" in coverage in the center of the city, and boundaries were shuffled so other stations would cover the area. But in January, response times in the area had increased by an average of 3 minutes and 48 seconds to a total of 9 minutes.	Proposed	3/26/2011	KGW NWCN
	SAFER Grant ($2.3 million) to hire 13 firefighters and reopen 1 station for 2 years	Proposed	3/25/2011	Oregonian
	Response times to emergency calls around Station 6, went up in January, the first month the station was shuttered. Compared with January of last year, average response times have gone up by 3 minutes and 48 seconds — from 5 minutes and 12 seconds to 9 minutes.		2/8/2011	Columbian
	Close 1 station (of) eff 01/01/2011 #6	Implemented	12/31/2010	
	Close 1 Ladder (of 2)	Implemented	12/31/2010	Columbian
	Merge with Clark County Fire District 5	Proposed	11/15/2010	Columbian
	Eliminate 10 positions by attrition	Implemented		
	Not fill 5 vacant positions	Implemented		
	Reduce FD budget $1.8 million	Proposed		Seattle Times
	Reduce fire prevention staff 46%	Implemented		
	Reduce administration and suport staff 30%	Implemented		
	Close 1 station (of 10) by 1/01/2011 but may reopen 7/1/2011 with SAFER grant	Implemented	7/15/2010	FOX 12
	Layoff 15 firefighters (of 147)	Proposed		
	Fire District 5 funding 5 firefighter positions	Implemented		
	Combine Districts 5 & 6 into regional fire authority	Proposed	5/1/2010	
	Close 1 Medical Response unit	Implemented	2/24/2010	
	Concession of 4% COLA	Implemented		
	Close 1 Rescue unit to staff new Engine 10	Implemented	1/1/2010	Columbian

Walla Walla, WA	City council questions use of new $850,000 ladder truck for medical responses. Fire Chief calls it training.	Pending	8/18/2013	Union Bulletin
Washougal, WA	Merge with Camas	Proposed	8/17/2010	Columbian
Wenatchee, WA	Layoff 8 firefighters of 28	Proposed	5/18/2012	Wenatchee World
	Discontinue EMS responses and contract out	Pending		
Woodinville King County District 36, WA	FD lost $1.5 million revenue by annexation of territory by Kirkland	Implemented		
	6 firefighters transferred to Kirkland	Implemented		
	Layoff 6 firefighters (of)	Proposed	5/16/2011	Patch
	Close 1 station (of) 34	Proposed		
Woodway, WA	Regional fire department could be formed in south Snohomish County. Mayors and city councils of Brier, Edmonds, Lynnwood, Mill Creek, Mountlake Terrace, Mukilteo and Woodway will meet to discuss the possibility of forming a Regional Fire Authority.	Proposed	1/31/2011	Lynnwood Today
	-			
Yakima, WA	Provide fire services to Union Gap by contract	Proposed		
	Eliminate Battalion Chief positions	Proposed	6/19/2013	
	Agreement to take a 3 percent pay cut to help balance the city's 2011 budget and preserve jobs. Not exactly. Questioned about the claim more closely this week, Assistant City Manager Dave Zabell conceded that what the firefighters agreed to was really more like a reduction in benefits than a cut in pay:			Herald Republic
Big Wheeling Creek, WV	Closed by State Fire Marshal for lack of workmens compensation insurance	Implemented		
Bradley Prosperity, WV	Close 1 Station of 3	Proposed	1/21/2012	Register Herald
Charleston, WV	Cross-train police officers to fight fires.	Proposed	2/17/2012	Daily Mail
	Brownout 1 station of 8	Proposed	1/20/2012	WSAZ
	In addition, council members slashed 15 positions within the Fire Department, cutting the staff to 171. The department now has 186 slots, of which 10 are vacant and three are on long-term leave, so two jobs will have to be cut through attrition.	Proposed	12/16/2011	Gazette
	Eliminate Kelly days	Proposed	12/5/2011	WSAZ
	Require firefighters to work more than 212 hours in a 28-day period to qualify for overtime. Currently, firefighters are paid overtime simply when they work an unscheduled shift, regardless if the hours worked exceed those requirements.	Proposed	12/5/2011	
	Consolidate Stations 2 and 7 in new location	Proposed	12/5/2011	
	Consolidate Stations 3 and 5 in new location	Proposed	12/5/2011	
	Layoff 3 firefighter and eliminate 12 attrition vacancies (of 186)		12/5/2011	
	Reduce minimum station staffing from 3 to 2		12/5/2011	

	Brownout 1 Ladder (of 2)		12/5/2011	
	Reduce FD staff from 186 to 171		12/5/2011	
	Separate EMS from FD to reduce overtime	Proposed	11/7/2011	
	Reduce sick leave from 15 to 10 hours per month	Impemented	11/7/2011	Daily Mail
	Cede 1 Station (of 9) to South Charleston FD	Implemented	8/15/2011	
	Fire department study: Close two stations, add 5th Ambulance	Proposed	7/19/2011	Charleston Gazette
	Close 1 Ladder (of 3)	Implemented	2002?	
Fairmount, WV	Close 1 Station (of 4)	Proposed		Times West Virginian
Fishing Creek, WV	Lack of members forces closure	Implemented	7/1/2011	WTOV 9
Huntington, WV	Reduce FD budget $250,000	Pending	11/28/2011	WSAZ
	Contract concession - reduce uniform allowance 50%	Pending	11/28/2011	
	Defer all fire investigations to State Fire Marshal	Pending	11/28/2011	
	Not fill 10 vacant positions (of 107)	Implemented	3/13/2010	Herald Dispatch
Parkersburg, WV	Close 1 Station (of 6)	Proposed	1/12/2010	WTAP
	Reduce nightime staffing at 1 station	Proposed		
Wheeling, WV	Close 1 Station (of 7)	Proposed	2/18/2010	
	Eliminate 3 vacant firefighter positions	Implemented		
	Eliminate 3 positions	Implemented		
Weston, WV	SAFER Grant ($280,395) for 24 hour staffing	Pending	2/24/2011	WDTV
	Layoff 2 firefighter positions (of 4)	Implemented		Charleston Daily Mail
	Layoff 1 firefighter leaving only career Fire Chief	Implemented	7/1/2010	
Wisconsin	Wis. Law Stifles Police and Fire Cuts	Implemented	11/22/2009	Milwaukee Journal Sentinel
	TOM KERTSCHER, Staff			
	Local governments seeking to cut spending next year could be stifled by a new state law that gives special protection to emergency services such as police and fire.			
	The little-publicized part of the state budget, signed into law in June, is praised as a way to promote public safety and criticized for crimping the autonomy of municipalities and counties.			
	Under the new law, dubbed "maintenance of effort for emergency services," municipalities and counties risk reductions in shared revenue from the state if they cut spending for emergency services below 2009 levels.			
	What residents of West Allis see as far as police presence, they'd have to look long and hard to see a change in the level of service, he said.			

	On the Web To see questions and answers on the state's "maintenance of effort for emergency services" law, go to the FAQs section of www.dor.state.wi.us and choose Maintenance of Effort for Emergency Services. For an article critical of maintenance of effort for emergency services, see www.lwm-info.org.			
Green Bay, WI	Close 1 Engine of 8	Implemented	8/20/2012	Fox 11 News
	Close 1 Station of 8	Implemented	8/20/2012	
	Reduce minimum shift staffing from 42 to 38	Implemented		WTAQ
Green Bay, WI	FY08/09 Reduce Fire Department budget by $1.4 million	Implemented		
	Not fill 15 vacant firefighter, one Battalion Chief positions	Implemented		
	Reduce shift staffing from 47 to 43	Implemented		
	Close one Ladder Company (1 of 3)	Implemented		
	No overtime coverage for one suppression Battalion Chief (1 of 2)	Implemented		
	Reduce fire inspection frequency to cut costs	Implemented	11/17/2010	
	Hire 8 firefighters (to 185)	Implemented		
Greenfield, WI	Consolidate with Franklin, Greendale and Hales Corners	Proposed	5/17/2011	
La Crosse, WI	Hiring 5 new firefighters to reurn to authorized staffing	Pending	8/29/2012	La Crosse Tribune
	Reduce minimum shift staffing from 25 to 21	Rescinded	5/6/2011	Tribune
	No overtime for minimum shift staffing	Postponed		
	Authorization to hire 9 firefighters	Pending	5/13/2011	
	Brownout 1 Ladder andd 2 EMS	Rescinded	5/22/2011	
Lannon, WI	The villages of Lannon and Menomonee Falls could reach an agreement to consolidate fire departments by the end of summer.	Pending	3/19/2013	Sussex Sun
	Construct combined station	Pending		
Madison, WI	Consolidate 2 Engines (of 10) and 2 (of 4) Ladders into single quints	Implemented	?/?/2003	
Menomonee Falls, WI	The villages of Lannon and Menomonee Falls could reach an agreement to consolidate fire departments by the end of summer.	Pending	3/19/2013	Sussex Sun
	Construct combined station			
Milwaukee, WI	Close 3 Engines of 32	Implemented	10/19/2013	Journal Sentinal
	Close 1 Ladder of 14	Implemented	10/19/2013	
	Eliminate 48 firefighter positions	Implemented	10/19/2013	
	Layoff 12 firefighters (of)	Proposed	9/27/2011	
	Rotating brownout 3 companies to reassign 24 staff	Proposed	9/27/2011	
	Close 1 company to create 2 additional EMS uints	Proposed	9/27/2011	
	Contract out EMS	Proposed	4/29/2011	WISN
	Increase assistant chiefs from 1 to 3 and decrease deputy chiefs from 7 to 3	Proposed	10/12/2010	
	Eliminate 1 battalion chief and 1 public information officer position	Proposed		

	Brownout 2 companies	Proposed		
	Rotating brownout 2 companies daily (from 3)	Implemented	2/3/2010	
	Close 1 Ladder (of 16)	Implemented	12/27/2009	Journal Sentinel
	Close 2 (of 36) stations	Proposed		
	Reduce minimum staffing on remaining Ladders from 5 to 4	Proposed		WISN
	Brownout 3 companies per day (effective 12/27/2009)	Implemented	12/8/2009	Fox 6 WITI
	Contract concession - two year wage freeze	Proposed	10/12/2009	
	Contract concession - eliminate step increases	Proposed		Housewatch
	Reduce ladder staffing from 5 to 4	Proposed		
	Close 1 Engine (of 36)	Proposed		
	Close 1 Ladder (of 16)	Proposed		
	Reduce overtime staffing	Proposed		
	Close 1 Engine (of 37)	Implemented	12/27/2008	
	Reduce staffing on certain Ladders from 5 to 4	Implemented	12/27/2008	
Sheboygan, WI	City requesting Fire Chief to develop long range plan with fewer firefighters and fewer stations	Proposed	7/6/2011	Press
	Sheboygan Lowers Ambulances on Duty to Two	Implemented	6/10/2010	
	Close 1 ambulance (of 3) 05/03/2010	Proposed	4/4/2010	
	Close Station 5 from 04/19 to 08/31/2010	Implemented	3/19/2010	
	Close Station 4 from 09/01 to 12/31/2010	Proposed		
	Close Station 1 from 01/01/2011 to 04/30/2011	Proposed		
	Close 1 Station (of 5)	Proposed	2/4/2010	Press
	Not fill 6 vacant positions	Proposed	1/15/2010	
	Take over EMS ambulance service from private provider (referendum failed)	Rescinded		
CANADA				
Rocky View County, AB	Brownout stations due to staffing shortages	Implemented	8/20/2013	Calgary Herald
	Lay off 12 firefighters of 24	Implemented		
	Reduce shift staffing from 5 to 4	Implemented		
Corner Brook, NF	Lay off 4 firefighters after pay raise	Implemented	2/15/2012	CBC News
Halifax, NS	Considering shutting five rural fire stations	Proposed	3/20/2013	CBC News
Elliot Lake, ON	Eliminate career firefighters (9)	Proposed		
Flesherton, ON	Consolidation of departments (2 to 1)	Proposed	6/30/2009	
	Eliminate Fire Chief position	Proposed		

Southwold Township, ON	Defer new apparatus purchase	Proposed		
Toronto, ON	Close 1 station of 87	Proposed	12/7/2012	Globe & Mail
	Close 5 Engines	Proposed	12/7/2012	
	Close 3 Ladders	Proposed	12/7/2012	
	Not fill 104 vacancies	Implemented	12/7/2012	
	Brownout 6 companies daily	Implemented	12/7/2012	
	Possible merger with EMS	Proposed	8/24/2012	Toronto Star
	Defer hiring two recruiting classes (typically about 40 recruits each) and increase the number of vacant positions in the FD from 64 to 132 as a way to save money.	Implemented	8/24/2012	
	Reduce FD budget 10%	Proposed		
	Layoff 400 firefighters (of)	Proposed		
	Close 20 companies (of)	Proposed		
Wasaga Beach, FL	Fire department told not to request more staff until 2015		12/27/2011	The Sun
London, UK	In an effort to cut costs, the London Fire Brigade recently permanently closed 10 Fire Stations, including several of the Brigade's busiest in the heart of London, and laid off over 550 firefighters. As a result, 14 companies, or units, have been disbanded. The Brigade's total station number has dropped from 112 to 102. (10E, 2R, 2L) 550 firefighters)			
IAFF	The International Association of Firefighters union said Monday it would resume making federal campaign contributions after seeing lawmakers commit new resources to public safety and speak out more forcefully against anti-union measures in Ohio, Wisconsin and other states.	Implemented	12/19/2011	AP
Pierce Manufacturing	Laid off 56 full-time and 51 contract employees at Appleton facility	Implemented	5/13/2011	Post Crescent
Contractor Private FDs	Contractor fire/ems services for military bases switching from US employees to foreign nationals	Pending		


FIRE STATION
CLOSED
FOR EMERGENCY: CALL 911
NON EMERGENCY CALL 707-648-4526


FIRE HOUSE
CLOSED
DIAL 911



Our Mission

What is happening?

As a result of the budgetary crisis that is following the financial Crash of 2008, municipalities are reducing expenditures. Budget administrators are deciding how much and what kind of fire protection their municipalities can financially afford. Many are determining that they cannot afford what they presently have.

WE, at FireFighterCloseCalls.com ***know*** that a PROPERLY FUNDED AND STAFFED FIRE DEPARTMENT is like an INSURANCE POLICY....YOU ONLY WORRY ABOUT IT WHEN YOU NEED IT....and to find out you are "not covered" can be devastating.....

While it is EASY for elected officials, Mayors and City Manager-Types to cut fire service funding, so often their short sighted-ness leads to disaster...for the taxpayers AND for the FIREFIGHTERS expected to operate "as usual" ....but WITHOUT the required resources. IS IS PREDICATBLE that a fire department with less funding, staffing and related resources WILL NOT arrive quicker, the fire WILL spread faster and FIREFIGHTERS abilities to effectively slow or stop the fire...and perform the needed SEARCHES and RESCUES will be measurably and negatively IMPACTED. After all, a TAXPAYER may only need THEIR FD ONCE....just like filing an INSURANCE CLAIM. So what will happen when they dial 9-1-1? Just like fling that severely cut insurance claim, they will sadly find out that they DO NOT have the coverage that they now IMMEDIATELY NEED.

If it is PREDICTABLE....It is PREVENTABLE.

READERS: Please also take time to GOOGLE the specific FD listed so you can personally contact-or track-what the latest is in relation to the specific FD's cuts and reductions.

What are we doing?

FFCC, from your input, is recording the staffing and resource reductions caused by these monetary decisions.

Why?

To share news of how the financial decisions are affecting the fire service nation wide. Impacts include contractual, operational, staffing, deployment, and compensation issues.

FFCC is documenting the reductions so that "before and after" comparisons can be made. Seldom has any city ever analyzed the consequences of downsizing long term in an objective manner. Staffing studies show up every ten years or so, but we never see a post downsizing study comparison. Sometimes we might see a response time review but never any life or property loss analysis. Companies get closed, staffing gets cut, and the city just accepts a different (lower) level of service. Public memory is much too short. Why can we talk about the potential effects of cuts before, but never document them after?

The "crisis" actually started in FY 07/08. The cuts that we are seeing now are adjustments for FY 08/09, and there are hundreds of them. The real cuts will come during FY 09/10 as cities see four quarters of diminished incomes.

What can we do to avoid the cuts?

Document, document, document. Record the statistics for at least the last 12 months prior to any cuts so that comparisons can be made of the effects next year and later. Vital statistics such as response times, losses, ISO ratings, injuries, retirement rates. You can't prove what the effect of any cut was unless you define what the service level was before. You will not be able to ever restore what was cut without proving the consequences of the cut.

Why tell the world on Firefighter Close Calls?

What happens to one department, can and will happen to other departments, sooner or later. By submitting your department's cuts, we can watch, record and learn, so that we can educate the budgetary people sooner, with documented facts. Tell us what is happening in your area and update any changes. Staffing@firefighterclosecalls.com