

WAKE COUNTY FIRE COMMISSION
Work Session
Wednesday, November 5, 2008
DRAFT Minutes

(Audio Replays of the meeting are available upon request)

A work session of the Wake County Fire Commission was held on Wednesday, November 5, 2008, 1:00 PM, in the Wake County EMS Training Facility, Cary Drive, Raleigh, North Carolina.

CALL WORK SESSION TO ORDER

Chair Ann Suggs called the meeting to order.

The following members were present: Chief Tom Vaughan, Chief Tony Mauldin, Mr. Billy Myrick, Mr. Lucius Jones, Mr. Bryan Lane, Mr. Robert Stagg, Ms. Barbara Poole, Chief Rodney Privette, and Chief Mark Haraway.

Members absent were: Chief Mike Cooper, Chief Scott McCollum, Chief Cecil Parker, Senator Vernon Malone, Chief Chris Wilson, and Commissioner Paul Coble.

REPORT FROM FY 09 BUDGET AD HOC COMMITTEE

Chief Mark Haraway provided a report from the FY 09 Budget Ad Hoc Committee. The Ad Hoc Committee was appointed by the Chair to continue discussions with the County Manager on several issues:

- Use of FY 09 fire tax funds for increased retirement funding
- Replacement of 2.5% collection fee with direct fee allocations
- Determination of number of new positions that can be added

A copy of the Ad Hoc Committee's recommendation summary is attached.

The committee recommended implementing a countywide retirement plan that is comparable to other Wake County employees. The committee also recommended a two-year transition to the direct fee allocations for functional support.

During the discussions on the FY 09 budget, the County Manager directed the Committee to develop a fire tax model that was sustainable for five years without a tax increase. Jason Horton presented the Committee's recommended five-year sustainable model.

Fire Commission members expressed concern over the direct fee allocations for functional support. Many of the issues discussed were identified as being contract issues, and the current contract needs to be revised.

The Ad Hoc Committee addressed many questions from Fire Commission members. The Committee report will be presented at the next Fire Commission meeting for consideration.

REPORT FROM COMPENSATION COMMITTEE

Captain David Price informed the Fire Commission that the Compensation Committee needs assistance with compliance with the adopted compensation plan and guidelines. The Compensation Committee has identified several cases that are not in compliance with guidelines in the compensation plan.

The committee reported that there is currently no effective method to achieve compliance with compensation guidelines. The compensation plan states that actions inconsistent with the plan will not be funded in a department's operating budget. However, the Committee needs Fire Commission support to achieve compliance.

Fire Commission members asked for copies of the compensation guidelines and for specific issues that are not in compliance.

OTHER BUSINESS

Fire/Rescue Services Director Raymond Echevarria informed Fire Commission members that the Fire Commission's Rules of Procedure state that the Chair is to be elected annually. However, elections have not been held annually and will be held at the next meeting.

ADJOURNMENT

Being no further business, the meeting was adjourned.

Issue	Fire Commission Position	Discussion	Recommendation
Increase retirement funding to 10%	Increase retirement funding for career positions to 10% of annual salary be consistent with other County employees.	Retirement funding for county employees is 9.87%. County employees also contribute 6% of their annual salary to their retirement. Fire tax funding for retirement needs to be accounted for and protected.	Develop a countywide retirement plan that provides increased funding and accountability of fire tax funds. Wake County Human Resources is researching issues and options for retirement funding. Developing and implementing a retirement plan will take approximately 6 -12 months.
Functional support costs - Collection fee or direct allocation	County collect 2.5% of fire tax revenues as a collection fee and does not charge direct fee allocation.	The approved fire tax budget includes approximately \$621,000 for fire training, HAZMAT, and RWCC dispatch costs. These direct fee allocations are higher than the 2.5% collection fee.	Transition to the direct fee allocations. Include 50% of the increase in FY 09 and include full costs in FY 10. Revise fire protection contract to agree with the recommendation.
Sustainable fire tax model - 5 years without tax increase		Before the number of new positions can be determined, need to create a fire tax model that is sustainable for 5-years without a fire tax increase.	Create a five-year model that is sustainable without a fire tax increase to support ongoing expenses.
Number of positions that can be funded	Determine number of positions that can be added to the system.	Number of new positions is determined by the 5-year fire tax model.	Fire tax model assumes 18 new positions. Ad Hoc Committee recommends 12 initial positions.

Sustainable Fire Tax Model - What Does It Include?

	Sustainable Fire Tax Model	Ad Hoc Committee Revisions <i>(changes are in bold italics)</i>
Revenues		
Tax Rate	8.0 cents for all future years	8.0 cents for all future years
Revenue Distribution Ratio	In FY 2008-09, the ratio is 81.0% operating and 19.0% capital. In FY 2009-10, the ratio changes to 82.0% operating and 18.0% capital.	In FY 2008-09, the ratio is 81.0% operating and 19.0% capital. In FY 2009-10, the ratio changes to 82.0% operating and 18.0% capital.
Revenue Growth Assumptions	See model assumptions handout. The FY 2009-10 estimated growth is 1.0% and is supported by active permit data received by the county's Revenue Department. The model assumes a slow recovery and caps at 1.7%.	See model assumptions handout. The FY 2009-10 estimated growth is 1.0% and is supported by active permit data received by the county's Revenue Department. The model assumes a slow recovery and caps at 1.7%.
Operating		
Department Appropriations	<p>The percent growth must be budgeted at a sustainable level in the model. This percentage includes personnel (with merit) and operating costs.</p> <p>The applicable growth percentage will be determined by a number of scenarios including the outcome of the current station closure study. If all four stations remain in operation, department appropriations may not exceed 2.0% for all future years to remain sustainable. If the four stations are closed, current savings estimates are accurate, department appropriations may not exceed 3.5% for all future years to remain sustainable.</p>	<p>The percent growth must be budgeted at a sustainable level in the model. This percentage includes personnel (with merit) and operating costs.</p> <p><i>The Ad Hoc Committee recommends including estimates for two undetermined station closures and maintaining department appropriations at an amount that will not exceed 4.0% each fiscal year.</i></p>
New Staffing	Includes hiring up to 18 firefighters after January 1, 2009 to be assigned at undetermined locations.	<p>Includes hiring up to 12 firefighters after January 1, 2009 to be assigned at undetermined locations.</p> <p><i>The Ad Hoc Committee recommends revisiting staffing in June after a full fiscal year has offered a more clear picture of the current economic situation.</i></p>
Retirement	Includes standardized retirement benefit payments for all eligible participants at 9.87%.	Includes standardized retirement benefit payments for all eligible participants at 9.87%.
System-wide Expenses	The model includes continued operations of Fire Service training, HAZMAT participation, and North Carolina Wildfire Prevention programs in all future years.	The model includes continued operations of Fire Service training, HAZMAT participation, and North Carolina Wildfire Prevention programs in all future years.
Capital Operating Impacts	Includes funding approximately four firefighters at the new Garner #3 Fire Station (southeast Wake County) beginning July 1, 2010.	Includes funding approximately four firefighters at the new Garner #3 Fire Station (southeast Wake County) beginning July 1, 2010.

	Sustainable Fire Tax Model	Ad Hoc Committee Revisions <i>(changes are in bold italics)</i>
Capital		
Apparatus	The model assumes for fire apparatus costs to escalate at 3.5% each fiscal year except in FY 2009-10 when costs increase 13.5%.	The model assumes for fire apparatus costs to escalate at 3.5% each fiscal year except in FY 2009-10 when costs increase 13.5%. The Ad hoc Committee recommends identifying additional reductions and/or delays in the apparatus replacement plan. Specific replacements were not identified and estimated savings are not included in the committee's recommendation.
Equipment	The capital model includes continuation of the following projects: small capital funds for departments, the turnout gear program, and the air bottle program (costs significantly increase beginning FY 2009-10).	The capital model includes continuation of the following projects: small capital funds for departments, the turnout gear program, and the air bottle program (costs significantly increase beginning FY 2009-10).
Facilities	The capital model includes continuation of the following projects: dormitory improvements including stations on the closure study list and those unlikely to receive full-time staffing in the immediate to near future and the Bay Leaf Replacement Station (\$4.785 million).	The capital model includes continuation of the following projects: dormitory improvements including stations on the closure study list and those unlikely to receive full-time staffing in the immediate to near future and a cost reduction, or possible elimination, of the \$4.785 million Bay Leaf Replacement Station.
Other Major Assumptions		
Interest Rates	Rates were revised in late September/early October to reflect more recent market conditions. The planned interest rates for capital debt increased over 1% in some cases.	Rates were revised in late September/early October to reflect more recent market conditions. The planned interest rates for capital debt increased over 1% in some cases.
Municipal Cost Shares	These assumptions are unchanged. See model assumptions for details.	These assumptions are unchanged. See model assumptions for details.

I.5 General Assumptions

Revenue Distribution	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Operating Budget			81.0%	83.0%	83.0%	83.0%	83.0%	83.0%	83.0%	83.0%	85.0%	85.0%
Capital Budget			19.0%	17.0%	17.0%	17.0%	17.0%	17.0%	17.0%	17.0%	17.0%	17.0%
TOTAL (must equal 100%)			100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Revenue Assumptions	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Tax Revenue Growth			2.0%	1.0%	1.5%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%
Interest Earnings			3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%

Operating Assumptions	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Department Appropriations			3.9%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
System-wide Expenses			2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
800 MHz Fire Costs			2.0%	25.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
CAD Fire Costs			5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
NC Forestry - Wildfire Prevention			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Toner & Voice Pager Maint.			---	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
HAZMAT Program			---	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
RWCC Dispatch Service			---	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Fire Service Training			---	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%

Capital Assumptions	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Apparatus			3.5%	13.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Aerials			3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Bush Trucks			3.5%	13.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Engines			3.5%	13.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Rescue/Service Trucks (Small)			3.5%	13.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Rescue/Service Trucks (Medium)			3.5%	13.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Rescue/Service Trucks (Large)			3.5%	13.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Small Vehicles			3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Tankers			3.5%	13.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Equipment												
Air Bottles			3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Defibrillators			2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Thermal Imaging Cameras (TIC)			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Facilities												
Construction Rate			5.0%	5.0%	5.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Land Acquisition Rate			5.0%	5.0%	5.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Story Hill Remediation Rate			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Debt Service Assumptions												
Interest Rates												
Apparatus	4.00%	4.00%	3.62%	4.75%	4.75%	4.75%	4.75%	4.75%	4.75%	4.75%	4.75%	4.75%
Facilities	2.50%	2.50%	5.25%	5.25%	5.25%	5.25%	5.25%	5.25%	5.25%	5.25%	5.25%	5.25%
Amortization (Term in Years)												
Apparatus	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Facilities	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0

I.6 Cost Sharing Assumptions - Municipal and Non-profit Departments

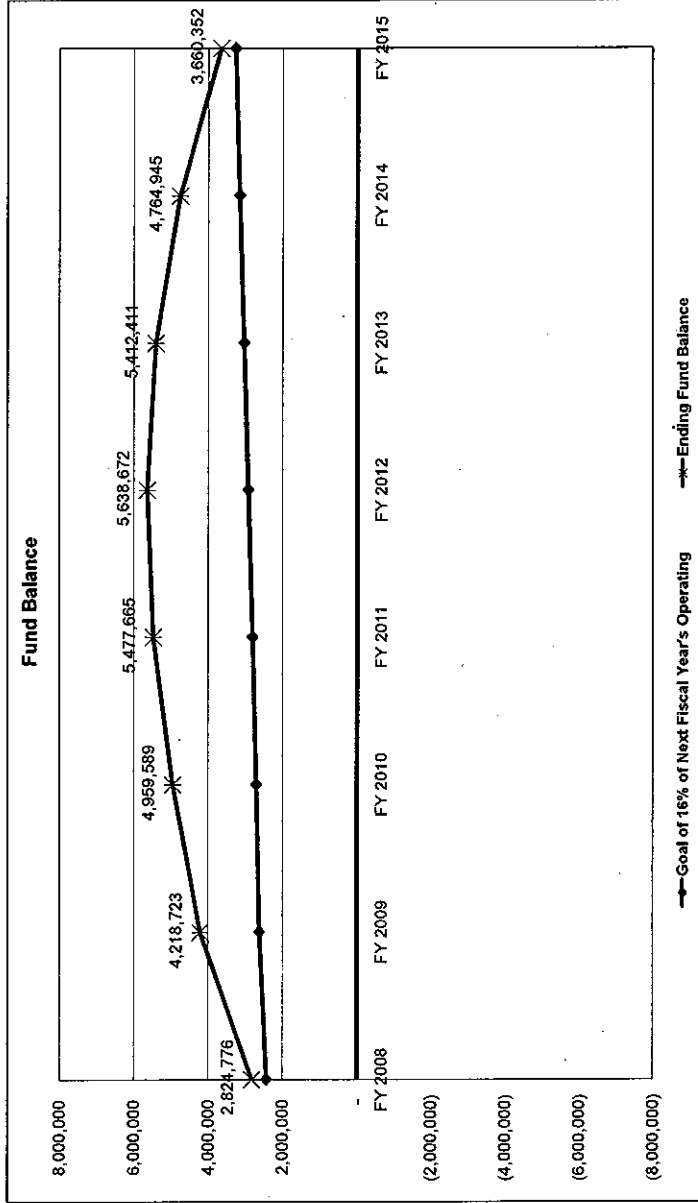
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Cost Share Assumptions												
Municipal Departments												
Apex	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%
Fuquay-Varina	47.0%	47.0%	47.0%	47.0%	47.0%	47.0%	47.0%	47.0%	47.0%	47.0%	47.0%	47.0%
Holly Springs	22.0%	22.0%	22.0%	22.0%	22.0%	22.0%	22.0%	22.0%	22.0%	22.0%	22.0%	22.0%
Morrisville	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%
Zebulon	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%
Not-for-profit Departments												
Garner	45.3%	45.3%	45.3%	45.3%	45.3%	45.3%	45.3%	45.3%	45.3%	45.3%	45.3%	45.3%
Rolesville	82.0%	82.0%	82.0%	82.0%	82.0%	82.0%	82.0%	82.0%	82.0%	82.0%	82.0%	82.0%
Wake Forest	22.0%	22.0%	22.0%	22.0%	22.0%	22.0%	22.0%	22.0%	22.0%	22.0%	22.0%	22.0%

**Summary
Seven (7) Year Operating**

	FY 2007 ACTUAL	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total FY09-FY15
Uses:									
Taxes									
Tax Revenue, (7.5%)	13,573,000	16,431,464	17,005,551	17,260,635	17,554,065	17,852,484	18,155,977	18,464,628	122,724,805
One-time Transfer from Fire Capital Fund									
Subtotal, Taxes	13,573,000	16,431,464	17,005,551	17,260,635	17,554,065	17,852,484	18,155,977	18,464,628	122,724,805
Total Sources	13,573,000	16,431,464	17,005,551	17,260,635	17,554,065	17,852,484	18,155,977	18,464,628	122,724,805
Uses:									
Department Appropriations	12,924,616	14,289,697	14,861,285	14,984,540	15,583,922	16,207,279	16,855,570	17,529,793	110,312,086
System-wide Expenses	520,248	861,715	891,816	923,163	955,812	989,824	1,025,261	1,059,559	6,167,559
Subtotal, Uses	14,809,945	15,723,000	15,876,357	16,507,085	17,163,091	17,845,394	18,555,053	19,244,880	116,479,325
Over / (Under) Total Sources	1,621,519	1,282,552	1,384,278	1,046,980	689,393	310,593	(90,425)	(90,425)	6,244,880
Proposals:									
Staffing Plan									
Salaries and Benefits (except Retirement)	283,920	567,840	590,554	614,176	638,743	664,292	689,864	715,436	4,050,389
Recurring Merit/Benefit Increases	-	22,714	24,567	25,550	26,572	27,635	28,747	29,909	150,659
Retirement, 10%	28,392	56,784	59,055	61,418	63,874	66,429	69,086	71,743	405,039
Subtotal, Staffing Plan	312,312	647,338	673,233	700,160	728,167	757,293	787,585	816,968	4,606,086
Staffing Contingent on Current Closure Study List									
Salaries and Benefits (except Retirement)	-	-	-	-	-	-	-	-	-
Recurring Merit/Benefit Increases	-	-	-	-	-	-	-	-	-
Retirement, 10%	-	-	-	-	-	-	-	-	-
Subtotal, Current Study Closures	-	-	-	-	-	-	-	-	-
Staffing Contingent on Future Closures and Mergers									
Salaries and Benefits (except Retirement)	-	-	-	-	-	-	-	-	-
Recurring Merit/Benefit Increases	-	-	-	-	-	-	-	-	-
Retirement, 10%	-	-	-	-	-	-	-	-	-
Subtotal, Other Expansions	-	-	-	-	-	-	-	-	-
Compensation Plan									
Retirement, 10%	119,000	247,520	257,421	267,718	278,426	289,563	301,146	312,829	1,760,794
Longevity	-	-	-	-	-	-	-	-	-
Group Term Life Insurance	-	-	-	-	-	-	-	-	-
Subtotal, Compensation Plan	119,000	247,520	257,421	267,718	278,426	289,563	301,146	312,829	1,760,794
Capital Operating Impact; Garner Station									
Salaries only	-	-	180,846	180,646	180,646	187,872	195,098	202,613	946,874
Recurring Merit/Benefit Increases	-	-	7,226	7,226	7,226	7,515	7,804	8,093	29,770
Station Operation	-	-	154,000	154,500	155,135	160,309	165,826	171,413	796,370
Subtotal, Garner Station Operating Impacts	-	-	334,846	342,372	342,972	354,233	368,322	382,043	1,773,015
Total Uses & Expansions	12,924,616	15,122,257	16,370,357	16,880,234	17,549,517	18,245,491	18,969,209	19,721,881	124,619,820

**Summary
Fire Tax Fund Balance**

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Beginning Fund Balances	2,824,541	2,824,776	4,218,723	4,959,589	5,477,665	5,638,672	5,412,411	4,764,945
Interest Earnings Assumption (see assumptions)	0.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Interest Earned from Fund Balance	-	84,740	105,652	137,675	166,559	166,745	165,766	152,660
Increase in Fund Balance	235	1,505,207	635,214	380,401	4,448	-	-	-
Decrease in Fund Balance	-	-	-	-	-	(393,006)	(813,232)	(1,257,253)
Ending Fund Balance	2,824,776	4,218,723	4,959,589	5,477,665	5,638,672	5,412,411	4,764,945	3,660,352
Operating Expenditures	14,077,768	15,122,257	16,370,337	16,880,234	17,549,617	18,245,491	18,969,209	19,721,881
Fund Balance - Percent of Next Fiscal Year's Operating	18.7%	25.8%	29.4%	31.2%	30.9%	28.5%	24.2%	17.9%
Goal of 16% of Next Fiscal Year's Operating	2,419,561	2,619,254	2,700,837	2,807,939	2,919,279	3,035,073	3,155,501	3,268,072
Amount above/(below) 16% goal	405,215	1,998,469	2,258,752	2,669,726	2,719,393	2,377,337	1,608,444	392,279



Summary

Fund Balances

	FY 2008 AMENDED	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total FY09-FY15
Taxes									
Tax Revenue, (22.5%)	4,087,000	3,854,294	3,483,065	3,535,311	3,595,411	3,656,533	3,718,694	3,781,912	25,625,219
One-time Transfer from Fire Operating Fund	-	-	-	-	-	-	-	-	-
Pre-existing Dept Debt Service	(553,981)	(508,480)	(459,827)	(428,680)	(372,877)	(342,794)	(342,734)	(233,889)	(2,689,222)
District Debt Service	(745,435)	(934,774)	(1,127,764)	(1,295,295)	(1,398,848)	(1,472,295)	(1,622,497)	(1,867,573)	(9,723,047)
Subtotal, Taxes	2,787,584	2,411,040	1,895,473	1,807,335	1,823,686	1,841,504	1,753,462	1,680,450	13,212,950
Apparatus Sales	-	25,968	45,500	9,085	26,500	30,000	6,500	71,500	215,053
Other*	(1,281,250)	-	-	-	-	-	-	-	-
* This figure includes prior year unanticipated revenue such as interest earned from Operating Funds									
Amount Available for Pay-as-go	1,506,334	2,437,008	1,940,973	1,816,420	1,850,186	1,871,504	1,759,962	1,751,950	
Debt Proceeds	6,705,000	1,595,361	2,093,060	778,138	574,085	1,174,034	2,022,285	4,105,057	12,342,020
Total Sources	8,211,334	4,032,369	4,034,033	2,594,558	2,424,271	3,045,538	3,782,248	5,857,007	12,342,020

Uses:

Apparatus									
Brush Trucks	496,800	-	-	91,802	190,030	-	-	1,264,137	1,545,968
Large Apparatus, Debt	1,920,000	1,595,361	-	778,138	574,085	1,174,034	1,725,471	1,433,724	7,280,812
Large Apparatus, Cash	-	744,749	714,712	594,745	426,299	175,048	481,406	397,354	3,534,313
Radio, Tax and Tags	61,013	30,484	41,285	19,312	10,682	10,678	13,613	26,762	152,816
Small Vehicles	138,759	86,803	260,861	237,908	182,942	142,233	182,179	67,770	1,160,696
Subtotal, Apparatus	2,616,572	2,457,397	1,016,858	1,721,905	1,384,037	1,501,992	2,402,669	3,189,747	13,674,606
Equipment									
800 MHz Radios	-	-	-	624,050	624,050	624,050	-	-	1,872,150
Contingencies and Grant Matches	50,000	-	-	-	-	-	-	-	-
Defibr/TIC Replacement	-	88,679	175,960	96,441	147,239	65,640	-	101,099	675,058
Pager Infrastructure and Replacement	-	377,382	280,895	312,169	-	-	-	-	970,446
Small Capital	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,050,000
Air Bottles	10,000	10,000	87,037	128,888	38,729	191,514	102,950	186,071	745,190
Turnout Gear Program	234,000	234,000	234,000	234,000	234,000	234,000	234,000	234,000	1,638,000
Subtotal, Equipment	444,000	860,061	927,892	1,345,549	1,194,078	1,285,204	486,950	671,170	6,950,844
Facilities									
Heavy Improvements	-	3,072,954	-	-	-	-	-	-	3,072,954
Land Acquisition	-	803,250	-	-	-	-	-	-	803,250
New Stations	-	-	2,093,060	-	-	-	296,815	2,671,333	5,061,208
Replacement Stations	4,785,000	-	200,000	-	-	-	-	-	200,000
Stony Hill Remediation	68,280	68,280	68,280	68,280	68,280	68,280	11,000	45,075	397,475
Subtotal, Facilities	4,853,280	3,944,484	2,361,340	68,280	68,280	68,280	307,815	2,716,408	9,534,887

Information on Compensation Issues

November 5, 2008

- History
 - In early 2003 all private non-profit departments except Wake Forest had signed the Compensation Guidelines agreement.
 - In July 2003 all affected departments received additional funding based on the study with a review at the end of 3 years
- Review of Study
 - In Late 2006 a review of the affected departments was completed and a report made to and accepted by the Fire Commission that some departments were out of compliance
 - A letter was sent to each department's Chief identifying that they were out of compliance and the action that should be taken
 - We still have departments that have not complied with those actions
- Currently
 - We still have departments taking personnel actions that are not in compliance with the adopted Guidelines
 - The Committee has not been able to reach a means for compliance except by action of the Budget Committee withholding funds