



Promising Solutions

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Leicester Town and Village Fire Service

Envisioning the Future of Fire Service



1915-2023

108
Years

Envisioning the Future of Fire Service

The Leicester area (Town & Village) deserves a thriving, modern fire service.

CGR's job is to help you ask & answer:

- What are the present conditions?
- What do you want for the future?
- What do you need for the present & future?
- What is realistic and what can you afford?

Background

- Trends affecting Leicester V & T
 - Village & Town contributions to FDs increasing
 - Both FDs will need some major capital investments in near future
 - Town 2022 Comp Plan calls for exploring consolidation of FDs
- Challenges similar to state and nation Vol. FDs.
 - Costs, training standards, volunteer decline
 - Shift to EMS and All-Hazards as sources of calls

Study Methods

- Met with both fire departments, reviewed:
 - Financials
 - Membership
 - Apparatus
 - Upcoming capital needs (equipment, apparatus, facilities)
- Reviewed 911 calls for service data
 - Calls for service modestly declined from 22-23
 - CVFD higher volume due to EMS response
- Met with Town and Village representatives
- Visioning session
- Projected scenarios + costs over next decade

Study Findings

1. The Status Quo is not sustainable:

- Budget overages
- Need for equipment, apparatus & facility upgrades

2. Improvements will require cooperation and new investments:

- LFD & CVFD can cooperate more on several fronts.
- Old disagreements should be left behind.

3. There are a number of possible configurations:

- Different associated costs.
- The community, FD members & elected leaders must decide which makes the most sense.

4. Preserving volunteerism is top priority

Reduced Apparatus Model

- Leicester area currently covered w/ 5.5 older apparatus. Could be adequately covered w/ 2 newer firefighting apparatus

Combined Apparatus Serving the Area: Current vs. Needed	Current apparatus	Needs replacement in next decade?	Projected community need: Reduced Apparatus
Engines/Pumpers	LFD 2016 Engine/Pumper	No	1 Engine/Pumper (keeping LFD 2016)
	LFD 2006 Engine/Pumper	Yes	
	LFD 2006 Mini-pumper	Yes	
	CVFD 2004 Engine/Pumper	Yes	
Tanker/Pumper	CVFD 1996 Tanker/Pumper	Yes	1 Tanker/Pumper
Rescue Truck	CVFD 2006 Rescue Truck	Maybe	Possibly 1 light truck w/ equipment boxes
First Response Vehicle	EMS First Response Chevy Tahoe	Yes	1 EMS Response Vehicle

Possibilities

Three main questions:

1. What is the right number of depts to have?
 2. What governance structure is best?
 3. How much is the community willing to spend?
- CGR explored different configurations of these factors.
 - Produced eight Options – with/without reduced apparatus.
 - Each Option has different estimated costs.

Governance

- Currently, LFD Village Dept; CVFD is indep. Fire Co.
 - Both rely on local govt/taxpayers/community for funding & membership
- Option of creating a Joint Fire District
 - Moves costs from T& V budgets into new district w/ independent taxing authority.
 - Would likely not change the cost of choices, just oversight structure.
 - Actual governance change could be minor or major:
 - District board could be appointed by T & V or indep. elected.

Note on Cost Estimates

Conservative estimates (grants, etc., could change \$)

Station upgrades

- LFD's station dates to the 1930's & 70's.
 - Lacks space for community functions, modern amenities & safeguards (sprinklers, exhaust capture, etc.)
 - Estimated replacement cost: ~\$2.5M.
- CVFD's station currently adequate w/ routine upgrades

Apparatus upgrades – every 15 years

- Newer apparatus (i.e., “fire trucks”) is the largest anticipated expense outside a new station
 - Prices up w/ inflation
 - Quality new/used apparatus now approx. \$500k-\$1M.
 - We used cost of \$750k in most estimates.

Option 1a – Maintain Status Quo

- Two separate depts w/ current apparatus levels

Option 1a: Status Quo + current apparatus		
Option 1a – Estimated Full Costs (2023 dollars)	Cost Per Year <i>(inclusive of LFD's major capital investments needed)</i>	10-year Cumulative Cost
LFD	\$370,000	\$3.7 M
CVFD	\$290,000	\$2.9 M
Total cost to community	\$660,000	\$6.6 M

Options 2a & 2b – Support Only 1 Dept

- T & V would choose 1 dept to support; other would close.
- Uses Reduced Apparatus Model for both.
 - Note: Unclear if LFD would/could provide EMS.

Option 2a: Only LFD Remains: LFD 1 pumper/engine + 1 pumper/tanker

Option 2a – Estimated Full Costs (2023 dollars)	Cost Per Year (inclusive of LFD's major capital investments needed)	10-year Cumulative Cost
LFD	\$375,000	\$3.8 M
Total cost to community	\$375,000	\$3.8 M

Option 2b: Only CVFD Remains: CVFD projected capital need + 1 engine from LFD

Option 2b – Estimated Full Costs (2023 dollars)	Cost Per Year	10-year Cumulative Cost
CVFD	\$200,000	\$2.0 M
Total cost to community	\$200,000	\$2.0 M

Option 3d – Fully Combined Dept at CVFD

- A single fire department, combining both CVFD & LFD equally under 1 chief.
- In Cuylerville's existing station
- Reduced Apparatus Model

Option 3d: Combined Dept, Combined Co's, CVFD Station + <i>reduced</i> apparatus		
Option 3d – Estimated Full Costs (2023 dollars)	Cost Per Year <i>(inclusive of major capital investments needed)</i>	10-year Cumulative Cost
Total cost to community	\$190,000	\$1.9 M

Full Combination

- Understanding that there is friction/disagreement
 - Full combination would likely preserve highest # of volunteers
- Option may be challenging, but doable w/ right attitude.
 - Recognize valid issues, but must put community's needs ahead of personal egos.
 - With or without JFD structure
- Outline of merger/combination process in report:
 - Town and Village leadership must be clear that the new combined department represents a fresh start, which they will oversee.
 - Trust starts with a unified vision, shared goals, and standard ways of operating.
 - Valid concerns about a merger/combination must be separated from spurious concerns and recognized and addressed.

More details on all parts: see full report

- More details on all options, costs & pros + cons of each is in full report.
- Study information & full report **available to the public:**

www.cgr.org/leicesterfirestudy

Questions



Thank you!

Supplemental info follows

Key Stats

Calls for Service: 1/22 – 10/23	CVFD		LFD	
	2022	2023*	2022	2023*
<i>Call Total</i>	<i>345</i>	<i>247</i>	<i>74</i>	<i>56</i>
EMS Calls	180	162	3	3
Motor Vehicle Collision	41	19	23	21
Building Fire	16	12	9	6

LFD Budget Trend 1

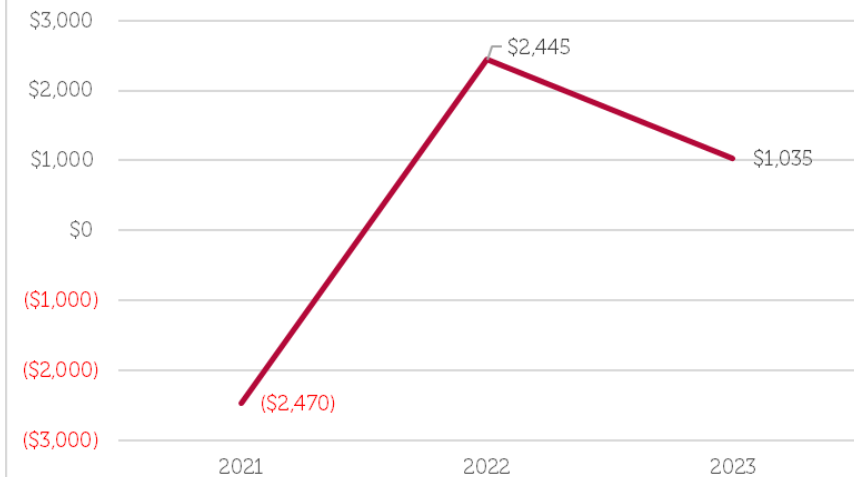
- Expenses are increasing

Total LFD Expenditures	2021 Budget Year	2022 Budget Year	Projected 2023 Budget Year	3-year % change	3-year amount change
Total Expenses	\$36,296	\$49,167	\$56,134	55%	\$19,838

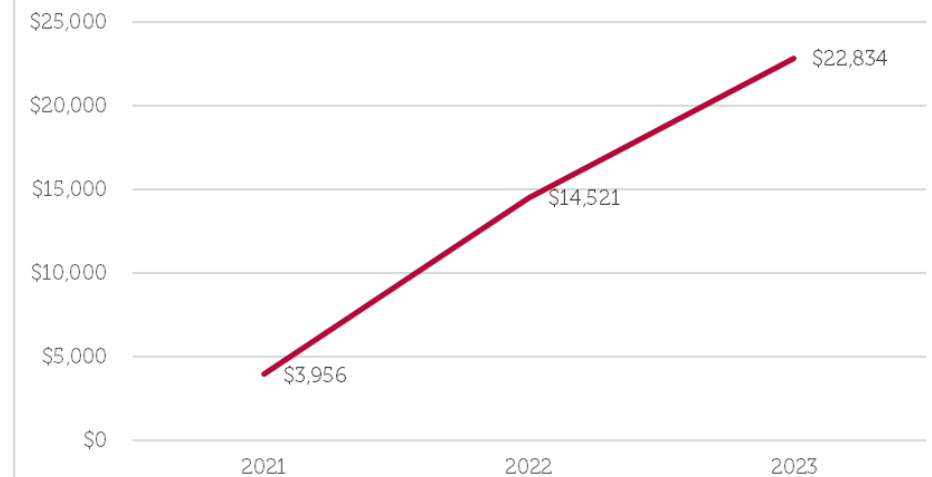
LFD Budget Trend 2

- Increasing expenses require larger amounts from LFC and Village

LFD Funding from LFC General Fund



LFD Funding from Village General Fund



- Approx. \$57k in LFC reserve funds

CVFD Budget Trend 1

- Expenses are increasing

Total CVFD Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	3-year % change	3-year amount change
Total Expenses	\$80,494	\$74,523	\$57,718	\$129,677	\$107,872	87%	\$50,154

CVFD Budget Trend 2

- Increasing expenses are draining reserves

