



Future of the Fire Service in Greece

Evaluating the Existing Conditions in and Considering Options in the Town of Greece

June, 2020

Prepared for:

Barnard Fire District, Lake Shore Fire District, North Greece Fire District and Ridge Road Fire District

Prepared by:

Paul Bishop, MPA, NRP
Project Director



This project is supported by funds from the New York State Local Government Efficiency grant fund.

© CGR Inc. 2020 – All Rights Reserved

Summary

In early 2019, the Center for Governmental Research (CGR) was engaged by the fire services in the Town of Greece to evaluate the potential for an expansion of shared services. Fire service in the Town of Greece, and a portion of the Town of Parma, is divided between four districts: the Barnard Fire District, the Lakeshore Fire District, the North Greece Fire District and the Ridge Road Fire District. The majority of the study information was gathered during May to August 2019 and key pieces related to finances and staffing were updated in January 2020.

There are a number of successes to acknowledge for all the fire departments including close cooperation on serious fire incidents, highly rated fire protection, sufficient staffing to meet routine needs, appropriate, interoperable and current suppression equipment and a cooperative community education program. Other individual accomplishments include Ridge Road being the only accredited fire department and Barnard operating the only paramedic first response agency in the town.

Collectively, the four districts face a number of challenges, including:

- Growing population and increasing proportion of senior citizens with growing service demands in the Town of Greece
- Declining availability of volunteers
- Providing full and responsive coverage to all district areas
- Responding to the growing costs of personnel and capital needs
- District boundaries based on mid to early 20th century conditions

Summary of Key Characteristics

	Barnard	Lake Shore	North Greece	Ridge Road	Total
Minimum Shift Staffing	5	2	11	13	31
Total Career Full Time Firefighting	27	11	45	60	143
Volunteer Interior FF (includes officers)	20	20	5	0	45
Total Volunteer FF	24	40	33	0	97
Engines (including Spare)	2	3	4	4	13
Ladder/Quint	1	0	1	1	3
Rescue/Squads	4	3	2	2	11
ISO Rating	3	4	2	2	

Summary of Key Characteristics

	Barnard	Lake Shore	North Greece	Ridge Road	Total
Calls for Service (4 yr. avg.)	3,590	1,017	3,539	7,389	15,536
Share EMS	77%	67%	62%	68%	69%
2020 Budget Expenses	\$5.44 m	\$ 2.14 m	\$9.96 m	\$13.16 m	\$30.7 m
2020 Tax Rate per 1000	\$6.57	\$3.74	\$3.82	\$6.32	

Options for Change

While remaining with the status quo is an option that CGR evaluates below, this report also identifies a number of additional options, some of which represent an either/or choice and some of which can be used in combination with each other.

Option: One Fire District

The four existing fire districts could be combined into one. If fire service is based on a consistent levy throughout the Town, this would likely involve increases in tax costs for residents of the Lake Shore and North Greece districts, and reductions in cost for residents of the Barnard and Ridge Road districts.

This single fire district could either retain multiple fire departments or combine operations into one department. The pluses and minuses of each type of arrangement are discussed in more detail in the body of the report.

Option: Two Districts – North and South

Another option is for two districts, with Lakeshore and North Greece combined into a northern district and Barnard and Ridge Road combined into a southern district. The suggested combinations are based on geographic proximity and similarity in district tax rates and budgeting.

Savings could be realized through reductions of administrative staff and reducing redundant equipment.

Option: Two Districts – Career and Combination

In this option, the fully career district (Ridge Road) remains separate and the three districts with a volunteer component (Barnard, Lakeshore and North Greece) merge into a single district. This would likely result in a tax savings for Barnard district residents and an increase for Lake Shore and North Greece residents.

As with other options, there are cost savings and efficiencies to be realized in the combination.

Option: Maintain the Active Involvement of Volunteers

Although their number has diminished over time, volunteers still provide an essential resource to three of the town fire districts. A consolidated recruiting and retention effort in the town might have a greater impact than the disjointed effort that exists today.

Suggestions that are in play in Greece include having volunteers work shoulder-to-shoulder with career staff, having volunteers staff an apparatus and respond to calls on a duty shift, developing a “bunk-in” program, and assisting with career development. It is also important for volunteer components to cultivate a social aspect to build comradery among the volunteers and with the career staff.

Option: Expanded Sharing of Services

Shared services can be expanded to produce greater efficiencies. This could include coordinated training programs resulting in uniform training for all town firefighters. Making joint bids or choosing a single vendor for information technology needs and professional services such as audit, legal and accounting could produce some cost savings.

Option: Adjust District Borders

The borders of existing fire districts could be updated to reflect current service demands and dispatch efficiencies. A joint committee should be formed to evaluate the existing borders and consider amending the district limits based on town law.

Identifying Appropriate Options

Each of the options outlined above have the opportunity to improve the service received from the fire service by the residents in the town of Greece. There are costs associated with any of the options suggested, varying from additional time spent planning the changes to the potential increased costs for labor as a result of renegotiated contracts. While maintaining the status quo may appear to be the easiest and least expensive option, the opportunity to improve the service to the community through a more cohesive response and training model with one of the consolidated district options does deserve further exploration because of the opportunities it presents. The four districts should consider engaging the public as part of the decision-making process to gauge their willingness to support changes even if their costs might increase in the near term.

Workforce Survey

A survey administered to active firefighters in Greece found a two-thirds majority of respondents in support of the merger of all four departments, 11% opposed to such a merger and 23% unsure at present. The survey also found a slight majority of career firefighters and nearly all current volunteers support a continued role for volunteer firefighters in any future changes to fire service.

The survey also revealed the aging of the general firefighter population and concerns about a pipeline for new firefighters: most of the current career firefighters began as volunteers for agencies inside or outside of Greece, yet, the number of volunteers at all agencies has been diminishing over time.

Acknowledgements

Many thanks to the dozens of individuals from the four fire districts, the Town of Greece, and the Monroe County Fire Bureau that took that time to meet with the CGR project team. In particular, the individuals who served on the Project Steering Committee provided invaluable assistance over the course of the project.

Name	Organization	Title
Stephen Andrews	BFD	Chief
Kenneth Bowers	RRFD	Commissioner
Dan Cappon	BFD	Commissioner
Tom Cappon	LSFD	Commissioner
Tom Coyle	NGFD	Commissioner
Alan DeCarlo	NGFD	Commissioner
Sam DeRosa	NGFD	Chief
Raymond DiRaddo	All	Attorney
Steve Dorgan	BFD	Deputy Chief
Randy Jensen	LSFD	Commissioner
Mike McKenzie	NGFD	Commissioner
Jared Meeker	LSFD	Deputy Chief
Steven Mills	RRFD	Chief
John Norris	BFD	Commissioner
Erik Stoerger	RRFD	Commissioner

Staff Team

James Harrington provided support with interviews, data analysis and options development, particularly in the area of fire department operations. David Riley assisted with numerous interviews and in developing the report. Mike Silva and Kate Bell performed the data analysis and mapping. Kieran Bezila helped with the survey development, deployment and analysis.

Table of Contents

Summary..... i

Introduction..... 1

Background..... 1

Findings..... 2

Initial Opportunities for Change 10

District Profiles..... 20

 Barnard Fire District20

 Lake Shore Fire District..... 27

 North Greece Fire District 34

 Ridge Road Fire District.....42

Calls for Service Comparison 49

Collective Bargaining Comparison 54

Workforce Survey..... 57

Profile of Town of Greece 69

Appendix 1 – Insurance Service Organization Public Protection Classification
Explanation 74

Appendix 2 – Detailed Call for Service Maps..... 75

Introduction

The existing model of fire protection and emergency medical service first response in the Town of Greece has evolved considerably as the character of the community has changed in the last generation. The four fire districts (Barnard Fire District, Lakeshore Fire District, North Greece Fire District and Ridge Road Fire District) have made a series of incremental changes to adapt to a multitude of new challenges: the increased demand for services, the heightened expectations of EMS response, growing population, a decline in availability of volunteers, stricter training requirements and shifting regulatory requirements. They have also made more substantial changes, including adding numerous career personnel (such as chief officers), transitioning to the use of automatic aid on serious events, and moving to standardize key equipment. They have also, on several occasions, considered the possibility of merging two or more of the fire districts.

In early 2019, the Center for Governmental Research (CGR) was engaged by the fire services in the Town of Greece to evaluate the potential for an expansion of shared services. Fire service in the Town of Greece, and a portion of the Town of Parma, is divided between four districts: the Barnard Fire District, the Lakeshore Fire District, the North Greece Fire District and the Ridge Road Fire District. The majority of the study information was gathered during May to August 2019 and key pieces related to finances and staffing were updated in January 2020.

This project is being supported by a grant from the New York State Department of State Local Government Efficiency grant fund. The project was designed in two distinct phases: first, to document the existing conditions and identify a range of options for consideration, and second, to explore the options and pathways available and implement them with the organizations willing to participate.

Background

The four fire districts, Barnard Fire District (BFD), Lakeshore Fire District (LFD), North Greece Fire District (NGFD), and Ridge Road Fire District (RRFD), have been formed over the last hundred years by residents of the Town of Greece to provide fire protection for the residents of Greece and a portion of the Town of Parma. (A small portion of Greece in the northwest corner receives service from the Hilton-Parma Fire District.) The boundaries for the districts have been set for at least the last fifty years. During that time, the Town of Greece has changed from a mostly rural town with a few small population centers to the most populous town in Monroe County. In the last twenty-five years, there has been a sizable decline in the number of manufacturing jobs associated with Kodak and other major corporations. This factor is important as

this workforce, particularly shift workers, provided all of the departments with a steady supply of volunteers while it was at its peak.

Findings

The section highlights the key findings of the objective research, numerous interviews, and a survey of firefighters in the town. They are intended to identify the most important factors for fire district leaders and the community to consider as they contemplate the future of the fire service in Greece.

The residents of the Town of Greece and those in Parma served by one of the four fire districts all receive a high level of service for fire and emergency medical service first response. The fire stations, personnel and equipment are appropriately distributed throughout the town to ensure a prompt response. The districts have made investments in personnel, equipment and capital to establish a fire response system that meets the public need. There has been a marked decline in the number of active volunteers in the districts in the last twenty years, although hard numbers are difficult to obtain. The districts all cooperate through automatic and mutual aid agreements to ensure an effective firefighting force arrives on scene. However, if the residents of Greece were given the opportunity to create a model fire department from the ground up in 2020, it is likely that a better fire service model could be created for the same or less cost. In fact, prior to this study, the districts have considered consolidation.

Workforce

- The number of volunteer firefighters in Greece has fallen dramatically in the last decade. While RRFD has no volunteers, the other departments still integrate volunteers into portions of their operations.
- The four fire districts have responded by hiring a substantial number of new career firefighters to ensure an adequate response.
- All the line firefighters and most officers (aside from some chiefs) are part of a collective bargaining agreement.
- Three of the departments work a 24 hours on, 72 hours off rotation. RRFD is the exception and works a combination of 10-hour days and 14-hour nights.
- Essentially all career firefighters are certified EMTs except at Barnard, where about half of the workforce are paramedics.
- Three of the departments (BFD, NGFD and RRFD) have full-time career fire chiefs and Lake Shore is considering hiring for that position.

- There is a minimum of 31 firefighters and line officers on duty for each shift in Greece.
- RRFD has the highest number of career firefighters per capita, more than four times LSF.
- LSF has the highest number of volunteer firefighters per capita, more than 4 times the other two departments with any active volunteer component.

Summary of Fire District Staffing

	Barnard	Lake Shore	North Greece	Ridge Road	Total
Chief	1		1	1	3
Asst./Battalion Chief	1	1	4	5	11
Captains	2		4	4	10
Lieutenants	2	1	8	10	21
Firefighters (full time)	21	9	28	40	98
Firefighters (part time)		20	0	0	20
Minimum Shift Staffing	5	2	11	13	31
Total Career Full Time Firefighting	27	11	45	60	143
Paid Administrative Staff (Full Time Equivalent)	1	0.25	3	1.75	6
Volunteer Officers	5	7	3	0	15
Volunteer Interior FF (includes officers)	20	20	5	0	45
Volunteer Other FF	4	20	28	0	52
Career FF Per 1,000 Residents	1.32	1.11	1.10	2.21	1.45
Volunteer FF Per 1,000 Residents	1.17	4.04	0.80	0.00	0.98

- The existing level of career staff among the four districts provide adequate response to all areas of the town. Possible redeployment based on town-wide modeling could improve the response capabilities.
- The volunteer firefighters provide an important role to the Town of Greece and an active response role for volunteer firefighters should be maintained in any future model.

- The salaries for the career firefighters vary widely among the four districts. For example, a four-year firefighter EMT at Barnard makes \$56,000 and the same position at Ridge Road would make \$81,000. Lake Shore has instituted a new scale for new hires that is similar to Barnard's and essentially the lowest in the town.

2018 Salary Scales for Firefighters						
Year	Barnard	Barnard FF / paramedic *	Lake Shore **	Lake Shore (new hires) ***	North Greece	Ridge Road
0-1 year	\$41,387	\$45,387	N/A	\$41,616	\$44,109	\$42,071
1-2 years	\$45,051	\$49,051	N/A	\$47,858	\$53,263	\$56,610
2-3 years	\$48,716	\$52,716	\$63,670	\$52,427	\$56,860	\$63,750
3-4 years	\$52,380	\$56,380	\$67,887	\$55,045	\$61,756	\$70,890
4-5 years	\$56,045	\$60,045	\$70,780	\$57,669	\$64,899	\$81,090
5-6 years	\$59,709	\$63,709	\$73,675	\$61,488	\$67,990	
6-7 years	\$63,373	\$67,373			\$71,081	
7-8 years	\$67,038	\$71,038		\$64,107	\$74,170	
8+ years	\$70,702	\$74,702		\$66,729	\$77,261	
10+ years		\$78,152				

* Includes \$4,000 incentive added to all paramedic salaries

** New pay scale effective for hires in 2017

*** Effective in 2017

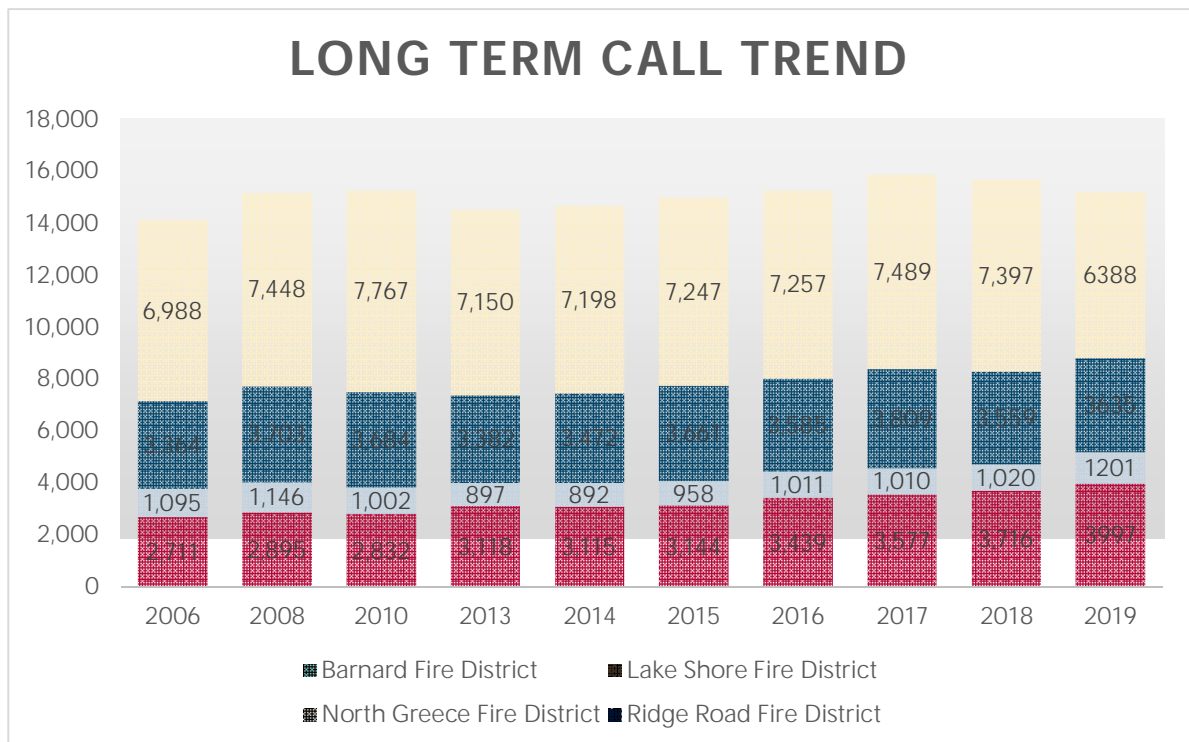
Firematics

- RRFD and NGFD are both rated in the top 2% for fire protection from the Insurance Service Organization Public Protection Classification with a rating of 2. Both BFD, at 3, and LSFD, at 4, are rated above-average compared to their peers in the state and country.
- The departments participate in automatic aid on reported structure fires to ensure an adequate firefighting response. There is frequent utilization of automatic aid and mutual aid leading to substantial familiarity between firefighting crews, particularly the career staff.
- The essential equipment used for fighting fires is all interoperable among the departments.
- The entire town could adequately be covered by only two aerial devices.
- There is a redundancy in heavy rescue equipment in the town.

Fire Apparatus in Greece

	Barnard	Lake Shore	North Greece	Ridge Road	Total
Engines (including Spare)	2	3	4	4	13
Ladder/Quint	1	0	1	1	3
Rescue	1	1	1	1	4
Squad	3	2	1	1	7
ISO Rating	3	4	2	2	

- Over the last decade, the calls for service in the four districts have remained relatively level. There are about 41 calls per day on average or just over 15,000 calls annually in the town. The call volume in Barnard has been trending upward over that time period. Ridge Road call volume declined in 2019 because they stopped responding to some psychiatric emergency calls and Lake Shore jumped 18% in 2019 compared to its long term average. NGFD remained essentially flat, and the overall call volume in the town has not varied much.



- Looking at the most recent three years, there is variability in the calls per capita among the districts. RRFD is nearly three times busier on a per capita residential

basis (27 per 100 residents) than NGFD (9 per 100). This is likely driven by the heavy commercial development and density of senior residential facilities in RRFD's district. BFD has a higher percentage of EMS calls than the other districts, but their rate of EMS calls per capita (13 per 100) is still a third less than RRFD (19 per 100). The two southern districts are substantially busier on a per capita basis than their northern neighbors.

Recent Calls for Service Comparison (2016 to 2018 Averaged)										
Call Category	Barnard		Lake Shore		North Greece		Ridge Road		Combined	
1-Fire	118	3%	30	3%	93	3%	170	2%	411	3%
2-Overpressure Rupture, Explosion, Overheat	3	0%	0	0%	2	0%	16	0%	22	0%
3-Rescue & Emergency Medical Service Incident	2755	77%	684	67%	2207	62%	5052	68%	10699	69%
4-Hazardous Condition	189	5%	54	5%	269	8%	359	5%	871	6%
5-Service Call	120	3%	87	9%	126	4%	602	8%	935	6%
6-Good Intent Call	127	4%	79	8%	323	9%	297	4%	827	5%
7-False Alarm & False Call	254	7%	66	6%	510	14%	630	9%	1460	9%
8-Severe Weather & Natural Disaster	0	0%	11	1%	7	0%	8	0%	26	0%
9-Special/Other	24	1%	3	0%	1	0%	252	3%	280	2%
Unknown	0	0%	2	0%	1	0%	3	0%	5	0%
Total	3590	0%	1017	0%	3539	0%	7389	0%	15536	0%
Total Calls per 100	18		10		9		27		16	
EMS Calls per 100	13		7		5		19		11	

- The stations are appropriately distributed to provide a prompt response to calls with the exception that there is substantial overlap between Barnard and RRFD's Stoneridge fire stations and along the north third of Dewey Ave.
- There is an area in the western edge of RRFD and southwest of NGFD that is relatively far from any station and should be considered for the development of a future station, especially as the town is considering that as an area for potential commercial and residential growth.

Finances

The fire districts serving the Town of Greece will spend a collective \$30.7 million in 2020 to provide fire protection to the town. That amount is between 32% (RRFD) and 49% (Lake Shore) higher than it was six years ago in 2014. The vast majority of the increases have come in the areas related to personnel as the districts have adjusted to lower numbers of volunteers. The districts all spend at least 70% of their budget on personnel, with all but Lake Shore spending more than 80% on personnel, benefits and retirement.

2020 Fire District Budgets Compared

	Barnard		Lake Shore		North Greece		Ridge Road		Total	
Income										
Grants	\$0	0%	\$5,000	0%	\$0	0%	\$0	0%	\$5,000	0%
Misc. Income	\$33,000	1%	\$6,000	0%	\$36,277	0%	\$96,000	1%	\$171,277	1%
Interest Income	\$10,000	0%	\$500	0%	\$7,000	0%	\$50,000	0%	\$67,500	0%
Sale of Assets	\$0	0%	\$0	0%	\$1,000	0%	\$0	0%	\$1,000	0%
Fund Balance Appropriation	\$0	0%	\$0	0%	\$0	0%	\$1,100,000	8%	\$1,100,000	4%
Tax Levy	\$5,396,868	99%	\$2,126,710	99%	\$9,918,287	100%	\$11,911,717	91%	\$29,353,582	96%
Total Income	\$5,439,868		\$2,138,210		\$9,962,564		\$13,157,717		\$30,698,359	
Expenses										
Administrative	\$57,850	1%	\$46,150	2%	\$186,560	2%	\$98,720	1%	\$389,280	1%
Insurance	\$197,078	4%	\$163,000	8%	\$60,000	1%	\$415,000	3%	\$835,078	3%
Benefits	\$624,000	11%	\$225,000	11%	\$1,639,493	16%	\$2,196,674	17%	\$4,685,166	15%
Retirement	\$525,182	10%	\$155,000	7%	\$1,008,000	10%	\$1,553,000	12%	\$3,241,182	11%
Equipment / Apparatus	\$193,400	4%	\$158,700	7%	\$745,000	7%	\$232,730	2%	\$1,329,830	4%
Facilities	\$123,890	2%	\$82,400	4%	\$197,100	2%	\$204,687	2%	\$608,077	2%
Payroll Expenses	\$3,064,407	56%	\$1,116,100	52%	\$5,896,436	59%	\$7,427,695	56%	\$17,504,639	57%
FF / Fire Related Supplies	\$41,850	1%	\$46,300	2%	\$32,000	0%	\$289,270	2%	\$409,420	1%
Supplies	\$50,500	1%	\$7,500	0%	\$135,975	1%	\$84,092	1%	\$278,067	1%
Training	\$91,750	2%	\$68,060	3%	\$62,000	1%	\$80,000	1%	\$301,810	1%
Debt Service	\$239,124	4%	\$0	0%	\$0	0%	\$575,848	4%	\$814,972	3%
Additions to Reserves	\$230,837	4%	\$70,000	3%	\$0	0%	\$0	0%	\$300,837	1%
Total Expenses	\$5,439,868		\$2,138,210		\$9,962,564		\$13,157,717		\$30,698,359	
Expense Increase from 2014	43%		49%		34%		32%			

When considered in the total property tax picture for a property owner in the town of Greece, the fire districts account for between 9 and 15 percent of the median home's total tax bill. The school district is the largest taxing entity at \$24.52 per thousand, followed by Monroe County at \$7.25. The town charged \$6.22 in 2020. The total tax bill for a median value home ranges from \$6,103 to \$6,505, depending on the district.

Estimated Tax Bills 2020

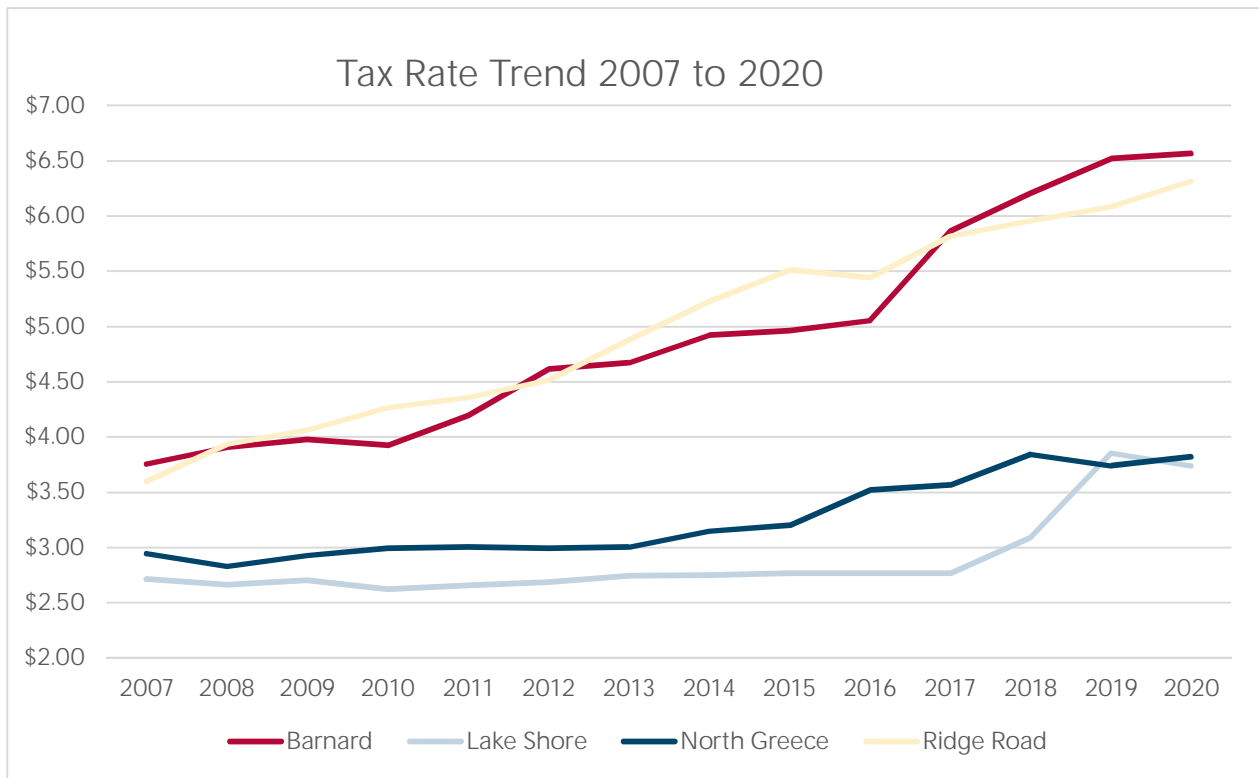
	2020 Tax Rates per \$1,000	Estimated Cost for Median Home	Fire District as % of Total Tax Bill	2020 Total Property Tax Bill Estimate
Median Home Value	\$146,000			
Town of Greece	\$6.22	\$909		
Monroe County	\$7.24	\$1,057		
Greece Central School District	\$24.52	\$3,580		
Barnard	\$6.57	\$959	15%	\$6,505
Lake Shore	\$3.74	\$546	9%	\$6,092
North Greece	\$3.82	\$558	9%	\$6,103
Ridge Road	\$6.32	\$923	14%	\$6,468

The cost per call ranges from \$1,500 in Barnard to \$2,800 in North Greece, with the average in the town being about \$2,000. The cost per capita of fire protection ranges from \$220 in Lake Shore to \$480 in Ridge Road, with an average of \$310.

Comparison of Costs between Districts

	2020 Budget (in Millions)	Cost Per Call (rounded to \$100)	Per Capita (rounded to \$100)
Barnard	\$5.44	\$1,500	\$270
Lake Shore	\$2.14	\$2,100	\$220
North Greece	\$9.96	\$2,800	\$240
Ridge Road	\$13.16	\$1,800	\$480
Whole Town	\$30.70	\$2,000	\$310

The last thirteen budget cycles have led to a consistent increase in the tax levies and rates for each of the districts. Barnard and Ridge Road have increased at a higher annual rate over that time than the other two. However, Lake Shore's increases in 2018 and 2019 have been the sharpest over that time period. As noted previously, the primary driver for the budget increases is the addition of career staff to compensate for the declining participation of volunteers.



Survey Results

A survey was administered to the active firefighters in the four districts. There were 211 responses to the survey.

- 66% of surveyed firefighters support the merger of all four departments, compared to 11% who oppose it. 23% are "Not sure at this time".
- Clear majorities of both career and volunteer firefighters support a full merger, although support is stronger among career than volunteers.
- A partial merger, while still favored by a majority, is less supported across the board and by all sub-groups than a full merger is.

-
- In any consolidation, firefighters do not want to see changes to current staffing levels or department identity.
 - Firefighters want to maintain a role for volunteers in any consolidation: this is supported by a slight majority of career firefighters and nearly all current volunteers.
 - Firefighters in Greece feel positive about training, response times, staffing levels at most departments and a high level of competency and professionalism.
 - Firefighters are concerned about dwindling numbers of volunteers, the lack of a unified town Command/SOP for fire incidents, lack of common training standards/ability to train together, and lack of closest-unit response to incidents due to district borders.
 - There are age concerns with the firefighter population: 41% of respondents who answered the age question were 50+ and only 10 firefighters stated they were under 30.
 - About three-quarters of current career firefighters began as volunteers for agencies inside or outside of Greece. This pipeline may not be supported given dwindling numbers of young volunteers.

Initial Opportunities for Change

There are a variety of options for changes to the governance and operations of the fire service in the Town of Greece. This section of the report is a high level exploration that identifies several options for change, the probable changes necessary to achieve the options, their impacts, and potential barriers. Greece, as a town, continues to grow and there are plans for both residential and commercial development for the next decade. There are also shifting demographics as older residents leave single-family homes and move toward apartments or senior care facilities.

The four fire districts all provide an above-average level of fire protection, have seen declining volunteers, have increased their career staff, and increased their budgets in recent years. They provide similar levels of service and utilize mutual or automatic aid on a regular basis to cope with larger events. ***There is no immediate crisis affecting public safety and the vast majority of residents seems satisfied with the service they are receiving. However, there are opportunities to provide a better level of service for similar or reduced cost.***

Status Quo

The presumption of the status quo is that there would continue to be four separate governing bodies and four separate fire departments serving Greece. Key features in

the future include maintaining the current governance structure and staffing levels, continuing operations as they are today. Several potential capital purchases will need to be considered in the near future, especially Barnard's ladder truck and the heavy rescue trucks at NGFD, BFD and LSFD. LSFD will need to continue to increase its personnel costs in future years. . Both NGFD and RRFD will need to consider how to best provide responses to the West Ridge Road & North Greece Road area that is forecast to see additional residential and commercial growth, but is at the limits of, or outside of a four-minute drive from any station. The three departments with volunteers will need to continue to address their role in the departments. Lake Shore will continue to need to evaluate the possibility of adding additional staff to meet their needs.

The fire district tax rates have generally been increasing year-over-year for between five and ten years. Looking back to 2008, BFD has increased an average of 4.8%, RRFD 4.5%, NGFD 3.2% and LSFD 2.1% each year. While the increases corresponded with capital and staffing needs, there is the possibility that each district will continue their increased rates into the future as their staffing costs continue to increase and capital needs present themselves.

Option: One Fire District

Nearly all public services in the town of Greece are handled by a single governance structure. The Greece Central School district provides education to nearly all the residents in the town. The Town of Greece provides law enforcement, public works, a library, courts, and a myriad of general services to the entire town. County authorities provide water and manage waste water for large geographies including the town. Fire protection and ambulance transport are the only services in the town managed by a political subdivision at a level smaller than a town. A change to create a town-wide (plus the area in Parma) fire district would be a dramatic shift for the fire service, but would bring the fire service more in line with nearly every other service received by the residents of Greece.

A single fire district encompassing the current boundaries could be accomplished through the use of Article 17A of General Municipal Law looking at consolidations. The process requires the affirmative vote of each of the district commissions in support of a consolidation, but not a referendum of the electors of the districts. There are a variety of factors that must be considered as part of a consolidation agreement including continuation of employment, forecasting cost and savings, the listing of assets, the liabilities and the effective date. There must be public hearings on any

proposed consolidation. The consolidation plan, which would be adopted by each of the commissions, would include the following items:

- Name of each district involved;
- Name of the new district;
- The boundaries of the new district;
- The new organizational structure including elected officials and number of employees, as well as a transitional plan to move to that new structure;
- The estimate of the cost of and savings of which may be realized from consolidation;
- The assets of each district include the real and personal property and their fair market value;
- The liabilities and indebtedness, bonded and otherwise, and the fair market value;
- The plan and terms for disposition of existing assets, liabilities and indebtedness of each district, either jointly, separately or in certain proportions;
- The effective date of the proposed consolidation; and
- The time and places for the public hearing or hearings.

The consolidation plans are typically developed over a period of months and can be modified after presentation to the public before final adoption by the commissions.

Impact on Taxes

The simplest model to estimate the impact on taxes is to add the tax levies and assessed values for the four districts together and then calculate a new rate. Using this method and 2019 data, the new forecast rate would be \$ 4.90 per thousand. This rate is lower than BFD and RRFD but higher than LSFD and NGFD. The savings for the median BFD taxpayer would be about \$244 and \$178 for RRFD. The additional cost for the median taxpayer in NGFD would be \$174 and \$156 for LSFD. In order for this option to be roughly cost-neutral to the taxpayers in NGFD and LSFD, the levy would need to be reduced by about 22% or \$6.2 million, which cannot be achieved while maintaining the current staffing levels. There might be some savings from consolidation among administrative staff or through operational efficiencies, but this would probably be on the 2 to 5 % savings range.

	Tax rate (2019)	Percent Change	Rate Change	Median Home Difference
Forecast Single District	\$4.90			
Barnard	\$6.52	-33%	-\$1.63	-\$244.15
Lake Shore	\$3.86	21%	\$1.04	\$155.62
North Greece	\$3.74	24%	\$1.16	\$173.56
Ridge Road	\$6.09	-24%	-\$1.19	-\$178.74

One Fire Department

The operating model that would lead to the greatest efficiency would be the creation of a single fire department to serve the unified district. Under this model, a single chief would oversee a department that would likely have one or two deputy chiefs, at least one battalion chief on each group, several civilian administrative staff, a career line firefighting similar in size to today and a volunteer firefighting component. Any staffing changes would likely occur at the more senior officer levels and among administrative staff, but this would require additional analysis to identify. Another factor to be considered is the harmonization of collective bargaining agreements. There are differences in pay scale and retirement that would need to be addressed through negotiation and might lead to an increase in personnel costs.

Also, there might be the reduction in the fleet of vehicles as the need to keep all the reserve apparatus, heavy rescue trucks and possibly one aerial device might not be necessary. Also, the number and location of stations would be evaluated to identify potential overlap. Initially, up to two stations might not be necessary, based on overlapping response areas. One probable benefit of moving to a single district and department model is that the paramedic first response service that exists in the BFD service area could be expanded to other areas of town including the two areas facing the largest increases in taxes. Another benefit could be the closer coordination with the Greece Police Department on special operations functions such as tactical EMS response. Finally, a larger department would likely be able to dedicate more resources to recruiting and retaining volunteer firefighters which would hopefully slow the decline of volunteerism that the town's fire departments have been facing.

These substantial changes would all need further discussion by district leadership and a cross section of members of the fire departments. A move to a single fire district and single department would require workgroups to consider all aspects of the fire department operations from the color of the vehicles to the impact of seniority, but not every decision needs to be made before the decision is made to consolidate.

Multiple Fire Departments

Creating multiple fire departments to serve a single district, or keeping all four, would limit the number of operational decisions that need to be made after a consolidated district. Moving to a single commission and administrative staff would lead to some cost savings and operational efficiencies while allowing the departments that remain to retain their organizational structures and identity. Keeping multiple departments would be more important to keep the engagement of the volunteers as the career staff have indicated an overwhelming support for a single district. It would limit some of the efficiencies that might be gained operationally.

Cost and Benefit Considerations

There would be limited budget savings in moving toward a single fire district because the town's districts would not likely reduce their largest expense – the line firefighters. However, looking at the town as a whole, a single district might be able to slow the tax levy growth by stemming the growth of the career staff. In short, the number of career firefighters employed by the fire districts in the first quarter of 2020 is enough to manage the current demands of the fire service, although there might be need to redeploy between areas of the town. There could be revenue from selling of excess apparatus and potential operational savings if one or more fire stations was closed and sold.

There would be additional costs with a single district related to rebranding, work of attorneys and accountants to harmonize documents and finances, and leveling the collective bargaining agreements. There would be grant money from New York State that could offset those costs associated with reorganization.

The residents of the fire districts would see little change to their level of service. Likely improvements to the level of service would include immediate dispatch of closest appropriate resource regardless of district lines, expansion of paramedic service to a greater geography, and a unified training program leading to more effective response. It is likely that the ISO ratings in Barnard and Lake Shore would also improve as part of this transition.

However, as noted above, two districts would be paying substantially more for taxes on an annual basis. While their levels of service would increase incrementally (more

for LSF D than NGFD), it might be hard to argue that the incremental improvements are worth the 22 to 25% increase in taxes. The two districts with tax savings would retain their existing levels of service.

Option: Two Districts – North and South

Another option for consolidation would be creating two districts among the four. The consolidations that would make the most sense in current conditions is District # 1 Barnard and Ridge Road and District # 2 North Greece and Lake Shore joining together. The primary rationales for these pairings are geographic proximity, interconnectedness of road network, and similarity in district tax rates and budgeting.

Two fire districts encompassing the current boundaries could be accomplished through the use of Article 17A of General Municipal Law looking at consolidations. The process requires the affirmative vote of each of the districts in support of a consolidation but not a referendum of the electors of the districts. There are a variety of factors that must be considered as part of a consolidation agreement including to continuation of employment, forecast cost and savings, the list of assets, the liabilities and the effective date. There must be public hearings on any proposed consolidation. The section above outlines all the factors that need to be considered in the consolidation plan.

District # 1 Barnard and Ridge Road

BFD and RRFD have similar geography and are operationally very close. The four-minute drive time analysis for the Stone Ridge Station and Barnard Fire District have an extensive overlap and are within four minutes of each other. For years, the two departments have relied on their neighbor for a company on automatic aid for structure assignments. Consolidating these two departments could lead to a variety of operational benefits, but very little cost savings as they each rely on career staff for essentially their entire response force.

A combined budget for the two districts would be about \$16.5 million and the new tax rate would be an estimated \$6.15. This is a \$ 0.13 increase for RRFD and a decrease of -\$0.31 for BFD. In terms of a median home, this is a \$20 increase for RRFD and \$46 decrease for BFD. If about \$300,000 could be saved through consolidation, there would be no change to the RRFD tax rate.

A detailed analysis of the operations of the two districts, with a focus on identifying both potential efficiencies and opportunities to enhance services, would need to be undertaken. As part of this project, initial overlaps include primary response zones for the Stone Ridge station and the Barnard Fire District, the need for only one aerial device and one heavy rescue between the two districts, and one extra reserve engine

than would be needed for coverage. Also, there would only need to be one chief for the combined district and there could be reduction in the amount of administrative staff. Opportunities to enhance service include expanding the paramedic first response program to cover the entire district and provide line supervision with the battalion chief to both districts. Challenges to the consolidation include harmonizing the work schedule, re-negotiating a collective bargaining agreement, considering adjustments to the response model and identifying a role for volunteer firefighters.

District # 2 Lake Shore and North Greece

NGFD and LSFd share the longest border among the four fire districts. NGFD's Headquarters station is closer to many of LSFd's calls than their staffed station and when called can arrive before them. The two districts have considered merging before and came within one commissioner's vote of consolidating in the late 1990s. NGFD has invested heavily in career staff in the last 15 years while LSFd has been able to maintain an adequate response with a more limited career staff and volunteers. Because of this, LSFd has been able to hold their tax rate lower until the last three years when they have had double-digit percentage increases in rates as they have expanded career staff. LSFd is on the receiving end of mutual aid and automatic aid more than the sending end because they need to have volunteers respond to provide enough staff to meet the needs of an out-of-district response. However, with the addition of more career staff at the end of 2019, LSFd will now have a three-person engine on duty, matching the staffing levels of NGFD for their engine.

In 2019, the two districts are now relatively close in tax rate. A combined budget between the two would be about \$11.1 million and the new tax rate would be an estimated \$3.76. This is an increase of \$0.02 for NGFD and a decrease of -\$0.10 for LSFd, which equals an increase of \$3 for a NGFD median resident and a decrease of \$15 for a LSFd resident.

A detailed analysis of the operations of the two districts, with a focus on identifying both potential efficiencies and opportunities to enhance services would need to be undertaken. As part of this project, initial opportunities include a realignment of response zones so NGFD headquarters is first to respond to the eastern portion of the district, the potential reduction of one of the two rescue trucks and a reserve engine and the 24-hour availability of a battalion chief. Also, NGFD's administrative and operational staff could likely absorb the relatively smaller operations at LSFd with little additional effort. However, there would need to be an understanding reached on the role of the volunteers in the future operations of the new district. LSFd has a larger

volunteer component and it would be advantageous to the community for them to remain active.

Option: Two Districts – Career and Combination

In this option, the fully career district (Ridge Road) remains separate and the three districts with a volunteer component merge into a single district. As with the other consolidations, this change would be undertaken using Article 17A of General Municipal Law. There would be no change for RRFD and the other three would consolidate into one district. For the three districts involved in the consolidation, the scope of their analysis would be similar to the considerations outlined above.

Impact on Taxes

Using the same method as outlined above, the estimated forecast new tax rate would be \$4.30 per thousand. This rate is lower than BFD but higher for the other two. The savings for the median BFD taxpayer would be about \$330 while the increase for LSF and NGFD would be \$70 and \$88. In order for this options to be cost neutral, there would need to be about 15% savings in the operating budget of the combined department. This is an unlikely savings figure without changed to career staffing levels.

	Tax rate (2019)	Rate Change	Median Home Difference
Forecast Single District	\$4.30		
Barnard	\$6.52	-\$2.20	-\$330
Lake Shore	\$3.86	\$0.47	\$70
North Greece	\$3.74	\$0.59	\$88.

Cost and Benefit Considerations

There would be limited budget savings in moving toward these two fire districts because the town's districts would not likely reduce their largest expense – the line firefighters. There could be revenue from selling of excess apparatus and potential operational savings if one or more fire stations was closed and sold.

There would be additional costs with consolidating the three districts related to rebranding, work of attorneys and accountants to harmonize documents and finances, and leveling the collective bargaining agreements. There would be grant money from New York State that could offset those costs associated with reorganization.

The residents of the fire districts would see little change to their level of service. Likely improvements to the level of service would include immediate dispatch of closest appropriate resource regardless of district lines, expansion of paramedic service to a greater geography, and a unified training program leading to more effective response. It is likely that the ISO ratings in Barnard and Lake Shore would also improve as part of this transition.

However, as noted above, two districts would be paying more for taxes on an annual basis. There is very little change in the level of service aside from the expansion of the paramedic service to a broader service area and adjusting the response plans so that addresses have the closest unit responding to them.

Option: Maintain the Active Involvement of Volunteers

Although their number has shrunk dramatically in the last 20 years, volunteers still provide an essential resource to three of the town fire districts. The districts have differing strategies related to integrating their volunteers into their departments and an evaluation of those strategies is outside the scope of the project. However, the volunteers are capable of serving in an active response role with each of the departments that maintains a volunteer component. A consolidated recruiting and retention effort in the town might have a greater impact than the disjointed effort that exists today.

Dozens of volunteers are still active in the town fulfilling roles ranging from chief to firefighter to fire policeman. Many of the volunteers are of an age that suggests they might service the community for a decade or more. Their involvement should be fostered and their ranks should be expanded through a concerted effort. Suggestions that are in play in Greece include having volunteers work shoulder to shoulder with career staff, having volunteers staff an apparatus and respond to calls on a duty shift, developing a “bunk-in” program, and assisting with career development. It is also important for volunteer components to cultivate a social aspect to build comradery among the volunteers and with the career staff.

Volunteers have also served as a key recruiting ground for future firefighters for the Greece Fire Districts. More than two-thirds of all career staff were volunteer firefighters before they began their career.

Option: Expanded Sharing of Services

The four fire districts all already participate in a number of shared services. They are members of a mutual aid plan and have automatic aid for certain types of calls. They participate in joint training exercises several times a year. The chiefs and fire commissioners are in regular communication with each other about operational and

administrative concerns. The four fire districts share a prevention program that provides education to numerous students annually.

Developing coordinated training programs for career and volunteer firefighters with the goal of providing a uniform training that is convenient and consistent to all firefighters in the town is one option. Using a single vendor or staff member for information technology needs across the four districts and nine buildings could bring some costs savings. Seeking a joint bid for professional services such as audit, legal and accounting could produce some cost savings. There has been some past experience with joint purchasing between two or more districts that produced some savings but it was stopped for lack of return on investment and variation in purchasing policies. That program could be evaluated and restarted with a focus on high-cost items and disposable supplies.

Option: Adjust District Borders

The borders of the existing fire districts date from decisions made nearly a century ago when the town of Greece was largely farming land with a few dense population centers near the city of Rochester. Fire service was provided entirely by volunteers and fire departments responded only to fires and rescue situations. In 2020, several of the district boundaries do not make sense as departments respond through a neighboring district to get to calls in their district because of the road network. While the departments have adapted by using each other to respond jointly to ensure public safety, it is a work-around to a problem that has its roots in previous generations. One large apartment complex was built at the intersection of BFD, NGFD and RRFD, leading to each of the departments responding to different portions of the complex.

A joint committee should be formed to evaluate the existing borders and consider amending the district limits based on town law. As maintaining a sufficient tax base is important for each department, it would be appropriate to work to trade parcels of equal value or consider making other cost-neutral decisions that are consistent with public safety.

Identifying Appropriate Options

Each of the options outlined above have the opportunity to improve the service received from the fire service by the residents in the town of Greece. There are costs associated with any of the options suggested, varying from additional time spent planning the changes to the potential increased costs for labor as a result of renegotiated contracts. While maintaining the status quo may appear to be the easiest and least expensive option, the opportunity to improve the service to the community through a more cohesive response and training model with one of the consolidated

district options does deserve further exploration because of the opportunities it presents. The four districts should consider engaging the public as part of the decision-making process to gauge their willingness to support changes even if their costs might increase in the near term.

District Profiles

This section is intended to document the existing conditions at each of the four districts that were in place during the project. The operations of a fire district are dynamic and these profiles represent a snapshot of period in time that will no doubt change in the near future. For example, during the timeframe of the project, RRFD replaced an engine and modified their staffing structure, BFD hired a new career fire chief and LSFD announced plans to hire four more full-time firefighters. Also, each of the districts developed and passed a new budget for the upcoming year.

Barnard Fire District

Overview

The Barnard Fire District serves the smallest geographic area in Greece (3.7 mi²) and the densest population at 5,536 per mi.² The population in 2017 is estimated to be 20,450, up about 3.6% since 2010. BFD operates out of single station located on Dewey Avenue. The district is bordered by the City of Rochester and the three other Greece districts. The district operates two front-line engines, two squads, a rescue truck, and a ladder truck. There is a minimum of four career firefighters and an officer on duty at any time. At least one of the firefighters on duty is a paramedic and BFD is the only fire department in Greece to provide paramedic first-response.

Career Workforce

The career workforce for BFD has a chief, an assistant chief, two captains, two lieutenants, and 21 firefighters. Among the paid staff, there are 15 paramedics. Except for the Chief and Asst. Chief, all are assigned to work in a group that works a rotating 24-hour-on, 72-hour-off schedule. There are three groups with five firefighters and officer and one group with only four firefighters. However, the district is planning to have six staff on a group during 2019. The firefighters are all members of IAFF Local #4030 and the Officers below chief are in Local #4640, a joint union for all the districts. All of the career officers and many of the firefighters have ancillary responsibilities such as Chief Paramedic, Training Officer, Information Technology Support, Safety Officer, Child Safe Instructor and Vehicle Maintenance Supervisor.

The average length of service on the job is 13 years. 13 firefighters are eligible to retire in the next five years. BFD has expanded their career staff by four in the last two years to ensure they can now meet a minimum of five personnel on duty at any time.

Volunteer Workforce

The Barnard Fire Company is the volunteer firefighting organization that supports the BFD. In 2019, there are 20 qualified interior firefighters and nine other firefighters currently active. There are about two dozen other volunteers that have support roles. Volunteers are only asked to respond to non-EMS calls that occur in the district will likely need additional manpower beyond the on duty staff. The district doesn't track the number of calls volunteers are requested or the number of volunteers who help on those requests. Qualified volunteers are also encouraged to ride on apparatus with the career staff. Individual volunteers responded to 2,281 events in 2018. The participation varied from one call (for a volunteer who joined late in the year) to 414 calls. The average volunteer response rate was 120 calls and the median 108.

The volunteer fire company includes an assistant chief, a captain and two lieutenants. Several of the active volunteers are also certified as EMTs.

Distribution of Calls Responded To in 2019	Number
Under 50	5
50 to 120	5
121 to 240	8
241 or more	1
Average	120
Median	108
Range	1 to 414

In addition to responding to calls, the Fire Company conducts several fundraisers each year, including the Bands at Barnard. The funds are used to support the activities of the fire company, such as recruitment, retention and out-of-town training. The Fire Company owns the land and buildings used for the Bands at Barnard and other events.

According to its IRS Form 990 filed for 2017, the Company had revenue of \$122,671, with expenses of \$116,214. The Company had total assets of \$746,855, with about one third for land and buildings and the rest as cash or securities.

Administration and Governance

The Barnard Fire District is governed by five elected fire commissioners, each serving a five-year term. The commissioners serve on a volunteer basis. They are responsible for the governance and operations of the fire district. Other than the firefighters, the district employs a full-time treasurer. Her responsibilities comprise a broad spectrum of tasks including accounts payable, receivables, payroll, benefits, recordkeeping, contract management and workers compensation.

Operating Budget

BFD's budget has grown by a 43% in the past six years from \$3.8 million to \$5.4 million. Nearly all categories have seen double-digit increases over that time, but the largest dollar increases come in the area of personal services – payroll, retirement and employee benefits. Those three areas have grown over a \$1 million, accounting for two-thirds of the total growth in the last six years. Expenses related to insurance, the facilities and contributions to the reserve account led to the majority of the rest of the growth in expense.

Summary of Operating Budget 2014 to 2020							
	2014	2015	2016	2017	2018	2019 Budget	2020 Budget
Income							
Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Misc Income	\$32,000	\$30,000	\$33,000	\$32,500	\$38,000	\$33,000	\$33,000
Interest Income	\$3,000	\$5,000	\$1,000	\$1,500	\$2,000	\$2,500	\$10,000
Sale of Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$3,788,436	\$3,895,777	\$4,347,403	\$4,640,162	\$4,909,102	\$5,198,594	\$5,396,868
Total Income	\$3,823,436	\$3,930,777	\$4,381,403	\$4,674,162	\$4,949,102	\$5,234,094	\$5,439,868
Expenses							
Administrative	\$70,242	\$85,414	\$61,475	\$50,900	\$53,730	\$49,530	\$57,850
Insurance	\$165,991	\$161,294	\$190,334	\$201,000	\$262,315	\$253,709	\$197,078
Benefits	\$350,252	\$420,973	\$453,800	\$481,470	\$564,700	\$587,120	\$624,000
Retirement	\$510,608	\$489,934	\$485,751	\$475,401	\$508,032	\$527,693	\$525,182
Equipment / Apparatus	\$185,700	\$202,515	\$172,500	\$252,800	\$165,450	\$184,200	\$193,400
Facilities	\$75,800	\$81,100	\$106,150	\$126,850	\$213,250	\$145,540	\$123,890
Payroll Expenses	\$2,163,588	\$2,181,602	\$2,296,440	\$2,499,509	\$2,669,000	\$2,841,991	\$3,064,407

Summary of Operating Budget 2014 to 2020

	2014	2015	2016	2017	2018	2019 Budget	2020 Budget
FF / Fire Related	\$28,800	\$28,800	\$27,800	\$34,800	\$32,800	\$40,850	\$41,850
Supplies	\$24,800	\$11,500	\$30,400	\$33,000	\$40,050	\$48,500	\$50,500
Training	\$36,450	\$31,150	\$55,150	\$44,750	\$49,250	\$81,750	\$91,750
Debt Service	\$166,205	\$44,995	\$238,515	\$242,765	\$240,475	\$242,374	\$239,124
Additions to Reserves	\$25,000	\$50,000	\$230,687	\$230,687	\$150,000	\$230,837	\$230,837
Total Expenses	\$3,803,436	\$3,789,277	\$4,349,002	\$4,673,932	\$4,949,052	\$5,234,094	\$5,439,868
Net Income	\$20,000	\$141,500	\$32,401	\$230	\$50	\$0	\$0

Fiscal Situation

At the end of 2018, the Barnard Fire District had \$773,827 in debt, split between the lease of their two new fire engines (\$468,827) and the remaining principal from the renovation of the fire station 20 years ago (\$305,000). There is also a liability of \$570,131 related to a change in their pension plan, giving a total liability on the balance sheet of \$1.34 million. This is a decrease in debt from \$2.2 million in 2017, but still above the five-year average of \$1.27 million.

Barnard has been increasing their fund balance during each of the last five fiscal years, from \$338,138 at the end of 2014 to \$1.8 million at the end of 2018. 73% of the fund balance was unassigned.

Tax Rate and Levy

The 2019 Tax Rate for BFD was \$6.524 per thousand of assessed value. The rate is the highest tax rate in Greece and Monroe County. It was a 5% increase over the previous year. The levy was \$5.2 million, up about 6% from the previous year. The trend has been an average of 7.5% annual increase in the tax levy for the district between 2014 and 2019 budget years.

Calls for Service

BFD has averaged 3,590 calls for service (CFS) over the last three full years. There is about 4% growth year over year for the last five years, leading to call volume in 2018 being 19% higher than in 2013. Looking back a decade, the call volume is 28% higher than in 2008. This is the highest growth in call volume among the four fire districts in Greece and one of the highest rates of growth in Monroe County. 77% of calls are EMS responses for the district. The district has a CFS rate of about 18 calls per 100 residents

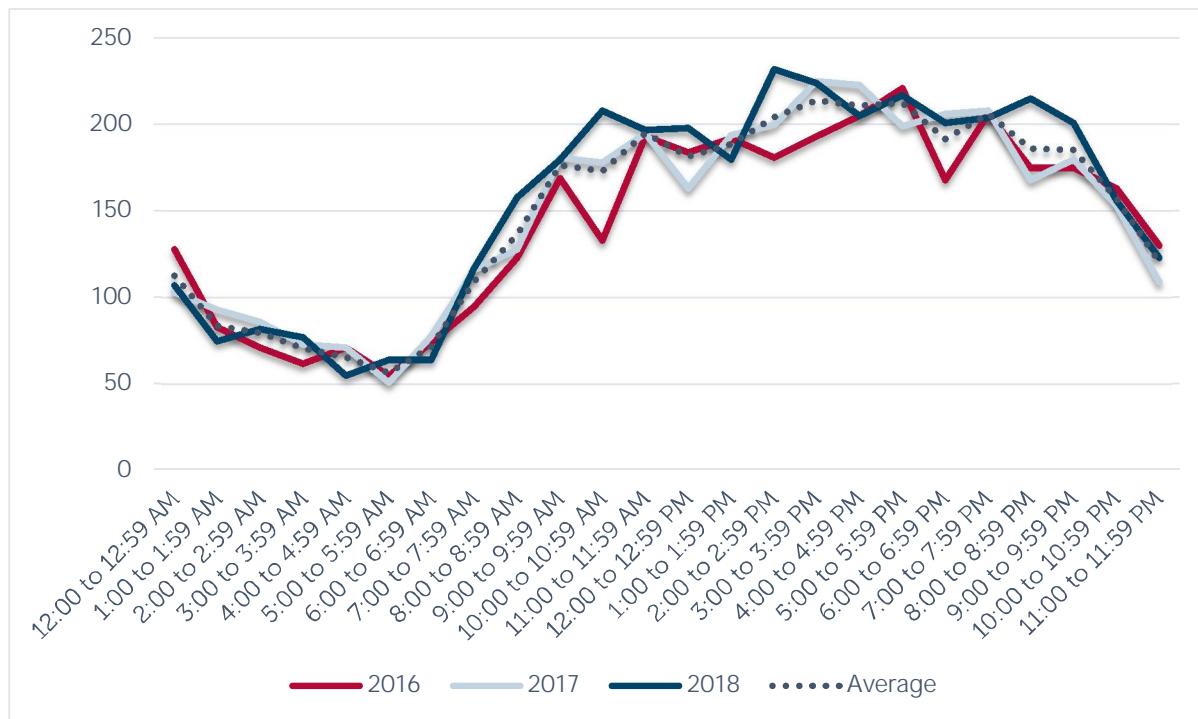
in 2018, up from 14 calls per 100 residents in 2010. The response times average four minutes and 90 percent of calls are responded to in less than six minutes and thirty seconds. There is little variation in response times by call-type.

Barnard is notified of every EMS call and chooses not to respond to certain mental health calls if their contracted ambulance is available. While the career staff respond to every call, volunteers are only asked to respond to events requiring more than one piece of equipment. The tables and graphs below give a brief summary of the calls for service in the district, and greater details are in the appendix.

Call Types for 2016 to 2018

Call Type	2016	2017	2018	2016-2018 Avg	Response Time	
					50th Percentile	90th Percentile
1-Fire	118	108	128	118	4.00	6.18
2-Overpressure Rupture, Explosion, Overheat	1	2	5	3	3.50	6.30
3-Rescue & Emergency Medical Service Incident	2,730	2,646	2,890	2,755	4.00	6.47
4-Hazardous Condition	162	250	154	189	4.00	6.00
5-Service Call	106	126	127	120	4.00	6.10
6-Good Intent Call	124	129	129	127	4.00	6.40
7-False Alarm & False Call	192	290	281	254	4.00	6.00
8-Severe Weather & Natural Disaster	0	1	0	0	3.00	3.00
9-Special/Other	17	29	26	24	0.01	5.00
Unknown	0	0	0	0	N/A	N/A

Distribution of Calls by Hour of Day



Stations

BFD operates out of a single fire station located at 3084 Dewey Avenue, roughly in the geographic center of the district. The original portion of the building was built in 1928 and the most recent renovation and expansion occurred in 1999. The building has a large apparatus bay with four drive-through bays, each capable of hosting two apparatus, that was part of the expansion in 1999. The renovation included the creation of a large meeting and training room, several administrative offices, a kitchen, day room and the bunk room located on the ground floor. There are administrative offices and storage on the second floor of the older portion of the building, as well as a basement used for storage and gatherings of the fire company. One of the old apparatus bays was modified to create a fitness facility.

Some deficiencies in the station, noted during interviews, include crowded sleeping quarters for the duty crew, aging mechanicals throughout the older portion of the building, and a parking lot in need of substantial repairs.

Apparatus and Equipment

BFD operates six front-line firefighting apparatus – two engines, one ladder truck, a rescue truck and two squads. There are also three chief's vehicles and a utility vehicle/van. The two engines (223 and 225) were both acquired in 2017 under a lease.

arrangement. The first due squad (226) is the most heavily used apparatus in the department and accounted for 56% of the responses. The two engines accounted for 18% and 11% of responses, respectively. In contrast, Rescue 228 responded only 39 times (0.8%) and Ladder 221 on only 17 occasions (0.3%). Ladder 221 is over 30 years old and is under consideration for replacement.

Type	Designation	Year	Manufacturer	Station
Ladder	221	1989	Emergency One 100'	Barnard
Engine	223	2017	Spartan	Barnard
Engine	225	2017	Spartan	Barnard
Squad	226	2017	Ford F-350	Barnard
Squad	2216	2013	Ford F-350	Barnard
Squad	227	2015	Ford Transit 350 (Van)	Barnard
Rescue	228	2005	Spartan/ Rescue One	Barnard

The department is well-equipped for the role of firefighting with modern SCBA, thermal-imaging cameras, extrication tools on the first-due apparatus, current protective gear, and heavy rescue resources available on the rescue truck. The department properly maintains its equipment with regular hose, pump and ladder testing to ensure that it is in an appropriate condition to respond.

ISO Rating

BFD was evaluated by the Insurance Services Office (ISO) in 2018 to determine the Public Protection Classification (PPC)¹. BFD received a rating of 3, which places it in the top 20% of fire departments in New York State. BFD received 31.65 out of a possible 50 points related to the fire department. Areas with relatively high scores are operational considerations, pump capacity, deployment analysis and ladder service. Areas with potential room for substantial improvement are training and company personnel. The areas related to Emergency Communications and Water Supply are essentially out of the control of the fire district, although a more robust hydrant inspection and flushing program could lead to a slightly higher score.

ISO Ratings	Available Credit	Barnard
Communications	10	8.67
Engine Cos.	6	3.5
Reserve Pumpers	0.5	0
Pump Capacity	3	1.93
Ladder Service	4	3.85

¹ For additional explanation on the ISO PCC Rating Process, please see Appendix 1

ISO Ratings	Available Credit	Barnard
Reserve Ladder	0.5	0
Deployment Analysis	10	8.42
Company Personnel	15	7.88
Training	9	4.07
Operational Considerations	2	2
Water Supply	40	32.2
Divergences		-3.44
Risk Reduction	5.5	4.03
Total Credit	105.5	73.11

On The Horizon

BFD has seen a substantial decline in the number of active firefighting volunteers over the past decade. While the reasons for the decline are varied, the clear result has been for the Commission to add more career staff to ensure that the residents receive an adequate response. The volunteer fire company has reported substantial success in recruiting new members using an online campaign, but they have yet to convert their interest into active firefighters. The ladder truck is more than 30 years old and the district has been setting aside money for potential replacement, but they are choosing to participate in the study to decide if the purchase is necessary. Elimination of the ladder truck will have little impact on their ISO rating because of the presence of a rescue truck and automatic aid for an aerial. The Barnard Fire Station last underwent a major renovation twenty years ago and another renovation is under consideration for the near future to address aging mechanicals, the need for additional living quarters for the career staff and need for more functional office and fitness areas.

Lake Shore Fire District

Overview

The Lake Shore Fire District serves 9.5 square miles of land along the southern shore of Lake Ontario in the town of Greece. Its service area stretches from the border with Rochester to Manitou Road and the Hilton Fire District. It is bordered to the south primarily by North Greece Fire District, although a small portion abuts Barnard. The geography includes several large ponds, Braddock Bay, and a stretch of the Lake Ontario Parkway. The population in 2017 is estimated to be 9,908, about 1.1% higher than in 2010. The population density is the lowest of the four districts at 1,040 per mi². The district operates three engines, two squad vehicles and a rescue truck. They also

operate two boats. The staffing includes a minimum of a career firefighter and a part-time driver/EMT on duty.

Historically, the Lake Shore Fire District was four separate districts that merged into one, 60 years ago. The department operated out of three fire stations as recently as the late 1990s, but they have slowly changed to the remaining two.

Career Workforce

LSFD restructured its career workforce in November 2019 when it more than doubled its full time staff from 5 to 11. There is a full-time battalion chief, lieutenant and nine full-time firefighters. There are also 20 other part-time EMT/pump operators that are scheduled to ensure three career personnel on duty at a time. The battalion chief works forty hours a week – 7:00 am to 5:00 pm four days a week. He has a variety of administrative and supervisory tasks, including serving as a line officer while on duty. The lieutenant works a similar schedule as the battalion chief, but on staggered weekdays to ensure that there is coverage each weekday. One works Monday to Thursday and the other Tuesday to Friday. The nine full-time firefighters work 24 hours on, 72 hours off. All of the full-time firefighters are EMTs. The part-time firefighters are typically career firefighters at another organization or are retired.

The change in 2019, was the largest change in staffing since the career staff was hired in 2002. There is reportedly frequent turnover among the full-time firefighters as the department has the lowest pay rate in the area. They also have the lowest sick time and vacation time benefit².

Volunteer Workforce

LSFD reports having 41 active firefighters on the roster. About half of them are reported to be certified interior firefighters. The average age of the firefighters is about 50. There are only four members under the age of 30. The district has removed the residency requirement and there are a few members from outside the district. In particular, some members have joined as the operational requirements at other town departments became stricter. LSFD has a requirement for volunteers to respond to 15% of non-EMS calls. Qualified volunteers participate in all roles

There are currently seven volunteer officers among the ranks. The chief officers all have decades of experience, but the lower ranks are under ten years' experience. They also have difficulty developing command experience because of the prevalence of the career staff.

² See the section on Collective Bargaining Agreements for further details.

It is reported that in the late 1970s the department had 125 members, but like many volunteer departments, societal and community changes have led to a decline in volunteerism. Greece Lake Shore Fire Department, Inc. has not filed an IRS-990 form since 2009. They do not have active fundraisers, nor do they own substantial assets.

Administration and Governance

LSFD is governed by a board of five elected commissioners. The commissioners are assisted in their roles by a part-time paid secretary and a part-time paid treasurer/administrator. The secretary is a former firefighter and longtime member of the department. He is responsible only for maintaining meeting minutes, resolutions and official correspondence. The treasurer/administrator works variable hours, as needed, to help manage the financial operations, developing the fiscal plan – including for capital needs and preparing documents for the external audits.

Operating Budget

LSFD's budget has grown by half in the past five years from \$1.4 million to \$2.1 million. The largest dollar increases come in the area of personal services – payroll, retirement and employee benefits. Those three areas have grown over \$711,000, accounting for essentially all of the growth in the last six years. Expenses related to insurance, training and contributions to the reserve account led to the majority of the rest of the growth in expense.

Summary of Operating Budget 2014 to 2020							
	2014	2015	2016	2017	2018	2019 Budget	2020 Budget
Income							
Grants	\$0	\$0	\$44,601	\$10,000	\$284,189	\$0	\$5,000
Misc Income	\$12,240	\$6,904	\$3,307	\$57,247	\$9,112	\$0	\$6,000
Interest Income	\$531	\$512	\$712	\$828	\$766	\$500	\$500
Sale of Assets	\$0	\$177,345	\$0	\$5,900	\$21,850	\$0	\$0
Tax Levy	\$1,387,705	\$1,432,555	\$1,449,844	\$1,464,372	\$1,645,339	\$2,085,010	\$2,126,710
Total Income	\$1,400,476	\$1,617,316	\$1,498,465	\$1,538,346	\$1,961,257	\$2,085,510	\$2,138,210
Expenses							
Administrative	\$48,518	\$38,268	\$34,072	\$25,244	\$43,908	\$59,200	\$46,150
Insurance	\$111,468	\$91,252	\$107,003	\$83,777	\$140,338	\$167,500	\$163,000
Benefits	\$71,767	\$69,182	\$81,404	\$67,109	\$95,568	\$155,000	\$225,000
Retirement	\$100,252	\$81,788	\$92,425	\$149,733	\$76,610	\$175,000	\$155,000

Summary of Operating Budget 2014 to 2020							
	2014	2015	2016	2017	2018	2019 Budget	2020 Budget
Equipment / Apparatus	\$165,281	\$97,759	\$156,413	\$99,215	\$106,852	\$143,930	\$158,700
Facilities	\$85,602	\$86,614	\$58,856	\$78,618	\$67,721	\$108,500	\$82,400
Payroll Expenses	\$612,084	\$635,111	\$754,568	\$702,617	\$692,642	\$985,380	\$1,116,100
FF / Fire Related	\$44,364	\$44,415	\$30,743	\$23,827	\$31,699	\$37,550	\$46,300
Supplies	\$10,536	\$9,239	\$5,497	\$5,815	\$8,775	\$9,500	\$7,500
Training	\$23,824	\$26,204	\$29,103	\$32,130	\$41,590	\$53,950	\$68,060
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Additions to Reserves	\$160,000	\$255,770	\$0	\$200,000	\$0	\$190,000	\$70,000
Total Expenses	\$1,433,696	\$1,435,602	\$1,350,085	\$1,468,086	\$1,305,703	\$2,085,510	\$2,138,210
Net Income	-\$33,219	\$181,714	\$148,380	\$70,261	\$655,554	\$0	\$0

Fiscal Situation

LSFD has no active debt at the end of 2018. They have a total fund balance of \$1.53 million at the end of 2018. This is up 62% since 2014. Most of the increase has been in the areas of Cash and Unassigned Fund Balance.

Tax Rate and Levy

The 2019 Tax Rate for LSFD was \$3.859 per thousand of assessed value. The rate is the third highest tax rate in Greece and fifth highest in Monroe County. It was a 25% increase over the previous year, following a 12% increase. However, for at least the previous decade, the average year-over-year tax rate increase had been less than 1%. For 2019, the levy was \$2.1million, up \$440,000, or about 27%, from the previous year. The trend has been an average of a 4.8% annual increase in the tax levy for the district between the 2014 and 2019 budget years and an average annual tax levy increase of 5.4% for the decade from 2009 to 2019.

Calls for Service

LSFD has averaged 1,017 calls for service (CFS) over the last three full years. There is about 3% growth year-over-year for the last five years leading to call volume in 2018 being 14% higher than in 2013. However, looking back a decade, the call volume was

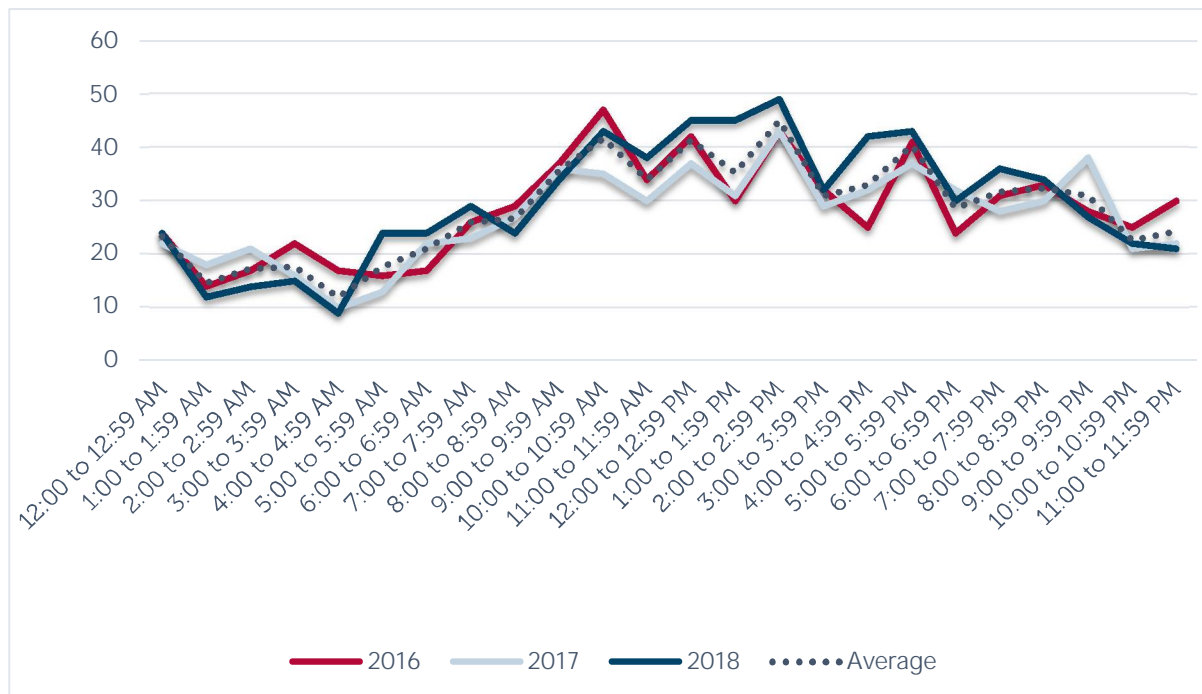
10% higher in 2008. Over that time frame, the annual call volume has been within 10% of 1000 calls every year. 67% of calls are EMS responses for the district. The district has a CFS rate of about 10.3 calls per 100 residents in 2018, essentially equal to the rate of 10.2 calls per 100 residents in 2010. The response times average 7 minutes and 90 percent of calls are responded to in less than 10 minutes, 30 seconds. There is little variation in response times by call type.

LSFD does not respond to low-priority EMS calls in the district – such as general illnesses or psychiatric problems – unless requested by the ambulance. While the career staff respond to every assigned call, volunteers are only asked to respond to events requiring more than one piece of equipment. The tables and graphs below give a brief summary of the calls for service in the district and greater details are in the appendix.

Call Types for 2016 to 2018

Call Type					Response Time	
	2016	2017	2018	2016-2018 Avg.	50th Percentile	90th Percentile
1-Fire	41	25	25	30	6.00	10.00
2-Overpressure Rupture, Explosion, Overheat	0	1	0	0	4.00	4.00
3-Rescue & Emergency Medical Service Incident	684	653	716	684	7.00	10.00
4-Hazardous Condition	41	58	64	54	6.00	10.00
5-Service Call	77	113	72	87	5.00	12.00
6-Good Intent Call	96	76	66	79	6.00	9.00
7-False Alarm & False Call	72	52	73	66	6.00	10.00
8-Severe Weather & Natural Disaster	0	33	0	11	4.00	6.00
9-Special/Other	0	3	6	3	7.00	12.00
Unknown	0	0	5	2	N/A	N/A

Distribution of Call by Hour of Day



Stations

LSFD operates out of two stations. Station 1 is located at 1 Long Pond Road and is home to the career staff and volunteers. The primary building has four apparatus bays. The bays are designed for a back-in only and are equipped with exhaust capture devices. There is a small sleeping room for the two career staff stationed at the building, a kitchen/day room, a watch/radio room, and the commission room, which doubles as a meeting room. There are also office and storage spaces above the fourth apparatus bay. There is a separate shed behind the building that is used to store the smaller boat, one of the squad vehicles and extra equipment. The apparatus bay floors are in need of repairs. This building went into operation in 1986.

Station 2 is Located at 545 Ling Road and is designated for operations by the volunteers. The station has two double bays that allow for four apparatus to be stationed at the building. This station has a large meeting room, a day room and a watch office. There are no quarters for housing career staff. This building went into operation in 2012.

The on duty crew from Station 1 is dispatched to all events in the district. They are augmented by volunteers from either station.

Apparatus and Equipment

LSFD operates five front-line firefighting apparatus – two front line engines, a rescue truck and two squads. There are also two chief’s vehicles and a boat.

Type	Designation	Year	Manufacturer	Station
Engine	202	2007	Crimson	LSFD 2
Squad	2027	1998	Chevrolet	LSFD 2
Engine	203	2019	Pierce	LSFD 1
Engine	204	1998	Salsbury (spare)	LSFD 1
Squad	207	2017	Rosenbauer	LSFD2
Rescue	208	1991	Salsbury	LSFD 1

In 2018, Engine 203 responded 818 calls. 202 was the next busiest at 97 events, followed by 208 (49), 2027 (36) and 204 (20). Boat 2016 was assigned to 13 events in 2018.

The department is well-equipped for the role of firefighting with modern SCBA, thermal-imaging cameras, extrication tools on the first-due apparatus, current protective gear, and heavy rescue resources available on the rescue truck. The department properly maintains its equipment with regular hose, pump and ladder testing to ensure that it is in an appropriate condition to respond.

ISO Rating

LSFD was evaluated by the Insurance Services Office (ISO) in 2019 to determine the Public Protection Classification (PPC). LSFD received a rating of 4, which places it in the top 42% of fire departments in New York State. LSFD received 29.76 out of a possible 50 points related to the fire department. Areas with relatively high scores are engine companies, operational considerations, pump capacity, and company personnel. Areas with potential room for substantial improvement are training and the deployment analysis. The areas related to Emergency Communications and Water Supply are essentially out of the control of the fire district, although a more robust hydrant inspection and flushing program could lead to a slightly higher score. Also, although all four departments use the same county emergency communications department, LSFD’s score was 1.63 points (out of 10) lower than its peers because the rating criteria used by the ISO has changed.

ISO Ratings	Available Credit	Lake Shore
Communications	10	7.04
Engine Cos.	6	5.9
Reserve Pumpers	0.5	0
Pump Capacity	3	3
Ladder Service	4	2.37
Reserve Ladder	0.5	0
Deployment Analysis	10	5.11
Company Personnel	15	9.71
Training	9	1.67
Operational Considerations	2	2
Water Supply	40	32.07
Divergences		-4.13
Risk Reduction	5.5	3.97
Total Credit	105.5	68.71

On The Horizon

The Lake Shore Fire District applied for a SAFER grant in 2019 in order to begin funding another full-time position on each group. The grant was denied but the commission chose hire the additional firefighters to meet staffing needs. The goal is to move to having a three-person engine company on duty at all times. The department plans to apply for another grant in 2020 to limit the need for part time firefighters.

LSFD continues to aggressively recruit volunteers and accept transfers from other departments. They have not yet made substantial progress on reversing the trends of the last few decades.

The LSFD has had recent activism from several neighborhood associations because of the recent increases in taxes. The concerns from the residents are leading to a push for substantial changes.

North Greece Fire District

Overview

The North Greece Fire District serves the largest geographic area in the town and is bordered by the other three town fire districts, plus the Hilton-Parma Fire District. NGFD also serves an area of Parma west of Manitou Road. The fire district, at 27.6 mi²,

is nearly double the size of next largest district. The total population in 2017 was estimated to be 41,000, up about 1.2% in the last 10 years. About eight percent (3,260) of the population and 27% of the land area is in the town of Parma. NGFD operates out of three stations with a total of two frontline engines, a quint, a rescue truck and several support vehicles. There are a minimum of 10 career fire fighters and a battalion chief on duty at all times.

Career Workforce

NGFD has a chief, four battalion chiefs, four captains, eight lieutenants and twenty-eight line firefighters. Among the paid staff, all are certified EMTs. Except for the chief, all are assigned to a group that works a rotation 24 hour on, 72 hour off schedule. All of the groups have a battalion chief, three officers and eight firefighters. The minimum staffing is a battalion chief, three line officers and seven firefighters. The firefighters are all members of IAFF Local # 3827 and the officers at battalion chief and lower are in Local #4640, a joint union for all the town districts. The officers generally have ancillary duties including training, quality assurance, EMS education, and vehicle maintenance.

The workforce has expanded substantially since 2005, when there were only five full-time firefighters in the district. The first five firefighters were hired by the district in 1985.

Volunteer Workforce

The NGFD has 33 volunteer firefighters in mid-2019, down from 72 in 2004 and over 100 in the mid-1990s. The volunteer firefighters fall into three classifications. Class 1 are able to fulfill all functions on the fireground, including entering a burning building and other hazardous environments, as well as complete a rigorous drill and call requirement. Class 2 are able to assist at all emergencies, but are restricted to less-hazardous fire ground activities. Their drill and call requirements are less stringent than for Class 1, although many of them have the same initial training and previous experience at Class 1. Class 3 are fire police that do not work in life-hazardous situations³, although they may have previously worked in those situations.

NGFD Volunteer Roll				
	TOTAL FF	CLASS 1	CLASS 2	CLASS 3
2004	72	n/a	n/a	n/a

³ Although fire policemen in New York State have a higher mortality rate than traditional firemen from health issues and traffic accidents.

NGFD Volunteer Roll				
	TOTAL FF	CLASS 1	CLASS 2	CLASS 3
2005	73	n/a	n/a	n/a
2006	69	43	19	9
2007	70	41	17	9
2008	64	36	18	10
2009	68	40	12	16
2010	64	40	10	14
2011	60	32	12	16
2012	59	31	14	14
2013	62	19	26	17
2014	53	19	21	10
2015	50	19	16	15
2016	50	20	14	16
2017	42	16	10	16
2018	33	11	10	12
2019 (May)	33	5	16	12

In 2018, there was a sharp decline in the number of firefighters in Class 1 as the department increased both the drill and activity requirements. The activity requirements now require volunteer firefighters to ride with on-duty crews on regular basis. Unless they are on duty with a crew, volunteers are only notified of calls that will need more than one engine/quint. For the last two and half years, volunteers were consistently notified of about 15% of calls for the district.

Administration and Governance

The North Greece Fire District is governed by five elected fire commissioners, each serving a five-year term. The commissioners serve on a volunteer basis. They are responsible for the governance and operations of the fire district.

Other than the firefighters, the district employs four full-time staff. The district administrator reports to the commissioners and works with the chief to manage the fire district. The position's responsibilities include administering benefits, developing personnel and administrative policies, on-boarding of new employees, maintaining of personnel files and assisting with labor relations. The district treasurer reports to the commissioners and is responsible for numerous financial tasks including payroll, developing reports for the commission, accounts receivable and payable, contracting with vendors, and assisting in the budget process. The district secretary/deputy

treasurer maintains records for the district, files the budget with the town, maintains minutes, serves as the backup for the treasurer and assists the district administrator. The micro-computer support technician reports to the district administrator and is responsible for performing a variety of computer-related activities including specifying and installing new equipment, troubleshooting and maintaining existing hardware, peripherals and network, and providing training related to computer technology.

Operating Budget

NGFD's operating budget has grown an average of 5% a year over the last 6 years, leading to a budget that is 31% larger in 2020 than it was in 2014. Areas of growth during that time include the Tax Levy which has grown by almost 30% and apparatus/equipment which has varied from \$303,000 to \$1.5 million as the district has made planned upgrades to its fleet. There have also been increased costs related to personnel which have climbed nearly 40% for payroll and 60% for benefits. Although not budgeted, the district has been able to add to its fund balance as noted below.

Summary of Operating Budget 2014 to 2020

	2014	2015	2016 Budget	2017	2018	2019 Budget	2020 Budget
Income							
Tax Levy	\$7,396,564	\$7,731,106	\$8,607,904	\$8,766,047	\$9,510,698	\$9,512,730	\$9,918,287
Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Misc Income	\$99,268	\$106,157	\$72,416	\$31,237	\$37,462	\$36,277	\$36,277
Interest	\$7,093	\$4,782	\$5,295	\$7,141	\$7,656	\$6,000	\$7,000
Income							
Sale of Assets	\$65,520	\$110,929	\$0	\$120,255	\$685	\$1,000	\$1,000
Total Income	\$7,568,445	\$7,952,974	\$8,685,615	\$8,924,680	\$9,556,501	\$9,556,007	\$9,962,564
Expenses							
Administrative	\$214,722	\$210,936	\$233,000	\$161,578	\$165,129	\$219,640	\$186,560
Insurance	\$359,891	\$338,544	\$446,770	\$330,299	\$282,117	\$324,000	\$60,000
Benefits	\$984,697	\$1,021,631	\$1,033,447	\$1,020,692	\$1,381,320	\$1,215,222	\$1,639,493
Retirement	\$954,389	\$861,989	\$1,052,603	\$913,649	\$965,724	\$994,000	\$1,008,000
Equipment / Apparatus	\$353,374	\$303,164	\$686,200	\$851,595	\$1,476,282	\$865,000	\$745,000
Facilities	\$208,111	\$206,041	\$219,500	\$179,275	\$177,173	\$220,500	\$197,100
Payroll	\$4,084,168	\$4,140,096	\$4,692,395	\$4,825,751	\$4,660,712	\$5,668,645	\$5,896,436
Expenses							
FF / Fire	\$63,199	\$46,848	\$55,000	\$63,098	\$50,120	\$57,000	\$32,000
Related							
Supplies	\$121,004	\$93,804	\$164,700	\$145,992	\$123,032	\$189,000	\$135,975

Summary of Operating Budget 2014 to 2020

	2014	2015	2016 Budget	2017	2018	2019 Budget	2020 Budget
Training	\$102,921	\$79,612	\$102,000	\$59,201	\$56,210	\$77,000	\$62,000
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Additions to Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$7,446,477	\$7,302,665	\$8,685,615	\$8,551,129	\$9,337,820	\$9,830,007	\$9,962,564
Net Income	\$121,968	\$650,309	\$0	\$373,550	\$218,682	-\$274,000	\$0

Fiscal Situation

NGFD has no active debt at the end of 2018. They have a total fund balance of \$5.6 million at the end of 2018. This is up 22% since 2014. Most of the increase has been in the area of Unassigned Fund Balance which has grown from \$0 to \$2.6 million over the last five years. The restricted fund balance, including the capital reserve and retirement contribution reserve have actually declined slightly in the last four years.

Tax Rate and Levy

The 2019 Tax Rate for NGFD was \$3.739 per thousand of assessed value. The rate is the lowest tax rate in Greece but the 6th highest in Monroe County. It was a 3% decrease over the previous year. The levy was \$9.0 million, essentially level from the previous year. The trend has been an average of a 3.6% annual increase in the tax levy for the district between the 2014 and 2019 budget years.

Calls for Service

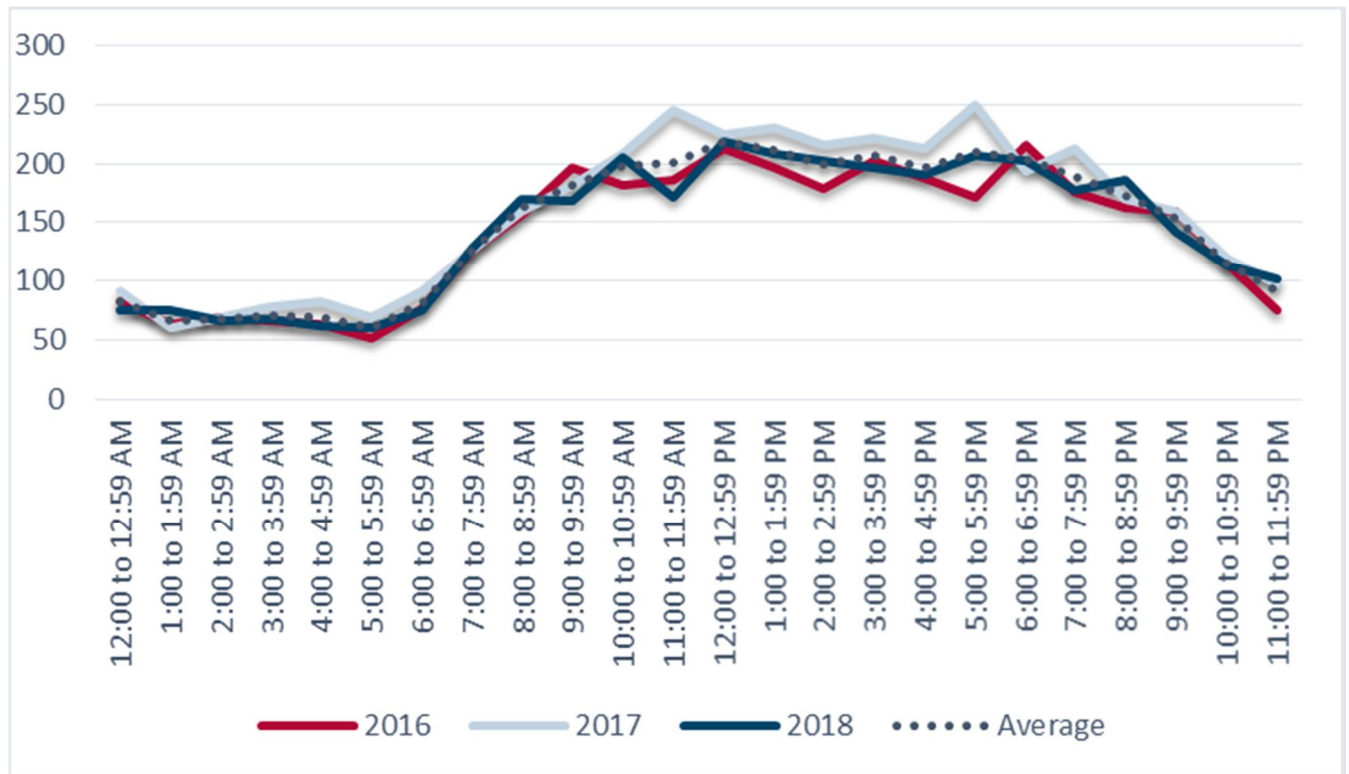
NGFD has averaged 3,539 calls for service (CFS) over the last three full years. The call volume has been essentially level since 2006 with every year being within a few percentage points of the long term average. 62% of calls are EMS responses for the district. The district has a CFS rate of about 9 calls per 100 residents in 2018, unchanged from 2010. The response times average five minutes, and 90 percent of calls are responded to in less than eight minutes and 10 seconds. There is little variation in response times by call-type, except for service calls that are about two minutes longer at the 90th percentile/.

NGFD responds to a subset of EMS calls that are deemed to be higher priority and likely to benefit from a quicker response. They also respond on request when the contracted ambulance is not available. While the career staff respond to every call,

volunteers are only asked to respond to events requiring more than one piece of equipment. The tables and graphs below give a brief summary of the calls for service in the district, and greater details are in the appendix.

Call Types for 2016 to 2018						
Call Type	2016	2017	2018	2016-2018 Avg	Response Time	
					50th Percentile	90th Percentile
1-Fire	111	79	88	93	4.88	8.70
2-Overpressure Rupture, Explosion, Overheat	4	3	0	2	4.55	5.15
3-Rescue & Emergency Medical Service Incident	2,257	2,220	2,144	2,207	4.45	7.10
4-Hazardous Condition	242	347	219	269	5.12	8.43
5-Service Call	109	148	121	126	5.55	10.15
6-Good Intent Call	211	391	368	323	5.03	7.69
7-False Alarm & False Call	433	564	533	510	4.70	7.57
8-Severe Weather & Natural Disaster	2	19	0	7	4.53	11.94
9-Special/Other	1	0	1	1	N/A	N/A
Unknown	3	0	0	1	6.11	6.74

Distribution of Call by Hour of Day



Stations

NGFD operates out of three fire stations. Headquarters (Station #2) at 1766 Latta Road has four back-in apparatus bays, a day room and sleeping quarters for the on-duty crews, the administrative offices including the chief's office, a large training room, the fire commissioner's offices and meeting room, and a communications center⁴. Station 1 is located at 645 North Greece Road. This four-bay station has a day room and sleep quarters for the on-duty crew, offices for the volunteer officers and organizations, a training room and a watch office. There is also a training grounds with a small drill tower and spaces for extrication training. Station #3 is at 2030 English Road. This station has two back-in bays, a small day room, sleeping quarters and an office for the duty officer.

Each station has an assigned zone for being first-due for calls. The calls are distributed close to evenly between the stations, with Station #3 having a few percent more (32% for both Stations #1 and #2 and 36% for #3).

⁴ NGFD has acted as the dispatch center for themselves, BFD and Greece Volunteer Ambulance in the past, but all agencies now use the Rochester/Monroe County Emergency Communications Department.

Apparatus and Equipment

NGFD uses their career staff to ensure two engines and a quint are ready to respond. The quint is located at Station 3 and the engines at the other two stations. The department's rescue truck, kept at Station 1, is assigned to be used by volunteers primarily, although the career staff will use it for mutual aid requests and special assignments.

Type	Designation	Year	Manufacturer	Station
Quint	270	2015	Sutphen, 100' Bucket	NGFD 3
Engine	272	2008	Crimson (Spare)	NGFD 1
Engine	273	2018	Sutphen	NGFD 1
Engine	274	2018	Sutphen	NGFD 2
Engine	277	2005	Crimson (Spare)	NGFD 2
Rescue	278	2004	LaFrance	NGFD 1
Squad	2717	1998	Ford -Brush Truck	NGFD 1
Squad		2019	Chevy - Fire Police	NGFD 3

The department is well-equipped for the role of firefighting with modern SCBA, thermal-imaging cameras, extrication tools on the first-due engines/quint, current protective gear, and heavy rescue resources available on the rescue truck. The department properly maintains its equipment with regular hose, pump and ladder testing to ensure that it is in an appropriate condition to respond.

For 2018, Quint 270 responded to 1,115 calls, Engine 273 to 793, Engine 274 to 904 and Rescue 278 to 23.

ISO Rating

NGFD was evaluated by the Insurance Services Office (ISO) in 2019 to determine the Public Protection Classification (PPC)⁵. NGFD received a rating of 2, which places it in the top 3% of fire departments in New York State. NGFD received 35.84 out of a possible 50 points related to the fire department. Areas with relatively high scores are Engine Companies, Operational Considerations, Pump Capacity, Deployment Analysis and Company Personnel. Areas with the biggest potential for substantial improvement are Training and Company Personnel. The areas related to Emergency Communications and Water Supply are essentially out of the control of the fire district.

⁵ For additional explanation on the ISO PCC Rating Process, please see Appendix XX

ISO Ratings	Available Credit	North Greece
Communications	10	8.67
Engine Cos.	6	5.84
Reserve Pumpers	0.5	0.49
Pump Capacity	3	3
Ladder Service	4	2.88
Reserve Ladder	0.5	0
Deployment Analysis	10	7.64
Company Personnel	15	10.65
Training	9	3.34
Operational Considerations	2	2
Water Supply	40	38
Divergences		-4.66
Risk Reduction	5.5	4.66
Total Credit	105.5	82.51

On The Horizon

NGFD has undergone several substantial changes in the last five years with a significant increase in the number of career staff, the addition of a career chief, and the adoption of more stringent training and performance standards for the volunteers. The department has also acquired all-new front line apparatus during that time. These changes have been made with fire tax rate increasing at an average of 3.6% a year and the call volume remaining level.

In discussion with the town planning office, this area of the town is anticipated to have both residential and commercial growth over the next five to ten years.

Ridge Road Fire District

Overview

The Ridge Road Fire District serves the second largest land area (13.8 sq mi) in the southernmost section of the town. It is bordered by Barnard and North Greece to the north, the City of Rochester to the east and south, the Gates Fire District to the south, and the Parma Fire District to the west. RRFD also interacts regularly with the Kodak Fire Brigade that serves parts of the Eastman Business Park. The district has the second largest total population (27,133), up only about 1% in the last decade. It has the largest population of residents over 85, accounting for nearly 1 in 20 residents. RRFD operates out of three stations with a minimum manning of 12 firefighters and 14 assigned to a group. There is also always a battalion chief on duty.

Career Workforce

RRFD has a chief, a deputy chief, four battalion chiefs assigned, four captains, ten lieutenants, and 40 firefighter/EMTs. All of the paid staff are certified EMTs⁶. The chief, deputy chief, a training captain, a planning captain and a community outreach captain are assigned to work 40-hour work weeks. All other staff work a rotation involving 10-hour day shifts and 14-hour night shifts. That rotation leads to an average of 42 hours per week of regular scheduled time. Each group has 14 personnel assigned to it – a battalion chief, a captain, two lieutenants and ten firefighters. The minimum staffing, which would require overtime if needed, is 12 on duty.

The firefighters are all members of IAFF Local #3794 and the officers at the rank of battalion chief and lower are in Local #4640, a joint union for all the town districts. The officers generally have ancillary duties including training, quality assurance, EMS education, and vehicle maintenance.

The workforce had only five on a group, 20 overall, in 1990. It increased slowly over the years with significant increases in 2014, when a third station was placed in service and the total became 13 per group. In 2017, an additional firefighter brought the total to 14. There are plans to bring it up to 15 per group in 2020 as part of a move toward operating on three-person engines at every station.

Volunteer Workforce

RRFD does not have any active volunteer firefighters and has not for nearly 20 years. There are some former members of the volunteer workforce that gather socially, but they have no role with the fire department.

Administration and Governance

The Ridge Road Fire District is governed by five elected fire commissioners, each serving a five-year term. The commissioners serve on a volunteer basis. They are responsible for the governance and operations of the fire district.

Other than the firefighters, the district employs one full-time staff member and three part-time employees. The full-time staffer is the district administrator and deputy treasurer. She reports to the commissioners and works with the chief to manage the fire district. The position's responsibilities include administering benefits, payroll, accounts payable and receivable, contracting, maintaining personnel files and assisting with labor relations. The part-time district treasurer reports to the commissioners and is responsible for numerous financial tasks, including developing reports for the

⁶ Several of the firefighters are also certified as paramedics, but are not authorized to work at that level because the agency is not recognized by the state or region to work at the paramedic level.

commission and assisting in the budget process. The district secretary is a part-time position that maintains records for the district, files the budget with the town, and maintains minutes. There is also a part time public safety educator responsible for community and school events.

Operating Budget

RRFD's operating budget has grown an average of 5% a year over the last 5 years, leading to a budget that is 32% larger in 2020 than it was in 2014. Areas of growth during that time include the Tax Levy, which has grown 19%, and costs related to personnel, which have climbed nearly 25% for payroll and 29% for benefits. Apparatus/equipment has varied from \$164,000 to \$1.1 million as the district has made planned upgrades to its fleet.

Summary of Operating Budget 2014 to 2020

	2014	2015	2016	2017	2018	2019 Budget	2020 Budget
Misc Income	\$52,800	\$68,935	\$64,950	\$64,950	\$95,000	\$88,000	\$96,000
Interest Income	\$13,500	\$10,000	\$5,000	\$5,000	\$7,000	\$6,000	\$50,000
Sale of Assets	\$0	\$0	\$0	\$25,000	\$32,000	\$42,500	\$0
Fund Balance Appropriation	\$577,321	\$300,000	\$0	\$0	\$575,000	\$865,000	\$1,100,000
Tax Levy	\$9,341,864	\$10,018,715	\$10,300,460	\$10,686,009	\$11,073,070	\$11,324,154	\$11,911,717
Total Income	\$9,985,485	\$10,397,650	\$10,370,410	\$10,780,959	\$11,782,070	\$12,325,654	\$13,157,717
Expenses							
Administrative	\$37,000	\$76,722	\$102,103	\$101,990	\$59,675	\$93,768	\$98,720
Insurance	\$261,500	\$331,000	\$359,000	\$384,000	\$413,000	\$413,000	\$415,000
Benefits	\$1,539,383	\$1,698,390	\$1,459,100	\$1,600,346	\$1,746,308	\$1,791,771	\$2,196,674
Retirement	\$1,402,134	\$1,472,242	\$1,260,758	\$1,332,000	\$1,328,482	\$1,385,300	\$1,553,000
Equipment / Apparatus	\$164,326	\$248,746	\$241,352	\$1,155,100	\$175,732	\$904,739	\$232,730
Facilities	\$231,177	\$221,602	\$233,776	\$195,036	\$193,950	\$250,590	\$204,687
Payroll Expenses	\$5,848,613	\$5,928,123	\$6,195,257	\$6,511,398	\$7,032,103	\$7,253,658	\$7,427,695
FF / Fire Related	\$63,674	\$44,254	\$110,648	\$108,900	\$192,792	\$301,682	\$289,270
Supplies	\$39,623	\$16,177	\$26,122	\$96,574	\$83,651	\$71,742	\$84,092
Training	\$30,000	\$33,000	\$38,000	\$38,000	\$42,000	\$42,000	\$80,000
Debt Service	\$368,055	\$327,395	\$420,895	\$559,616	\$514,377	\$559,494	\$575,848
Additions to Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$9,985,485	\$10,397,650	\$10,447,010	\$12,082,960	\$11,782,070	\$13,067,744	\$13,157,717
Net Income	\$0	\$0	-\$76,600	-\$1,302,001	\$0	-\$742,090	\$0

Fiscal Situation

At the end of 2018, the Ridge Road Fire District had \$4.7 million in debt. The debt is split between the Ridgeway Station, which has \$2,010,000 remaining on its serial bonds due for payoff in 2031, and \$2,690,000 remaining on serial bonds for a capital improvement plan to the stations, the purchase of Quint 250 and purchase of Engine 252. The latter bonds are due to be retired in 2036. This is a decline from \$5.4 million from the end of 2016. The district chooses to bond capital expenses and follows a long term capital plan that is regularly reviewed. Debt service has been an average of 4% of the budget in the last five years.

RRFD had a fund balance of \$3.98 million at the end of 2018. This is the highest level in the last five fiscal years. The average has been \$3.3 million. In 2018, two-thirds was unassigned, which is the lowest amount unassigned in the last five years. The district targets an unassigned fund balance of between 17% and 25% of budgeted expenses. Their most recent rating from Moody's was Aa3.

Tax Rate and Levy

The 2019 tax rate for RRFD was \$6.088 per thousand of assessed value. The rate is the second highest tax rate in Greece and Monroe County. It was a 2.2% increase over the previous year. The levy was \$11.3 million, up about 2.3% from the previous year. The trend has been an average 3.9% annual increase in the tax levy for the district between the 2014 and 2019 budget years.

Calls for Service

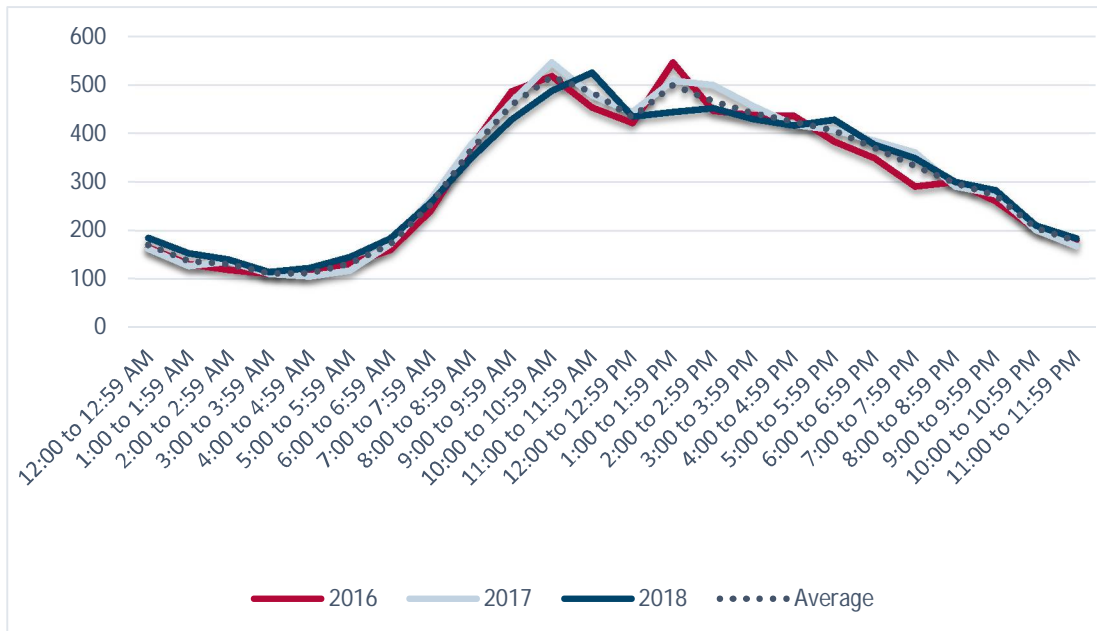
RRFD has averaged 7,390 CFS over the last three full years. The call volume has averaged around 7,300 CFS per year for the last 10 years, although it has varied as much as 6 percent in a given year. 68% of calls are EMS responses for the district. The district had a CFS rate of about 27 per 100 residents in 2018, down slightly from 29 per 100 residents in 2010. The response time average is 4 minutes, 31 seconds and 90 percent of calls are responded to in less than 7 minutes, 36 seconds.

RRFD responds to all EMS calls in the district. The tables and graphs below give a brief summary of the calls for service in the district and more details are available in the appendix.

Call Types for 2016 to 2018		
Call Type	Number of calls	Response Time (minutes)

	2016	2017	2018	2016-2018 Avg	50th Percentile	90th Percentile
1-Fire	158	146	205	170	4.52	7.61
2-Overpressure Rupture, Explosion, Overheat	10	14	25	16	4.00	6.69
3-Rescue & Emergency Medical Service Incident	4,905	4,871	5,381	5,052	5.00	8.00
4-Hazardous Condition	291	503	283	359	5.30	9.58
5-Service Call	708	568	529	602	5.40	10.14
6-Good Intent Call	261	351	278	297	4.97	8.01
7-False Alarm & False Call	589	648	654	630	4.40	7.38
8-Severe Weather & Natural Disaster	1	18	5	8	5.72	75.48
9-Special/Other	338	371	47	252	3.00	10.00
Unknown	1	0	7	3	3.72	3.72
Total	7,266	7,490	7,414	7,390	5.00	8.00

Distribution of Call by Hour of Day



Stations

RRFD operates out of three fire stations. Headquarters is located at 1299 Long Pond Road. It has three pull-through bays capable of having at least two apparatus. The station has the administrative and district offices; a training room; a meeting room; quarters for the on-duty crew and a small communications room. It was built in 1962, expanded in 1986, with renovations in the last two years. An annex building across the parking lot has additional offices and a fitness facility for the fire fighters. Stoneridge Station is located at 200 Stoneridge Drive. It has two back-in bays capable of holding an engine. This station has quarters for the crews stationed there and also is used to store the fire education trailer. It was built in 1971 and renovated in 2001. Ridgeway Station is at 2300 Ridgeway Avenue. It has two pull-through apparatus bays, quarters for the crews stationed there, and a small training/meeting room. It was built in 2007 and has some minor renovations in recent years.

Apparatus and Equipment

RRFD operates three front-line engines, a quint and a squad. Each of the three stations has an engine staffed by three firefighters. Headquarters also has a quint and a squad staffed with a total of three firefighters. There are also a rescue truck and reserve engine kept at Headquarters.

Type	Designation	Year	Manufacturer	Station
Quint	250	2014	E-One	RRFD HQ
Engine	252	2013	Spartan ERV	RRFD HQ
Engine	253	2017	E-One	RRFD SR
Engine	254	2019	Spartan	RRFD RW
Engine	255	2006	American La France (SPARE)	RRFD HQ
Squad	257	2019	GM	RRFD HQ
Rescue	258	2012	Rescue	RRFD RW

The department is well-equipped for the role of firefighting with modern SCBA, thermal-imaging cameras, extrication tools on the first-due engines/squad, current protective gear, and heavy rescue resources available on the rescue truck. The department properly maintains its equipment with regular hose, pump and ladder testing to ensure that it is in an appropriate condition to respond.

ISO Rating

RRFD was evaluated by the Insurance Services Office (ISO) in 2017 to determine the Public Protection Classification (PPC). RRFD received a rating of 2, which places it in the top 3% of fire departments in New York State. RRFD received 36.74 out of a possible 50 points related to the fire department. Areas with relatively high scores are Engine Companies, Operational Considerations, Pump Capacity, Deployment Analysis

and Training. Areas with the biggest potential for substantial improvement are Company Personnel. The areas related to Emergency Communications and Water Supply are essentially out of the control of the fire district.

ISO Ratings	Available Credit	Ridge Road
Communications	10	8.82
Engine Cos.	6	6
Reserve Pumpers	0.5	0.5
Pump Capacity	3	3
Ladder Service	4	2.98
Reserve Ladder	0.5	0.18
Deployment Analysis	10	6.58
Company Personnel	15	7.59
Training	9	7.91
Operational Considerations	2	2
Water Supply	40	37.99
Divergences		-4.3
Risk Reduction	5.5	4.75
Total Credit	105.5	84

Accreditation

RRFD is the only one of the four districts in Greece and one of three in the state to be accredited by the Commission on Fire Accreditation International, CFAI. The District first achieved accreditation in 2005, and again in 2010 and 2015.

The accreditation requires an extensive self-assessment process that requires the department to review its operations and administration from top to bottom. There is a strong focus on continuous improvement, data-informed decision-making, and thorough planning. As part of their process, RRFD has developed master plans for the organization and a detailed standards of coverage that breaks the district into 11 separate zones for risk assessment and resource deployment. The self-assessment is conducted annually with a site visit every five (5) years by five (5) peer-reviewers from the CFAI to investigate and verify the ten (10) assessment categories are satisfactory. RRFD will be having a site visit in the first quarter of 2020.

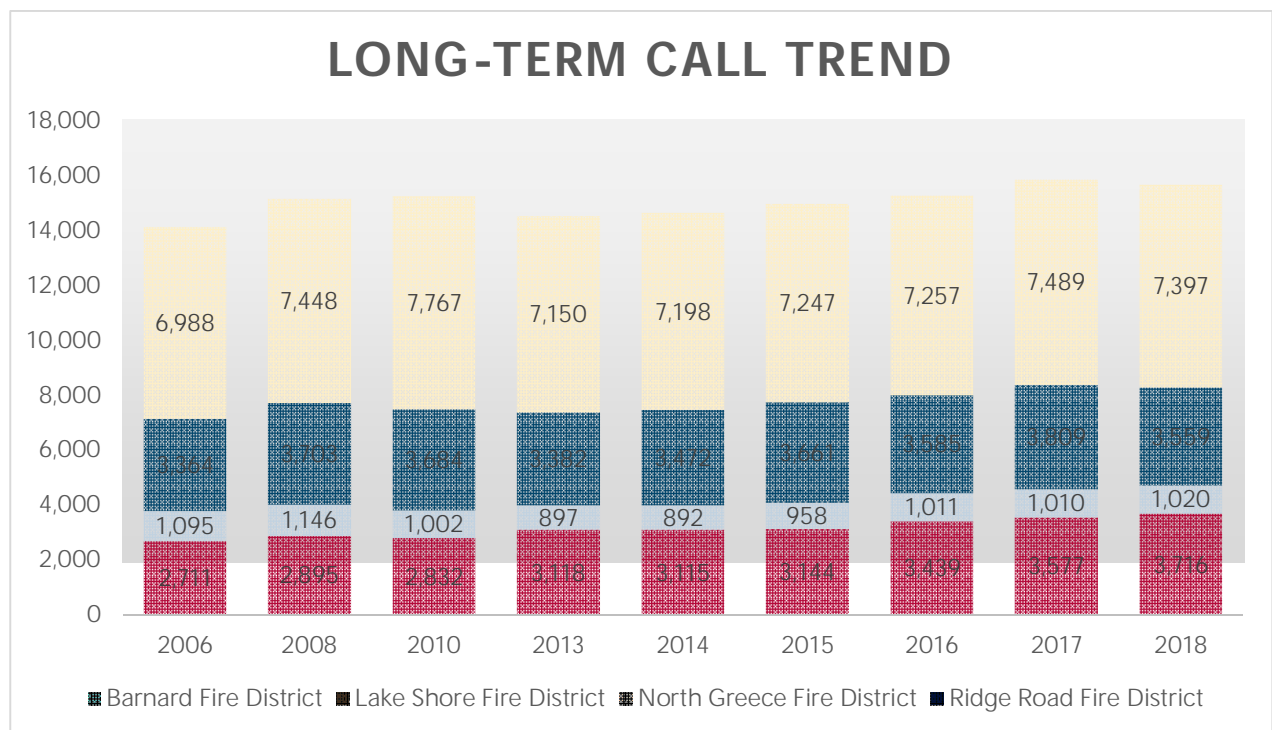
On The Horizon

RRFD has recently redeployed its personnel to move away from two-person apparatus with squads, with three-person engines at each of its stations. The district has a capital plan for both apparatus and buildings that has allowed it to maintain modern, effective apparatus and continues to ensure adequate staffing through hiring.

Calls for Service Comparison

Long Term Trends

Over the last decade, the calls for service in the four districts has remained relatively level. There are about 41 calls per day on average or just over 15,000 calls annually. The call volume in Barnard has been trending upward over that time period, but because the others have remained essentially flat, the overall call volume hasn't not move increased much.



Agency Comparisons

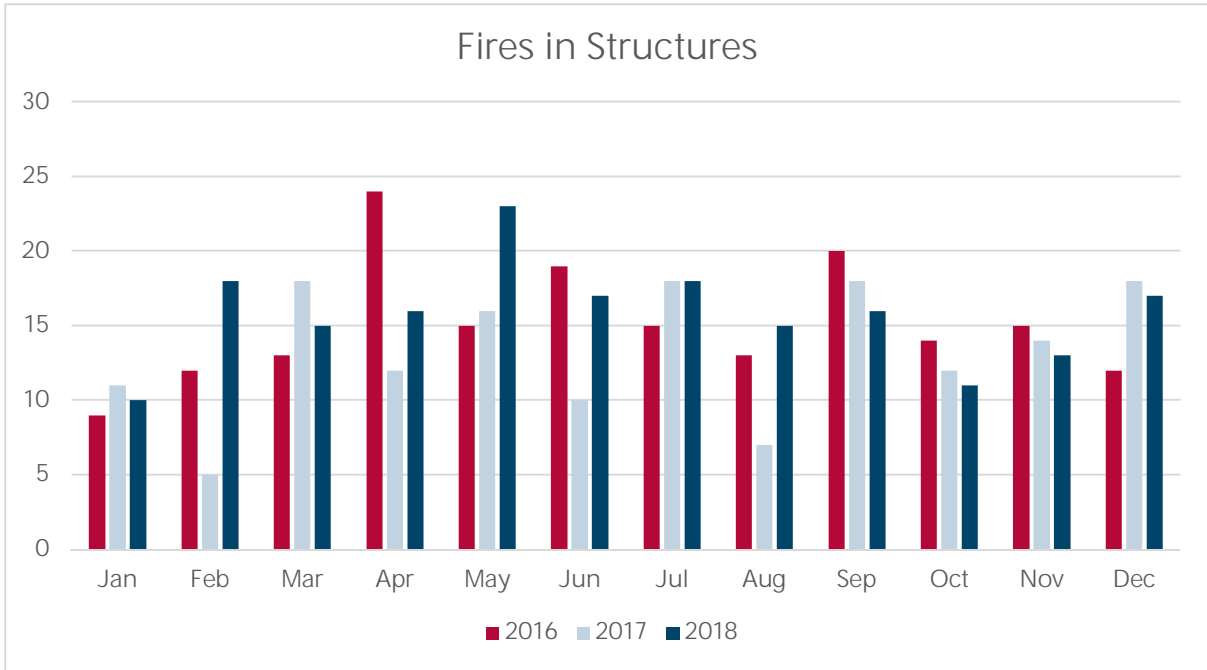
Looking at the call volume for three recent years, the four departments have a similar distribution for calls for service with two notable exceptions. Barnard responds to a higher proportion for Rescue and EMS calls (77% of calls compared to an average of 66% for the others) and North Greece has a higher proportion of False Alarms (14%

compared to an average of 7% for the others). Barnard's higher volume of EMS calls is based on their choice to respond to all calls that an ambulance is dispatched to while the other departments choose not to respond to certain calls for mental health issues and at medical facilities.

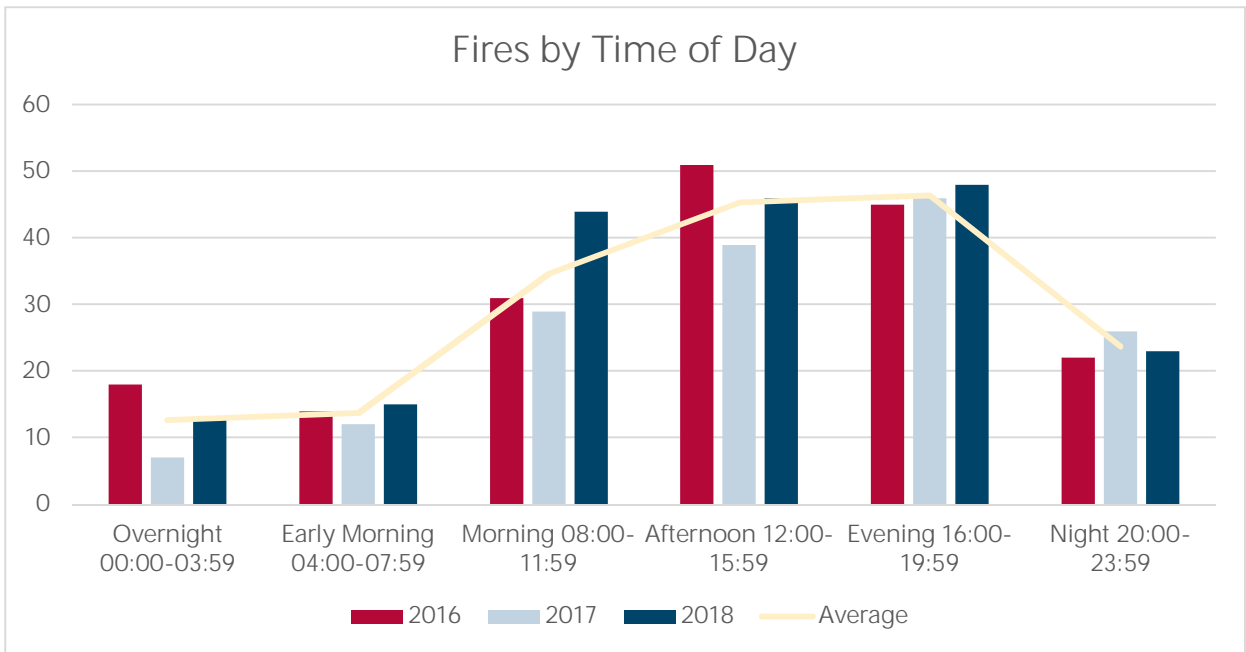
Summary Calls for Service – Annual Average 2016-2018										
	Barnard		Lake Shore		North Greece		Ridge Road		Combined	
1-Fire	118	3%	30	3%	93	3%	170	2%	411	3%
2-Overpressure Rupture, Explosion, Overheat	3	0%	0	0%	2	0%	16	0%	22	0%
3-Rescue & Emergency Medical Service Incident	2755	77%	684	67%	2207	62%	5052	68%	10699	69%
4-Hazardous Condition	189	5%	54	5%	269	8%	359	5%	871	6%
5-Service Call	120	3%	87	9%	126	4%	602	8%	935	6%
6-Good Intent Call	127	4%	79	8%	323	9%	297	4%	827	5%
7-False Alarm & False Call	254	7%	66	6%	510	14%	630	9%	1460	9%
8-Severe Weather & Natural Disaster	0	0%	11	1%	7	0%	8	0%	26	0%
9-Special/Other	24	1%	3	0%	1	0%	252	3%	280	2%
Unknown	0	0%	2	0%	1	0%	3	0%	5	0%
Total	3590		1017		3539		7389		15536	

Fire Incidents in Greece

For this project, the calls for service data came from the individual agencies. However, on events categorized as fires, this creates an inflated value of the true volume of events because multiple fire districts respond to each of the fires. Through an analysis of call location and times, CGR identified the unique number of structure fires in the town. Over the three years, there was an average of one event categorized as a fire in a structure every other day in the town. In 2016, there was 181, 2017 there were 159 and in 2018, 189 for an average of 176. While there was substantial variation in volume from month to month, there is not enough data to suggest any true seasonal variations.

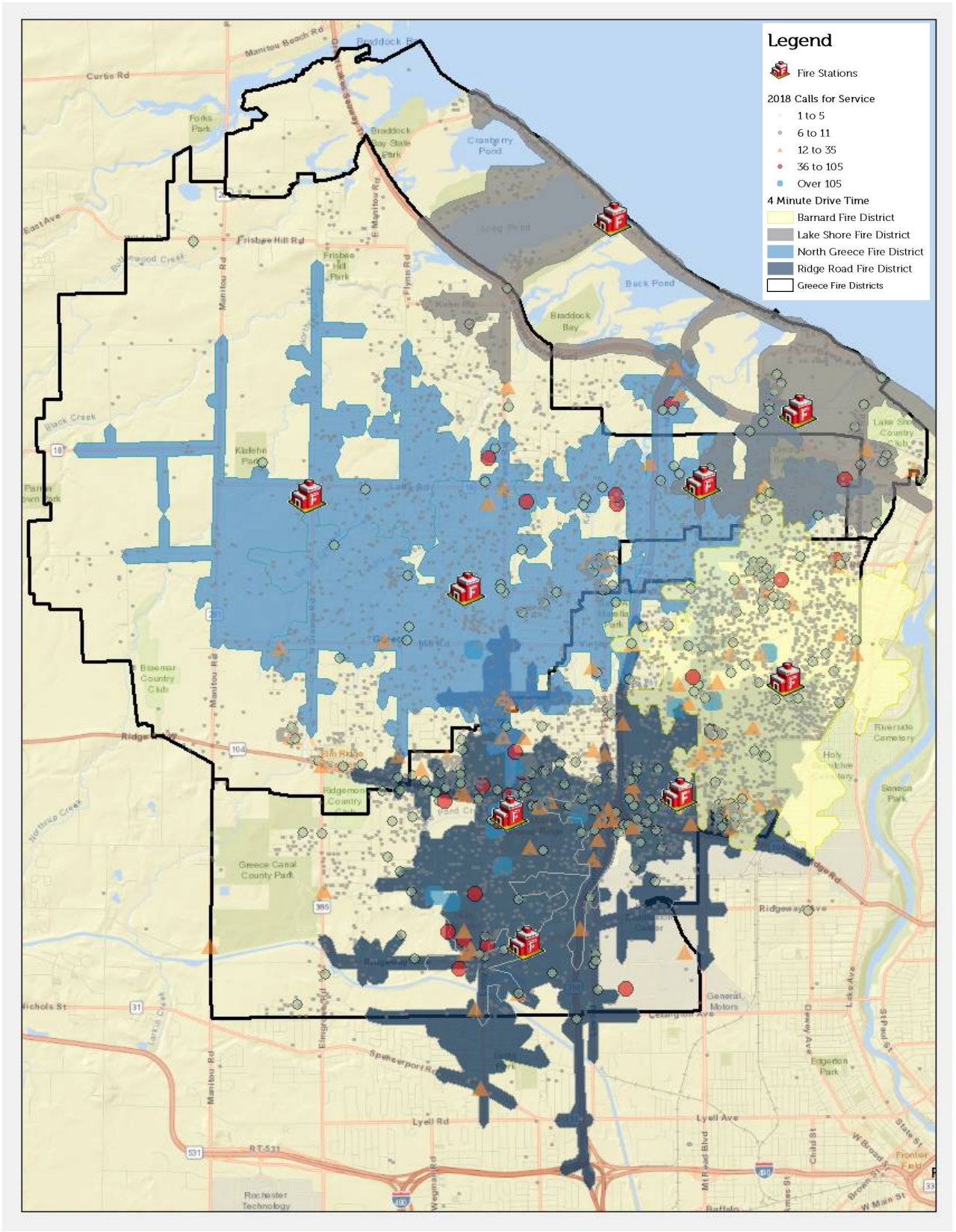


However, there is very clearly a variation by time of day. There are relatively few fire calls in the overnight and early morning hours compared to the afternoon and evening hours. The later times of day have nearly triple the call volume for fires in structures as those in the early hours. This matches the trends seen in the overall call volume.



Calls For Service Maps

Using location data provided by each department, CGR plotted all call locations for 2018 and also a separate plot for fire events for the same year. The map also included the approximate geography that could be reached in a minute drive from the several stations. A single map is included in a report sized format on the following page and more detailed maps are available in a larger format as an appendix. When considered as a whole town, the fire stations are well positioned to respond to most events within a 4 minute drive from the nearest station. Some areas are within a 4 minute drive of multiple stations such as the northeast portion of RRFD, nearly all of Barnard, the eastern third of LSFD and the south central area and eastern area of NGFD. Also, some areas are outside a four minute drive of any station including Ridge Road near and west of Elmgrove Rd, and some of the northern portion of NGFD.

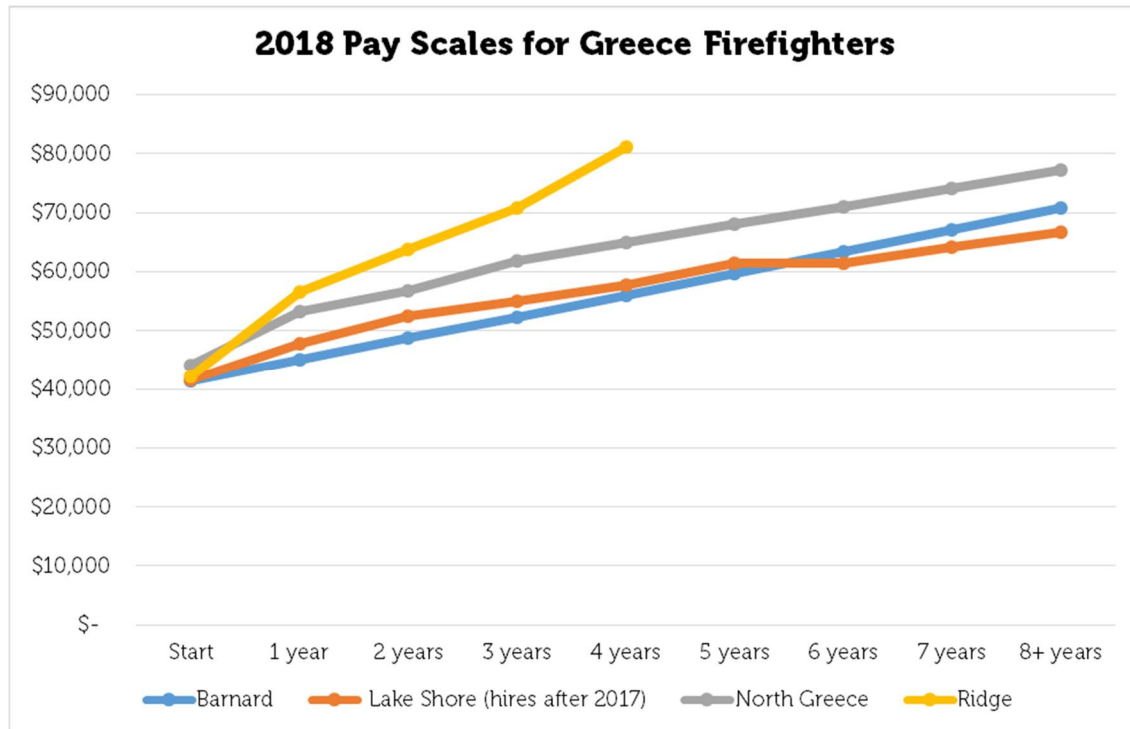


Collective Bargaining Comparison

Salaries and Pay Scales

Salaries and pay scales vary across the fire districts. In 2018, the districts had similar starting salaries for firefighters, with less than \$1,000 difference among Barnard (\$41,387), Lake Shore (\$41,616) and Ridge Road (\$42,071). North Greece was on the high end of the range, at \$44,109 – roughly \$2,700 more than the starting salary in Barnard. The pay scales diverge substantially, however, after a firefighter's first year of service. In Ridge Road, the salary after a year of employment climbed to \$56,610, followed by North Greece, at \$53,263. Barnard and Lake Shore provided more modest increases after one year, totaling \$45,051 and \$47,858, respectively.

North Greece and Barnard each have 9 steps before reaching the maximum salary, with annual increases until the eighth year of service. Lake Shore firefighters hired in 2017 or afterward have an 8-step scale that also provides annual increases, except there is no increase between the fourth and sixth years of service. Lake Shore firefighters hired prior to 2017 have a shorter pay scale with six steps, reaching the maximum salary after the fifth year. Ridge Road has the shortest scale, with 5 steps. Notably, Barnard alone has a separate pay scale for firefighter paramedics, which includes an additional step with a higher maximum salary after 10 years of service.



The maximum base salary for a firefighter in Ridge Road in 2018 was \$81,090, the highest of the group, compared to the lowest, at \$66,729, for Lake Shore firefighters hired after 2017. The maximum in Ridge was 22% higher than in Lake Shore. North Greece was next highest, at \$77,261, followed by Barnard, at \$70,702. The maximum salary for a firefighter paramedic in Barnard was \$78,152, including a \$4,000 incentive added to each firefighter paramedic's base salary. This was 11% higher than the maximum salary for a Barnard firefighter.

2018 Salary Scales for Firefighters						
Year	Barnard	Barnard FF / paramedic *	Lake Shore **	Lake Shore (new hires) ***	North Greece	Ridge Road
0-1 year	\$41,387	\$45,387	N/A	\$41,616	\$44,109	\$42,071
1-2 years	\$45,051	\$49,051	N/A	\$47,858	\$53,263	\$56,610
2-3 years	\$48,716	\$52,716	\$63,670	\$52,427	\$56,860	\$63,750
3-4 years	\$52,380	\$56,380	\$67,887	\$55,045	\$61,756	\$70,890
4-5 years	\$56,045	\$60,045	\$70,780	\$57,669	\$64,899	\$81,090
5-6 years	\$59,709	\$63,709	\$73,675	\$61,488	\$67,990	
6-7 years	\$63,373	\$67,373			\$71,081	
7-8 years	\$67,038	\$71,038		\$64,107	\$74,170	
8+ years	\$70,702	\$74,702		\$66,729	\$77,261	
10+ years		\$78,152				

* Includes \$4,000 incentive added to all paramedic salaries

** New pay scale effective for hires in 2017

*** Effective in 2017

Salaries and pay scales for officers vary a bit less across the districts. In 2019, Ridge Road had the shortest pay scale, reaching maximum salary after a year of service, while Barnard and North Greece officers did not reach the maximum until the second year. Maximum salaries were fairly similar across the districts, but Barnard's contract does not list the battalion chief that exists in North Greece and Ridge Road. No information was available on the pay scale for Lake Shore's officers.

Year	Lieutenants			Captains			Battalion Chiefs	
	Barnard	North Greece	Ridge	Barnard	North Greece	Ridge	North Greece	Ridge
Start	\$82,116	\$85,447	\$87,483	\$94,208	\$92,883	\$95,769	\$102,171	\$104,048
6 months	\$83,758							
1 year	\$86,272	\$88,090	\$90,589	\$96,563	\$95,775	\$98,871	\$105,236	\$107,154
2 years	\$89,722	\$90,815		\$98,978	\$98,716		\$108,393	

Each district offers salary enhancements that affect overall pay rates. Consider, for example, longevity incentives. In North Greece, firefighters receive \$750 in additional longevity pay per year after 5 years of service. Incentives increase by \$750 in 5-year increments to a maximum of \$3,000 after 20 years of service. Ridge, however, offers \$1,000 after 5 years of service, increasing by \$1,000 in 5-year increments to a maximum of \$8,000 after 40 years of service.

2018 Longevity Incentives for Greece Firefighters				
Milestone	Barnard	Lake Shore	North Greece	Ridge
5 years	\$1,500	\$1,000	\$750	\$1,000
10 years	\$2,000	\$1,250	\$1,500	\$2,000
15 years	\$2,500	\$1,500	\$2,250	\$3,000
20 years	\$3,000	\$1,750	\$3,000	\$4,000
25 years	\$3,500	\$2,000		\$5,000
30 years				\$6,000
35 years				\$7,000
40 years				\$8,000

Retirement Benefits

The four districts take advantage of different types of retirement plans offered through the New York State Police and Fire Retirement System. Both North Greece and Ridge Road employees are eligible for retirement benefits under Section 384-e of Retirement and Social Security Law, which offers 50% of an employee's final average salary after 20 years of service, plus an additional 1.66% of final average salary for each year over 20. Ridge Road also offers the employees the option to retire under 375-i, which offers 1.66% of final average salary per year of service for less than 20 years of service credit, or 2% of final average salary per year for those with 20 or more years of service.

Lake Shore employees are eligible to retire under 375-i.

Barnard offers retirement under 384-d, which provides 50% of final average salary for at least 20 years of service, but no additional credit for service over the 20-year mark.

All the districts maintain health coverage for retirees who have at least 20 years of service, but retirees are expected to shift to a Medicare Advantage or Medigap-style plan if eligible. Ridge fully funds Medigap plans, while North Greece pays 80% of the premium. Barnard indicates that eligible for Medigap coverage much switch to such a plan, but does not specify what share of the cost the district pays. The Lake Shore contract does not directly address retiree health care.

Health Benefits

The districts pay similar shares of health insurance premiums for their employees. Barnard pays 85% of premiums for employees, regardless of whether they are on a single, two-person or family plan. Lake Shore pays 87.5% of premiums, and North Greece, 90%. Ridge Road makes a defined dollar-amount contribution to health plans annually rather than a percentage of the total cost, but its union contracts guarantee that the district will cover at least 85% of annual premiums. Details on deductibles and out-of-pocket maximums, however, were not available for all the districts.

Some districts offer additional assistance to their employees. North Greece contributes to a health reimbursement account for employees in the amount of \$2,800 for a single plan and \$5,600 for a family plan. Employees can roll over unused funds annually and the district will replenish any funds used during the prior year. For example, if a firefighter with a family plan uses \$2,000 in 2019, he or she would be able to roll over \$3,600 to 2020, and the district would contribute \$2,000 to bring the balance back up to \$5,600. Barnard also contributes to a health savings account for employees enrolled in a high-deductible plan – \$2,100 for single plans and \$4,200 for couples or families.

All the districts offer incentives for employees to obtain insurance coverage through a spouse's employer, if available.

Workforce Survey

As part of the study, CGR distributed a survey to all active firefighters in the Town of Greece. The goal of the survey was to gain a broader perspective on the ideas and concerns of Greece firefighters by gathering and analyzing individual responses and opinions on a number of issues.

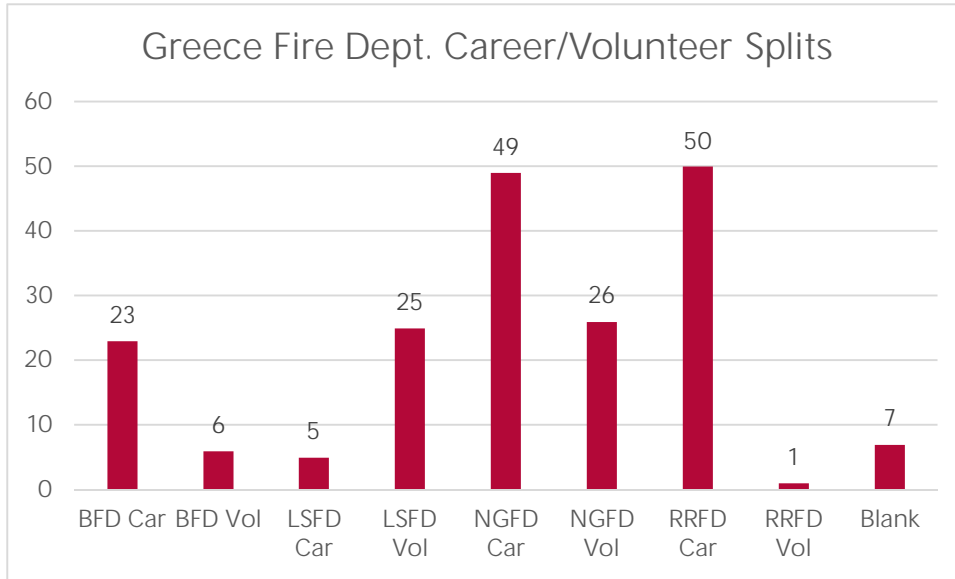
The survey was made available online via SurveyMonkey and fire districts were given links to share with their members. 211 individuals responded to some or all of the questions in the survey. About twice as many of the respondents were career firefighters as volunteer firefighters.

As not every respondent chose to answer every question, the results of an individual question represent only those who answered it, not every firefighter who took the survey. Therefore, totals on most questions are less than 211 and the information on demographics presented below does not represent every firefighter in the Town of Greece.⁷

Career/Volunteer Splits by Department

The table below shows the division of respondents by career and volunteer status for each of the departments as reported on the survey.

⁷ One respondent identified as both a career and volunteer firefighter. For this reason, although 211 persons took the survey, some questions combining career and volunteer responses total to 212 responses. Nineteen individuals reported they were neither career nor volunteer firefighters. Of this group, 11 gave no other responses and 8 answered some general comment or opinion questions. These responses have been excluded from results that report on the opinions of firefighters or the statistics of specific departments.



Volunteer Staff: Current & Past Positions Held

Fifty-eight volunteers answered a question about their experience filling line and civil officer positions. The table below shows the variety of their experiences.

C=Current, P=Past	C. Civil Officer	P. Civil Officer	C. Commissioner	P. Commissioner	C. Line Officer	P. Line Officer
BFD	1	1	1	0	2	1
LSFD	2	5	2	4	7	9
NGFD	3	5	1	5	5	10
RRFD	1	0	1	0	0	1
Total	7	11	5	9	14	21

C=Current, P=Past	C. Apparatus Driver	P. Apparatus Driver	C. Firefighter	P. Firefighter	C. EMT/CFR	P. EMT/CFR	C. Fire Police	P. Fire Police
BFD	3	0	6	0	2	1	0	0
LSFD	7	5	13	6	4	8	5	1
NGFD	11	7	13	8	3	10	7	2
RRFD	0	1	0	1	0	0	0	0
Total	21	13	32	15	9	19	12	3

Volunteer Staff: Average Hours Worked per Week

Although there is broad individual variation in the average hours worked per week by volunteers (ranging from zero to 60), the overall average of each department is about 14 hours per week, per volunteer. (Ridge Road has one volunteer respondent.)

Hours per week	BFD	LSFD	NGFD	RRFD
Average	14.0	15.7	14.0	11.0
Min	7	1.5	0	11
Max	25	60	45	11

Volunteer Staff: Average Length of Service

The average length of service for all volunteers in the Town of Greece is 25 years, with the respective averages being 23 years for Barnard, 28 years for Lake Shore, and 25 years for North Greece. (Ridge Road has one volunteer respondent.)

Years of Service	BFD	LSFD	NGFD	RRFD
Average	22.8	27.7	25.4	52.0
Min	1	6	3	52
Max	43	48	57	52

Volunteer Staff: Year Joined

About 30% of the volunteer firefighters have joined in the last 10 years while 45% joined prior to 1990.

Volunteer Staff: Year Joined	BFD	LSFD	NGFD	RRFD
Before 1990	2	14	8	1
1990s	0	4	2	0
2000 to 04	1	2	2	0
2005 to 09	0	0	3	0
2010 to 14	1	1	3	0
2015 to 19	1	4	6	0

Volunteer Staff: Age Distribution

Of the respondents who indicated their age, none were below 20 years old and three-quarters of are over the age of 50. Compared with the population of the town, the volunteer firefighters are noticeably older.

Volunteer Age Range	BFD		LSFD		NGFD		RRFD		All Depts V%	
	Count	%	Count	%	Count	%	Count	%	Count	%
20-29	1	17%	0	0%	1	5%	0	0%	2	4%
30-39	1	17%	2	10%	1	5%	0	0%	4	9%
40-49	0	0%	2	10%	4	21%	0	0%	6	13%
50-59	3	50%	7	35%	2	11%	0	0%	12	26%
60-69	1	17%	6	30%	3	16%	0	0%	10	22%
70+	0	0%	3	15%	8	42%	1	100%	12	26%
Total answered	6		20		19		1		46	
Skipped			5		7		0		19	

Sixteen volunteers who responded have joined Greece fire departments since 2010. Of the 12 who answered a question about their age, two are in their 20s, three are in their 30s, three are in their 40s, two are in their 50s and two are 70+.

Volunteer Staff: Other Public Safety Work

Only a handful of volunteers reported any other kind of work in public safety or first response: one at Barnard, three at Lake Shore, and two at North Greece.

Volunteer Staff: Recruitment and Retention

The most frequent theme in recruitment was that the length and complexity of intake, training and qualification procedures is a major barrier for aspiring volunteers. Respondents suggested that the requirements either needed to be reduced in some way, or volunteers in training needed a mentor who could shepherd them to useful roles during ride-alongs as they made their way through training, in order to cultivate their enthusiasm and feeling of usefulness.

As well, respondents noted that volunteers need to feel useful – meaning getting a chance to serve as they imagined they would. Many respondents also emphasized the need for better recruitment by establishing a presence at community events, advertising better - for instance through social media - and focusing on youth recruitment.

Agencies have also faced difficulties retaining volunteers. When solicited for solutions, a number of respondents (about a third in Barnard and North Greece, but less than 10% in Lake Shore) expressed their frustration by saying that “nothing” was working. By contrast, the top approaches reported to be successful included cultivating a family atmosphere in the department, having regular social activities, and making volunteers feel needed and useful by including them on calls with career staff and making sure they got their share of call volume.

Career Staff: Year Joined

Approximately 40% of career staff in all departments in the Town of Greece have joined or been hired in the past decade. Ridge Road has hired both a larger absolute number and a greater percentage of its overall career staff in the past decade than either Barnard or North Greece.

Career Staff: Year Joined	BFD	LSFD	NGFD	RRFD
Before 1990	1	0	0	2
1990s	0	0	6	6
2000 to 04	10	2	14	10
2005 to 09	6	0	10	11
2010 to 14	1	2	6	9
2015 to 19	4	1	10	11

Career Staff: Previous Volunteer Experiences

One troubling implication of the decline in volunteers is that volunteers have historically been the main source of new career firefighters for Greece. About three-quarters of current career firefighters began as volunteers. The respective percentages for career firefighters who began as volunteers are 65% for Barnard, 83% for Lake Shore, 71% for North Greece and 76% for Ridge Road.

The largest source for volunteers-turned-career was some "other Monroe County agency" outside of Greece, at 40%. Barnard was the second-largest source, at 24%, followed by Lake Shore and North Greece, both around 15%

Current Agency & Previous Volunteer Experience	Yes PVE	No PVE	Total
Barnard Fire District	15	8	23
Barnard	12		
Department outside Monroe County	1		
Other Monroe County Department	2		
Lake Shore Fire District	5	1	6
Lake Shore	5		
North Greece Fire District	35	13	48
Barnard	2		
Lake Shore	4		

Current Agency & Previous Volunteer Experience	Yes PVE	No PVE	Total
North Greece	14		
Other Monroe County Department	15		
Ridge Road Fire District	38	12	50
Barnard	8		
Department outside Monroe County	4		
Lake Shore	3		
North Greece	1		
Other Monroe County Department	20		
Ridge Road	2		
Grand Total	92	34	127

All Respondents: Strengths of Greece Fire Service

There's a high degree of consensus among departments about the collective strengths of Greece fire service. Firefighters feel that there is good training available, that response times are good, that there are good general staffing levels at most departments and a high degree of professionalism and competency among the staff. As well, they cite general good relations between districts and good on-scene agency coordination and teamwork as strengths.

All Respondents: Weaknesses of Greece Fire Service

There is also a high degree of agreement on town weaknesses. One of the primary concerns is about the dwindling number of volunteers – that numbers could simply reach the point of collapse unless something is done to bolster their ranks, better engage current volunteers, or somehow combine their ranks across departments. Among the suggestions are carving out special domains – areas that are the sole responsibility of volunteers - perhaps by giving them their own station; requiring more of volunteers, to make them more equivalent to career personnel; requiring less of volunteers, to make it easier to balance their service with outside demands; involving volunteers more with ride-alongs and service responses; and simply ending volunteering entirely and shifting to all-career staffing.

Other top concerns focused on overall coverage and coordination. These included: the lack of a unified town command; the lack of ability to train together and have common training standards across departments; the lack of shared Standard Operating Procedures; inefficient response patterns based on district borders – the

fact that the closest unit wasn't always allowed to respond was cited numerous times throughout the survey as a major issue in Greece.; duplication of services and inconsistent staffing levels across departments.

Another major concern of firefighters, raised numerous times in the survey, was that internal politics would prevent either necessary consolidation or effective coordination even without consolidation. A common refrain directed at the leadership level was that 'too many people want to be king' or 'want to have their own kingdom', and that personal egos were standing in the way of working together to improve and equalize fire service for all Greece residents.

All Respondents: Opportunities for Improvement

When asked about improvements for town of Greece fire service, there were three categories that stood above the rest in number of responses. The first was a desire for consolidation, which was ranked first or second by every department. A close second was a desire for a more efficient town-wide deployment plan featuring closest-unit response. Third, firefighters from across the departments indicated that shared town-wide training/cross-training between departments is a priority.

All Respondents: Threats and Barriers to Improvements & Success

When asked what might be a threat to successful fire service in Greece, or a barrier to improvements, many respondents interpreted this as threats to a successful consolidation. In that vein, by a large margin the top answer was again the problem of competing egos or a "kingdom mentality". General resistance to change, especially from older members, and administrator/commissioner resistance to change were also cited.

Beyond that, there were two major sets of concerns. The first was about how budgeting would be fairly apportioned, including the issue of the difference in tax rates between districts and how that would be handled.

The second was about the treatment of volunteers, focusing on perceptions of a division between volunteers and career firefighters, including the perception that volunteers are not properly utilized and not truly respected by career staff.

Notably, although an overwhelming majority of the comments were in favor of consolidation, there were a handful of responses that identified consolidation as a negative, or the chief threat facing their organization.

All Respondents: What Should Not Change in a Consolidation?

When asked what they would *not* want to see changed *in their own department* following a full or partial consolidation, there were a variety of responses. Ranked first was resistance to any staffing cuts that would reduce personnel available to staff apparatuses and handle calls. Firefighters in North Greece and Ridge Road, particularly, seem to think that staff levels are finally at, or approaching, proper levels and do not want to see cutbacks at this point.

A secondary, repeated concern was loss of identity: many firefighters want to keep the individuality of stations and their company and departmental history and traditions intact in any consolidation. Several expressed the desire to be able to pick stations or be given the option to stay at their 'home station' if personnel are shifted around town subsequent to a merger. Connected to this was a desire to keep current organization structure, and keep local officers and the leadership associated with a particular company or location intact.

A third concern is that volunteer opportunities would decrease after consolidation, or that volunteers would be wiped out entirely, with a few respondents expressing their belief and sorrow that this was inevitable.

A fourth concern was keeping the current union contract, or making sure that pay and benefits weren't adversely affected under a new organization.

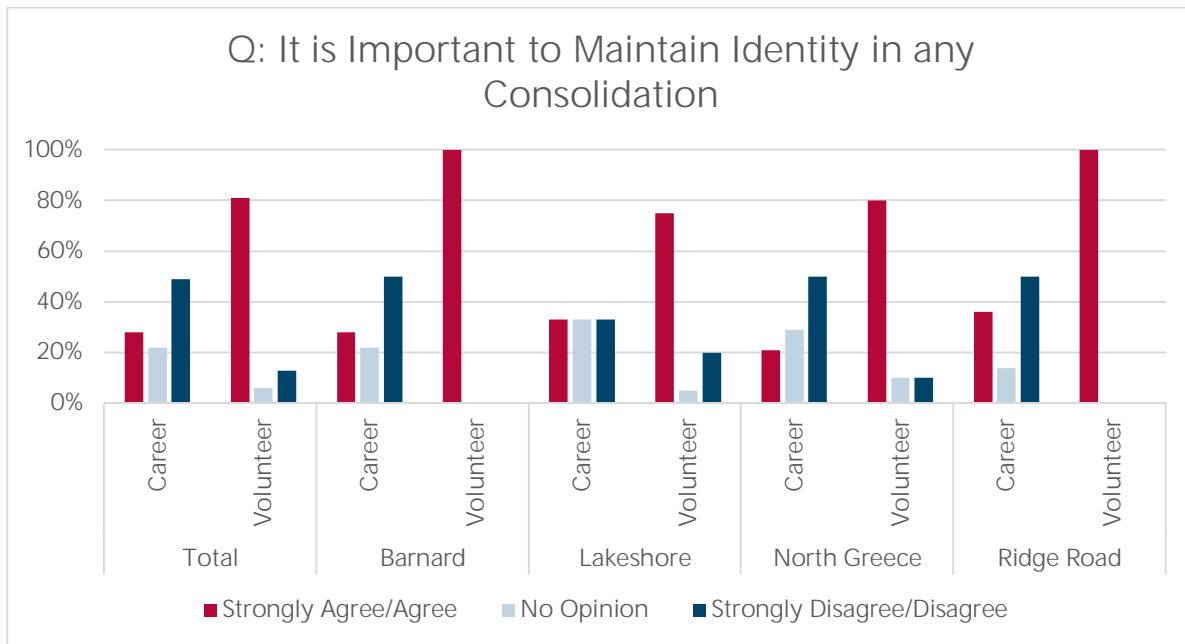
All Respondents: What Should Change in Your Department?

When asked what they *would* like to see changed *in their own department* following consolidation, firefighters responded in a few ways. The largest theme was to have better staffing and standardizing staffing levels. The next most frequent comment was that firefighters would like "nothing" to change in their current situations. For some, this appeared to mean that consolidation would change the big picture, but not affect their current situation much; for others, this appeared to express opposition to consolidation. The rest of the comments focused on leadership reorganization, better deployment of resources - especially being allowed to respond across district lines, town-wide training, and better utilization of volunteers.

All Respondents: Is Maintaining Agency Identity Important?

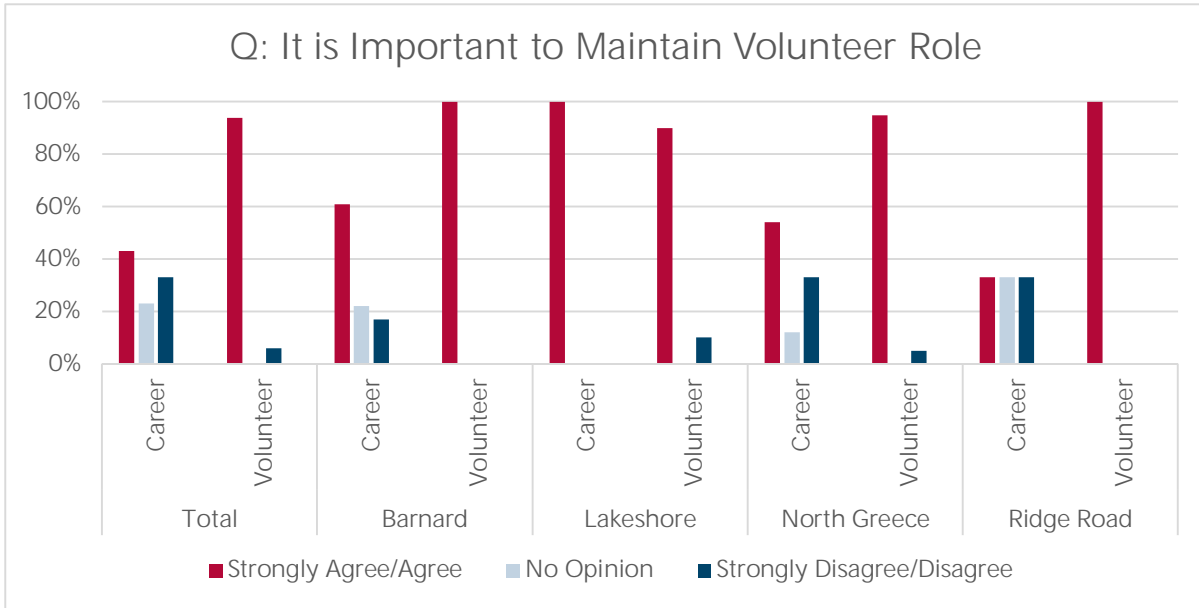
Respondents were asked whether it was important to keep the identity of their department in a consolidation. Overall, 46% agreed or strongly agreed with the statement, 38% disagreed or strongly disagreed, and 16% chose "No Opinion".

There is a clear Volunteer/Career split on this question. Overall, 81% of volunteers agree or strongly agree that keeping the identity of their department is important, with 13% disagreeing or strongly disagreeing. By contrast, only 28% of career firefighters agreed or strongly agreed that keeping their identity was important, and 49% disagreed or strongly disagreed. This may signal that the volunteers feel precarious in their position, and worry that they could lose their role under consolidation.



All Respondents: Is Maintaining a Volunteer Role Important?

Respondents were asked whether it was important to keep a firefighting role for volunteers in the Town of Greece, regardless of whether or not a merger were to occur. A clear majority, 61%, agreed or strongly agreed with keeping a role; 24% disagreed or strongly disagreed, and 15% had no opinion. As would be expected, volunteers strongly endorsed keeping their role, with 94% agreeing or strongly agreeing. A lesser majority of career firefighters are also in favor, with 43% agreeing or strongly agreeing, 33% disagreeing or strongly disagreeing, and 23% having no opinion. There is a clear majority of career firefighters in favor of maintaining a volunteer role in each department except Ridge Road, where the firefighters are evenly split in thirds between agreeing, disagreeing, and no opinion.



All Respondents: How Good are Relations between Career & Volunteers?

When asked if career firefighters and volunteer firefighters “generally have a strong working relationship and mutual respect for one another,” a majority (45%) disagreed or strongly disagreed; 34% agreed or strongly agreed, and 21% had no opinion. Again, there is a difference between volunteers and career firefighter answers: volunteers are evenly split, registering 45% for both the agree/strongly agree and the disagree/strongly disagree options (11% had no opinion). For career firefighters, 44% disagreed or strongly disagreed, 34% agreed or strongly agreed, and 21% had no opinion.

Strong working relationship & mutual respect between Career & Volunteer Firefighters	Overall	
	Career	Volunteer
Strongly agree	1%	11%
Agree	28%	34%
No Opinion	26%	11%
Disagree	36%	34%
Strongly disagree	8%	11%

The majority of the tension seems centered in North Greece, where majorities of both volunteers and career staff rated the relationship poorly, and the perception was shared in Ridge Road, which does not have a notable volunteer presence. Lake Shore

volunteers were somewhat ambivalent in their assessment, 50% to 45% in favor of a positive view, while majorities of both career and volunteer personnel at Barnard rated their relationship positively.

Good C/V Relations	Barnard		Lake Shore		North Greece		Ridge Road	
	Career	Vol	Career	Vol	Career	Vol	Career	Vol
Strongly agree	0%	33%	0%	15%	2%	0%	0%	0%
Agree	61%	33%	67%	35%	26%	35%	11%	0%
No Opinion	11%	0%	0%	5%	17%	15%	47%	100%
Disagree	28%	17%	33%	35%	43%	40%	33%	0%
Strongly disagree	0%	17%	0%	10%	12%	10%	8%	0%

All Respondents: What will be Lost in a Merger?

When asked what they would personally lose in a merger, by far the most common response was 'nothing'. The second greatest response (at about a third as many as 'nothing') feared the loss of department identity or the family feeling they had at their station. This was also reflected in concerns about losing the stability of a familiar crew and a usual assignment. As well, respondents were concerned about losing seniority and what a merger would mean for the union contract and their pay and benefits.

All Respondents: Should We Merge Some or All Departments?

Respondents were first asked whether they would support the merger of all four departments in one question, and then whether they would support the merger of some, but not all departments, in a second question. An overwhelming majority, 66%, supported the merger of all four departments, compared to 11% who opposed it. 23% responded "Not sure at this time".

Majorities in favor held for both career and volunteer firefighters. Among career firefighters, 72% approved, 8% disapproved, and 19% responded "Not sure at this time". Among volunteer firefighters, 51% approved, 19% disapproved, and 30% responded "Not sure at this time". In every individual department, a clear majority of both volunteers and career firefighters supported a merger, excepting Barnard volunteers, where the majority responded "Not sure at this time".

Should all four departments merge?	Barnard	Lake Shore	North Greece	Ridge Road
Career				
Yes	83%	100%	71%	67%
Not sure at this time	17%	0%	17%	25%
No	0%	0%	12%	8%
Volunteer				
Yes	17%	55%	55%	100%
Not sure at this time	50%	30%	25%	0%
No	33%	15%	20%	0%

Interestingly, the follow-up option, to support a merger of some, but not all, departments, met with less overall approval from all groups: 53% supported a partial merger, 16% were opposed, and 30% responded "Not sure at this time". Majorities once again held for both volunteer and career firefighters overall, and within each department, but softened, and once again the exception was Barnard volunteers, where an increased majority responded "Not sure at this time". It appears that the virtues of consolidation increase for some when it includes more, rather than less, a finding that echoes comments about the need to better coordinate on a town-wide basis and focus on serving all Greece residents better.

Should several but not all departments merge?	Barnard	Lake Shore	North Greece	Ridge Road
Career				
Yes	44%	100%	63%	58%
Not sure at this time	39%	0%	24%	31%
No	17%	0%	12%	11%
Volunteer				
Yes	17%	50%	40%	0%
Not sure at this time	67%	30%	25%	100%
No	17%	20%	35%	0%

All Respondents: Age

More than a quarter of respondents skipped this question, so it is not descriptive of all Greece firefighters or survey-takers. However, for those who did answer, there is a troubling trend of a lack of younger firefighters. Including both career and volunteer staff, only 7% – 10 firefighters total – identified themselves as under 30. In comparison,

41% of those answering were 50+. If more of those skipping the age question were older rather than younger, this skews the population further. This is most noticeable on the volunteer side, where 74% of those who answered are 50+.

What is Your Age?	Barnard	Lake Shore	North Greece	Ridge Road
Career				
20-29	0	2	2	4
30-39	6	0	12	15
40-49	8	1	16	9
50-59	4	0	8	6
60-69	0	0	3	1
Total answered	18	3	41	35
Skipped	5	2	8	15
Volunteer				
20-29	1	0	1	0
30-39	1	2	1	0
40-49	0	3	4	0
50-59	3	7	2	0
60-69	1	6	3	0
70+	0	3	8	1
Total answered	6	21	19	1
Skipped	0	5	7	0

All Respondents: Gender

Firefighters in the Town of Greece are still overwhelmingly male: 94% of respondents who answered the gender question identified as male and only 4% of firefighters (6 total) identifying themselves as female. 3 respondents who answered chose not to pick a gender. 60 respondents did not answer the question.

Profile of Town of Greece

With an estimated 96,840 residents, Greece is the second-largest town in New York State outside the New York City metropolitan area,⁸ exceeded in population only by Amherst in Erie County. Greece is the second-largest municipality in Monroe County

⁸ U.S. Census Bureau, American Community Survey, 5-year estimates, 2013-17. The New York City Metropolitan Statistical Area includes New York City and Dutchess, Orange, Putnam, Rockland and Westchester counties, as well as Long Island (Nassau and Suffolk counties).

after the City of Rochester, and by far the largest town in the county, followed by Irondequoit, which has about 50,900 residents.

There are about 40,630 occupied housing units in Greece. With about 2,038 residents per square mile, Greece is less densely populated than the City of Rochester (5,854 per square mile) and the Towns of Irondequoit (3,392 per square mile), Brighton (2,384 per square mile) and East Rochester (5,017 per square mile), but it is denser than the 16 towns in Monroe County.

Greece has been growing at a slow pace in recent years. Between 2000 and 2010, the Town's population increased by 2%, or about 1,950 residents.⁹ Since 2010, the Town has gained an estimated 750 residents (a 1% increase).¹⁰ By comparison, Monroe County's population has increased about 2% since 2000. The town has a median age of 44, compared to a median of 39 for Monroe County. About 20% of Greece residents are under age 18, and 20% over age 65.

To understand the population, demographics and housing stock in each of the Greece fire districts, CGR gathered data from the 2010 decennial U.S. Census and the Census Bureau's American Community Survey (5-year estimates for 2013-17) and used geographical information systems (GIS) to estimate the share of the Town's population and housing stock within each of the four fire districts.

Fire District Populations

Of the four fire districts in Greece, North Greece was the largest by far in both land area and population. The district spans about 27.6 square miles and is home to about 41,074 residents, according to 2013-17 estimates. The population in North Greece was about 1-½ times that of the next-largest district, Ridge Road, with an estimated 27,133 residents in a 13.8-square-mile area. Ridge was followed in population by Barnard, with 20,450 residents in a substantially smaller area than any of its peers (3.7 square miles). Lake Shore had a far smaller population than any of its peers, with about 9,910 residents in a 9.5-square-mile area.

⁹ 2000 U.S. Census compared to 2010 U.S. Census.

¹⁰ 2010 U.S. Census compared to American Community Survey 5-year estimates, 2013-17.

Estimated Population of Greece Fire Districts, 2013-17

District	Area (sq. miles)	Total Population	Population				
			Density (per sq. mile)	Population Under 18	Population 18 - 64	Population Over 65	Population Over 85
Barnard Fire District	3.7	20,450	5,344	4,390	12,973	3,226	676
Lake Shore Fire District	9.5	9,908	1,029	1,803	6,294	1,822	275
North Greece Fire District	27.6	41,074	1,466	8,551	24,497	8,051	987
Ridge Road Fire District	13.8	27,133	1,932	5,119	16,038	5,974	1,244

SOURCE: U.S. Census Bureau, American Community Survey 5-year estimates, 2013-17

Fire District Population Density

Barnard was by far the most densely populated district, with about 5,336 residents per square mile, per 2013-17 estimates. That made it nearly three times as densely populated as Ridge Road (1,966 per square mile), followed by North Greece (1,486 per square mile) and Lake Shore (1,040 per square mile). In 2013-17, Barnard had a particularly dense concentration of children under 5 (359 per square mile). This was four times higher than Ridge Road, the next densest district for this population (84 per square mile). Barnard's population density for residents over 65 (873 per square mile) was about twice as high as Ridge Road (422 per square mile).

Recent Growth

While North Greece had the largest population of all the districts, Barnard recently experienced more population growth than its peers. It had a net gain of about 700 residents between 2010 and 2013-17, a 3.6% increase. The other districts had smaller increases of less than 2% each during the same period. North Greece gained about 560 residents, while Ridge Road gained about 480, and Lake Shore, 110.

Age of Residents

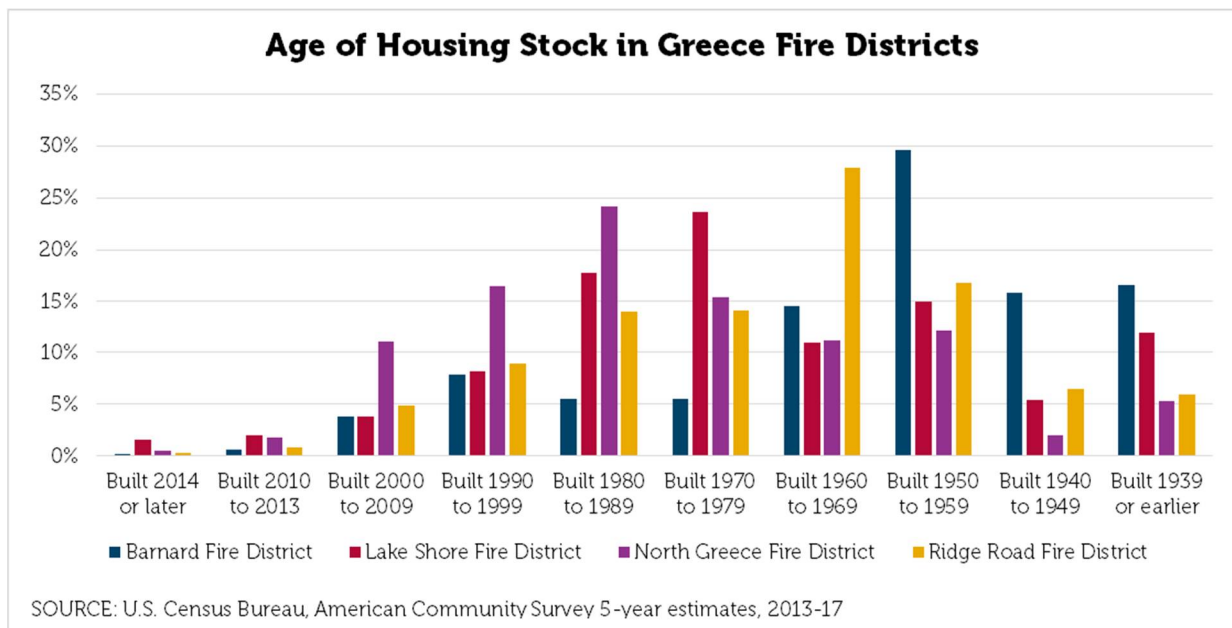
The districts were fairly similar in the ages of their residents. Between 2010 and 2013-17, all districts had increases in population over age 65 and slight decreases among children under age 5. Ridge Road had a slightly older population, with 22% of residents over the age of 65, similar to North Greece (20%), and higher than both Lake Shore (18%) and Barnard (16%), per 2013-17 estimates. Between 2010 and 2013-17, North Greece and Lake Shore had the largest increases in their populations over age 65, rising from 16% to 20% in North Greece and from 14% to 18% in Lake Shore. All the districts saw slight decreases of 2 to 3 percentage points in their populations of children under age 5 during this period. In all districts, a majority of residents were of typical working age (18-64).

North Greece had the largest number of residents in each age group in 2013-17, with the exception of residents over 85; Ridge had the largest number of residents in this age bracket, at an estimated 1,244, about 26% higher than North Greece, at 987.

Age of Housing Stock

The age of housing stock across the four districts differed substantially, with much older construction in the Barnard and Ridge Road districts, somewhat newer homes in Lake Shore, and substantially newer structures in North Greece.

In the Barnard district, nearly two-thirds of housing units (62%) pre-date 1960. By comparison, homes in the Ridge Road district are not as old, but a majority (57%) were built before 1970. In North Greece, however, more than half of homes (54%) were since 1980. Lake Shore saw its heaviest home construction in the 1970s and '80s.



North Greece had the most housing units in 2013-17 (16,740) of all the districts, and it also gained the most units since 2010 (about 650 units, a 4% increase). All the other districts gained fewer than 400 units during the same period. Lake Shore had the fewest housing units (about 4,960), but had the largest percentage increase in units between 2010 and 2013-17 (about 390 units, a 9% increase).

Areas of Continued Growth

Recent building permit data compiled by the Genesee-Finger Lakes Regional Planning Council shows that Greece permitted about 560 residential units between 2014 and 2018, including about 100 in 2018, suggesting the town continues to see residential growth. It permitted substantially fewer commercial units (11) during that period.

While CGR did not conduct an independent build-out analysis to identify areas of likely future growth in the Town, the project team discussed areas of Greece where municipal leaders expect to see continued residential and commercial growth. These discussions included Town Supervisor Bill Reilich, Deputy Supervisor Michelle Marini, and acting Director of Development Services Scott Copey. In large part, continued growth is expected mainly in the North Greece and Ridge Road districts, with some limited areas of potential development in Lake Shore.

At the time of this study, the Town was in the process of updating its Comprehensive Plan, which may trigger zoning changes. For example, there was discussion of allowing more mixed-use development and a wider variety of housing options in parts of Greece. When finalized, the Comprehensive Plan update may affect some of the predictions discussed in this section.

Residential development: In terms of single-family housing development, Town officials believe that northwest Greece is most likely to see continued growth. Officials anticipate further growth in the area north of Latta Road, east of North Greece Road, and west of Flynn Road, as well as larger lots zoned for single-family homes west of North Greece Road. Anecdotally, there is particular interest in homes in a portion of Town within the Hilton Central School District, which includes both the areas described above. In addition, just south of Latta Road, the Orchard View Senior Apartments development also is expected to continue building out. All these areas are within the North Greece district.

There also is some potential for both residential and industrial development in the northeast part of the Town near Ling Road and Dewey Avenue, per the Town. Some residential infill development also is possible along Janes Road. Both areas include portions of the North Greece and Lake Shore districts.

Commercial and mixed-use development: Potential areas for commercial or mixed-use development include West Ridge Road toward its intersection with Manitou Road. The intersection is in the North Greece district in close proximity to the Ridge Road district, which is just to the south. There also are areas north and south of this corridor where land is zoned for single-family homes, per the Town.

In addition, the Town is actively marketing land held by its economic development corporation for industrial development south of the Erie Canal, between Long Pond Road and Manitou Road. Additional growth is expected in Eastman Business Park. Both these areas are within the Ridge Road district.

Appendix 1 – Insurance Service Organization Public Protection Classification Explanation

Appendix 2 – Detailed Call for Service Maps