

# 2025 Fire Chiefs Leadership Seminar

December 10, 2025



LEAGUE OF  
**CALIFORNIA  
CITIES**

Strengthening California Cities  
through Advocacy and Education

## Fire Apparatuses: Delays and Costs Increases

**Damon Conklin**  
Legislative Affairs, Lobbyist

# Speakers

- **Fire Chief Adam Loeser**, Fullerton Fire Department,  
President, Cal Cities Fire Department Committee
- **Fire Chief Christopher Nigg**, LeVerne Fire Department,  
Past President, Cal Cities Fire Department Committee
- **Ryan Fleming**, Chief Committee Consultant,  
Assembly Committee on Emergency Management
- **Damon Conklin**, Legislative Advocate, Cal Cities

# Fire Apparatuses

- **Significant Delays**
- **Increase in Costs**
- **Fleet Replacement**
- **Community Impact**

## Help Us Track the Growing Fire Apparatus Crisis

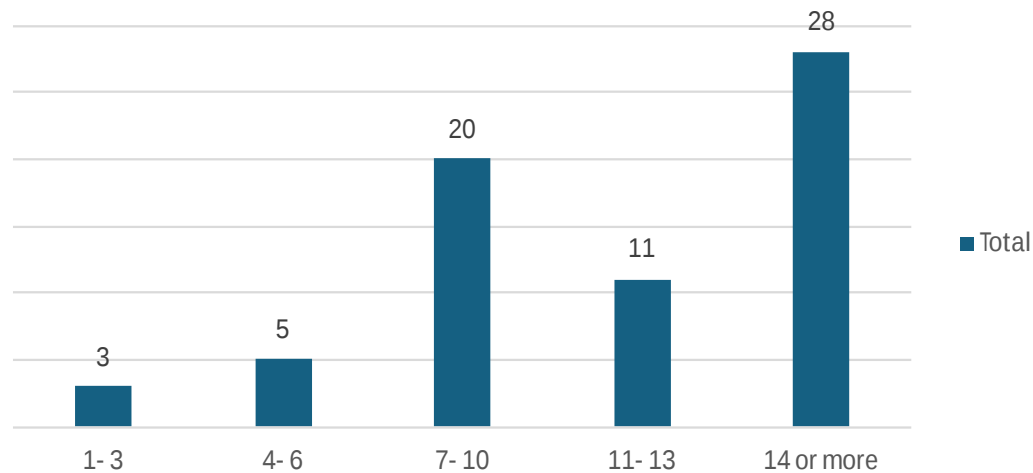
The League of California Cities is conducting a continuous survey of fire departments statewide to better understand the growing challenges in acquiring essential emergency vehicles like engines, trucks, and ambulances. Fire departments across the state are facing severe delays, inflated costs, and aging fleets, all of which threaten local emergency response and public safety. Your participation in this survey helps inform statewide advocacy and legislative efforts to address the fire apparatus procurement crisis.

[Complete the survey here](#)

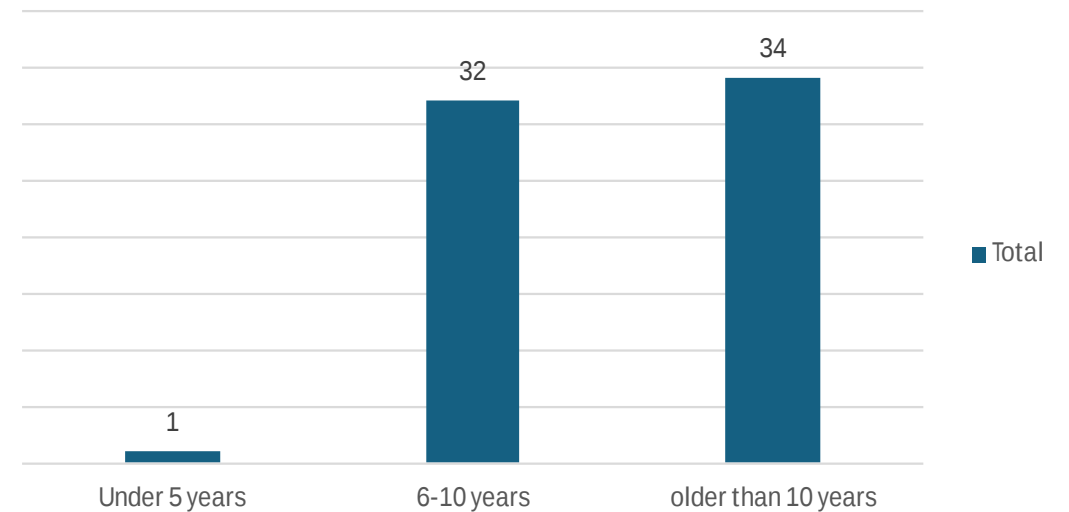
SCAN ME

# Fleet Size and Age

Please provide the total number of vehicles (Aerial ladder, Fire engine, Pumper trucks, Rescue trucks, etc.) in your fleet.

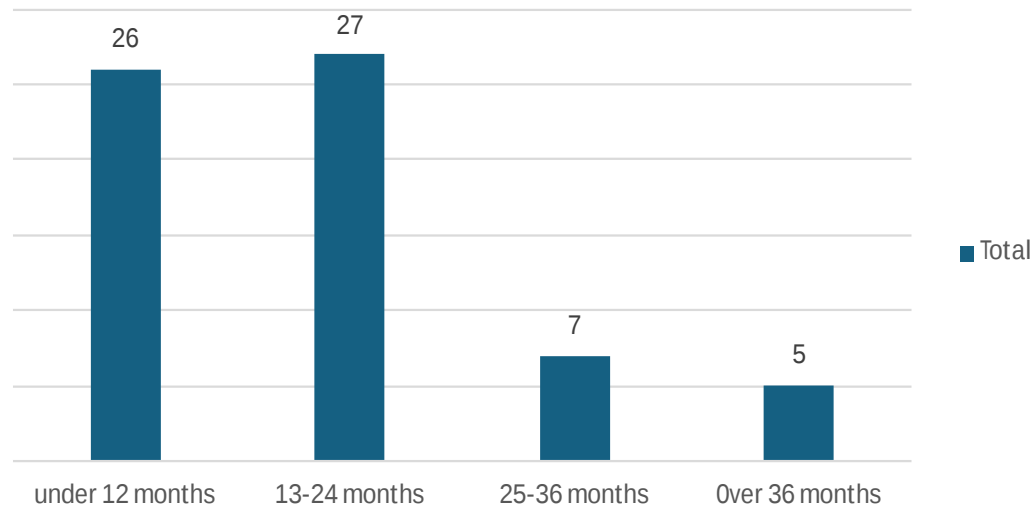


Please provide the average age of your fire apparatuses.

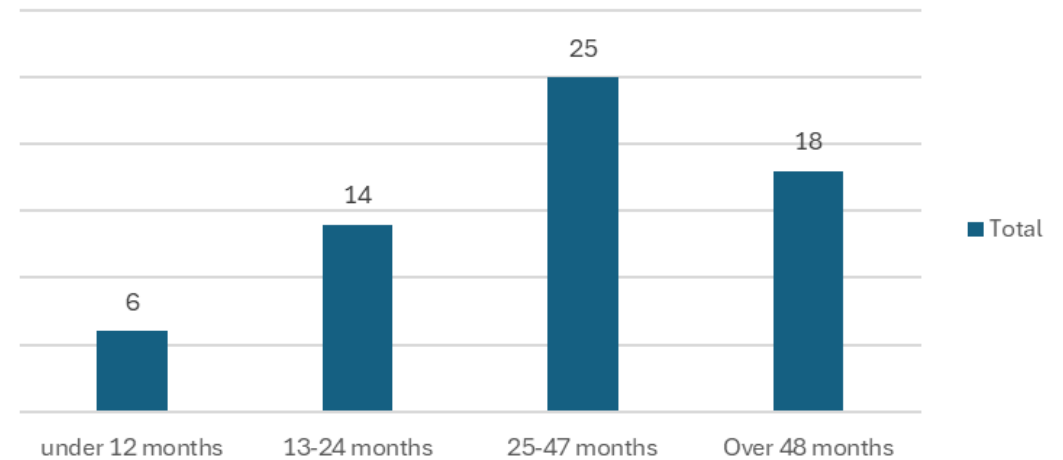


# Delivery Times through the Years

What was the average time of delivery of an ordered fire vehicle/apparatus before 2015?

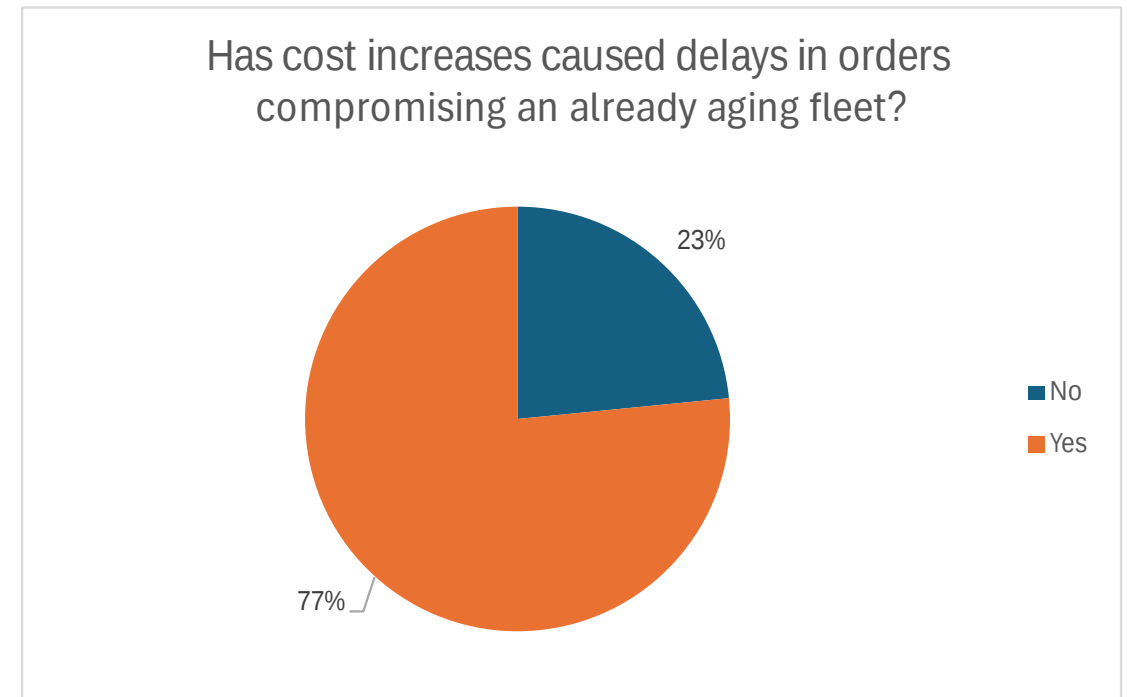
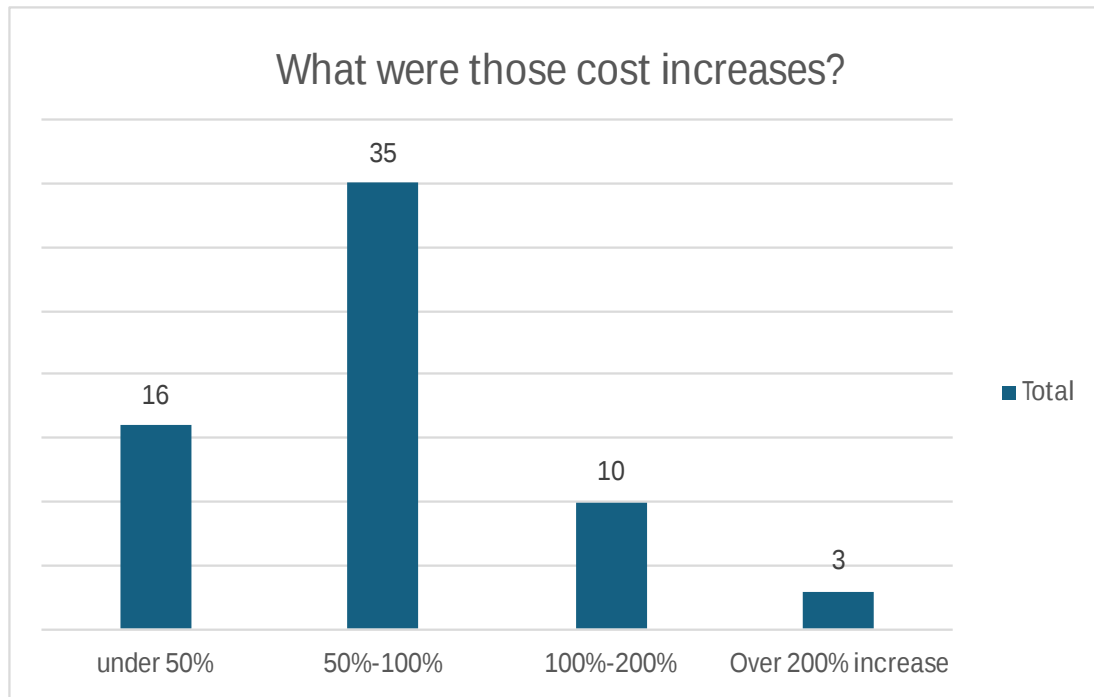


What is the longest delay that you have experienced before the vehicle/apparatus was delivered?



# Cost Challenges

100% of responders stated they noticed a significant cost increase since 2015.



# Survey Results Highlights

- Nearly half responded that delivery times were less than a year before the pandemic are now over 4 years.
- Cost of fire vehicles has been escalating at a rate of around 7% per year with 100-200% increases.
- 80% indicated interruptions to response times due to costs and delays.
- 77% indicated fleets compromised due to costs and delays.

# Outreach and Education

## California Fire Service Leadership Alliance



February 28, 2025

National League Cities  
1315 Pennsylvania Ave NW  
Washington, DC 20004

Dear Members of the National League of Cities and Disappointed Members of Congress,

We, the undersigned members of the California Fire Service Leadership Alliance—comprised of the California

Fire Chiefs Association, the California Volunteer & On  
Fire Chiefs Association, the Fire District Association &  
Department, the California Contract County Fire Chief  
Association—write to express our collective concern at  
apparatus manufacturing and supply chain, to highlight  
Department's struggle as private equity firms acquire:

This issue, which stems from the increasing consolidation  
has led to severe production delays, cost increases, and  
equipment. The consequences of these disruptions are  
and effective responses to emergencies and ultimately:

Fire Chief Chas Nigg, President of the League of Cal  
voice on this issue, and we fully support his efforts to  
as a coalition of California fire service leaders, ready a  
ransformative are of critical concern, and we call for action

### Production Delays and Supply Chain Issues

Fire departments are facing extended delays in receiving  
needed quickly to emergencies and serve our citizens  
support a reliable and reliable supply of fire apparatus

### Escalating Costs

The increased consolidation of fire apparatus manufacturer  
prices, creating financial strain on local budgets. This is  
there is a risk of unmet needs, to access the latest  
Declaring Equipment Quality

We are also deeply concerned about reports of incidents  
which has serious safety implications for firefighters as  
enough to ensure that fire equipment meets the highest  
to address these critical concerns, we encourage the  
key stakeholders to take the following action:

David Cochran, President  
Bob Morris, 2nd Vice President  
Jason Andrus, 3rd Vice President  
James Johnson, Secretary/Treasurer

March 6, 2025

SUBJECT: Support for Addressing Fire Apparatus Manufacturing and Supply

To Whom It May Concern,

I am writing on behalf of the Nevada Fire Chiefs Association (NFCA) to express  
concerns raised by the California Fire Service Leadership Alliance (CFLSA) in  
manufacturing and supply, as outlined in their letter dated February 28, 2025.  
represents fire chiefs across Nevada, and we share the concerns it highlights  
their call for immediate action.

In Nevada, we are experiencing firsthand the increasing costs of new fire  
delays in delivery times. Industry representatives have informed us that it  
a waiting period of up to five years. These delays are not only affecting our  
services but also complicating our long-term planning.

Additionally, we are deeply concerned about the skyrocketing costs. Local  
grappling with budget constraints, and these rising costs only add to the  
acquiring the essential equipment needed to protect our communities.

We stand in full support of CFLSA's call for action as outlined in their letter  
represents dedicated fire service professionals across Nevada who are con  
health, safety, and well-being of the public. We are ready and willing to  
these critical issues to ensure we can continue fulfilling our vital role in pr

Thank you for your attention to this matter.

Sincerely,

*David Cochran*

David Cochran  
President  
Nevada Fire Chiefs Association

Nevada Fire Chiefs Association  
Mailing Address: 3827 S. Carson Street, P.O. Box 1000, Carson City, NV  
(775) 229-9874 [nfca@nfca.org](mailto:nfca@nfca.org)  
[www.nfca.org](http://www.nfca.org)



## WESTERN City

ADVERTISING JOB OPPORTUNITIES ARTICLES TOPICS ABOUT US PAST ISSUES



Firefighters depend on reliable equipment to respond quickly to emergencies. But delivery delays are putting departments at risk. (Photo courtesy of La Verne Fire Department)

December 11, 2024 | [Special to the Chief](#) | By Chris Nigg

## Opinion: Lengthy fire equipment delays are putting lives at risk

Chris Nigg is a 24-year fire service veteran who has held leadership positions at the League of California  
Chiefs, California Fire Chiefs, Los Angeles Area Fire Chiefs, and San Angeles Area Fire Chiefs Association  
Regional Training Group. He can be reached at [chris@chrisnigg.com](mailto:chris@chrisnigg.com).

Three days. I find myself consumed not just with  
the safety and protection of my residents and  
firefighters, but the very sustainability of our  
firefighting equipment. Across the U.S.,  
departments are struggling with a dire shortage of  
fire engines and trucks, the very essence of what  
we do. Like virtually all my fire chief colleagues, I  
worry about a day when we are simply unable to  
respond.

Here in La Verne, we ordered a new fire engine in  
mid-2021. We received an estimate of 12-14  
months. It was delivered five years later. Six  
months after the engine went into frontline service,  
the diesel motor experienced a catastrophic failure.  
The repair took another six months.

Another engine needs to be replaced in 2027, a  
timeline consistent with industry standards. But  
with costs getting bad times, we are frantically  
trying to stretch the process out. But we are not only trying to keep an engine before we have all the money.  
We're struggling with a price tag that has almost doubled.

To date, we do not know how we're going to replace our over 20-year-old fire engine.



Chris Nigg is a 24-year fire service veteran who has held leadership positions at the League of California  
Chiefs, California Fire Chiefs, Los Angeles Area Fire Chiefs, and San Angeles Area Fire Chiefs Association  
Regional Training Group. He can be reached at [chris@chrisnigg.com](mailto:chris@chrisnigg.com).

May 13, 2025

Pam Bondi, Attorney General  
Gail Slater, Assistant Attorney General, Antitrust Division  
Department of Justice  
950 Pennsylvania Avenue, NW  
Washington, DC 20530

Chair Andrew Ferguson  
Federal Trade Commission  
600 Pennsylvania Avenue NW  
Washington, DC 20580

Dear Attorney General Bondi, Assistant Attorney General Slater, and Chair Ferguson:

We write to urge the Antitrust Division of the Department of Justice ("DOJ") and the Federal  
Trade Commission ("FTC") to investigate and take action against consolidation in fire and  
emergency vehicle manufacturers. We also urge the FTC to use its authority under Section  
6(b) of the FTC Act (15 U.S.C. § 46(b))<sup>1</sup> to more broadly investigate consolidation trends in  
that industry as well as other markets for essential emergency vehicles, parts, supplies, and  
services.

Over the past decade, private equity firms such as American Industrial Partners (AIP) have  
aggressively consolidated an industry that had been competitively diversified across at least  
two-dozen companies<sup>2</sup> by rolling up various fire apparatus and emergency vehicle  
manufacturers into the holding company conglomerate REV Group.<sup>3</sup> Today, there are just  
three dominant manufacturers: REV Group, Oshkosh (itself a serial acquirer), and  
Rosenbauer. REV Group is the most dominant, capturing about a third of the \$3 billion in



NEW AT 10  
FIREFIGHTERS FACING ISSUES WITH  
ENGINES, DELAYS GETTING NEW TRUCKS

## United States Senate

WASHINGTON, DC 20510

April 15, 2025

Edward A. Kelly  
General President  
International Association of Fire Fighters  
1750 New York Avenue NW, Suite 300  
Washington, D.C. 20006

Dear IAFF President Kelly:

We write seeking information on the impacts of private equity roll-ups of fire truck  
manufacturers, and the adverse impact of this consolidation on fire fighter and public safety. The  
lack of competition in the industry has allowed private equity to hike fire truck prices, restrict  
fire truck production, and created a dangerous backlog of firefighting equipment. While CEOs  
and shareholders pad their pockets, consolidation in the industry impedes fire fighters' ability to  
do their jobs safely and effectively, squeezes fire departments' budgets, and forces taxpayers to  
bear the consequences. We have heard from dozens of fire departments in Massachusetts,  
Indiana, and elsewhere about difficulties they have faced related to serial roll-ups of fire truck  
manufacturers, including delivery delays, defective parts, and price increases.<sup>1</sup> IAFF members on  
the frontlines protecting our communities struggle with this problem every day, and we want to  
better understand how we can be helpful.

Private equity consolidation of fire truck manufacturers has led to higher costs and a nationwide

Professional Fire Fighters & Paramedics of North Carolina

## THE AFTER ACTION REPORT

Sept. 29 – Oct. 3, 2025

### IAFF PRESS APPARATUS MANUFACTURERS OVER DELAYS AND COSTS

Rising costs and delivery delays in fire apparatus are not just frustrations — they're threats to  
firefighter safety and the public. That's the blunt reality underscored during last week's Senate  
Hearings on Homeland Security subcommittee hearing, "Sounding the Alarm: America's Fire Apparatus Crisis."

### What Went Down

Senators Josh Hawley (R-MO), Andy Rice (D-NH), and  
Elizabeth Warren (D-MN) took direct aim at the  
major fire apparatus manufacturers, criticizing  
ballooning price tags and crippling lead times.  
Hawley noted that orders once delivered in 6 to 12  
months now stretch to 2 years on the low end —  
and up to 4 years in some cases.

Executives from REV Group and Pierce appeared  
before the committee, defending their practices.  
But their arguments didn't last. Lawmakers from  
both sides of the aisle pushed back hard.



# Advocacy



## Apparatus manufacturers on defense at Senate hearing

Fire service leaders and representatives from REV Group and Pierce testified about apparatus costs, delivery lead times and alleged anti-competitive practices

September 12, 2025 02:36 PM · Michael Kirby



# Next Steps

- 1. Take Cal Cities Survey**
- 2. Meet with your state and federal representatives**
- 3. Bring Public Attention to Crisis**
- 4. Attorney General's Antitrust and Business Competition**  
<https://oag.ca.gov/antitrust>

# QUESTIONS?

**Damon Conklin**

Legislative Affairs, Lobbyist

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Strengthening California Cities  
through Advocacy and Education

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