



**2016
Health and Welfare
of the
Volunteer System
-
Retaining Excellence**

FIRE RESCUE
ALBEMARLE COUNTY

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A word from System Leadership

In this, our third consecutive report to the Albemarle County Board of Supervisors we continue to provide insight into our success and concerns with volunteerism within the organizations that make up the Albemarle County Fire Rescue Department. It is worthy of note that no part of our system exists without volunteers, all stations, divisions and efforts work to leverage the value of volunteers both operational and administrative. These efforts not only keep our system strong, but will continue to do so for years to come.

In our first report in 2014 we focused on the theme that “All volunteerism is local.” It was with this mind set the strategic directions and efforts took a community focus and leveraged the knowledge of members in the newly formed Recruitment and Retention Committee. In turn 2015’s report discussed the impact of recruitment efforts and highlighted specific members from various stations and why they choose fire and rescue as an advocacy.

As your review this year’s report we ask you to join us in considering the issues surrounding the retention of members. Time, energy and money; both by the volunteers and our community, are spent helping transition someone who simply wants to volunteer into a productive member of our system. Although these efforts and funds are well utilized, the greatest return on the investment is to have that member serve as long as is possible. Recruitment of new members to replace outgoing members becomes easier when fewer members leave our service.

Over the last year the Recruitment and Retention Committee has focused on determining a better understanding of our retention rate. The Board of Supervisors support for a new records management system as part of the overall CAD implementation project will provide a great deal of help in this endeavor. As we continue to improve our tracking of new and existing volunteers there are other issues that will undoubtedly assist our organizations moving forward.

We remain greatly concerned, and we know you share our concern, with access to employment and housing stock within our community. Affordable homes and jobs that provide reasonable schedules and flexibility are the cornerstone of the volunteer rescue and fire service. Without employment and housing large numbers of potential members cannot live in our community. Without good jobs they cannot find the free time to volunteer in our community. As the Board of Supervisors continues to battle with the economic climate we face, we trust that your considerations will include the impact of the retention of volunteers.

Dan Eggleston

Dan Eggleston
Chief
County of Albemarle
Department of Fire Rescue

Kostas Alibertis

Kostas Alibertis
Chair
County of Albemarle
Fire and EMS Board

OUR TEAM

Dan Eggleston, Chief – ACFR

Albemarle County Fire and EMS Board

Executive Board:

Kostas J. Alibertis, Chair – Western Albermarle Volunteer Rescue Squad

Alex Belgard, Charlottesville Albemarle Rescue Squad

Calvin Butler, East Rivanna Volunteer Fire Company

Michael Grandstaff, Scottsville Volunteer Fire Department

Board:

Mike Boyle, Crozet Volunteer Fire Department

Brian Kester, Seminole Trail Volunteer Fire Department

Michael Reid, Stony Point Volunteer Fire Company

Todd Richardson, Earlysville Fire Company

George Stephens, North Garden Volunteer Fire Company

John Waits, Scottsville Volunteer Rescue Squad

2016 Health and Wellness Report Committee

Chief Kostas J. Alibertis, Western Albermarle Volunteer Rescue Squad

Alex Belgard, Charlottesville Albemarle Rescue Squad

Michael Grandstaff, Scottsville Volunteer Fire Department

Annual Report Staff

Tom LaBelle, Division Chief Volunteer Services

Christina Davis, CAP/OM

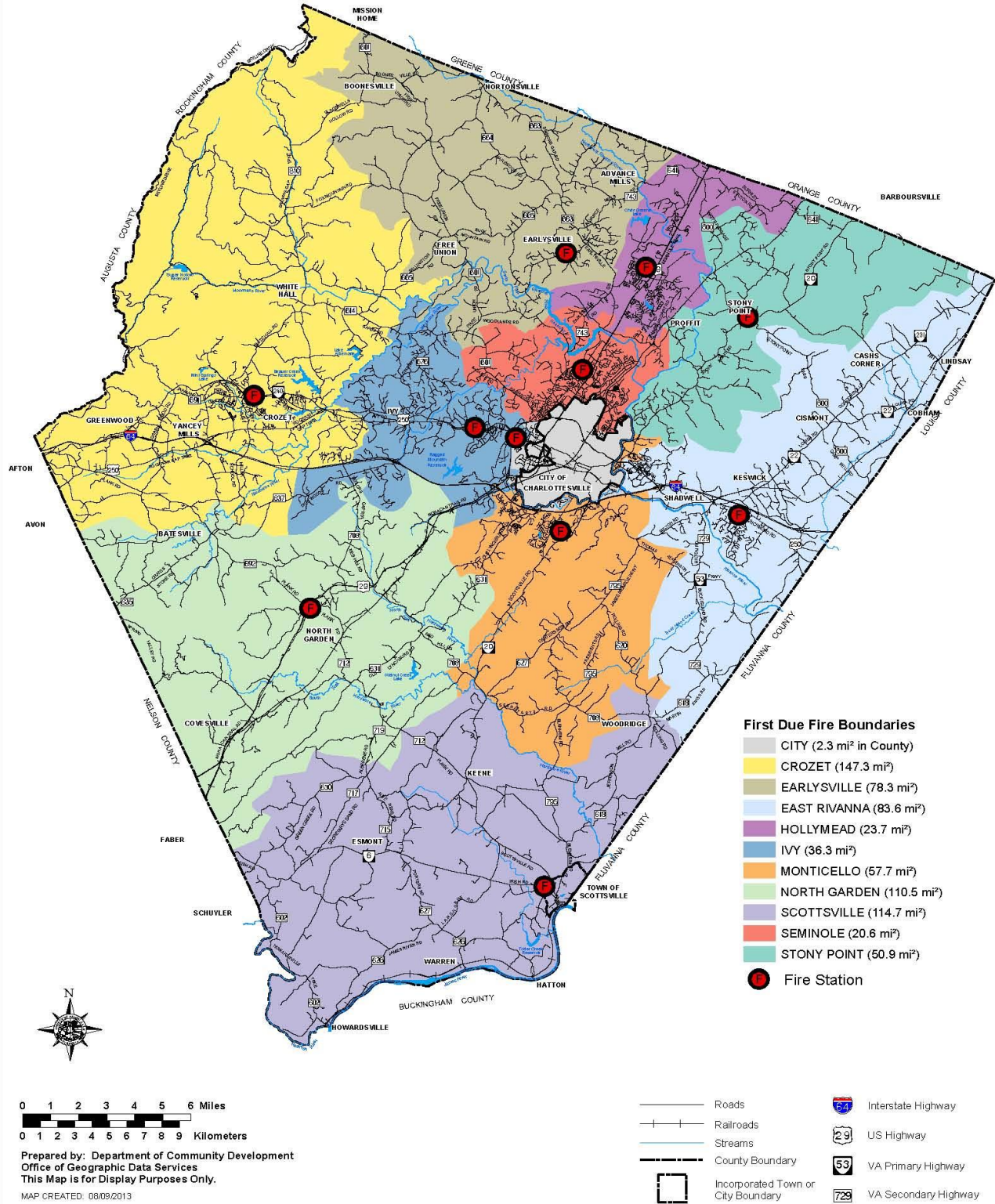
Larry Bouterie, Photography

Justin Ide, Photography – Firefighter/EMT, Crozet Volunteer Fire Company

Jessica Shaver, Temp OA Volunteer Services

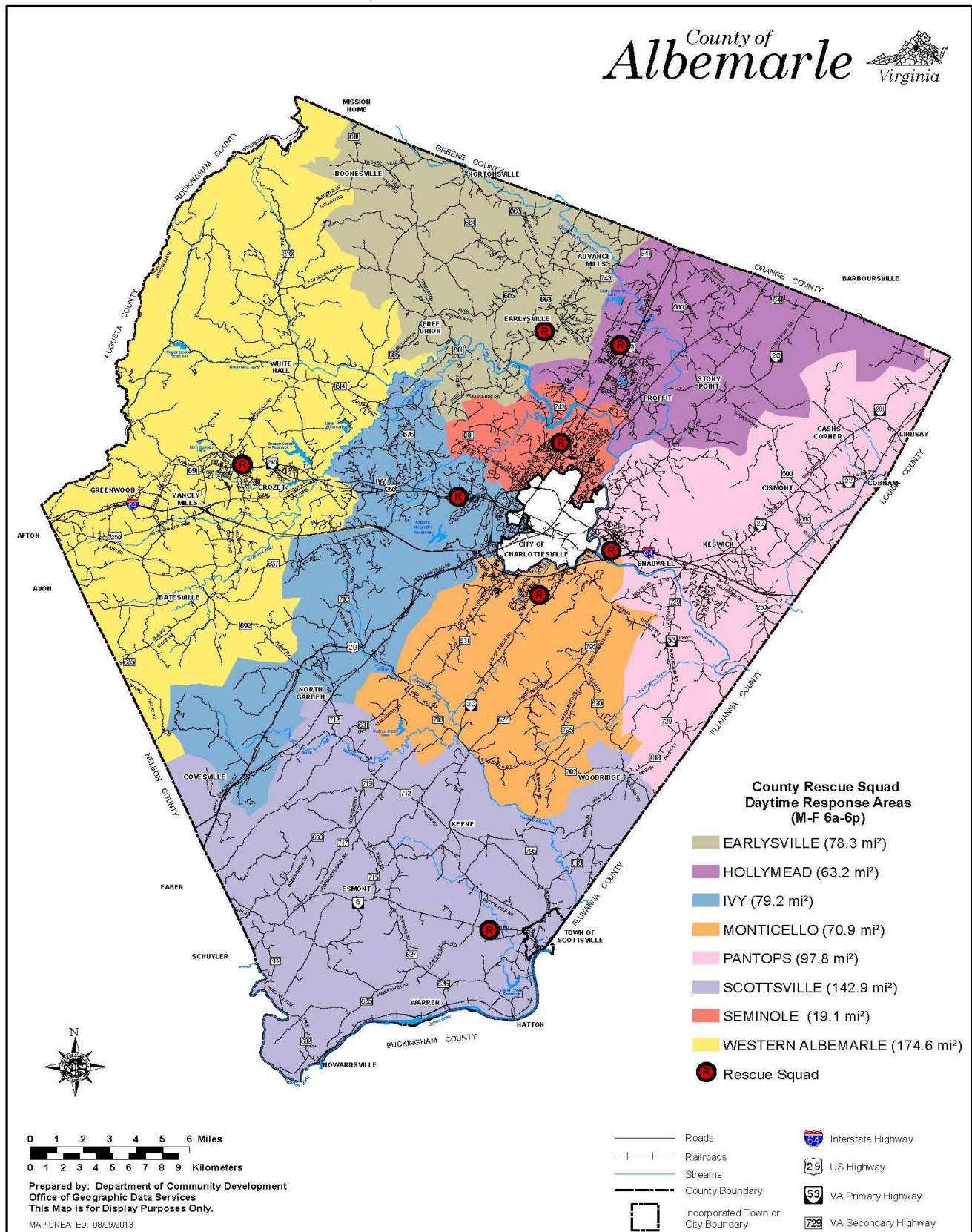
FIRST DUE FIRE BOUNDRIES

County of
Albemarle
Virginia

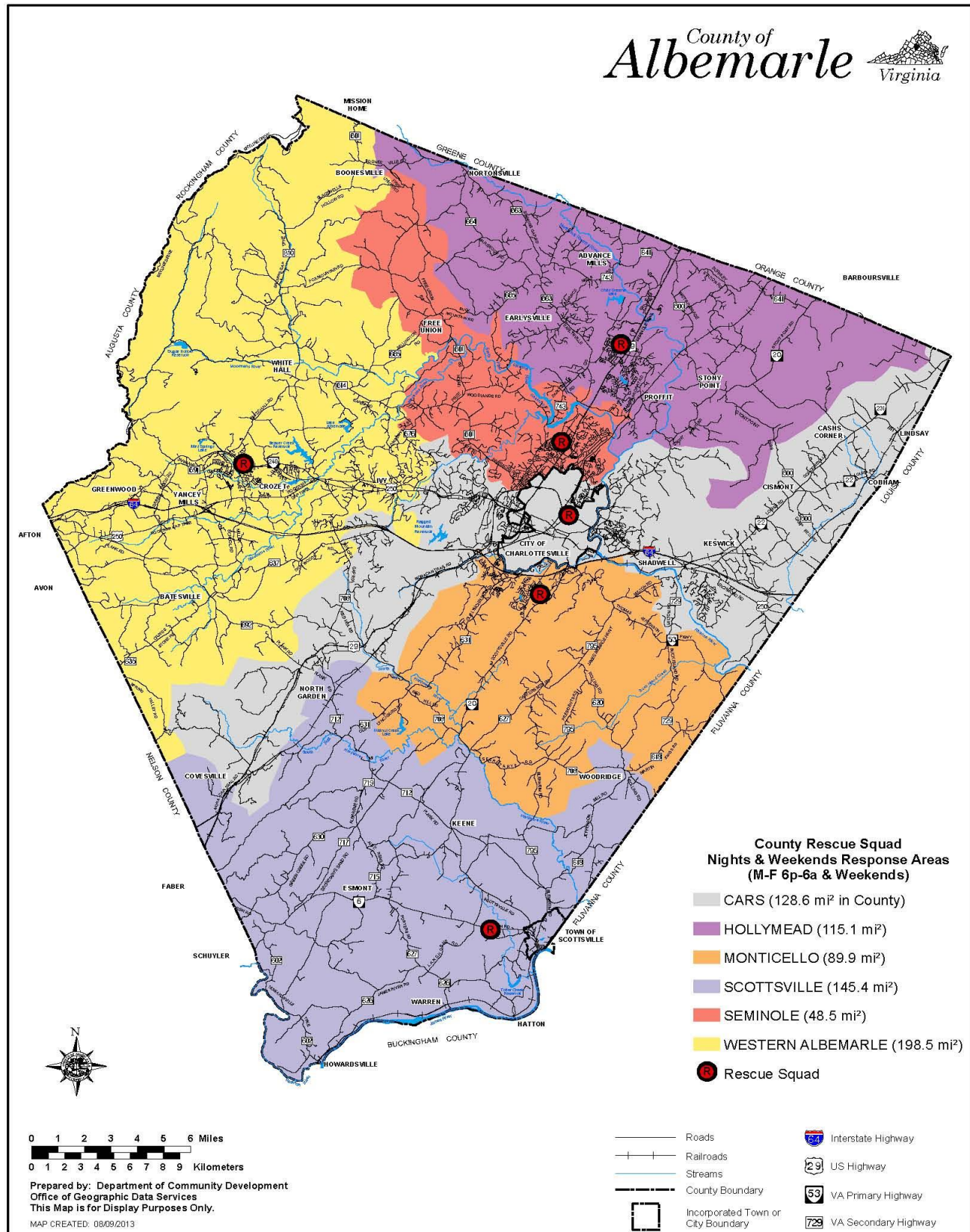


COUNTY RESCUE SQUAD - DAYTIME RESPONSE AREAS

County of
Albemarle
Virginia



COUNTY RESCUE SQUAD – NIGHTS & WEEKENDS RESPONSE AREAS



CHARLOTTESVILLE-ALBEMARLE RESCUE SQUAD

RESCUE 1



828 McIntire Road
Charlottesville, VA 22902

434.296.4825

www.rescue1.org

– Established in 1958 –



CHARLOTTESVILLE ALBEMARLE
SPECIAL 1 EVENTS
RESCUE SQUAD

Chief Operational Officer:
Chief Executive Officer:

Alex Belgard
Virginia Leavell

Response Area:
Population:
Number of Structures:

359 square miles
70,727
29,408

Volunteer Staff:

194 Operational Volunteers
0 Support Volunteers

Apparatus:

Ambulances (Patient Transport)	8
Heavy Duty Rescue Squads	2
Medium Duty Rescue Squads	1
Command Vehicles	1
Staff/Support Vehicles	6
Mass Casualty Vehicles	1
Water Rescue Squads	1
Gators/ATVs	2
Boats	3
Trailers (Special Events & Collapse Rescue)	3

CROZET VOLUNTEER FIRE DEPARTMENT

STATION 5



5652 Three Notch'd Road
Crozet, VA 22932

434.823.4758

www.crozetfire.org

– Established in 1910 –

Chief Operational Officer:

Mike Boyle

Response Area:

146 square miles

Population:

12,228

Number of Structures:

8,702

Hydrants in Service Area:

378 Hydrants

Volunteer Staff:

80 Operational Volunteers

9 Support Volunteers

Apparatus:

Engines/Pumpers	4
Tankers	1
Brush/Quick Attack Vehicles	2
Command Vehicles	2
Staff/Support Vehicles	2
Ladder	1

Volunteer Requirements:

- Fifteen (15) years of age
- Twelve (12) hours of duty per week
- Participate in fundraising, general maintenance, and Fourth of July and Christmas Parade



EARLYSVILLE VOLUNTEER FIRE COMPANY

STATION 4



283 Reas Ford Road
Earlysville, VA 22936

434.973.8862

www.earlysvillefire.org

– Established in 1965 –

Chief Operational Officer: Todd Richardson

Response Area: 78 square miles
Population: 6,073
Number of Structures: 6,736
Hydrants in Service Area: 0 Hydrants

Volunteer Staff: 20 Operational Volunteers
5 Support Volunteers
Career Staff: 3 Operational Staff

Apparatus:

Engines/Pumpers	2
Tankers	1
Brush/Quick Attack Vehicles	2
Command Vehicles	1
Staff/Support Vehicles	1
Hazardous Materials Response	1
Ambulances	1

Volunteer Requirements:

- Sixteen (16) years of age



EAST RIVANNA VOLUNTEER FIRE COMPANY

STATION 2



3501 Steamer Drive
Keswick, VA 22947

434.293.6722

www.ervfc.com

– Established in 1970 –

Chief Operational Officer: Calvin Butler

Response Area: 84 square miles
Population: 8,486
Number of Structures: 3,505
Hydrants in Service Area: 326 Hydrants

Volunteer Staff: 31 Operational Volunteers
38 Support Volunteers
Career Staff: 6 Operational Staff

Apparatus:

Engines/Pumpers	2
Tankers	2
Brush/Quick Attack Vehicles	2
Command Vehicles	2
Staff/Support Vehicles	2
Ambulances	1

Volunteer Requirements:

- Sixteen (16) years of age
- Weekly duty crews (required duty shift every sixth evening/night)
- Participation in station functions
- Completion of Firefighter I within two (2) years of beginning service



HOLLYMEAD FIRE RESCUE

STATION 12 & RESCUE 12



**3575 Innovation Drive
Charlottesville, VA 22911**

434.972.4150

www.acfirerescue.org

– Established in 2006 –

Response Area:	23 square miles
Population:	10,007
Number of Structures:	7,964
Hydrants in Service Area:	409 Hydrants

Volunteer Staff:	12 Operational Volunteers 0 Support Volunteers
Career Staff:	18 Operational Staff

Apparatus:

Engines/Pumpers	1
Tankers	1
Ambulances	2
Aerial	1
Command Vehicles	1

Volunteer Requirements:

- Eighteen (18) years of age
- Forty-eight (48) hours per month



IVY FIRE RESCUE

STATION 15 & RESCUE 15

		640 Kirtley Lane Charlottesville, VA 22901 434.243.7938 www.acfirerescue.org
	– Established in 2013 –	

Chief Operational Officer:

Robert Larsen

Response Area:

34 square miles

Population:

7,734

Number of Structures:

4069

Hydrants in Service Area:

304 Hydrants

Volunteer Staff:

9 Operational Volunteers

0 Support Volunteers

Career Staff:

13 Operational Staff

Apparatus:

Engines/Pumpers	1
Ambulances	1
Staff/Support Vehicle	1

Volunteer Requirements:

- Eighteen (18) years of age
- Forty-eight (48) hours per month



MONTICELLO FIRE RESCUE

STATION 11



1515 Founders Place
Charlottesville, VA 22902

434.972.4033

www.acfirerescue.org

– Established in 2002 –

Response Area:	57 square miles
Population:	11,676
Number of Structures:	5,192
Hydrants in Service Area:	337 Hydrants
Volunteer Staff:	6 Operational Volunteers 0 Support Volunteers
Career Staff:	21 Operational Staff
Apparatus:	

Engines/Pumpers	3
Command Vehicles	1
Incident Rehabilitation Vehicles	1
Ambulances (Patient Transport)	4
Tankers	1

Volunteer Requirements:

- Eighteen (18) years of age
- Forty-eight (48) hours per month



NORTH GARDEN VOLUNTEER FIRE COMPANY

STATION 3



4907 Plank Road
North Garden, VA
22959

434.971.1583

www.ngvfc.org

– Established in 1970 –

Chief Operational Officer:

George Stephens

Response Area:

111 square miles

Population:

5,143

Number of Structures:

3,376

Hydrants in Service Area:

0 Hydrants

Volunteer Staff:

29 Operational Volunteers

6 Support Volunteers

Apparatus:

Engines/Pumpers	2
Tankers	2
Brush/Quick Attack Vehicles	2
Command Vehicles	2
Staff/Support Vehicles	1

Volunteer Requirements:

- Junior: Sixteen (16) years of age
- Senior: Eighteen (18) years of age
- Participation in fundraising activities
- Five (5) hours of duty per week
- Flexible scheduling



SCOTTSVILLE VOLUNTEER FIRE DEPARTMENT

STATION 7

		141 Irish Road Scottsville, VA 24590 434.286.2841 www.scottsvillefire.org
– Established in 1936 –		

Chief Operational Officer:
Chief Executive Officer:

Michael Grandstaff
B.L. Powell

Response Area:
Population:
Number of Structures:
Hydrants in Service Area:

115 square miles*
4,524*
3,170*
46 Hydrants*

**Albemarle County response area; does not include response areas in Fluvanna, Buckingham, or Nelson Counties*

Volunteer Staff:

58 Operational Volunteers
2 Support Volunteers

Apparatus:

Engines/Pumpers	2
Tankers	2
Brush/Quick Attack Vehicles	1
Command Vehicles	2
Staff/Support Vehicles	2
Trailers (Hazardous Materials Control)	1
Boats	2

Volunteer Requirements:

- Sixteen (16) years of age



SCOTTSVILLE VOLUNTEER RESCUE SQUAD

RESCUE 7



805 Irish Road
Scottsville, VA 24590

434.286.3979

www.svrs.org

– Established in 1974 –

Chief Operational Officer:
Chief Executive Officer:

John Waits
Rita Krenz

Response Area:
Population:
Number of Structures:

143 square miles*
5,329*
3,756*

**Albemarle County response area; does not include response areas in Fluvanna, Buckingham, or Nelson Counties*

Volunteer Staff:

28 Operational Volunteers

Career Staff:

6 Support Volunteers
2 Operational Staff

Apparatus:

Ambulances (Patient Transport)	4
Command Vehicles	1
Staff/Support Vehicles	3
Gators/ATVs	1
Trailers	1

Volunteer Requirements:

- Senior: Eighteen (18) years of age
- Full: Twelve (12) hours of duty per week with rotating Saturday and Sunday night shifts
- Associate: 24 hours per month



SEMINOLE TRAIL VOLUNTEER FIRE DEPARTMENT

STATION 8



**3055 Berkmar Drive
Charlottesville, VA 22906**

434.973.1717

www.stvfd.org

– Established in 1976 –

Chief Operational Officer:

Brian Kester

Response Area:

21 square miles

Population:

21,197

Number of Structures:

8,383

Hydrants in Service Area:

679 Hydrants

Volunteer Staff:

87 Operational Volunteers

1 Support Volunteers

Career Staff:

12 Operational Staff (Includes R-8)

Apparatus:

Engines/Pumpers	3
Brush/Quick Attack Vehicles	1
Command Vehicles	4
Staff/Support Vehicles	2
Ladders/Aerials	1

Volunteer Requirements:

- Senior: Eighteen (18) years of age
- Twelve (12) hours of duty per week
- One (1) forty-eight (48) hour duty shift every fifth weekend



STONY POINT VOLUNTEER FIRE COMPANY

STATION 6



3827 Stony Point Road
Charlottesville, VA
22911

434.973.7733

www.spvfc.org

– Established in 1974 –

Chief Operational Officer:

Michael Reid

Chief Executive Officer:

Greg Frazier

Response Area:

51 square miles

Population:

4,887

Number of Structures:

1,804

Hydrants in Service Area:

54 Hydrants

Volunteer Staff:

23 Operational Volunteers

0 Support Volunteer

Career Staff:

3 Operational Staff

Apparatus:

Engines/Pumpers	2
Tankers	1
Brush/Quick Attack Vehicles	2
Staff/Support Vehicles	2
Command Vehicles	2
Gators	1

Volunteer Requirements:

- Junior: Sixteen (16) years of age
- Senior: Eighteen (18) years of age
- Rotating duty crew schedule
- Twelve (12) hours of duty per week, Two (2) twenty-four (24) hour duty shift every month totaling ninety-six (96) hours per month



WESTERN ALBEMARLE RESCUE SQUAD

RESCUE 5



1265 Crozet Avenue
Crozet, VA 22932

434.823.5103

www.westernrescue.org

– Established in 1978 –

Chief Operational Officer:
Chief Executive Officer:

Kostas Alibertis

Response Area:
Population:
Number of Structures:

173 square miles
13,362
9,565

Volunteer Staff:

74 Operational Volunteers
0 Support Volunteers

Apparatus:

Ambulances (Patient Transport)	3
Medium Duty Rescue Squads	1
Command Vehicles	1
Staff/Support Vehicles	1
Gators/ATVs	1
Trailers (Special Events)	1

Volunteer Requirements:

- Sixteen (16) years of age



Family, Coworkers and Neighbors A Growing Divide

Those who volunteer in our fire and rescue stations have a longstanding pride in being part of not only the greater public safety community but also, more importantly, their local community. Connections with family and friends is often what draws people to our ranks, and we have found during our recruitment efforts that all volunteerism is local. One need only talk to volunteers in almost any organization to hear them say that family, coworkers and neighbors encouraged them to join. As our community grows, we will continue to advertise and formally reach out with regard to volunteer opportunities, but the traditional lifeline of family, coworkers and neighbors as a recruiting tool remains vital.

As we look at the understandable and welcome growth of our beautiful communities, we are struck by how quickly these traditional networks are strained. As new people move in their need of services is immediate, but their connection to our neighborhoods is less so. Many of the new businesses that develop are not necessarily the employers of existing volunteers, and perhaps the jobs provided by these businesses are jobs for which some of our volunteers would simply not qualify. Without volunteers employed in these new businesses, another connection to new community members is lost. Additionally if the employers themselves are not familiar with the strong need for volunteers in our communities, they may be less understanding of the substantial time commitments necessary to be a volunteer.

The same strains on our efforts exist as housing stock prices continue to increase. This issue makes it difficult for many to balance working for income and volunteering to the extent necessary to be a productive rescue or fire company member. When members need to choose between paying bills and volunteering, the choice is clear. Housing stock that is not financially achievable for potential young members means they will live elsewhere. Since all volunteerism is local, this means they will volunteer elsewhere.

All of these are familiar recruitment problems. Interestingly, they are all also retention problems. Whether the monies are from donations or direct county funding, we spend a great deal to bring a new volunteer on line. Expenses in training and equipping are certainly worth it, but the financial and administrative cost is not insubstantial; new turnout gear alone is approximately \$3,000.00. Keeping people on line as long as possible not only increases the return on this investment, it increases the overall knowledge and ability of our personnel by maintaining an experienced volunteer workforce.

Clearly focusing on the retention of volunteers has positive operational and financial implications. Additionally, it lessens the strain on recruiting and provides an opportunity to INCREASE the number of volunteers rather than just struggling to maintain current levels. But the very issues facing growing communities – today's economic climate, access to "middle class" jobs with reasonable hours and affordable housing stock – all impact our ability to keep members in our volunteer community.

Currently over 25% of our volunteers live outside of Albemarle County or the City of Charlottesville. When we consider the high number of students from the University of Virginia who volunteer but list Charlottesville as an address, this number is likely even higher. While all volunteerism is local, these members in neighboring communities find more opportunity to volunteer with Albemarle. As the communities in neighboring counties grow, their demand for volunteers will also increase. These volunteers will be more likely to volunteer in their home community as those opportunities increase.

As the Board of Supervisors strives to maintain a balance between our rural and development areas, the availability and cost of housing stock becomes an issue for retention. As young members join our ranks, they are often faced with limited choices in housing stock. If moving away from their community becomes a reality, they are less likely to continue to volunteer within our county.

Based on our most recent system wide study (2012), 37% of our volunteers are renters and pay \$582 per month in rent. The high number of students in our system likely keeps this number up. Just over 59% of our volunteers live in single family homes. This not only represents the vast majority of our membership, but also indicates the housing stock sought out by the vast majority of potential members. Of these volunteer home owners, the median home value was \$240,202 with 72% of those having a mortgage. In 2012 housing values were at a low, but the median for the county at that point was \$255,000.

The vast majority of our volunteer home owners (78%) live in houses built prior to 1990 with the median year of those homes being 1975. Although housing prices in our county have certainly recovered from the lows of 2012, they have not recovered at the same pace for the housing stock of our volunteers.

We also believe that disparity in income is a primary consideration for our collective efforts towards retention. There are two primary groups of income-earning volunteers within our community as a whole. There is a group in the rural areas of our community and those in the development areas. The median household income for our community as a whole is \$67,797. Our rural group comprises 36% of the overall volunteer workforce and has a median household income of \$59,976. The development area group makes up 31% of the volunteer workforce and has a median household income of \$76,234. It should be clear that as our overall economy moves forward, income opportunities in this range provide the greatest chance for our recruitment and retention of members.

As system leaders, we will continue to work towards items that we believe will enhance the ability to retain viable members for our system. The next section outlines some of our short and longer term efforts in this arena. We respectfully ask that in your considerations of economic, housing and development policies the Board of Supervisors consider these issues and their impact on our efforts.

Recruitment and Retention Strategic Plan

The overall goal of the Recruitment and Retention Committee is to increase the number of operational volunteers within the county by 25% over a 12 month period. As we move forward the Committee asks the FEMS board to recognize that volunteers from each station will be necessary to work with career staff in executing these plans. Each chief would argue that a strong volunteer workforce is a top priority for their station, but not all would commit their members to help on the committee. To achieve this the following strategies will be executed.

- 1) Data Development: There is a recognition that the only way to determine the success of any such plan is to measure the number of new and/ or retained volunteers. The transition to the new records management system should assist. Additionally overall goals need to be established.
 - a) Polling of current membership status
 - i) Necessary to determine real progress
 - b) Ensure new members are entered into system.
 - i) Image Trend/training
 - c) Determine why people are leaving
 - i) Consistent Exist polling
- 2) Relationship Building: Developing strong relationships between stations, volunteer and career personnel ultimately makes our volunteer time more enjoyable. Enjoyable organizations will attract new members and retain existing members.
 - a) Picnic
 - i) R&R committee assuming responsibility
 - ii) Same time frame/location – early June
 - iii) Increase activities
 - iv) Increase individual station commitment
 - v) Increase leadership committment
- 3) Advertising: As new citizens move in to our communities many may not know the opportunities that exist to volunteer. The following are various outreach activities to be pursued.
 - a) Job Fairs
 - i) Large employer outreach (UVA/State Farm, Hospitals)
 - ii) Gear towards Veterans and Diversity
 - b) Radio
 - i) Continue with current themes of local members
 - ii) Broaden outreach based on VWS data
 - c) Banners
 - i) Poll groups on new banners
 - ii) Better coordination of placement/schedule
 - d) Newspaper
 - i) Develop editorial content
 - (1) Recruit writing volunteers
 - ii) Develop list of media
 - e) Special Events
 - i) Parades
 - (1) Support with themed candy/handouts

- ii) Farmer's markets
 - (1) Fire Prevention
 - (2) Health screening
- 4) Application and Orientation: Potential members should be able to apply and be processed in the easiest manner possible so that they are not "lost" in the beginning of their attempts to volunteer.
 - a) Application packets
 - b) Fingerprinting/background
 - i) Easier process
 - ii) DOH requirements
 - c) LODA Physical
 - i) Increase Compliance
- 5) Volunteer Recognition Programs: Various recognition plans will help appeal to the retention of members at various points in their lives and volunteer career. Although not all are financial in nature, all appeal to some base level of need.
 - a) Property Tax Vouchers
 - i) Address administrative concerns
 - ii) Provide parity with volunteers not living in Albemarle County
 - b) Service Award
 - i) Develop educational program for Albemarle County volunteers
 - c) General Recognition
 - i) National Recognition Weeks (Fire (October) EMS (April))
 - (1) FEMS Board recognition
 - (2) Board of Supervisors Recognition
 - d) Year Book
 - i) System wide yearbook every 5 years
 - e) Baskets
 - i) Address gift card Issue
 - ii) Provide at dates other than Christmas
 - f) Youth Programs
 - i) Provide System wide support
 - ii) Provide opportunities for individuals to gather
 - (1) 9/11 Ushers
 - (2) Picnic