

Community Room

December 2, 2025

The meeting was called to order at 4:30 p.m. by chairperson Port. Trustee Mueller was present, and Trustee Hare joined the meeting at 4:48pm.

The following Fire Department staff presented: Fire Chief John Frazier and Asst. Fire Chief Nick Sambula were present. Asst. Fire Chief Sam Brown, joined via Teams.

Ms. Port gave an overview of the study process.

The Fire Department gave an overview of their strategic plan that was developed in collaboration with the Ohio Fire Chief's Association. The plan was developed over four working sessions that included department personnel and external stakeholders. The strategic plan looks out three to five years to plan organizational and service delivery advancement.

The presentation included the department's values, which are professional, accountable, compassionate, innovative and community.

They discussed the six goals that came from the study:

1. Maximize operational effectiveness and personnel safety by prioritizing strategic investment in modern apparatus, equipment, technology, facilities, and training, leveraging existing strengths and community support.
2. Establish an effective and efficient staffing strategy by analyzing and implementing a blended workforce model to ensure consistent availability of qualified personnel, optimize service delivery, and maintain fiscal responsibility.
3. Develop a high-performing and sustainable organization by implementing a comprehensive strategy that includes succession management for leadership continuity, optimization of organizational structure for effective management and service delivery, and a robust recruitment and retention plan to secure a qualified workforce.
4. Strengthen community resilience and political advocacy through proactive engagement and public education, achieving a 25% increase in community engagement and fostering informed support for RTFD's evolving needs.
5. Develop and implement a comprehensive funding diversification strategy that includes implementing data driven capital planning, proactive grant seeking, cultivation of sponsorships and endowments, and consistent adherence to Reserve Study Funding Plan.
6. Establish a comprehensive community health and safety program by enhancing existing outreach efforts and implementing a social services-based community paramedicine program that connects residents with vital medical and social resources through research, internal referrals, and collaborative partnerships with local health agencies.

Mr. Mueller asked about the number full-time staff anticipated. The Board discussed the likely need for a levy. Mrs. Walder said that the most costly items are equipment, apparatus and staffing, and that while the department has been self-sufficient the past five years, additional revenue would be needed for full-time staffing.

Ms. Port requested that the fire department add a section on progress to these goals to their quarterly reports.

COMMENTS FROM THE PUBLIC WERE RECEIVED.

TOWNSHIP TRUSTEES

SPECIAL

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Assistant Chief Sambula expressed appreciation for the fire department staff and for the support of the Trustees and Fiscal Officer.

The Chief indicated that the Power Point Presentation and the Russell Township Fire Department's Strategic Plan would be available on the website.

The meeting was adjourned at 5:30pm to the scheduled Trustee meeting.

Kristina Port, Chair

Karen Walder, Fiscal Officer

Recorded by: J. Ezzone