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Strategic Plan Update

December, 2025

Summary

- The strategic plan functions as a living document, providing direction for the fire department's ongoing and future endeavors
 - The RTFD Strategic plan was developed in partnership with the Ohio Fire Chiefs Association
 - Developed over 4 working sessions in late 2024 and early 2025
 - Included a cross-functional team including department personnel and external stakeholders
 - Looks out 3-5 years to plan organizational and service delivery advancement
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Mission

“The Russell Fire Department is dedicated to delivering professional and calculated responses to all-hazard emergencies and risk reduction services. We will engage Russell Township and the greater community in our mission through progressive outreach.”

Vision

“The Russell Fire Department is committed to professional development, education, and training to deliver the highest standards of service. We will hold ourselves accountable to the well-being of Russell Township, the greater community, and those who serve.”

Values

Professional

- *Always maintain integrity; be honest, ethical, courteous, and respectful;*
- *Be fit, prepared and mindful of appearance for duty; and*
- *Lead by example: positive attitude, humility, knowledgeable, and open to feedback.*

Accountable

- *Accept responsibility and ownership for actions, their impact, and outcomes;*
- *Demonstrate self-motivation for growth and development; anticipate and exceed expectations; and*
- *Be disciplined; consistently encourage and exemplify standards of excellence.*

Compassionate

- *Demonstrate emotional intelligence, empathy and understanding;*
- *Be sincere, considerate, and caring; and*
- *Focus on the well-being of all individuals; acknowledge and respond to the needs of others.*

Innovative

- *Embrace change, data, and critical thinking to drive continuous improvement;*
- *Be curious and open-minded to learn from success and failure; and*
- *Take initiative for ongoing professional development - self and others.*

Community

- *Cultivate collaboration and communicate transparently to foster trust;*
 - *Be inclusive; appreciate differences in work styles, personalities, and preferences in how people think and learn; and*
 - *Engage the community in shared goals through resource stewardship, policies, programs, and activities.*
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Strategic Pillars

1. **Service Delivery:** This pillar focuses on ensuring the efficient and effective delivery of all emergency and non-emergency services. It encompasses response times, operational procedures, and the quality of care provided to the community.
 2. **Capital Assets:** This pillar addresses the management and maintenance of the department's physical resources including facilities, vehicles, and equipment. It emphasizes the need for strategic investment and long-term sustainability of these assets.
 3. **Human Resources and Professional Development:** This pillar prioritizes the recruitment, retention, and development of the department's personnel. It focuses on fostering a positive work environment, providing ongoing training, and ensuring the well-being of all personnel.
 4. **Community Risk Reduction (CRR) and Community Outreach:** This pillar emphasizes proactive measures to prevent emergencies and build strong relationships with the community. It includes public education programs, risk assessments, and collaborative initiatives to enhance community safety.
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Goals

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 (full-time and part-time) 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 the 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.
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Strategic Goal #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.



Strategic Goal # 1

Completed

- Fire station space planning is complete
- EMS equipment has been updated/refreshed over the past 24 months
- Vehicle preventive maintenance conducted
- Hydrants serviced throughout the community
- Advanced EMS and fire education conducted in 2025

In Process

- Dorm modernization to meet existing operational needs is in progress
- Ambulance replacement ordered and expected delivery in summer 2026
- Working on an MOU for Cyber Security / Compliance training

Upcoming

- Fire station expansion planning
 - 2026 Capital Projects
 - 2026 Advanced EMS and fire education planning
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Strategic Goal #2

Establish an effective and efficient staffing strategy by analyzing and implementing a blended workforce model (full-time and part-time) to ensure consistent availability of qualified personnel, optimize service delivery, and maintain fiscal responsibility.



Strategic Goal # 2

Completed

- Recruited > 4 new part-time firefighters
- Cadet program continues to grow, currently have 10
- Review of current leadership structure complete
- Implementation and refinement of the RACI model

In Process

- Leveling the span of control with:
 - Lieutenant promotional
 - Evaluating Captains promotional in 2026/2027
- Ongoing assessment of part-time staffing
- Continued support of training of EMTs to Paramedics

Upcoming

- Ongoing review of staffing mix (part-time and full-time)
 - Continuation of recruitment efforts into 2026
 - Promotion of Captains to fill-out the leadership ranks
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Strategic Goal #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.



Strategic Goal # 3

Completed

- Defined span of control and necessary leadership structure for effective management/leadership
- Re-defined the roles and responsibilities for Lieutenant
- Completed initial leadership training and expectations

In Process

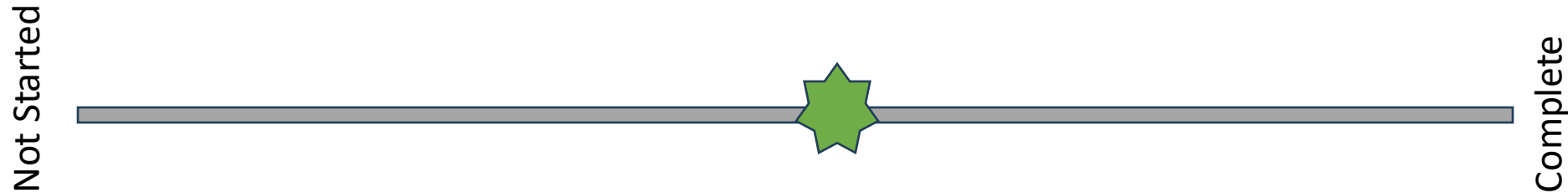
- Expanding the Cadet program to drive interest in the fire service career
- Ongoing officer/leadership education (Incident Command and Fire Officer Training)
- Support educational opportunities for members outside of the department (OFA i.e.)

Upcoming

- Ongoing review of staffing mix (part-time and full-time)
 - Conduct performance reviews in Q1 2026
 - Develop a formal recognition program
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Strategic Goal #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.



Strategic Goal # 4

Completed

- Established a social media presence (Facebook)
- Continued community education at schools and community events
- Documentation of community risk reduction events

In Process

- Expanding social media posts and announcements
- Expand training and educational content via social media

Upcoming

- Conduct an assessment of community based risk
 - Create a calendar of community engagement for 2026
 - Launch communication plan for 2026 via multi-channel approach
 - Expand community engagement with various community based organizations
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Strategic Goal #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 the Reserve Study Funding Plan.



Strategic Goal # 5

Completed

- Applied for 5 grants in 2025 (avg. \$42k/year in grants over the past 25 years)
 - Continued EMS billing (avg. \$100k/year over the past 20 years)
 - Prepared to offer a regional approach to surrounding communities
 - All capital items are quantified and considered in the reserve plan
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In Process

Upcoming

- Continue seeking additional grant funding opportunities in 2026
- Support revenue diversification opportunities in 2026
- Explore the creation of an endowment plan to support the cost of education, training, and equipment expenses

Strategic Goal #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.



Strategic Goal # 6

Completed

- Documented initial available county resources for residents
- Completed advanced geriatric care training
- Engaged with medical direction and support for additional community based programs
- Technology is enabled for a CP program

In Process

- Capturing outcomes from all hospitals to improve care delivery

Upcoming

- Conduct a community risk and health assessment
 - Develop a comprehensive resource list for the community
 - Establish the scope and plan for the development of a community paramedic program
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Special Thanks

RTFD STRATEGIC PLANNING STAKEHOLDERS & PARTNERS		
Sam Brown RTFD Assistant Chief	Frank Gromosky RTFD Firefighter/Paramedic	Nicholas Sambula RTFD Assistant Chief
Mike Carroll RTFD Lieutenant/Paramedic	Christopher Hare Russell Township (Twp.) Trustee	Brett Seckel RTFD Lieutenant/EMT
Philip Corpora RTFD Lieutenant Paramedic	Rick Izant Russell Twp. Resident	Derek Smith RTFD Firefighter/EMT
Jennifer Dorka Russell Twp. Fiscal Officer Assistant	Nick Liberatore RTFD Firefighter/Paramedic	Matthew Suzelis RTFD Firefighter/Paramedic
Jacob Ebright RTFD Firefighter/EMT	Lou Ann Metz Bainbridge Twp. Fire Chief	Bill Thomas RTFD Firefighter/EMT
Dominic Ferrante RTFD Firefighter/Paramedic	Tom Mostar RTFD Firefighter/EMT	Mary Jane Trapp Russel Twp. Resident/Court of Appeals Judge
Drake Force RTFD Firefighter/Paramedic	James Mueller Russell Twp. Trustee	Vince Valerio Russell Twp. Police Sergeant
John Frazier RTFD Fire Chief	Nate Oriani RTFD Firefighter/EMT	Karen Walder Russell Twp. Fiscal Officer
Jarrold Fritz RTFD Firefighter/Paramedic	Melissa Palmer Russell Twp. Board Administrator	Shane Wrench Russell Twp. Zoning Inspector
Gary Gabram Russell Twp. Resident/Former Trustee	Kristina Port Russell Twp. Trustee	
Jason Grassi RTFD Firefighter/Paramedic	Barry Rogers Russell Twp. Resident/Zoning Board	

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