



NORTH RIDGEVILLE FIRE DEPARTMENT

2024-2029

STRATEGIC PLAN



Facilitated by



Center for
Public Safety
Excellence®

The Center for Public Safety Excellence® (CPSE®) acknowledges and thanks the community and North Ridgeville Fire Department (NRFD) stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief John Reese and all who participated for their commitment to this process.

This community-driven strategic plan was developed in May 2024, beginning with a meeting facilitated by representatives from the CPSE for community members, as named below. The community stakeholders' feedback considered by agency stakeholders in developing this strategic plan can be found in [Appendix A](#).

Community Stakeholders

| | | | |
|----------------|----------------|------------------|------------------|
| Bruce Abens | Kevin Corcoran | James Hoirdinski | Thomas Schreiner |
| Georgia Awig | Mike Freeman | Toni Krone | Chris Serminak |
| Ronald Barlow | John Gassman | Andrea Lamb | Sondra Snode |
| John Butkowski | Ryan Gerber | Sara Markle | Jeff Walmsley |
| Roxann Caserio | Cole Grey | Kevin McNulty | Matt Yunker |

The agency stakeholder work sessions, conducted over three days, involved a group representing a broad cross-section of the NRFD, as named below.

Agency Stakeholders

| | | | |
|-----------------|----------------|--------------|--------------|
| Steven Acord | Chris Federan | John Reese | Kerri Tolvay |
| Jason Chrosniak | Gabe Gerbasi | Dan Rogers | Mike Uhnak |
| Mark Cominsky | Grant Gradisek | Alex Shear | |
| Colt Eberling | Jon Graf | Justin Silvi | |



Message from the Fire Chief

As your Fire Chief, I am proud to share the North Ridgeville Fire Department 2024-2029 strategic plan, which provides a roadmap for our organization to achieve our key goals. The plan was developed using our core values and is designed to highlight the strategic priorities of the organization. Our success will be achieved through a team effort, with each of our team members playing a role in executing our strategic initiatives. I am confident that our team working together will accomplish incredible results and allow our organization to provide our community with the best services possible. It is an honor for all our team members to serve the residents, businesses, and visitors of the City of North Ridgeville.

Thank you for the continued support from our community, city council and our city administration,

Chief John C. Reese, EFO

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Introduction

The community serviced by the North Ridgeville Fire Department (NRFD) receives high levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency mitigation. As such, the NRFD contracted with the Center for Public Safety Excellence® (CPSE®) to facilitate a community-driven strategic plan. The process utilized by CPSE aligns with the Commission on Fire Accreditation International® (CFAI®) fire and emergency services accreditation model but also considers all parameters prescribed by the authority having jurisdiction.

CPSE's approach to community-driven strategic planning gathers feedback and input from community and agency stakeholders while focusing on future change beyond the status quo. Beliefs, concepts, current processes, and values were among the many pieces considered and questioned to bring this planning document to reality. The NRFD exhibited a commitment to the implementation and execution of this plan to become more efficient and effective in alignment with its community.

Process

Understanding what the customer desires is vital to the success of any organization. In this case, the customer is the community that the North Ridgeville Fire Department serves. This applies even if the service organization is a governmental entity. Community-driven strategic planning ensures the community remains a focus of the organization's direction, and community feedback is at the heart of all deliberations and development of this strategic plan.

The process of community-driven strategic planning and the plan itself represents the embrace of transition away from how an organization has always done things, seeking to find efficacies and outcomes based on change. The community-driven strategic plan provides a management roadmap built on a shared vision and structured for measurable results. With the involvement of a diverse group of agency stakeholders, the North Ridgeville Fire Department's community-driven strategic plan encompasses various experiences, perceptions, and perspectives that can also work to build more internal organizational symbiosis. For the desired, measurable results to be realized, the process and the strategic plan must focus on substance, not form. Only then can the NRFD truly benefit from the process and realize its ultimate vision.

Community Stakeholder Findings

- ✓ Identify, from the community perspective, things the agency should and should not change.
- ✓ Identify the community's expectations for the agency, concerns about or for the agency, and aspects the community views as strengths or positives.
- ✓ Define the programs provided to the community.
- ✓ Establish the community's prioritized view of the programs and services provided by the agency.



Community Stakeholders Work Session

Agency Stakeholder Work

- ✓ Identify the agency's strengths, opportunities, aspirations, and results.
- ✓ Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
- ✓ Revisit the values of the agency's membership.
- ✓ Revisit the agency's current vision, considering the consensus built from the strengths, opportunities, aspirations, and desired results.
- ✓ Identify the agency's challenges, service gaps, and causal effects through a thematic sifting process.
- ✓ Determine, by consensus, strategic initiatives for outcome-based organizational improvement.
- ✓ Develop strategic goals, SMART objectives with relative timelines, and comprehensive critical task concepts focusing on outcomes.

Agency Background

The area that is now the City of North Ridgeville, Ohio was originally settled in 1810. Today, the city boasts an estimated population of 37,000 within its 25 square miles. North Ridgeville is the fastest-growing city in the Greater Cleveland area, and the area is realizing a future of double population and industry growth. The city is mixed with residential, commercial, and industrial properties.



The department's genesis dates back to February 1931 when the Ridgeville Township Trustees held a meeting to consider the purchase of bonds to purchase fire equipment and for the appointment of volunteers to form its first fire company. Within the same month, a fire chief was appointed by the trustees, which sealed the start of the Ridgeville Township Fire Department. The organization remained a volunteer fire company until August 1967, when the first full-time firefighters were sworn into service to staff the single fire station to cover the entire jurisdiction.

In 1970, the department began its evolution with the rest of the industry by providing basic life support ambulance service to the North Ridgeville residents, businesses, and visitors. The North Ridgeville Fire Department has continued to evolve to meet the

demands and growth of the city. Through this proactive evolution, the department has continued to focus strategically and to understand change. In April 1995, after multiple efforts to pass a tax levy, the department successfully hired seven state-certified paramedics, enabling advanced life support services for residents and bringing the department to modern standards. Equipped with heart monitors, defibrillators, cardiac pacing devices, medications, advanced airways, and I.V. therapy, paramedics can now effectively "bring the emergency room to you," significantly improving patient outcomes. With support from St. John and West Shore Hospital, the department also upgraded to 12-lead ECG heart monitors, further enhancing care for chest pain patients.



Today, the department remembers its history and remains committed to protecting the lives and property of its community and providing great customer service. The North Ridgeville Fire Department continues to deliver proactive, all-hazards public safety services to address its risks from two stations that are located strategically throughout its jurisdiction. NRFD embraces quality service and excellence in all they do.

Organizational Chart

2023 NORTH RIDGEVILLE FIRE DEPARTMENT ANNUAL REPORT

ORGANIZATIONAL CHART



Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all NRFD members. The purpose of the mission is to answer the questions:

Who are we? Why do we exist? What do we do? Why do we do it? For whom?

A workgroup met to revisit the existing mission and after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

The mission of the North Ridgeville Fire Department is to protect our community through effective planning, preparedness, and rapid response with service excellence.



Agency Stakeholder Work Session

Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values agreed upon by the entire group.

| | | |
|--------------------------------|-------------------|------------------|
| Accountability | Compassion | Service |
| Professional Excellence | Integrity | Community |

The mission and values are the foundation of this agency. Thus, every effort will be made to keep these current and meaningful to guide the individuals who make up the North Ridgeville Fire Department to accomplish their goals, objectives, and day-to-day tasks.

Vision

An organizational vision exists to keep all agency members focused on the successful future of the North Ridgeville Fire Department and to guide quality change and improvement in alignment with the community. In support of the futurity created within the community-driven strategic planning process, CPSE facilitated the revision of the NRFD's vision. The agency will support the reality of this vision through successful plan implementation and goal achievement.

The vision of the North Ridgeville Fire Department is to cultivate a safer and more resilient community through proactive measures and the highest quality service. By bolstering our staffing and strategically positioning and deploying our resources, we aim to deliver swift and effective emergency response. Moreover, we are dedicated to prioritizing fire prevention efforts, empowering residents with the education and resources needed to minimize risks and enhance overall safety. We will remain an attractive department to work and grow with as we improve our recruitment and succession efforts. To further solidify our commitment to protecting lives and property, we will enhance communication channels to foster transparency, engagement, and trust within our community.

Goals

Community feedback and the SOAR process led to the determination of strategic initiatives representing the high-level issues the agency stakeholders developed into goals. The NRFD must now make these goals a focus of efforts that will direct the agency to its desired future. Goals with complete objectives, tasks, timelines, and assignments are included in a separate **Management and Implementation Guide**.



Ensure staffing meets our ability to safely and effectively provide emergency response, fire prevention, and public outreach at the highest level of service to our growing community.



Implement a deployment strategy that optimizes resource allocation based on current data analysis and community needs.



Effectively and accurately communicate with the community through services provided by the department, public safety announcements, and other relevant information.



Continue with and expand upon the existing training program by reviewing our current program, identifying needs, and implementing opportunities for continuous improvement.



Develop a succession plan and recruitment program that disseminates the required knowledge, skills, and abilities to current members and attracts future personnel.

Conclusion

Working with community and department members from all levels, this strategic plan was developed...but the work is truly just beginning. Agency stakeholders must now execute and institutionalize the plan to ensure the community's expectations and the North Ridgeville Fire Department's vision remain congruent. The accompanying **Management and Implementation Guide** will assist the NRFD in the mechanics of implementation. The guide is not intended to be all-inclusive; rather, it provides flexibility to ensure future success.

"...we will chase perfection, and we will chase it relentlessly, knowing all the while we can never attain it. But along the way, we shall catch excellence."

Vince Lombardi



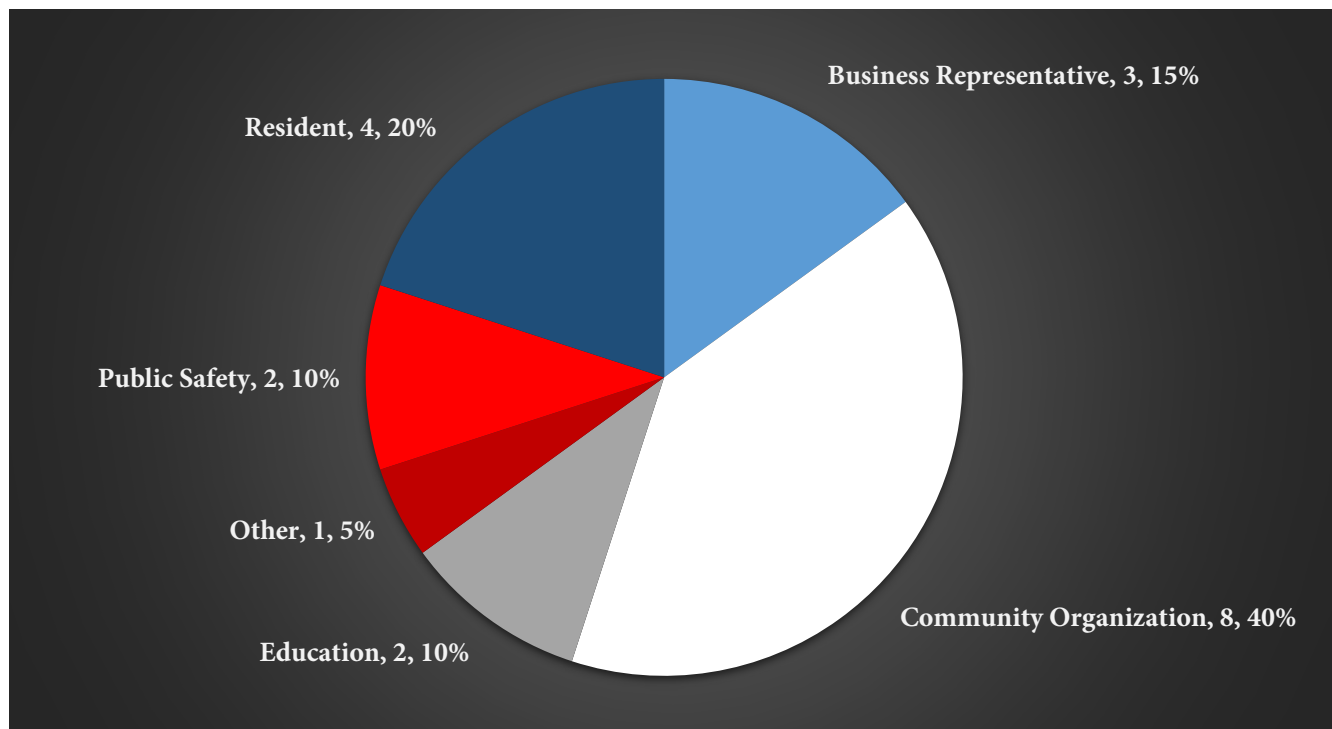
It must be remembered that during this journey of regeneration through change and improvement, recalculation may need to occur to find the success desired. This strategic plan is a roadmap to help the North Ridgeville Fire Department navigate that change and futurity. The ability to pivot to meet the current environment as institutionalization and implementation occur provides a greater likelihood that the desired outcomes and efficacies will be realized as envisioned.

Appendices

A. Community Stakeholder Findings

The North Ridgeville Fire Department demonstrates a commitment to its community via a focus on community input and satisfaction. A community stakeholder session was held to gather feedback from the respondents on the agency and its various services delivered. The information gathered from the community stakeholder feedback provided understanding to the agency stakeholders of any misalignment with its organizational foundation and performance or values-based expectations or concerns from which new improvement strategies and processes may be created.

Community stakeholders were identified by the agency to ensure broad representation. The breakdown of groups represented is presented here:



Respondents were asked to list, in priority order, up to three subjects relative to expectations, concerns, and strengths or positives for the NRFD. Expectations and concerns were then analyzed for themes and weighted. The numbers in the parentheses are the cumulative weighted values that correlate with the themes identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. Strengths or positives are listed verbatim and may be repeated based on different respondents.

The specific data and findings from the community stakeholder respondents are provided to follow.

Community Expectations of the North Ridgeville Fire Department (in priority order)

1. Quick response. Fast response times. Fast response to fire, damage, and health. Arrival to accidents, fires, etc. Prompt response to all emergencies. Fast response times. Respond to fire/ambulance calls quickly. (59)
2. Well-trained workforce. Highly trained staff. Well-trained staff. Training for fire personnel and paramedics. Trained professionals ready to handle all emergencies. Keep current with new technology equipment. Have qualified medical personnel. (21)
3. Response (emergency calls, communications, etc.). Another fire station on Stoney Ridge. Respond within 10 minutes. (13)
4. Being there when needed. A connection with the community. Being seen in public events and talking to kids so there is no fear. Visibility within the residential and business community. Open to public questions/concerns. (11)
5. Keep all aspects of the community safe. Keep me safe, as well as the rest of the community. Provide for the safety of responders - fire and EMS. (9)
6. Great communications. Communicate with the public on needs (goals/achievements). Excellent communication with all partners (and w/in city organizations). Communication to the community should be concise, clear, and readily available. (8)
7. Education programs for businesses and employees, such as fire training, emergency health training, and disaster training and planning. Interaction with education children about fire safety. Classes - CPR, first aid, helping the community help each other. Education of residents and businesses. (8)
8. On-site inspections. Frequent inspections of businesses to meet code. (6)
9. Professional. Care, concern, customer service. (6)
10. Consistency. (5)
11. Keep up with the expanding growth of the community. Keeping up with the growing population and business expansion. (4)
12. State-of-the-art equipment and technology. Up-to-date equipment. Proper equipment. (3)
13. Enough employees to operate efficiently. (3)
14. Saving life/property. (3)
15. Make sound decisions. (1)
16. Pay enough to attract and keep quality personnel. (1)

Areas of Community Concern about the North Ridgeville Fire Department (verbatim, in priority order)

1. Response times to the west side of the city. Responsible response times. Response time to emergency calls. The time to get to emergency in parts of the city is too long. Response times/consistency-communications. Response times in the western portion of North Ridgeville. Living in the farthest SW corner of North Ridgeville and being senior, response times may be late. Speed of response. (32)
2. Low staffing with such a large influx of run volume. Adequate staffing. Keeping up with staffing needs. Future response because of a lack of firefighters. (18)
3. North Ridgeville's fast-moving housing and business development and population. Community growth - enough workers, staff. City growing too fast. Is the department growing so response times, as well as quality of response, does not diminish as the community grows. (16)
4. How do we move forward to afford the services needed in the future? Expense of department responding to emergency and having no payment source. Future funding for needed expansion. Affordability. (16)
5. Workforce training. Are we prepared for a chemical spill or train derailment? Not enough trained firefighters. Future leaders. Training for unusual situations - terrorism, chemical hazards, etc. (11)
6. They need to add a third fire station. Coverage on west side of city. Being in an area with three large communities and having only two fire stations not very close. (11)
7. How do we share resources with other neighboring communities to improve services in N. Ridgeville? Is the NRFD in line with other city entities (police, city hall, etc.)? Lack of consistency w/other city departments. (11)
8. Updating equipment. With the growth, is there enough equipment? Keeping up with equipment needs. (9)
9. Consistent communication. Ability to communicate with other agencies - police/medical etc. With social media continuing to grow and information (accurate or not) being delivered by many at all times, false information around emergencies is becoming a larger issue. Finding a way to get accurate, up-to-date information info to the community. Being able to effectively and efficiently communicate w/other safety services in the field. (8)
10. Do all homes have smoke/CO2 detectors? Fire prevention. (8)
11. Finding potential new people for the workforce. Finding future firefighters. (6)
12. Not being out in the community at events enough. I would like to see more visibility from the department. Social media presence is lacking due to lack of consistent posting. I rarely see the FD in my feed. I would like to see them at more community events. (6)
13. How many calls per year result in transportation to hospitals outside of our city? Is a full-service ER warranted? Is there any pressure on UH to reopen ER services? Being used as a transport service and/or medical backup to short staffing. (6)
14. Lack of public support/funding/recruiting. (5)
15. North Ridgeville's resident aging population and growing school system. (3)
16. Emergency planning. (3)
17. Staffing burnout as a result of current and future call rates. (1)
18. Equipment for water rescue. (1)
19. Dealing with local politics. (1)

Positive Community Comments about the North Ridgeville Fire Department (verbatim, in no order)

- Public facing positivity.
- Good partner to the schools.
- EMS.
- Response times.
- Rapid response time.
- Firefighter/EMT friendliness.
- Friendly.
- Professional.
- Skilled in what they do.
- Relationship
- Building at events.
- Very professional.
- Good response times to calls and emergencies.
- Good leadership and governance.
- Providing education to the community - CPR, AED, safety town.
- Whenever I call and ask for a truck and ambulance, they always come, knowing they will leave if necessary.
- I also asked them to read at the library. Not only did they come-they brought the truck and the kids got to check it out.
- Community perception.
- Overall attitude of first responders
- Professional organization that is well trained.
- Leadership takes accountability for its organization.
- Has a good relationship with the community.
- Quick response to Piney Ridge is great!
- Professional and courteous EMTs and fire personnel.
- 911 systems upgrades.
- The department maintains a high level of service and training.
- Excellent community outreach program.
- Always looking for ways to improve operations.
- You never complain when you get a lot of calls to our neighborhood.
- Gave CPR instructions and explained safety.
- Commitment to community.
- Strong desire to improve both in personal ability and organizational training.
- High level of professionalism.



Community Stakeholders Work Session

- The department as a whole has been amazing when talking to our youth, open houses, school events, and other community events, they continually impress.
- The fire department's involvement and presence within the schools and safety town is both important and exceptional.
- I am sure you have a wonderful staff of hard-working people; just wish I knew more of them like I do the police.
- Responsive, easy to work with, and communicative.
- Professionalism.
- Future leaders.
- All firefighters are EMTs, also great for the city.
- Great environment to work in.
- Accessible and responsive.

Other Community Comments about the North Ridgeville Fire Department (verbatim, in no particular order)

- Our fire department is great and functions well.
- Appreciated oversight of the building's fire extinguishers and a walk-through for safety issues. Offered good feedback versus being a jerk.
- NRFD is the best in the west, hands down.
- Keep collecting cans - promote this service - let public know where any funds go.
- Fund remaining events for more money for more community safety training.
- Keep up the good work! Would like to see a kid's certification CPR/Heimlich class for babysitters-Red Cross only offers in Avon Lake.
- Employees are always friendly and know what they are doing.
- How is this plan aligning with the city's overall master planning? How does the fire department align with the police?



Community Stakeholders Work Session

Things the Community Feels the North Ridgeville Fire Department Should Change

(verbatim, in priority order)

- A closer station to the SW corridor. Higher priority for a third station. Additional fire station needed. Add a third fire station. One more firehouse on the west side of the city. (5)
- Quick and easy access to emergency info to help combat false narratives. Social media presence. More communication with the public. (3)
- Having consistency with other safety/city departments. Consistent expectations within city departments. (2)
- Reduce response time. (1)
- Answering non-emergency calls at nursing homes. (1)

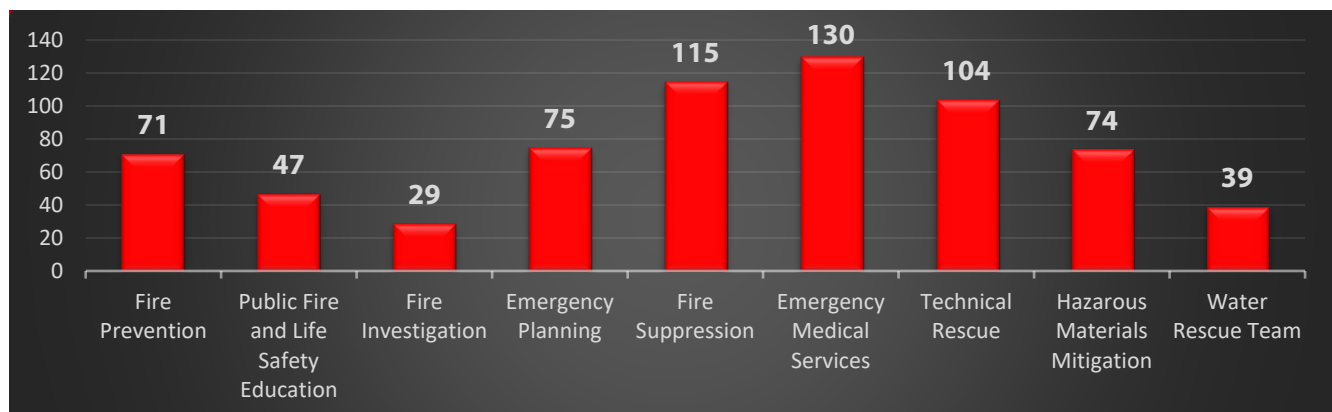
Things the Community Feels the North Ridgeville Fire Department Should NOT Change

(verbatim, in priority order)

- Sense of community and commitment. How they interact with the community. Fire Day @ Safetyville. Community involvement. Continue to build positive community relationships. Community education programs. Community perception/relations. Availability to the public. (8)
- Quality EMS services. EMS rep response. (2)
- Always dependable. Their caring attitude. (2)
- Rapid response time. Response times. (2)
- Chief. (1)
- Consistent self-evaluation. (1)
- Maintain the excellence already achieved. (1)
- Current station locations. (1)

Community-Prioritized Programs

Understanding how the community prioritizes the agency's programs and services allows the department to ensure its focus on resource allocation aligns. With that, prioritization feedback was garnered with an instrument that compared the prioritization of the programs and services offered by the NRFD. The results were as follows:



B. Agency Stakeholder Work

A group of agency stakeholders representing the various segments of the NRFD attended a three-day work session to review the community feedback, develop or revise the agency's mission and values, and establish a quality focus on the way forward in developing this community-driven strategic plan. Additionally, the process included an environmental scan in the form of strengths, opportunities, aspirations, and results (SOAR) analysis to better understand the current situational aspects impacting the agency.

SOAR

The agency's internal stakeholders utilized a strategic environmental analytic method known as SOAR: where members consider the organization's current strengths, opportunities, future aspirations, and strategic results to formulate a path for continuous improvement. The SOAR process was conducted for reflection, focus, and alignment with the organization's set of values, its vision, and its mission. This appreciative inquiry process provided environmental scanning for strategic direction, associated plans through the application of innovative ideas, and a positive strategic framework that brings clarity to the agency's vision for leadership in day-to-day functions.

Strengths

| | |
|--|---|
| Multi-talented staff of educators, mechanics, carpenters, and tech-savvy members. | Strong EMS service that goes above and beyond to care for our patients. |
| Ability to attract quality personnel. | Current facilities are up-to-date and right-sized. |
| Up-to-date equipment and apparatus. | We were able to increase staffing. |
| Age and longevity of employees. Mostly young department with good experience on the top side. | The community is still growing, which forces the growth of the department. |
| Able to effectively utilize the current budget. | Department comradery is strong among members. |
| Highly motivated, trained, and reliable fire inspection unit team. | A number of members are willing to participate in extra duties, tech rescue, hazmat, etc. |
| Strong supervisory structure able to accommodate additional firefighter positions, span of control. | NRFD is a desirable learning environment for paramedic students. |
| Environment and workload that encourages learning for all employees. | The department is willing to offer outside training to employees. |
| Positive attitudes of staff toward job duties. | Community support. Strong passage of funding levies. |
| Paramedics partner with University Hospitals for education, supplies, and medical director/direction. | Mutual/auto aid system in place to provide care when needed. |
| Emphatic to our community needs, i.e., COVID. | Provide a three-person ALS crew for all EMS calls. |
| Implementation of public education programs, i.e., CPR/first aid, car seat, safety town, school and community talks, Knox box program. | Recognized high standard of care provided by members. |
| | Internal commitment to both fire and EMS training. |
| | Fitness facilities with high-quality equipment. |
| Improved ISO rating since the last assessment. | Membership fitness, high level of involvement. |

Opportunities

| | |
|--|---|
| Reduce response times to the southwest part of the city by building additional stations. | Active shooter exercises in conjunction with the police and other county agencies. |
| For bigger training, such as extrication, hose advancement, obstacle courses, budget for overtime personnel to cover the on-duty members going through training. | Improve communication and connection with the community by increasing department presence on social media, including weekly Facebook posts with fire safety tips. |
| Develop and implement a leadership/succession program for future leadership. | Better understanding of capabilities and assets of city departments to improve interdepartmental cooperation. |
| Build stronger relationships with current and future political bodies. | Restructure the deployment model to include a designated shift commander every day. |
| Increase public education to meet community needs. | Increase staffing to keep up with the increase in run volume. |
| Improve dialogue with nursing facilities, schools, railroads, businesses, OH turnpike, HOAs, and ODOT. | Host more training with the State Fire Marshall and the Office of Fire Administration. |
| Utilize other educational resources, such as the National Fire Academy. | Increase community education on smoke/CO detectors, natural gas, propane, and ambulance use. |
| Improve recruitment efforts, including via an explorer's program. | Maintain and improve technology training with the staff on monitors, iPads, computers, etc. |
| Establish a more comprehensive and standard health and safety program that builds upon processes in place. | Restructure the deployment/response model to account for additional line staff plus shift commander. |
| To meet the growing needs of the business community, additional full-time members in the prevention bureau, station additions and staffing to effectively and efficiently accommodate the city's prevention needs. | Attend more conferences and training, i.e., FDIC, Bowling Green, and State Fire Academy. |
| | Mobile data terminal software updates for better data collection. |
| Boost ISO ratings with station additions and staffing. | Increase training with surrounding area fire departments. |

Aspirations

| | |
|---|--|
| By 2029, reduce the work week to 48 hours to improve the mental and physical well-being of department members. | Increase staffing by having a daily shift commander who oversees the daily operations and is available to respond to multi-company incidents. |
| Additional company at the new southwest station and second company at station one as a dedicated company. | Develop a health and wellness program to improve the physical and mental well-being of department members. |
| Increase department pay to be within the 50 th percentile of surrounding communities to help recruit and retain employees. | Obtain ISO 1 rating to promote commercial growth, employee recruitment, and overall community safety. |
| | Complete department accreditation through CFAI. |
| By 2029, provide a dedicated fire company each day so there is always fire protection in the city. | By 2029, add staffing to have a dedicated engineer for each fire company. |
| By 2029, obtain an onsite live burn structure to provide annual live burn training for our employees. | Leverage any possible opportunities to align with both departmental and community needs. We are highly motivated, passionate, caring individuals who provide emergency services to North Ridgeville. By safely providing the best services through EMS, fire, and fire prevention. This is accomplished through training, adequate staffing, and leadership. |
| By 2029, increased staffing will provide a fourth company to keep up with the increasing call volume. | |
| During the planning period, add additional full-time member to fire prevention to help obtain 100 percent compliance with fire prevention system testing. | |

Results

| Group 1 | Group 2 | Group 3 |
|--|---|---|
| <ul style="list-style-type: none"> - Fire scenes, improved patient care, better span of control, less need for mutual aid, and improved response times were all results of the increase in staff and supervisory positions. - Improved technical knowledge within the department and department reputation were results of improved members willing to participate on teams. - Public recognition and improved public knowledge were the results of members dedicated to public education positions. - Fire investigations have improved as a result of the highly motivated FIU team. - Decreased risks of injuries and improved job performance as a result of providing fitness facilities and equipment. - Increase in time off and pay will result in better recruitment and employee retention. - The increase in staffing of a dedicated fire company will improve fire safety and response times in the community. - The obtainment of more real-life experience and help to obtain an ISO 1 rating. | <ul style="list-style-type: none"> - Reduced response times. - Improved community relations. - Reduced dependence on mutual aid. - Smooth transition as senior firefighters/officers retire. - Stronger interagency relationships. - Improved support from mayor/council. - Higher quality candidates. - Safer operations. - Improved patient care and ability to use more progressive treatments. - Less on-duty injuries. - Reduced insurance rates for commercial buildings. - Higher quality candidates and increased recruitment and retention. - Improving our recruitment efforts can increase the number of candidates and reduce the amount of time openings are not filled. - More opportunities for conferences and training will result in increased knowledge for employees, which will, in turn, further benefit the residents. | <ul style="list-style-type: none"> - Shift officer designation. - Improved fire ground operations. - A fourth company. - Additional inspections completed. - Decreased response times. - Reduced work week hours. - Improved health of firefighters. - Increased pay for all members. - Increased tours in practical firefighting hours. - More trained public to provide first aid and CPR. - Properly installed car seats result in fewer injuries. - More educated public regarding fire prevention results in less property loss and injuries. - Reduction in costs of medical supplies. - Reduced response times, reduced dependence on mutual aid, improved support of elected officials, training with other departments, increased staffing, and restructuring of deployment can all result in an improved ISO score. |

Programs and Services

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by the North Ridgeville Fire Department and those supporting services that help the agency provide the core programs and services. With this understanding, the agency stakeholders can further define where the issues and gaps exist within the organization and provide more basis for the environmental scan that is conducted. To bring this understanding to fruition, CPSE provided guidance and gained consensus understanding with the entire group so that the difference between the deliverables and the supporting functions were understood.

Challenges and Service Gaps

After sifting through data and feedback provided by the community stakeholders, and the internal environmental scan conducted, the agency stakeholders, by consensus and group effort, determined that the following challenges and service gaps exist within the North Ridgeville Fire Department. Each challenge or gap listed is accompanied by the causal effects determined by the two groups. They are then linked to the strategic initiative identified by the agency stakeholders.

| Group 1 | Group 2 | Initiative Link |
|--|---|-------------------|
| Staffing <ul style="list-style-type: none"> ○ Funding ○ Recruitment ○ Training ○ Politics ○ Job pool - number of people taking the test ○ Logistics | Staffing <ul style="list-style-type: none"> ○ Funding ○ Future needs-span of control ○ Response times ○ Enhanced safety, health, and wellness ○ Recruitment and retention | Staffing |
| Additional stations <ul style="list-style-type: none"> ○ Funding ○ Location ○ Staffing ○ Deployment ○ Supervision ○ Apparatus Response Time <ul style="list-style-type: none"> ○ Staffing ○ Station location ○ Funding ○ Apparatus ○ Deployment model ○ Turnout time ○ Communications | Deployment <ul style="list-style-type: none"> ○ Increased reliance on mutual/auto aid ○ Increased risks with the increased number of runs ○ Cross-staffed with fire/EMS-no dedicated assignment ○ Zero or one crew available more than 50 percent of the time Stations <ul style="list-style-type: none"> ○ Response times ○ Increased call volume ○ Increased population ○ Square miles ○ Geographic location of stations related to population density | Deployment |

| Group 1 | Group 2 | Initiative Link |
|---|--|--|
| Communication with the Public <ul style="list-style-type: none"> ○ Social media ○ Message ○ Political and private restrictions ○ Resources ○ Method ○ Planning Community Outreach <ul style="list-style-type: none"> ○ Funding ○ Training ○ Time ○ Motivation and involvement ○ Results ○ Grants ○ Opportunity ○ Communications/advertisements ○ Equipment | Public Communication <ul style="list-style-type: none"> ○ Wide range of population ages ○ Social media users vs. old school ○ Increased population ○ Transparency | Communication |
| Interagency Relationships <ul style="list-style-type: none"> ○ Political environment ○ Logistics ○ Time and people ○ Communication ○ Opportunity ○ Training | Training Expansion <ul style="list-style-type: none"> ○ Nature and number of calls ○ Lack of coverage during training ○ Increased community services and expectations-more training needed ○ Specialized county teams-short handed ○ Equipment and available training props | Training |
| Recruitment <ul style="list-style-type: none"> ○ Funding ○ Training ○ Job pool ○ Civil Service ○ Politics ○ Work environment ○ Culture ○ Facilities and equipment | N/A | Succession Planning and Recruitment |

Strategic Initiatives

Based on all previously captured information and determining critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives.

Staffing

Deployment

Communication

Training

Succession Planning and Recruitment

Complete goals with objectives, tasks, and outcomes can be found in the accompanying **Management and Implementation Guide**.



2024-2029 STRATEGIC PLAN