Mission, Vision and Values

To elevate quality of life through excellent City services.

The Grand Rapids Fire Department values people by saving lives, protecting property, and responding to the needs of our community.

Grand Rapids will be nationally recognized as an equitable, welcoming, innovative and collaborative city with a robust economy, safe and healthy community, and the opportunity for a high quality of life for all.

Providing world class fire services for our community by employing a diverse workforce which respects, values, and develops our members.

Accountability
Collaboration
Customer Service
Equity
Innovation
Sustainability

Honesty
Integrity
Loyalty
Teamwork
Excellence
## 2020 Executive Summary

### 2020 Summary

<table>
<thead>
<tr>
<th>FY 2021 Fiscal</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>City Budget</td>
<td>$530,736,624</td>
</tr>
<tr>
<td>City General Fund</td>
<td>$142,892,121</td>
</tr>
<tr>
<td>GRFD Adopted Budget</td>
<td>$31,942,351</td>
</tr>
</tbody>
</table>

### 2020 Break-even Date

**March 8th**

The day that the cumulative value of property and contents saved by the GRFD surpassed the department’s annual budget expenditure.

### Personnel

<table>
<thead>
<tr>
<th>Department</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020 Personnel (100%)</td>
<td>204</td>
</tr>
<tr>
<td>Operations Personnel (86.27%)</td>
<td>176</td>
</tr>
<tr>
<td>Admin. Personnel (7.35%)</td>
<td>15</td>
</tr>
<tr>
<td>Prevention Personnel (4.90%)</td>
<td>10</td>
</tr>
<tr>
<td>Training Personnel (1.47%)</td>
<td>3</td>
</tr>
</tbody>
</table>

### Emergency Operations

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apparatus Responses</td>
<td>31,580</td>
</tr>
<tr>
<td>Emergency Incidents (All Types)</td>
<td>23,120</td>
</tr>
<tr>
<td>Emergency Medical Service Incidents</td>
<td>15,539</td>
</tr>
</tbody>
</table>
2020 Chief’s Letter (page 4)

- Leadership in COVID-19 response and planning
- Response to civil unrest events in May and June
- Year-round recruitment and annual hiring schedule
- Improvements to fleet and facilities planning
- Continued alignment with accreditation model
- City-wide coordination during severe weather events
- Development of an Emergency Operations Plan

Fire Chief - John Lehman
RESPONSE (pages 42-54)

- Implementation of the 800 MHz radio system
- COVID-19 response protocols
- Homelessness Outreach Team (H.O.T.) pilot program
- High-rise and large-scale incident training
TRAINING (pages 39-40)

- 2020 Recruit Academy
- COVID-19 multi-company training impacts
- Instructor I and Equipment Operator classes
- Needs assessment for new training facility
Fire Prevention - Inspections

- Social Zones and Social Districts rule development
- Ongoing risk assessments for commercial occupancies
- 2,000 fire suppression and fire alarms system inspection reports reviewed
- Identification of Carbon Dioxide systems as potential hazards for first responders
- Continued inspections of mobile food preparation vehicles and education for operators
Fire Prevention - Public Education Program (pages 35-36)

- Significant impacts to RSP Home Safety Assessments due to COVID-19
- 2,267 smoke alarms and 1,081 CO alarms were installed in 357 homes in the first quarter of 2020; compared to 7,633 smoke alarms and 3,855 CO alarms in 1,377 homes during all of 2019
- Started a Self-Home Safety Assessment program to assist homeowners with fire safety and smoke alarm install
- Worked with GRPS to provide online fire safety training for families

65,104 smoke and 9,576 CO alarms have been installed in 10,810 homes since the program began in 2013
Wellness (pages 25 & 47)

- 180 personnel attended grant funded O2X Training
- Apparatus exhaust systems installed in all stations
- GRFD staff certified as Personal Trainers
- Coordination with Jess Welch to provide a wide variety of education from the City’s Wellness office
**Support Services (pages 9-17)**

- Recruitment and Community Outreach
- Health and Wellness
  - Physicals
  - Peer support
  - Safety committee
- Focus on COVID-19 research and planning
  - Employee testing
  - Screening protocols
  - Staffing due to exposures
  - Vaccination
Beginning in 2019, distribution shows a decrease due to new data analysis methods (time is now measured from when call taker creates an incident in the CAD system).

**Distribution:** The ability to get the first unit on scene within a benchmark goal.

**Concentration:** The ability to assemble an effective response force within a benchmark goal.

**Reliability:** The percentage of time a unit is available to answer calls in their own district.

### Critical Performance Measures 2011 - 2020

<table>
<thead>
<tr>
<th>Year</th>
<th>Distribution</th>
<th>Concentration</th>
<th>Reliability</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>86.4%</td>
<td>87.8%</td>
<td>92.3%</td>
</tr>
<tr>
<td>2012</td>
<td>87.1%</td>
<td>89.0%</td>
<td>90.0%</td>
</tr>
<tr>
<td>2013</td>
<td>83.2%</td>
<td>84.5%</td>
<td>84.3%</td>
</tr>
<tr>
<td>2014</td>
<td>81.8%</td>
<td>79.5%</td>
<td>88.2%</td>
</tr>
<tr>
<td>2015</td>
<td>83.3%</td>
<td>83.5%</td>
<td>88.6%</td>
</tr>
<tr>
<td>2016</td>
<td>85.6%</td>
<td>94.2%</td>
<td>87.4%</td>
</tr>
<tr>
<td>2017</td>
<td>86.8%</td>
<td>95.2%</td>
<td>81.3%</td>
</tr>
<tr>
<td>2018</td>
<td>86.5%</td>
<td>92.6%</td>
<td>81.5%</td>
</tr>
<tr>
<td>2019</td>
<td>75.8%</td>
<td>92.6%</td>
<td>81.5%</td>
</tr>
<tr>
<td>2020</td>
<td>73.2%</td>
<td>92.0%</td>
<td>82.7%</td>
</tr>
</tbody>
</table>
Incident Data (pages 63 & 66)
90th percentile total response times for moderate risk fires have been improving over the last five years. Alarm handling times for EMS calls have been increasing during the same time period.
Performance Gap Analysis (page 95)

- Kalamazoo district distribution fell to 56.57% and travel time compliance is 53.73%
  - Calls volume is concentrated at the southern and northern extremes of the district
- Effective response force coverage in outlying districts continues to trail the city wide average
- Chester reliability is 65.89%
  - This can be attributed to changes in the CAD street speed layer, which increased the likelihood of other apparatus responding into Chester’s district.
- Kalamazoo Station continues to be the highest district for simultaneous calls, with a 10.26% rate for 2020
- Covell, Kalamazoo, LaGrave, and Leonard districts continue to increase in population and risk.
2020 BREAK – EVEN DATE
March 8th
The day that the cumulative value of property and contents saved by the GRFD surpassed the department’s annual budget expenditure.

FIRE INCIDENT DATA
Fires and Fire Alarms ........................................ 2,154
Fires Extinguished ........................................... 666
Property Saved Rate ....................................... 96.90%
Property Saved Value .............................. $197,935,000
Property Loss Rate ................................... 3.10%
Property Loss Value ................................. $6,334,301
Civilian Injuries ........................................... 7
Civilian Deaths ............................................. 9
Firefighter Injuries ....................................... 11
Firefighter Deaths ......................................... 0
Thank You!