

# FY19-22 STRATEGIC PLAN

## MISSION

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






## VISION

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

## VALUES

Honesty • Integrity • Loyalty • Teamwork • Excellence



	 <b>RESPONSE</b> OWNER Todd VanderWall BACKUP Chief Lehman	 <b>TRAINING</b> OWNER Bill Race BACKUP Steve Lohman	 <b>PREVENTION</b> OWNER Eric Dokter BACKUP Don Gerkey	 <b>WELLNESS</b> OWNER Brad Brown BACKUP Kathy Thompson	 <b>SUPPORT SERVICES</b> OWNER Ron Tennant BACKUP Eric Freeman
DESIRED OUTCOME	Effective all hazards deployment model with appropriate staff and apparatus	Provide the appropriate skills and education to ensure sustainability and growth at all ranks	Create a safer community by implementing an effective community risk reduction program	A healthier workforce through researching, designing, and implementing a structured wellness program	Provide continuous improvement of resources in a deliberate and planned manner
FY19 STRATEGIES	Increase community awareness of firefighting, EMS, and Special Operations	Comprehensive training curriculum development	Perform a community risk assessment to identify areas of concern	Research baseline insurance costs to ensure best value	Ensure continuity of operations through development of a promotion pathway and succession plan
FY20 STRATEGIES	Ensure appropriate response to high-risk building and events	Implementation of training curriculum	Develop formal community risk reduction modules	Design and develop a structured wellness program	Develop of a diverse hiring plan to ensure our workforce represents the community we serve
FY21 STRATEGIES	Ensure appropriate response to high-risk buildings and events	Make adjustments to the training curriculum based on current conditions (COVID-19)	Produce community risk reduction plans that align with Vision 2020	Address identified gaps in the wellness program	Provide comprehensive asset management in a fiscally responsible manner
FY22 STRATEGIES	Increase staffing levels to meet community risks	Evaluate whether the training program ensures sustainability and growth at all ranks	Implement community risk reduction plans	Evaluate program and focus on succession planning	Incorporate Emergency Management, COVID-19, and Fleet & Facilities as GRFD focal areas