

# 2023 25 STRATEGIC PLAN

## MISSION

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



### RESPONSE

Owner: Chief Johnson  
Support: Chief Lehman



### TRAINING

Owner: Chief Race  
Support: Captain Kernodle



### PREVENTION

Owner: Fire Marshal Dokter  
Support: Captain Gerkey



### WELLNESS

Owner: Chief Freeman  
Support: Chief Thompson



### SUPPORT SERVICES

Owner: Chief Brown  
Support: Captain Marchinda



## DESIRED OUTCOMES

Increase and then maintain response capabilities to meet the growing and evolving needs of our community by meeting the 90% critical performance metric compliance.

Provide the appropriate skills and education to ensure all ranks can address existing and emerging threats.

Continue to foster a safe community by improving the Community Risk Reduction program through measurable outcomes.

Provide progressive wellness programming that improves the well-being of our members, families, and communities.

Ensure systems and processes meet the needs of the organization.

## FISCAL 2023 STRATEGIES

Forecast and analyze our response model

Ensure training curriculum meets existing and emerging threats

Provide sustainable Residential Safety Program services

Align resources to desired outcomes

Analyze and improve maintenance programs, hiring process and information systems

## FISCAL 2024 STRATEGIES

Modify our response model to maximize critical performance metrics

Elevate department-wide training experience

Develop a Public Education Program for the whole community

Deliver progressive wellness programming

Ensure policies and guidelines align with ISO qualifications and accreditation needs

## FISCAL 2025 STRATEGIES

Analyze effects of response model modification and make adjustments accordingly

Ensure training resources meet our training needs

Partner with Emergency management to build a Community Emergency Response Team (CERT) and Community Outreach

Evaluate Effectiveness of Wellness Programming

Analyze and improve facilities, supplies and internal/external communications