

GRFD FY26-28 Strategic Plan

Strategic Plan Process

July 2024

- · Identify meeting date for 6-month review
- · Revisit previous SP Development Timeline & process details
- · Meet with new pillar members on strategic planning development process (JULY 31st) - Select workgroups for Internal Survey, Agency, Community, & Public Safety Commission focus

August 2024

- · Conduct Workgroup meeting Check in/ discuss workshop presentations & meetings
- · Build Pub. Safety Commission Presentation (To Chief)

September 2024

- · 6-month OP report out prep
- Send out previous operational plans to wrap up
- Develop Internal, Community, & Agency Survey &

October 2024

- Schedule Agency and Community Workshops
- Create /Administer Internal & Community Survey
- 6 month OP report out of Current SP (Oct 17)
- · Agency Workshop Prep
- · Community Workshop Prep

November 2024

- Present to Public Safety Committee (Nov 19th)
- Conduct Agency Workshop
- · Conduct Community Workshop
- Finalize Internal Survey Results
- Chief approval of results/send out to department

Strategic Plan FY 26-28



Development Timeline

December 2024

- Develop Overview of all external feedback results
- Internal SP Workshop Prep

1st FY Quarter

4th FY Quarter

April 2025

- 6-mo OP report out (April 17th)
- · Ask for final feedback during Command Staff Mtg (April 17th)
- · Finalize Formatting of Strategic Plan & Operational Plans
- · Chief/ City Manager Mtg review & verbal
- · Assess FY Budgets/Projects
- Get on agenda for Public Safety Commission

2nd FY Quarter

3rd FY Quarter

- · Send out final SP to Command Staff to review

- mtg. in May

March 2025

- Pillar Team Follow up Mtg Review SP rough draft
- Finalize Strat Plan and Ops Plans
- Assess FY budget / Projects
- Pub. Safety Commission Mtg Prep/ **Build Presentation**

January 2025

- Conduct Internal SP Workshop/Environmental Scan (Soar)
- Pillar Team review Internal SP Workshop results
- SPO develops report out of Internal Workshop results

February 2025

- Operational plans should be established (goals, objectives,
- Create rough draft SP for Follow up mtg. in March
- Schedule Chief and City Manager Meeting for April

START

June 2025

- · Celebrate team achievements/ Chief recognizes team
- · Distribute hard copies/post on website and SharePoint
- . Wrap up FY23 FY25 Strategic Plan during regular Strat Plan Mtg. /Evaluate lagging goals - PDCA

May 2025

· Present at City Commission Public Safety Meeting

Gathering Information

Internal Workgroup

- Internal survey
- Internal workshop

Community Workgroup

- Community survey
- Community workshop

Agency Workgroup

- Agency survey
- Agency workshop



Internal Workshop

- Reviewed feedback from workgroups
- S.O.A.R.
- Mission, Vision, Values
- Build Strategic and Operational plans



Mission

Vision

Values

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

Become the safest mid-sized city in the country by developing our members to provide industry leading fire and rescue services.

Honesty
Integrity
Loyalty
Teamwork
Excellence

FY26-28 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.

VALUES

Honesty Integrity Loyalty Teamwork Excellence

VISION

Become the safest mid-sized city in the country by developing our members to provide industry leading fire and rescue services.



RESPONSE

Owner: Chief Johnson Support: BC Clark



Increase response capabilities to meet the evolving needs of our

community by achieving the 90%

Identify shortcomings/gaps

in response performance

Identify how to maximize

response performance

critical performance metric

compliance

...... Continuous Improvement of training delivery

> Full utilization of the new training center

> Ensure training resources meet our training needs

.....

PREVENTION

Owner: Fire Marshal Smith Support: Captain LaGrone



Rebrand Fire Prevention Division to Community risk reduction (CRR)

Improve Communications with Internal/External Stakeholders

Establish Regional CRR Training Curriculum

WELLNESS

Owner: Chief Braman Support: Chief Noorman



Improve Department Wide

Review & summarize FY26 for the future

SUPPORT SERVICES

Owner: Chief Borreson



FISCAL 2026 STRATEGIES

DESIRED

OUTCOMES

FISCAL 2027 STRATEGIES

FISCAL 2028 STRATEGIES

Monitor and forecast effects of response model adjustments

TRAINING

Owner: Chief Race Support: Captain Kernodle



Provide the appropriate skills and education to ensure all ranks can address existing and evolving challenges

FY23-25 Strat Plan Wins:

Response:

• Maintained ISO Class 1, Increased suppression to 190, assessed Kalamazoo metrics and began building Kendall station in the third ward, identified alternative EMS care delivery model to reduce repeat patients

Training:

Launched first annual officer training class, designed and administered department-wide annual survey, brought
department up to EMT-B level through matriculation courses and initial education for new hires, completed new
training center design

Wellness:

 Implemented a new station alerting system, connected spouses directly with city wellness newsletter, identified life threatening medical issues through grant funded ultrasound screenings

Prevention:

 Retooled 2nd grade presentations, produced seasonal CRR messages, reoccurring classes for the Deaf and Hard of Hearing community, completed over 500 RSP installs, and developed fire extinguisher training program

Support Services:

• Simplified station supply ordering and enhanced quality of items available, refined PIO process to better meet 24/7 media demand, implemented social media presence in alignment with GR comms, established reoccurring review with departments to ensure ISO compliance, began EM process

Accreditation Core Competencies

- CC3A.1 The agency has a <u>current and published strategic plan</u> that has been submitted to the authority having jurisdiction.
- CC3B.1 The <u>agency publishes</u> current, general organizational goals and S.M.A.R.T. objectives, <u>which</u> <u>use measurable elements of time, quantity and quality</u>. These goals and objectives directly correlate to the agency's mission, vision and values and are stated in the strategic plan.
- CC3B.3 The agency <u>solicits feedback and direct participation from internal and external stakeholders</u> in the development, implementation and evaluation of the agency's goals and objectives.
- CC3C.1 The agency <u>identifies personnel</u> to manage its goals and objectives and uses a defined <u>organizational management process</u> to track progress and results.
- CC3C.2 The agency's personnel receive information explaining its goals and objectives.
- CC3D.1 The agency <u>reviews</u> its goals and objectives <u>at least annually and modifies as needed</u> to <u>ensure</u> they are relevant and contemporary.