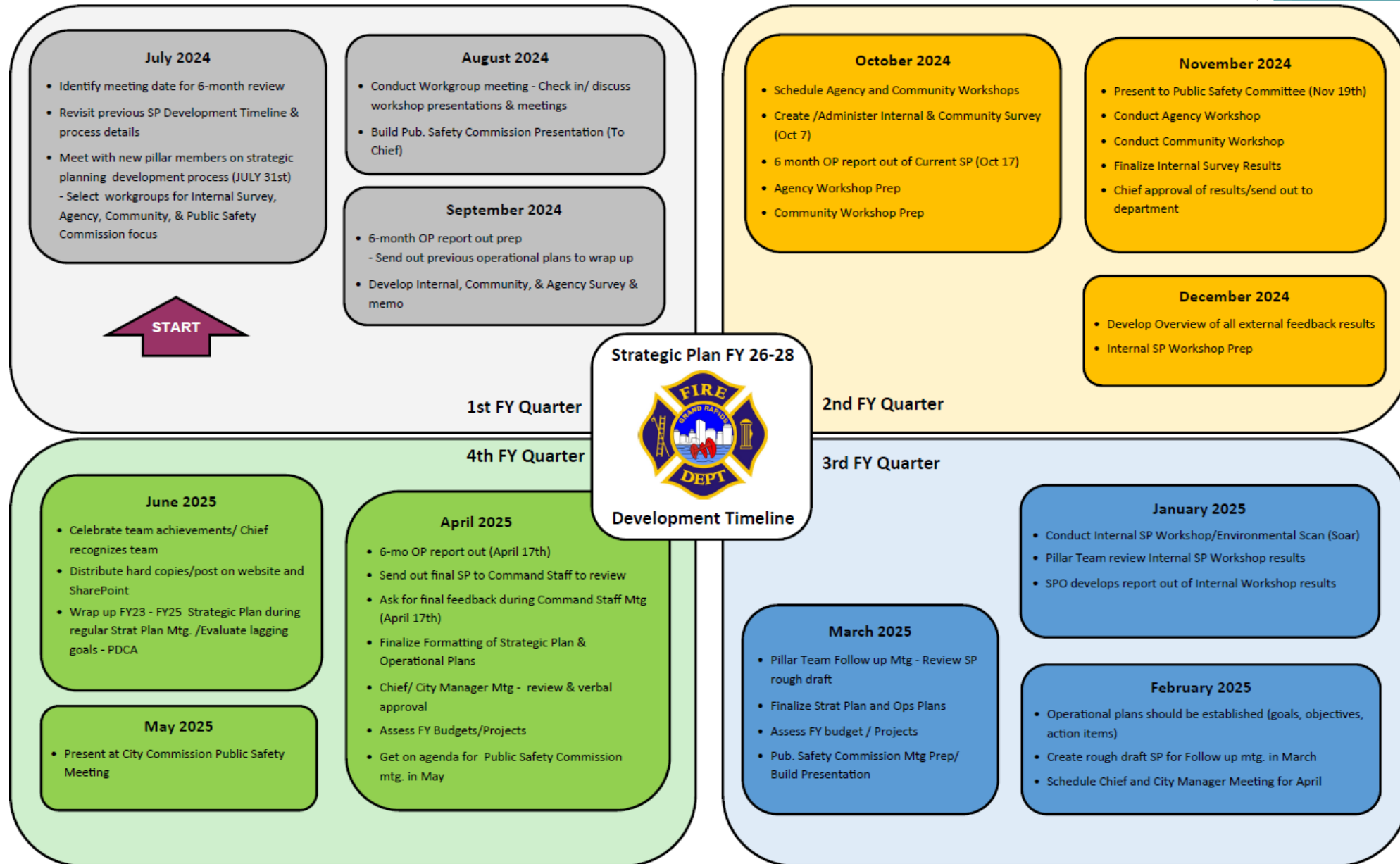




GRFD FY26-28 Strategic Plan

Strategic Plan Process



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

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

Vision

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

Values

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	TRAINING	PREVENTION	WELLNESS	SUPPORT SERVICES
	<p>Owner: Chief Johnson Support: BC Clark</p>	<p>Owner: Chief Race Support: Captain Kernodle</p>	<p>Owner: Fire Marshal Smith Support: Captain LaGrone</p>	<p>Owner: Chief Braman Support: Chief Noorman</p>	<p>Owner: Chief Borreson Support: Chief Braman</p>
DESIRED OUTCOMES	Increase response capabilities to meet the evolving needs of our community by achieving the 90% critical performance metric compliance.	Provide the appropriate skills and education to ensure all ranks can address existing and evolving challenges.	Provide risk reduction to the community by embracing education, engineering, enforcement, economic incentive, and emergency response.	Cultivating a healthier department through mental and physical wellness.	Ensure systems & processes meet the needs of the organization.
FISCAL 2026 STRATEGIES	Identify shortcomings/gaps in response performance.	Continuous Improvement of training delivery.	Rebrand Fire Prevention Division to Community risk reduction (CRR).	Optimize station alerting, equipment, and mental health services.	Evaluate facilities & asset management plans.
FISCAL 2027 STRATEGIES	Identify how to maximize response performance.	Full utilization of the new training center.	Improve Communications with Internal/External Stakeholders.	Improve Department Wide Wellness.	Improve Information flow (Bi-directional).
FISCAL 2028 STRATEGIES	Monitor and forecast effects of response model adjustments.	Ensure training resources meet our training needs.	Establish Regional CRR Training Curriculum.	Review & summarize FY26 & FY27 initiatives to plan for the future.	Optimize and communicate with human resources and purchasing departments.

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 current and published strategic plan that has been submitted to the authority having jurisdiction.

CC3B.1 - The agency publishes current, general organizational goals and S.M.A.R.T. objectives, which use measurable elements of time, quantity and quality. 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 solicits feedback and direct participation from internal and external stakeholders in the development, implementation and evaluation of the agency's goals and objectives.

CC3C.1 - The agency identifies personnel to manage its goals and objectives and uses a defined organizational management process to track progress and results.

CC3C.2 - The agency's personnel receive information explaining its goals and objectives.

CC3D.1 - The agency reviews its goals and objectives at least annually and modifies as needed to ensure they are relevant and contemporary.