



STRATEGIC PLAN

2026 - 2030



Strategic Plan 2026-2030



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Strategic Plan 2026-2030



As the Coopersville/Polkton Fire Department looks toward the future, I am pleased to present our Strategic Plan, which will guide the department through 2030.

To continue delivering the highest level of service to our community, we must remain proactive—anticipating changes within both the fire service and our growing community. CPFD must develop realistic solutions to current and emerging challenges, while continually reviewing and adjusting our strategies to ensure we meet the needs of those we serve. This Strategic Plan is designed as a living document, reviewed annually and updated as needed to keep us aligned with our objectives.

This plan outlines the challenges and opportunities we face in the years ahead and serves as a roadmap for how we will grow, improve, and strengthen our organization. The development of this plan included valuable input from our community members, department staff, and Fire Board. Their perspectives underscore the strong commitment we all share to providing exceptional service while remaining mindful of our fiduciary responsibilities.

From now through 2030, CPFD will work diligently to accomplish the goals and objectives outlined in this plan. Through these efforts, we aim to deliver service that is increasingly efficient, professional, and resilient—ensuring the safety and well-being of the community we proudly serve.

A handwritten signature in black ink, appearing to read "Travis Kroll".

Travis Kroll, Fire Chief

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STRATEGIC INITIATIVES & OBJECTIVES

1. Strategic Goal: Ensure Adequate staffing levels to ensure effective service delivery.

1.1 Objective: Develop and implement a staffing plan that aligns with anticipated call volume, response times, and expected community growth.

S: The department will expand its staffing capacity by enhancing recruitment, improving onboarding processes, and increasing access to training to ensure enough certified and trained personnel to meet projected service demands.

M: Hire three paid-on-call firefighters per year, with the expectation that each member obtains Firefighter I & II and EMT-B certifications within two years of hire. Progress will be measured through hiring records and certification completion tracking.

A: Based on current hiring trends and the implementation of a more targeted and proactive recruitment strategy—including community outreach, employment marketing, and strengthened partnerships—this staffing objective is achievable within the planned timeframe.

R: Achieving and maintaining adequate staffing levels supports all other strategic goals and ensures the department can meet increasing call volume, maintain response time standards, and provide high-quality service to the community.

T: By hiring and certifying three new members annually, the department will reach an optimal staffing level of 24 personnel by December 31, 2030.

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STRATEGIC INITIATIVES & OBJECTIVES

1. **Strategic Goal:** Enhance member engagement and organizational culture to ensure staff retention

1.2 Objective: Strengthen the organization's ability to retain qualified, engaged, trained, and committed personnel by creating a supportive work environment; enhancing professional development opportunities, and fostering a culture that promotes long-term member satisfaction

S: The department's Recruitment & Retention committee will place an emphasis on improving personnel retention and decreasing staff turnover through teambuilding events, employee recognition, professional development opportunities, and implementing a service tenure bonus

M: Implement a bi-annual department survey that provides feedback on current retention efforts, as well as requests for new opportunities. Perform exit reviews with any department personnel who choose to leave, ensuring information received regarding department culture meets expectations.

A: Introduce cost-effective incentives, mentorship, and personnel development opportunities without requiring major operational restructuring while utilizing existing departmental resources, regional training partnerships, and peer support

R: Retaining trained personnel reduces onboarding costs, preserves institutional knowledge, and strengthens the operational reliability of the department

T: Implementing this framework starting in 2026 will ensure desired department personnel retention and workplace culture is sustainable by 2030

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STRATEGIC INITIATIVES & OBJECTIVES

2. Strategic Goal: Enhance Community Engagement & Resources

2.1 Objective: Review current community resources provided to ensure the programs are meeting the needs of the community and are properly communicated.

S: Conduct quarterly reviews of existing community programs (e.g., Smoke & CO Alarm Program, Car Seat Inspections, Fire Prevention Education) with key stakeholders to evaluate effectiveness, identify gaps, and improve communication with residents.

M: Achieve a 15% increase in community participation or reach for each reviewed program (measured through event attendance, installations, or participant feedback) each year.

A: Starting in 2026, evaluate one program per quarter with input from department leadership, community partners, and participants, implementing recommendations before the next review cycle.

R: Strengthening program awareness and participation directly reduces community risk and enhances public trust and engagement with CPFD.

T: Complete reviews for all current programs by the end of 2026, with a targeted 15% increase in participation by the end of 2027 and annually thereafter.

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STRATEGIC INITIATIVES & OBJECTIVES

2. Strategic Goal: Enhance Community Engagement & Resources

2.2 Objective: Develop and implement a plan to provide greater access to department resources through proactive community outreach, education, and partnerships that strengthen public safety, awareness, and support.

S: The department will expand its community outreach by increasing its social media presence, strengthening partnerships with local schools and organizations, and proactively engaging residents through educational opportunities and public events. Personnel will be made available to promote department programs and services throughout the community.

M: Achieve a 25% increase in overall community engagement as measured by:

- social media reach and interactions,
- attendance and participation at community and school events,
- utilization of department programs (e.g., smoke alarm installations, car seat checks).

Baseline metrics will be established using 2025 participation and engagement data.

A: By investing in structured social media planning, consistent messaging, staff involvement at community events, and intentional outreach to new and existing community partners, the department can realistically achieve a 25% increase despite anticipated population growth.

R: Strengthening community engagement improves public trust, supports risk-reduction efforts, enhances emergency preparedness, and aligns with the department's mission to protect life and property.

T: With implementation beginning in 2026, achieve a 25% increase in community participation and engagement by 2030, with annual progress reviewed and adjusted as needed.

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STRATEGIC INITIATIVES & OBJECTIVES

2. Strategic Goal: Enhance Community Engagement & Resources

2.3 Objective: Improve department involvement in community events.

S: The department's Community Outreach Lead will conduct a review in Q1 of each year to identify upcoming community events and contact event organizers to coordinate CPFD involvement.

M: Increase department visibility by attending a minimum of three community events per quarter (12 per year), tracked through department participation logs.

A: Beginning in January 2026, the department's Community Outreach Lead will review all known community events, determine suitable opportunities for participation, and assign personnel to attend or support each event.

R: Expanding department involvement in community events strengthens public trust, enhances community support, and fosters stronger relationships between CPFD and residents.

T: Achieve participation in at least 12 community events per calendar year, starting in 2026.

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STRATEGIC INITIATIVES & OBJECTIVES

3. Strategic Goal: Improve & maintain adequate call response times within the jurisdiction.

3.1 Objective: Ensure adequate response times during various staffing levels.

S: Department leadership will review and analyze turnout performance across three staffing levels—Weekday, Squad Manned, and Squad Unmanned—using response data from reporting software to establish and validate appropriate turnout time benchmarks.

M: Maintain average turnout times of 90 seconds or less for Weekday and Squad Manned responses, and 5 minutes or less for Squad Unmanned responses.

A: During Q1 of 2026, leadership will review 2025 response data for all staffing levels, identify baseline averages, and develop action steps (e.g., training, procedural adjustments) to close any gaps toward the stated measurable objectives.

R: Improving turnout times across all staffing levels enhances operational readiness, reduces overall response time, and improves community outcomes during emergencies.

T: Achieve and maintain target turnout times—90 seconds or less for Weekday and Squad Manned, and 5 minutes or less for Squad Unmanned—by the middle of 2027 and thereafter.

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STRATEGIC INITIATIVES & OBJECTIVES

3. Strategic Goal: Improve & maintain adequate call response times within the jurisdiction.

3.2 Objective: Improve department on-scene times during various staffing levels.

S: Department leadership will review and analyze on-scene performance across three staffing levels—Weekday, Squad Manned, and Squad Unmanned—as well as response times within the City and Township. Using response data from reporting software, leadership will establish and validate appropriate on-scene time benchmarks.

M: In alignment with NFPA 1720 recommendations, the department will aim to achieve and maintain average on-scene times of 9 minutes within the City and 14 minutes within the Township across all staffing levels.

A: During Q1 of 2026, leadership will review 2025 response data by staffing level and jurisdiction, identify baseline averages, and implement targeted improvement actions such as training, resource deployment adjustments, and procedural refinements.

R: Improving on-scene times in accordance with NFPA 1720 standards brings the department in line with national benchmarks and enhances the effectiveness of emergency response operations within the community.

T: Achieve target on-scene times by mid-2028, with full implementation and sustained performance by the end of 2028 and thereafter.



STRATEGIC INITIATIVES & OBJECTIVES

4. Strategic Goal: Enhance community safety by creating a fire inspection program

4.1 Objective: Training Staff to the level of Fire Inspector 1

S: The Fire Chief will review the department roster to identify qualified personnel—preferably full-time staff—eligible for Fire Inspector I certification. Selected individuals will be registered for an upcoming Fire Inspector I course to support the initiation of fire inspections within the community.

M: Enroll at least one qualified firefighter in a Fire Inspector I course during 2026.

A: During Q1 of 2026, the Fire Chief will assess personnel qualifications and select at least one firefighter for enrollment in a Fire Inspector I course by Q3 of 2026.

R: Developing certified inspection personnel strengthens the department's capacity for fire prevention, enhances community risk reduction, and establishes the foundation for a future inspection program.

T: Achieve certification for at least one firefighter to the level of Fire Inspector I by December 31, 2026.

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STRATEGIC INITIATIVES & OBJECTIVES

4. Strategic Goal: Enhance community safety by creating a fire inspection program

4.2 Objective: Implement a Fire Inspection Program within the Community

S: Once personnel are certified as Fire Inspector I, department leadership will develop and implement a formal fire inspection program. This program will include scheduling, inspection procedures, documentation processes, and communication methods for property owners within the City and Township.

M: Conduct a minimum of 25 fire safety inspections within the first full year of program implementation, with documentation maintained in accordance with state and departmental standards.

A: During Q1 of 2027, the Fire Chief and certified Fire Inspector(s) will finalize program structure, inspection forms, and notification templates. Program rollout will begin by Q2 of 2027, prioritizing higher-risk or commercial occupancies.

R: Establishing a structured fire inspection program enhances public safety, promotes code compliance, reduces community fire risk, and demonstrates the department's commitment to proactive prevention.

T: Launch the fire inspection program by Q2 of 2027, completing at least 25 inspections by December 31, 2027, and continuing annually thereafter.

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STRATEGIC INITIATIVES & OBJECTIVES

4. Strategic Goal: Enhance community safety by creating a fire inspection program

4.3 Objective: Evaluate and Continuously Improve the Fire Inspection Program

S: Department leadership and certified inspection personnel will conduct an annual review of the fire inspection program to evaluate effectiveness, identify trends, and make improvements to procedures, communication, and data tracking. Feedback from property owners and inspection results will be included in the evaluation process.

M: Complete at least one formal program evaluation annually, incorporating data on the number of inspections, code violations identified and corrected, and feedback received from participants. Document any program revisions or procedural updates made as a result.

A: Beginning in Q1 of 2028, department leadership will review inspection data from 2027, summarize findings, and establish recommendations for program improvements prior to the next annual inspection cycle.

R: Regular evaluation ensures the fire inspection program remains effective, efficient, and aligned with both NFPA standards and the community's evolving safety needs. Continuous improvement also enhances credibility and consistency within the inspection process.

T: Conduct the first full program evaluation by Q2 of 2028, with subsequent reviews completed annually thereafter.