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SALEM FIRE DEPARTMENT STRATEGIC PLAN 2011

"To protect lives, property and the environment, while placing safety and service above all else"



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Preface

The Salem Fire Department has long been regarded as an organization that provides excellent service and is adaptable to changing times. It has been called upon to react to a number of internal and external forces and has risen to the challenge on each occasion.

Modern business practices require an entity to anticipate change, respond to events, and plan for the future. This strategic plan is the result of an in-depth examination of the Salem Fire Department's vision for the future and a road map of how it will arrive at its destination. Department staff clearly understands that while on the road to the future, they will be required under the policy direction of the City Council and consistent with the management direction and guiding principles of the city organization to react to challenges, decide on a correct path when faced with forks in the road, and embrace detours that may lead them in a whole new direction.

This is a living document. It will be monitored for accomplishment, reviewed against current City Council goals, and adjusted as needed to ensure it remains a relevant and detailed path to the future.

Strategic Planning Team – 2011

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- Jim Stewart
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Mission, Vision, and Values

To define the purpose of the organization, clarify its future, and establish organizational expectations of behavior, the following Mission, Vision, and Values have been established.

MISSION STATEMENT

Protecting lives, property, and the environment placing safety and service above all

VISION

We will:

- *Provide excellent customer service and exceed the expectations of the people we serve, both internally and externally*
- *Be responsive to the changing needs of our customers*
- *Be an organization of highly trained and motivated professionals*
- *Be proactive in planning for our community's future*
- *Be an organization highly respected by our peers*

VALUES

As public servants we hold ourselves and each other accountable for the following:

Integrity

We understand the trust placed in us by the public and our colleagues is integral to the performance of our duties. We are committed to honest, ethical behavior and hold ourselves accountable to these values.

Professional Excellence

We believe the pursuit of excellence and demonstrating high professional standards are both critical to our work. We ensure the best possible service for our community. We support continuous training and encourage professional development. We respect the diversity of our community by providing compassionate and quality service to all.

Community Service and Involvement

We are committed to fulfilling our responsibility and deepening our involvement in the community we serve.

Teamwork and Shared Leadership

We know well-functioning teams of people are more effective than individuals who are working separately; lives depend on it. We believe individuals have the capacity to lead and our organization values leadership at all levels. Teamwork and shared leadership are integral to our organization. We seek out and value the opinions of our members.

Health & Safety

We believe health and safety are essential to fulfilling our mission. We are committed to providing quality health and safety programs to ensure operational readiness and personal well-being.

Effective Communication

We believe communication is essential to the cohesiveness and performance of our organization. We are committed to providing effective, responsive communication throughout the organization and the community.

Innovation

We recognize and understand that constant change in our community and profession impacts our daily business. We are committed to seeking out and implementing innovative, progressive solutions to benefit those we serve.

The Plan

In order to achieve the adopted Mission, Vision, and Values, five goals were developed and strategic initiatives identified for each. A series of objectives and critical tasks have been developed for each goal. The objectives describe, in measurable terms, specific projects to address each identified initiative. These objectives are believed to be realistic for the plan's five-year time frame. Critical tasks are identified for each objective and provide further definition to specific activities that must be accomplished in order to complete an objective. Timelines have been assigned to indicate when, in the course of this plan, an objective is to be initiated and completed. Lead responsibility for each objective has been assigned as well.

Annually, prior to the development of the Department's budget request, this plan will be reviewed and updated. Completed objectives will be identified, objectives to respond to emerging issues added, and adjustments made to the remaining objectives to accommodate changing circumstances.

The Salem Fire Department will maintain this plan as a forward looking, comprehensive strategy to ensure it remains focused on those efforts that best support the mission of both the City and the Fire Department.

GOAL 1: Deliver effective emergency and non-emergency services to minimize death, injury, property and environmental loss to our community.

Strategic Initiatives:

- Monitor response performance and continue planning for resources needed to meet the City Council adopted response time performance objective.
 - Develop a plan to maintain a modern and reliable vehicle fleet.
 - Continue to improve the city’s disaster preparedness and response capabilities.
 - Provide response personnel with important information about target risks within the community.
 - Determine the resources needed to provide an effective Fire and Life Safety program.
 - Explore and implement operational efficiencies.
-

Objective 1-A Develop and implement the data and technology requirements for Automatic Vehicle Location (AVL) dispatching to improve response times to emergency incidents.

Responsibility: Godfrey

Timeline: January 2014

Critical Tasks:

- Identify technical and financial requirements for a viable AVL dispatch system.
- Identify those requirements that are not currently available and develop missing requirements.
- Work with Willamette Valley Communication Center (WVCC) to get buy-in from other fire user groups.
- Implement AVL dispatching within the WVCC dispatch system.

Objective 1-B Research and list all grant opportunities that are applicable to the Salem Fire Department (SFD) to enhance funding of needed resources within City Council direction.

Responsibility: Hostetler

Timeline: December 2011

Critical Tasks:

- Determine available grant opportunities that are applicable to SFD needs.
- Identify and propose grant opportunities that are appropriate for application.

Objective 1-C **Research options for an electronic records management system to improve productivity and quality of information collection and analysis.**

Responsibility: **Stewart**
Timeline: **August 2013**

Critical Tasks:

- Determine requirements for the implementation of a comprehensive records management system, including incident response reporting, training records, occupancy records, EMS charting, staffing, asset tracking, inventory and procurement, and daily logs.
- Research current systems in place and identify which systems can remain and be integrated.
- Develop and propose a plan for the selected records management systems (funding dependent).

Objective 1-D **Acquire and implement an electronic charting (pre-hospital care report) system to improve efficiency and quality of information.**

Responsibility: **Hadley**
Timeline: **June 2013**

Critical Tasks:

- Complete an electronic charting needs assessment.
- Research and evaluate available electronic charting options.
- Select and procure product chosen from research.
- Develop and deliver training program to personnel.
- Review and update as necessary policies and procedures for new system.
- Coordinate installation of hardware and software.
- Establish a user feedback/evaluation of the system.

Objective 1-E **Research, identify and evaluate alternative sustainable revenue sources to increase funding support for department programs.**

Responsibility: **Rains**
Timeline: **January 2012**

Critical Tasks:

- Identify and evaluate viable funding sources and opportunities.
- Develop and propose plans for implementing alternate funding sources.

Objective 1-F **Research and develop innovative alternative deployment strategies.**

Responsibility: **Leavenworth**
Timeline: **January 2013**

Critical Tasks:

- Determine current service delivery capabilities.
- Research alternative deployment strategies used by other organizations.
- Analyze current deployment structure and identify where efficiencies can be gained.
- Implement alternative deployment options that prove feasible.

Objective 1-G Develop and implement an apparatus replacement plan for the department's vehicle fleet.

Responsibility: Leavenworth

Timeline: June 2015

Critical Tasks:

- Develop a replacement schedule for each vehicle in the fleet.
- Identify and gain approval for a replacement model including:
 - Apparatus to be replaced
 - Type of apparatus to be acquired through replacement
- Evaluate the cost of the replacement model.
- Identify and gain approval of a method to finance apparatus replacement.
- Develop a plan to implement the selected option.

Objective1-H Prepare information that describes how increased or decreased funding will impact service delivery to the community.

Responsibility: Leavenworth

Timeline: December 2011

Critical Tasks:

- Identify services provided by the organization.
- Prioritize identified services.
- Assign costs for each service.
- Develop information on impacts to the community caused by the loss of any of the prioritized services.
- Develop information outlining the needs of the organization and or benefits to the community if additional funding becomes available.

Objective 1-I Prepare informational, financial, and operational documentation to position the Department for a successful future Ambulance Service Area (ASA) bid/renewal process.

Responsibility: Hadley

Timeline: January 2012

Critical Tasks:

- Determine ASA bidding/renewal requirements.
- Gather necessary data and compile into informational reports.
- Complete ASA application process.
- Participate in ASA bid/renewal process.
- Develop plans for potential outcome.
 - Successful ASA outcome:
 - No changes and/or City gains jurisdictional boundaries
 - Unsuccessful ASA outcome:
 - Dissolution of partnership with RMA
 - Possible deployment plan changes

Objective 1-J **Analyze and determine the staff required to provide an effective Fire and Life Safety program.**

Responsibility: **Stewart**

Timeline: **December 2011**

Critical Tasks:

- Identify and quantify the types and level of services that should be provided by an effective fire and life safety program.
- Identify and quantify the workload required to deliver these services.
- Identify staffing required to manage the quantity of work.
- Identify the gap between existing resources and needed resources.
- Develop justifications and community/organizational benefits for delivering an improved level of service.

Objective 1-K **Analyze training staff required to meet the education and training needs of the organization.**

Responsibility: **Hadley**

Timeline: **December 2011**

Critical Tasks:

- Review existing system and identify deficiencies.
- Identify gaps between existing system and desired outcome.
- Develop solutions within existing funding structure to meet training requirements.
- Identify resources required to meet needs.

Objective 1-L **Identify sites for future fire station location(s) and propose acquisition to City Council.**

Responsibility: **Niblock**

Timeline: **Dec 2011**

Critical Tasks:

- Complete the update to the Standards of Cover and Deployment Plan.
- Identify cost of property acquisition for sites proposed in the plan for new fire stations.
- Develop a report and present information to City Council for consideration.

GOAL 2: Provide a safe work environment for our personnel.

Strategic Initiatives:

- Ensure the department is compliant with relevant safety regulations and standards.
 - Develop and promote a comprehensive physical and behavioral wellness/fitness and occupational disease prevention program.
 - Decrease workers compensation costs.
-

Objective 2-A Identify and evaluate physical and behavioral health and wellness initiatives to increase fire department personnel’s health and fitness.

Responsibility: Niblock/Chitwood

Timeline: December 2011

Critical Tasks:

- Investigate health and wellness program options available.
- Evaluate options and costs, and select those that are appropriate to the Salem Fire Department.
- Develop and propose a plan to implement the selected options.

Objective 2-B Develop and implement a Personal Protective Equipment (PPE) inspection program that meets NFPA standards.

Responsibility: Von Derahe

Timeline: December 2011

Critical Tasks:

- Research PPE inspection programs and current NFPA standards.
- Develop a PPE program based on research.
- Identify resources needed to implement the selected program.
- Implement the selected program and evaluate results.

Objective 2-C Evaluate the causes and costs of employee on-the-job injuries.

Responsibility: Hostetler

Timeline: September 2011

Critical Tasks:

- Review historic employee accidents to determine causal factors.
- Identify injury prevention opportunities from the research.
- Identify operational or facility changes that would reduce employee injuries.

GOAL 3: Establish an organization that promotes professionalism, craftsmanship, quality, and efficiency.

Strategic Initiatives:

- Ensure performance expectations are clear for all departmental positions and that personnel are held accountable for meeting those expectations.
 - Establish a clearly defined and supported training and career development program.
 - Develop hiring practices that promote personnel quality and organizational diversity.
 - Increase supervisor effectiveness through training and increased accountability.
 - Develop efficiencies that help control or reduce costs while delivering effective services.
 - Maintain the department's CPSE Accredited Agency status.
 - Develop systems to ensure the Strategic Plan remains relevant and up-to-date.
 - Explore opportunities to enhance the labor/management relationship.
-

Objective 3-A Identify and implement the use of regional training facilities and other training methods to expand department training opportunities.

Responsibility: Hadley

Timeline: January 2012

Critical Tasks:

- Identify available training facility resources.
- Establish agreements with appropriate available training facilities.
- Identify external training resources available, such as distance learning, online classes, self-study, etc.
- Implement external training sources that meet the needs of the department.

Objective 3-B: Prepare and submit for renewal of accreditation to the Center for Public Safety Excellence (CPSE).

Responsibility: Godfrey

Timeline: March 2016

Critical tasks:

- Review and revise the department's self-assessment manual in conformance with the most current criteria.
- Gather documents in support of the self-assessment manual conclusions.
- Maintain contact with our appointed team leader.
- Submit completed self-assessment manual.
- Request an on-site peer assessment visit.
- Prepare for and participate in the peer assessment visit.

Objective 3-C **Prepare and deliver the annual accreditation report to the Center for Public Safety Excellence (CPSE).**

Responsibility: **Godfrey**

Timeline: **January 2012, 2013, 2014 and 2015**

Critical Tasks:

- Prepare the annual compliance report addressing all strategic and specific recommendations made by the peer assessment team.
- Identify any significant changes or developments in organizational function, direction, or programs within the report.
- Submit the report to CPSE no later than January 12 of each year.

Objective 3-D **Develop a plan to provide administrative support to a growing department with limited support staff.**

Responsibility: **Hostetler**

Timeline: **December 2011**

Critical Tasks:

- Identify all critical tasks handled by the Administration division.
- Identify available technology to create efficiencies.
- Prioritize critical tasks based on resources available.
- Identify the staff needed to meet all task needs

Objective 3-E **Review the existing recruitment plan’s effectiveness in producing a pool of quality candidates.**

Responsibility: **Hadley**

Timeline: **January 2013**

Critical Tasks:

- Analyze current recruitment process.
- Identify characteristics of a successful candidate.
- Research, develop and implement a process for psychological evaluation and in-depth background investigation.
- Adjust the recruitment plan as needed.

Objective 3-F **Develop and implement a program to provide a more diverse applicant pool for department positions.**

Responsibility: **Hadley**

Timeline: **January 2013**

Critical Tasks:

- Develop and implement a career education program in area middle schools and high schools.
- Identify and create partnerships with area minority and youth organizations.
- Expand out-of-state recruitment efforts.
- Identify fire service/paramedic training facilities and develop targeted recruitment strategy.
- Evaluate the feasibility of a youth mentorship program.
- Design and implement a diversity recruitment academy.
- Participate in the National Diversity Committee program.

Objective 3-H **Develop and deliver a supervisor training program that focuses on personnel management.**

Responsibility: **Hadley**

Timeline: **December 2011**

Critical Tasks:

- Evaluate current supervisor capabilities and identify areas of weakness in personnel management.
- Research and identify personnel management training programs that address these needs.
- Develop training programs based upon research.
- Deliver training programs to personnel.
- Expand the current company officer development (WOC) program to include more personnel management training.
- Compile feedback and evaluate effectiveness of training.

GOAL 4: Provide excellent customer service to, and effective collaboration with, our community and outside organizations.

Strategic Initiatives:

- Promote coordination and cooperation with federal, state, county, and local governments, neighboring agencies, and the public.
 - Explore and implement service agreements and partnerships with neighboring agencies.
 - Improve the department's ability to provide information to the media and public.
-

Objective 4-A Increase community awareness of the Salem Fire Department and the services it provides.

Responsibility: Stewart

Timeline: January 2013

Critical Tasks:

- Develop and implement a customer feedback mechanism.
- Based on feedback, identify involvement needs and wants of the community.
- Develop and implement guidelines and standards for increased community interaction based on the identified needs.

Objective 4-B Develop options to enhance service delivery via partnerships with neighboring agencies.

Responsibility: Niblock

Timeline: July 2011

Critical Tasks:

- Analyze capabilities of external agencies.
- Determine where efficiencies could be gained by service delivery partnerships.
- Develop and propose plans for initiating partnerships and interagency agreements.

Objective 4-C Evaluate and determine if consolidating services with other agencies would produce a more cost-effective and efficient service delivery model.

Responsibility: Niblock

Timeline: July 2011

Critical Tasks:

- Identify core services that are currently being provided by multiple departments and/or jurisdictions.
- Analyze financial benefit and/or increased efficiencies to be gained through consolidation of these services.
- Determine feasibility of consolidation of these services.
- Develop agreements to consolidate services as appropriate.

Objective 4-D Develop and implement a public image enhancement program.

Responsibility: Stewart

Timeline: January 2014

Critical Tasks:

- Identify, assign, and train a PIO(s) that will provide consistent contact with the media.
- Review City policy regarding the potential use of social network sites.
 - Create a policy regarding acceptable content to be disseminated.
 - Implement approved network site(s).
- Identify options to improve department internet webpage.
 - Review city policies and guidelines on parameters.
 - Obtain approval from WVCC for the use of their data.
 - Develop a plan to determine supervisory oversight.
- Identify and calendar public meetings within each company district.

Objective 4-E Develop a plan to increase our personnel’s ability to communicate with the non-English speaking population.

Responsibility: Leavenworth

Timeline: January 2014

Critical Tasks:

- Identify existing multi-lingual resources in department, city or community.
- Identify underserved segments of the population using local demographic data.
- Identify methods to address underserved segments.
- Develop a plan to improve multi-lingual capability.

Objective 4-F Develop a method to identify and evaluate new state and federal mandates.

Responsibility: Stewart

Timeline: January 2012

Critical Tasks:

- Establish a method to identify new state and federal mandates.
- Develop a method to assign new mandates for evaluation of impacts.

GOAL 5: Create an organizational environment that promotes employee satisfaction.

Strategic Initiatives:

- Develop systems that encourage employee participation in departmental decision-making and program management.
 - Improve the quality of information exchange within the organization.
 - Develop a meaningful employee recognition program.
 - Improve the organization's ability to manage a diverse workforce.
-

Objective 5-A Establish a value-based decision making model that encourages innovation and effective leadership.

Responsibility: Leavenworth

Timeline: January 2013

Critical Tasks:

- Research value-based decision making models.
- Develop programs based upon research.
- Develop and deliver a training program to personnel.
- Evaluate effectiveness of program.

Objective 5-B Develop training methodologies that are effective with a multi-generational workforce.

Responsibility: Hadley

Timeline: January 2013

Critical Tasks:

- Identify and acquire proven training materials and delivery methods.
- Identify personnel to be trained and the specific courses/delivery method needed.
- Develop a training schedule.
- Deliver and document all training presented and methods used.
- Develop a method to conduct on-going evaluation of the effectiveness of new training methods.

Objective 5-C Identify the non-emergency skills needed within the department and provide targeted training to address individual deficiencies.

Responsibility: Hadley

Timeline: January 2015

Critical Tasks:

- Identify the specific skills needed.
- Identify individuals who have deficiencies in these target areas.
- Provide specialized and effective training to those identified.
- Develop a method to conduct on-going evaluation of specific skill and effectiveness of training.

Performance Measures and Targets

To establish the Salem Fire Department's ability to measure its success, the following performance measures and targets have been established. By evaluating and monitoring these measures the department can determine the success of its efforts, identify needed changes in program and service delivery, and better direct its resources on behalf of the community. The following is based on data through calendar year 2010.

Adopted by City Council

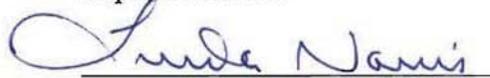
1. A response unit should arrive at the scene of a priority emergency incident within 5.5 minutes from receipt of the alarm, X% of the time.
Current: 73% Target: 85%

Adopted by the Salem Fire Department for Analysis and Planning

1. Deliver the full effective response force to a structure fire within 10 minutes or less from receipt of the alarm, X% of the time
Current: 85% Target: 80%
2. The loss to fire should not exceed X% of total city property value based on an average of the past five years
Current: 0.026% Target: 0.020%
3. The loss to fire in commercial property should not exceed X% of the value of structure involved in fire based on an average of the past five years.
Current: 1.89% Target: 0.90%
4. The loss to fire in residential property should not exceed X% of the value of structure involved in fire based on an average of the past five years.
Current: 4.95% Target: 5.0%
5. The number of fires occurring in commercial property should not exceed X per 1,000 commercial occupancies based on an average of the past five years.
Current: 4.6 Target: 4.0
6. The number of fires occurring in residential property should not exceed X per 1,000 residential occupancies based on an average of the past five years.
Current: 2.83 Target: 2.1
7. Loss of life to fire should not exceed X per 100,000 population based on an average of the past five years.
Current: 0.77 Target: 0.15

Endorsement by City Manager

This strategic plan has set aggressive goals and objectives for the next five years. Implementation of proposed objectives is subject to budgetary constraints, City Council priorities, and the various challenges that face any organization. However it reflects a course and direction in keeping with current Council policy and my direction to staff for its implementation.

 , City Manager

Appendix

STRENGTHS

It is important for any organization to identify their strengths in order to assure they are capable of providing the services requested by customers and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Through a consensus process, the organization's strengths were identified.

Strengths of the Salem Fire Department

- We have a quality workforce who cares about the success of the department and are positive about their workplace experience.
- We have many innovative employees.
- We have a modern fleet.
- We have new radio equipment.
- We have seismically remodeled facilities.
- Our public image is positive.
- We have a signed contract.
- We have a good safety record.
- We stay current with modern practices.
- We have a good labor/management working relationship.
- We have a proactive regional hazmat team.
- We have a good working relationship with outside agencies at the line level. The working relationship at the management level has improved.
- We have a successful public/private partnership in providing ambulance service.
- Despite economic climate, we have increased line staffing to staff Eng 11.
- We are continually striving to better the organization.
- We have a good collection rate in our EMS billing.
- We are continually evolving to keep up with current medicine.
- We have ALS capabilities on all staffed apparatus.
- We are an accredited agency.
- We are ISO Class 2 rated.
- We have a priority dispatching system.
- We are an Earthwise certified department.
- We have greatly improved our specialty teams.
- We have a dedicated safety officer program.
- We have a great SWAT/medic program.
- We maintain a connection with retired employees.
- We have a great working relationship with Fireshops.
- We have a good support network for employees (CISM).
- We have an active Pipes and Drum band.

WEAKNESSES

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it does not function well, or not at all.

Weaknesses of the Salem Fire Department

- The inability to recruit both diverse and quality candidates.
- A long history of top down management. We have a culture that inhibits empowerment of individuals at all levels.
- Inability to acquire technology to enhance quality and efficiency of business practices.
- Ineffective supervision creates a lack of personal accountability for action and behaviors.
- Resources have not been assigned to provide quality and consistent communication to media and the public.
- An underutilization of department personnel to develop and deliver training.
- An underutilization of department personnel to develop and deliver projects and programs.
- Some department personnel's reluctance to accept change and their willingness to complain and be negative about the change (rumor mill). This is, in large part, a consequence of the ineffective supervision mentioned above.
- Two-way communication methods and pathways between leadership and members should be improved.
- Supervisors need to be provided with the tools and held more accountable for the professional development of their personnel. Employees need to be held accountable to seek out and participate in professional development opportunities.
- We have an insufficient number of training staff to meet the educational needs of the organization.
- Administrative workload exceeds the number of available staff hours.
- The number of prevention staff is insufficient to provide effective fire and life safety programs such as inspections and public education.
- A focus on rule-based versus value-based decision making stifles innovation and overall effectiveness.
- Staffing levels do not allow for position move-up/training opportunities at the Battalion Chief level and in Fire and Life Safety.
- A lack of adopted and enforced personal health and fitness standards and inconsistent access to equipment.
- Department is not providing response in accordance with adopted Council response time goal.
- PPE inspection, maintenance and service time tracking is not being done in accordance with NFPA standards.
- Ladder truck brown-outs are increasing workload on other response apparatus.

OPPORTUNITIES

Many things exist as unrealized opportunities for the organization. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. Many opportunities exist.

Opportunities for the Salem Fire Department

- Utilize Automatic Vehicle Locator systems to dispatch the geographically closest unit to any call for service.
- Take advantage of State and Federal grants such as SAFER, LMI, AFG and Emergency Preparedness.
- Take greater advantage of regional training facilities such as DPSST and Brooks Regional Training Facility.
- Take advantage of health and wellness initiatives to decrease workers compensation claims and increase worker productivity.
- Take advantage of all-inclusive electronic records management systems that would integrate fire reporting, EMS charting, log book entries, inspections and occupancy records to reduce disparate records systems and dual entry.
- Explore opportunities to create service delivery partnerships with neighboring agencies.
- Take advantage of electronic staffing and call-back systems to reduce time spent on staffing management.
- Explore establishing response fees for incidents involving non-taxpaying properties.
- Explore establishing response fees for incidents involving non-Salem residents.
- Explore innovative deployment strategies.
- Increase community involvement, outreach and exposure.
- Utilize existing fitness resources in the community.
- Make more use of on-line training resources.

CHALLENGES

There are conditions in the internal and external environment that are not under the organization's control. However, by being aware of them, the organization can develop plans and programs to either mitigate the issue or respond when a challenge becomes reality. By recognizing possible challenges, an organization can greatly reduce the potential for loss.

Challenges facing the Salem Fire Department

- Meeting Council goals and objectives with existing or diminishing resources and current service delivery model.
- Maintaining our ASA so that we retain control on how EMS/Ambulance transport services are provided.
- Identify ways or methods to more effectively provide quality training to multi-generational workforce.
- Ability to communicate information to a diverse community (language barrier).
- Recruiting a workforce that better mirrors our community.
- Integrating data systems to enhance information sharing and operational efficiency.
- Supporting a growing department with limited support staff positions.
- Lead and communicate department expectations to a multi-generational and diverse workforce.
- Identify whether a regional approach to providing services would be more efficient than individual organizations.
- Complying with state and federal mandates.



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