

2018 - 2023



Salem Fire Department Strategic Plan



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Preface

The Salem Fire Department has long been regarded as an organization providing excellent service and adaptable to changing times. It has been called upon to react to many 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 – 2018

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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

Teamwork

All members working together to achieve our Mission.

Integrity

Always doing what is right for our customers and our team. We are committed to honest, ethical behavior and hold ourselves accountable to these values.

Excellence

Delivering service through professionalism and respect. Striving to be the best for our customers and team 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.

Cultural Beliefs

The Big Six

One Department

I promote teamwork, respect and a common ground

I Trust

I commit to an environment of respect, honesty, and trust

Speak Up

I engage in honest and open communication by asking for and offering feedback

Be Empowered

I align my decisions with our shared values

Own It

I lead by example, as an innovator, challenging the status quo

Be Accountable

I serve with integrity and personal accountability

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 to complete an objective. Timelines have been assigned to indicate when, during 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 City's and Department's mission.

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.
 - Explore alternative EMS delivery systems.
-

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: Hadley, Chambers

Timeline: 3 June 2020 – June 2022

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 new grant opportunities that are applicable to the Salem Fire Department (SFD) to enhance funding of needed resources within City Council direction.

Responsibility: Benmoussa

Timeline: 4 July 2019 - ongoing

Critical Tasks:

- Determine available grant opportunities that are applicable to SFD needs.
- Identify and propose grant opportunities that are appropriate for application.
- Make application for grants as authorized by Council.

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

Responsibility: **Hostetler, Chambers**

Timeline: 3 **July 2018 – December 2018 for inclusion in FY 19-20 budget**

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.
- Research systems that would need to be acquired to support an integrated records management system.
- Develop and propose a plan and funding requirements for the selected records management systems.

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

Responsibility: **Hostetler, Finance Division, Council Revenue Committee**

Timeline: 3 **Jan 2019 - ongoing**

Critical Tasks:

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

Objective 1-E **Staff Fire Station 11 to provide 24/7 response.**

Responsibility: **Niblock**

Timeline: 1 **Budget Approval in FY 2018-19 for in service January 2019**

Critical Tasks:

- Inform policy makers on (all aspects of the SOC):
 - Call load distribution
 - Effective response force
 - Benefits to response time compliance
 - Cardiac arrest survival/importance of response times for serious medical events
 - Depth of coverage
- Labor/management to strategize a plan for community education and involvement by:
 - Delineating management vs labor roles
 - Educating citizens on:
 - Response times
 - Effective firefighter force
 - Cardiac arrest survival rates
 - Depth of coverage
 - Call load distribution
 - Identifying how citizens can provide input to Council

Objective 1-F **Increase minimum staffing levels on ladder trucks to four per truck.**
Responsibility: **Niblock**
Timeline: 5 **July 2023 – July 2024**
Critical Tasks:

- Inform policy makers on effective response force and increased unit efficiency/reliability.
- Secure funding to allow four-person ladder truck staffing.
- Evaluate whether to hire more FTE or increase overtime to provide staffing.
- Complete recruitment, hiring and training if new staffing is needed.

Objective 1-G **Explore alternative non-emergency medical delivery systems.**
Responsibility: **Benmoussa, George**
Timeline: 2 **July 2019- July 2020**
Critical Tasks:

- Investigate other organizations alternative non-emergency medical delivery models.
- Identify which model(s) best serve the needs of the Salem community.
- Identify costs to implement recommended model(s).
- Research partnerships to fund the new delivery system(s).
- Propose implementation and funding requirements to Council and the budget process.

Objective 1-H **Evaluate and determine if secure access to the health information exchange (HIE) is viable.**
Responsibility: **George**
Timeline: 3 **July 2020 – July 2021**
Critical Tasks:

- Identify local clinics and health care facilities currently utilizing the program.
- Determine if Salem Fire Department is eligible to access the system.
- Determine the costs to access the system if any.
- Implement policies and procedures that provide access and ensure patient confidentiality.

Objective 1-I **Evaluate and improve the dispatch triage system for all response types.**
Responsibility: **Hadley, George**
Timeline: 3 **July 2020- July 2021**
Critical Tasks:

- Review all call taker cards (triage cards).
- Evaluate the assigned resources for each call type and revise as needed.
- Evaluate and develop a training plan to educate and empower company officers to triage calls.
- Evaluate the feasibility of medically trained fire department call takers/dispatchers.

Objective 1-J **Update the previous analysis to determine the staff required to provide an effective fire and life safety program and secure new positions.**

Responsibility: **Hadley**

Timeline: 2 **July 2018 – July 2019**

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 current and future workload 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.
- Identify funding for the needed positions.

Objective 1-K **Provide education to assist staff in dealing with the growing homeless population.**

Responsibility: **Benmoussa**

Timeline: 4 **July 2021 – July 2022**

Critical Tasks:

- Analyze services that are available and provided by area agencies to support this population.
- Evaluate the department's role in dealing with this population:
 - Medical treatment and transportation
 - Social services referrals
 - Other
- Collect data on how this population impacts call volume.
- Develop a plan to work with agencies to mitigate unnecessary calls. Educate business owners and service agencies on the fire department's appropriate role.

Objective 1-L **Prepare for and request a rating survey by the Insurance Services Office.**

Responsibility: **Benmoussa, Walsh**

Timeline: 5 **July 2023 – July 2024**

Critical Tasks:

- Review the current rating schedule to identify opportunities to improve the city's Public Protection Class rating.
- Identify those opportunities that will have sufficient benefit to justify costs.
- Secure budget funding to implement identified opportunities.
- Work with ISO to determine the best time to conduct the survey and the materials needed to be gathered in advance.
- Prepare materials that will be required by the ISO surveyor.
- Schedule and conduct the rating survey.

Objective 1-M **Work with facilities that are high frequency users of the EMS system to reduce SFD response workload.**

Responsibility: **George**

Timeline: 4 **June 2019 - ongoing**

Critical Tasks:

- Identify facilities within the city that are high frequency EMS system users.
- Identify the types of medical conditions encountered at these facilities.
- Explore options to provide alternative care for these patients that does not require a fire department response:
 - Additional in-facility medical staff
 - Additional training for in-facility staff
 - Acquisition of lift assist equipment by the facility for use by trained staff
 - Others
- Identify staff time required to implement a program to work with high frequency facilities.
- Work with facility leadership to implement identified solutions appropriate for each facility.
- Develop a method to evaluate impact on patient care and fire department workload.

Objective 1-N **Seek Council adoption of new response performance goal that align with national standards (NFPA 1221 and 1710).**

Responsibility: **Niblock**

Timeline: 5 **November 2018 – December 2018 adoption**

Critical Tasks:

- Evaluate system performance based on the national standards.
- Develop and present a proposal to Council to adopt national standards.

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 employee injuries.
 - Monitor emerging safety concerns and provide safety equipment and training as appropriate.
-

Objective 2-A **Identify and evaluate physical and behavioral health and wellness initiatives to increase fire department personnel's health and fitness.**
Responsibility: **Von Derahe, Brozovich**
Timeline: 1 **July 2020 – July 2022**

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.
- Create a Wellness committee to focus on health and wellness, cancer prevention, stress reduction, and maintaining an active peer team.

Objective 2-B **Fully adopt and implement NFPA 1583 IAFF/IAFC wellness initiative.**
Responsibility: **Von Derahe, Brozovich**
Timeline 2 **July 2022 – July 2023**

Critical Tasks:

- Evaluate the elements of the standard versus current practice.
- Identify initial and ongoing funding required to fully implement the program.
- Propose a budget request to secure appropriate funds to implement the initiative.
- If funded, develop education and training for fire department personnel.

Objective 2-C **Evaluate all SFD programs and services against relevant national safety and program standards.**

Responsibility: **Hadely, Benmoussa**

Timeline: 3 **July 2020- July 2023**

Critical Tasks:

- Establish a workgroup for each SFD division:
 - EOD
 - Fire and Life Safety
 - EMS
 - Training
 - Administration
 - Emergency Management
 - Other
- Identify the relevant national standards that apply to each program or service that will be reviewed.
- Evaluate each program or service against the relevant standards.
- Identify program or service deficiencies.
- Develop plans and funding sources to improve each program or service to be compliant with relevant standards.

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.
 - Develop systems to ensure the Strategic Plan remains relevant and up-to-date.
 - Explore opportunities to enhance the labor/management relationship.
-

Objective 3-A Develop and implement initiatives to provide a more diverse applicant pool for department positions.

Responsibility: Benmoussa, Merrick

Timeline: 5 July 2022 – July 2023

Critical Tasks:

- Evaluate, improve, and utilize 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 strategies.
- Evaluate the feasibility of an intern program.
- Evaluate and improve the diversity recruitment academy.
- Increase our involvement in the National Diversity Committee program.

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

Responsibility: Benmoussa

Timeline: 3 July 2020 – July 2021

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 the effectiveness of training.

Objective 3-C **Evaluate establishing a separate fire department fleet and equipment repair shop to provide timely and quality services.**

Responsibility: **Hadley, Stephenson**

Timeline: 3 **July 2022 – July 2023**

Critical Tasks:

- Develop justifications on the need for a separate shop for emergency apparatus and equipment:
 - Mechanic certification requirements for emergency vehicles
 - Nature of specialized and complicated equipment
 - Need for timely or expedited repair services
 - Dedicated technicians for the fire department to provide for a safe and reliable fleet
- Identify facilities and equipment costs required to establish a new shop facility and involve fire shops staff in the bond process to ensure adequate funding is available.
- Develop the budget requirements to operate a separate shop for fire apparatus and equipment.
- If the evaluation indicates so, propose establishing a separate fleet shop to Council.

Objective 3-D **Integrate electronic information such as pre-plans, key safe information, and others on MDCs and tablets.**

Responsibility: **Chambers, Carrera**

Timeline: 3 **July 2022 – July 2023**

Critical Tasks:

- Research current software for compatibility and capability.
- Identify costs for software and other implementation needs.
- Organize information in a digital format.
- Implement the selected program and evaluate the results.

Objective 3-E **Implement new strategies to train and develop our multi-generational organization.**

Responsibility: **Benmoussa**

Timeline: 5 **July 2023**

Critical Tasks:

- Identify training strategies that match training objectives and target audiences:
 - Hands-on training
 - Online training
 - Classroom training
 - Others
- Identify differences between multi-generational learners to provide varied instructional materials best suited to current work force.
- Modify existing delivery systems based on this research to provide more effective learning.
- Identify and propose budget packages to implement new systems.

Objective 3-F **Evaluate the need for additional administrative staff support within all fire department divisions.**

Responsibility: **Hadley, Hostetler**

Timeline: 3 **July 2022- July 2023**

Critical Tasks:

- Evaluate and quantify administrative support needs for:
 - EOD
 - Fire and Life Safety
 - Training
 - Department management
- Identify the number of FTE's needed to provide administrative support within all divisions.
- Identify the cost of FTE's required to provide effective administrative support.
- Propose budget packages to acquire needed staff.

Objective 3-G **Re-evaluate needed FTEs for the Training Division to ensure staffing meets the department's educational requirements.**

Responsibility: **Benmoussa**

Timeline: 3 **July 2020**

Critical Tasks:

- Evaluate and quantify the department's training needs and delivery models.
- Determine the capability of existing staff to provide needed training services and programs.
- Identify the gap between current capability and needs.
- Prepare budget packages to secure needed staff.

Objective 3-H **Conduct a complete evaluation of the WOC program.**

Responsibility: **Hadley, Benmoussa**

Timeline: 3 **July 2021**

Critical Tasks:

- Review the existing program elements including:
 - Program purpose and objectives
 - Utilization rate
 - Training curriculum
 - Cost/benefit compared to overtime
 - Degree of benefit to employees preparing for promotion
- Compare SFD's program to other similar agencies.
- Identify program improvements that should be implemented.
- Identify costs or savings created by program improvements.

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 the community's awareness of the Salem Fire Department and the services it provides.

Responsibility: Hadley, Walsh

Timeline: 3 July 2020

Critical Tasks:

- Develop and implement a customer feedback mechanism.
- Based on feedback, identify the community's involvement needs and desires.
- Develop and implement guidelines and standards for increased community interaction based on the identified needs.
- Evaluate the SFD Open House or similar event.
- Consider offering a citizen's academy and/or Fire-Ops 101 program.
- Identify options to improve the department's internet webpage.
 - Review city policies and guidelines on parameters
 - Develop a plan to determine supervisory oversight.
- Identify and calendar public meetings and events within each company district.
- Review the current use of social media and expand or revise that use as appropriate.

Objective 4-B Improve the department's ability to communicate information to a diverse community.

Responsibility: Benmoussa, Walsh

Timeline: 5 July 2022

Critical Tasks:

- Identify the languages common to our community.
- Educate employees on department and city resources for decreasing language barrier.
 - Language line
 - Tuition reimbursement/waiver for language training
 - Redeployment of bi-lingual employees strategically throughout the city
- Focus recruitment to hire more bi-lingual employees.
- Develop and provide educational and informational material in languages common in the community.

Objective 4-C **Prepare for and propose a bond issue to replace apparatus and equipment, acquire land, and construct fire stations for the year 2020.**

Responsibility: **Niblock**

Timeline: 2 **July 2017 – November 2018 seek council authorization for bonding in November 2020**

Critical Tasks:

- List items to be included in the bond issue:
 - Apparatus
 - Equipment
 - Land
 - Buildings
 - Bond costs
 - Other
- Develop costs for each based on expected pricing at time of acquisition.
- Identify the cost of the bond to taxpayers.
- Develop communication plan to inform the public of the costs and benefits of the bond.
- Seek council approval to reach out to the public.
- Create a coalition to help inform the public of the department's needs.
- Conduct a public outreach survey to evaluate support for the bond.
- Refine communication plan as needed based on the survey.
- Deliver public information regarding the bond issue.
- Train staff on what they can and can't say pre-ballot measure filing and post-ballot measure filing.

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 Develop a succession plan to ensure qualified personnel are available to fill vacancies.

Responsibility: Hostetler, Hadley, Niblock, Benmoussa

Timeline: 3 July 2020

Critical Tasks:

- Identify all SFD positions likely to become vacant over the next 10 years.
- List knowledge, skills, and abilities required for each position.
- Identify internal personnel who can be trained to fill these positions and the specific courses/delivery methods needed.
- Identify positions that can't be filled internally and sources of candidates for each.
- Develop a method to conduct on-going evaluation of the effectiveness of new training methods.

Performance Measures and Key Results

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 2017.

Key Results

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: 74.3% Council Adopted Target: 85%
2. A response unit should go en route on a priority emergency incident within 60 seconds, X% of the time.
Current: 95.6% Target: 85%
3. Deliver the full effective response force to a structure fire within 10 minutes or less of from receipt of the alarm, X% of the time
Current: 75.0% Target: 85%
4. Have the highest cardiac save rate in the nation.
Current: 57.1% Target: 70%

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

The following Strengths, Weaknesses, Opportunities, and Challenges were updated from the 2001 Strategic Plan to reflect current conditions.

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 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 have a good labor/management working relationship.
- We have a proactive regional hazmat team.
- We have a good working relationship with outside agencies.
- We have a successful public/private partnership in providing ambulance service.
- We are continually striving to better the organization.
- We are continually evolving to keep up with current medicine.
- We have ALS capabilities on all staffed apparatus.
- We are ISO Class 2 rated.
- We have a priority dispatching system.
- We are an Earthwise certified department.
- We are improving our specialty teams.
- We have a great SWAT/medic program.
- We maintain a connection with retired employees.
- We have a good support network for employees.
- We have an active Pipes and Drum band.
- Professional development has improved.
- Recruitment has become more effective. Retention has improved.
- We are taking better advantage of technology.
- Collaboration between prevention and line staff has improved.
- The organization has become a desirable place to work.
- Active partnership with the Salem Fire Foundation and successful AED/CPR program.
- Cardiac arrest save rate has improved dramatically.
- Workers Comp costs have decreased substantially over the past several years.

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

- Difficulty in achieving diversity goals during recruitment.
- Limited resources and staff inhibit our ability to provide quality and consistent communication to media and the public.
- Two-way communication methods and pathways between leadership and members should be improved.
- We have an insufficient number of training staff to meet the educational needs of the organization.
- Administrative workload limits the ability to support projects and programs.
- The number of prevention staff is insufficient to provide effective fire and life safety programs such as inspections and public education.
- 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.
- Department is not providing response in accordance with adopted Council response time goal.
- Ladder truck brown-outs are increasing workload on other response apparatus.
- Priority dispatch could be improved to ensure appropriate resources are sent.
- Current practice over-utilizes response resources.
- The fire department is not a top budgetary goal.
- Apparatus fleet is aging and is becoming less reliable.
- Fleet shops are not providing timely and quality services.
- Station 11 is still closed.

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 advantage of health and wellness initiatives.
- 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 alternative revenue sources.
- Explore innovative deployment strategies.
- Increase community involvement, outreach and exposure.
- Utilize existing fitness resources in the community.
- Expand the use of on-line training resources.
- Secure access to health information exchange.
- Explore alternate EMS delivery systems.
- Plan for the successful passage of the 2020 bond.
- Explore opportunities to increase youth involvement with SFD.
- Continue to explore and implement the latest in firefighting/science.
- Develop an organizational succession plan.

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, budgetary constraints, increasing workload, 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.
- Lead and communicate department expectations to a multi-generational and diverse workforce.
- Complying with local, state and federal mandates.
- Challenges created by the growing homeless population.

COMPLETED OBJECTIVES

The following objectives from the 2011 Strategic Plan have been deemed completed.

Objective 1-D	Acquire and implement an electronic charting (pre-hospital care report) system to improve efficiency and quality of information
Objective 1-F	Research and develop innovative alternative deployment strategies.
Objective 1-H	Prepare information that describes how increased or decreased funding will impact service delivery to the community.
Objective 1-I	Prepare informational, financial, and operational documentation to position the Department for a successful future Ambulance Service Area (ASA) bid/renewal process.
Objective 1-J	Analyze and determine the staff required to provide an effective fire and life safety program
Objective 1-K	Analyze training staff required to meet the education and training needs of the organization
Objective 1-L	Identify sites for future fire station location(s) and propose acquisition to City Council
Objective 2-B	Develop and implement a personal protective equipment (PPE) inspection program that meets NFPA standards
Objective 2-C	Evaluate the causes and costs of employee on-the-job injuries
Objective 3-A	Identify and implement the use of regional training facilities and other training methods to expand department training opportunities.
Objective 3-D	Develop a plan to provide administrative support to a growing department with limited support staff.
Objective 3-E	Review the existing recruitment plan's effectiveness in producing a pool of quality candidates
Objective 4-B	Develop options to enhance service delivery via partnerships with neighboring agencies.
Objective 4-C	Evaluate and determine if consolidating services with other agencies would produce a more cost-effective and efficient service delivery model.
Objective 4-E	Develop a plan to increase our personnel's ability to communicate with the non-English speaking population.
Objective 4-F	Develop a method to identify and evaluate new state and federal mandates
Objective 5-A	Establish a value-based decision making model that encourages innovation and effective leadership.
Objective 5-C	Identify the non-emergency skills needed within the department and provide targeted training to address individual deficiencies.